

WESTMINSTER WORKING WITH RADIUS INNOVATION AND DEVELOPMENT

Over the last two years Westminster has developed a relationship with Radius Innovation and Development, a consulting firm in San Jose, California. Several meetings have occurred between Radius and a handful of Westminster staff during this period. These have been exploratory meetings to evaluate ways in which Radius may be able to help us achieve our mission, now and in the future. Last week, representatives from CMO, Human Resources, and Economic Development spent two days with Radius to continue this conversation.

What is Radius?

Radius Innovation and Development is a global innovation and product development consultancy. Their parent company, Jabil, is one of the world's largest manufacturing services companies, doing over \$25 billion in revenue annually. Radius/Jabil work with the world's largest brands and are on the forefront of technology and innovation across a multitude of industries.

Why is Radius working with Westminster?

Radius has 25 years' experience innovating and designing thousands of products, services, and experiences for the world's largest companies and their customers. Radius sees an opportunity to apply their innovative thinking, technical expertise, and global knowledge to help local governments solve complex problems and discover new opportunities. They are excited to continue this journey with Westminster because we are a forward-thinking organization with a history of courageous decision-making and abundant opportunity.

Why is the City working with Radius?

Westminster is known for its exceptional governance and excellent quality of life, thanks to its history of dedicated staff and courageous leaders. We are fortunate to have the best municipal staff in the nation working to maintain and improve upon that legacy. There is so much great work being done, and so much potential on the horizon.

At the same time, Westminster is at a pivotal point in its history. Opportunities for growth are limited as the city is nearing build-out. Our capital costs are increasing due to aging infrastructure. Our budget depends heavily upon sales tax, which varies based on the economy and is threatened due to changes in the retail environment. We must be ready to respond to societal demands and technological advances that will impact our current operations. While the city is in good financial shape at this time, we must take action to sustain our success before increasing costs and revenue challenges begin to impact our ability to provide the exceptional quality of life that our residents have come to expect.

We will find creative solutions to these challenges and discover exciting new opportunities to ensure our financial sustainability and maintain an outstanding quality of life. This will require thinking differently about our work, challenging assumptions, leveraging new technology, collaborating across boundaries, improving communication,

clarifying expectations, and better aligning our work with our mission and vision. Radius offers innovative thinking, deep technical expertise, thoughtful analysis and vast experience in solving complex challenges across a broad range of industries.

What has been done to date?

Our initial connection to Radius originated informally over two years ago through Economic Development. In conversations between Economic Development and Radius, it became apparent that their expertise could benefit our entire organization. Over the last year, a small group of staff has met several times with Radius, both in Westminster and at the Jabil Blue Sky Innovation Center in Silicon Valley, to discuss the challenges facing municipalities across the country, and specifically the unique opportunities Westminster has to meet these challenges and be an example for other local governments.

What is the outcome of the work to date?

Radius has developed a deep understanding of our city and the unique challenges and opportunities that we face. They've brought a fresh perspective and outside-the-box thinking that we believe is healthy and necessary for an organization to flourish. At the most recent meeting we came to the realization that there is a lot of foundational work that must be addressed before we start evaluating specific strategies. As a result of this meeting, the City Manager's Office has committed to:

Periodically challenge our mission and vision and keep it at the forefront of our work. We will implement a process to review our vision and mission and ensure a common understanding and alignment amongst staff.

Thoughtfully and regularly evaluate and revise strategies and objectives. We must ensure that our work aligns with our objectives in order to ensure our future financial sustainability and to continue to deliver exceptional value and quality of life in our community.

Better communicate city strategies and objectives throughout the organization. We want staff at all levels of the organization to understand how their work contributes to the fulfillment of our mission and vision.

Remain committed to our core values. We will continue to conduct our work consistent with our SPIRIT values, reminding ourselves of their meaning and how they should be applied in practice.

What are the next steps?

We are working with Radius to determine what our next steps look like with them. We know that one important step is to involve more staff in future meetings with Radius. In the meantime, we will begin working on the items above, starting with more robust internal conversations about our mission and vision. More information will be shared through COWnet as this moves forward.