

Operational Performance Assessment – *Phase 1 Executive Summary*



Prepared for:

**Columbus Consolidated
Government, Georgia**

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1. Overview and Background

The Columbus Consolidated Government (“Government”, “CCG”, or “City”) serves residents of Muscogee County located in the west-central part of Georgia, on the state line with Alabama. The City of Columbus, Georgia resides within Muscogee County and lies on the Chattahoochee River, approximately 100 miles southwest of Atlanta. The Columbus Consolidated Government’s service area contains an estimated population of 206,922 based on the 2020 U.S. Census.

The Columbus Consolidated Government serves as both a city and county government, carrying out duties for both entities. CCG was Georgia’s first consolidated city-county government. As such, the Government holds the governmental and corporate powers, duties and functions formerly vested in the City of Columbus and Muscogee County.

CCG operates under a mayor-council-city manager form of government. The mayor is elected for four-year terms by popular vote. The City Manager is appointed by the mayor and confirmed by the Council and is responsible for the day-to-day operations of CCG. The Council of Columbus (“Council”) consists of 10 members, eight district councilors and two councilors-at-large. The Council operates as a legislative body and interacts with the executive branch of Columbus, including all appointed officers, directors of departments, and employees by way of ordinances or resolutions formally adopted at Council meetings.

In May 2025, Mauldin & Jenkins (“M&J”) was engaged to perform a governmentwide Operational Performance Assessment of the Government’s core operating departments. The scope of the assessment includes assessing Government operations and performance and creating realistic and implementable recommendations for the Government to achieve enhanced efficiency, effectiveness, accountability, and transparency. The Assessment identifies numerous recommendations that may not be possible to implement at the present or near future due to budget constraints, but should the Government accept and agree with the recommendations, the Government will have the ability to plan and budget for future implementation.

The Assessment is divided into the following three phases:

- Phase 1 – operating departments reporting to the City Manager
- Phase 2 – public safety departments
- Phase 3 – departments governed by elected officials (optional opt in)

The Phase 1 Assessment consisted of the following departments:

- | | |
|--------------------------|-------------------------------------|
| • Columbus Civic Center | • Inspections & Code |
| • Community Reinvestment | • Job Training/Workforce Investment |
| • Engineering | • METRA Transit |
| • Facilities Maintenance | • Parks & Recreation |
| • Finance | • Planning |
| • Human Resources | • Public Works |
| • Information Technology | |

2. Scope and Approach

This section details M&J's scope and approach to conduct the Phase 1 Assessment.

Scope and Objectives

Assessment scope and objectives included the following:

- Reviewing the functional taxonomy, organizational makeup, staffing, and roles and responsibilities
- Reviewing governing requirements (statutes, regulations, policies and procedures, etc.)
- Reviewing business processes, workflows, inputs/outputs, and dependencies for both controls and risk mitigation, as well as efficiency and effectiveness
- Reviewing the current use of technology and identify opportunities for automation/enhancement
- Reviewing communications and reporting
- Identifying operational leading practices
- Comparing the Government's current environment to leading practices and departmental/Government-specific goals
- Developing meaningful recommendations to improve/enhance operations and create a roadmap for a desired future state

Approach

M&J developed a workplan for the Assessment which consisted of the following four phases:

1. Initiation and Planning
2. Information Gathering
3. Fieldwork and Data Analysis
4. Validation and Reporting

As part of the Assessment, we performed the following key tasks to aid us in formulating our observations and recommendations:

- Requested and reviewed significant amounts of data and information, such as:
 - Organization charts
 - Job descriptions including roles, responsibilities, and competencies
 - Policies and procedures
 - Technology/systems inventory
 - Workflow diagrams or mapping
 - Fiscal and budgetary data/reports

- Volume/Customer information
- Strategic plans and/or prior similar assessments
- Conducted 193 interviews with the in-scope department heads, key management, and front-line delivery personnel
- Conducted “walk-throughs” of multiple facilities and properties
- Performed “job shadowing” observations of various functions and tasks
- Delivered periodic status updates throughout the engagement

We commend CCG leadership for undertaking this valuable work, and commend them for ensuring opportunities for staff at all levels of the organization to be engaged and encouraged to share their perspectives throughout the Assessment process. Employees at all levels were open, honest, and cooperative throughout the process.

This Executive Summary Report represents a high-level succinct presentation of the comprehensive Phase 1 Report. The comprehensive Phase 1 Report contains specific sections for each in-scope department and should be read in its entirety to further understand background and context for noted observations and recommendations.

Our Phase 1 analysis and fieldwork were completed between August 2025 and January 2026. CCG management has the ultimate responsibility to determine which, if any, of the included recommendations are to be implemented and the timing of such implementation.

3. Representative Notable Commendations

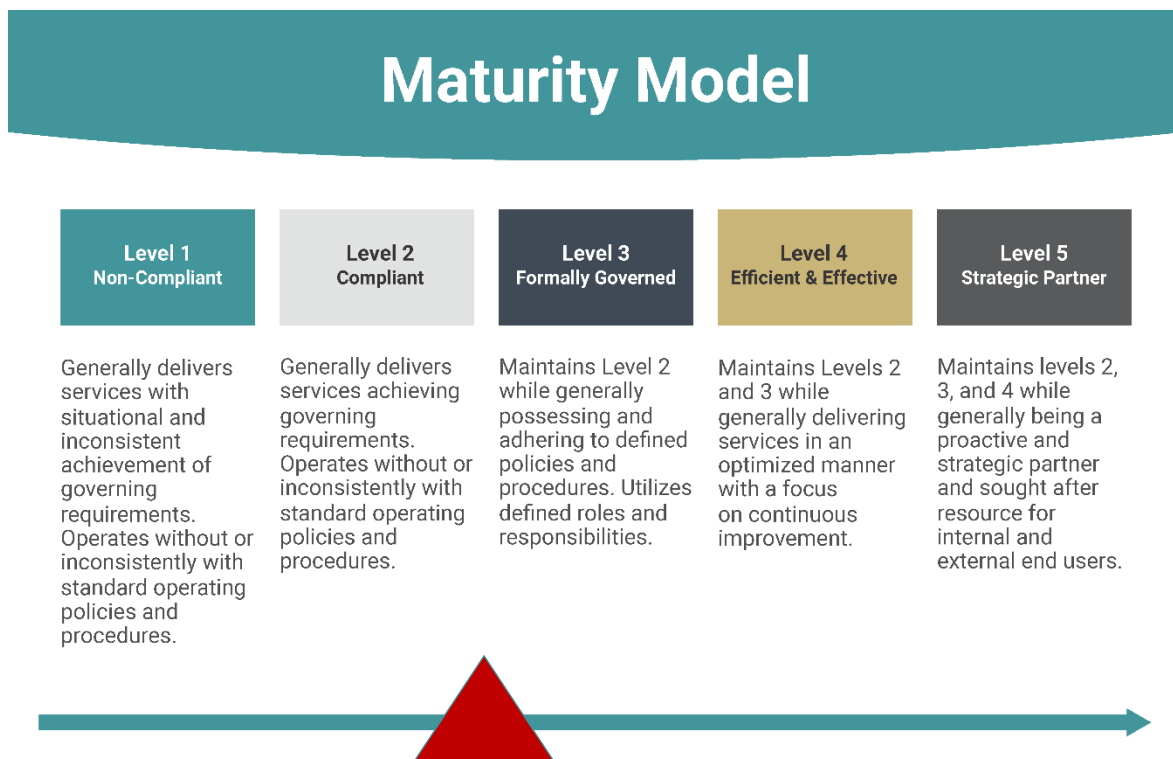
The 13 in-scope departments have much to be proud of, and have achieved numerous awards, certifications, and have implemented leading practices in specific areas. The following list describes the commendations noted during the Phase 1 Assessment.

- Organizational Changes to Various Functions to Optimize Efficiency:
 - In FY17, the move of the core management of the City’s GIS function to reside in the Information Technology Department, while maintaining a hybrid model with decentralized GIS positions within other departments
 - In FY25, the move of the Radio System management function to reside within the Information Technology Department and creation of the Radio System Supervisor role responsible for sole management
 - In FY26, the creation of a standalone Facilities Maintenance Department (formerly housed with the Public Works Department)
 - In FY26, the physical office space move including the Engineering, Planning, and Inspections & Code Departments from the Annex Building to City Hall to create a “one-stop-shop” for permitting and business licensing
- In 2022, CCG conducted a Pay Study which resulted in implementation of a modern, more competitive pay structure in addition to continued adjustments for maintenance of the plan
- The Public Works Department has received American Public Works Association accreditation since 2018 and is seeking to be reaccredited for 2026
- The Finance Department has consistently received annual awards of the Government Finance Officers Association’s Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting
- CCG has constructed a renewable natural gas facility at the Pine Grove Sanitary Landfill
- CCG is in the process of an ongoing implementation of the Enterprise Permitting and Licensing Civic Access Self Service Portal within the Inspections & Code Department (with future planned implementations in the Planning and Engineering Departments) to optimize customer experience and streamline interdepartmental processes
- The Parks & Recreation Department has received significant recognition from State and national professional associations such as: recurring accreditation by the Commission for Accreditation of Park Recreation Agencies; designated as “Agency of the Year” at least nine times for various population categories by the Georgia Recreation and Park Association since 2007; and receiving numerous awards for the Department as a whole, individual staff, and specific projects from the National Association of County Park and Recreation Officials and the National Recreation and Park Association

4. Maturity Assessment

M&J has developed a Maturity Model to help governments visualize specific department's maturity and opportunities for growth and development. A department is graded into one of five levels, with each level indicating maturity and effective operations. While units at higher levels of the Maturity Model often perform more efficiently than units at lower Maturity Model levels, the Maturity Model is an evaluation of organizational maturity and does not directly measure unit performance. While the Maturity Model does not directly measure unit performance, organizational maturity has a strong impact on performance. Furthermore, organizational maturity tends to be a robust, long-lasting determinant of performance, allowing units with higher levels of organizational maturity to continue to function effectively through staff turnover, reorganization, major process changes, or other circumstances that may seriously disrupt the operations of units with lower levels of organizational maturity.

M&J evaluated each in-scope department's level on the Maturity Model and scores ranged from a 2.0 – 3.0. Each department is described in detail (including its Maturity Model rating and description) in the comprehensive Phase 1 Report. The average score for the 13 Phase 1 Assessment in-scope departments is **2.5**.



The following table shows the individual Maturity Model ratings for each of the 13 in-scope departments.

Department	Current Maturity
Columbus Civic Center	2.0
Community Reinvestment	2.5
Engineering	2.0
Facilities Maintenance	2.0
Finance	2.0
Human Resources	3.0
Information Technology	2.5
Inspections & Code	2.0
Job Training/Workforce Investment Act	3.0
METRA Transit	3.0
Parks and Recreation	2.5
Planning	3.0
Public Works	3.0

Lack of formalized current policies and procedures as well as standard operating procedures and “job aids” to help ensure consistent and standardized delivery of operations was a major factor in determining department Maturity Model ratings. Many of the recommendations contained in the comprehensive Phase 1 Report will assist the departments with optimizing operations and enhancing efficiency and effectiveness. By also developing formal strategic plans with measurable outcomes within departments, the departments will learn to become more strategic and proactive, as opposed to primarily providing services in a reactive manner. The recommendations and suggested next steps will assist the departments in enhancing operations and achieving higher Maturity Model ratings.

5. Enterprise-wide Observations and Recommendations

During M&J's fieldwork, we identified multiple observations that either have enterprise-wide impact throughout the City government or will require policy or guidance from City leadership. Below are the noted enterprise-wide observations and recommendations.

City management has the ultimate responsibility to determine which, if any, of the following recommendations are to be implemented and the timing of such implementation. The Assessment identifies numerous recommendations that may not be possible to implement at the present or near future due to budget constraints, but should the Government accept and agree with the recommendations, the Government will have the ability to plan and budget for future implementation.

Observation 1: Many staff members were optimistic and pleased to participate in M&J's Assessment and expressed support for this Citywide initiative to enhance operations. While City staff are proud of the work they do to serve the City's common mission, employee morale is low due to public perception/opinions of the City, lack of opportunities for advancement, heavy workload, and deteriorating facilities and equipment. Staff expressed dissatisfaction with compensation and feelings of underappreciation due to a perceived lack of City leadership understanding departmental challenges and responsibilities. Certain staff have the perception that City leadership is disconnected with daily departmental operations and cited a lack of visibility and facetime with City leaders. Staff also expressed desires for more team-building events, as the City's current culture feels siloed among departments.

Recommendation 1: City leadership should assess meaningful ways to demonstrate to staff that individuals at all levels are seen and appreciated. Where applicable, individual departmental recommendations about restructuring job titles or classifications, defining career ladders, adding staff, incentivizing continuing education, and assessing condition of equipment and facilities should be considered. City leadership should conduct visits to departments to interact with frontline staff and increase visibility into departmental operations. City leadership should increase efforts to cultivate cohesiveness among all CCG departments through Citywide gatherings and events to boost morale and enhance the City's culture.

Observation 2A: Job descriptions for certain positions do not align with actual position responsibilities and in some cases include physical demands that are not appropriate/relevant to the positions. Also, some positions within the same department share job titles and descriptions but perform different roles and responsibilities which are not reflected in job descriptions.

Observation 2B: For certain roles, responsibilities and duties move with employees in positions, therefore as employees move positions, they retain responsibilities from previous roles. As a result, roles and responsibilities do not always align with actual job descriptions.

Recommendation 2: The Human Resources Department should collaborate with departments to ensure job descriptions are updated and reflect actual roles and responsibilities.

Observation 3: M&J observed inconsistencies and a general lack of career paths in certain departments. Certain positions (noted within individual departmental reports) at the same initial pay grade have inconsistent access to job tiers (i.e. Junior, Senior, I, II, III). In other scenarios, many positions lack defined career paths/job tiers, which can limit staff growth and restrict promotion opportunities to only when higher tier positions are vacated.

Recommendation 3: The Human Resources Department should collaborate with departments which maintain inconsistent job tiers or lack job tiers in general to define career ladders for staff to identify opportunities for growth and promotion.

Observation 4A: Certain roles which require operational/trades expertise require four-year bachelor's degrees for managerial and supervisory roles. In departments which rely on operational/trades expertise (Public Works, Facilities Maintenance, Inspections and Code) entry-level positions often do not require four-year bachelor's degrees and as a result, there is a barrier to growth for non-supervisory staff. Without opportunities for promotion into managerial and supervisory roles, staff's morale is negatively impacted. Degree requirements in certain roles can also discourage qualified applicants with relevant experience from applying to jobs, negatively impacting recruitment.

Observation 4B: Certain roles which require technical expertise (Information Technology) require four-year bachelor's degrees for most positions within the Information Technology Department. As a result, many qualified candidates cannot apply for positions, thereby negatively impacting recruitment. Furthermore, the requirement of degrees is generally becoming less common in the Information Technology profession.

Recommendation 4: City leadership, in collaboration with the Human Resources Department, should research the benefits and drawbacks of the four-year bachelor's degree requirement for certain job classifications/roles and consider the possibility of allowing experience to substitute for education for job classifications/roles that are less prevalent/commonplace to require four-year degrees.

Observation 5A: Many departments do not maintain standardized, consistent training programs/paths for positions to encourage or incentivize staff to receive training or obtain certifications above and beyond minimum requirements which exist for positions.

Observation 5B: Within departments that heavily rely on technical experience and operational/trades experience, staff expressed a lack of incentive to pursue additional certification and licenses which would increase their skillset, aid in professional growth, and be beneficial to their daily responsibilities.

Recommendation 5: The Human Resources Department should collaborate with departments to create career ladders that define training/certification pathways and compensatory incentives to encourage staff to pursue additional training, certifications, and licenses to promote development and benefit the City by expanding staff skillsets. Furthermore, the City should consider reimbursing employees for the cost of applicable training programs, certifications, and licenses that are applicable to their position.

Observation 6: The City engaged Evergreen Solutions to conduct a Classification and Compensation Study and Analysis (“Pay Study”) for all CCG positions that was finalized in 2022. The 2022 Pay Study replaced a pay plan that had not been systematically updated since 2006. As a result of the Pay Study, the Department implemented changes to the Citywide pay structure to make salaries more competitive with market rates. Also, as a result of the Pay Study, Evergreen Solutions recommended the City conduct a comprehensive classification and compensation study every three to five years.

Recommendation 6: The City should conduct a comprehensive classification and compensation study every three to five years to help ensure the City’s pay structure maintains market competitiveness and internal equity.

Observation 7: Interviews and walkthroughs of facilities with staff revealed deteriorating facilities which negatively impact operations and employee morale.

Recommendation 7: The Facilities Maintenance Department should establish a formal and comprehensive Facilities Condition Assessment plan which includes a comprehensive asset inventory and audit, identifies necessary repair or replacement tasks for each asset with anticipated costs, includes an investment plan that prioritizes and sequences capital and operational expenditures for the time period covered by the plan, includes preventative maintenance schedules, and defines the facility condition index for the City’s buildings to assess building health.

Observation 8: Departments which utilize heavy equipment are using equipment which is beyond its useful life due to inconsistent capital funding for assets, which has pushed departments behind on their equipment purchases. Due to an aging fleet of heavy equipment, certain pieces of equipment are unreliable and require frequent repairs, which limits the availability of equipment and increases maintenance costs.

Recommendation 8: The City could consider implementing an Internal Service Fund model for vehicle and equipment replacement. Departments would be charged an annual “rental” or “depreciation” fee for every asset, with the revenue protected in a dedicated reserve for future replacements and upgrades.

Observation 9: Many business processes throughout City departments are manual and burdensome due to reliance on paper and lack of integration of systems. Examples of manual processes identified within individual departmental reports include:

- Timekeeping processes are inconsistent within departments. Certain divisions within departments utilize biometric time clocks (TimeClock Plus) to automate timekeeping, while many divisions and departments track hours worked using paper timesheets. Staff must manually enter time from paper timesheets to CGI Advantage (the City’s enterprise resource planning system). Due to lack of integration of TimeClock Plus and CGI Advantage, staff must also manually enter hours worked into CGI Advantage.
- NEOGOV (the City’s onboarding and learning management system), CGI Advantage, and onPhase (the City’s records management system) are not integrated. Therefore, Human Resources staff and HR Liaisons must manually transfer data and documents stored on these systems, resulting in duplicative data entry which is time-consuming.

- The Engineering and Planning Departments accept credit card payments using paper credit card forms, as there is not currently a method for customers to make online payments.
- The Engineering and Planning Departments are conducting plan reviews primarily using paper copies of plans which are shared between appropriate reviewers.
- Customers cannot complete and submit Planning and Engineering Department applications using an online portal which streamlines the application and payment process. Based on M&J's fieldwork within the Inspections & Code Department, departments involved in the permitting and licensing process (Planning, Engineering, and Inspections & Code) are in the process of implementing Tyler Technologies' Enterprise Permitting and Licensing software which provides a Civic Access Self Service online portal allowing customers to submit digital applications, payments, and plans and to have visibility into their application status.
- The Finance Department's grants management function is primarily performed using Excel spreadsheets, thereby including limited automation and documentation.

Recommendation 9: The City should consider implementing technological solutions proposed throughout individual departmental reports to automate and streamline business processes to increase efficiency.

Observation 10: The County Prison provides an inmate work release program that provides approximately 400 inmate laborers to perform sanitation, landfill, public works, and maintenance roles. The inmate work labor program is reported to provide more than \$10million in savings to the City. Many departments are heavily reliant on inmate labor to supplement their workforce. Based on interviews across departments, the benefits of the inmate labor program have decreased in recent years due to the following:

- Limited daily availability of inmates, making supplemental staffing levels unpredictable at times and therefore reducing capacity if less inmates are available
- High turnover within Correctional Detail Officer positions which are required to supervise inmates which causes supervisory staff to assume oversight responsibilities of inmates, diverting them from their normal duties to supervise crews
- Unpredictability of quality of work from inmates

Recommendation 10: The City should further assess the inmate work release program to ensure that the program is still meeting the needs of the City and is operating as effectively as possible for both the City and the Prison.

Observation 11A: Many of the in-scope departments lack formal, documented, and updated standard operating procedures ("SOPs") to guide operations, and help ensure consistency and continuity.

Observation 11B: In the event of retirement or departure of a long-tenured employee, departments lose institutional knowledge due to lack of documented procedures and process guides and cross-training.

Recommendation 11A: City leadership should encourage the development of SOPs within all departments and should encourage departments to review SOPs at least every 2 years to ensure SOPs are updated and reflect actual practices.

Recommendation 11B: City leadership should encourage departments to participate in cross-training staff to increase knowledge sharing and succession planning.

Observation 12: Generally, many departments are operating in a reactive manner and lack strategic planning documents to guide long-term operations and define goals and objectives and measure department performance.

Recommendation 12: City leadership should encourage the development of strategic planning documents for all departments to define short- and long-term goals and align with collected performance data to track progress and performance.

Observation 13: Many departments lack formal, defined performance metrics and key performance indicators (“KPIs”) which are tracked to gauge departmental performance and align with strategic goals and objectives. For Departments which do track performance metrics, metrics are more focused on outputs (e.g., number of applications processed) rather than level of service provided, efficiency, or outcomes (e.g., time to process applications).

Recommendation 13: City leadership should encourage the development of KPIs that align with departmental strategic goals and objectives. City leadership should require the reporting of KPIs on a regular (monthly, quarterly, annually) basis to increase accountability, assess level of service provided, and gauge department performance.

Observation 14: Citywide annual performance appraisals were discontinued during the COVID-19 Pandemic due to the elimination of in-person meetings. Within the last year, the Human Resources Department reinstated annual performance appraisals as a requirement for departments, updated the process, and began tracking compliance. Historically, departments have not been held accountable to conduct performance evaluations, resulting in inconsistent departmental participation in the evaluation process.

Recommendation 14: The Human Resources Department should continue mandating annual performance appraisals and tracking compliance to ensure all departments participate and all staff receive a yearly evaluation.

Observation 15: The City does maintain a dedicated millage for stormwater, but the millage has not been increased in over 10 years. The City does not collect maintain a standalone, dedicated stormwater management/utility fee to fund stormwater operations. Based on M&J’s interviews, financial constraints cause funds to be used for new builds rather than proactively rehabbing older systems. Consolidated governments of comparable size and demographics such as Macon-Bibb County and Athens-Clarke County have successfully implemented a standalone stormwater management/utility fee. Implementation of a standalone stormwater management/utility fee would create a revenue stream dedicated to stormwater management and allow for more proactive projects to be undertaken.

Recommendation 15: The City should consider conducting a formal feasibility study to potentially adopt and implement a dedicated stormwater management/utility fee to provide the City's stormwater operations with a guaranteed, sustainable revenue stream.

Observation 16: The GIS Manager housed within the IT Department maintains communication with the GIS Section's staff to manage workload and ensure coordination of projects between GIS divisions and employees decentralized within other City departments. The GIS Section's GIS Technician Supervisor, however, reports to the Engineering Director. Therefore, the Engineering Director is responsible for evaluating the GIS Technician Supervisor's performance and is involved in hiring decisions for GIS Section positions. As there is not a requirement for the IT Department's GIS Manager to be involved in hiring decisions, performance appraisals, and training opportunities, it is up to the discretion of the Engineering Director to involve the GIS Manager in such decisions. As such, the GIS Section is not formally accountable to the IT Department's GIS Manager, which creates governance issues when assigning workloads. Also, training opportunities received by GIS positions are inconsistent between departments, affecting the retention and talent of employees.

Recommendation 16: The City should consider implementing a different staffing/reporting model for current shadow IT roles that exist external to the IT Department. The City could consider the following alternative approaches:

- The City could house shadow IT roles within the IT Department and therefore, current shadow IT roles would be centralized within the IT Department, based out of the IT Department office, and report directly and solely to the IT Director or designee.
- The City could continue to house shadow IT roles within respective departments but instead of reporting to individual department directors, the shadow IT roles would solely report to and be held accountable by the IT Director or designee. As a result, shadow IT roles would exist under the IT Department but would be located within the respective departments they support.

The City could continue to house shadow IT roles within respective departments and implement a dual-reporting relationship for shadow IT positions which establishes a reporting relationship with the external positions and the IT Director (or designee) to promote accountability and collaboration with the IT Department.

Observation 17: Job descriptions for GIS positions are not updated to reflect job responsibilities and skillsets accurately, therefore affecting the quality of candidates that can be hired.

Recommendation 17: The GIS Division and Department should collaborate with the CCG Human Resources Department to update GIS job descriptions throughout the City to ensure job descriptions are accurate and modernized, and contain the appropriate qualifications and skills necessary to attract quality candidates.

Observation 18: In recent years select CCG departments (including select Public Safety departments) have created Business Analyst positions (“shadow IT positions”) with job descriptions that are very similar to the IT Department’s roles within the Enterprise Applications Division (“Division”). Due to the IT Department managing most of the City’s enterprise applications, the Division must assist shadow IT positions with certain functions, therefore some of their responsibilities require collaboration with the IT Department. However, based on interviews, there are concerns that shadow IT positions are managing applications/systems that the IT Department is unaware of.

Furthermore, compensation for certain shadow IT roles is significantly higher than comparable positions within the IT Department. As such, shadow IT roles have led to external competition for the Department, as an incumbent staff member transferred to another department to fill a Business Analyst role due to higher compensation and comparable job duties. Other issues resulting from shadow IT roles relate to accountability and authority, as the roles report to respective directors, not the IT Director. As such, there is limited collaboration between the IT Department and IT shadow roles which conflict with goals the Department wants to accomplish, create potential duplicative efforts, and encourage other departments to rely less upon the IT Department and create similar roles within other departments.

Recommendation 18: The City should consider implementing a different staffing/reporting model for current shadow IT roles that exist external to the IT Department. The City could consider the following alternative approaches:

- The City could house shadow IT roles within the IT Department and therefore, current shadow IT roles would be centralized within the IT Department, based out of the IT Department office, and report directly and solely to the IT Director or designee.
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The City could continue to house shadow IT roles within respective departments and implement a dual-reporting relationship for shadow IT positions which establishes a reporting relationship with the external positions and the IT Director (or designee) to promote accountability and collaboration with the IT Department.

Observation 19: Many of the departments utilize Q-Alert to receive work orders which are submitted by internal employees, the public, and 311 Citizen Services Center staff. Due to administrative inefficiencies within Q-Alert, departments receive many work orders which are not applicable to their department/division which require time to manually sort through work orders which can be addressed by the department/division. Furthermore, duplicative work orders are commonly entered, resulting in a high volume of work orders which have already been received or closed.

Recommendation 19: The City should provide clear guidance and delineation on CCG department duties and responsibilities to stakeholders which submit work orders using Q-Alert.

6. Focus Areas and Next Steps

There are numerous recommendations contained in the comprehensive Phase 1 Report, but we believe that CCG should focus on the following five broad themes:

1. Drive consistency and standardization within departments and across the organization – formal policies and procedures, standard operating procedures, and strategic plans
2. Enhance the use of Key Performance Indicators and data analysis focusing more on outcomes as opposed to activities for enhanced data points for decision-making
3. Plan and invest in facility/infrastructure, and heavy equipment needs
4. Reduce the use of paper and manual processes through automation
5. Continue to invest in CCG’s greatest asset, its employees, by enhancing performance management, training programs, career paths, and accountability

For immediate next steps, M&J is recommending the following actions for CCG consideration:

- Focus on implementing recommendations from the Phase 1 Report
- Capitalize on momentum, employee support, and benefits of doing the initial Assessment
- Brand the transformation as a formal initiative
- Create a formal assignment(s) to oversee and implement recommendations
- Leverage consultants and employee “champions”
- Create program and project-specific workplans where progress and impacts of implementation can be reported
- The Council and its committees can assist with governance and support of implementation to help drive accountability and consistent messaging

Implementation of the Assessment’s recommendations are critical to achieving the following goals of conducting the Assessment:



7. Conclusion

We commend CCG leadership for undertaking this valuable work, and commend them for ensuring opportunities for staff at all levels of the organization to be engaged and encouraged to share their perspectives throughout the Assessment process. Employees at all levels were open, honest, and cooperative throughout the process.

This Executive Summary Report represents a high-level succinct presentation of the comprehensive Phase 1 Report. The comprehensive Phase 1 Report contains specific sections for each in-scope department and should be read in its entirety to further understand background and context for noted observations and recommendations.

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