



Columbus Consolidated Government

*Governmentwide Operational Performance Assessment:
Phase I Results*

Presentation to City Council

August 11, 2026

I. Background

- The Columbus Consolidated Government (“CCG” or “City”) engaged Mauldin & Jenkins (“M&J”) to conduct an Operational Performance Assessment (“Assessment”) of CCG operating departments
- The Assessment is divided into the following phases:
 - Phase 1 – Operating departments reporting to the City Manager
 - Phase 2 – Public safety departments

Phase 1 in-scope departments included:

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



I. Background



- We commend the 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
- We also would like to recognize the more than 180 CCG employees throughout multiple departments and position levels who gave their time coordinating logistics, conducting interviews, providing requested information, providing tours, and allowing Mauldin & Jenkins to observe and “job shadow” certain functions



II. 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



II. Notable Commendations



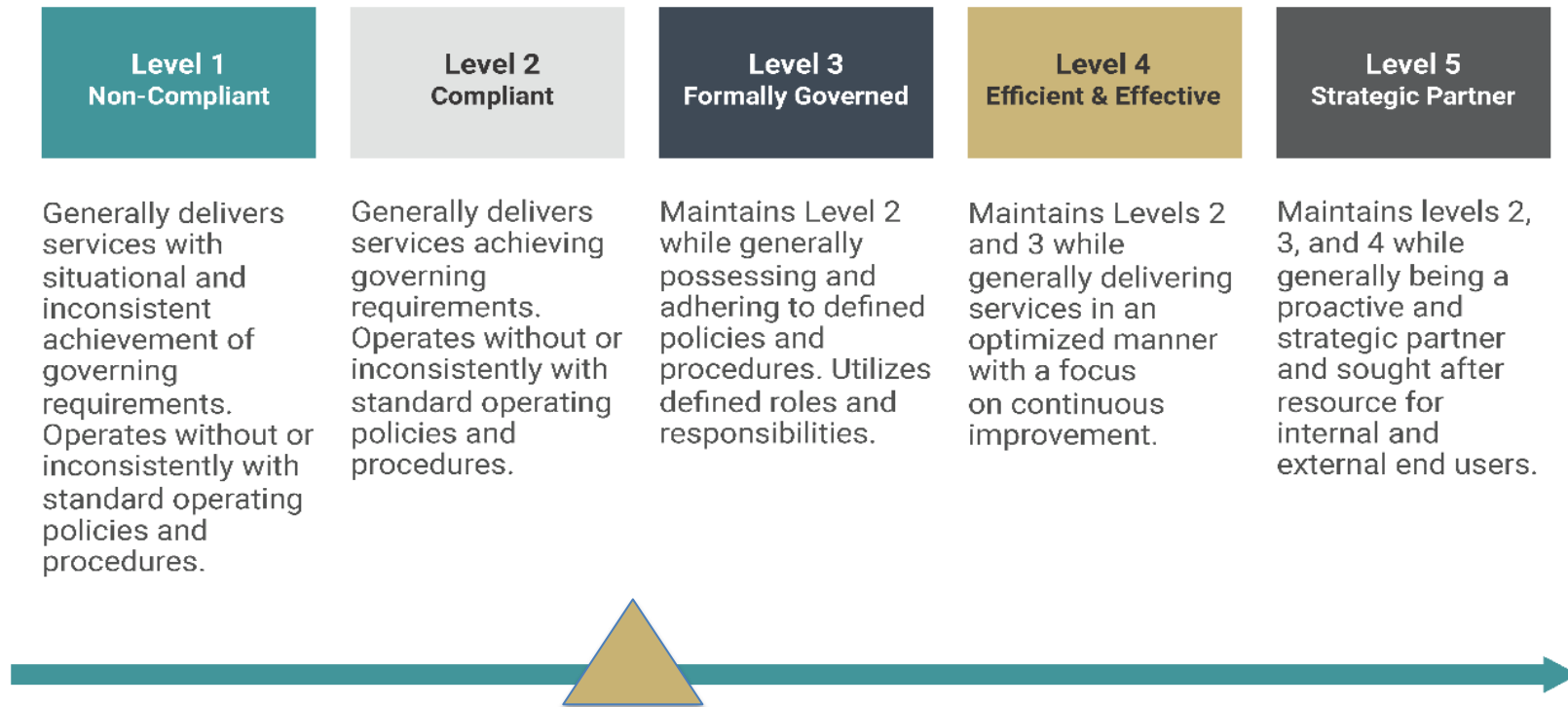
- In 2022, CCG conducted a Pay Study which resulted in implementation of a modern, more competitive pay structure in addition to continued adjustments for maintenance of the plan
- The Public Works Department has received American Public Works Association accreditation since 2018 and is seeking to be 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



III. Phase 1 Departments Overall Maturity Assessment

Maturity Model

**In-Scope
Department
Overall Average:
2.5**



Note: Evaluation of organization maturity, does not directly measure department performance



III. In-Scope Departments Overall Maturity Assessment



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

Department	Current Maturity
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

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.



IV. Enterprise Themes



The following are common enterprise-wide findings and themes that exist across multiple departments. The findings/themes are included in the comprehensive Phase 1 Report with proper context and recommendations.

- Lack of formal strategic documentation/plans
- Lack of formal KPIs
- Lack of formal, documented, and current SOPs
- Many manual/paper-based processes still in use
- Many departments are still using paper timesheets and those with timeclocks still require manual data entry from timeclocks to Advantage
- Deteriorating facilities – need for a formal citywide facility assessment and capital planning
- Heavy equipment is outdated - particularly in Public Works - no thorough formal equipment maintenance/replacement plan
- Lack of a formal grants management software



IV. Enterprise Themes



- Performance appraisals were discontinued during COVID due to in-person meetings on hold. Performance appraisals are not enforced at a department-level and inconsistently applied since COVID (have been reinstated this year by HR)
- Previously implemented policy requiring college degrees for managerial-level positions which prevents tenured frontline staff without degrees (their positions did not initially require one) from rising in the ranks. Our recommendation is centered around operational/trades expertise (Public Works, Facilities Maintenance, Inspections and Code)
- Lack of consistent opportunities for growth and advancement within the City
 - Lack of training in some departments, no incentive to gain relevant certifications like in Fleet Maintenance for mechanics and Facilities Maintenance
 - Having consistent bands/tiers within positions (Level I, II, II)
- Job descriptions are outdated and some are inaccurate
 - Multiple job titles (and descriptions) are shared between different positions that are responsible for completely different functions – this causes confusion when hiring candidates who think they are applying for a particular role/skillset
- Employee morale is somewhat low - due to a public perception of the City, lack of opportunity for growth, City facilities, lack of training, etc.



V. Areas of Focus Moving Forward

- Drive consistency and standardization within departments and across the organization – formal policies and procedures, standard operating procedures, and strategic plans
- 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
- Plan and invest in facility/infrastructure, and heavy equipment needs
- Reduce the use of paper and manual processes through automation
- Continue to invest in CCG's greatest asset, its employees, by enhancing performance management, training programs, and career paths



VI. Next Steps

- 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 Project Management Office (“PMO”) 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 Board 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 goals of conducting the Assessment:





THANK YOU

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