



## **Columbus Consolidated Government Strategic Navigation Session February 02, 2024**

**Columbus State University's Elizabeth Bradley Turner Center, Founder's  
Hall, 4225 University Ave, Columbus, Georgia 31907**

**Walt McBride and April Howard, Facilitators – Carl Vinson Institute of Government -  
University of Georgia**

### **Agenda**

|                 |  |                             |
|-----------------|--|-----------------------------|
| <b>9:00 am</b>  | <b>Welcome Back</b>  | <i>Mayor Skip Henderson</i> |
|                 | <b><u>1.</u> Reflections from Yesterday</b>  | <i>Facilitators</i>         |
|                 | <i>Turn the Curve Review</i>   |                             |
|                 | <b>Groups present...</b>   |                             |
|                 | <ul style="list-style-type: none"><li>• <i>Strategic Priority</i></li><li>• <i>Forcefield analysis</i></li><li>• <i>Potential Strategies/Actions for staff to consider</i></li></ul> |                             |
| <b>10:30 am</b> | <b>Break</b>   |                             |
| <b>10:45 am</b> | Leadership Commitments for effective governance  | <i>Facilitators</i>         |
|                 | <b>2. Celebrating Columbus Consolidated Governments' Future</b>  |                             |
|                 | Concluding Steps and Evaluation  |                             |
|                 | <b>Closing Remarks</b>   | <i>Mayor Skip Henderson</i> |
| <b>Noon</b>     | <b>Lunch and Adjourn</b>   |                             |



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# Welcome

## Planning Retreat

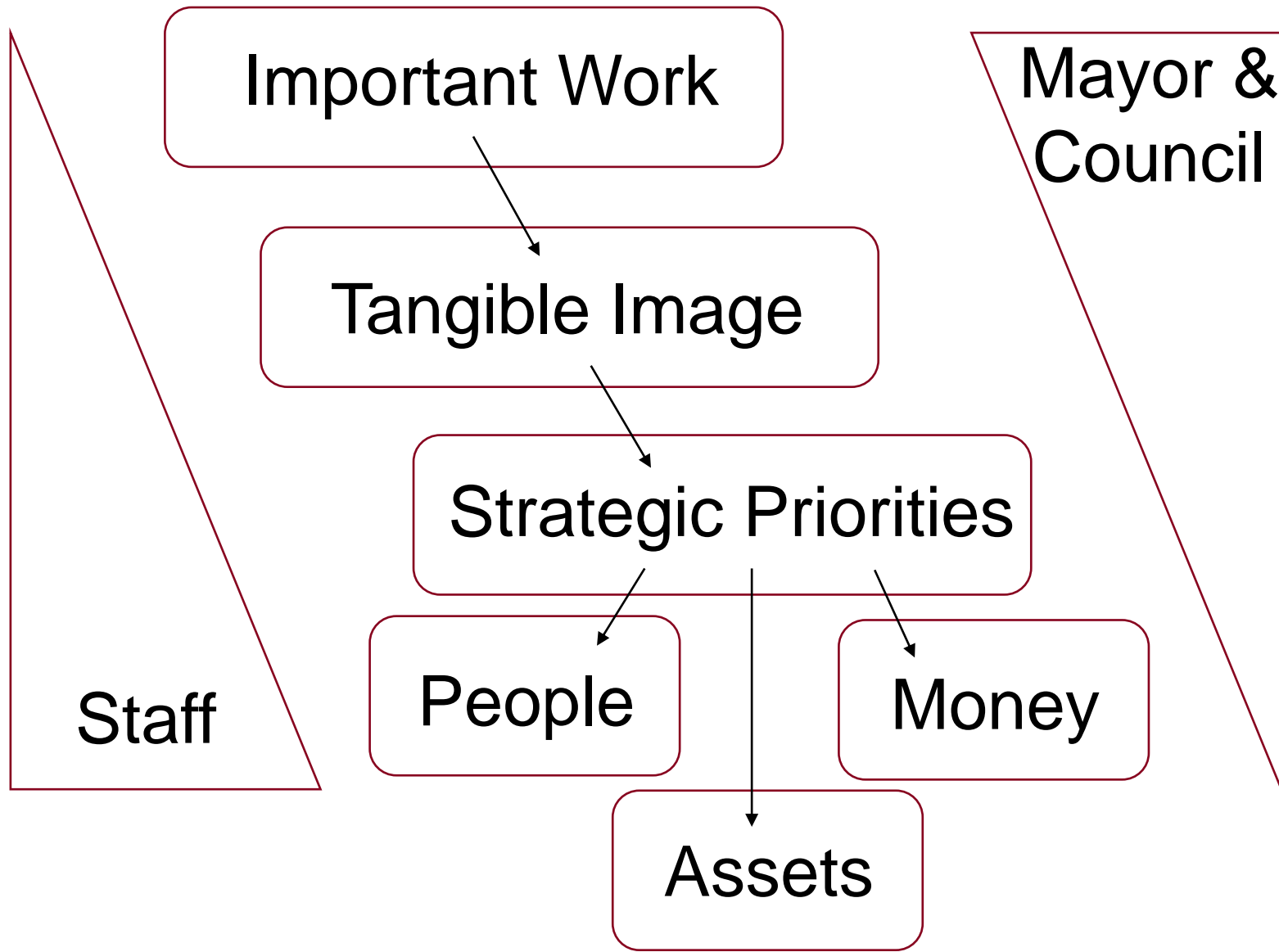
### February 1-2, 2024

Facilitated by Walt McBride and April Howard

# Good Morning!

# Welcome Back!





## Why Does CCG Exist?

- Public Safety
- Public Services
- Public Health
- Good Stewards of resources
- Formation of the Government (historical aspect)
  - Efficiency with consolidated government approach
  - Access and transparency
  - Reduce redundancy with City and County
- Serve the people
- Provide opportunity for citizens
- Quality of Life
  - Entertainment
  - Attractive surroundings
  - Being able to be engaged
  - Opportunity

## • What does the Tangible Image Look Like?



# Columbus Mission

Provide citizens cost-effective, high-quality services and a Columbus, Georgia environment which enhances the economic well-being and quality of life.

- Considerations:
  - ALL constituents replace citizens
  - Ensure each of the departments within CCG have an align with the Mayor and Council's perspective of important work.
  - Value/Statement of continuous improvement of quality of life.
  - May not need to include Columbus, Georgia-repetitive?
  - Look at Columbus 2025? CSU? Ft. Moore?



# Columbus Vision

- A team-centered approach to problem-solving emphasizing effective communications with citizens and elected officials.
- Create an environment of respect and trust between the mayor, city councilors, staff, and the citizens.
- Establish a citywide culture of customer service.
- Maintain public private partnerships that provide for a better Columbus, Georgia.
- Build city budgets that seek fiscal responsibility.
- Integrity in all that we do.
- A safe city to live, work, and play.
- Use a continuous improvement process to improve technology, and innovative processes to focus on improved quality of life.



1

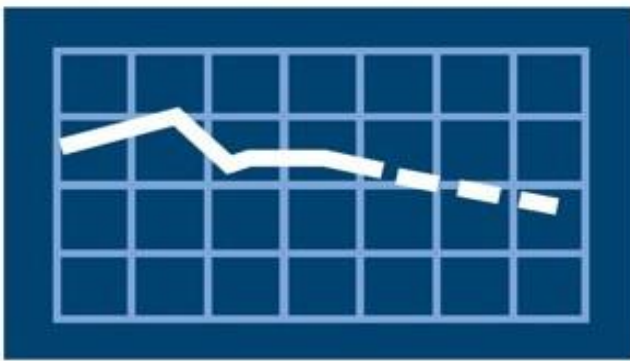
**What is the "end"?**

*Choose either a result and indicator or a performance measure.*

2

**How are we doing?**

*Graph the historic baseline and forecast for the indicator or performance measure.*



3

**What is the story behind the curve of the baseline?**

*Briefly explain the story behind the baseline: the factors (positive and negative, internal and external) that are most strongly influencing the curve of the baseline.*

4

**Who are partners who have a role to play in turning the curve?**

*Identify partners who might have a role to play in turning the curve of the baseline.*

5

**What works to turn the curve?**

*Determine what would work to turn the curve of the baseline.  
Include no-cost/low-cost strategies.*

6

**What do we propose to do to turn the curve?**

*Determine what you and your partners propose to do to turn the curve of the baseline.*





# Is Anyone Better Off?

|        | QUANTITY   | QUALITY  |
|--------|--|--|
| EFFORT | <b>How Much We Do</b><br>How much service did we deliver?<br># Customers served<br># Services/Activities   | <b>How Well We Do It</b><br>How well did we do it?<br>% Services/activities performed well |
| EFFECT | <b>Is Anyone Better Off?</b><br>What quantity/quality of change for the better did we produce?<br>#/% with improvement in:<br>Skills<br>Attitudes<br>Behavior<br>Circumstances |  |



## What is the Story Behind the Curve?

What are the top 3 contributing factors to this performance?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Who are the partners who have a role to Turn the Curve?

---

## What works to Turn the Curve:

Brainstorm all possible solutions including no-cost and low-cost ideas and at least “off the wall” idea. Prioritize the ideas that have the most leverage to improve your measures.

| Ideas                  | Priority |
|------------------------|----------|
|                        |          |
|                        |          |
|                        |          |
| No-cost/Low-cost Idea: |          |
| Off the wall idea:     |          |

What is our Action Plan to Turn the Curve? Who will do it? When will it be completed?

Develop your strategy below.

| Action Step | Responsible | Target Date | Status |
|-------------|-------------|-------------|--------|
|             |             |             |        |
|             |             |             |        |
|             |             |             |        |
|             |             |             |        |



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# What Strategic Priority (Important work) would you like to “Turn the Curve”?

**Each Table Select 1 Strategic Priority**

# Turn the Curve Thinking: Five Core Questions

Item 1.



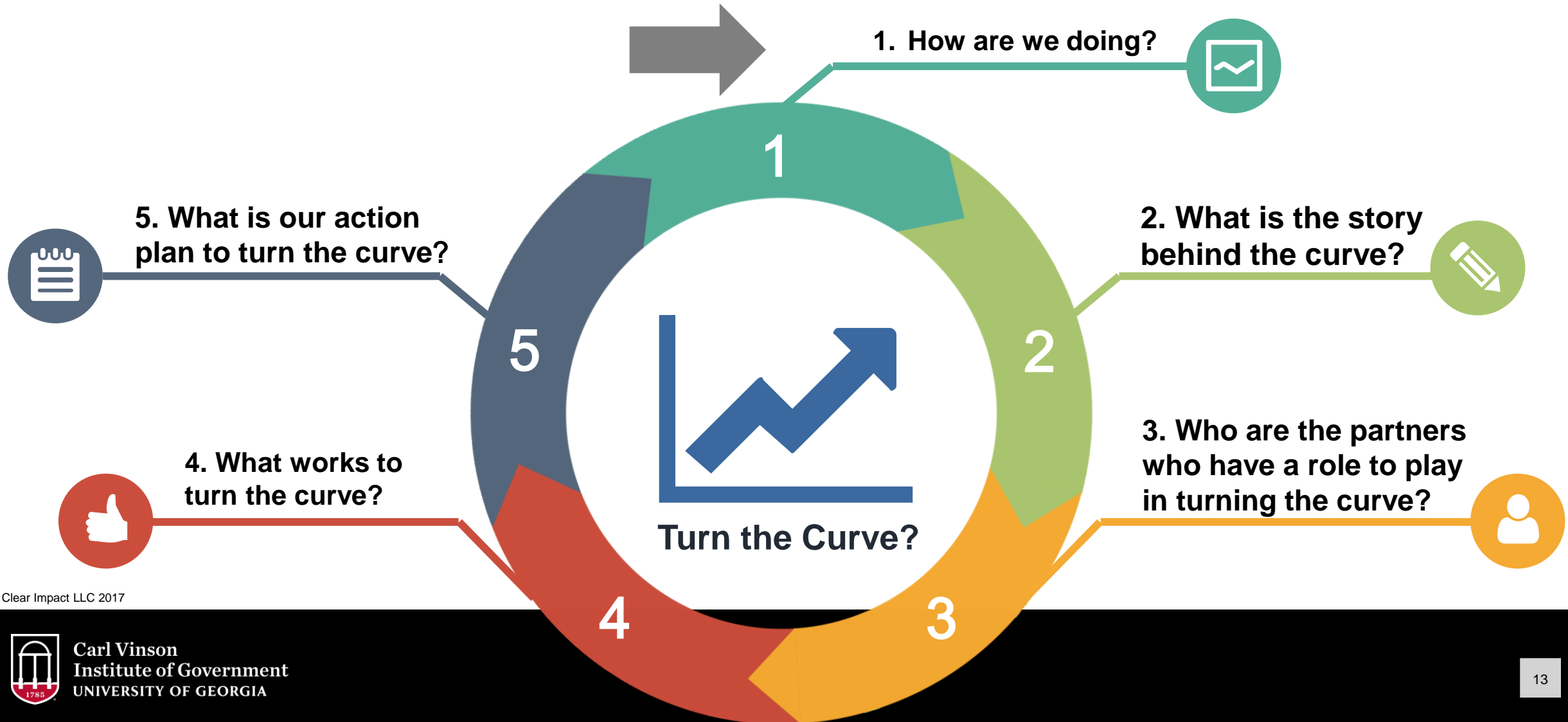
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# Turn the Curve Thinking: Five Core Questions

Item 1.



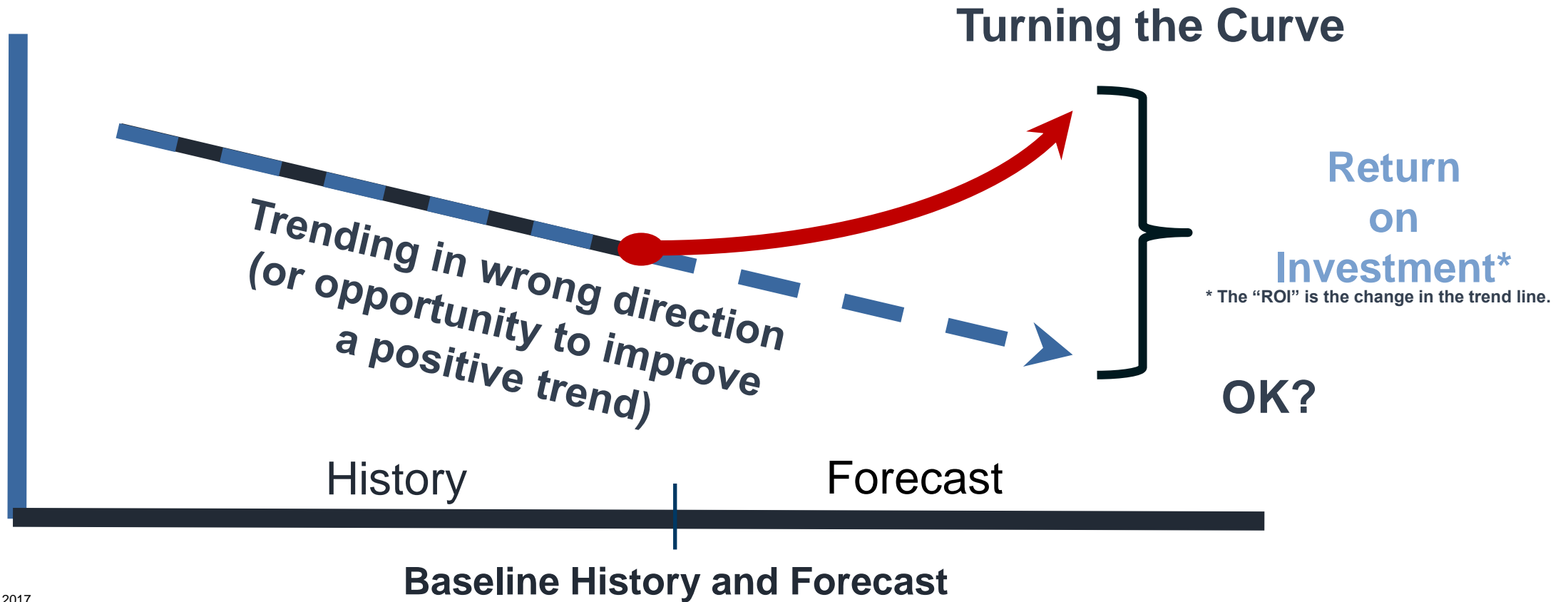
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# How Are We Doing?

Item 1.



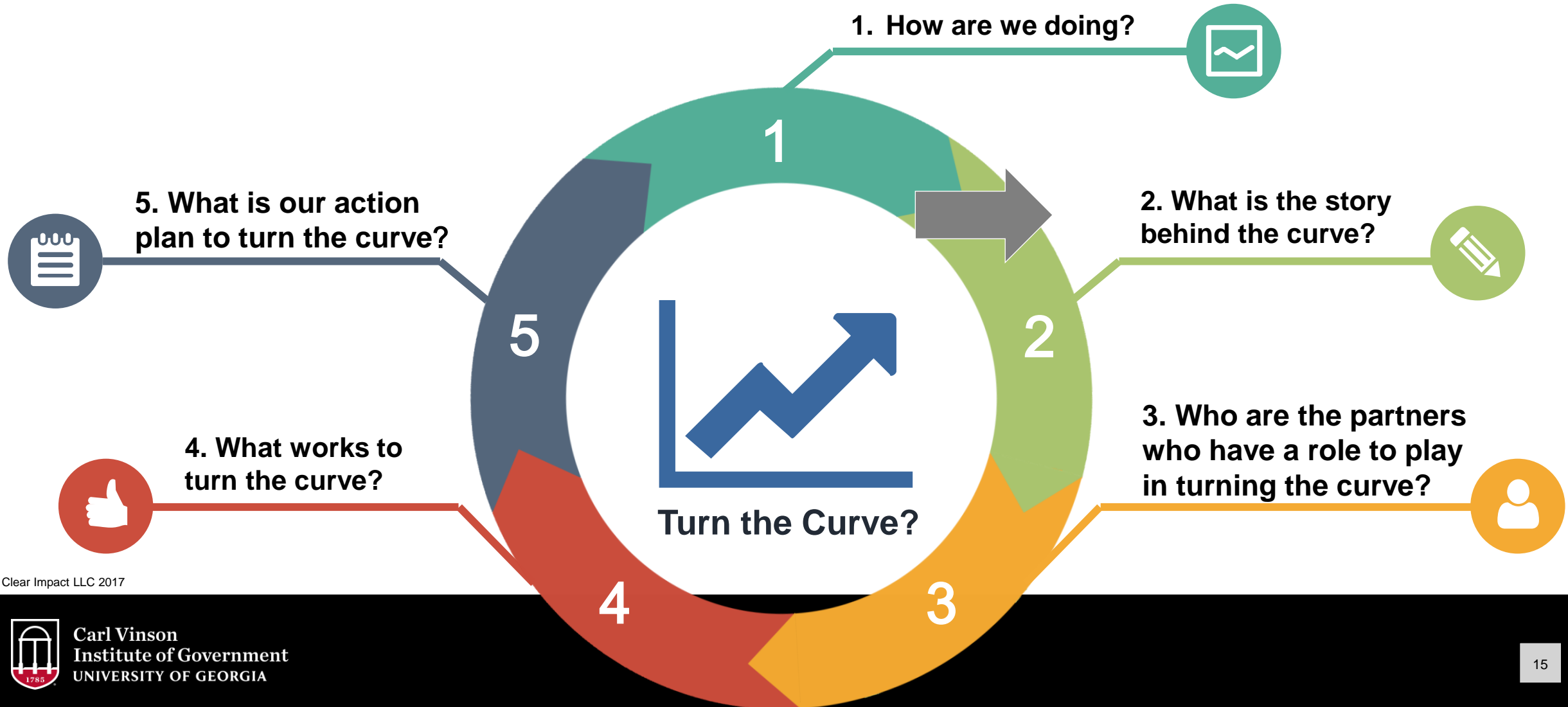
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# Turn the Curve Thinking: Five Core Questions

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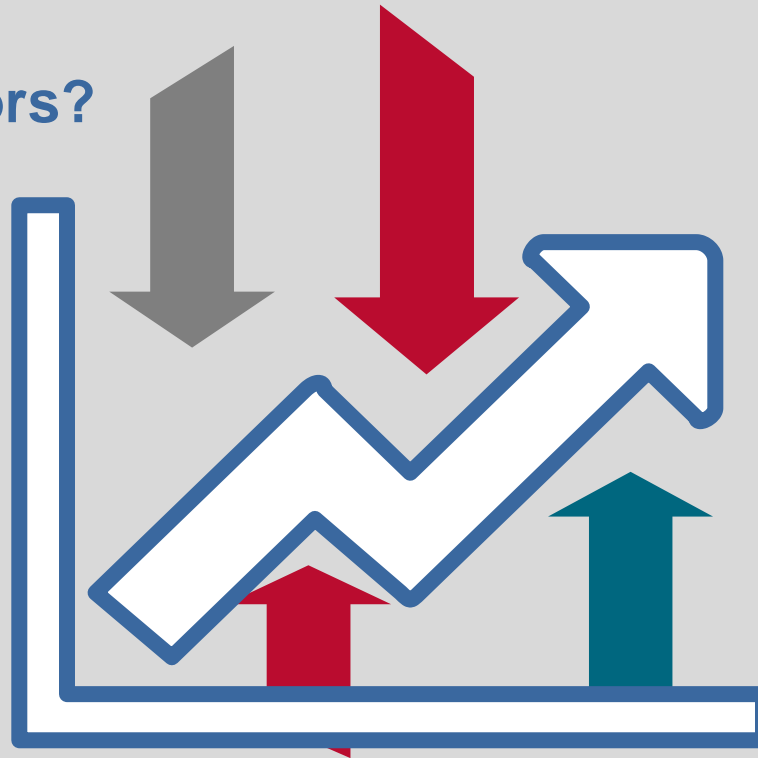


# Story Behind the Curve

## Force Field Analysis

Item 1.

Restricting Factors?



Contributing Factors?

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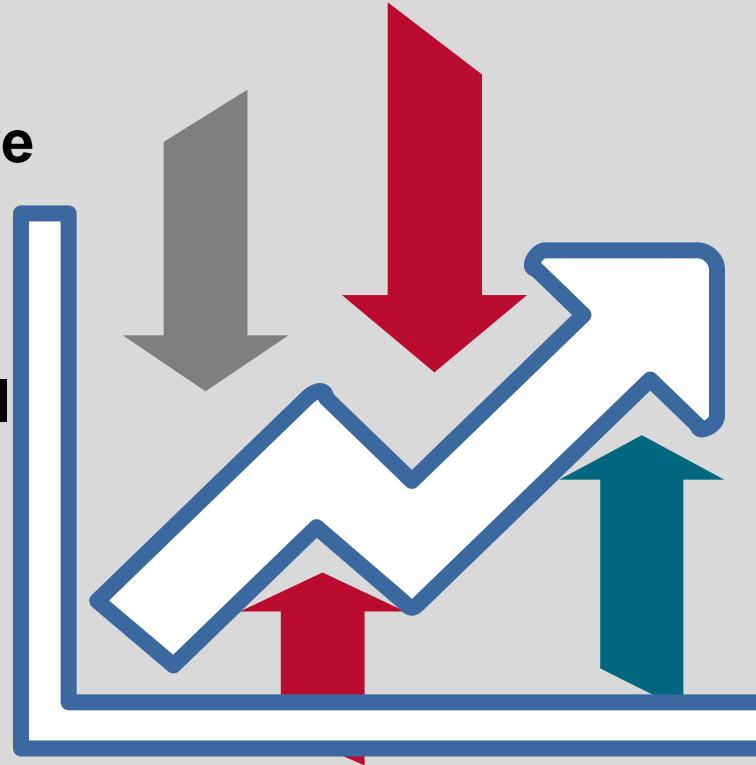


# Story Behind the Curve

## Force Field Analysis

Item 1.

- **Root Causes (ask “Why?” five times)**
  - positive and negative
  - current and anticipated
  - internal and external
- **Prioritize the root causes**
- **Do we need additional research?**



### Tips

1. Focus on the story and do not jump to solutions.
2. Don't define root causes in terms of solutions.

# Animal Control

- Provide future strategic planning and funding for expansion of animal care and control
- Staffing needed at CACC
- Improve animal control
- Animal control communication and collaboration



# Tax Structure-Urban Service Districts

- Planning and development -Urban vs. Rural-developers want to make rural look like urban area
- Urban service district reform
- Tax structure
- Urban service districts
  - USD#1 and USD#2 all become USD#1



# Parks and Recreation

- Parks and recreation resources
- Activities for youth-more activities in the park
- Maximize sports venues and encourage youth sports
- Parks and recreation-improve and maintain parks
- Expand youth sports
- Parks and recreation upgrade
- Get motorized bikes off of Riverwalk
- Psalmound Road Pool needs to open Summer 2024
- More activities for youth
- Upgrade parks and recreation facilities
- Pools



# Public Safety

- Police response times needs improvement
- Public safety-recruit, recruit, recruit-Coach Smart
- Community Policing-develop relationship w/ residents
- Crime reduction
- Backlog in the courts
- Fire/EMS response time needs to improve
- Safer communities-lower the violent crime rate



# Capital Improvement Plan

- Get workable processes and software in the revenue division
- Jail Facility
- Complete judicial center on budget
- Fund capital expenditures annually in order for us to stay ahead of maintenance on city facilities-instead of just patching
- Bus routes
- Capital equipment replacement funding



# Roads and Infrastructure

- Infrastructure Replacement/Maintenance Funding
- Plan to get roads up to par- more than deferred maintenance
- Rural roads need to be repaved to urban street standards
- Implement Long Range Transportation plan I-14
- Need road resurfacing
- Road Improvements
- Preventative maintenance of infrastructure and facilities
- Street paving based less on a Matrix and more on efficiency and prevention of future problems



# Economic Development

- Address poverty
- Make sure development opportunities are spread throughout the city to all areas
- More good paying jobs
- Reduce homelessness
- Reduce poverty rate
- Economic development plans from the past (Riverwalk)
- Fully engage Ft. Moore-personnel/families
- Maximize marketing of River/Whitewater
- Address poverty
- Attracting a large/midsized company to Columbus
- Backlog of unauctioned parcels
- Affordable housing options
- Indigent care plan
- Quality affordable housing
- Attracting new businesses and expanding existing businesses
- Reduce poverty
- Population growth-attracting and retaining
- Address Poverty



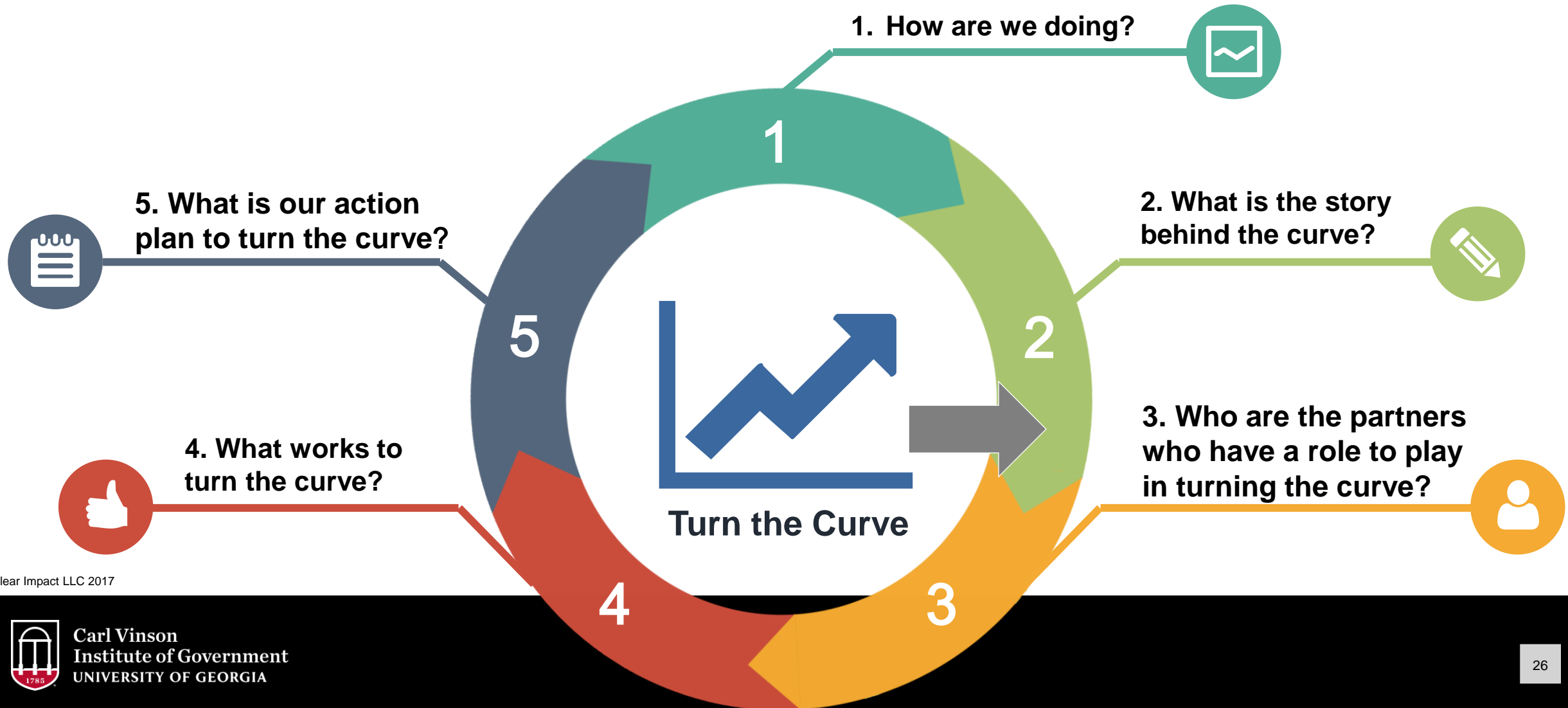


# Group Work-Force Field Analysis



# Turn the Curve Thinking: Five Core Questions

Item 1.



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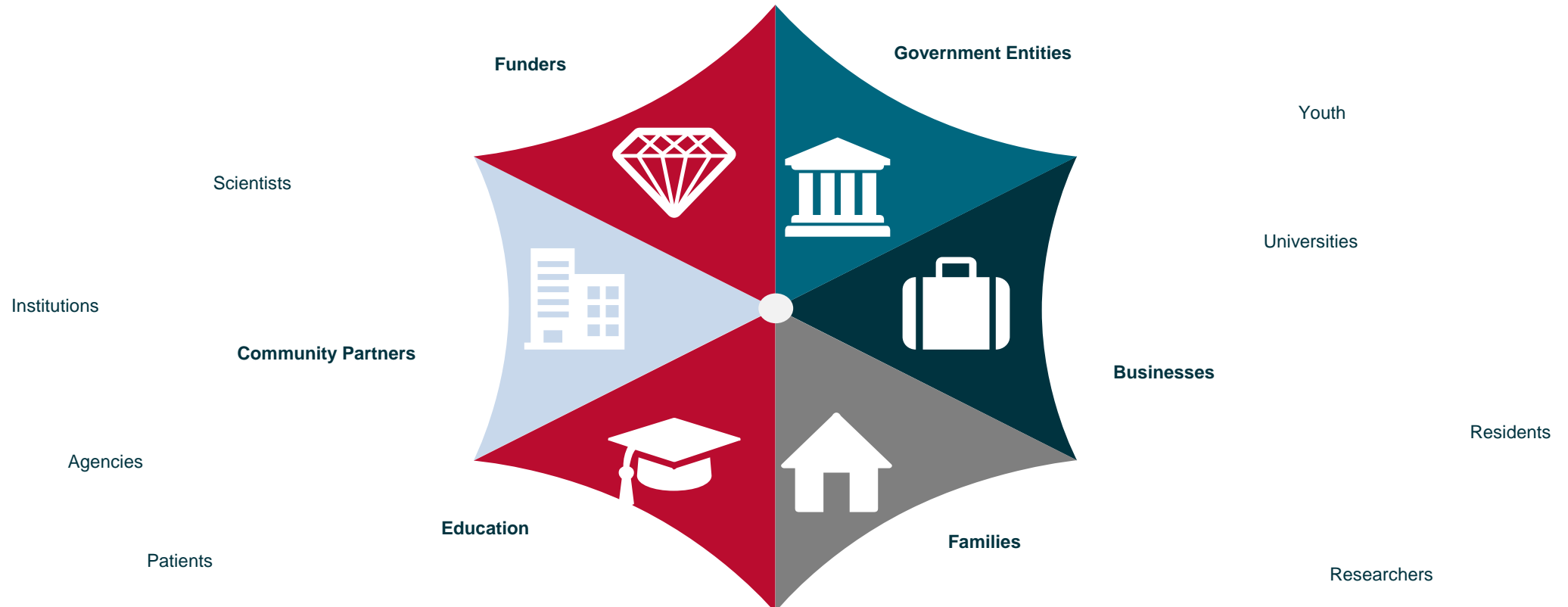


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# Partners

Item 1.

Who are partners with a role to play in turning the curve?



Does the story behind the curve suggest any new partners?

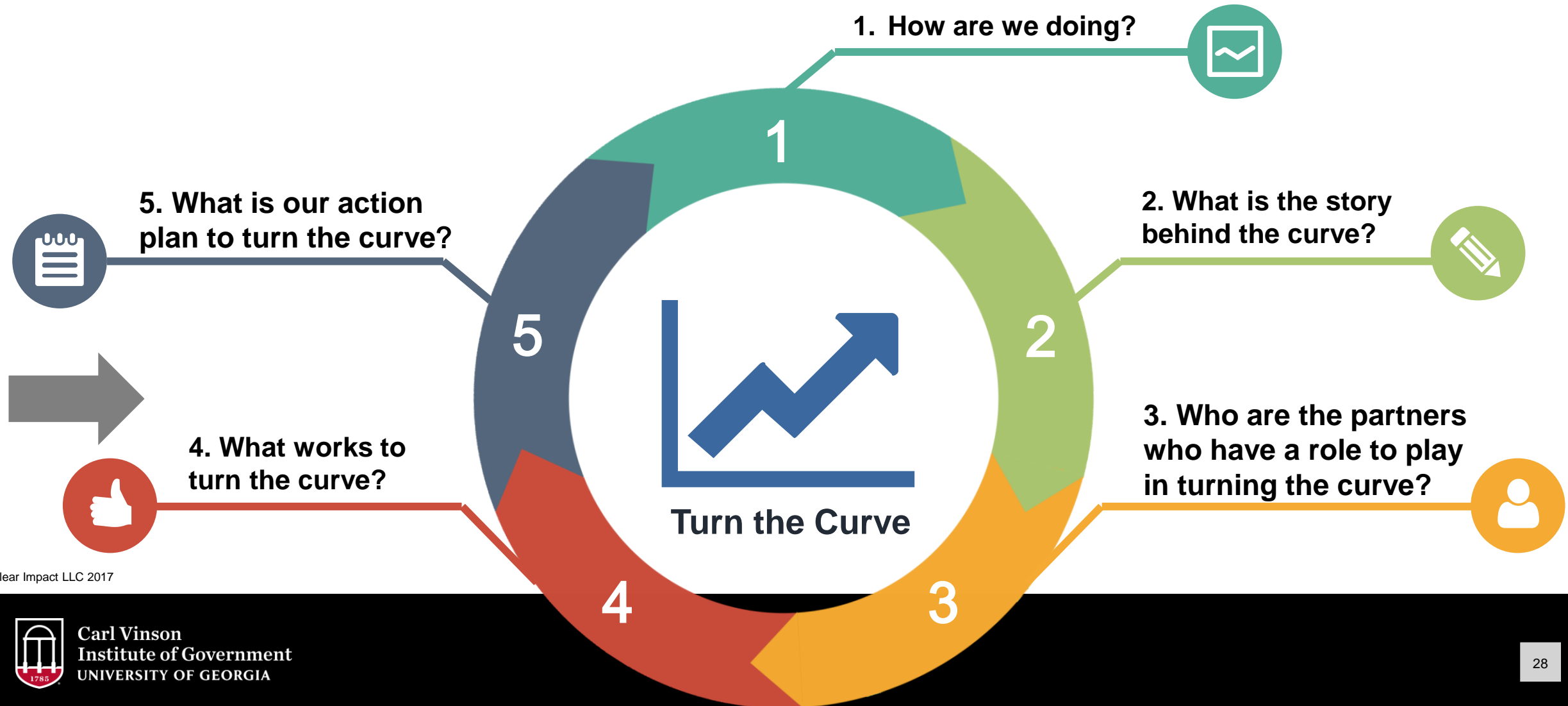
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# Turn the Curve Thinking: Five Core Questions

Item 1.



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# What Works

Item 1.

Do we know what would work to turn the curve?

Research /  
Evidence-Based



Low Cost /  
No Cost



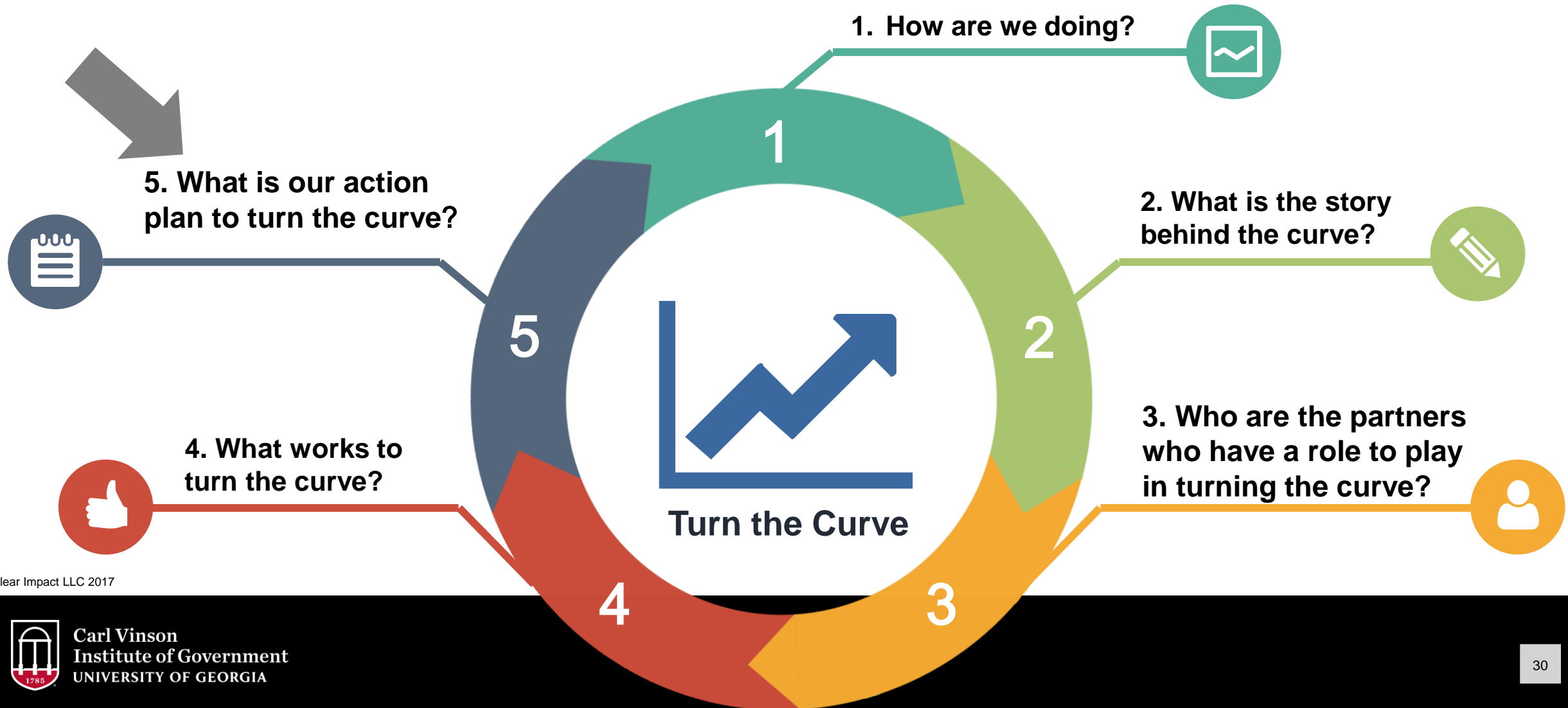
Off-the-wall



Information and  
research agenda

# Turn the Curve Thinking

Item 1.



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# Action Plan

Item 1.

- What are our actions (in order of priority)?
- Criteria for selecting an Action Plan
  - ✓ **Leverage** ➡ Addresses priority root causes in story behind the curve.
  - ✓ **Feasibility\***
  - ✓ **Values (consistent with shared values)**
  - ✓ **Specificity**



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# Action Plan

Item 1.

Rate each strategy as High, Medium or Low for each of the criteria.

|            | Leverage | Feasibility (aka Reach) | Values | Specificity |
|------------|----------|-------------------------|--------|-------------|
| Strategy 1 | H M L    | H M L                   | H M L  | H M L       |
| Strategy 2 | H M L    | H M L                   | H M L  | H M L       |
| Strategy 3 | H M L    | H M L                   | H M L  | H M L       |
| Strategy 4 | H M L    | H M L                   | H M L  | H M L       |
| Strategy 5 | H M L    | H M L                   | H M L  | H M L       |





# Action Plan

Item 1.

Rate each strategy as High, Medium or Low for each of the criteria.

|                   | Leverage     | Feasibility (aka Reach) | Values       | Specificity  |
|-------------------|--------------|-------------------------|--------------|--------------|
| Strategy 1        | H M L        | H M L                   | H M L        | H M L        |
| Strategy 2        | H M L        | H M L                   | H M L        | H M L        |
| <b>Strategy 3</b> | <b>H</b> M L | <b>H</b> M L            | <b>H</b> M L | <b>H</b> M L |
| Strategy 4        | H M L        | H M L                   | H M L        | H M L        |
| Strategy 5        | H M L        | H M L                   | H M L        | H M L        |



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# Driving and Restraining Forces Impacting the Columbus Consolidated Government

Item 1.

What are Columbus Consolidated Governments'

- strengths that will support our navigation to our preferred future?
- weaknesses that will impact our navigation to our preferred future?
- opportunities that will guide our navigation to our preferred future?
- threats that will hinder our navigation to our preferred future?



# What are our next steps?

- Priorities
- Concerns
- Dreams



# Commitments to our Community

- Reflecting on our conversations...
  - Write down
    - 2 commitments you will make to CCG in the future.
    - 1 Commitment you will make to yourself.



**THANK  
YOU**



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