

Build Columbia

Blueprint for a World-Class City



We Are Columbia



Run. Grow. Transform.

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Program Overview

Build Columbia aims to align functions and services that reflect strategic relevance and importance in order to visualize our budget in a manner that helps us to amplify performance against expectations. The framework is based on determining the degree of citizen visibility and the degree of strategic value based on the following:

- Identify City functions by the nature of their relationship to the public:
 1. “Front Office” Services – services that provide services with the highest citizen and public visibility and interaction
 2. “Back Office” Services – services that are internally focused and support or enable front office services
- Identify 3 categories that help to determine strategic value:
 1. Run-the-City – day to day type activities that must be provided
 2. Grow-the-City – activities that generate performance improvements or enhancements, generally result in reduced costs or increased efficiency
 3. Transform-the-City – activities that result in new services; generally generates significant new revenues as well as enhances quality of life.

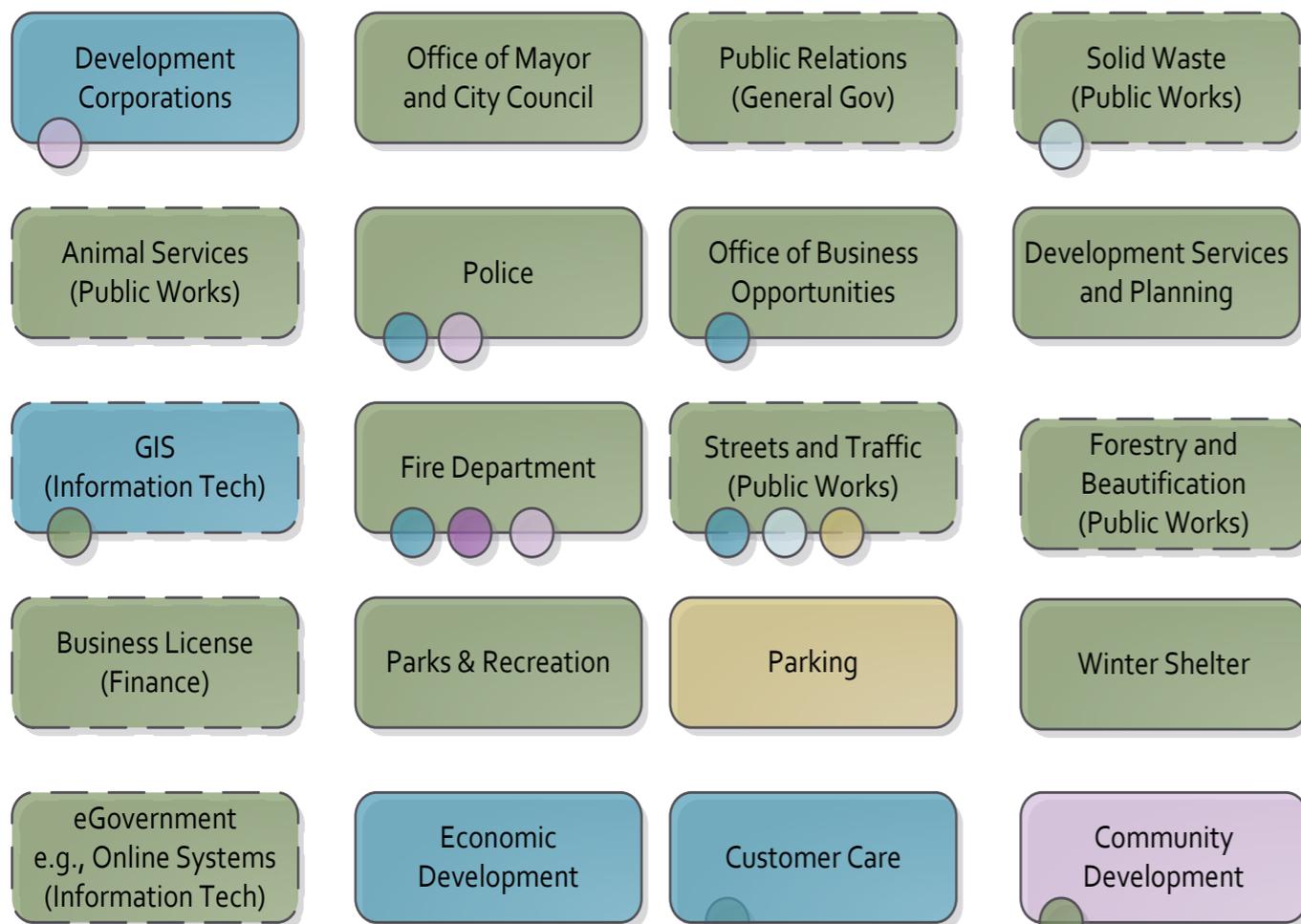


Build Columbia – Business Context

The business context diagram below illustrates an “enterprise” view of City of Columbia’s key departments and services with a budget overlay (color coding in legend). The typical structure of the organization chart has been reformed to highlight services that are highly visible and interactive with Citizens.

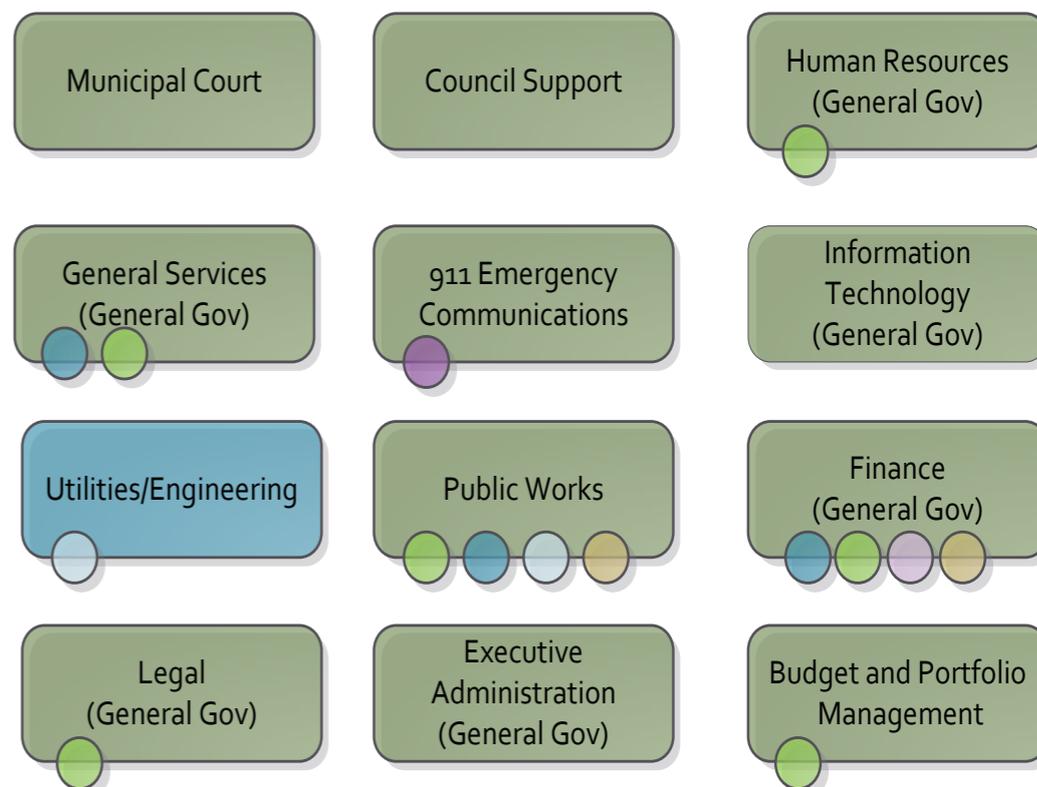
Build Columbia Value Creation and Brand Management

City “Front Office” Services



Build Columbia Value Enablers

City “Back Office” Services



External Group Services



Legend:

Primary Funding Source

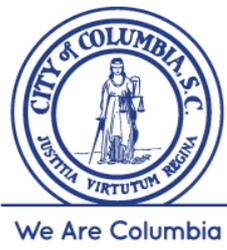
- General Fund Total: \$124.5M
- Internal Service Fund
- Water & Sewer Total: \$128.2M
- Storm Water Total: \$7.9M
- Parking Total: \$7.2M
- Grants
- County
- Not Sure/ Other

Level 1 | **Level 2** | **Secondary Funding Source**

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A Lean Government Approach

- Build Columbia seeks to improve operations through Lean methods. This methodology ultimately benefits the City of Columbia in achieving its strategic and financial vision.
- Lean methodology is a team effort to improve performance by eliminating waste and shortening process times.
- Takes a “customer service” perspective and seeks to optimize value for the services delivered to citizens and the public. Through the identification of Front Office and Back Office, we can better identify the needs of the customer based upon the view point from where they receive services and interact with the City.
- Involves employees and external stakeholders in continual improvements and problem-solving activities.
- Deploys a rapid continual improvement framework that emphasizes implementation rather than prolonged planning.
- Seeks to reduce the complexity of processes.



Build Columbia

A Lean Government Approach

- Lean relies on analytical and visual controls to provide rapid feedback to improve real-time decision-making and problem-solving. *Enabling us to Run the City more efficiently and effectively.*
- By eliminating non-value added activities, staff can be re-directed to higher-priority activities. *Enabling us to move more resources to Grow & Transform.*

Lean is one approach that the City will use to achieve efficiencies in operations and is already underway with 3 key areas:

**Information
Technology
Software
Deployment**

**Building
Permit
Process**

**Capital
Project
Management**



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