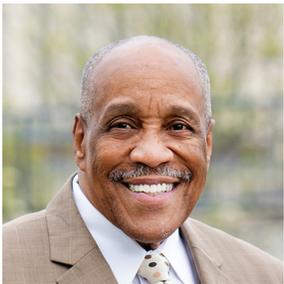


CITY OF COLUMBUS
 COMPREHENSIVE DIVERSITY, EQUITY, AND INCLUSION PLANS



Defined by You. . . Made for **US**

THE CITY OF
COLUMBUS
 ANDREW J. GINTHER, MAYOR
 OFFICE OF DIVERSITY
 AND INCLUSION

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LETTER FROM THE MAYOR — *What Gets Measured, Gets Managed*

One of my first official acts when I took office as mayor was to establish the Office of Diversity and Inclusion. I am pleased to report that – since 2016 – the City of Columbus has made tremendous strides toward becoming a more diverse and equitable institution.

We are steadily growing the diversity of city leadership, employees, and boards and commissions; providing training and resources to help expand diversity and cultural awareness in our workforce and in our neighborhoods; expanding opportunities for minority- and female-owned businesses; and cultivating a culture of care and compassion by tackling the issues directly impacting our most unrepresented communities.

The work we are doing is vital. It is meaningful. And, put simply, it is the right thing to do.

As we continue to make progress on these fronts and so many others, our city must not only represent those we serve but also exemplify our collective commitment to diversity and inclusion in all that we do.

It is through our differences that we derive strength, knowledge and understanding, and, ultimately, become the very best version of ourselves.

I am counting on each and every city employee to advance and accelerate this important work, and set the standard to which other communities aspire in their pursuit of equity, tolerance and acceptance.

Thank you for your contributions to the progress we have already achieved. I look forward to seeing all that we will continue to accomplish, together.



Sincerely,

A handwritten signature in black ink, appearing to read "Andrew J. Ginther". The signature is stylized and cursive.

Andrew J. Ginther
Mayor, City of Columbus

LETTER FROM THE CHIEF DIVERSITY OFFICER — *Leading by Example*

I am pleased to present the City of Columbus' inaugural Comprehensive Diversity Equity and Inclusion Plan. The Plan, which is being developed through the collective thought leadership of each of our City Departments, is a tool for bringing greater transparency and accountability to our work in this area. The Plan demonstrates a shared focus and commitment to Mayor Andrew J. Ginther's Equity Agenda, as it relates to our business and people needs. Secondly, the Plan creates for us a roadmap toward making Columbus - "America's Equal Opportunity City."

The past year, being marked by the Covid-19 pandemic and the fight toward social justice throughout our communities, heightens the need for measured, deliberate, and results-focused efforts for diversity and inclusivity. The plan provides for City leaders and community partners, alike, a comprehensive look at our diversity data and trends, proposed needs, and strategies for Increasing Diversity within our City operations.

The individual Department Plans are tailored to specific needs and lines of business of each our City Departments. Each of the Department Plans call out four (4) key goals and identifies the priorities and actions we will take over the next 12-18 months to advance our equity work. Additionally, it outlines the key roles and responsibilities and how we will track our progress and measure our success.

We are not only committed to diversity, equity, and inclusion; we are committed to action! The Diversity Equity and Inclusion plan has been created to demonstrate the tremendous efforts of our departments, as we strive toward making the City of Columbus a more inclusive and equitable community in which to live and thrive. Implementing the DEI Plan will help to further our broader goals of increasing our capabilities; leveraging our shared commitment; and promoting diversity, inclusion, and equality of opportunity to all Columbus residents, regardless of their zip code or background.

Thank you to Mayor Andrew J. Ginther, my colleagues on the Mayor's cabinet, and to you, our Columbus community for your partnership.

In Partnership,



Damita Brown, MPA
Chief Diversity Officer



KEY CONTACTS BY DEPARTMENT — *Who's Who by Department*



Mayor's Office of Diversity and Inclusion
Damita Brown
Chief Diversity Officer



Education
Matt Smydo
Director



Public Safety
Robert Clark
Director



Building and Zoning
Scott Messer
Director



Finance and Management
Joe Lombardi
Director



Public Service
Jennifer Gallagher
Director



CelebrateOne
Maureen Stapleton
Director



Human Resources
Nichole Brandon
Director



Public Utilities
Ann Aubry
Director (interim)



Civil Service Commission
Amy DeLong
Director



Neighborhoods
Carla Scott-Williams
Director



Recreation and Parks
Bernita Reese
Director



Development
Mike Stevens
Director



Public Health
Dr. Mysheika Roberts
Health Commissioner



Technology
Sam Orth
Director

ABOUT THE PLANS — Knowledge *is* Power

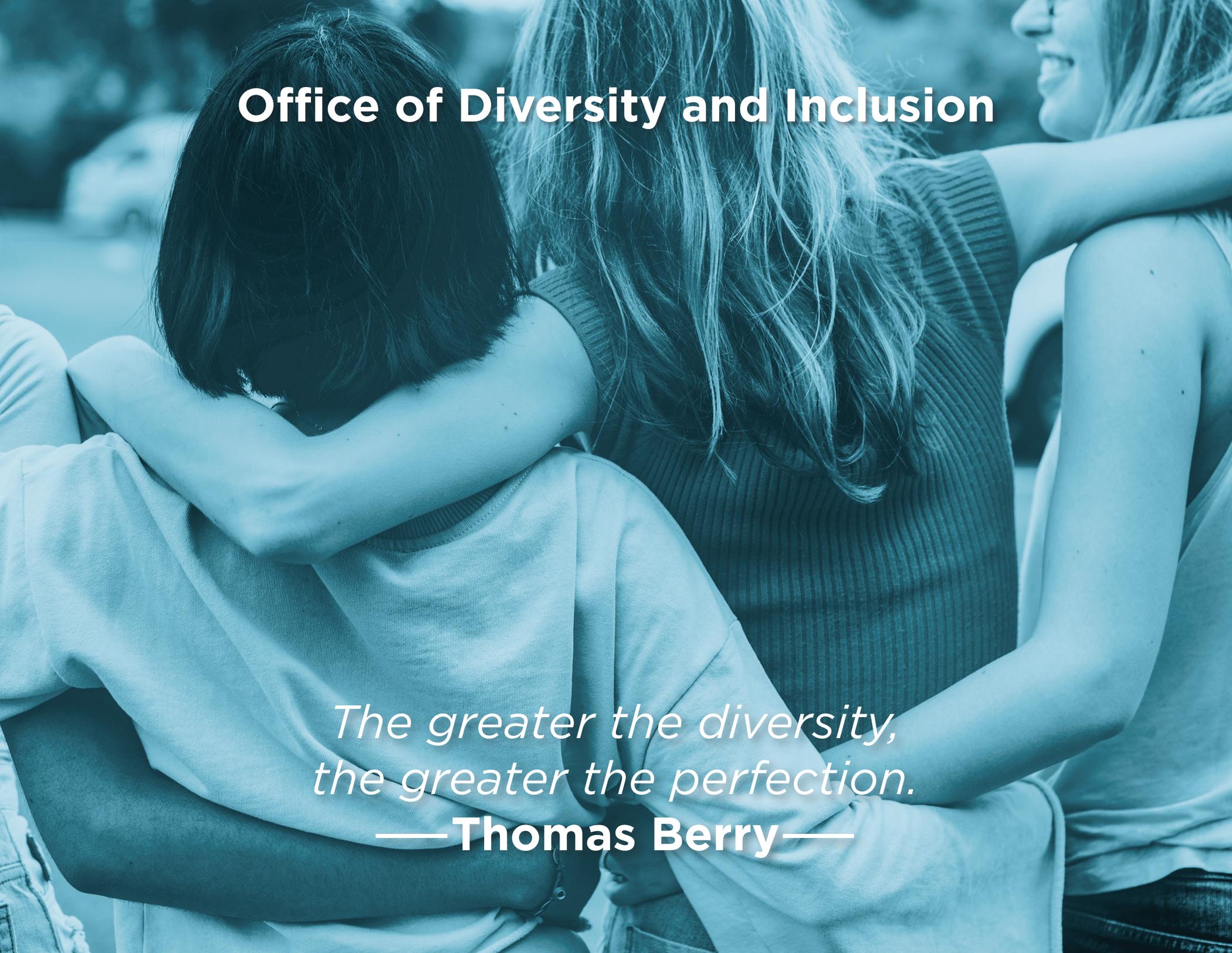
The Mayor's Office of Diversity and Inclusion leverages a combined effort with city leaders as well as our external community partners to dismantle systemic inequities and barriers to create a culture within our city and workforce that is welcoming and inclusive for all. The Comprehensive Diversity Equity and Inclusion Plan is an annual overview of the work being done within our supplier and workforce diversity strategic pillars and provides insight into the City's diversity, equity and inclusion strategy and how DEI is operationalized across our city's business and human resource operations.

To be successful, our DEI efforts must be led and managed as an organizational priority. This plan — in combination with our first-ever citywide diversity performance dashboards dedicated to improving DEI — does just that. The plans are evolving documents that will help to guide our work, help us measure our progress, and hold us accountable. As a concerned resident or local business seeking opportunities to contract with the City of Columbus, you receive an Insiders' Look at the spending and hiring projections for each of our City Departments and obtain information to help you engage in meaningful ways with our City leadership.

The plans highlight three distinctive features:

1. **Department Overview and Assessment of Current Diversity Data** — Diversity dashboards were established for each department. This data was used to establish a benchmark or current status of their supplier and workforce diversity efforts.
2. **Identification of Needs** — The proposed budgets (operating and capital) present a great opportunity to begin the identification of the departments' fiscal and human resources needs. Utilizing the proposed budget, each department's staff has a baseline to begin collaborating on the department's supplier and workforce diversity goals.
3. **Development and Implementation of a Diversity Plan** — With a clear understanding of the status of the department's current diversity efforts and projected needs, Office of Diversity and Inclusion staff assisted assigned department staff with the development and implementation of a diversity plan and Engagement and Outreach Strategy to fulfill the department's diversity recruiting and supplier diversity goals.





Office of Diversity and Inclusion

*The greater the diversity,
the greater the perfection.*

—Thomas Berry—

OFFICE OF DIVERSITY AND INCLUSION— *Inclusion In Action*

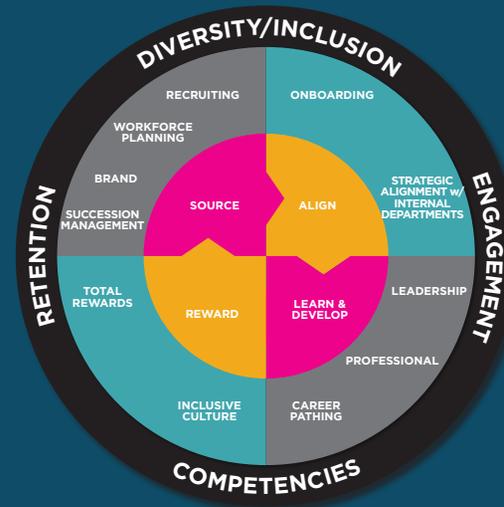
Our Story

The Office of Diversity and Inclusion (ODI) promotes inclusive excellence across our city's supplier diversity and workforce diversity strategies. Our office works diligently to foster a workplace culture where there is no dichotomy between our values of diversity, equity, and inclusion and our focus on quality and excellence. In addition, these goals are exemplified through our engagement with the communities and residents which we serve.

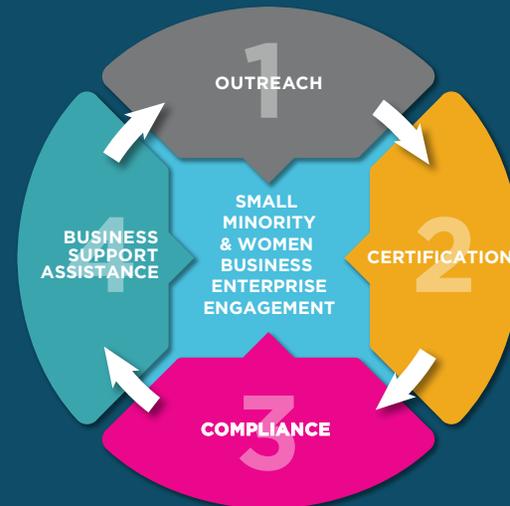
Led by the Chief Diversity Officer, Damita Brown, the Office of Diversity and Inclusion works with intentionality to carry out the mission and values of Mayor Ginther's Equity Agenda. As a city, we embrace a framework for defining diversity in its broadest sense and envision a welcoming and safe Columbus community for all to live, learn, live and thrive.

Through the Comprehensive Diversity, Equity and Inclusion Plan, we will continue to tell the story of inclusive excellence. Our office has highlighted some of our signature moments from last year that include our ongoing efforts to engage our workforce and evolve our support of small, minority and women-owned business in our community. This report merely scratches the surface of the impactful work we are doing. It synthesizes the consistent efforts from our colleagues within the departments and the proactive measures being taken to enrich our city.

Workforce Diversity



Supplier Diversity



TERMS AND DEFINITIONS

The dialogue around the terms diversity, equity and inclusion is often times broad. It can introduce the need for a common vocabulary to avoid misunderstandings and misinterpretations. The purpose of this section is to create a better understanding and to promote dialogue around equity and inclusion. This section is not meant to be exhaustive, since language is continuously evolving, but rather provide a basic framework around this conversation and identify the key terms that the City of Columbus will be using or referencing.

Bias | Prejudice; an inclination or preference, especially one that interferes with impartial judgment.

Conscious Bias (Explicit Bias) | Refers to the attitudes and beliefs we have about a person or group on a conscious level. Much of the time, these biases and their expression arise as the direct result of a perceived threat. When people feel threatened, they are more likely to draw group boundaries to distinguish themselves from others.

Culture | Culture is the pattern of daily life learned consciously and unconsciously by a group of people. These patterns can be seen in language, governing practices, arts, customs, holiday celebrations, food, religion, dating rituals and clothing.

Discrimination | The denial of justice and fair treatment by both individuals and institutions in many areas, including

employment, education, housing, banking and political rights. Discrimination is an action that can follow prejudiced thinking.

Diversity | The wide variety of shared and different personal and group characteristics among human beings.

Equality | A state of affairs in which all people within a specific society or isolated group have the same status in certain respects, including civil rights, freedom of speech, property rights and equal access to certain social goods and services.

Equity | Takes into consideration the fact that the social identifiers (race, gender, socioeconomic status, etc.) do, in fact, affect equality. In an equitable environment, an individual or a group would be given what was needed to give them equal advantage. This would not necessarily be equal to what others were receiving. It could be more or different. Equity is an ideal and a goal, not a process. It ensures that everyone has the resources they need to succeed.

Inclusion | Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policymaking in a way that shares power.

Systemic Racism | Complex interactions of culture, policy and institutions that create and maintain racial inequality in nearly every facet of life for people of color.

Unconscious Bias (Implicit Bias) | Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Engagement and Outreach Strategy

Mayor Andrew J. Ginther along with the Office of Diversity and Inclusion announced the City of Columbus' 30x30 Challenge and implementation in August 2020.

City of Columbus' **30x30 Challenge** was created to ensure that every aspect of Workforce and Supplier Diversity is inclusive and representative of the diverse demographics that makes up Ohio's capital city.

Businesses and organizations that embrace diversity and inclusion (D&I) in all aspects of their business statistically outperform their peers. The 30x30 Challenge Strategy will help the region address and alleviate systemic racism embedded in our workplace and supply chains, help Columbus remain competitive in business as well as open opportunities across organizations.

The strategy creates a platform for the City of Columbus and other businesses to:

- 1) Learn and act on racial disparities
- 2) Understand how race and other factors have created disparities in jobs, pay, access to opportunities (education, financing, housing, contracting, etc.) and the impacts of the inequities
- 3) Measure systems change within our community

City of Columbus' 30x30 Challenge strategy establishes a precedent for all Columbus employers and encourages them to strive for the following growth by the year 2023:

- ▶ 30% Workforce diversity representation
- ▶ 30% Growth in supplier diversity spend
- ▶ 30% Diversity in Executive leadership
- ▶ 30% Diversity in Board and Commission representation



INCREASE DIVERSITY PROGRAM

Under the leadership of Mayor Andrew J. Ginther, the Mayor's Office of Diversity and Inclusion (ODI) is responsible for supporting Mayor Ginther and his Cabinet Leadership Team by leading diversity and inclusion management within the City of Columbus.

Our mission is to promote economic inclusion for City of Columbus minority and women-owned businesses by creating added value to the City's sourcing and procurement processes.

The City of Columbus Office of Diversity and Inclusion remains committed to the work of elevating businesses, driving diversity and inclusion throughout the supply and human resource pipelines. To move our work forward, we are introducing the Increase Diversity Program.

The City of Columbus Increase Diversity Program reflects our commitment to equity in the procurement process, the recognition of the value of a diverse supplier base and the positive impact supplier diversity has, both on City government operations and the greater Columbus community.



SUPPLIER DIVERSITY

Supplier diversity is an integral part of how the City of Columbus conducts business. The supplier team within our office works diligently to support underrepresented and undeserved groups such as minority and women-owned businesses to ensure they have equal opportunities and access to bid on contracts. In addition, our team certifies business owners within these groups to verify the authentication that the business is majority owned, operated and controlled by a qualifying diverse group. Our office actively and routinely works to source qualified diverse suppliers that can provide high- quality services and products to the City of Columbus. We recognize that creating and maintaining a diverse supply base is essential to generate opportunities for business development and localize economic growth.

In 2020, the City of Columbus had an annual spending of approximately \$497 million dollars . This spending was across a host of goods and services, engineering and other professional services, as well as several large construction projects. The city's scorecard indicated that there were 19 agencies that provided a total of approximately \$61.8 million of diversity spending opportunities during the year.

The diversity spending was distributed into the following categories: 25.77% was for professional services; 30.45%

was for goods and services; and 43.78% was for construction projects. The largest dollar amount was spent by the Department of Public Utilities at \$33.7 million or 18.34% of the annual spending for engineering and construction projects. The largest percentage was 77.8% from Building and Zoning Services. The majority of this funding was for professional consulting services as Building and Zoning Services revised and updated the city's building and zoning codes.



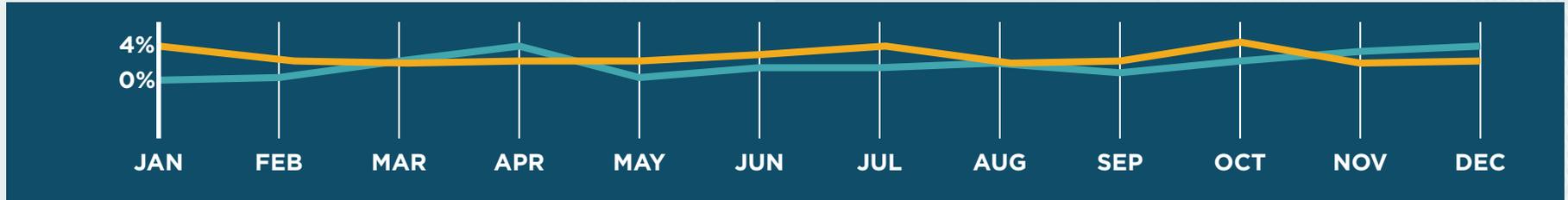
SUPPLIER DIVERSITY SPENDING TREND

Diversity Spending Trend

DEPARTMENT	DIVERSITY	NON-DIVERSITY	TOTAL SPEND	RATIO
Building & Zoning Services	413,720.86	118,138.38	531,859.24	77.79%
City Attorney	10,904.62	736,948.55	747,853.17	1.46%
City Auditor	6,159.24	4,914,375.86	4,920,535.10	0.13%
City Council	28,914.28	85,077.02	113,991.30	25.37%
City Treasurer	766.44	30,806.60	31,573.04	2.43%
Civil Service Commission	68,478.58	107,541.26	176,019.84	38.90%
Development	991,563.12	10,466,208.87	11,457,771.99	8.65%
Education	516,467.25	645,743.20	1,162,210.45	44.44%
Finance and Management	4,395,820.65	57,958,705.84	61,791,480.49	7.05%
Human Resources	124,743.05	812,500.81	937,243.86	13.31%
Mayor's Office	212,846.64	367,817.90	580,664.54	36.66
Municipal Courts	654,232.98	3,383,619.5	4,037,852.48	16.20%
Neighborhoods	193,961.20	233,052.46	427,013.66	45.42%
Public Health	1,312,782.47	3,802,107.90	5,114,890.37	25.67%
Public Safety	1,990,040.90	32,634,341.58	34,624,382.48	5.75%
Public Service	11,073,198.42	127,095,160.91	133,389,049.22	8.01%
Public Utilities	33,694,868.08	149,978,770.16	171,023,142.68	18.34%
Recreation and Parks	2,962,387.66	41,979,039.31	44,115,178.75	6.59%
Technology	3,120,272.45	18,809,425.54	21,929,697.99	14.23%

SUPPLIER DIVERSITY

Year Over Year



Enhanced Certified Business Directory and Vendor Map

The Diversity and Inclusion Office maintains a directory of diverse businesses certified by the City of Columbus. The new enhanced directory is accessible online and allows visitors to quickly reference key business information including products, services, capabilities, clients, past projects, and more. The directory also features a vendor map to search for certified businesses by location.



WORKFORCE DIVERSITY

To make diversity, equity and inclusion an intrinsic part of our organization's workplace culture, it is important to collect and understand the metrics and the meaning behind it. The City of Columbus understands this and is working diligently to build a diverse workforce that practices inclusion that is essential in today's organizations. The Office of Diversity and Inclusion collaborates with the departments within the city to look at how we can increase diversity in our own workforce while building on the momentum of our ongoing diversity and inclusion efforts.

Although we realize there is still more work to do in these areas, we are committed to increasing the representation of City employees that reflect the communities we serve. This data represented in The Plan provides visibility to the data collected through voluntary employee self-identification. We acknowledge it does not reflect the full diversity of our workforce. Our goal is expand our capabilities to share additional metrics, such as LGBTQ+ and employees with disabilities, in future reports.

We know numbers alone do not paint the whole picture. However, it is through this data that we can establish the starting point at which we can begin to create change toward a more inclusive culture for our employees who support and advance our city each day.



CITY OF COLUMBUS WORKFORCE SCORECARD

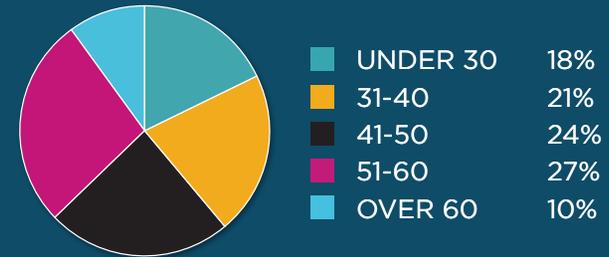
Total Employees By Department

Building & Zoning Services	155
City Attorney	175
City Auditor	98
City Council	39
City Treasurer	8
Civil Service Commission	45
Development	155
Diversity and Inclusion	9
Education	2
Finance and Management	303
Human Resources	47
Mayor's Office	29
Neighborhoods	45
Public Health	574
Public Safety	3948
Public Service	715
Public Utilities	1088
Recreation and Parks	1899
Technology	149

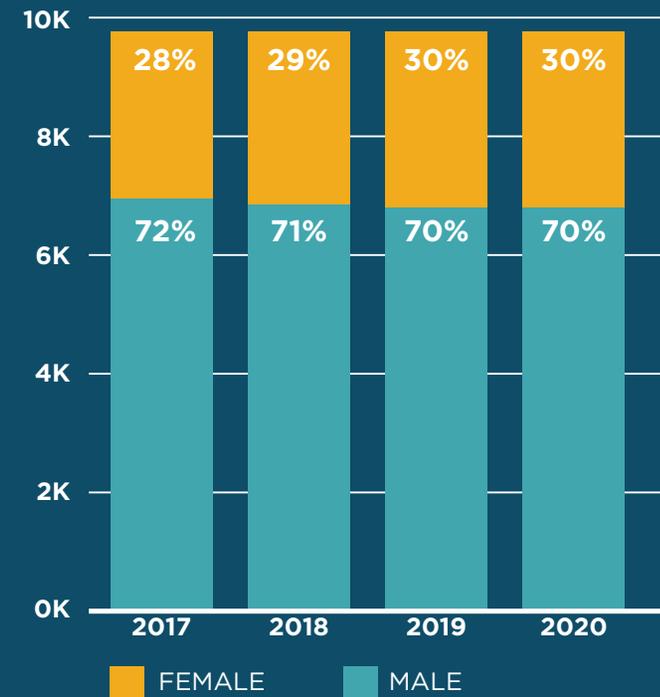
Employees By Race

White	72.42%
Black or African American	21.07%
Other or Unknown	2.08%
Two or more races	1.87%
Hispanic or Latino	1.30%
Asian or Pacific Islander	1.04%
American Indian or Alaska	0.19%
Native Hawaiian Pacific Islander	0.03%

Employee Age



Employee Gender Over Time



A photograph of three young children of diverse backgrounds, all smiling broadly. They are wearing hats, and the image has a teal color overlay. The child on the left is a young boy with dark skin, the child in the middle is a girl with light skin and braids, and the child on the right is a girl with dark skin.

Department of Building and Zoning Services

*Diversity is not how we differ.
Diversity is about embracing
one another's uniqueness.*

—Ola Joseph—

DEPARTMENT OF BUILDING AND ZONING SERVICES — *Let's Build Together*

Our Story

The department is organized into five distinct yet inter-connected sections to ensure safe, quality development and neighborhoods: Building, Zoning, Site Engineering, Customer Service and Code Enforcement.

The **Building Section** reviews plans, approves permits and performs inspections to validate that a structure is safe to occupy. Before construction can begin, building plans must be approved to verify compliance with State of Ohio and City of Columbus building codes. Inspections confirm that the work performed accords with the approved plans. Once the final inspection is approved, the department will issue a Certificate of Occupancy, which allows the structure to be used as intended.

The **Columbus Zoning Code** establishes distinct areas, or districts, throughout the city and provides specific land use and design standards for the area. The Zoning section reviews building permits and site plans to ensure that a project is consistent with the allowable standards for the property as set forth in the Zoning Code. Additionally, the Zoning section processes applications for variances that alter the standards for the underlying property.

The **Site Engineering Section** coordinates with multiple agencies across the city to certify final site compliance before the start of a project. Because the development process can touch numerous agencies within the city, the Site Engineering section provides a single point of entry for site compliance approval. Depending on the nature of the project, a building permit cannot be issued until final site compliance is attained.

The **Customer Service Section** accepts and processes applications and issues permits, contractor licenses and registrations to perform quality work in the City of Columbus – striving to deliver excellent customer service through innovative technologies and continuous improvement.

The **Code Enforcement Division** seeks to improve the quality of life in Columbus neighborhoods through implementation and enforcement of the city's housing, zoning, graphics, health, sanitation and safety codes.

Supplier Diversity

Our department recognizes the benefit of utilizing women-owned and minority-owned businesses to provide services, so it utilizes MWBE supplies and contractors.

The 2022 proposed budget for the Department of Building and Zoning Services totals \$34,976,073 and is broken down as follows:

Category	Amount
Personnel	\$27,101,462
Supplies	\$241,991
Services	\$7,175,120
Other	\$157,000
Capital Equipment	\$300,000
Total	\$34,976,073

Key Projects for 2022	Amount
Comprehensive Zoning Code Review and Update	\$1,000,000
Document Conversion Services	\$350,000
Weed and Grass Mowing Services	\$390,000
Graffiti Removal Services	\$15,000
Arborist Contract	\$ 25,000

Workforce Diversity

The Department of Building and Zoning services is raising awareness about building safety to provide for more diverse talent. Below is a list of vacancies that will be listed for the 2022 fiscal year.

- Engineer in Training – Residential Plan Review
- Management Analyst I – Zoning Code Update
- Management Analyst II – Zoning Code Update



The Department of Building and Zoning works diligent to provide a workplace that is inclusive and full of diversity. In addition, being engaged with our employees and communities is also of key importance. Below is a list of outreach and engagement activities.

- **Department Employee of the Quarter Award:** This award is presented to the employee that has gone above and beyond, and can be recommended by either management or coworkers
- **Department Quarterly Newsletter:** The newsletter is used to provide a myriad of information regarding HR issues, safety and health issues. It is also used to “spotlight” an employee.
- Engage with the **Stem Industry Council**, which works with Columbus City Schools, Ohio State and Columbus State to engage Columbus students in STEM career fields.
- Continue the relationship with the **Ohio State College of Engineering** by supporting the Minorities in Engineering and Women in Engineering programs.

BUILDING AND ZONING SUPPLIER DIVERSITY UTILIZATION SCORECARD

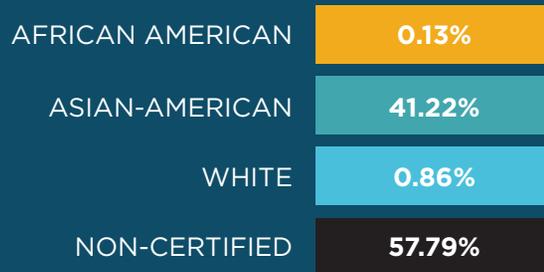
SPENDING

TOTAL SPENDING \$467,585

DIVERSITY SPENDING \$197,345

DIVERSITY SPEND PERCENTAGE 42.2%

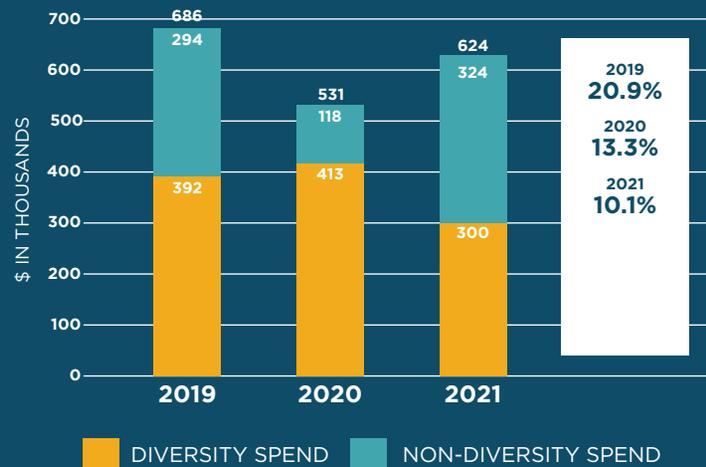
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



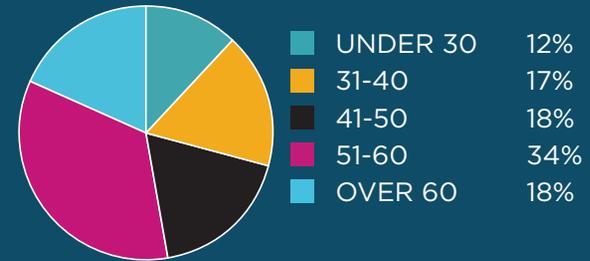
BUILDING AND ZONING WORKFORCE SCORECARD

TOTAL EMPLOYEES – 157
 FULL TIME 151 PART TIME 6

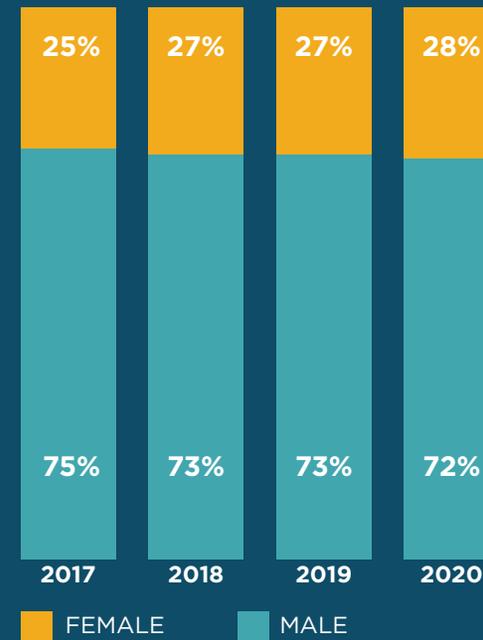
Employee Race

White	82.17%
Black/African American	14.01%
Asian or Pacific Islander	1.27%
Hispanic or Latino	1.27%
Two or More Races	1.27%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



CelebrateOne

A photograph of four diverse babies sitting on a light-colored carpeted floor. From left to right: a baby of East Asian descent holding a dark ball; a baby of African descent looking towards the camera; a baby of East Asian descent holding a wooden toy; and a baby of East Asian descent laughing. They are all wearing white short-sleeved shirts. The background is a plain, light-colored wall with a white baseboard. The lighting is warm and soft, creating a gentle atmosphere.

*Let's stop believing that our differences
make us superior or inferior to one another.*

— Con Miguel Ruiz —

CELEBRATEONE

Our Story

CelebrateOne is a place based, collective impact initiative founded to reduce infant mortality and improve health equity, so more babies reach their first birthday in Franklin County.

Vision

The vision of CelebrateOne is that every baby deserves to celebrate his or her first birthday regardless of race, address or family income.

CelebrateOne was created in November 2014 to carry out the eight recommendations of the Greater Columbus Infant Mortality Task Force. The goal of the recommendations was to reduce the community's alarming infant mortality rate by 40% and cut the racial health disparity gap in half by 2020. Great progress was made through 2020, Franklin County had an overall decrease in infant mortality by 20%. The African American community had an overall reduction of infant mortality by 23.5% and the non-Hispanic white population saw a decrease of infant mortality of 28%.

In 2021, CelebrateOne convened 60 plus community leaders, including women with lived experience to develop the next five-year strategic plan. The next phase of this important work builds on this foundation of the initial Greater Columbus Infant Mortality Task Force. The new strategic plan, features six key recommendations that calls for deeper investment in racial equity, expanded effort on the social determinants of health and a strong,

connected health and social service system. Our new goal is to reduce the Franklin County Infant Mortality Rate to 5.0 by 2030. While CelebrateOne's goals have changed our mission and vision remain the same.

RECOMMENDATION ONE:

Target and address structural and interpersonal racism as fundamental drivers of infant mortality

RECOMMENDATION TWO:

Address the social determinants of health (SDoH) across the life course to advance MCH

RECOMMENDATION THREE:

Advance policies that prevent poor birth outcomes and promote women's health and wellbeing rights

RECOMMENDATION FOUR:

Advance policies that prevent poor birth outcomes and promote women's health and wellbeing rights

RECOMMENDATION FIVE:

Design and implement a connected and consistent care experience for mothers and babies

RECOMMENDATION SIX:

Accelerate innovation, progress and accountability for health equity

As a backbone agency to a larger collective impact process, CelebrateOne works with over 10 lead entities responsible for driving measures and a number of coalition partners who work toward the goal of ensuring healthy birth outcomes for all babies in our community. The new C1 Health Equity Framework further broadens the work of CelebrateOne, its lead entities and partners to develop programming along the life course and establish programmatic levels of influence from the society to the individual level.

Diversity Plan

Since its inception CelebrateOne has been laser focused on providing services and opportunities in the Opportunity Neighborhoods/CelebrateOne Neighborhoods in the city of Columbus. Racial disparities and equity have been a part of our work from the beginning. With the help of Columbus Public Health, we monitor and report infant mortality racial disparity numbers on a quarterly basis. In order to serve our more diverse communities, we employ women with lived experience who come directly from the neighborhoods being served.

CelebrateOne also provides training to its staff, lead entities and community partners on diversity, equity, inclusion and racial disparities. As the backbone of the collective impact process, we monitor and evaluate workplans for our lead entities who are responsible for driving down infant mortality in Columbus and lessening racial disparities. One of the first initiatives of its kind in the country and certainly one of the first departments to be focused on the racial disparities, CelebrateOne exists to equalize birth outcomes of all children in Columbus and Franklin County.

Spending Insights

Contract Summary			
Funding Source	% African American Owned or Led	# African American Owned or Led	Women Owned or Led
General Fund - FY21	14%	%3 of 13	50%
Franklin County - FY22	51%	1 of 4	25%
Ohio Department of Medicaid - FY22	70%	8 of 12	N/A

Staff Race/Ethnicity

Staff	
White	22%
Other-Ethnicity	11%
African American	77%



Civil Service Commission

A photograph of two people walking away from the camera on a paved path in a park. The person on the left is wearing a light-colored, short-sleeved athletic shirt and dark shorts. The person on the right is wearing a light-colored, short-sleeved athletic shirt and patterned leggings. The background is filled with trees and a park bench, all bathed in a warm, golden light.

*Diversity: the art of thinking
independently together.*

— Malcolm Forbes —

CIVIL SERVICE COMMISSION — *Come be Part of Us*

Our Story

Critical to successful selection is having a process that is administered objectively, equally and values diversity and inclusion. The Civil Service Commission (CSC) is part of the checks and balances of city government. It maintains a merit system of employment to ensure the city has a competent workforce. This is achieved through management of the city's job classification plan by maintaining current job descriptions for the entire workforce, regularly updating the job classes and standardizing their use.

Supplier Diversity

The Civil Service Commission has submitted documents for its 2022 Budget proposal. Our 2022 target budget of \$4,676,302.00 represents a 2.6% increase over our 2021 appropriation. The proposed request consist of Personnel, Materials & Supplies, Services, and other expenses. With that, the Commission typically has no construction or CIP budget dollars. Below you will find a list of Key Spending Priorities.

The Key Projects:

Purchase of (1) replacement of high-capacity filing system	\$24,000
Purchase of (20) replacement computers/monitors	\$24,000
Purchase of (1) replacement copier	\$15,000
2022 uniformed entry-level and promotional exam development and administration	\$247,500
2022 police officer and firefighter candidate medicals	\$175,280 (per existing bid)

Workforce Diversity

Anticipated Hiring Needs

The Commission recognizes and respects that individuals have diverse talents, and there are many ways in which Commission helps to advance an inclusive workforce. All 2022 vacancies will be filled utilizing existing eligible lists or through posting and recruitment depending on the classification type associated with the vacancy.

- The Commission has all 37 of it authorized full-time positions filled so, unless someone resigns, we don't anticipate any full-time hiring in 2022. We do, however, have (6) temporary (part-time, intermittent work totaling ≤480 hours a year) Office Support Clerk positions we are in the process of filling. These positions will assist with upcoming Firefighter and Police Officer testing this year.
- As far as the City, we have no accurate way of forecasting hiring by the departments for a year since that all originates with them, and our notice of the potential appointment typically does not get to us until the actual posting or certification list is requested.

Training

The commission will remain in communication with the public and will provide information around sharing opportunities on open positions and trainings associated to specified audiences in 2022.

Engagement & Outreach

- The commission will make public kiosks available to the public that provide free access to the commission's website and assistance with NEOGOV applicant profile creation and city job searches.
- The commission will continue to offer clinics to educate the public on the City of Columbus' application/testing/hiring processes.
- The commission will continue to explore exam time/location scheduling options to ensure all segments of the community have sufficient opportunity to participate in testing that could result in employment with the city.
- In partnership with Police and Fire Recruiting, commission staff will attend/participate/present at the quarterly Diversity Recruitment Council meetings.
- Commission staff will continue to engage community evaluators to allow transparency in the hiring process for police officer and firefighter positions.
- In partnership with Police Recruiting, commission staff will present at and assist during scheduled police officer expos/seminars designed to introduce people to careers in policing.

- Commission staff will hold and present several police officer information sessions, providing information about the Police Officer Testing Phases for those interested in taking the exam.
- Commission staff will be conducting prequalification testing for police officer and firefighter applicants in order to keep recruited candidates engaged in the entry-level safety testing process.
- Commission staff will grant additional time for testing when requested by an applicant whose native language is not English and where time is not a factor in the assessment.
- Commission staff will send text message reminders to exam applicants to encourage continued participation in the exam process.

Measurement Of Our Results

In April, July, October and January, the commission will review progress on its **2022 Diversity & Inclusion Action Plan**, noting accomplishments and items in progress to date. This information will be provided to the Office of Diversity and Inclusion for review and reporting.

CIVIL SERVICE SUPPLIER DIVERSITY UTILIZATION SCORECARD

SPENDING

TOTAL SPENDING \$139,210
 DIVERSITY SPENDING \$38,054
 DIVERSITY SPEND PERCENTAGE 27.3%

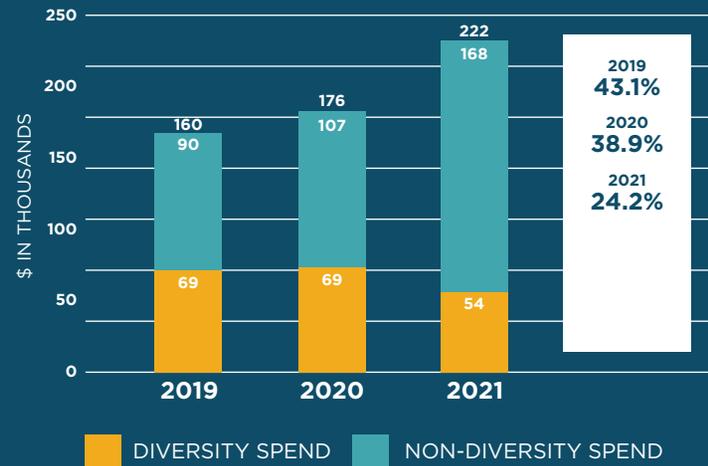
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



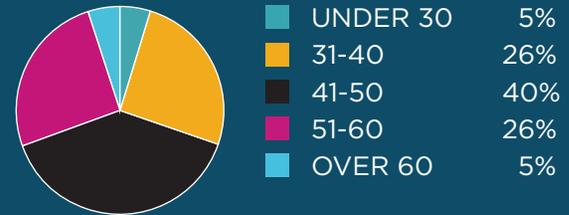
CIVIL SERVICE WORKFORCE SCORECARD

TOTAL EMPLOYEES – 43
 FULL TIME 35 PART TIME 8

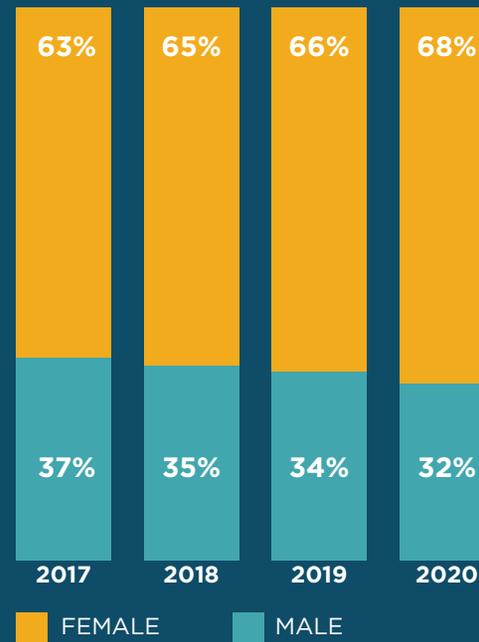
Employee Race

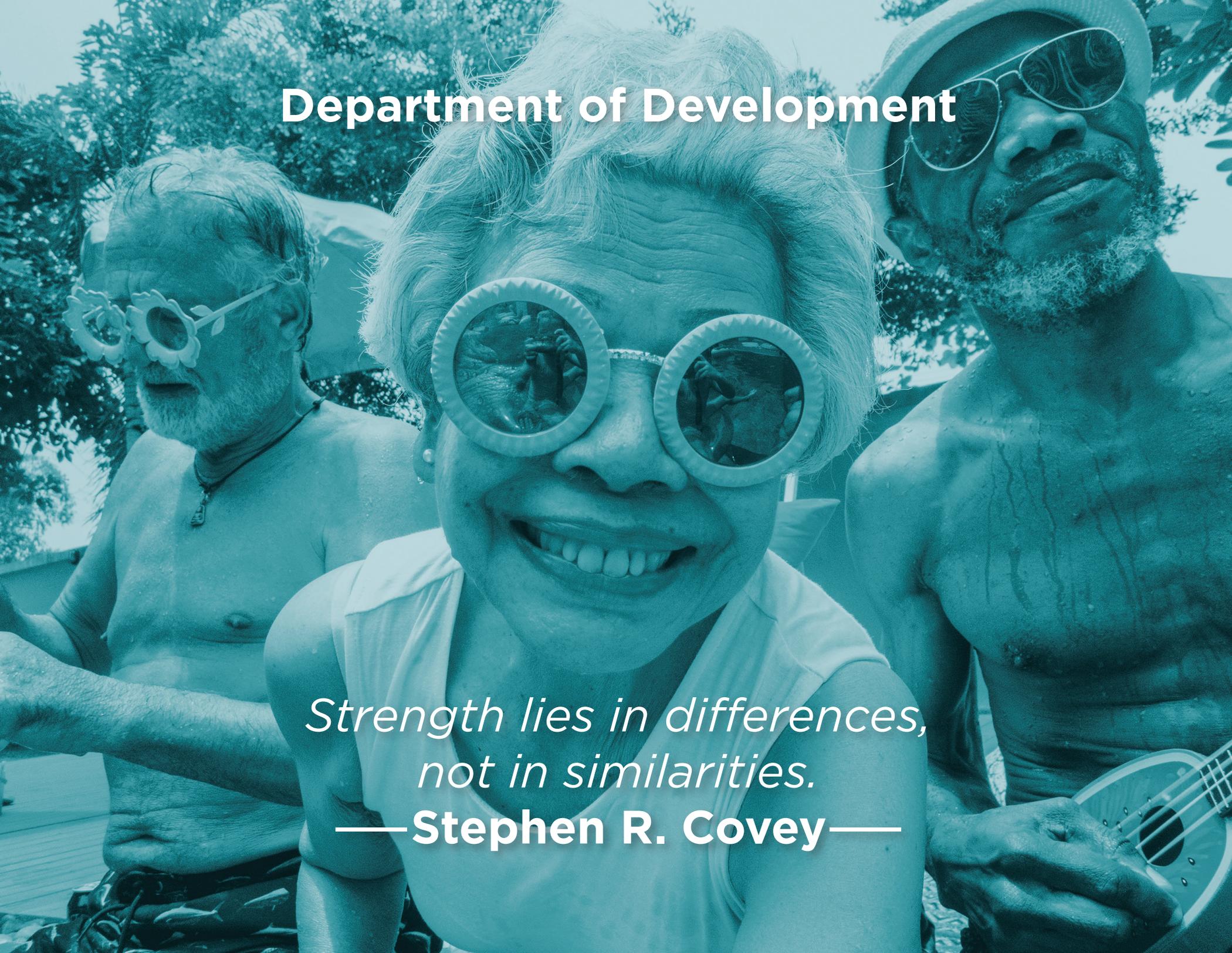
White	65.12%
Black/African American	23.26%
Two or More Races	6.98%
Hispanic or Latino	2.33%
Other & Unknown	2.33%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY





Department of Development

*Strength lies in differences,
not in similarities.*

—**Stephen R. Covey**—

DEPARTMENT OF DEVELOPMENT — *Building for a Better Tomorrow*

Department Mission

To engage and promote strong, healthy, distinct and vibrant neighborhoods; provide an atmosphere that promotes job creation and economic growth in existing and emerging industries; develop a thriving downtown that is recognized as a regional asset; and provide high-quality customer service.

Our Story

The Department of Development provides a range of services through its administrative office and four divisions. The department coordinates key development projects and provides resources through its financing and technical assistance programs.

The **Division of Economic Development** assists local businesses and provides information to companies looking to expand or relocate to Columbus. The division is committed to ensuring businesses can expand and reach their highest potential by offering incentives, loans and grants.

Working in partnership with Columbus residents, the **Division of Planning** develops long-range plans that address land use, urban design and capital improvements. The Division of Planning is responsible for neighborhood planning as well as commercial overlays, historic preservation, annexation and public art.

The **Division of Housing** serves Columbus by preserving and producing equitable and inclusive housing that helps to build strong, distinct and vibrant neighborhoods by offering programs to assist homeowners, housing developers and rental property owners.

The **Columbus Land Bank** was established in 1994 to improve Columbus neighborhoods by returning vacant, abandoned and underutilized residential and commercial properties into productive community assets. The Division of Land Redevelopment was created as a standalone division in 2017 and manages all activities of the Land Bank.

The **Division of Administration** provides overall coordination and policy direction for the department's fiscal, human resources, public information, contract administration and legislative processing functions. These areas provide the administrative support needed to execute the core missions of the department.

Supplier Diversity

The Department has created comprehensive actions plans that are used to stimulate and foster inclusive entrepreneurship development. With that, in a typical year, approximately \$150 million flows through the Department of Development. This includes funding for personnel; goods; services; grants to nonprofit organizations and developers of affordable housing; and incentives to local and small businesses. Of this amount, approximately 10%, or \$15.2 million, is available for public procurement to support the department’s operations, provide services to individual homeowners, or improve public infrastructure. Public procurement efforts are funded by general fund dollars, grant dollars and bond dollars.

Key Projects

The department’s procurement schedule aligns with the annual budget process. Most solicitations are advertised near the end of the calendar year so the procurement effort is complete and the contract is ready for execution when the budget passes in February of the following year.

Other anticipated procurement efforts in 2022 include:

- RFP for Strategic Communications
- RFP for Housing Analysis
- RFP for Real Estate Acquisition Strategy
- RFP for Workforce Development Analysis
- RFP for Loan Servicing

The department’s bond funds for infrastructure projects are advertised by the Department of Public Service.

ITB for multi-function copier and cost/copy service	\$23,000
RFP for Public Relations and Engagement Services	\$173,000
ITB for Transcription Services	\$1,000
ITB for Maintenance of Public Art Services	\$20,550
ITB for Lawn Mowing Services	\$500,000
ITB for Property Maintenance Services	\$320,000
ITB for Board to Code Maintenance Services	\$20,000
ITB for Towing Services	\$5,000
ITB for Asbestos Removal Services	\$20,000
ITB for Tree Removal/Maintenance Services	\$50,000
ITB for Emergency Repair Services	\$500,000
ITB for Lead Assessment Services	\$7,500
RFP for Strategic Communications	\$200,000
RFP for Housing Analysis	\$100,000
RFP for Real Estate Acquisition Strategy	\$250,000
RFP for Workforce Development Analysis	\$100,000
RFP for Loan Servicing	\$90,000

Workforce Diversity

The Department of Development's "People Strategy" focus is twofold: diversifying the applicant pool and retaining talent.

In addition to advertising open positions on NeoGov, the department anticipates utilizing the following outreach strategies to further diversify the applicant pool (pending COVID-19 restrictions):

- Online recruiting – placing job announcements on various employment websites.
- Campus recruiting and job fairs – reaching out to diverse student organizations and sororities/fraternities.
- University partnerships – establish relationships with directors of internship programs at colleges/universities to inform them of city opportunities and create internship opportunities for job classes with less diversity to develop a pipeline for potential candidates.

The department is committed to creating and sustaining an environment of racial, gender, age, identity, religious and cultural diversity. Our employees are our most valuable

asset. By ensuring that they have a workplace that supports them not only as personnel, but as individuals, we will attract and retain the best and brightest people. To achieve this, the department will (pending COVID-19 restrictions):

- Continue to support Unconscious Bias training and all educational opportunities concerning Diversity and Inclusion. All supervisors and managers have participated in the training.
- Continue to publish a quarterly Inclusion Newsletter, distribute educational information and apprise staff of opportunities surrounding diversity and inclusion.
- Educate department with information correctly defining diversity and dismantling the preconceptions and fears surrounding the term.
- Continue to keep senior staff informed of all activities and processes.
- Coordinate with division staff meetings regarding diversity and inclusion.
- In as such, the department anticipates advertising for the following positions in late 2021 and early 2022.

Division of Administration

- Development Program Manager

Division of Economic Development

- Office Assistant II
- Development Program Manager

Division of Housing

- Management Analyst I
- Rehabilitation Technician
- Management Analyst II
- Office Clerk (480 staff person) (2 positions)

Division of Planning

- Planner II (2 positions)



Engagement and Outreach Strategy

While a great deal of funding flows through the Department of Development, a relatively small portion is used to support the operations of the department, including infrastructure and housing improvements. In addition to the required advertising on Vendor Services, the department also does the following:

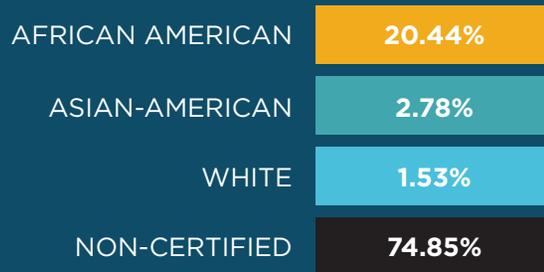
- Notify OhioMBE and the Office of Diversity and Inclusion to inform them of upcoming opportunities and ask them to share with their own networks.
- Advertise monthly in OhioMBE.
- Hold pre-bid meetings for most procurement efforts (host them via Webex if they cannot be done in person).
- Hold an annual procurement fair.
- Send targeted email notifications to W/MBE businesses when an opportunity is on Vendor Services.
- Incorporate Office of Diversity and Inclusion systems approach to outreach and engagement.

DEVELOPMENT SUPPLIER DIVERSITY UTILIZATION SCORECARD

SPENDING

TOTAL SPENDING \$3,248,283
 DIVERSITY SPENDING \$816,886
 DIVERSITY SPEND PERCENTAGE 25.1%

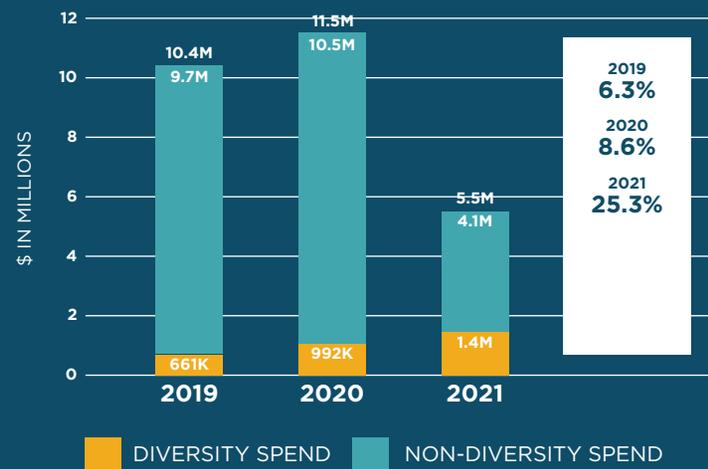
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



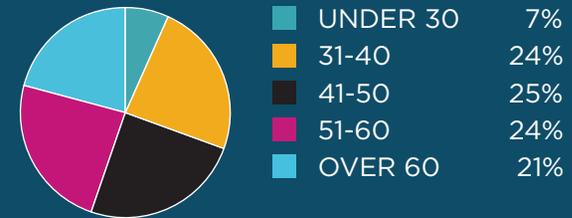
DEVELOPMENT WORKFORCE SCORECARD

TOTAL EMPLOYEES —76
FULL TIME 76

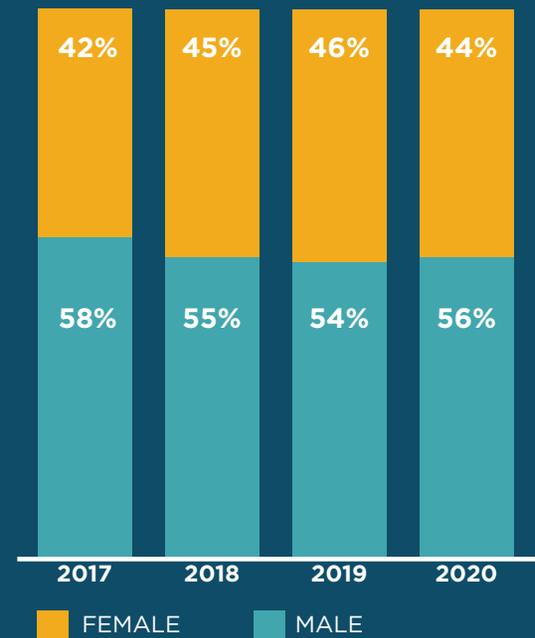
Employee Race

White	64.47%
Black/African American	26.32%
Hispanic or Latino	2.63%
Two or More Races	2.63%
American Indian or Alaska	1.32%
Asian or Pacific Islander	1.32%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY





Department of Education

*You don't have true freedom until
you allow a diversity of opinion
and a diversity of voices.*

—**Don Lemon**—

DEPARTMENT OF EDUCATION — *Let's Learn Together*

Our Story

The Department of Education was created in 2014 at the recommendation of the Columbus Education Commission. The department works closely with local education agencies, high-quality pre-kindergarten providers, local colleges and universities, community groups, businesses, and organizations devoted to education and workforce development.

The department is instrumental in accomplishing the mayor's strategic priorities in the areas of Education and Neighborhoods. In its first eight years, the department greatly expanded pre-kindergarten services in Columbus, serving 7,000 children. In addition, the department is assisting Future Ready Columbus develop and implement a birth to five strategic plan for Columbus and Franklin County.

Programs that support Columbus neighborhoods, including the Hilltop and Linden, are being developed and advanced by the department. The new Hilltop Early Learning Center will support approximately 240 children and their families and, through a partnership with Columbus City Schools, the department will again provide funding for approximately 100 Linden pre-kindergarten students. The department partners every year with The Ohio State University on the Ready4Success program to improve early childhood programming and support the kindergarten readiness skills of 4-year-old children attending prekindergarten programs across Columbus.

Supplier Diversity

The majority of department funding is spent on services and programming. In 2022, the Department of Education will spend \$7,731,325 to support high quality prekindergarten programming citywide. Funding will be provided to community-based providers including nonprofits and small minority-owned businesses as well as to Columbus City Schools.

Only 0.09 percent (\$7,000) of department funding is spent on goods and supplies.

Key Projects

As noted above, the majority of funding is spent on services and programming. In addition to the \$7,731,325 that will be provided for prekindergarten programming citywide, the department's budget includes:

Other Professional Services	\$189,00
Ready4Success (assessment and coaching)	\$440,000
Afterschool Grant Program	\$389,819
FutureReady Columbus	\$400,000
CeeHiVE (Data platform)	\$130,000

Key Projects & Spending Priorities

Department Key project and spending priorities include:

1. Early Start Columbus Program.

Funding is allocated via a competitive grant program to high-quality prekindergarten providers. Eligible providers include small, minority owned businesses, nonprofits and school districts.

2. Afterschool Grant Program.

Funding is allocated via a competitive grant program to providers of quality after school programs. Both nonprofits and for-profits are eligible for the program.

3. Ready4Success.

Funding is provided to the Crane Center for Early Childhood Research at Ohio State to conduct student assessments and teacher coaching as part of the Early Start Columbus Program. This program is proprietary to Ohio State.

4. Ceehive.

Funding is provided to Learning Circle LLC for the Department of Education and all Early Start Columbus providers to use the Ceehive student-centered data platform. This program is proprietary to Learning Circle LLC.

Engagement and Outreach Strategy

Workforce: The Department of Education commits to remaining one of the most diverse departments in the City of Columbus.

Supplier: The Department of Education commits to continuing to provide millions of Early Start Columbus funding to minority- and female-owned businesses.



EDUCATION SUPPLIER DIVERSITY UTILIZATION SCORECARD

SPENDING

TOTAL SPENDING \$1,059,583
 DIVERSITY SPENDING \$325,195
 DIVERSITY SPEND PERCENTAGE 30.7%

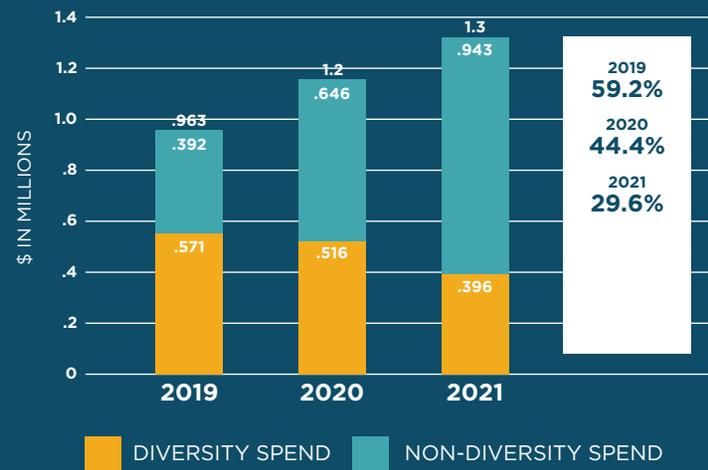
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



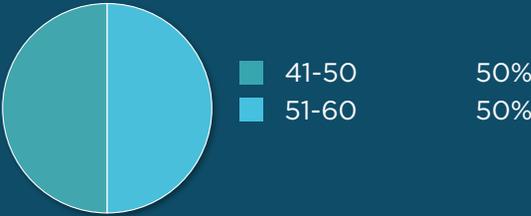
EDUCATION WORKFORCE SCORECARD

TOTAL EMPLOYEES —2
FULL TIME 2

Employee Race

White	50.0%
Black/African American	50.0%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



A group of diverse children, including a young girl with curly hair in the foreground, are smiling and huddled together. The image has a teal overlay.

Department of Finance and Management

*Diversity is the one true thing we all have
in common. Celebrate it every day.*

—Winston Churchill—

DEPARTMENT OF FINANCE & MANAGEMENT — *Show Me the Money*

Our Story

The Department of Finance and Management is responsible for protecting the fiscal integrity of the city, developing and administering the city's operating and capital budgets, and ensuring the effective management of the city's fleet of vehicles and other motorized equipment, construction and maintenance of city facilities, real estate transactions, management of federal grants, and comprehensive, ethical procurement practices.

The department is organized into two operational groups: Financial Management and Asset Management.

Workforce Diversity

The department is pleased to share that workforce diversity has improved. However, staff understand that a commitment to diversity, equity and inclusion is part of a values system and philosophy that must be adopted by all members of the department on an ongoing basis. As such, continuous improvements can always be made to policies, procedures and cultural norms.

Supplier Diversity

Diversity and Inclusion Plan Info - Grants-Related

As a recipient of federal financial assistance from the United States Government, the City of Columbus is expected to take affirmative steps to provide opportunities to small, women-owned and minority-owned businesses to participate in federally funded projects.

Action steps the department is committed to completing by September 30, 2022, include:

1. Development and delivery of a training and best practices session with regard to compliance with 2 CFR Part 200.321, Contracting with small and minority businesses, women's business enterprises and labor surplus area firms;
2. Developing and implementing a reporting process to obtain information regarding sub recipients' use of diverse firms; and
3. Incorporation of monitoring compliance with 2 CFR Part 200.321 into the City's sub recipient monitoring program.

Diversity and Inclusion Plan Info - Procurement-Related

The Department of Finance and Management's Purchasing Office is partnering with the Office of Diversity and Inclusion to engage the Harvard Kennedy School of Government's Performance Lab. The goal of this engagement is results-driven contracting. Columbus will pilot procurement process improvements, improve inclusion in procurement and contracting for small and diverse firms, and build the capacity of the Purchasing Office and departmental staff to deploy results-driven contracting strategies. The expected outcomes are:

- Adoption of appropriate results-driven contracting strategies and other procurement best practices that may lead to increased inclusion and accessibility for minority- and women-owned firms;
- Identification and piloting of improvements to procurement processes and forms, including procurement and bidding templates; and
- Training of departmental staff and development of training tools for staff to use for future procurements to continue to build City of Columbus staff capacity.

The City of Columbus has undertaken efforts to modernize various sections of the Columbus City Code, which governs responsible public procurement of construction services, while continuing to provide fair and equitable treatment for all persons involved in the public procurement process. This delivery method has several unique benefits to the city, which include:

- The CMAR is a city advocate and manages the project with the city's best interest in mind at all times.
- The CMAR lends itself to the use of Community Benefit Agreements.
- The CMAR allows the city to encourage the use of small, minority- and women-owned companies.

Diversity Contracting Goal for the Department of Finance and Management

The department, through the various divisions under its purview, offers a number of opportunities for a diverse array of service contracts. These opportunities range

from professional services within the Financial Management division to more specific service contracts under the Facilities and Fleet Management divisions.

Description	Division	Amount
Building maintenance management contracts for the Municipal Court Building and the Jerry Hammond Center	Facilities Management	\$2,713,993
Inspection, testing, removal, abatement and/or remediation of hazardous material	Facilities Management	\$240,000
Landscape, mowing and snow removal services	Facilities Management	\$450,000
Custodial services for multiple city buildings, including the Fire Training Academy, Columbus Public Health and the Police Academy	Facilities Management	\$725,000
Security services, elevator services, vehicle washing, window washing and general contracting	Facilities Management	\$575,000
TOTAL		\$4,703,993

Description	Division	Amount
Various small-scale facility improvements/renovations for buildings under the purview of Finance	Construction Management/ Facilities Management	\$2,515,000
Architectural and engineering design services for various small and medium scale renovations projects	Construction Management	\$500,000
Construction administration and project management services	Construction Management	\$500,000
Construction services for various small- and medium-scale renovation project	Construction Management	\$500,000
Various small- and medium-scale renovations for buildings located on the Municipal Campus	Construction Management/ Facilities Management	\$2,000,000
Sustainable Columbus energy efficiency projects	Construction Management	\$2,000,000
TOTAL		\$8,015,000

The Department of Finance and Management is committed to utilizing minority- and women-owned business enterprises as part of its overall contractor use. In collaboration with the Office of Diversity and Inclusion the department proposes establishing a department-level goal which it will monitor and report progress to Office of Diversity and Inclusion and our stakeholders. The department present-

ly estimates \$24 million in contract spending for fiscal year 2022. [NOTE: The above tables highlight certain contracting opportunities and are a subset of the \$24 million in total contract spending]. Of this amount, we propose a department level goal of 10% of total spending to be contracted with minority and/or women-owned businesses.

Workforce Diversity

The department is pleased to share that workforce diversity has improved. However, staff understand that a commitment to diversity, equity and inclusion is part of a value system and philosophy that must be adopted by all members of the department on an ongoing basis. As such, continuous improvements can always be made to policies, procedures and cultural norms.

Diversity Recruiting and Workplace Development Plan

To further improve workforce diversity, the department is planning the following initiatives in 2022.

Recruiting: To increase the diversity of employees hired and promoted at all levels throughout the department to better reflect the population we serve.

Workforce Development: To educate, enlighten and stimulate discussion on and appreciation for different and unique employee populations.



Employee Training:

Inclusion Intelligence Workplace Training - The department is working with the Office of Diversity and Inclusion to provide staff with workplace training that focuses on the power of inclusion. The expected outcomes are:

- To build teams, and an organization, capable of high-performance innovation. Diverse people offer different and unique information, opinions and perspectives.
- To enhance creativity of the organization. Diversity encourages the search for new information and perspectives, leading to better decision-making and problem-solving.

Engagement and Outreach Strategy

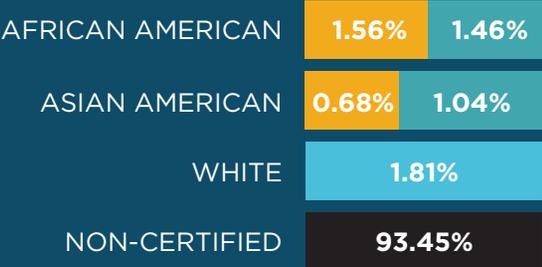
In order to help achieve the aforementioned spending goal, the department will continue to leverage its partnership with the Office of Diversity and Inclusion and other resources, as needed to assist with marketing, outreach and training. This outreach is meant to raise awareness within the small business community on bidding opportunities, vendor registration and the basic elements of doing business with the city (e.g., bidding, contracting, registration, etc.).

FINANCE & MANAGEMENT SUPPLIER DIVERSITY UTILIZATION SCORECARD

CITY SPENDING

TOTAL SPENDING \$19,061,653
 DIVERSITY SPENDING \$3,534,758
 DIVERSITY SPEND PERCENTAGE 18.54%

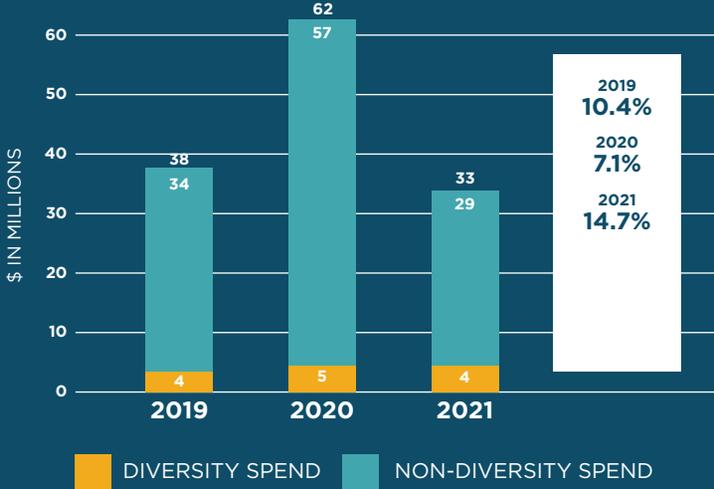
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



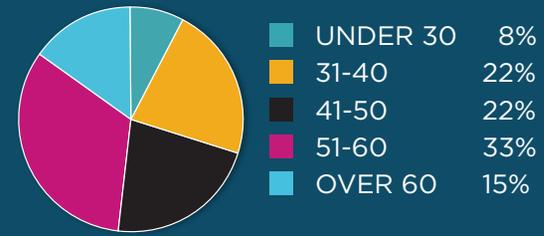
FINANCE & MANAGEMENT WORKFORCE SCORECARD

TOTAL EMPLOYEES — 304
 FULL TIME 281 PART TIME 23

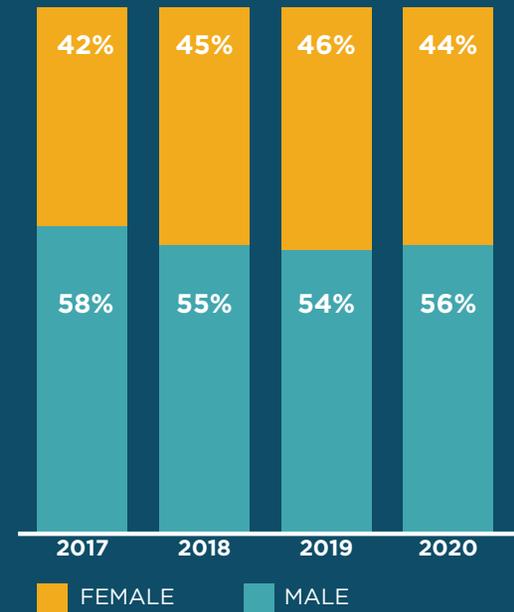
Employee Race

White	60.86%
Black/African American	32.89%
Other & Unknown	2.30%
Two or More Races	1.64%
Asian or Pacific Islander	1.32%
Hispanic or Latino	.99%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



Department of Human Resources



*Diversity doesn't look like anyone.
it looks like everyone.*

—Karen Draper—

DEPARTMENT OF HUMAN RESOURCES — *Moving Forward Together*

Our Story

The Department of Human Resources is responsible for supporting Mayor Ginther’s Equity Agenda and his Cabinet Leadership Team by promoting and supporting organizational excellence through effective human resources programming administered in an environment that embraces diversity, quality customer service and professional development. The department is responsible for administering employee benefit programs, coordinating and delivering citywide training and workforce development opportunities, designing and administering a fair, equitable and market-driven compensation management system, and providing for the consistent and uniform administration of collective bargaining agreements. We also develop and monitor safety programs for compliance, administer drug-free workplace programs, and ensure fair and equal treatment of employees and applicants.

Supplier Diversity

The Department of Human Resources has many contracts budgeted in 2022, covering a wide range of internal programs. The department’s primary mission is to provide leadership, direction and support to all city departments and is responsible for administering employee benefit and occupational safety and health programs, delivering citywide training and workforce development opportunities,

designing and managing the city’s compensation management system, administering the city’s collective bargaining agreements, managing the equal employment resources program, and administering the drug-free workplace program. During the contracting process, staff promote policies and programs within the department that provide business opportunities for minority-owned, women-owned and small businesses in successfully bidding on the department contracts.

The Human Resources Department has several key service contracts included in the proposed 2022 budget. The vendors noted below hold the most significant contracts:

- 1) Police and Fire Fitness contract
- 2) Occupational Safety and Health Clinic contract
- 3) Labor relations and negotiations consultant contract
- 4) Healthcare Auditor contract
- 5) Benefits consultant contract
- 6) United Way of Central Ohio
- 7) Industrial Hygiene contract
- 8) Workers compensation cost containment consultant contract
- 9) Defensive medical examination contract

Workforce Diversity

The Department of Human Resources promotes a culture of diversity, inclusion and belonging. We strive to recruit top talent, ensure our employees feel valued, are engaged in their work, are rewarded for high performance, afforded promotional opportunities, and supported in their professional development journey. Major aspects of our people strategy include:

- Engaging in workforce planning to forecast future hiring needs.
- Creating a succession planning model for the department that will support career progression for our employees.
- Creating a repository of interview questions that allow for the recruitment of high performing talent.
- Ensuring that interview panels are representative of the diversity of our employee population.
- Working with the Office of Diversity and Inclusion on expanding our recruitment sources to increase the diversity of our applicant pools.
- Providing our employees with professional development opportunities.

2022 Diversity, Equity and Inclusion Plan

Our goal is to create a workforce strategy that focuses on retaining and promoting the best diverse talent available. The Department of Human Resources will encourage a standardized interviewing process to assist in the city's efforts to objectively hire and promote individuals who reflect the diversity of the residents who make up the

City of Columbus. We have a responsibility to identify, hire and retain individuals with and from diverse backgrounds and communities, and to foster and encourage a culture of inclusiveness. Valuing diversity requires that we shift from identifying candidates who “fit” into the culture to identifying candidates who will “add” to the culture, resulting in more creative teams. Through Citywide Training and Development, we must build programming that provides access to professional development and leadership. By focusing on this, we can leverage the diversity of talent that is within our entry and frontline management levels. If we focus on inclusion, we support an individual's right to bring their whole self to work, resulting in stronger teams and a more stable and inclusive workplace.

Engagement and Outreach Strategy

- Participate in external events that allow for the recruitment of diverse candidates.
- Partner with local universities to provide intern and extern opportunities, and build a future pipeline of talent.
- Partner with the Office of Diversity and Inclusion to expand our diverse recruiting networks;
- Collaborate with the Office of Diversity and Inclusion in delivering best-in-class equity, diversity and inclusion training to all City of Columbus employees and leadership.

HUMAN RESOURCES SUPPLIER DIVERSITY UTILIZATION SCORECARD

CITY SPENDING

TOTAL SPENDING \$573,743
 DIVERSITY SPENDING \$53,607
 DIVERSITY SPEND PERCENTAGE 9.34%

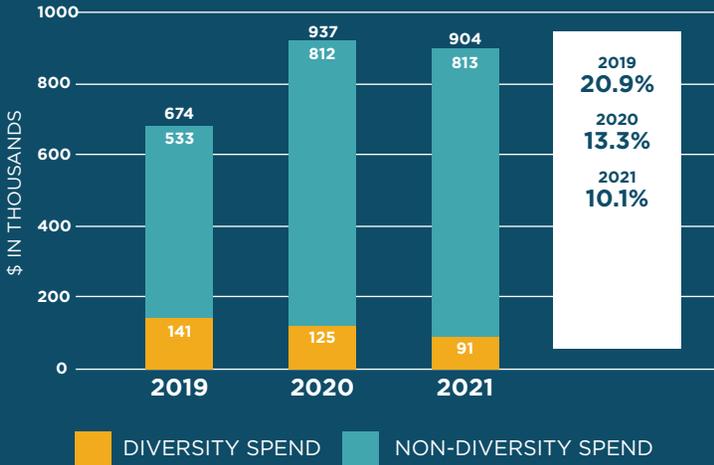
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



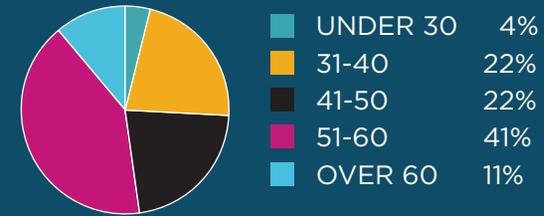
HUMAN RESOURCES WORKFORCE SCORECARD

TOTAL EMPLOYEES — 46
 FULL TIME 43 PART TIME 3

Employee Race

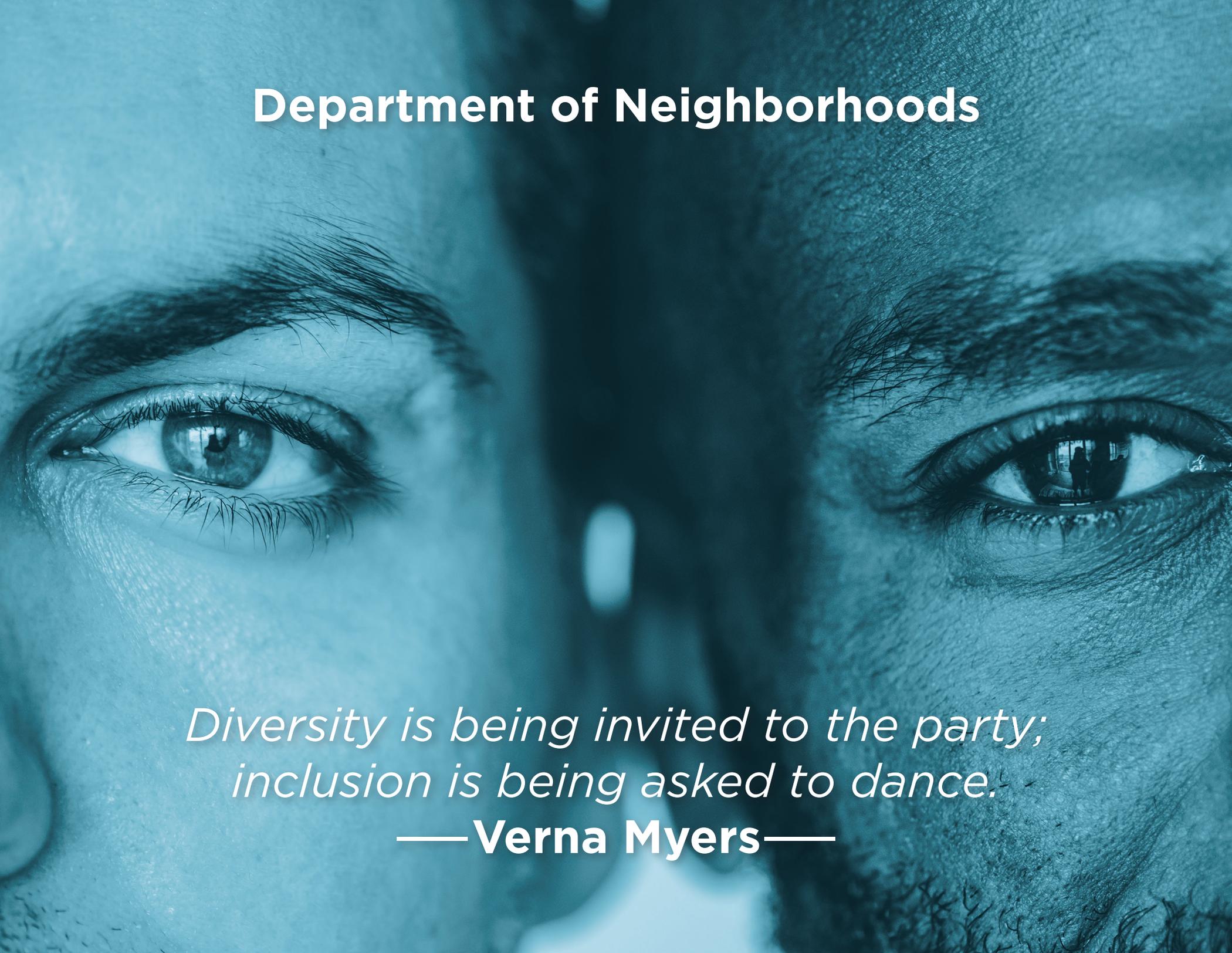
White	63.04%
Black/African American	30.43%
American Indian or Alaska	4.35%
Asian or Pacific Islander	2.17%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY





Department of Neighborhoods

*Diversity is being invited to the party;
inclusion is being asked to dance.*

—Verna Myers—

DEPARTMENT OF NEIGHBORHOODS — *We Belong Together*

Our Story

The Department of Neighborhoods works from a foundation of devoted residents, committed neighborhood leaders and a dedicated city workforce to resolve community concerns and tap into neighborhood potential – helping to build a stronger, more equitable Columbus. As the ‘front door’ to the city, the Department of Neighborhoods empowers residents, responds to their needs and protects their rights.

Supplier Diversity

2022 Proposed Budget/CIP

- Proposed Budget - \$8,607,180.00
- CIP - \$0.00

The following list illustrates the annual programs that are part of the 2022 Department of Neighborhoods proposed budget. Included are professional services necessary to execute planning, marketing of community engagement activities and facilitation and training that supports our New American population and Area Commissions. The professional services category accounts for 16% of the total proposed budget.

The Department of Neighborhoods maintains an open door policy of meeting with vendors and engaging women and small businesses to identify suppliers that can aid in the delivery of programs and services.

Description	Amount
Citywide Interpretation Services	\$30,000
New Americans - Leadership Academy	\$50,000
African American Cultural Festival	\$20,000
Black History Month Program	\$10,000
MLK Program	\$20,000
My Brother’s Keeper Conference/Summit	\$34,415
My Brother’s Keeper Website	\$17,800
Department Marketing and Promotion	\$40,000
Professional Photography Services	\$8,000
Area Commission Training	\$15,000
Neighborhood Best Practice Conference	\$15,000
Neighborhood Pride Program	\$10,000
Landlord Fair	\$5,000
Alley Cleanup ¹	\$60,000
Homeless Camp Cleanup	\$200,000
311 Language Line	\$15,000

¹ *Alley Cleanup and Homeless Camp Cleanup utilize city UTC*

Workforce Diversity

The Department seeks to utilize a workforce strategy that focuses on recruiting, retaining and promoting the best diverse talent available. To ensure our team reflects the diversity of Columbus, we utilize multiple approaches for attracting and retaining diverse talent.

Our Department currently has 49 full-time and two part-time budgeted positions. These are a mix of tested and non-tested positions. Vacancies only typically exist when an employee resigns or retires. We market and post our open positions via e-blast and social media. They are posted internally and via services such as Columbus Black. The Department uses its various community events as a means of recruiting diverse talent. Events include our MLK Celebration, Black History Month and the My Brother's Keeper Community Job Fair. We also welcome referrals from our current employees and external partners.



Engagement and Outreach Strategy

The Department of Neighborhoods provides opportunities to ensure all residents can be involved and contribute to the community. This includes:

- The **311 Customer Service Center**'s use of Language Line that allows all call takers to communicate with Columbus residents in over 240 languages.
- The **New American Leadership Academy**'s focus on providing leadership and professional development for our New American residents so they can empower their communities in a culturally appropriate manner. The program focuses on government, civic responsibility, and implicit bias.
- The **Community Relations Commission**'s work to investigate complaints of discrimination and educate the community about the protections from discrimination that exist in Columbus City Code.
- The work of **My Brother's Keeper** to address the persistent opportunity gaps facing boys and young men of color to ensure all youth reach their full potential. My Brother's Keeper is focused on education, safety, health and economic issues.
- Engagement with Columbus' 21 **Area Commissions** to provide training on key topics including implicit bias and to encourage adoption of best practice by-laws that support effective meetings

NEIGHBORHOODS SUPPLIER DIVERSITY UTILIZATION SCORECARD

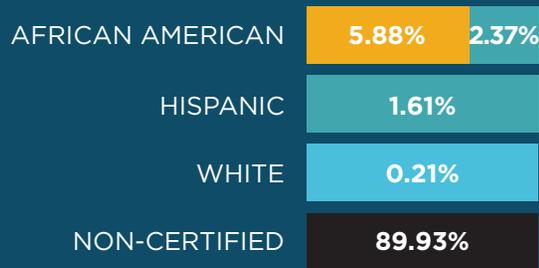
CITY SPENDING

TOTAL SPENDING \$309,729

DIVERSITY SPENDING \$31,203

DIVERSITY SPEND PERCENTAGE 10.07%

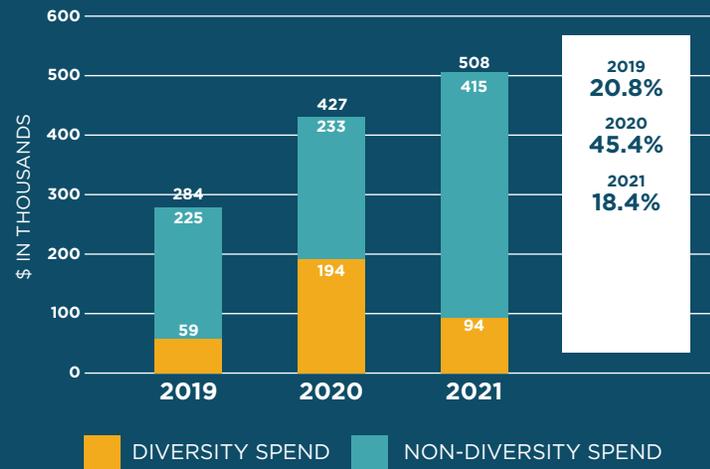
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



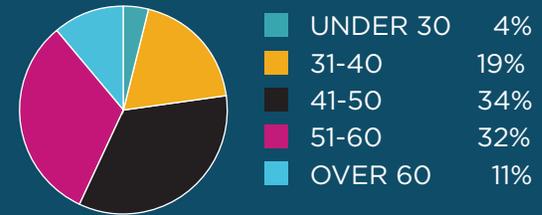
NEIGHBORHOODS WORKFORCE SCORECARD

TOTAL EMPLOYEES — 47
FULL TIME

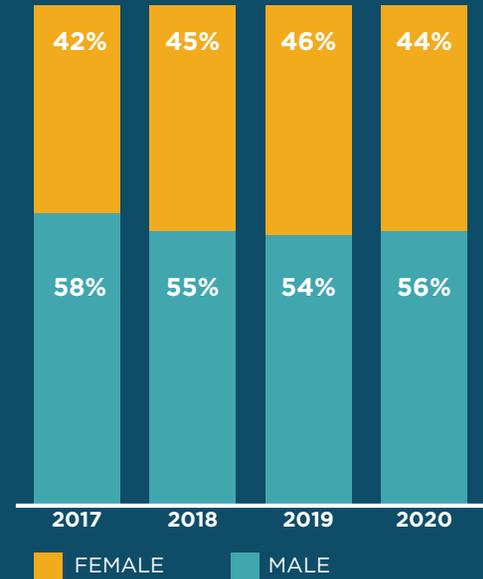
Employee Race

Black/African American	55.32%
White	34.04%
Hispanic or Latino	8.51%
Two or More Races	2.13%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



A teal-tinted photograph showing four hands from different people, each holding a piece of a puzzle. The puzzle pieces are arranged in a 2x2 grid. The top-left piece is dark, while the other three are light. The hands are positioned around the puzzle, suggesting collaboration and teamwork.

Department of Public Health

*We inhabit a universe that is
characterized by diversity.*

—Desmond Tutu—

DEPARTMENT OF PUBLIC HEALTH — *Get Healthy. Stay Healthy*

Our Story

Columbus Public Health is charged with assuring conditions in which people can be healthy. Columbus Public Health is made up of a range of programs providing clinical, environmental, health promotion and population-based services. The department has an annual budget of approximately \$46 million and is staffed by 400 full- and part-time employees.

Mission

The mission of Columbus Public Health is to protect health and improve lives in our community.

Our Vision

The Columbus community is protected from disease and other public health threats, and everyone is empowered to live healthier, safer lives. CPH is the leader for identifying public health priorities and mobilizing resources and community partnerships to address them.

Customer Non-Discrimination

It is the policy of Columbus Public Health to treat customers in a manner that does not discriminate. Specifically, discrimination includes prejudicial or unjust treatment on the basis of race, ethnicity, sex, sexual orientation, gender identity or expression, color, religion, ancestry, national origin, age, disability, familial status, military status, or any other basis prohibited by federal, state or local law.

Supplier Diversity

Operating Fund Budget Overview	Amount
Personnel	\$29,894,582
Materials and supplies	\$1,177,230
Services	\$8,353,159
Other	\$32,000
Total	\$39,456,971

Key Project Overview – Identification Of Needs

- **Interpretation** (including live interpretation, translation, language lines, sign language) - \$238,400
- **Prevention** (including prevention courses such as BAM/ROX as an empowerment program for youth) - \$250,000
- **Medical Supplies** (using city established UTC for items such as pharmaceutical medications, gloves, sharps containers, syringes, needles, tissues, tourniquets, blood collection needles and tubes, drape sheets, alcohol prep pads, Band-Aids)
- **Office supplies** (using city established UTC for items such as chairs, pens, paper, tape, files, labels)
- **Crisis intervention training** for staff who are working with diverse populations - \$150,000

Workforce Diversity

Columbus Public Health’s workforce strategy focuses on recruiting, retaining and promoting the best, diverse talent to provide vital services to our clients. From this strategy, Columbus Public Health has a long and strong history and track record of workforce diversity and an inclusive work environment. By focusing on the best candidates and employees who are best able to provide services to meet the needs of our clients, Columbus Public Health focuses on the value of what each person provides rather than the aspects of who is providing the services, resulting in a workplace that values different backgrounds, cultures and experiences. Columbus Public Health staff take a variety of trainings, including cultural humility, implicit bias and cultural competency to continue to educate employees on creating and working in a diverse, inclusive environment.

Columbus Public Health continues to work with the City of Columbus Purchasing Office to procure all of the department’s needs. This includes bidding out items to give vendors an equal opportunity. Columbus Public Health regularly uses the already-established universal term contracts for many of its needs. When vendors contact Columbus Public Health to seek out how to do business with the agency, Columbus Public Health strongly encourages vendors to become a registered vendor with the City of Columbus so that agency will receive all opportunities from the city.

Anticipated Hiring Needs

- **Social Workers** – to provide crisis intervention, supportive services, and grief intervention to members of the community.

Measurement Of Growth

Workforce Statistics <i>(as of 7/2021)</i>	
Percentage Non-White/Caucasian Overall (male and female):	35.70%
Overall Minority Percentage (Non-White/Caucasian and Female):	86.43%
Minority Percentage – Official/Administrator (Non-White/Caucasian and Female):	71.43%
Minority Percentage – Professional (Non-White/Caucasian and Female):	83.14%
Minority Percentage – Technician (Non-White/Caucasian and Female):	95.58%
Minority Percentage – Administrative Support (Non-White/Caucasian and Female):	92.93%
Minority Percentage – Service/Maintenance (Non-White/Caucasian and Female):	53.85%

Engagement and Outreach Strategy

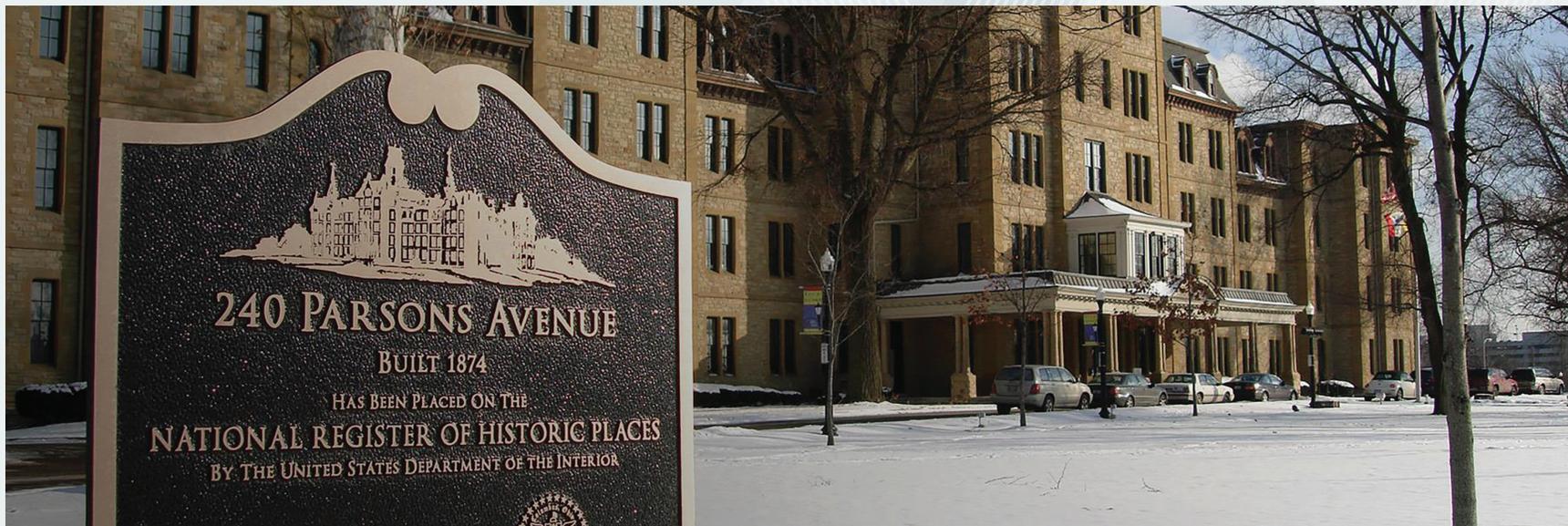
Workforce

1. Advertisement to attract candidates interested in serving our clientele
2. Targeted placement of external advertisement and recruiting efforts, e.g. specific job boards, etc.
3. Continued equitable service provision

Suppliers

1. Continue to work with City of Columbus Purchasing Office to recruit diverse vendors for the needs of Columbus Public Health and to get them established as a vendor with the City of Columbus.

2. Continue to bid out services and supplies so all registered vendors have a chance to bid on all services/supplies at Columbus Public Health.
3. Continue open communication with the Office of Diversity and Inclusion and the Purchasing Office about the needs of the department so diverse vendors can be suggested.
4. Continue to monitor quarterly reports to see which areas Columbus Public Health needs to expand supplier diversity growth.

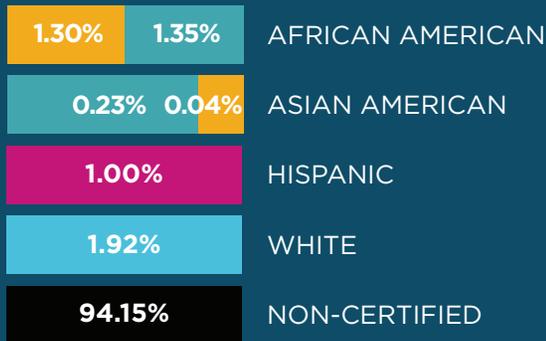


PUBLIC HEALTH SUPPLIER DIVERSITY UTILIZATION SCORECARD

CITY SPENDING

TOTAL SPENDING \$4,884,612
 DIVERSITY SPENDING \$479,619
 DIVERSITY SPEND PERCENTAGE 9.81%

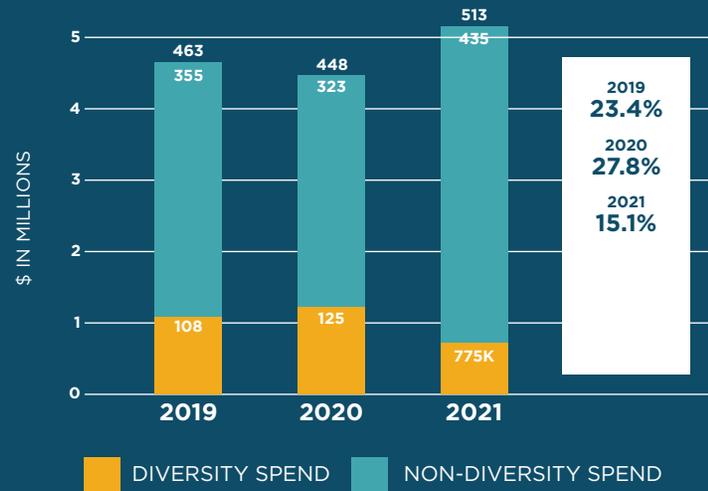
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



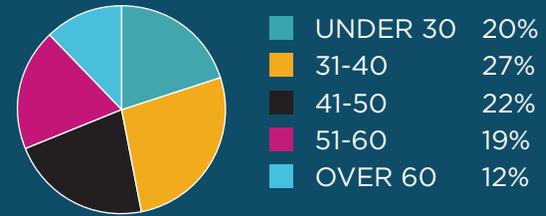
PUBLIC HEALTH WORKFORCE SCORECARD

TOTAL EMPLOYEES — 517
 FULL TIME 463 PART TIME 54

Employee Race

White	62.86%
Black/African American	26.31%
Other & Unknown	3.48%
Hispanic or Latino	2.90%
Asian or Pacific Islander	2.71%
Two or More Races	1.74%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



A photograph of three children sitting at a table, overlaid with a teal tint. On the left is a young girl with dark hair in pigtails, wearing a white shirt and denim overalls, with her hand near her face. In the center is a girl with long blonde hair in a ponytail, wearing a dark floral dress, looking towards the right. On the right is a young boy with curly hair, wearing a Spider-Man t-shirt, looking down. The background is a blurred indoor setting.

Department of Public Safety

To get real diversity of thought, you need to find the people who genuinely hold different views and invite them into the conversation.

—Adam Grant—

THE DEPARTMENT OF PUBLIC SAFETY — *Protecting Our Community*

Our Story

The Department of Public Safety is comprised of the operations of the Support Services Division, the Divisions of Police and Fire, and the Safety Director’s Office, which is responsible for the overall coordination of the department. Columbus is one of few large cities in the U.S. to earn international accreditation for both the Divisions of Police and Fire.

Capital Improvement Projects:

- 911 Call Center/Real Time Crime/Emergency Operation Center
- Police and Fire Annual Radio Equipment Program
- Neighborhood Policing Centers
- Land acquisition and design funds for the replacement of Fire stations
- Engineering and design services
- Impound Lot Resurfacing
- Neighborhood Safety Cameras
- Division of Police Driving Track
- Police Headquarters Redesign

Purchases	Amount	Purchase Month
Ferrier Services	\$18,000	FEB
Hay	\$20,000	FEB
Horse Feed	\$8,000	FEB
Horse Bedding	\$14,000	FEB
Pistols	\$50,000	APR
Award Supplies	\$5,000	APR
Filters	\$8,000	APR
Body Bags	\$4,000	MAR
Various Envelopes	\$20,000	MAR to OCT
Folders	\$20,000	MAR to OCT
Helicopter Fuel (UTC)	\$333,000	FEB
Flash Drives	\$25,000	MAY
Taser Cartridges and Holsters	\$243,000	APR
Uniform Rentals (UTC)	\$10,500	FEB
Crime Scene Supplies	\$3,500	—
Disinfecting Wipes	\$6,000	MAR & SEPT
Matrix Cards and Ribbons	\$4,000	APR
Gloves (UTC)	\$4,000	APR
Fuses/Flares	\$50,000	FEB/SEPT
Dog Food	\$5,000	FEB
Ammunition (UTC)	\$457,600	MAR
Binders/Cover	\$20,000	APR/OCT
Toner (UTC)	\$20,000	APR
MDFs (Multi-Function Devices)	\$15,000	SEP
Bottle Water	\$3,500	MAY/OCT
Barricade Tape	\$14,000	JUN
First Aid Kits	\$25,000	AUG
General Supplies	\$573,000	JAN/FEB/MAR
Janitorial Supplies	\$170,000	ALL YEAR
Medical Supplies	\$965,000	JAN/FEB/MAR
Turnout Gear, Helmets, Boots	\$695,000	APR/MAY/JUN
Indigent Burial Reimbursement	\$260,000	ALL YEAR

Supplier Diversity

Public Safety will promote and increase procurement opportunities for minority and women-owned businesses by proactively seeking the best qualified companies that demonstrate quality, service, delivery and competitive pricing. Hold internal department meeting to discuss what will have real inclusion impact.

Step 1: A Deeper Dive — To be effective, the Department must track progress:

- What are the Public Safety needs? Operating and Capital Budget
- Who are the diverse firms that can complete Public Safety projects?
- Who in the current vendor base can complete Public Safety projects?
- What new vendor sources are available?

Step 2: Work with Finance and Management to facilitate partnerships opportunities between prime and subcontractors who can increase participation percentages.

Step 3: Build upon previous success by committing to use diverse vendors who already do work for Public Safety.

Step 4: With Office of Diversity and Inclusion's help, use an established list of vendors that can perform Public Safety projects.

Workforce Diversity

Division of Police

The goal of the Columbus Division of Police Pipeline Project is to double the percentage of uniformed officers hired from traditionally underrepresented demographic group's representative of the community in the next 10 years.

Division of Fire:

- Recruiting initiatives:
 - Target Market Recruitment
 - Fit and Informed, Get Fire Ready Orientation & Firefighter Mile Events
 - High School, College & Employer Career Fairs
- Develop Messaging & Maintain Marketing Platforms
 - Live radio events
 - TV spots on local news channels
 - Social media platforms
- Text "Join Our Team" to 474747
- Division of Fire Webpage
- Twitter



Photos Courtesy of Division of Fire Public Information Office

Engagement and Outreach Strategy

1. Job announcement Flyers - Flyers will be distributed at various locations within the city to include churches, recreation centers, businesses, colleges.
2. Job/Career Fairs - The Recruiting Unit will attend career fairs that attract a high number of minority and female attendees
3. Continue to visit Parks and Recreation Centers and universities for speaking engagements.
4. Social media - Post photographs, videos and information about the hiring process.
5. Advertising- submit brief radio and television commercials to selected radio and TV stations
6. Cadet Program - for young adults 18 to 20, helping them to secure employment with, and hopefully launch a career with the Columbus Division of Police.

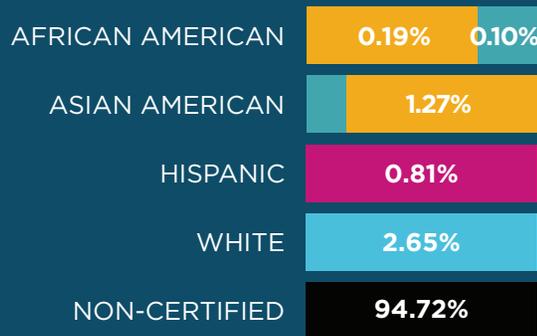


PUBLIC SAFETY SUPPLIER DIVERSITY UTILIZATION SCORECARD

CITY SPENDING

TOTAL SPENDING \$20,462,163
 DIVERSITY SPENDING \$1,463,488
 DIVERSITY SPEND PERCENTAGE 7.15%

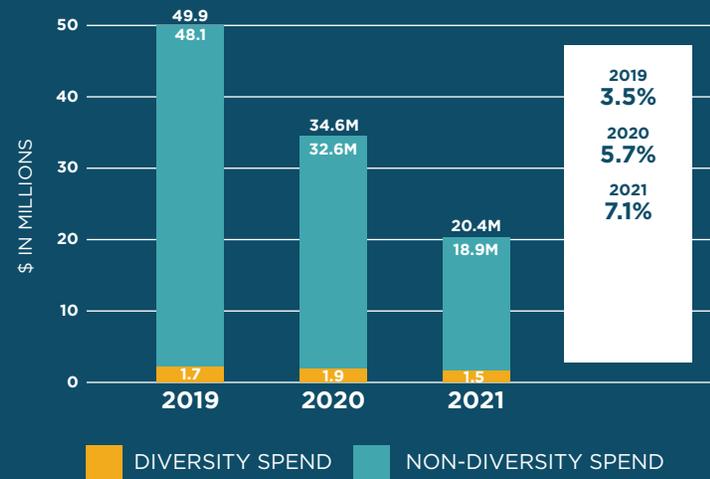
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



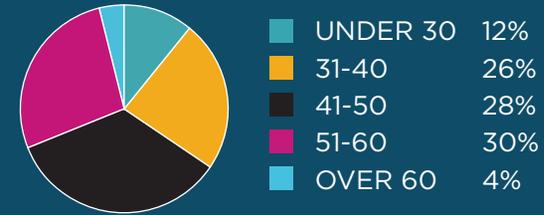
PUBLIC SAFETY WORKFORCE SCORECARD

TOTAL EMPLOYEES — 3,927
 FULL TIME 3,855 PART TIME 72

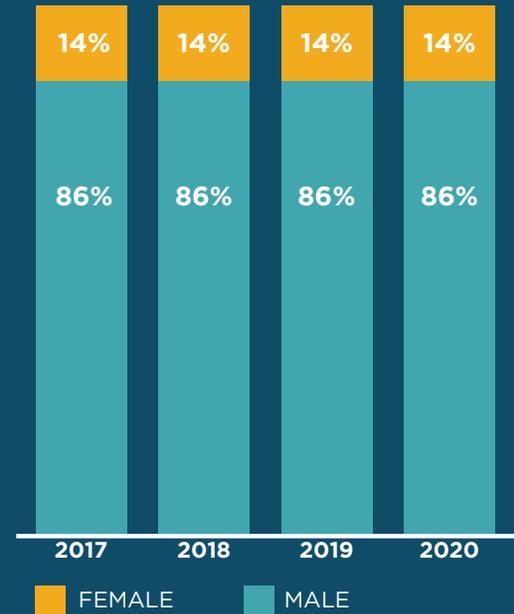
Employee Race

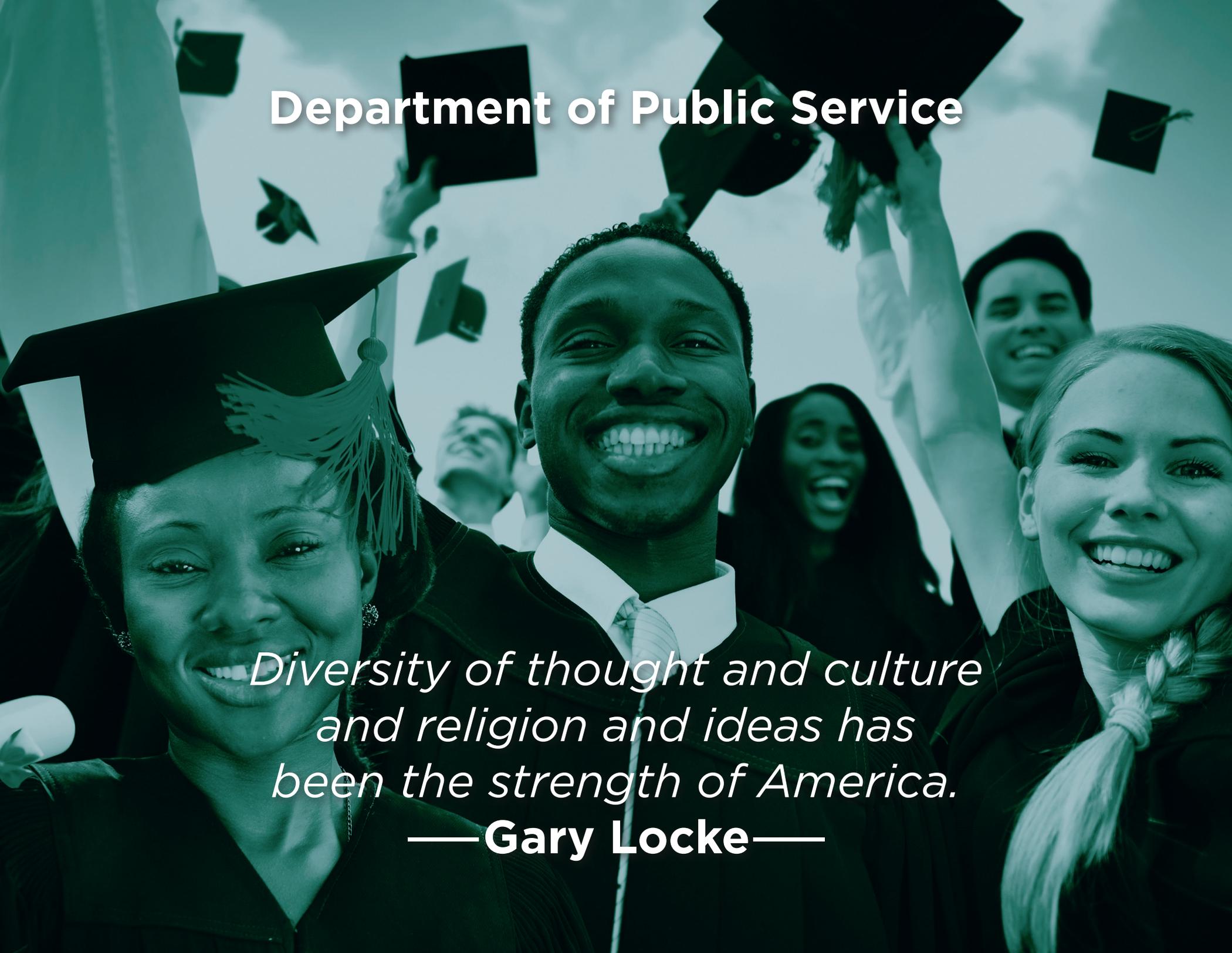
White	85.51%
Black/African American	8.89%
Other & Unknown	1.91%
Two or More Races	1.48%
Hispanic or Latino	1.22%
Asian or Pacific Islander	0.81%
American Indian or Alaska	0.13%
Native Hawaiian Pacific Islander	0.05%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY





Department of Public Service

*Diversity of thought and culture
and religion and ideas has
been the strength of America.*

—Gary Locke—

DEPARTMENT OF PUBLIC SERVICE — *Taking it to the Streets*

Our Story

The Department of Public Service is focused on strengthening all city neighborhoods by providing unparalleled public services that enhance mobility, safety and quality of life. These essential services are delivered by the department's 725+ employees in five divisions: Design and Construction, Infrastructure Management, Traffic Management, Refuse Collection, and Parking Services.

The department leads innovative transportation and mobility infrastructure planning for the growing metropolitan Columbus area while designing and building city roadway projects that support safe mobility and equitable access. Other core services delivered by Public Service include collecting residential trash, recycling and yard waste; managing and maintaining the public right of way; managing the city's complex traffic and pedestrian safety concerns; and operating, managing and enforcing public parking.

2022 Proposed Operating Budget - Overview

Category	Proposed Budget
Personnel	\$77,468,652
Supplies	\$4,471,900
Services	\$48,625,703
Claims and Other	\$275,500
Capital Equipment and Facilities	\$8,280,000
Principal and Interest on Debt	\$27,650,000
Total	\$166,771,755

2022 Proposed Capital Budget - Overview

Category	Proposed Budget
Design Services	\$27,432,527
Right-of-Way	\$1,042,100
Utility Relocations	\$1,740,000
Construction	\$95,251,043
Equipment	\$5,980,000
Facilities	\$100,000
Total	\$131,545,670

Key Projects

Many of Public Service’s projects include leveraged funds including but not limited to Community Development Block Grant (CDBG), Ohio Public Works Commission (OPWC) and Mid-Ohio Regional Planning Commission (MORPC) Attributable funding. Our funded projects typically include federal funds. As such, we have included

federally funded projects in our Key Project list. While the goal setting may be governed by other rules, we believe these projects may warrant Office of Diversity and Inclusion engagement for outreach and recruitment of contractors.

- ASR - SR 161 I-71 to Cleveland Avenue Phase 1 - Part 2 (Parkville/Spring Run) - (Construction 530103-100075)
- Roadway Improvements - I70/I71 South and East Freeway (Construction - 530161-100207)
- Intersection - Broad St at James Rd (Construction - 538005-100000)
- TSI - Columbus Traffic Signal System Ph. F (Construction - 540007-100060)
- Bikeway Development - Worthington Woods Blvd Shared Use Path (Construction - 540002-100112)
- Pedestrian Safety Improvements - Kingsford Road Sidewalks (Briggs and Eakin Rd) - (Design - 590105-100121)
- Roadway - LinkUS - Northwest Corridor South Knot (Design - 531024-100003)
- Bridge Rehabilitation - Whittier Street Bridge Rehab and SUP Widening (Construction-530301-160380)
- Resurfacing - Citywide Brick Rehabilitation (Construction-530282-100135)
- Resurfacing - Citywide Rehabilitation (Construction-530282-100136)

Spending-Contracting Priorities

Traffic Signal Replacement & Retiming

ADA Curb Ramp Rebuilds (Construction)

Private Construction Inspection Contracts (Professional Services)

Utility Cut & Restoration (Construction)

Bridge Clean & Seal (Construction)

Building Renovations Design & Construction (Both)

Guardrail Repair (Construction)

Building Renovations (asbestos removal, mechanical upgrades) – Infrastructure Management Division

Building Renovations (asbestos removal, mechanical upgrades) – Traffic Division

Truck Washing – Refuse Division

Fiber support and repair Traffic Division

Traffic counting

Workforce Diversity

The Department of Public Service has some predictable hiring needs. Based on historic hiring patterns, Public Service anticipates hiring at least 25+ RCVOAs, 32 Construction Inspectors, 10 Engineers or Engineers-in-Training, and 30+ equipment operators, as well as a variety of other positions.

- Equipment Operators Laborers
- Refuse Collector Vehicle Operator (Automated) [RCVOA]
- Refuse Collectors
- Engineers Engineers-in-Training (EITs)
- Construction Inspectors
- Engineering Associates
- Management Analysts

Engagement & Outreach Strategy

- Formalize diversity, equity and inclusion efforts with the exploration and establishment of a body (e.g., Diversity, Equity and Inclusion Committee) to promote education and awareness as well as formalize our workforce diversity strategy and supplier diversity plan.
- Continue partnership with the Marysville Women's Prison Vocational Program to hire well-qualified women into our skilled and semi-skilled trades.
- Maintain partnership with Columbus City Schools and the STEM Industry Council to hire high school summer interns and encourage them to pursue professions in engineering and other related fields. Assess opportunity for outreach events to bring together both prime contractors and sub-contractors for networking in coordination with Office of Diversity and Inclusion.
- Determine pilots of smaller general consulting and contracting opportunities for MBEs.
- Perform more advertisement and outreach through minority focused media outlets.
- Perform pre-bid meetings for Key Projects in addition to or in coordination with any Office of Diversity and Inclusion events (e.g., contractor matchmaking).



PUBLIC SERVICE SUPPLIER DIVERSITY UTILIZATION SCORECARD

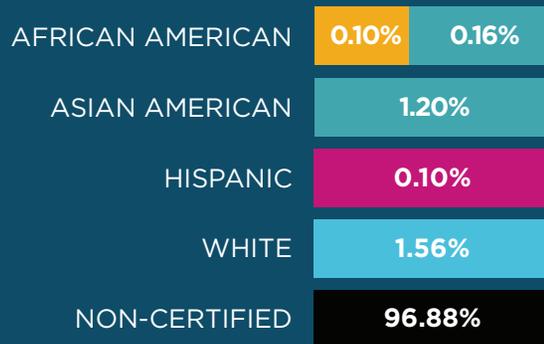
CITY SPENDING

TOTAL SPENDING \$81,193,666

DIVERSITY SPENDING \$4,536,907

DIVERSITY SPEND PERCENTAGE 5.58%

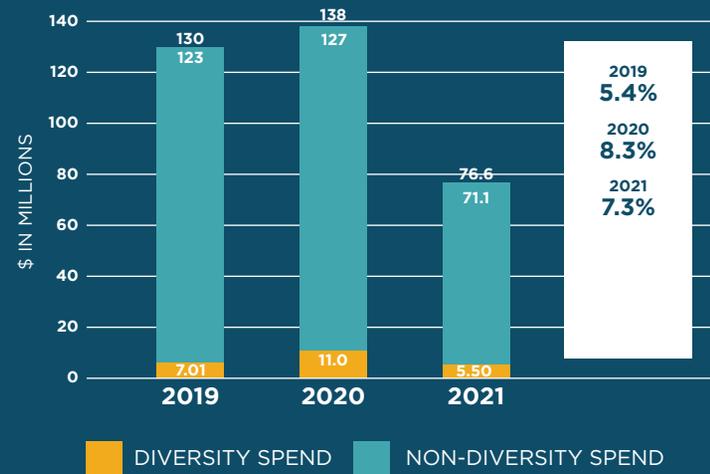
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



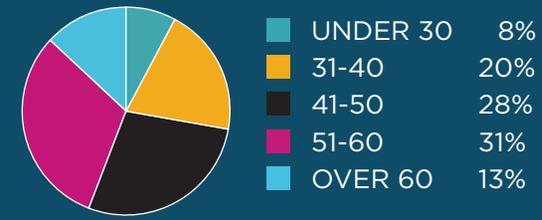
PUBLIC SERVICE WORKFORCE SCORECARD

TOTAL EMPLOYEES – 720
 FULL TIME 695 PART TIME 25

Employee Race

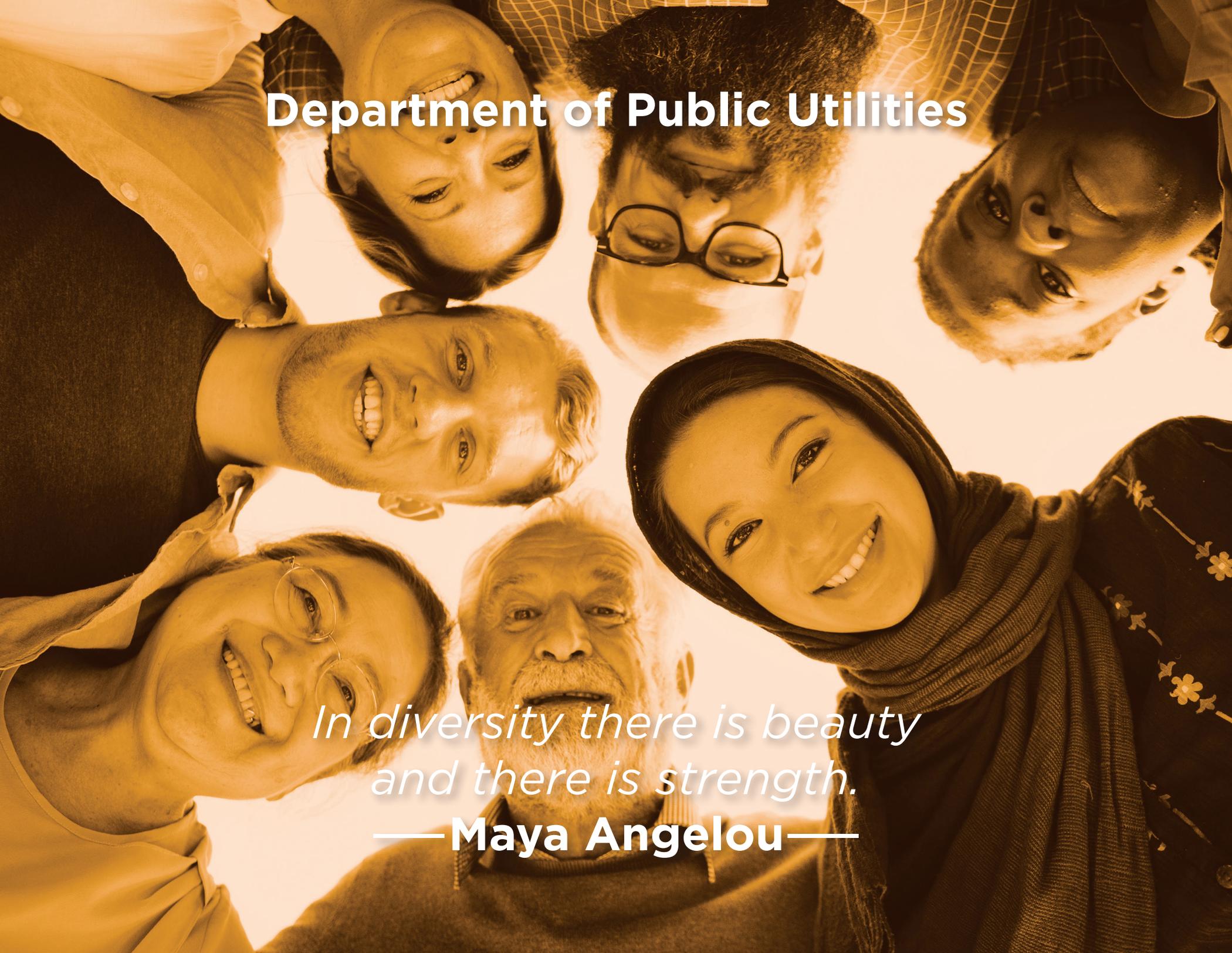
White	69.44%
Black/African American	22.92%
Two or More Races	3.61%
Asian or Pacific Islander	1.81%
American Indian or Alaska	0.83%
Hispanic or Latino	0.83%
Other & Unknown	0.56%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



A high-angle, top-down photograph of a diverse group of seven people of various ages and ethnicities, all smiling and looking towards the center. They are arranged in a circle, creating a sense of unity and community. The lighting is warm and golden, highlighting their faces. The text is overlaid on the image.

Department of Public Utilities

*In diversity there is beauty
and there is strength.*

—Maya Angelou—

THE DEPARTMENT OF PUBLIC UTILITIES — *Lights, Camera, Action*

Our Story

The Department of Public Utilities mission is to enhance the quality of life, now and into the future, for people living, working and raising families in central Ohio through economic, efficient, and environmentally responsible stewardship of superior public utilities.

Supplier Diversity

In 2022, the department anticipates a variety of spending across many industries to support its mission of providing essential utility services. The department estimates total spending of \$180,761,234 by the end of 2022. Of this amount, approximately 22% or \$39.8 million is estimated as diverse spend.

In 2022, the department estimates 68% of diverse spend will be targeted toward professional services as a result of its robust capital plan. Similarly, capital plan construction-related activities, supported by bond dollars, are estimated to see an estimated 23% of diverse spend, followed by goods and services at 9%.

UTC Contract	UTC Expiration Date	Estimated Rebid Month
Liquid Oxygen	3/31/2022	11/1/2021
Mainline Parts & Equipment	3/21/2022	11/1/2021
Schwing Pump Parts	4/30/2022	12/1/2021
Transformers	4/30/2022	12/1/2021
Lab Supplies	5/30/2022	1/1/2021
Rental of Uniforms	5/31/2022	1/1/2021
HP Printers	6/30/2022	2/1/2021
Misc Medical Supplies	6/30/2022	2/1/2021
Pharmaceuticals	6/30/2022	2/1/2021
Protective Safety Footwear	7/31/2022	3/1/2021
Compost Wood Chips	11/30/2022	7/1/2021

Contract	Tentative Bid Date
FEM 0102.9 Janitorial Services	1/2022
FEM 0701.1 Roofing Maintenance Services	3/2022
FEM 1401.4 Elevator Maintenance Services	9/2022
FEM 1502.9 Boiler Maintenance Services	11/2021
FEM 1505.4 HVAC and Air Purification Services	5/2022

2022 Operating Budget Opportunities

The department has many opportunities and needs for materials, supplies and equipment. Below is a list of several Universal Term (UTC) contracts that are currently in use by and will be rebid later in 2021 and in 2022. The department estimates spending over \$2.8M in 2022 on these UTCs.

The department also has many opportunities and needs that may not be on UTC contracts and therefore are additional opportunities for vendors. These opportunities can be viewed on the city's Vendor Services website. The department has several Facility and Equipment Maintenance contracts up for bid in 2022 with tentative bid dates below. The estimated spending is over \$1.3M on these contracts.

Capital Improvement Projects in 2021

Many of these projects may take several months to several years to complete depending on the complexity of the project. The department currently has over 100 design and construction contracts in 2022 totaling \$167 million, all under \$5 million in total estimated project cost. This amounts to 84 construction projects to be bid; 29 engineering projects will be under design. Of this total \$154M is for construction and \$11.3M is for engineering.

Workforce Diversity

In 2022, the department will continue to provide a work environment centered on diversity, equity and inclusion.

Our People Strategy focuses on:

- Hiring a skilled and competent workforce across a variety of classifications and age groups.
- Providing training and development opportunities for all.
- Eliminating barriers to employment and expanding candidate pools for hard-to-recruit trade's positions.
- Creating a culture of awareness and appreciation for each other's differences.
- Promoting leadership behaviors that find strength in differences and actively challenge and promptly respond to issues of bias.



The department anticipates hiring the following classifications in 2022.

- **Operator in Training** - a tested position; requires a high school diploma/GED and a driver's license; no work experience requirement.
- **Maintenance Apprentice (Mechanical)** - non-tested positions; requires a high school diploma/GED, a driver's license, and 6 months of experience in a similar field OR completion of a vocational program in related fields.
- **Maintenance Apprentice (Electrical)** - non-tested positions; requires a high school diploma/GED, a driver's license, and 6 months of experience in a similar field OR completion of a vocational program in related fields.
- **Plant Maintenance Electricians** - tested positions; requires two years of experience installing and repairing 3-phase electrical equipment in an industrial facility with voltages up to 2,400 volts.

- **Plant Maintenance Mechanics** - tested positions; requires two years of experience assisting in the installation, maintenance, repair and/or removal of industrial mechanical equipment; high school diploma/GED required.
- **Water Maintenance Worker** - a tested position that requires two-years of construction or underground utility maintenance experience. A CDL must be obtained in the first 12 months. Training is provided.
- **Sewer Maintenance Worker** - a tested position that requires two-years of construction or underground utility maintenance experience. A CDL must be obtained in the first 12 months. Training is provided.
- **Customer Service Representative**



PUBLIC UTILITIES SUPPLIER DIVERSITY UTILIZATION SCORECARD

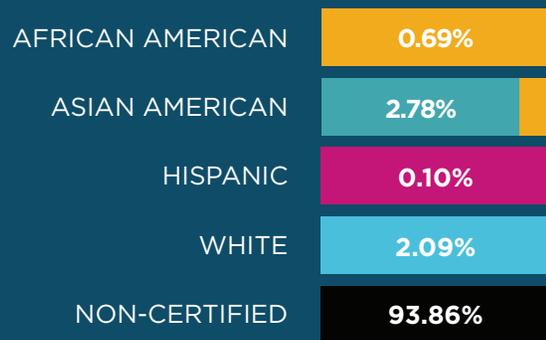
CITY SPENDING

TOTAL SPENDING \$123,717,952

DIVERSITY SPENDING \$16,779,717

DIVERSITY SPEND PERCENTAGE 13.56%

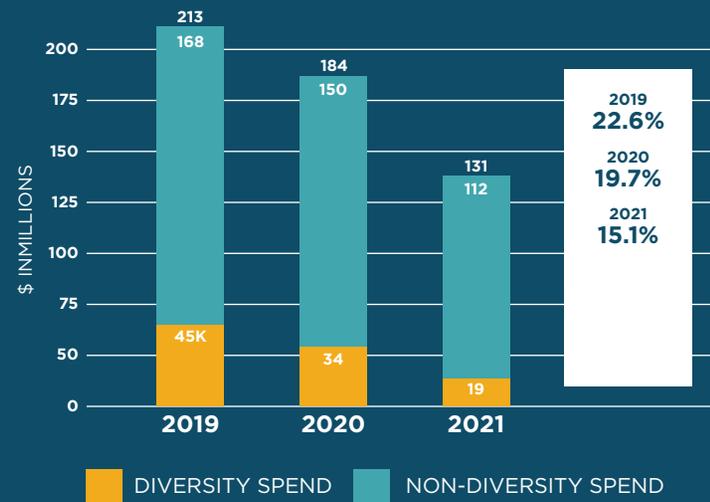
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



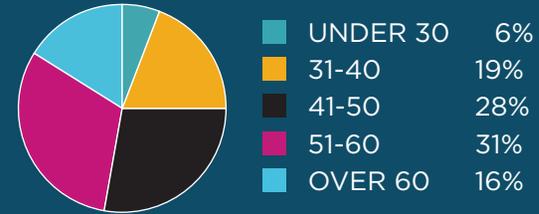
PUBLIC UTILITIES WORKFORCE SCORECARD

TOTAL EMPLOYEES — 1069
 FULL TIME 1062 PART TIME 7

Employee Race

White	80.82%
Black/African American	15.53%
Two or More Races	1.78%
Asian or Pacific Islander	1.03%
Hispanic or Latino	0.56%
Other & Unknown	0.19%
American Indian or Alaska	0.09%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY





Department of Recreation and Parks

I believe in the essential unity of all that lives. Therefore, I believe that if one person gains spiritually, the whole world gains, and that if one person falls, the whole world falls to that extent.

—Mahatma Gandhi—

RECREATION & PARKS DEPARTMENT — *Work Hard, Play Hard*

Our Story

The Columbus Recreation and Parks Department is committed to creating and promoting an equitable, diverse and inclusive culture across all public spaces, facilities and programs that the department manages. Through our internal Diversity, Equity and Inclusion (DEI) Policy and supporting practices, we aim to ensure everyone has access to exceptional parks and recreational opportunities.

The purpose of the Recreation and Parks DEI Policy is to unite and utilize the diversity of the city by connecting all people to the highest quality of service, access and inclusion. The department will value a culture that holds employees accountable for maintaining a safe and discrimination-free environment for people of any race, color, religion, sex (including sexual harassment), national origin, disability, ancestry, age, genetic information, sexual orientation, gender identity or expression or military status. The City of Columbus and Columbus Recreation and Parks Department define diversity, equity and inclusion in the following manner:

Diversity:

The City of Columbus defines diversity as unique differences in thought, beliefs, values and life experiences, among many other human and cultural characteristics, based on who we are and where we come from. The Columbus Recreation and Parks Department will incorporate diversity as a range of layers of human differences that make each person's perspective unique.

Equity:

The Columbus Recreation and Parks Department will incorporate equity as the fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers.

Inclusion:

The City of Columbus defines inclusion as leveraging, engaging and valuing human and cultural differences to help deliver the most creative, innovative and impactful results for the employees and residents of Columbus. The Columbus Recreation and Parks Department will incorporate inclusion as involving and valuing human differences and viewing such differences as strengths.

Supplier Diversity

The Columbus Recreation and Parks Department also has one of most diverse spending plans in the City of Columbus. Based on the wide range of facilities and resources that the department is tasked with maintaining, procurement can include sporting equipment, technology, construction services, art supplies, mowing and forestry equipment, design professionals, summer camp supplies, building repair services, teachers for recreation center classes and much more. Fiscally, Recreation and Parks strives to provide assistance, expertise and tools to ensure business and fiscal processes are executed effectively and properly. Staff continues to promote policies for sections within the department that participate in bidding to encourage bidding from minority, female, and small emerging businesses.

Proposed Operating Budget

Category	Amount
General Repair Service—Forestry	\$10,000
Emergency Tree Removal	\$10,000
General Repair Service—Park Maintenance	\$20,000
Pond Care	\$5,000
Geese Harassment	\$42,000
Landscaping	\$50,000
Pest Control—Animal Trapping	\$10,000
Door Repair & Maintenance	\$8,000
Electrical Services	\$10,000
Elevator Repair & Maintenance	\$25,000
Fire Systems Repair & Maintenance	\$15,000
General Construction	\$10,000
Carpet Cleaning	\$10,000
Gym Floor Refinishing	\$60,000
Glass Repair	\$5,000
HVAC	\$120,000
Plumbing	\$10,000
Public Relations	\$50,000
Interpreters—Sign Language	\$20,000
Instructors for a variety of Arts and Fitness Classes at the Recreation Centers and the Cultural Arts Center	\$700,000

Capital Improvement Budget

Category	Amount
UIRF Miscellaneous	\$753,200
Renovation—Miscellaneous	\$3,386,800
Renovation—Cost Allocation	\$500,000
Facility Assessment Implementation	\$4,000,000
Hard Surface Improvements	\$800,000
Roof Improvements	\$800,000
Maintenance Equipment—Parks	\$250,000
Street Trees—Green Initiative	\$400,000
Safe Playgrounds	\$500,000
New Development—Miscellaneous	\$5,227,200
New Development—Cost Allocation	\$240,000
Acquisition—Miscellaneous	\$1,524,600
Acquisition—Cost Allocation	\$70,000
Program Projects (Small)—Golf Miscellaneous	\$762,300
Program Projects (Small)—Sports	\$548,856
Program Projects (Small)—Rental Services	\$213,444
Program Projects (Small)—Cost Allocation	\$70,000
Program Projects (Large)—Miscellaneous	\$1,089,000
Program Projects (Large)—Cost Allocation	\$50,000
Emergency Replacement—Miscellaneous	\$871,200
Emergency Replacement—Cost Allocation	\$40,000
Opportunity Projects—Miscellaneous	\$653,400
Opportunity Projects—Cost Allocation	\$30,000

Continuous Measurement & Improvement

The department will work to continuously improve diversity and inclusion efforts while monitoring the following indicators to track progress of inclusive efforts:

- Each division/section within Recreation and Parks will establish practices with action steps that support the DEI policy in the usual activities/business of that section.
- Staff will establish adequate, regularly scheduled planning time to collaborate on programming and events that will improve internal as well as external inclusivity.
- Each division/section will provide multiple opportunities and modes of participation for the whole community.
- Management will ensure that there are professional development opportunities for all staff regarding inclusive strategies and support.
- Increase engagement from targeted populations in programming, utilizing facilities and taking part in future planning conversations.

Workforce Diversity

The DEI Policy outlines the Columbus Recreation and Parks Department's approach to ensuring diverse and inclusive environments and equitable opportunities for all. This policy applies to all commissions, employees and volunteers.

This policy ensures:

- Goal 1:** Have a workforce broadly reflective of the community.
- Goal 2:** Attract, train and retain a workforce skilled at working in a diverse and inclusive environment.
- Goal 3:** Create equitable processes, policies, plans, practices, programs and services that meet the diverse need of those we serve.
- Goal 4:** Leverage established City of Columbus procurement systems to enhance equitable processes, policies, plans, practices, programs and services that meet the diverse needs of contractors, vendors, consultants and those with whom we conduct business.

2022 People Strategy

The Recreation and Parks team wants to ensure that the growth of the department reflects the population, and ensure a fair and equitable hiring process.

- Create and document a consistent interview process which includes panel diversity.
- Create, document and train interview panel participants.
- When hiring for key positions, work with Office of Diversity and Inclusion and other specific employment websites to ensure positions are more widely advertised. We will continue to work with Office of Diversity and Inclusion to increase the diversity in the pool of candidates.

Identify positions and sections within the organization which lack diversity currently.

- Reach out to each section to identify areas where diversity is lacking.
- Once positions are identified, partner with the section head to plan appropriate steps to diversify the candidate pool for future openings.
- Ensure an equitable hiring process.
- Regularly review hiring processes and update as necessary.

Engagement and Outreach Strategy

Workforce

- Staff Training – commissioners, employees and volunteers will regularly participate in trainings grounded in effective training models using evidence-based content.
- Organizational Support – management teams will put in place organizational supports which will create a culture and environment that encourage all to be inclusive.
- An internal Diversity, Equity and Inclusion Committee that is made up of staff from all sections within the department and will support these initiatives.

Supplier

- Work closely with the Office of Diversity and Inclusion liaison to improve strategies and host events that are relevant to the needs of community.
- Host outreach events that share information about upcoming opportunities to directly bid or work with general contractors on Recreation and Parks projects.
- Host educational events that help vendors to understand the intricacies of bidding on city projects.

RECREATION & PARKS SUPPLIER DIVERSITY UTILIZATION SCORECARD

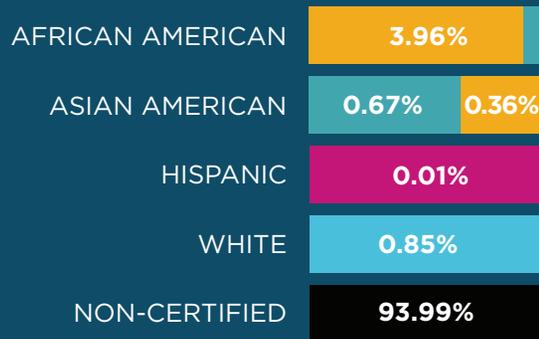
CITY SPENDING

TOTAL SPENDING \$23,486,441

DIVERSITY SPENDING \$2,716,305

DIVERSITY SPEND PERCENTAGE 11.56%

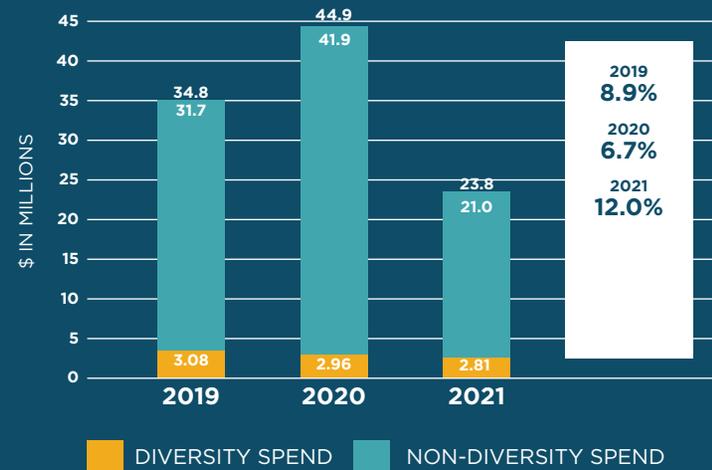
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



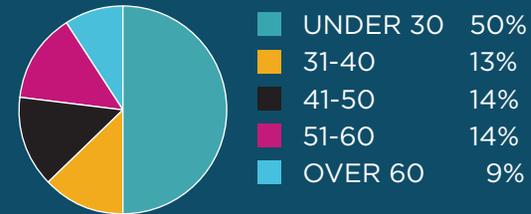
RECREATION & PARKS WORKFORCE SCORECARD

TOTAL EMPLOYEES — 1955
 FULL TIME 678 PART TIME 1277

Employee Race

White	44.19%
Black/African American	39.18%
Other & Unknown	12.43%
Two or More Races	2.15%
Hispanic or Latino	1.48%
Asian or Pacific Islander	0.46%
American Indian or Alaska	0.10%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY



Department of Technology

A photograph of two men sitting at a table outdoors, smiling and talking. The man on the left is wearing glasses and a dark shirt, while the man on the right is wearing a light-colored shirt. The background shows a grassy area and trees. The entire image has a teal color overlay.

*We must learn to live together as
brothers or perish together as fools.*

—Martin Luther King, Jr.—

DEPARTMENT OF TECHNOLOGY — *Just a Click Away*

Our Story

The Department of Technology (DoT) provides Columbus’s residents, visitors and businesses with sustained, reliable and efficient technology services, infrastructure and telecommunications.

DoT focuses on the delivery and operations of vital IT infrastructure network and telecommunications services, continuous service improvement and solutions to enable customer success.

Less visible but of equal importance are the people, servers, network and other sub-systems and processes that make the IT infrastructure network possible. DoT continues to serve the needs of the community and the City by bringing industry and government together. DoT partners internally and with other departments across the organization to deliver and sustain state-of-the-art technology solutions and encourages collaboration between the public and private sectors to benefit the city’s residents through technology and innovation.

Supplier Diversity

DOT works with the Office of Diversity and Inclusion which develops and implements small business programs that encourage the use of a diverse pool of qualified minority, women, veteran contractors and service providers. These tools include a comprehensive internal and external outreach program, providing technical assistance to businesses upon request, and providing guidance on industry trends and best practices.

2022 Department/Division	Request
Information Services	
Personal Services	\$18,960,646
Material and Supplies	\$419,220
Purchased Services	\$11,644,284
Other Expenditures	\$1,020
Capital Outlay	\$52,020
Debt Payment	
Debt Principal Payments	\$5,045,000
Interest on City Debt	\$1,270,400
Total Debt Payment	\$6,315,400
Total	\$37,392,590

Director’s Office	
Personal Services	\$2,418,694
Material and Supplies	\$1,019,672
Purchased Services	\$7,740,244
Other Expenditures	\$ —
Capital Outlay	\$100,000
Total	\$11,278,610

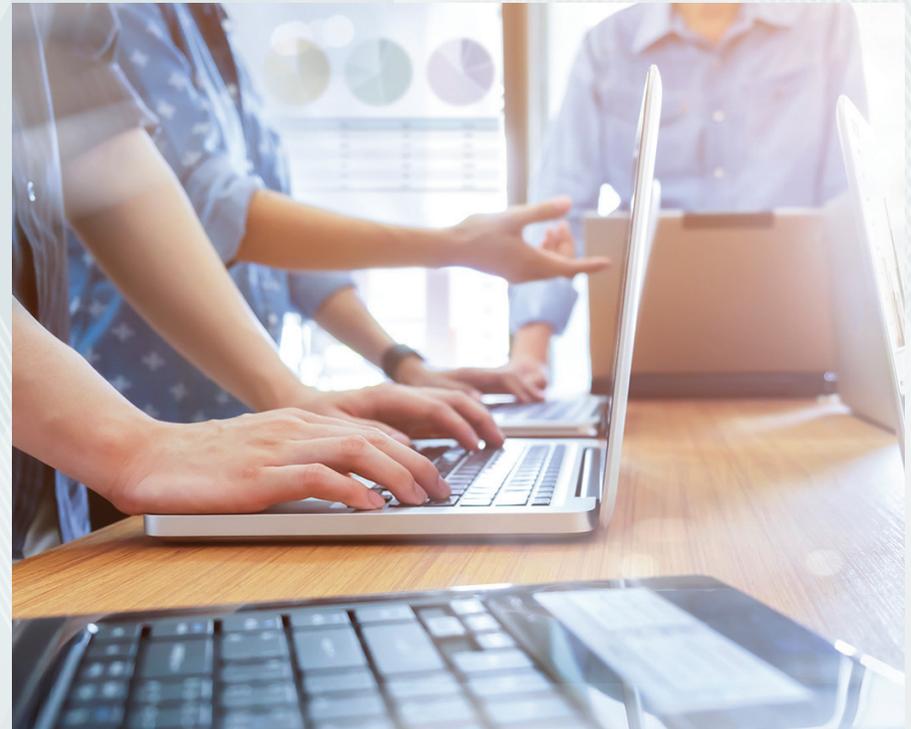
Workforce Diversity

DoT posts all positions not only through Civil Service but also through Indeed. We receive several qualified candidates through this site.. DoT plans to attend any job fairs that come available through the City. DoT is committed to set aside money for training for employees to ensure that they are exposed to the newest technologies. DoT HR takes diversity in our department very seriously and we pride ourselves on having a very diverse workforce and we plan to retain this goal moving forward.

2022 Anticipated Hiring Needs

Position

- Sr. Programmer Analyst
- Sr. Programmer Analyst
- Sr. Systems Adm
- MAII- PT
- Student Intern II (PT)
- Student Intern II (PT)
- Software Engineer
- Sr. Programmer Analyst
- Sr. Programmer Analyst
- Network Manager
- Business Systems Analyst
- Public Relations Spec II
- Project Manager
- Electronic Systems Specialist
- Public Relations Spec II
- Senior Project Manager
- Project Manager
- Positions for Security (3)
- Senior Programmer Analyst
- Enterprise Architect
- Purchasing Coordinator
- Data Center Tech Systems Admin

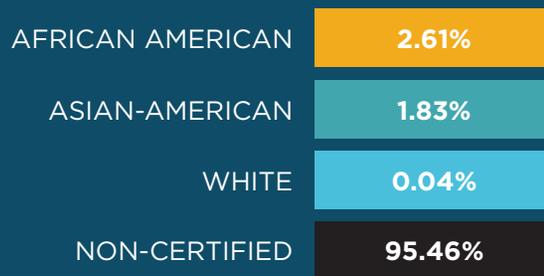


TECHNOLOGY SUPPLIER DIVERSITY UTILIZATION SCORECARD

CITY SPENDING

TOTAL SPENDING \$13,856,115
 DIVERSITY SPENDING \$1,072,858
 DIVERSITY SPEND PERCENTAGE 7.74%

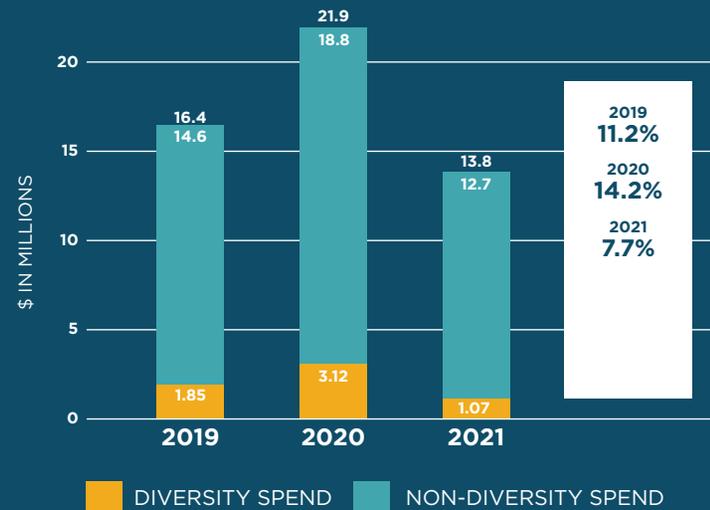
RACE/GENDER



INDUSTRY



DIVERSITY SPENDING TREND YEAR OVER YEAR



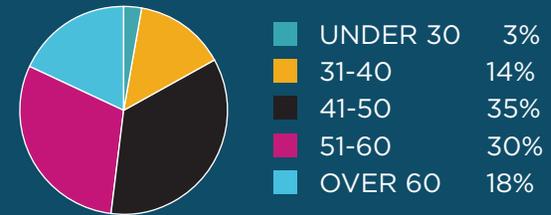
TECHNOLOGY WORKFORCE SCORECARD

TOTAL EMPLOYEES — 148
 FULL TIME 142 PART TIME 6

Employee Race

White	62.84%
Black/African American	25.00%
Asian or Pacific Islander	6.76%
Hispanic or Latino	2.03%
Other & Unknown	2.03%
American Indian or Alaska	1.35%

EMPLOYEE AGE



EMPLOYEE GENDER HISTORY

