DR. BEVERLY STALLINGS-JOHNSON
Chief Diversity Officer

THE CITY OF
COLUMBUS
ANDREW J. GINTHER, MAYOR

OFFICE OF DIVERSITY
AND INCLUSION

June 25, 2020

Re: Office of Diversity & Inclusion-Diversity Management Software System

To: City Auditor, Megan Kilgore
CC: Damita Brown ODI | Christian Selch DoT | Cheryl Reed & Darlene Wildes Auditor's office

Objective: Implement Systems to Manage, Track, and Report Diversity in City Suppliers

Executive Order

Within his first year of taking office, Mayor Andrew Ginther established a priority for his administration - promote diversity and inclusion across city operations, with a focus on increasing supplier opportunities for minorities and females.[i] Since, Minority and Women-Owned Business Enterprise (MWBE) city certifications have increased 24% and city utilization of MWBE businesses has nearly doubled to 15.58%.[ii]

Columbus commissioned an independent assessment to examine diversity in market availability and city contracts. This 2019 *Croson Study* found disparity in the awarding of city contracts. The Study recommended remedies which include a scope of specific, significant improvements in contracting and diversity management practices to include implementing a central, unified supplier diversity management and reporting system. [iii]

Mayor Ginther issued Executive Order 2020-03[iv] directing the Mayor's Office of Diversity and Inclusion (ODI) and the Columbus Department of Finance and Management to create the systems necessary to comprehensively and systemically manage, track and report progress in increasing inclusion of minority-owned and woman-owned businesses in City of Columbus contract opportunities and contracts.

Objectives

Establish a single, citywide foundation.

Implement a single comprehensive, unified source for managing diversity spend across the complete book of business of city suppliers, departments, supply types and market availability that ties all management practices, transactions and related data together. This scope of work encompasses the core mission of the Office of Diversity and Inclusion and includes such priorities as:

- Outreach & events management.
- Supplier management.
- MWBE application and certification management.
- Sourcing goals management for departments and contracts.
- Department and supply type utilization and progress reporting.
- Market availability and supply needs management.
- Contract management.
- Prime contractor and subcontractor payment management.
- Reciprocal supplier diversity efforts with other governments in the region.

<u>Instill citywide common, consistent practices and data.</u>

The independent 2019 Disparity Study found significant lapses and inconsistencies in the recording and reporting of city purchasing data. The Study also found a patchwork of computer and manual tracking systems. And the Study identified wide variability in supply chain sourcing and purchasing practices from one department to another.

Building from the foundation of a single citywide system, the Office of Diversity and Inclusion seeks to commence a robust practice of continually improving and standardizing how purchase decisions are made, how diversity is considered in selecting suppliers, and in how purchasing data is recorded and used.

Address remedies recommended by the Disparity Study by building out capabilities and consistent practices in the foundation system to the extent possible.

<u>Increase minority-owned and woman-owned business opportunities, contracts and participation.</u>

Close the disparity gap the Disparity Study found. William Thompson, the Scottish physicist, who in 1883 is widely attributed with the origins of the saying what gets measured gets managed, and conversely, what does not get measured does not get managed. A single, meaningful view of robust, highly reliable information of city department spend, suppliers, supply needs, and market availability paired with consistent management of supplier diversity is key.

Good systems, good practices and good data are critical to Mayor Ginther's priority to foster a culture of inclusion in how the city buys to ensure its suppliers reflect the rich diversity of Columbus. [v]

Components of the Solution

#	Component	Description
Primary Components		
1.	Commercial Supplier Diversity Management System	Replace the city's limited-function BizTrak system which is well beyond its useful service life. Acquire and implement a market-leading system purpose-built for governments to manage inclusion in their supply chains. Use of such a system from a firm that specializes in supplier diversity management systems gives the city a short implementation lead time, a mature scope of proven functions at the outset, a learned partner with depth of experience in the supplier diversity management field, continual product improvements as innovations occur in the marketplace, and ready working partnerships with other area governments utilizing the platform.
2.	Data Integration, Reporting and Visualization System	Fully leverage the Department of Technology (DOT) data management platform. Replace the manual data feed of the Auditor's current financial system by harnessing the integrated data availability capabilities of a new system due to come online January 2021.

		Combine with new data availability capabilities of the new supplier diversity management system.
3.	Financial Management System	A new financial management system is due to come online January 2021 from the Auditor. Leverage Auditor department, vendor registration, bid, contract, supply type, purchase order and prime payment transactional information to the extent possible. Leverage ODI vendor application and certification transactional information to the extent possible. Partner with Auditor on proposed functional enhancements as identified and prioritized.
4.	Service Desk System	Leverage the DOT tech help desk system for Tier 0 ingest and base problem assessment, resolution path and management for city staff technical assistance. The supplier diversity management system provider will provide Tier 1 and higher support for tech issues related to use of their system. The provider will provide all tech support for vendor users of the system.

Driving Components		
Only as related to implementing or improving management systems or data, evaluate and prioritize recommendations to be implemented through an automated solution, system functional improvement or data improvement. Identify and plan where to build on or improve the function or data and when.		
5.	Diversity Study Recommendations	Identify and prioritize Diversity Study recommendations applicable to systems and data improvements work as they are worked through and approved. All recommendations are due by September 2020
6.	Data Working Group Recommendations	Develop a plan for how to evaluate, identify and prioritize implementation of the 2019 recommendations of the Disparity Study Data Working Group.

Policy and Standards of Practice Components		
Identify, revise and promulgate city guidance that must be updated to align to and support implementing or improving management systems or data. It is anticipated that content will need revised to deal with data consistency, analysis and reporting improvements. It is anticipated that standards of practice will need established and reinforced.		
7.	MWBE Program Manual	The city's first-even MWBE program manual is due to be published by September 2020. Identify original content and subsequent revisions to align where applicable to systems and data improvements.
8.	Procurement Manual	Identify and revise the city's procurement manual to align where applicable.

9.	City Code, Policies and Procedures	Identify and revise where revisions are necessary or publish new if needed.
10.	Contract Boilerplate	Identify where revisions are necessary and work with City Attorney's Office to draft and promulgate.

Outreach and Training Components		
Develop an outreach plan, schedule, content and training related to use of the supplier diversity management system, systems and data improvements, and obtaining tech support.		
11.	Supplier Outreach and Training	Develop content specifically catered to businesses seeking work with the City, including system use, vendor portal, improvements to prime and sub payments, registration, application, certification, and supply types offered.
12.	City Staff Outreach and Training	Develop content specifically catered to city staff, including system use, contract monitoring, MWBE market availability, data consistency standards, and correcting errors.

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[i] City of Columbus Proposed 2017 Budget; Nov 10, 2016; City of Columbus; *Ginther, Andrew J.*

[ii] City of Columbus Inclusion Report 2016-2018; Office of Diversity and Inclusion, City of Columbus

[iii] City of Columbus Disparity Study Final Report; July 2019; Mason Tillman Associates, Ltd.

[iv] Executive Order 2020-03 Small, Minority and Women Owned Business Assistance; May 6, 2020; Office of the Mayor, City of Columbus; *Ginther, Andrew J.*

[v] City Columbus 2020 Budget; Nov 13, 2019; City of Columbus; *abstract from Mayor Andrew J. Ginther's 2020 Strategic Priorities.*