

THE CITY OF  
**COLUMBUS**

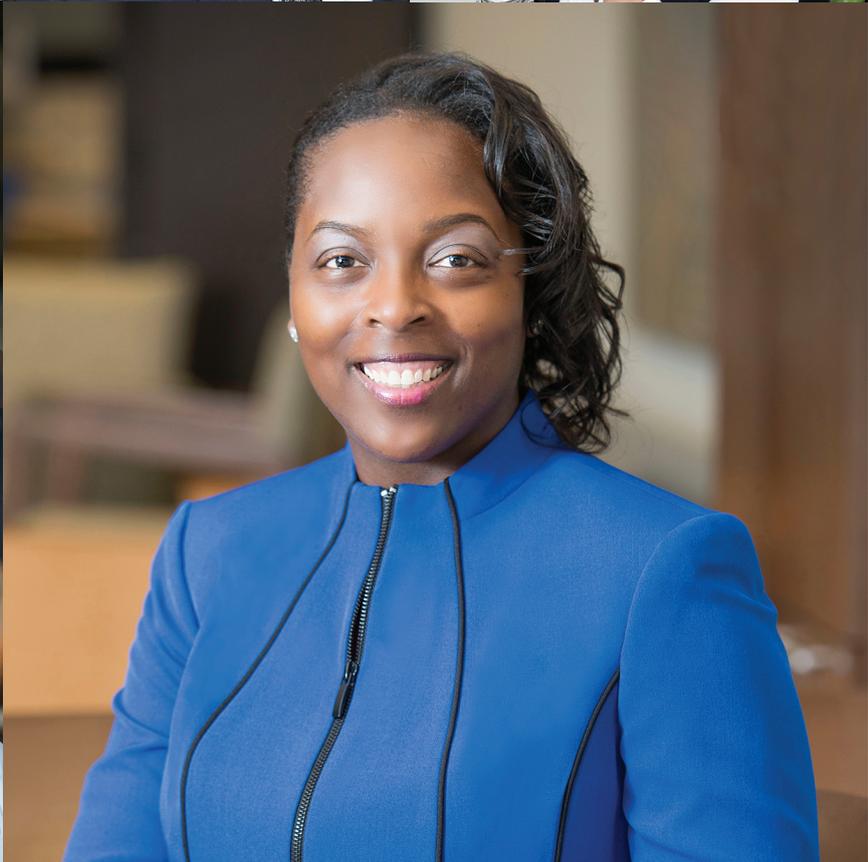
ANDREW J. GINTHER, MAYOR

OFFICE OF DIVERSITY  
AND INCLUSION

CITY OF COLUMBUS

# INCLUSION REPORT

2016-2018





# Our Diversity Makes us Stronger

Dear Neighbors,

One of my first official acts when I took office almost four years ago was to form the Office of Diversity and Inclusion. Columbus has been on a path to becoming America's Opportunity City, but I knew that to reach that goal we must first become America's *Equal* Opportunity City. We have made great strides in these efforts.



Each department has created and implemented workforce diversity recruitment strategies. The last two Division of Police graduating classes were among the most diverse – and highest scoring – in its history. In 2018, we held a department-wide career fair to recruit diverse talent.

In 2017, we increased our pool of certified and registered Minority and Women Business Enterprises by 24%. The same year, we hosted the first-of-its-kind Ohio Municipalities Business Conference, bringing together government procurement offices, companies, universities, airport authorities and planning agencies from municipalities across the state.

Through the efforts outlined here, we are on our way, but let me be clear: this is just the start. City employees and contractors must reflect the beautiful diversity of our city.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew J. Ginther".

Andrew J. Ginther  
Mayor

Dear Neighbors,

Since the creation of the Office of Diversity and Inclusion in 2016, we have strived to ensure that the diversity of our supply chain and workforce is reflective of the residents we serve. For small business owners, emerging leaders, workers in transition and restored residents looking to advance their passions, we are here for you.



We are committed to diversity, inclusion and, most importantly, action. Our success is predicated on bringing diverse ideas and perspectives to the table. As leaders in this space, it is our responsibility to support what differentiates us in a community where our inclusive mindset unites us.

In the pages that follow, you will discover that we have made tremendous gains in our inclusion work. These successes are a direct reflection of the City's commitment to diversity and inclusion and the hard work of our leaders and employees throughout each department.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Damita R. Brown".

Damita R. Brown  
Interim Chief Diversity Officer

CALL AT  
GOODRICH BUILDING

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## Your Story is Our Story

### To our diverse suppliers and contractors:

Your story, like so many others, deserves to be told. Over the years, you've paired your strong vision with an unwavering work ethic. You've asked the most of yourself, and brought so much to this place. And as Columbus has become a part of your story, you've become a part of your city's story.

### Your business, your talent and your voice have defined us.

We are your experts, working to give you and others like you what you need to keep climbing. We are your navigators, guiding you through the ever-changing business and civic landscape. With every step you take, you elevate our collective understanding and shape where we're headed as a community. We are your champions, knowing that when we all have a seat at the table, our city is stronger for everyone.

### To our employees:

With your openness to new opportunity, our city is more open for progress. And with your help, our workforce represents all the people who call Columbus home. So, even as you're defining everything you'll become, you're making Columbus an example of everything a city can be. We help our colleagues discover the power of not just working in the city, but for the city.

### At the Office of Diversity and Inclusion, we see you.

The hours you put in every day. The insights you gain at every turn. You've established not only who you are, but also what's next for you. And we're here to help get you there. We are helping to ensure that diversity and inclusion is an integral part of our employment process because we place a high standard for the role of diversity and inclusion.

**You make us better. Our diversity makes us stronger.**

# Defined by you.

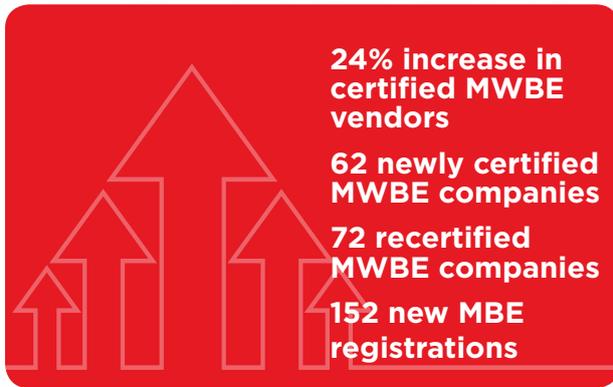
# Made for

★  
**US**

# OFFICE OF Diversity and Inclusion

## Supplier Diversity

### 2017 Minority and Women-Owned Business Enterprise Activity



### Disparity Study

In January 2017, the City commissioned a disparity study designed to analyze MWBE participation on city contracts. The study period, spanning January 1, 2012 to December 31, 2015, will aid the City in determining if any statistical disparity exists in the awarding of prime and sub contracts to MWBE companies. Results and recommendations from the study will be released in the summer of 2019.

The Office of Diversity and Inclusion continues to introduce and implement best practices in supplier diversity that promotes stronger engagement within each City department, active and continued outreach to MWBE companies, capacity building and supportive services and MWBE compliance and monitoring.

Supplier Diversity Utilization	
Year	MBE/WBE Rate
2016	8.44%
2017	12.57%
2018	15.58%



2017 Ohio Municipalities Business Conference

### Small Business Conferences

We realize the power of leveraging diversity and inclusion throughout our operations. We believe that the key to our city's future success begins with bringing together different ideas and perspectives to spark innovation and business growth. In 2017, the supplier diversity staff attended numerous business networking and outreach events.

The same year, we hosted the statewide Ohio Municipalities Business Conference which included representation from government procurement offices, companies, universities, airport authorities and planning agencies from municipalities across Ohio. This was the first conference that extended beyond Columbus and featured keynote speaker Chinedu Echeruo, nationally recognized entrepreneur. The conference included a business expo, workshops, panel discussions, mayor's roundtable, and a business matchmaking session.

## Business Opportunity Assessment Program

The Business Opportunity Assessment Program (BOAP) is an enhancement to the certification process, leveraging the assets and expertise of public-private partners to address the primary concerns of small, minority, and women-owned businesses (SMWBEs). The program is specifically designed to stimulate and support the expansion of SMWBE companies. Through a consortium of local and state staff, business development specialists, and numerous banking and financial experts, the Office provides business assessments for City of Columbus certified businesses to determine their financial, technical or support service needs, in order to build their capacity and competitive advantage.



implemented by all departments and agencies; develop a brand designed to establish the City of Columbus as the employer of choice; develop strategies to increase communication and collaboration across departments; identify recruitment barriers and develop strategies to eliminate obstacles; and strategically create, host and participate in citywide recruiting events and activities. The Taskforce meets quarterly and has the following subcommittees:

- ▶ Marketing/Branding
- ▶ Inter-Departmental Process Improvement
- ▶ Data Collection and Reporting

### City of Columbus Career Fair

For the first time, the City of Columbus held a department-wide career fair in 2018 to more aggressively recruit diverse talent. Advertising was heavily promoted on urban radio stations and social media, and over 2,000 people registered to attend. Every City department was represented, including CelebrateOne and Columbus City Council. There was also representation from suburban cities and the construction trades. The day-long career fair was equipped with breakout sessions, a resume lab and an opportunity to apply for jobs and sign up for NEOGOV profiles. NEOGOV is the tool the City uses to track all applications.

### 2017 BOAP Impact



## Workforce Diversity

### Workforce Diversity Recruitment Taskforce

The Workforce Diversity Recruitment Taskforce was created in 2017 to create a citywide recruiting strategy and guiding principles that support recruiting efforts



DEPARTMENT OF

# Building and Zoning Services

The Department of Building and Zoning Services supports the safety and quality of life for residents and visitors of the City of Columbus through the implementation of the Columbus Building and Zoning Codes. The Department is organized into four distinct yet interconnected sections (Building, Zoning, Site Engineering and Customer Service) to ensure safe, quality development in Columbus.

## Supplier Diversity

The Department recognizes the benefit of utilizing women-owned and minority-owned businesses to provide services, so it utilized the following MWBE suppliers and contractors; many of which are multiple year vendors:



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*The building industry is a diverse industry with participants of many different backgrounds. The Department provides interpretation services for customers through Access 2 Interpreters. They ensure that customers understand what is needed to obtain permits and successfully navigate through City of Columbus building and zoning processes in their native language.*

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## Workforce Diversity

The Department of Building and Zoning Services is raising awareness about building safety to provide a career path for more women, minorities and college-age students. The Department's new engagement and initiatives have yielded a direct increase in diverse candidates hired.

As a result of the OSU Engineer-in-Training career path program, the Department hired one college intern and three Engineers-in-Training. The Department also hired two Columbus Public Schools STEM students part time into the Plans Review Section as a result of its partnership with SinC (STEM Industry Council).



# Civil Service Commission

The Civil Service Commission is committed to providing a quality work force for the City of Columbus. In fulfilling the Commission's responsibilities, its actions reflect a spirit of cooperation, a mutual respect for those they serve and the highest ethical standard and level of integrity. Commission staff members are responsive to issues of fairness, equal access and changing organizational and public needs, while upholding merit system principles.

## Workforce Diversity

The Commission recognizes and respects that individuals have diverse talents, and there are many ways in which the Commission helps to advance an inclusive workforce, including:

- ▶ Educating the community on how to apply and prepare for exams.
- ▶ Developing study guides for select Civil Service tests.
- ▶ Enhancing and improving exam accessibility by providing a self-scheduling option, alternative test dates, make up days, follow-up calls and increased time limits for English as a Second Language (ESL) applicants.
- ▶ Ensuring ADA accommodations are made available for exams whenever appropriate.

The Civil Service Commission engaged in the following activities focused on diversity and inclusion within departments and partner efforts, including:

- ▶ Participating on the Citywide Diversity Recruitment Taskforce to identify and implement recruitment strategies that increase diversity within our applicant pools.
- ▶ Providing quarterly training and resources to Commission staff members regarding the importance of diversity and inclusion in the workplace, and teaching skills and practices that foster success in these efforts.

## Community Outreach

Members of the Civil Service Commission work to ensure that all communities have access to information about the hiring process, employment testing and current job openings, including:

- ▶ Participating in activities such as Area Commission meetings, community events, career fairs, networking panels, non-profit organization meetings and orientations.
- ▶ Conducting testing clinics for the public on evenings and weekends that cover the testing process, preparation strategies and helpful tips.



# DEPARTMENT OF Development

The Department of Development provides a range of services through its six divisions: Administration, Code Enforcement, Economic Development, Housing, Land Redevelopment, and Planning. The Department's mission is to engage and promote strong, healthy, distinct and vibrant neighborhoods, provide an atmosphere that fosters job creation and economic growth, and provide high-quality customer service.

## Supplier Diversity

The Department is creating a new comprehensive small business agenda, policy framework and action plans that will be used to stimulate and foster inclusive entrepreneurship-based economic development. In 2019, the Department will support the Office of Diversity and Inclusion and the Department of Finance and Management to open the Ohio Business Development Center Minority Plan Room which will serve as a central hub for MWBE firms seeking support with certification, understanding contract guidelines, and giving access to training workshops and networking events.

The Department received the Frank W. Watson Advocacy Award at the annual OhioMBE Awards in 2018 for its small business efforts and procurement outreach to minority and women owned businesses.



*"My interactions with the Department of Development left me empowered to move forward with various business incentives that the City of Columbus offers. I have been impressed by their team and their responsiveness. I am pleased to know that my staff will have options and resources that will assist not only with ensuring their safety, but services that help to provide a sense of community."*

Carol Haynes, RN, MS,  
Kiddie Academy Multi-unit Franchisee

## Workforce Diversity

The Department's Diversity and Inclusion Committee has guided the creation and implementation of its workforce diversity recruitment and communications plans. Since December 2016, the total racial diversity of the Department has increased nearly 4%, and women now make up more than a third of the Columbus code enforcement division. There were six female code officers in 1996, and now there are 22.

Director Steve Schoeny illustrates the Department's efforts best: "Diversity and inclusion is a critical element of how we do our jobs every day—it is truly a part of our department's DNA." In late 2018, Heather Truesdell was promoted as the first female Code Enforcement Administrator in the City's history.





# DEPARTMENT OF Education

The Department of Education’s mission is to increase the overall educational attainment of everyone in Columbus. An educated workforce is crucial to the success of small businesses. The Department’s work aims to ensure that small businesses in Columbus have access to the most professional, best-educated workforce in the country, starting with the city’s youngest residents.

## Supplier Diversity

In 2017, the Department of Education and the Office of Diversity and Inclusion embarked upon an aggressive strategy to certify and assist all eligible education vendors with technical assistance and access to critical resources, including capital funding and business support.

Supplier Diversity Utilization	
Year	MBE/WBE Rate
2017	38.1%
2018	51.8%

## Columbus City Schools Partnership

The Departments of Education and Public Safety partnered with Columbus Downtown High School to create the Public Safety Pathway. Instructor John Moore leads this Career-Technical Education Program where students network with professionals and learn the importance of teamwork

through classroom lab activities, real-world assignments and community service projects.

The class curriculum focuses on safety procedures and protocols, conflict resolution, problem-solving, team collaboration, community interaction and physical fitness. By the end of the class, the students have a broad base knowledge of what it means to be an officer of the law.

“Mr. Moore is a natural leader,” said Pegeen Cleary Potts, Executive Director of Career-Technical Education, Columbus City Schools. “He sets high expectations and is dedicated to developing the future workforce workforce of public safety for Columbus and beyond.”



*Students in the Public Safety Pathway at Columbus Downtown High School.*

DEPARTMENT OF

# Finance and Management

The Department of Finance and Management houses the following internal city services: Fleet Management, Facilities Management, Construction Management, Real Estate Management, and Financial Management. Its mission is to protect the fiscal integrity of the city and ensure the effective management of fleet operations, facility maintenance, construction, real estate transactions and comprehensive, ethical procurement practices.

## Supplier Diversity

In 2018, the Department hosted a MWBE outreach event with the help of Ginger Cunningham and Associates. This event facilitated exposure to over 40 vendors, 20 of which are currently in the process of receiving potential contract awards.

### 2017-2018 Increase in MWBE Utilization



## Workforce Diversity

The Department of Finance and Management has engaged in career fairs and job programs with local trade schools to recruit diverse talent. Team members often collaborate with WBEs to build interest in available positions. In order to increase the number of eligible candidates, certain positions, such as the Mechanic Helper position in the Fleet Management Division, were changed to a non-competitive classification.

The Department has developed an internal diversity committee tasked with internal training, exposure and awareness. Training focused primarily on diversity and inclusion is required and heavily promoted to every member of the Department.

### 2017-2018 Department Hiring Activity



# DEPARTMENT OF Human Resources

The Human Resources Department understands diversity, inclusion and equity are foundations of an engaged, high-performing workforce. The Department’s mission is to promote and support organizational excellence, which is achieved through effective programming administered in an environment that embraces diversity, fosters inclusion and encourages equitable treatment and respect for all people.

Citywide Training & Development offers free professional development workshops to small businesses who meet certain criteria. Course topics include business writing, communication, cultural competency, employee engagement, Microsoft Office, Myers Briggs Type Indicator (MBTI), social media, stress management and supervision. City of Columbus employees also benefit from this free resource.



## 2016-2018 Diversity & Inclusion Employee Training Summary

Training Title	Total
1 "What If?" A Conversation on Diversity & Inclusion	13
2 Appreciating Diversity	377
3 Becoming Conscious of Your Unconscious Bias	367
4 Creating a Culture of Respect and Inclusion	271
5 Cultural Competency	9
6 Cultural Competency Refresher	31
7 Diversity & Inclusion	45
8 Diversity & Inclusion (chunked)	105
9 Diversity & Inclusion (Supervisors' series)	38
10 Diversity & Inclusion Awareness E-Learning Orientation	429
11 Diversity & Inclusion Awareness Refresher E-Learning	506
12 Diversity Refresher	45
13 Implicit Bias	1940
14 Implicit Bias for Teams	77
15 Language at Work Humor or Harassment	47
16 Multi-Generational Workplace - Millennials	34
17 Women & Leadership: Working Through Barriers and Biases	8
<b>Grand Total</b>	<b>4342</b>

### Testimonials

*"Our section employs people with disabilities. It's important to have this topic included in the Implicit Bias training to raise awareness and promote inclusion."*

*"All people deserve a chance. The Becoming Conscious of Your Unconscious Bias training helped me realize that."*

*"I took the Implicit Bias training because I knew I had biases. I've learned how to deal with them from this course."*

# DEPARTMENT OF Neighborhoods

The Department of Neighborhoods was created in July 2016 with the mission to strengthen communities by providing customer service, advocacy and connecting neighborhood resources and city services to all Columbus residents.

## Workforce and Supplier Diversity

The Department is committed to a connected culture of inclusion that is demonstrated through recruitment of qualified diverse talent and the services provided to Columbus residents.

### Department of Neighborhoods Staff Composition\*

Demographic	Percentage
Male	28%
Female	72%
Non-white	63%

\*as of March 2019

### Professional Services Expenditures with Certified MWBEs

Year	Percentage
2018	62%
2017	58%

## Linden and Hilltop Community Plans

In 2018, the One Linden Plan was launched, and the Hilltop planning process began.



The One Linden Plan was developed over 18-months with extensive community engagement from Linden residents and area stakeholders. The plan provides a roadmap for a safe neighborhood with economic development and access to affordable housing, quality healthcare and education and employment opportunities. Also included are policy and programmatic recommendations to stabilize families and empower residents.

## New American Leadership Academy

The New American Leadership Academy, created in 2018, is a highly competitive opportunity for New American professionals to foster personal development, enhance knowledge in civic engagement and responsibility, and build community partnerships. Participants in the inaugural cohort represented 20 nationalities.



*New American Leadership Academy Inaugural Class*

## Community Grants for New Americans

Since 2016, grants have been awarded to help New Americans integrate into the community and bridge the gap between New American and native-born communities. Grant recipients included: Asian American Community Services, The Bhutanese Nepali Community Center of Columbus, Imprem Holistic Community Resource Center, Proyecto Mariposas, New Americans Magazine, Refuge: A Space for Culture and Community, and US Together.

### Community Grant Impact



### MBK Village

Since 2017, My Brother's Keeper (MBK) Village has convened boys and young men of color to engage in life-changing leadership summits, empowerment conferences and job fairs.

### Boys and Young Men of Color Engaged through MBK Programming

Year	Number
2018	500+
2017	450+

*"I learned a lot from today, and I aspire to translate everything I learned from MBK into my everyday life."*

**David D., MBK Conference Attendee**

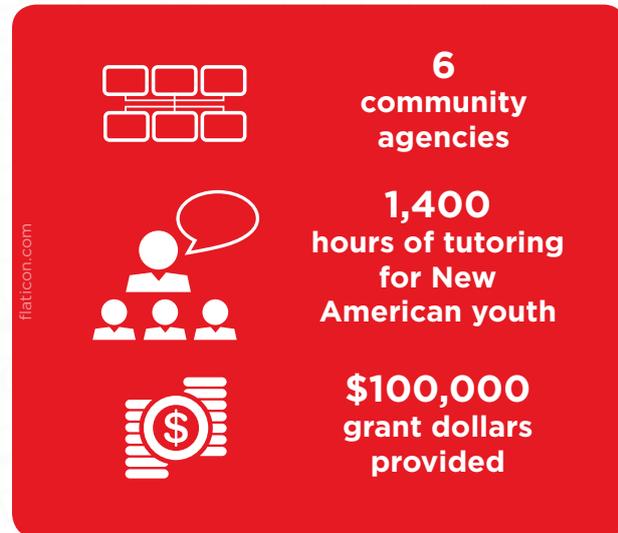


In 2018, MBK Village awarded grants for programming to enhance opportunities for boys and young men of color.

### Agencies that received grants:



### MBK Impact



MBK Village was invited to participate in MBK Rising, a national gathering hosted by the My Brother's Keeper Alliance, an initiative of the Obama Foundation. The event convened hundreds of engaged individuals from across the nation to learn about evidence-based programs and community transformation initiatives.



# DEPARTMENT OF Public Health

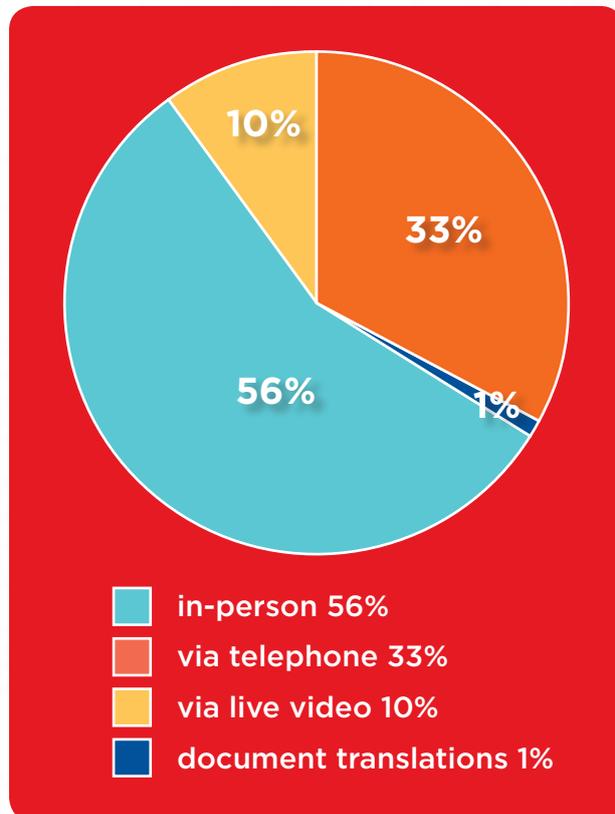
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HAS BEEN PLACED ON THE

Columbus Public Health improves lives by protecting the Columbus community from disease and other public health threats and ensuring that everyone is empowered to live healthier, safer lives.

## Diverse Community Outreach

The staff at Columbus Public Health serves community members from numerous countries on a daily basis, so it is crucial for Columbus Public Health employees to have cultural competency and understanding. Ninety-nine percent of Columbus Public Health staff members have completed Implicit Bias Training.

## Interpretation Services Provided in 2018



In 2018, Columbus Public Health engaged 22,717 diverse residents through targeted outreach programs, wellness events and trainings. Staff members have also provided public health education, services and resources at 171 culturally-diverse community events. Some partner organizations include:



## Supplier Diversity

Supplier Diversity Utilization	
Year	MBE/WBE Rate
2017	8.64%
2018	18.18%



# DEPARTMENT OF Public Safety

Working with the Office of Diversity and Inclusion, the Department of Public Safety developed Strategic Plans for Diversity in Recruiting for both the Police and Fire Divisions to double the diversity within each division by 2027. The Strategic Plans are ripe with innovative recruiting tactics that include: exploring the use of preference points for applicants residing in the City of Columbus; demographic targeting utilizing traditional media and social media; and examining workplace conditions and rules to ensure the flexibility to accommodate a diverse workforce.

## Community Engagement

As Mayor Andrew J. Ginther announced in his 2017 State of the City Address, the City of Columbus changed the composition of the boards that score the Civil Service Exam for Police Officer and Firefighter candidates. A neighborhood representative was added to each board, giving Columbus residents an unprecedented opportunity to help select the upcoming pools of Police and Fire recruits. This new approach is helping to shape the future of the City of Columbus safety forces.

## Harvard University and Bloomberg Philanthropies City Leadership Initiative

In 2018, Mayor Andrew J. Ginther participated in the Harvard University and Bloomberg Philanthropies City Leadership Initiative with 40 other mayors from across the world. Mayor Ginther appointed an Innovation Team of employees to determine ways the City of Columbus can create a welcoming and inclusive process and environment that inspires and encourages diverse community members to become police officers and firefighters. The Innovation Team includes representatives from the Mayor's Office, the Civil Service Commission, the Department of Human Resources and the Divisions of Police and Fire. The team's recommendations will be presented

to Mayor Ginther in the summer of 2019, and implementation will begin soon thereafter.

## Columbus Division of Fire

### Workforce Diversity

Columbus Director of Public Safety Dr. Ned Pettus Jr., Fire Chief Kevin O'Connor and the training staff at the Columbus Division of Fire will welcome a new class of Fire EMS Cadets in 2019. Fifteen men and five women have been recruited into the first ever two-year cadet program, marking the culmination of a ten-year effort to increase diversity among the ranks of police and fire personnel.

In addition, as a result of targeted recruitment efforts, over 100 diverse candidates applied for the firefighter position since 2017. The Division of Fire Recruitment Campaign "Be the Change" included:

- ▶ Launching a text campaign.
- ▶ Adding a women-only Get Fire Ready orientation session and Firefighter Mile workouts.
- ▶ Presence at various community events.

The Division continues to meet with high schools and organizations to provide materials, coaching and support and to seek input on potential candidates.



## Columbus Division of Police

### Workforce Diversity

In 2018, the diversity of eligible candidates within the police officer application pool increased to 36.8% as a result of internal and external recruitment efforts.

The Recruiting Unit focuses on the future of the Columbus Division of Police by emphasizing both strategic and youth pipeline approaches through various youth programs and initiatives.

### Community Outreach

The Teens and Police Service Academy (TAPS) is an 11-week Public Safety program that partners middle school students in four schools with Columbus Police Officer mentors. The mentors help build positive, interpersonal relationships with the students, and at the same time, teach skills such as dealing with bullying, anger management, gang avoidance, drug use and conflict management. Since 2013, in partnership with the Franklin County Juvenile Court, officers have mentored approximately 300 students.



*"The Recruiting Unit remains committed to actively recruiting talented men and women for the position of Police Officer with the Columbus Division of Police."*  
Sgt. Christopher Smith-Hughes,  
Recruiting Unit

### The Explorer Program

The Columbus Police Explorer Program serves as a main entry point into the Division's recruitment pipeline. Designed for youth and young adults ages 14-21, the Explorer Program provides vocational education for community youth who want to learn more about a career in law enforcement. While the program is specific to law enforcement, officers serve in a mentorship capacity and also incorporate character development, life skills and career readiness. Recruitment efforts for the Explorer Program are targeted towards Columbus City Schools students and attract 40-50 dedicated young people every month. Of these participants, 52% are minorities.



*Explorer Program volunteers at the State of the City Address*

# DEPARTMENT OF Public Service

©Shellee Fisher

The Department of Public Service provides a variety of basic services that maintain and improve traveling safety and quality of life for City of Columbus residents and supports the economic development of the city.

## Supplier Diversity

### Department of Public Service 2018 Diversity Spending

Category	Amount Spent w/Diverse Suppliers	Percent of Overall Spend
Purchase Orders	\$900,000	35.1%
RFPs	\$10.9 million	27.6%
Discretionary Spend	\$3.3 million	23.7%
Universal Term Contracts	\$7.2 million	22.1%
Non-Discretionary Spend	\$5.9 million	4.8%
Bids	\$105.4 million	4.0%
Bidding Waivers	\$2.1 million	1.0%

## Workforce Diversity

The Department of Public Service has engaged in focused recruiting efforts to attract more female and minority employees. The Department has made connections with diverse organizations such as participating

in the Ohio Diversity Council through their Multicultural Leadership Roundtable, and joining the National Association of Women in Construction.

The Department's increased profile and presence at career fairs and the OSU Women in Construction events directly yielded new employees in 2018. The number of women engineers in the Department has more than doubled since 2016. The Department also engages youth through its involvement in hosting the Engineer for a Day program with the Department of Public Utilities, and pairing Columbus City Schools students with City engineers to provide hands-on experience in the industry. In 2018, the Department hired nine student summer interns in partnership with Columbus City Schools' STEM Program.



The number of women in the department increased from 12.9% in 2017 to 15.1% in 2018



**Diversity within Public Service Job Categories:**

Category	2017	2018
Overall department population of women	12.9%	15.1%
Overall department's hiring of women	16.9%	27%
Women hired externally or promoted within to supervisory roles	27.8%	37.5%
Protective Service Workers (Unsworn) women	26.7%	36.8%



*2019 Public Service Employee of the Division Winners*

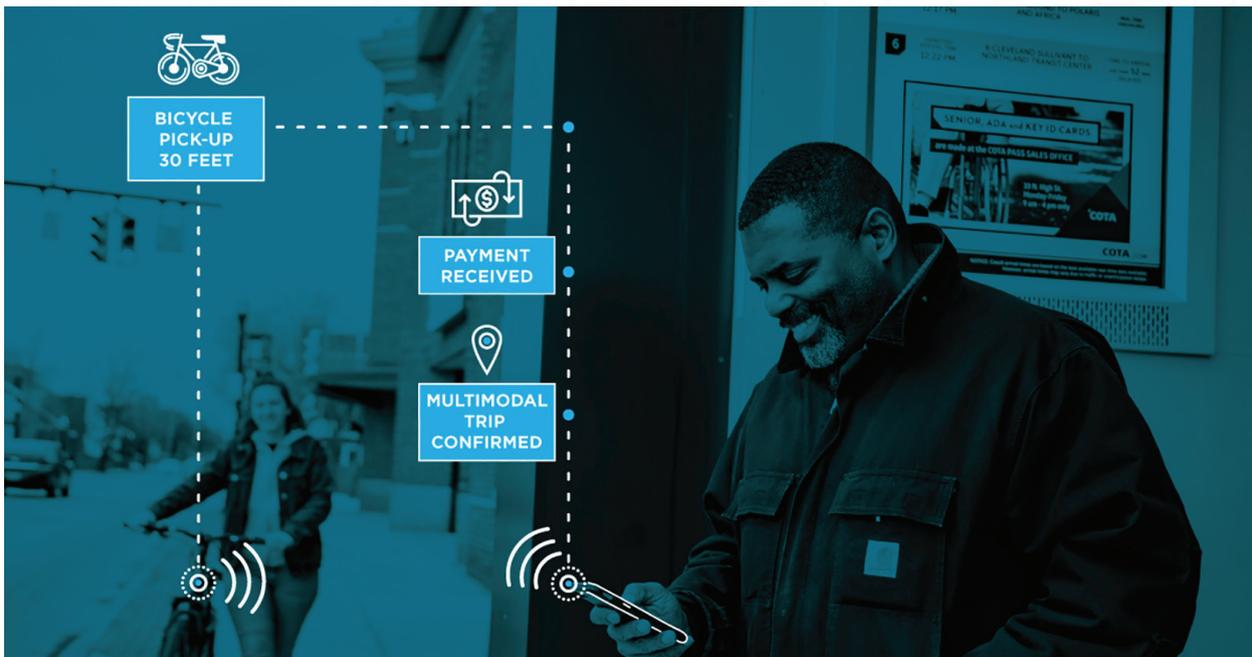
**Smart Columbus**

*MTECH Solutions LLC, is a certified WBE founded by Darlene Magold. She and her team developed a Multi-Modal Trip Planning Application for the Smart Columbus initiative. This app seeks to reduce traffic congestion by making it easier for people to find and pay for the best way to get to their destination using more than one mode of transportation.*

*Magold founded MTECH to help residents make more informed transportation decisions with new technology, applying lessons learned from the Columbus Snow Warrior Watch system launched in partnership with the Department of Public Service, the Department of Technology, and Etch, LTD.*



*Darlene Magold*



# DEPARTMENT OF Public Utilities

The Department of Public Utilities' mission is to enhance the quality of life for residents through economic, efficient and environmentally responsible stewardship of public utilities: power, water, sewerage and drainage, and stormwater.

## Workforce Diversity

Department employees benefit from proactive promotion and retention efforts. During a

meeting with staff in the Sewer Maintenance Operations Center, representatives from Human Resources made employees aware of an upcoming Sewer Maintenance Workers exam and encouraged everyone to take the test. Two employees did, and both passed; which made both workers eligible for promotion, and both employees were soon promoted.

## Samba's Story

*"I started with the Department of Public Utilities in the Fall of 2013 as a Customer Service Representative I. After spending a couple of years learning the position and building rapport, I decided to develop a plan to embark on a new career path which was more technical and in demand for the future.*

*I always found Geographic Information Systems (GIS) intriguing, so I enrolled at Columbus State Community College in the Fall of 2015 and a year later completed my GIS Certification. While doing so, I was able to complete a six-month internship in the GIS area within the Department.*

*I later joined the Central Ohio GIS User Group hosted by MORPC in an attempt to network with other young professionals in the industry. Six months later I was approached with an opportunity to join the Public Utilities Mentoring Program (P.U.M.P.) to gain more valuable skills and resources towards my career aspirations. While involved in P.U.M.P., I took additional training courses, enrolled in professional development sessions, and learned more career-oriented information. In 2017, I moved from the Customer Service phone team to the billing support team.*



**Samba Sangale**  
GIS Technician

*In January of 2018, I was informed that the Department was planning to hire two new GIS Technicians in the near future. I knew I would need to take a Civil Service exam to be considered for the position. I was able to take the Technician Exam which added my name to the eligible candidate list for the GIS Technician position.*

*In the Spring of 2018, the GIS position was officially posted, and I applied for it. One month later I was called to interview for the position. Another month later, I was offered the position. I was immediately flooded with emotions of joy and relief for finally reaching my goal, and I was grateful for everyone who helped me throughout the process. I transitioned from CSR I to GIS Technician on July 1, 2018."*

## Recruitment Efforts

The Department participates in a variety of job fairs and recruitment events, advertises on numerous job portals, and posts positions with the National Diversity Council, Ohio Diversity Council, and several related organizations. Recruitment efforts extend to schools, including Columbus City Schools, and other education agencies such as the Career and Technology Education Centers (C-TEC) Trades School. The Department has positioned itself to attract qualified, diverse applicants by working with the following agencies:



2018 City of Columbus Career Fair



THE CITY OF  
**COLUMBUS**  
ANDREW J. GINTHER, MAYOR



Westerville Public Library



# DEPARTMENT OF Recreation and Parks

Alum Creek Trail South



The Recreation and Parks Department's mission is to enrich the lives of our residents by connecting them through the power of nature, wellness and creativity.

## Supplier Diversity

The Department began hosting outreach events to engage local businesses, present opportunities and assist them in becoming certified suppliers and contractors with the City of Columbus.

### Supplier Diversity Utilization

Year	MBE/WBE Rate
2016	5.45%
2017	7.32%
2018	11.7%

Through the efforts of the Department's Diversity Initiative, a number of critical projects contracts were awarded to local MBE and WBE businesses such as:



## Community Outreach

In 2018, the Department held over 10 outreach events and workshops as well as an increased number of meetings with individual businesses. Throughout the year, the Department assisted vendors with minority certification and construction

prequalification when appropriate. For example, the Department co-hosted an information session for the upcoming reconstruction of the new Linden Community Center. Due to the Community Benefits Agreement in place on that project, local workforce is guaranteed for a percentage of the project's contracts.



## Diversity Training

During the past three years, the Department has invested in the further development of its employees. More employees have been able to attend trainings locally and nationally, allowing them to further improve their knowledge of the industry and learn and maintain new skills.

**106 managers and supervisors (67.1%) completed Culture of Excellence training**

**287 employees completed Diversity Training (88.9%)**

# DEPARTMENT OF Technology

The Department of Technology plans, designs, develops, procures and delivers citywide information technology, telecommunications and media services. The Department provides residents with sustained, reliable and efficient technology services such as GIS mapping, mobile and web applications, the Columbus Government Television Channel (CTV), and various technology services that enhance the operations of City government.

## Supplier Diversity

When seeking a technology solution, the Department of Technology works with the City's Purchasing Office to encourage MWBEs to bid on published requests and solicitations to increase the number of procurements awarded to diverse suppliers. The Department participates in multiple working groups and supports the Office of Diversity and Inclusion and Purchasing Office outreach efforts.

## Workforce Diversity

The Department of Technology values a high quality, creative and diverse workforce. This is reflected in the faces of its team who represent a vast number of cultures and racial and ethnic backgrounds. The Department encourages all staff members to complete Implicit Bias and Diversity trainings.

The Department of Technology is proud of the number of women on staff which is higher than the national average of women in computing jobs.

## Department of Technology Staff Composition\*

Demographic	Percentage
Male	73%
Female	27%
Non-white	37%

\*As of March 2019



# Age-Friendly Columbus and Franklin County



Central Ohio's 65 and over population will double by 2050. In March of 2016, Mayor Ginther and Columbus City Council under the leadership of the Mid-Ohio Regional Planning Commission spearheaded the launch of Age-Friendly Columbus to work toward age-friendly improvements in our neighborhoods. More than 1,200 older adults were engaged to assess the age-friendliness of our city and identify needs and concerns. Now, Columbus is one of the nation's leading cities embracing the age-friendly movement.

## Community Engagement

Now under the leadership of The Ohio State University College of Social Work, Age-Friendly Columbus and Franklin County is in the implementation phase of the Age-Friendly Columbus Strategic Plan. As part of this phase, the initiative will engage the community's older adults to implement the strategies identified through an inclusive-planning approach.

The initiative focuses on improvement in eight focus areas:

- ▶ Outdoor spaces and buildings
- ▶ Transportation
- ▶ Housing
- ▶ Safety and emergency preparedness
- ▶ Respect, inclusion, and social participation
- ▶ Employment and civic engagement
- ▶ Communication and information
- ▶ Community support and health services

The City of Columbus has provided complementary office space for Age-Friendly Columbus and Franklin County inside the Blackburn Recreation Center, enabling the team to engage with community members and host focus groups and community events, including neighborhood improvements and workshops. Throughout the

assessment and implementation phases, Age-Friendly utilized a woman and minority owned business, ASIST Translation Services, to strengthen their inclusive-planning approach.

## Intergenerational Advocacy

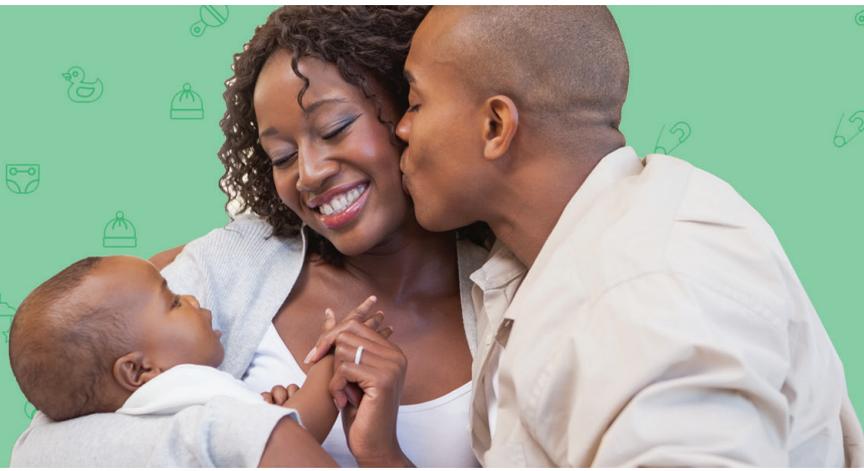
In collaboration with older adults and many aging organizations, including the Senior Services Roundtable, Age-Friendly hosts on-going participatory listening and planning sessions. This robust group has influence at the policy and advocacy level. The Initiative also involves students and community partners in intergenerational field experience, research, and community outreach. Some partners include Metro Middle School, the Columbus Women's Commission, and OhioLiving Westminster Thurber, which hosted the Age-Friendly Student In Residence pilot program.

In addition to being dedicated to community outreach and engagement, Age-Friendly Columbus and Franklin County is a member of advocacy groups including: Greater Columbus Network of Villages, ODOT Mature Drivers State-Wide Committee, COTA Mobility Advisory Board, Ohio Grandparent Kinship Coalition, Columbus Advisory Council on Disability Issues, the Senior Services Roundtable, and the Aging and Disability Resource Network.



2018 Big Table Conversation on Women and Aging

# CelebrateOne



## CelebrateOne Community Connectors: A Place-Based Workforce

CelebrateOne is a place-based initiative under the Office of the Mayor that works to ensure that all babies in Columbus and Franklin County—regardless of race, zip code or family income—celebrate their first birthdays.

A critical piece of the CelebrateOne workforce are Community Connectors, certified community health workers, recruited from eight opportunity neighborhoods in Columbus with the highest rates of infant mortality. Relationships with The Ohio State University College of Nursing and grassroots approaches, such as community partner networks and social media, were utilized to find these essential health workers. Connectors are trained to engage pregnant women and families to connect them with resources like prenatal care, pregnancy support groups, and supplies.

Connectors range in age from in their 20s to their 60s, with a wide array of educational backgrounds and professional and lived experiences. The 18-member team

includes Connectors with linguistic fluency to reach Somali and Spanish-speaking families. Recruiting and training a workforce from the same communities that are being served increases the opportunity for Connectors to build trust with families and have a greater impact as trusted messengers of critical infant health information.

*“CelebrateOne helped me in multiple ways. They made sure I had doctor’s appointments. They gave me referrals to get a pack-n-play for baby when he was born because I didn’t have a crib. Working with the two Connectors that I had, Victoria and DeLena, was awesome. They were calling me, making sure I had everything I needed. Not just about the baby; they would ask about how I was feeling, how my day was going. It was amazing being able to have them on my team. It is a great support system because not everyone has someone to support them outside of here. CelebrateOne was like a family to me.”*

**Caprice H., program participant**



*CelebrateOne community connectors and managers*

# Columbus Women's Commission



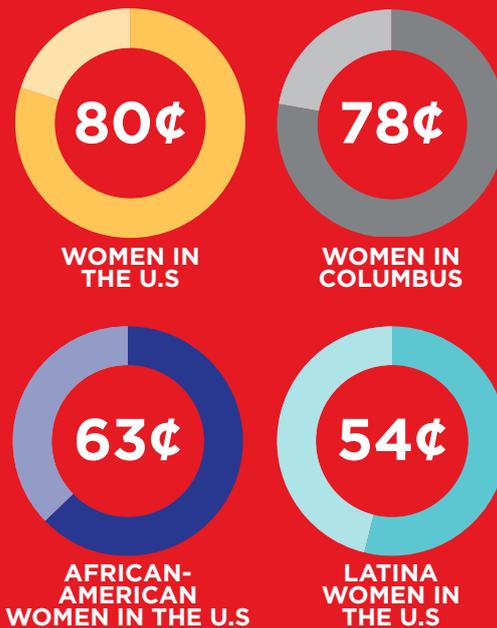
The Columbus Women's Commission is an advisory body to Mayor Andrew J. Ginther working to advance the economic well-being of women in our community. This diverse 23-member commission, chaired by First Lady Shannon Ginther, is composed of passionate experts who bring diverse life experiences and perspectives to the Commission's work. The goal of the Commission is to dismantle barriers and reduce gender-based inequalities through four key policy areas: health, housing, pay equity, and workforce development.

The Commission brings together policy experts, stakeholders, residents, businesses and non-profit organizations to analyze issues impacting women and make policy recommendations. These recommendations help make bold change and impact in Columbus, whether through programs run by the City of Columbus, or by empowering other community partners to take action.

## Pay Equity

In Central Ohio, women working full time, earn 78 cents for every dollar earned by a man, which is below the national average of 80 cents. For women of color, the disparities are greater. Nationally, two-thirds of mothers are either the sole breadwinners or primary breadwinners in their households. One in four women in Central Ohio lacks basic economic security. The Commission is focused on learning about the root causes of this gender and race-based wage gap to understand what steps are needed to bring about positive change.

**For every dollar earned by man, women earn:**



In 2017, the Commission launched The Columbus Commitment: Achieving Pay Equity, a voluntary, employer-led initiative to close the gender- and race-based pay gap in Columbus. More than 200 adopters across Columbus have committed to learn about the economic impact of pay equity, including how implicit bias contributes to the issue; review their hiring, promotional, and pay practices that may lead to disparities; address wage disparities by implementing solutions; and share best practices and successes with other organizations.

## Community and Adopter Outreach

The Commission hosted several events to foster opportunities, educate and engage the Commitment Adopters about barriers facing women in the workplace and how they can play a part in a gender equitable Columbus. Event topics included paid family leave, implicit bias, workplace policies and pay analysis.



*Lunch & Learn: Workplace for the Modern Woman*

## Housing and Evictions

The Commission has played a vital role in exploring our city's eviction rate and both understanding the data and listening to experiences. While not all evictions lead to homelessness, most homeless women and families have experienced eviction. In 2017, there were over 17,000 evictions filed in Franklin County Municipal Court and over 6,500 families were set out. Data also shows that more than 40% of evictions in Franklin County occur in just six zip codes with evictions disproportionately affecting women – particularly African-American women. The Commission convened leadership in the court systems to exchange information and perspectives about the evictions process, and to specifically explore ways to reduce the impact of evictions in our community. Because of our partners' commitment to this work, the Franklin County Municipal Court Self-Help Resource Center was moved to a new location where services are more readily accessible to our community's

residents. In just the fourth quarter of 2018, the Resource Center served more families than in 2016 and 2017 combined.

## Health

The Commission uses data to understand and explore health challenges facing women and families in order to take action and find solutions for these issues. In 2018, the infant mortality rate in Columbus was 7.5 infant deaths per 1,000 live births. Teenage pregnancy has been shown to contribute to an increase in trends such as infant mortality, poverty, health and Medicaid costs, and premature birth. The Commission understands that educating teenagers on the resources they have to prevent pregnancy and sexually transmitted infections is important.

However, Ohio is the only state that has no health education standards, which makes it difficult to ensure all children are receiving appropriate, medically-accurate and comprehensive sex education. In 2019, the Commission will convene and work alongside community partners to elevate this issue.

## Workforce Development

In Columbus, 52,000 households are female-headed, and the poverty rate is six times higher for these single-headed female households. The economic security of Columbus families is increasingly dependent on women than ever before. Almost two-thirds of mothers with children under the age of six are working outside the home and local data indicates child care costs represent over 30% of the basic budget expenses for a woman with two children. The Columbus Women's Commission is focused on impacting policy to help more women gain access to affordable child care and educate the community on the important relationship between child care and the workforce.

# LGBTQ Inclusion

## Advocacy

The Columbus LGBTQ Leadership Roundtable is a group of community leaders who meet monthly to network, collaborate and share information about issues that are important to LGBTQ residents. Both Mayor Andrew J. Ginther's Cabinet Liaison to the LGBTQ community, Chris Cozad, and member of his staff, Doug Murray, Director of Community Affairs, serve on this Roundtable. Mayor Ginther meets with the group annually to discuss policy and community issues.



*LGBTQ Roundtable 2018 meeting with Mayor Andrew J. Ginther*

## Health & Wellness

Columbus Public Health, in partnership with TransOhio and Clintonville Counseling and Wellness, hosted a Trans Wellness and Job Fair in 2018. The Fair provided wrap-around services including blood pressure and sexually transmitted infection screenings for attendees.

Columbus Public Health also provided LGBTQ trauma training to 98 providers and held a bi-annual LGBTQ Youth Safety

Summit in 2018. In addition, the Community Relations Commission (CRC) through the Department of Neighborhoods will partner with Kaleidoscope Youth Center in 2019 to provide a Lunch & Learn series focused on trauma amongst youth in the LGBTQIA+ community.

## Community Engagement

In June 2016, the CRC, Columbus City Council and the Office of the Mayor coordinated the City Hall Pride Illumination lighting ceremony to acknowledge Pride Month and memorialize the victims of the Orlando night club shooting. That same year, the Steve Shellabarger Illuminator Award was established which recognizes an individual within the community who has demonstrated outstanding initiative to promote LGBTQ rights. The Pride Illumination Ceremony continues to take place every year to kick off Pride Week, and the City of Columbus has one of the largest showings of employees that march in the Columbus Pride Parade.

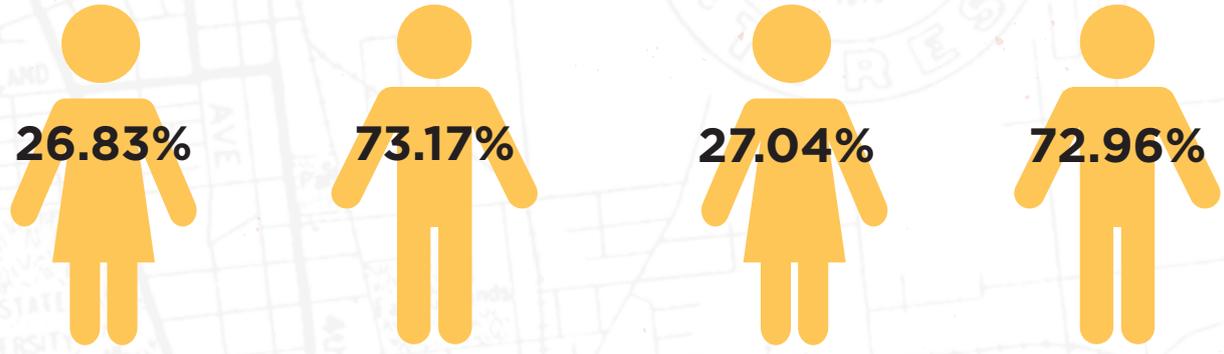


*2018 Pride Illumination Ceremony*

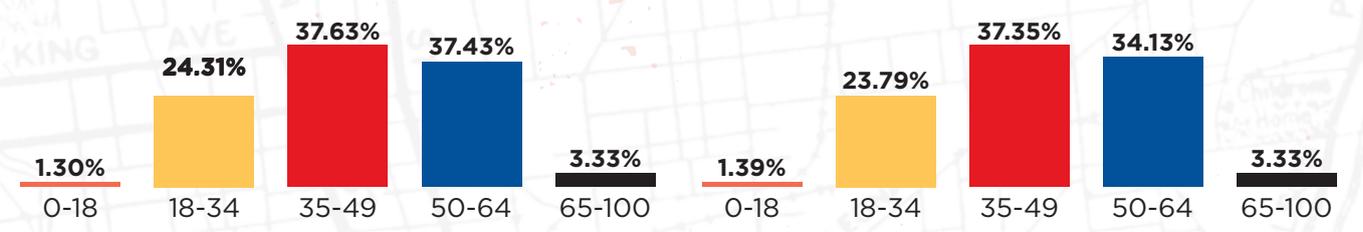
# City of Columbus Diversity Profile

Data averaged from February 2017-2018 and February 2018-2019 respectively

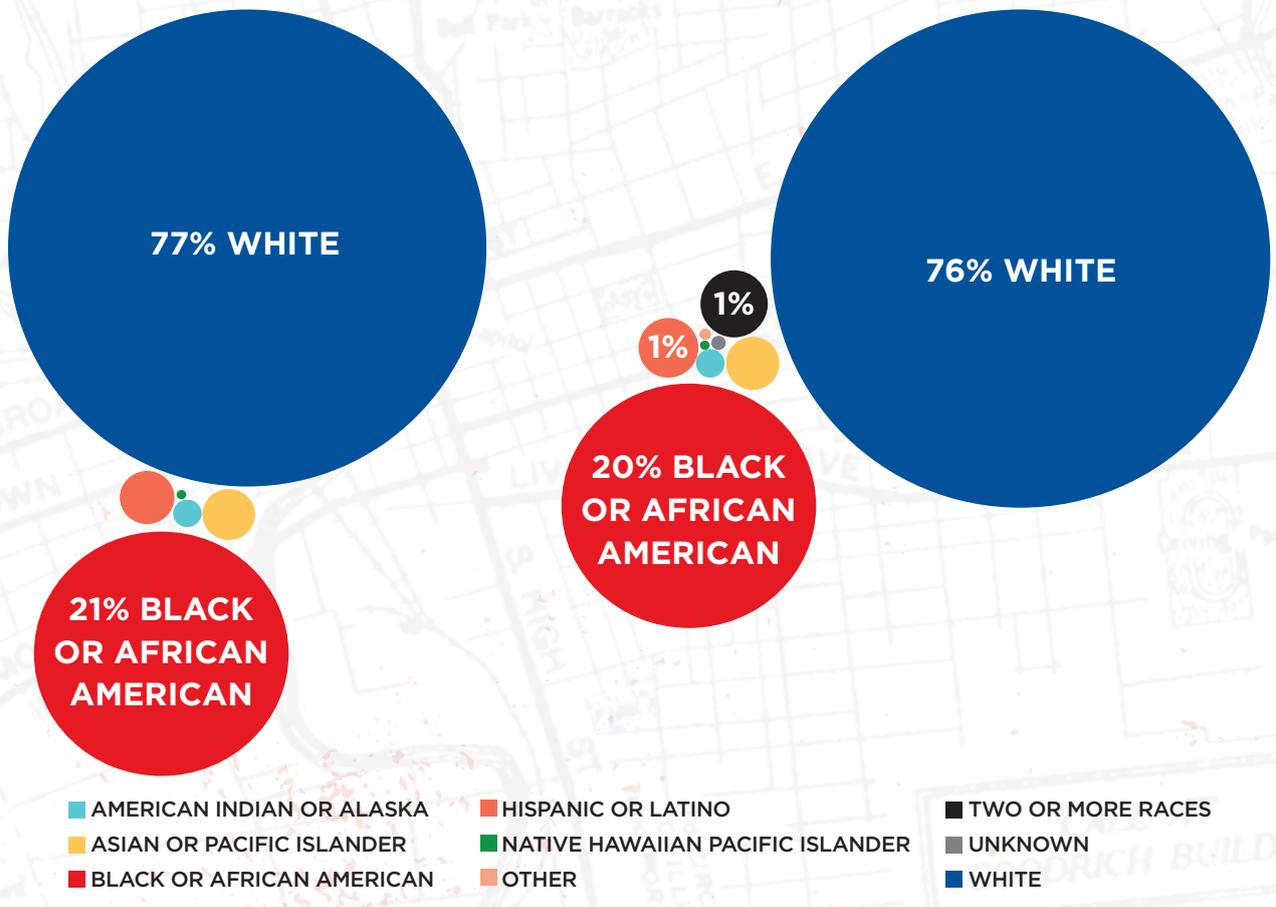
## Overall Gender



## Age Profile



## Race/Ethnic Breakdown





THE CITY OF  
**COLUMBUS**

ANDREW J. GINTHER, MAYOR

DIVISION OF POLICE

Defined by

*Will*

Made for **US**

I was hesitant at first about becoming a Columbus Police Officer — it wasn't a career path anyone around me talked about. My mother who is a Columbus City Schools teacher encouraged me to apply. After my first ride-a-long, my mind was set. I knew I possessed what it took to be a police officer and that I had something to bring to the table. Now as a recruiting officer, I can use my life experiences and training to encourage young people to consider a career that changed my life forever.

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



THE CITY OF  
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