
CALENDAR YEAR 2022 EQUITY IMPACT PLAN FINAL REPORT

BACKGROUND INFORMATION

Department Name: Dept. of Procurement and Material Management (DPMM)

Equity Lead(s): Chris McGough

Date: December 14, 2022

EQUITY IMPACT PLAN REPORT

Review your department's Equity Impact Plan for CY 2022 at [Equity Impact Plans | Topics \(fairfaxcounty.gov\)](#). Using that plan, add each goal below and describe: 1) what was done to make progress toward the goal, 2) with whom (partners), and 3) how work toward this goal was measured/evaluated and the results. If you have data for the performance measures in your CY 2022 Equity Impact Plan, report them. Add more goals as needed.

Goal 1: Maintain departmental equity team and conduct staff engagement/training.

- Progress on actions 1a, 1b, 1c, 1d:
 - DPMM continued to advance this goal in 2022. While staff vacancies and resource constraints resulted in fewer overall meetings, DPMM was able to implement an important initiative – an Equity Policy Review Committee made up of a representative from each of DPMM's divisions. The planning for the EPRC had appeared on prior EIPs. The EPRC held a kick-off meeting and reviewed multiple draft policies in 2022. Formalizing the equity team's work and integrating it into the operations of the department is an important accomplishment.
 - DPMM's Equity Training Committee continued to meet and deliver equity book club learning sessions. Thanks to DPMM's leadership support, equity briefings were included at departmentwide meetings. Lunch and learn sessions for DPMM staff on topics connecting equity and procurement were also held this year.
 - DPMM hired a new Supplier Diversity and Sustainability Project Manager in August. In addition to supporting DPMM's equity initiatives, the staff person will also serve as an Equity Ambassador. Training was initiated in the fall of 2022.
 - These collective efforts have helped maintain momentum across the department for equity initiatives.
- Partners:
 - All DPMM divisions and teams, One Fairfax, Equity Ambassadors.

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- How measured and impact:
 - DPMM continued to hold a number of departmentwide discussions in the form of book club learning sessions, all-dept meetings and lunch and learns. The frequency was not as high as the prior year as noted. However, the implementation of our EPRC formalized the work of the equity team. Impact – staff are reminded of the connection between their work and the County’s equity goals.

Goal 2: Collect disaggregated data including stakeholder feedback and conduct root cause assessments to identify equity issues within the procurement process.

- Progress on actions 2a, 2b, 2d, 2e:
 - DPMM continued to publish a [disaggregated](#) breakdown of FY22 spend on its Supplier Diversity [website](#). The report was enhanced this year to show trends in each of the SWaM categories.
 - DPMM continued its partnership with Tealbook, a company that uses AI and big data to provide information about business size/ownership, to help classify county suppliers. Enhancements this year include using the data to produce the first capital construction SWaM report.
 - DPMM continues to enhance systems to include the tracking of SWaM or equity data. This includes Acquire, the system used by departments to request new contracts and the Vendor Pitch Portal, a tool used by the business community to share information about the products/services they sell.
 - DPMM published a 2022 Corporate Social Responsibility [Report](#), documenting the performance of the County’s key suppliers on various topics including diversity, equity and inclusion.
 - DPMM participated in various supplier diversity events and during presentations, we discussed our Equity Impact Plan with external stakeholders
- Partners:
 - Dept. of Finance, FBSG, Tealbook and EcoVadis, procurement staff in all departments.
- How measured and impact:
 - DPMM reported an increase in SWaM spend in FY22 compared to FY21. See the link above.
 - Through its partnership with Tealbook, DPMM continued to identify the size/ownership of the thousands of vendors who are regularly onboarded without any such info. The insight from this data helps DPMM focus equity efforts in areas of greatest opportunity.
 - The continued production of a disaggregated spend report allows for more thorough discussions with internal/external stakeholders and helps DPMM focus on new data needs and additional equity questions. A better understanding of data leads to better potential solutions.

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Goal 3: Enhance supplier outreach and programming.

- Progress on actions 3a, 3b:
 - The Vendor Pitch Portal was launched 8/1/22 in collaboration with the Dept. of Economic Initiatives. The VPP provides a single point of entry to businesses interested in sharing product/service information with county departments. Prior to the VPP, access to procurement decision makers was often limited to the large and well-resourced companies that had prior experience in government procurement. The VPP eliminates these important barriers and creates a simplified process to share product/service info. The VPP launch also included training for county staff about how the process works and the value of supplier diversity. DPMM's monthly Selling to Fairfax Workshop was also enhanced with VPP-specific training.
 - DPMM maintained its 1x/month frequency of ['Selling to Fairfax Workshops.'](#) We also hosted evening sessions every other month to broaden participation. Staff participated in partner events and updated our Selling to Fairfax flyer for maximum impact. DPMM held a supplier diversity planning session with peer, Montgomery County Office of Procurement, to help improve content for future outreach events. A 2023 calendar with new outreach events has been produced.
 - Customer service processes were improved to ensure all vendors who contact DPMM receive high quality and supportive responses. Standard responses were developed for frequently asked questions. Front desk staff were trained to monitor DPMM's general email box and respond using standard responses. Supplier Diversity staff oversaw process and were able to assist with 1:1 meetings or q/a sessions when necessary.
 - A website redesign project was launched to improve all DPMM external pages. Project is led by Supplier Diversity Project Manager to ensure information posted is relevant/inclusive to diverse prospective suppliers.
- Partners:
 - Dept. of Economic Initiatives, VA Dept. of Small Business and Supplier Diversity and other regional partner organizations.
- How measured and impact:
 - A high percentage of workshop registrants report SWaM status: 91% are small or micro companies (the majority are micro) and 79% identify as women-owned, minority-owned or veteran-owned.
 - A similar trend exists for Vendor Pitch Portal submissions. Roughly 50% of the submissions also came from Fairfax-based companies.
 - DPMM continued to improve content of workshops and monitor feedback from participants via survey. This information and other feedback from suppliers was used to develop 2023 workshop programming.
 - Enhancing supplier outreach is key to increasing diverse supplier participation and improving outcomes.

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Goal 4: Review procurement policy, procedure and process through an equity lens – and recommend improvements.

- Progress on actions 4a, 4b, 4d:
 - DPMM implemented an Equity Policy Review Committee (EPRC). The EPRC is made up of a staff person from each division and follows a previously developed process to ensure that all new policies initiated by DPMM are reviewed through an equity lens prior to implementation. The EPRC conducted two policy reviews in 2022, providing important feedback to the author as well as DPMM management.
 - Research was initiated to explore the possibility of a micro business preference, in line with Va. Code §15.2-965.2.
 - DPMM expanded its Corporate Social Responsibility (CSR) program which includes the assessment of equity-related issues in supplier operations (ex: hiring practices, employee safety, etc.). CSR assessments now cover over \$310 million in spend. DPMM published key performance indicators which are linked above. We also updated the Contract Register search engine to include CSR status.
- Partners: One Fairfax, all departments and key purchasing staff, key suppliers.
- How measured and impact:
 - Initially the sustainability of the EPRC is most important. The number of policies reviewed and the quality of the review will be considered in 2023 and beyond.
 - The CSR program delivers impact by providing the county with a tool to consider equity not just in the ownership of our business partners but also how our business partners operate. Impact can be measured in spend coverage and the maturity of key suppliers on KPIs related to diversity, equity and inclusion. See the link above for the 2022 report. We are working with our partner to produce a separate report highlighting equity impacts.
 - Ensuring equity consideration within policy is likely to decrease unintended outcomes.

Goal 5: DPMM will collaborate with Departments to help them anchor equity in their purchasing decisions.

- Progress on actions 5a, 5b:
 - In the past year, DPMM launched a new solicitation request system called Acquire. DPMM enhanced the process by requiring departments to address equity in new contract requests. Embedding equity considerations early into the procurement planning process encourages holistic improvement in areas such as specification development, minimum requirements, advertising strategies, opportunities to unbundle, etc.
 - Launching the Vendor Pitch Portal has helped us move this goal forward. DPMM sends monthly emails to the VPP listerv which includes 140 staff from all county departments.

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The emails provide information about newly submitted pitches, which are mostly from small and diversely owned companies. This regular communication helps elevate the importance of supplier diversity efforts. DPMM also conducted multiple trainings for staff ahead of the VPP launch in August.

- DPMM’s policy for informal purchasing, which now requires the participation of SWaM businesses, has caused several departments to reach out for assistance finding suppliers. Thanks to resources like Tealbook, DPMM’s Supplier Diversity Team has been able to provide lists of relevant and competitive SWaM vendors. A lunch and learn was also conducted for DPMM’s Contracts Division to help provide better departmental support of supplier diversity efforts.
- Supplier diversity resources have been produced for future business planning meetings. DPMM holds these meetings with key purchasing departments quarterly. Adding supplier diversity to the regular agenda will help elevate its importance.
- Partners: Procurement staff in all departments.
- How measured and impact:
 - Momentum for this goal is increasing. In the future, beyond reporting the frequency of interactions with department partners, reports from Acquire could inform how many and which contract requests have equity impacts. Surveys are planned in 2023 to measure how much engagement with suppliers the VPP has sparked.
 - DPMM’s core mission is the operation of a fair procurement process. Supplier selection – and the ability to diversify the supply chain – is a departmental function. DPMM is hopeful that equity collaboration with our department partners will lead to increased supplier diversity.
 - SWaM spend is a good overall measure of the impact of DPMM’s EIP and it is encouraging to see increases from FY21.

Was other equity-related work completed in addition to the goals that you reported on above? If so, please describe.