



Imagine a Greater Cincinnati for Economic Inclusion

Final Recommendations

Presented to:

The Honorable Mayor John Cranley

Prepared By:

Janet Butler Reid, Ph.D., President

Vincent R. Brown, Managing Partner

BRBS World, LLC

January 28, 2015

Table of Contents

Preamble	3
Project Timeline	8
Foundational Framework	11
Imagine a Greater Cincinnati for Economic Inclusion	17
Messages from our Community	21
Economic Inclusion Ecosystem	29
Key Recommendation: Office of Economic Inclusion (OEI)	32
Overview of All EIAC Recommendations	36
Proposed Operational, Administrative and Timeline Considerations for the Recommendations	51
Some Key Roles for the OEI	90
Some Measurements for Consideration	95
Funding Considerations	105
Economic Inclusion Advisory Council (EIAC) Members	107
Best Practices and Resources	117

PREAMBLE

Message from the Co-Chairs



Kevin Kline
General Manager
Horseshoe Casino
Co-Chair



Paul M. Booth
Entrepreneur
and Former City
Councilmember
Co-Chair

As co-chairs of the City of Cincinnati's Economic Inclusion Advisory Council (EIAC), we applauded the Mayor for his bold new vision for Economic Inclusion and accepted the challenge by City leaders to recommend a sustainable structure, process and set of metrics to create a thriving and supportive business environment for minority and women owned business enterprises (M/WBEs). EIAC members are proud to submit our recommendations which are detailed in this report.

We also want to express our deepest appreciation to the community-at-large who shared their input in various forms during this entire process and to those who participated in the two public hearings that were held at City Hall and the Cincinnati-Hamilton County Community Action Agency.

This Economic Inclusion initiative could not have been possible without the active support of many committed individuals. On behalf of the EIAC, we'd like to formally thank: all City Council Members for funding this important initiative—especially Council Member Wendell Young who has been an unwavering supporter and active EIAC member; the Mayor's staff—with special thanks to Ms. Bridget Patton, who served as the primary liaison from the Mayor's Office; Mr. Harry Black, current City Manager who is an ardent supporter and Mr. Scott Stiles, Interim City Manager, who was critical to the success of the early phase; and, all City department leaders and staff.

We especially acknowledge the very significant involvement and contributions of the 70+ EIAC Members and those who served as Co-Chairs of the five subcommittees: 1) M/WBE, 2) City/County, 3) Community, 4) Corporate and Non-Profit, and 5) Measurements.

Kevin Kline
EIAC Co-Chair

Paul M. Booth
EIAC Co-Chair

Message from the Consultants



The Honorable Mayor John Cranley, Vincent Brown and Janet Reid

Janet Butler Reid, Ph.D., President
Vincent R. Brown, Managing Partner
BRBS World, LLC

We express our sincere appreciation for the extraordinary commitment to Economic Inclusion set forth by the Honorable Mayor John Cranley, all City Council Members and Mr. Harry Black, City Manager. The significance of the strategic focus on Economic Inclusion is truly a game changer for the City of Cincinnati and the region as a whole.

We thank those who partnered with us on this historic Economic Inclusion initiative: the Mayor's staff with special thanks to Ms. Bridget Patton; Mr. Scott Stiles, Interim City Manager; and all City department leaders and staff. A special thank you to the Cities of Cleveland and Atlanta for hosting the benchmarking sessions and Mr. Brian Hall and Mr. Rodney Strong, Esq. who independently led the respective events.

We also extend our appreciation to the 70 plus, diverse, EIAC members and the eleven subcommittee co-chairs who made this work possible:

- *Laura Brunner, The Port Authority*
- *Sean Rugless, African American Chamber of Commerce*
- *Chinedum Ndukwe, Kingsley and Company*
- *Gwen Robinson, Community Action Agency*
- *Steve Hightower, Hightower Petroleum*
- *Bill Kent, Cincinnati Children's Hospital*
- *Zola Stewart, Focus Workforce Solutions*
- *Eugene Ellington, Ellington Management Services*
- *Liza Smitherman, Jostin Construction*
- *Carl Satterwhite, RCF Group*
- *Brian Mooney, Turner Construction*

Message from the Consultants



The Honorable Mayor John Cranley, Vincent Brown and Janet Reid

We are deeply appreciative of our dedicated team who worked tirelessly on this project: Pamela Ramsey, Angela Durham, Jesse Simpson, Suzanne Burks, Lisa Banks, Heather Holmes, and Andrea Cook. A very special thank you to Steve Love of SRL Consulting, an Economic Inclusion Advisory Council member and consultant to the City, who contributed far above and beyond the call of duty.

Janet Butler Reid, Ph.D.
Economic Inclusion Initiative
Consultant

Vincent R. Brown
Economic Inclusion Initiative
Consultant

Thank You!

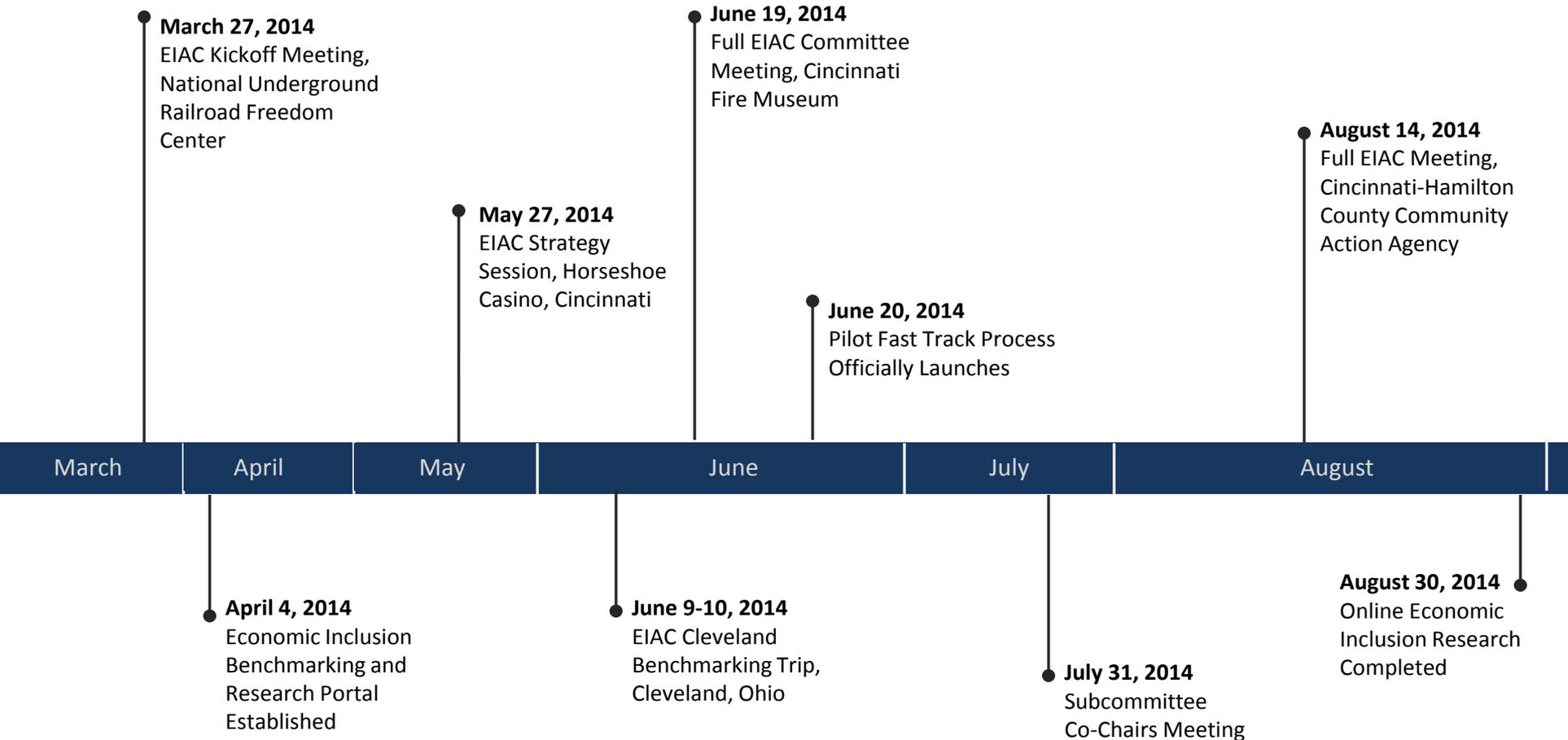
Janet Butler Reid, Ph.D., President
Vincent R. Brown, Managing Partner
BRBS World, LLC

Mayor Cranley's 5 Key Areas of Focus for the City



PROJECT TIMELINE

EIAC Key Events Timeline



EIAC Key Events Timeline

September 2014
Subcommittee Meetings Held

October 16, 2014
Full EIAC Committee Meeting, Cincinnati City Hall

December 22, 2014
EIAC Consultants, Co-Chairs and Committee Chairs Finalize Recommendations

December 31, 2014
Final Recommendations Draft completed

September

October

November

December

January

October 6-7, 2014
EIAC Atlanta Benchmarking Trip, Atlanta, Georgia

November 20, 2014
Public Meeting, Cincinnati City Hall, Council Chambers

December 16, 2014
Public Meeting Community Action Agency

January 2015
Recommendations shared with the EIAC members

January 28, 2015
Present formal Recommendations to Mayor. EIAC Final Meeting Reception at the Horseshoe Casino

FOUNDATIONAL FRAMEWORK

Economic Inclusion is a **proactive, coordinated, intentional** approach for the City and Region to serve as a catalyst for **the active participation and growth of M/WBEs** in the local economy

Regional Economic Inclusion:

- Focus will be upon the **public, private and non-profit sectors**
- It will be assured that there will be **fair, equal and inclusive** bidding opportunities and contracting
- A **thriving and supportive business environment** will be created that results in the retention of current companies and the attraction of new ones
- There will be increased **collaboration** with the City, County, community entities, corporations and M/WBEs

Foundational Questions - Making the City Best-in-Class and a Regional Catalyst

1. How can the City become a **catalyst and role model for growing business for M/WBEs** in the public, private and non-profit sectors?
2. What can be **learned, applied and/or modified from other cities/regions** that are farther along?
3. How can the City **leverage its own current best practices and activate previous recommendations** to jump-start the process of becoming a catalyst and role model?
4. How should Economic Inclusion for the City be structured so as to be **sustainable**?

FOR ECONOMIC INCLUSION

- **Economic Inclusion** will become a key element of the **City's** and the **Region's national reputation**.
- The **City will lead** the region by example. The City will first **focus on what it can and must do** to become a positive example for Economic Inclusion; and then through its action, become a catalyst for the region's efforts.
- The City of Cincinnati will be a **proactive collaborator with like-minded organizations and entities**. This will occur by first becoming a role model and then engaging and partnering with others.

FOR ECONOMIC INCLUSION *(continued)*

- We will have a **“Culture of Inclusion”** within our region and solicit buy-in and action from the public, private and non-profit sectors as well as from citizens.
- Economic Inclusion will be a **sustainable legacy** that is carried out in a coordinated, **well-thought-out process that has an appropriate infrastructure and measures.**

THE 4 BIG DELIVERABLES

The EIAC will recommend to the Mayor, City Council and the City Manager:

1. A **sustainable structure, process and set of metrics** that will position the City and Region among the national leaders in Economic Inclusion. This will be built upon research, benchmarking and visioning.
2. An **Office** within the City that will have accountability for leading **Economic Inclusion** and that is a highly effective catalyst for Economic Inclusion in the region.
3. A job description for the **leader of the office** described above and help identify candidate(s) for consideration by the Mayor and others.

The EIAC will provide:

4. **Ongoing input and counsel** on Economic Inclusion in a structured and collaborative fashion to the Mayor, Council, City Manager and leader of the office described in #2.

IMAGINE A GREATER CINCINNATI FOR ECONOMIC INCLUSION

The Honorable Mayor Cranley has challenged us all to imagine a Greater Cincinnati and has set forth a bold new vision for Economic Inclusion. Achieving this vision benefits our City and Region, and it requires all of us to take an active role.



IMAGINE: To form a picture in your mind of what something might be like...



support valued
community differentiation
accommodations acceptance
diversity
ability **inclusion**

VISION: The ability to think about or plan the future with great imagination and intelligence...





A Greater Cincinnati for Economic Inclusion

Imagine

Where City leaders consider Economic Inclusion as a strategic priority and have unwavering commitment to its accomplishment

Where the City systems, culture, rules and processes consistently provide M/WBEs opportunities and support

Where the City and Community equally measure progress and hold all accountable

Where larger M/WBEs who do business with the City also support the growth and development of smaller M/WBEs

Where financial institutions, government agencies and the private sector are working collaboratively to provide many types of stage appropriate financial resources and services

Where organizations (public and private) and technical service providers are building the capacity of M/WBEs



A Greater Cincinnati for Economic Inclusion

Imagine

Where community-based organizations and educational institutions are building the skills of M/WBEs and their workforces

Where large corporations are proactively providing even greater business opportunities, support and development to M/WBEs

Where local communities are thriving, involved and actively supporting neighborhood M/WBE businesses growth

Where civic, social and faith-based organizations are actively supporting the services offered by M/WBEs

Where the entire region communicates more, cares more, collaborates and exhibits more collective continuity for Economic Inclusion

MESSAGES FROM OUR COMMUNITY



A Greater Cincinnati for Economic Inclusion

Imagine

Legend for Key Concepts



Where City leaders consider Economic Inclusion as a strategic priority and have unwavering commitment to its accomplishment



Where the City systems, culture, rules and processes consistently provide M/WBEs opportunities and support



Where the City and Community equally measure progress and hold all accountable



Where larger M/WBEs who do business with the City also support the growth and development of smaller M/WBEs



Where financial institutions, government agencies and the private sector are working collaboratively to provide many types of stage appropriate financial resources and services



Where organizations (public and private) and technical service providers are building the capacity of M/WBEs



A Greater Cincinnati for Economic Inclusion

Imagine

Legend for Key Concepts *(continued)*

	Where community-based organizations and educational institutions are building the skills of M/WBEs and their workforces
	Where large corporations are proactively providing even greater business opportunities, support and development to M/WBEs
	Where local communities are thriving, involved and actively supporting neighborhood M/WBE businesses growth
	Where civic, social and faith-based organizations are actively supporting the services offered by M/WBEs
	Where the entire region communicates more, cares more, collaborates and exhibits more collective continuity for Economic Inclusion

Messages from Our Community



'The Mayor has put himself out there and we applaud his political will to get Economic Inclusion done.'



'The Mayor has personally stated that he wants to make a difference, which is no small thing.'



'Cincinnati has grown so much but we have been left out of inclusion, this can't continue.'



'We want to improve the Economic Inclusion situation regardless of what the Croson study states.'



'We need to give the administration a chance, but we need to hold your feet to the fire and make you accountable.'



'Words are one thing, action is another.'



'Doing business with the City is *so* complex.'



'We give million dollar contracts to one company. Why not break that up? Why not give a portion of that contract to a small business so it can grow?'



'Upon completion of the work, small businesses need to be paid in a timely manner.'

Messages from Our Community



'Be very diligent about tracking the progress and assuring the execution of the project with respect to M/WBE subcontracted procurement.'



'Document how large contractors actually use their subs. If they deviate from the plan a recovery plan has to be put in place.'



'With *good faith efforts*, there need to be accommodations so that companies that are responsive are rewarded.'



'As I reached out to the City, I found that nobody really knew how to work outside of the "process"—which was not working at all.'



'How do we make the introductions to people that can provide the contracts/opportunities?'



'We need to understand the skillsets of those in the community and engage them.'



'When I started my company, I followed the process of getting certified; however, it is very drawn out.'



'It took me literally months to get through each step involved in working with the City, because I got each piece of information in a piecemeal way.'



'If Cleveland is doing something that works, is there any reason why Cincinnati can't adopt Cleveland's municipal codes?'

Messages from Our Community



'In order to make this program successful, all key segments (county, city, neighborhoods) need to be on the same page when measuring progress.'



'The program must have measurable goals, timelines and accountability.'



'Wouldn't it be a beautiful thing to see diversity, black and white people working together for the good of humankind and we can measure the progress we're making?'



'What are the goals that are being talked about? Have we come up with working numbers?'



'Give everyone a hand. M/WBEs can support other M/WBEs.'



'Larger M/WBEs can help preserve *real* small businesses by subcontracting them.'



'Make sure that you get every Contractor's name and type of service they can provide. M/WBEs can use the list to find each other, too.'



'Access to capital is one of the biggest issues with small business owners.'



'Create new city programs that provide access to capital.'



'Women and minority-owned businesses need to have more access to more corporate contracts.'

Messages from Our Community



'Lets develop business' capacity, as part of the concept of *good faith effort*.'



'We're only as strong as the weakest link in our community, and you're trying to fix that.'



'At times it's easy to get a contract; it's another thing to *fulfill* a contract—that is about cash flow.'



'Many of the M/WBEs don't know what to do; anyone can make a poor bid without assistance.'



'Help us to employ people with technical services that go along with their business.'



'Setup a program with Cincinnati Public Schools to develop future entrepreneurs.'



'The Cincinnati School Systems NEED to be included.'



'How can colleges, universities and technical schools get involved in upgrading skills of M/WBE employees?'



'Don't disregard an educational program—make it happen, this will result in something beautiful.'



'Provide corporate, city and non-profit mentors to help grow businesses.'



'We need to tear down the barriers that keep small businesses from getting connected to larger ones.'

Messages from Our Community



'Get grass roots, ground level people involved as employees of M/WBEs.'



'Expand the number of small business incubators and nurture young businesses.'



'Opportunity is out here and we can't give up. The community has to support our M/WBEs.'



'The young individuals should be captured when they're young, it would be nice to bridge the gap to our youth and result in a better future.'



'It is important that a large number of the non-profits on the EIAC advisory committee be involved in the support of the M/WBEs.'



'If I interpret it as green, you interpret it as blue, and they interpret it as red, then nobody wins. There needs to be consensus on the importance of supporting M/WBEs. The faith community can help this.'



'In order to make this program successful, the not-for-profit and faith communities need to be on the same page in making even more M/WBEs market opportunities happen.'



'If we become known for economic inclusion, every organization and individual will help each other maintain momentum.'



'Continue to put heads together so that we can learn from each other about what is working well with economic inclusion. That will help maintain momentum.'



'Maybe collaboration around economic will help with other types of collaborations that are necessary for making this a better place'

ECONOMIC INCLUSION ECOSYSTEM

City of Cincinnati Economic Inclusion Ecosystem



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City of Cincinnati Economic Inclusion Ecosystem



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KEY RECOMMENDATION:
**OFFICE OF ECONOMIC
INCLUSION (OEI)**

Proposed Mission - OEI



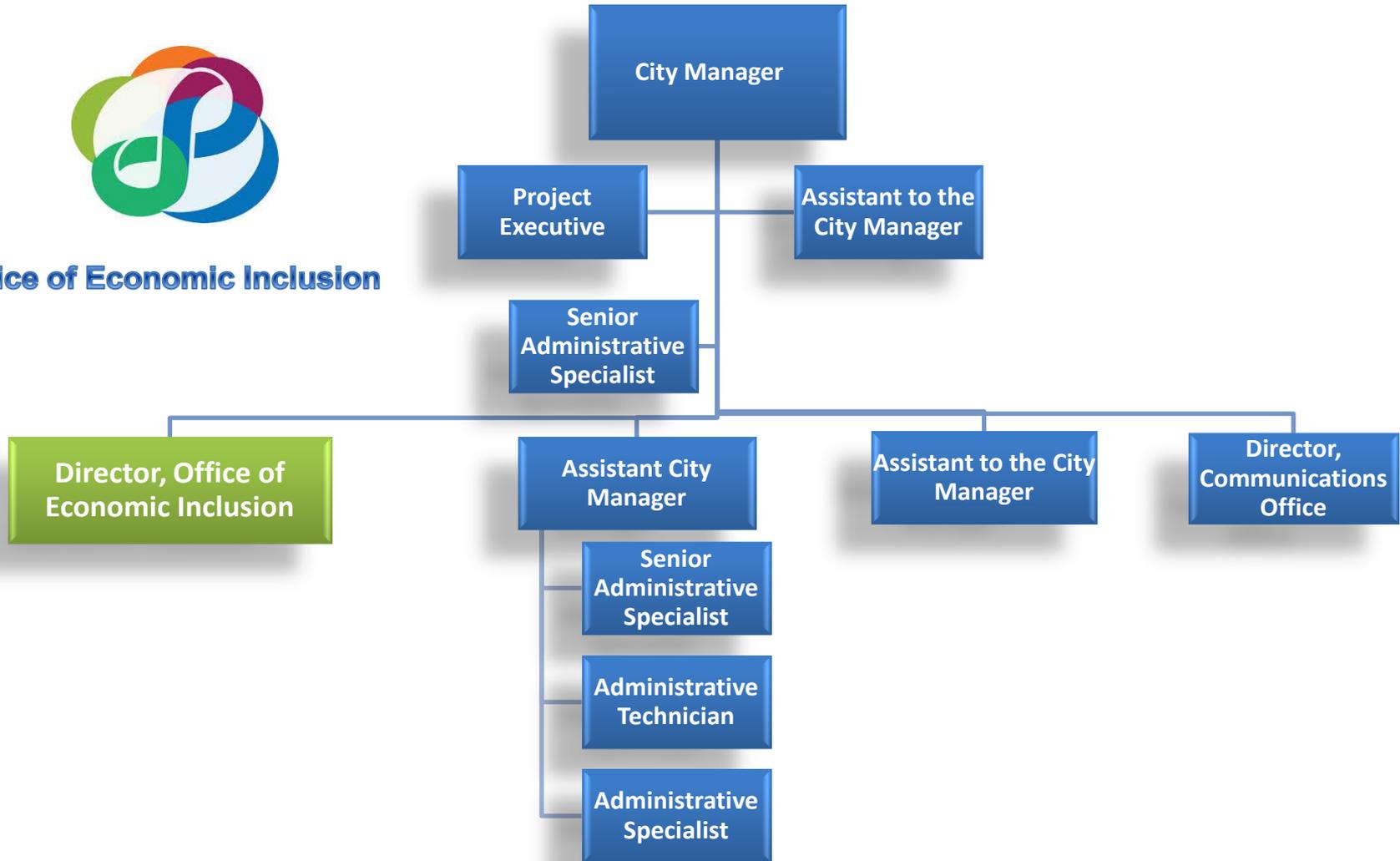
Office of Economic Inclusion

The mission of the OEI is to ensure economic opportunity and inclusion for ALL citizens seeking to do business with the City of Cincinnati and serve as a catalyst for the growth of M/WBEs in the City and throughout the Region.

Proposed Organizational Structure - OEI



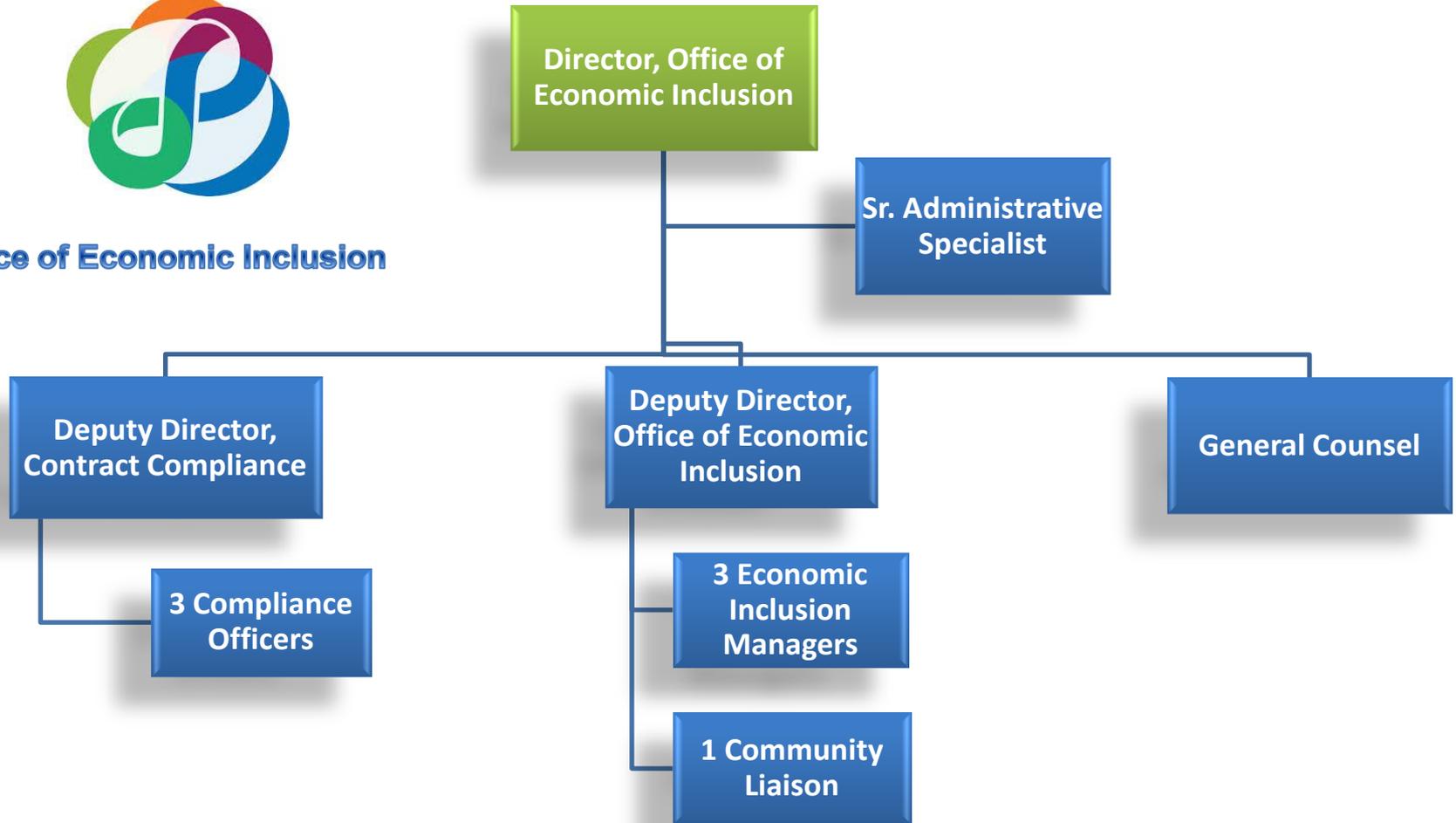
Office of Economic Inclusion



Proposed Organizational Chart - OEI



Office of Economic Inclusion



OVERVIEW OF ALL EIAC RECOMMENDATIONS

Recommendations

Respectfully submitted are a total of **37** recommendations. **14** are focused on helping the City of Cincinnati to become best in class in Economic Inclusion. **23** are focused on positioning the City of Cincinnati as the regional catalyst for Economic Inclusion. These recommendations are also distributed among the **11** areas included in the Economic Inclusion Ecosystem Model. Recommendations are presented in priority order emphasizing the City of Cincinnati first and then centering upon critical stakeholder groups. The number of recommendations in each category are listed under each one of the icons below.



Committed City Leaders (3)



Efficient City Systems (8)



Collaborative City and Community Partnerships (3)



Larger M/WBEs Supporting Smaller Ones (3)



Stage Appropriate Financial Resources & Services (2)



Building Capacity in M/WBEs (2)



Building Skills of M/WBEs and their Workforces (4)



Increased Opportunities with and Support from Large Corporations (5)



Engaged Neighborhoods Supporting M/WBE Growth (3)



Civic, Social, NFP & Faith-Based Orgs Supporting M/WBEs (2)



Communication ♦
Collaboration ♦
Continuity ♦
Community ♦ Care (2)



Committed City Leaders (CCL)



Recommendations

CCL1. Create an ordinance, appropriate administrative directives, and/or other policies that establish Economic Inclusion as a City priority.

CCL2. Increase the number of M/WBEs that are doing business with the City by accepting certifications from reputable State/Federal and other credible certifying agencies. At the same time ensure the standards are rigorously enforced and companies are legitimately M/WBE owned and operated.

CCL3. Implement disparity study recommendations which align, support and enable Economic Inclusion to occur. Also, be proactive and prepared for potential legal challenges. Appropriately, modify all recommendations if race/gender specific program can not be implemented.





Efficient City Systems (ECS)

Recommendations

ECS1. Establish an Office of Economic Inclusion (OEI) and hire a director and staff. This office will be responsible for leading all Economic Inclusion-related activities, which include operationalizing best practices to become world-class; building collaborations and partnerships; stimulating Economic Inclusion in the City and throughout the Region and implementing contract compliance actions. The OEI would also manage and track all funded Economic Inclusion initiatives.

ECS2. Centralize purchasing across the City to create a culture of Economic Inclusion and hold all accountable to Economic Inclusion standards and protocols and forecast M/WBE spend at the beginning of each fiscal year and then track contract awards separately as required in CMC 323.17.

ECS3. Establish that Economic Inclusion is one of the highest priorities for the City Manager and develop Economic Inclusion performance measures, accountabilities and objectives for all City departments and senior personnel.

ECS4. Expand the authority of and increase the staff of the Office of Contract Compliance to reinforce M/WBE policies, processes, guidelines, and requirements. This function would report directly to the Office of Economic Inclusion.



Office of Economic Inclusion





Recommendations

ECS5. Accelerate the Fast Track program by aggressively identifying all potential contract opportunities for M/WBEs to do both traditional and non-traditional business with the City.

ECS6. Ensure that all City procurement opportunities are more transparent and easily accessed by M/WBEs. Create a system which will automatically e-mail M/WBE vendors when procurement opportunities are published, similar to that currently done for SBEs. Fully leverage the City's Vendor Self Service System and the Vendor Contract Compliance System.

ECS7. Mandate Economic Inclusion requirements for all City funded projects and assure that M/WBEs are able to participate in joint ventures, prime and subcontracting opportunities. Also, include Economic Inclusion specifications in all City departments, funded agencies and organizations that receive any level of funding from the City.

ECS8. To support the achievement of Economic Inclusion, conduct annual mandatory department-wide education, training, development, and certification for all City staff that have purchasing authority. Also, conduct an annual external audit of Economic Inclusion program goals, objectives, policies, processes, guidelines, and expectations.





Collaborative City and Community Partnerships (CCCP)

Recommendations

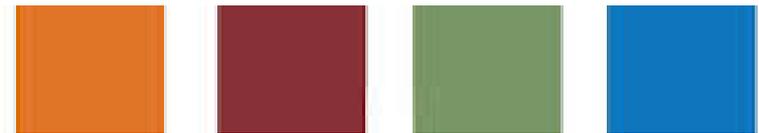
CCCP1. Establish and support an ongoing Economic Inclusion Accountability Board to monitor, support, advocate, and guide the implementation of the planned recommendations.

CCCP2. Establish an Economic Inclusion scorecard of qualitative and quantitative measures that tracks the City's progress on Economic Inclusion. The scorecard would be reviewed quarterly and reported to the community.

CCCP3. Continue the Economic Inclusion Advisory Council as a volunteer advocacy group for issues of Economic Inclusion and assure that the voice of the Community is heard, and remains engaged, involved and considered.



Economic Inclusion Scorecard



Larger M/WBEs Supporting Smaller Ones (LS)



Commitment to INCLUSION



Recommendations

LS1. Advocate for a “Total Inclusion” commitment process designed to encourage large M/WBEs with City contracts in excess of \$100,000 annually to subcontract a percentage of their work to smaller M/WBE businesses. This commitment could also include mentoring smaller firms and hiring from the community workforce.

LS2. Advocate aggressively for larger M/WBEs to relocate or operate branches of their businesses in the City of Cincinnati and in the region.

LS3. Encourage and support the development of M/WBE franchises owned and operated in Cincinnati and the region.



Stage-Appropriate Financial Resources & Services (SAFRS)

Recommendations

SAFRS1. Partner with local financial institutions as well as government agencies to develop stage-appropriate financial options (e.g., financing, bonding, managing cash flow, insurance, etc.). These options would include alternative and creative funding sources to support M/WBE business growth with financial institutions and insurers located in Cincinnati, Hamilton County and the region.

SAFRS2. Seek traditional and non-traditional funding sources such as grants from the City, State, Federal, and private sectors as well as national philanthropic organizations to fund critical Economic Inclusion initiatives (i.e. micro loans).





Building Capacity in W/MBEs (BC)



African American Chamber
Greater Cincinnati | Northern Kentucky



Cincinnati USA
HISPANIC CHAMBER



Urban League of
Greater Cincinnati



MSDC | OHIO MINORITY SUPPLIER
DEVELOPMENT COUNCIL

Ohio

Development
Services Agency



Recommendations

BC1. Partner with, collaborate with, and help fund organizations that provide capacity building and technical support for M/WBEs. Such organizations could include: the African American Chamber of Commerce, Hispanic Chamber of Commerce, Ohio River Valley Women’s Business Council, Indian American Chamber of Commerce, Ohio Minority Supplier Development Council, Minority Business Accelerator, the Minority Business Development Division of the State of Ohio, The Urban League of Greater Cincinnati, and the Cincinnati Minority Contractors Assistance Program.

BC2. Create a local presence for the Minority Business Development Agency (MBDA) Business Center. This can be done by collaborating with The Greater Cleveland Partnership which, through the US Department of Commerce, operates such an agency.



Building Skills of M/WBEs and their Workforces (BSW)

Recommendations

BSW1. Collaborate with and co-fund workforce development programs through organizations that are helping M/WBEs build new skills and competencies. Provide specific support to initiatives that focus on working poor, hard to serve populations, returning citizens and other historically disadvantaged populations.

BSW2. Support and fund programs dedicated to develop, educate and train M/WBEs in the construction trades and other critical industry segments.

BSW3. Advocate for and support emerging energy and green technology business opportunities for M/WBEs.

BSW4. Partner with public (and private) educational institutions to create more or make even more accessible entrepreneurially-focused programs tailored to assist M/WBEs in skill-building.



United Way of Greater Cincinnati



Increased Opportunities with and Support from Large Corporations (IOLC)



The Cincinnati Small Business Advisory Committee



Diverse By Design™ is an initiative of



Recommendations

IOLC1. Create the Greater Cincinnati Economic Inclusion Collaborative (CEIC – pronounced “SEEK”) which is designed to advance supplier diversity and promote diverse representation across participating corporations and organizations in the Greater Cincinnati region. CEIC also represents an opportunity to partner with the National Minority Supplier Development Council and the Cincinnati Chamber’s Regional Economic Development Initiative (REDI) group.

IOLC2. Utilizing the findings from benchmarking and research, develop and design a “best-in-class” corporate mentor/protégé program for M/WBEs.

IOLC3. Consider partnering with financial and legal professionals to determine the feasibility of tax and other financial instruments that can be utilized to support and incentivize corporations (majority-owned and M/WBEs) to do more business with M/WBEs.



Engaged Neighborhoods Supporting M/WBE Growth (ENSG)

Recommendations

ENSG1. Partner with local organizations and businesses to establish and fund several small and strategically located “Community Business Centers” to support the growth and development of neighborhood-based businesses. These Centers would provide the technology infrastructure necessary to train and develop.

ENSG2. Support neighborhood based initiatives to develop and grow small and micro-enterprises which are located within the core of each of the neighborhoods.

ENSG3. Create and implement a recognition program that acknowledges the contributions of neighborhood businesses, community organizations, corporations, and City of Cincinnati departments that best demonstrate the spirit of Economic Inclusion.





Civic, Social, NFP & Faith-Based Organizations Supporting M/WBEs (CSNF)

Recommendations

CSNF1. Support community organizations that establish and fund an independent “Economic Inclusion Growth Fund” designed to invest in important Economic Inclusion initiatives.

CSNF2. Support community-led Economic Inclusion campaigns to drive new M/WBE business opportunities, such as:

- Economic Inclusion app featuring special offers from local/regional businesses;
- Economic Inclusion Entertainment Book; and
- Economic Inclusion debit or pre-paid card to drive purchases in the community and allocate a portion of proceeds to go back to community organizations.





Communication ♦ Collaboration ♦ Continuity ♦ Community ♦ Care (5C)

5C1. Establish an ongoing communications process to proactively inform all key stakeholders about progress against the City's Economic Inclusion objectives. The strategy should utilize traditional and non-traditional methods. Maintain a single source of information on Economic Inclusion service providers. Make it available to the community.

5C2. Conduct an annual summit of all Economic Inclusion ecosystem stakeholders so that the entire region can engage, provide perspective on progress of the initiative and share best practices. A youth entrepreneur component could also be included.



PROPOSED OPERATIONAL, ADMINISTRATIVE AND TIMELINE CONSIDERATIONS FOR THE RECOMMENDATIONS

The following structural considerations are provided to the City Manager and his staff to highlight operational, administrative and timing considerations in the implementation of the proposed recommendations.

Operational and Administrative Considerations



**Committed
City
Leaders
(CCL)**

Recommendations	Rationale	Timeline
<p>CCL1. Create an ordinance, appropriate administrative directives, and/or other policies that establish Economic Inclusion as a City priority.</p>	<p>Institutionalizing the City's commitment to Inclusion requires a solid framework where Economic Inclusion can thrive without being impacted by political shifts or changing administrations. The creation of supporting ordinances ensures the City has the Legal authority to enforce Economic Inclusion policies and system-wide changes to facilitate the growth and active participation of M/WBEs in the local economy. The proposed amendments and/or administrative directives are as follows:</p> <ol style="list-style-type: none"> 1. Amend the CMC 323 good faith efforts procedure to require OCC and department review of all documentation for any awardee recommended for contract award who does not meet the stated inclusion % goal for the contract and subcontracting. 2. Amend the CMC 323 to include a non-responsive bidder/offeror policy to require the elimination of such bidder/offeror from contract award consideration. 3. Amend CMC 321 to address “fronts” and provide for more severe penalties in cases where violations occur. 4. Amend the CMC 321 to establish an Inclusion Joint Venture program, based on the City of Atlanta, for all construction projects in excess of \$5 million. 5. Establish a new policy that requires the Office of Economic Inclusion to review all RFPs and ITBs prior to public release for bid/offer to include reviews of contract goals, qualifications, selection and award criteria, and inclusion scoring for bid/proposal evaluation. <p>This effort could be led by the Mayor, City Council, City Manager, and Legal Department.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



**Committed
City
Leaders
(CCL)**

Recommendations	Rationale	Timeline
<p>CCL2. Increase the number of M/WBEs that are doing business with the City by accepting certifications from reputable State/Federal and other credible certifying agencies. At the same time ensure the standards are rigorously enforced and companies are legitimately M/WBE owned and operated.</p>	<p>The Disparity Study may enable the City to institute a minority- and women-conscious program. Therefore, expanding the acceptance of other reputable M/WBE certification organizations would enable more M/WBEs to do business than those only certified by the City of Cincinnati. If the study does show significant disparities, then the City should also establish a complete M/WBE Program, to include goals which are rigorously enforced. Expand beyond EDGE and SBA certifications.</p> <p>This effort could be led by the Mayor, City Council, City Manager, Office of Economic Inclusion and Legal Department.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



**Committed
City
Leaders
(CCL)**

Recommendations	Rationale	Timeline
<p>CCL3. Implement disparity study recommendations which align, support and enable Economic Inclusion to occur. Also, be proactive and prepared for potential legal challenges. Appropriately, modify all recommendations if race/gender specific program can not be implemented.</p>	<p>The results from the disparity study will impact how the City will focus and implement its Economic Inclusion objectives and the types of programs it can adopt. Should the study document delete document show significant disparities among minority and women owned businesses, it is highly recommended that the City establish a M/WBE program that includes quantitative goals and targets. Further, tracking and reporting should be by ethnicity and gender, separately are advised for each contract.</p> <p>This effort could be led by the City Manager, Office of Economic Inclusion and the Legal Department.</p>	<p>Immediate= Next 6 months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS1. Establish an Office of Economic Inclusion (OEI) and hire a director and staff. This office will be responsible for leading all economic inclusion-related activities, which include operationalizing best practices to become world-class; building collaborations and partnerships; stimulating Economic Inclusion in the City and throughout the Region and implementing contract compliance actions. The OEI would also manage and track all funded Economic Inclusion initiatives.</p>	<p>Establishing a fully funded Office of Economic Inclusion (OEI) to lead the Economic Inclusion Initiative will help Economic Inclusion become an integral part of the City’s culture. The primary responsibilities of the Office of Economic Inclusion include:</p> <ul style="list-style-type: none"> • Operationalizing Best Practices to become world class in Economic Inclusion • Stimulating Economic Inclusion in the City and throughout Region • Building collaborations and partnerships between the City and the Community • Implementing contract compliance policies, rules, actions and guidelines <p>The OEI is the public face of the City's Economic Inclusion initiative and is charged to be a catalyzing agent. The OEI will report to the City Manager with the highest level of visibility and accountability. It is recommended that the Office of Contract Compliance report to the Office of Economic Inclusion. This will require functional, system and process alignment within the City's structure.</p> <p>This effort could be led by the Mayor, City Council and City Manager.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS2. Centralize purchasing across the City to create a culture of Economic Inclusion and hold all accountable to Economic Inclusion standards and protocols and forecast M/WBE spend at the beginning of each fiscal year and then track contract awards separately as required in CMC 323.17.</p>	<p>The currently decentralized purchasing function is cumbersome and an extremely ineffective way to achieve the desired Economic Inclusion goals and objectives. Centralizing the purchasing function and streamlining the process by implementing six sigma protocols will enable the City to more effectively manage and control its spend. This could lead to a change in the City's culture and ability to enforce Economic Inclusion accountability. Commissioning an initial feasibility study with expertise and perspective from external consultants and resources is advised. Part of the responsibility of this group should include reviewing corporations with best in class procurement systems.</p> <p>This effort could be led by the City Manager, Finance Division, and/or Purchasing Division.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS3. Establish that Economic Inclusion is one of the highest priorities for the City Manager and develop Economic Inclusion performance measures, accountabilities and objectives for all City departments and senior personnel.</p>	<p>Formalizing Economic Inclusion as a performance priority of the City Manager and department leaders is part of creating an aligned system. Based on the extensive research conducted on best-in-class Economic Inclusion initiatives and benchmarking sessions held in Cleveland and Atlanta, one of the most critical success factors is senior leadership commitment and accountability for leadership. This is formalized and documented in performance expectation documents and in compensation formulas. Departments should have an annual Economic Inclusion strategy which details everyone’s focus, accountability, and measurement. These strategies should be transparent to anyone reading them.</p> <p>All City staff responsible for City procurement or contract compliance should have Economic Inclusion measurements as part of their annual performance evaluations.</p> <p>This effort could be led by the Mayor and City Council.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS4. Expand the authority of and increase the staff of the Office of Contract Compliance to reinforce M/WBE policies, processes, guidelines, and requirements. This function would report directly to the Office of Economic Inclusion.</p>	<p>Expanding the authority of and increasing the staff of the Office of Contract Compliance (OCC) will ensure the function has the capacity to hold <u>all</u> accountable for Economic Inclusion. One function of the OCC would be to ensure that policies affecting M/WBEs are not disadvantageous (e.g. prompt payment). An annual review of all Economic Inclusion policies and processes by the OCC is advised, which would include procurement, contracting, disputes and payments. Having the OCC report into the Office of Economic Inclusion will assure efficiency and conserve resources.</p> <p>This effort could be led by the Mayor, City Council and City Manager.</p>	<p>Immediate = Next 6 Months</p>
<p>ECS5. Accelerate the Fast Track program by aggressively identifying all potential contract opportunities for M/WBEs to do both traditional and non-traditional business with the City.</p>	<p>The Fast Track initiative has the potential to become the signature Economic Inclusion program for the City of Cincinnati. The M/WBE pilot companies are building relationships which are improving access to contracting opportunities with the City. Significant momentum for this program is underway; maintaining and growing this momentum would likely become a core activity of the Office of Economic Inclusion.</p> <p>The effort could be led by the City Manager and Office of Economic Inclusion.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS6. Ensure that all City procurement opportunities are more transparent and easily accessed by M/WBEs. Create a system which will automatically e-mail M/WBE vendors when procurement opportunities are published, similar to that currently done for SBEs. Fully leverage the City's Vendor Self Service System and the Vendor Contract Compliance System.</p>	<p>This will require robust, proactive tools and full commitment of City leaders to ensure the entire procurement process is transparent and accountability is incorporated to achieve the expected results.</p> <p>The utilization of the B2GNow software and other software programs and website management will help to improve accessibility and reporting requirements.</p> <p>Among the many benefits of this should be the communication of contracting opportunities in a timely manner so that potential bidders have adequate time to respond appropriately to RFPs, ITBs, etc.</p> <p>This effort could be led by the City Manager, Purchasing Division, and Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS7. Mandate Economic Inclusion requirements for all City funded projects and assure that M/WBEs are able to participate in joint ventures, prime and subcontracting opportunities. Also, include Economic Inclusion specifications in all City departments, funded agencies and organizations that receive any level of funding from the City.</p>	<p>Creating policies and M/WBE participation guidelines is necessary to ensure that whenever City funding is involved in development projects, Economic Inclusion requirements will be established, measured and enforced. The Office of Contract Compliance will monitor these projects for spend in excess of a predetermined amount. To support the implementation of this mandate, there is a need for accountability, focus, and measurement across the system. This practice is designed to drive opportunities; ensuring large projects have "fair share" agreements with M/WBEs that occur up front.</p> <p>This effort could be led by the Mayor, City Council, City Manager, Legal Department, and Office of Economic Inclusion.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Efficient City Systems (ECS)

Recommendations	Rationale	Timeline
<p>ECS8. To support the achievement of Economic Inclusion, conduct annual mandatory department-wide education, training, development, and certification for all City staff that have purchasing authority. Also, conduct an annual external audit of Economic Inclusion program goals, objectives, policies, processes, guidelines, and expectations.</p>	<p>Fully and effectively implementing Economic Inclusion will require City staff to be trained on how to work most effectively with M/WBE suppliers, and then be encouraged to do so. Staff should be held accountable for achieving performance objectives and measured on their Economic Inclusion success.</p> <p>This effort could be led by the Office of Economic Inclusion, HR Division, Legal Department and Purchasing Division.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



Collaborative City and Community Partnerships (CCCP)

Recommendations	Rationale	Timeline
<p>CCCP1. Establish and support an ongoing Economic Inclusion Accountability Board to monitor, support, advocate, and guide the implementation of the planned recommendations.</p>	<p>Establishing an ongoing structured volunteer board consisting of business, civic, and community leaders to monitor the progress and hold the city accountable for results on Economic Inclusion is advised. The proposed name is the City of Cincinnati Economic Inclusion Accountability Board (EIACB). This board would also help the OEI catalyze Economic Inclusion across the region. It is recommended that the EIACB work directly with the City Manager and Director of the Office of Economic Inclusion.</p> <p>The EIACB would meet quarterly. The maximum size of the board should not exceed 17 members and it should have two co-chairs. The members would be appointed by the Mayor for two (2) and three (3) year staggered terms. Administrative support would be provided by the OEI.</p> <p>This effort could be led by the Mayor and City Manager.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Collaborative City and Community Partnerships (CCCP)

Recommendations	Rationale	Timeline
<p>CCCP2. Establish an Economic Inclusion scorecard of qualitative and quantitative measures that tracks the City’s progress on Economic Inclusion. The scorecard would be reviewed quarterly and reported to the community.</p>	<p>System-wide measurement tools are necessary to monitor and report Economic Inclusion progress and impact. The scorecard would incorporate the KPIs crafted by all involved parties to ensure accountability and transparency. It is recommended that the scorecard be made available to the entire community and monitored regularly by the Economic Inclusion Accountability Board.</p> <p>This effort could be led by the City Manager and Office of Economic Inclusion.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Collaborative City and Community Partnerships (CCCP)

Recommendations	Rationale	Timeline
<p>CCCP3. Continue the Economic Inclusion Advisory Council as a volunteer advocacy group for issues of Economic Inclusion and assure that the voice of the Community is heard, and remains engaged, involved and considered.</p>	<p>Demonstrating great commitment to Economic Inclusion, has been a hallmark characteristic of the members of the current EIAC. With the establishment of the Economic Inclusion Accountability Board (EIAB), most members of the EIAC will not be actively involved in helping the City and region achieve its goals. To maintain their involvement in helping the City, these individuals could serve as important advocates, supporters and communicators for Economic Inclusion. Continuing the momentum and commitment of the EIAC members to Economic Inclusion in an informal way is recommended. This group could meet twice a year with the Director of the Office of Economic Inclusion.</p> <p>This effort could be led by the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 months</p>

Operational and Administrative Considerations



Larger M/WBEs Supporting Smaller Ones (LS)

Recommendations	Rationale	Timeline
<p>LS1. Advocate for a “Total Inclusion” commitment process designed to encourage large M/WBEs with City contracts in excess of \$100,000 annually to subcontract a percentage of their work to smaller M/WBE businesses. This commitment could also include mentoring smaller firms and hiring from the community workforce.</p>	<p>Having healthy, thriving M/WBEs support other M/WBE businesses aligns them with the City’s commitment. Companies awarded City contracts in excess of \$100,000 annually would agree to support smaller M/WBE businesses with percentage of their contracts. This is similar to a second-tier strategy. It also encourages the possibility for future business partnerships and development. Additionally, M/WBEs will be engaged in beneficial mentor/protégé relationships as well as joint venture programs. Cross cultural and cross gender business support. (i.e. African American companies mentoring Hispanic companies, male owned mentoring woman owned, and vice versa) could be encouraged.</p> <p>This effort could be led by the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 months</p>

Operational and Administrative Considerations



**Larger
M/WBEs
Supporting
Smaller
Ones
(LS)**

Recommendations	Rationale	Timeline
<p>LS2. Advocate aggressively for larger M/WBEs to relocate or operate branches of their businesses in the City of Cincinnati and in the region.</p>	<p>Creating an environment where the City of Cincinnati has a national brand for Economic Inclusion is a key goal. As a result of gaining this recognition, it enables the Office of Economic Inclusion to aggressively work with other entities across the region to attract national and other large M/WBE companies to consider relocating to the City or opening offices. In addition, it creates an opportunity to advocate with these companies to form business partnerships and joint ventures with local M/WBE companies.</p> <p>As an enticement, it is recommended that the City consider creating incentive packages by proactively working with the Convention Center, Chambers, and the Economic Development and Finance Departments.</p> <p>This effort could be led by the Office of Economic Inclusion.</p>	<p>Long-Term = 24+ months</p>

Operational and Administrative Considerations



**Larger
M/WBEs
Supporting
Smaller
Ones
(LS)**

Recommendations

LS3. Encourage and support the development of M/WBE franchises owned and operated in Cincinnati and the region.

Rationale

Partnering with national franchises interested in expanding opportunities for minority/women franchisees provides a greater chance of success because they have an established business model designed with built-in M/WBE commitment. With the support of the National franchise and Office of Economic Inclusion, interested minority franchise owners can receive the assistance needed to meet any special support requirements. Typically, these franchise businesses are stable because of their ties to the parent franchisors. This creates opportunities to hire talent readily available in the community. It will also be important to establish relationships with banks and other financial institutions who proactively support M/WBE franchise businesses.

This effort could be led by the Office of Economic Inclusion and Office of Economic Development.

Timeline

Med -Term =
13 to 24
Months.

EIAC Operational and Administrative Considerations



Stage-Appropriate Financial Resources and Services (SAFRS)

Recommendations	Rationale	Timeline
<p>SAFRS1. Partner with local financial institutions as well as government agencies to develop stage-appropriate financial options (e.g., financing, bonding, managing cash flow, insurance, etc.). These options would include alternative and creative funding sources to support M/WBE business growth with financial institutions and insurers located in Cincinnati, Hamilton County and the region.</p>	<p>Providing businesses, at various stages of growth, with different options and access to capital is an essential component of increasing Economic Inclusion. Most M/WBEs have a need for all types of financial support including working capital, insurance, bonding, etc. It is important to develop a strategy to effectively provide for and meet the needs of these businesses. This would also include working with Federal agencies and national organizations (e.g., NMSDC, SBA, etc.) which may have targeted access to capital investment initiatives. In addition, there is opportunity to work with local foundations and corporate institutions to establish a micro-fund lending program.</p> <p>This effort could be led by Financial Institutions and supported by the Office of Economic Inclusion.</p>	<p>Short-Term= 6 to 12 Months</p>

Operational and Administrative Considerations



Stage-Appropriate Financial Resources and Services (SAFRS)

Recommendations	Rationale	Timeline
<p>SAFRS2. Seek traditional and non-traditional funding sources such as grants from the City, State, Federal, and private sectors as well as national philanthropic organizations to fund critical Economic Inclusion initiatives (i.e. micro loans).</p>	<p>City funding of all of the proposed Economic Inclusion initiatives is not possible. Therefore, in order to continue these efforts, it is recommended that the City of Cincinnati proactively seek resources from a myriad of sources within and outside of the City. For example, the City could partner with programs like the L. Ross Love Growth Bridge Fund. This initiative is innovative and has many of the key elements that might be very helpful to M/WBEs seeking to work with the City.</p> <p>This effort could be led by Nonprofits, Foundations and other Community-based organizations and supported by the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

EIAC Operational and Administrative Considerations



Building Capacity in M/WBEs (BC)

Recommendations	Rationale	Timeline
<p>BC1. Partner with, collaborate with, and help fund organizations that provide capacity building and technical support for M/WBEs. Such organizations could include the African American Chamber of Commerce, Hispanic Chamber of Commerce, Ohio River Valley Women’s Business Council, Indian American Chamber of Commerce, Ohio Minority Supplier Development Council, Minority Business Accelerator, the Minority Business Development Division of the State of Ohio, Urban League of Greater Cincinnati, Cincinnati Minority Contractors Assistance Program, and other organizations to support the growth of M/WBEs.</p>	<p>Growing and thriving M/WBEs need a full range of services. Great organizations that provide technical services to M/WBEs exist and are already funded. There is an opportunity to collaborate to leverage service offerings. These offerings could include, but not limited to, certification, business planning, marketing assistance, financing, sourcing, bidding assistance, and other related services.</p> <p>This effort could be led by capacity-building Organizations and supported and funded by the Office of Economic Inclusion.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Building Capacity in M/WBEs (BC)

Recommendations	Rationale	Timeline
<p>BC2. Create a local presence for the Minority Business Development Agency (MBDA) Business Center. This can be done by collaborating with The Greater Cleveland Partnership which, through the US Department of Commerce, operates such an agency.</p>	<p>By collaborating with The Greater Cleveland Partnership and providing co-funding, an office of this already operating entity can function in the City. High-growth MBEs would greatly benefit from the services of this federal program. The intent of the MBDA is to maximize job creation and global competitiveness for minority owned businesses and to foster innovation and entrepreneurship with minority owned businesses in high growth industries. It offers an array of services which can compliment those being offered by current technical support agencies.</p> <p>This effort could be led by MBDA and supported and co-funded by the Office of Economic Inclusion.</p>	<p>Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Building Skills of M/WBEs and their Workforces (BSW)

	Recommendations	Rationale	Timeline
	<p>BSW1. Collaborate with and co-fund workforce development programs through organizations that are helping M/WBEs build new skills and competencies. Provide specific support to initiatives that focus on working poor, hard to serve populations, returning citizens and other historically disadvantaged populations.</p>	<p>Supporting M/WBE businesses in developing their talent pools increases the capabilities of the whole region making it more attractive for business growth and attraction. Also, M/WBEs tend to hire from the community which sometimes affords a greater opportunity for those that others deem more difficult to employ. Neighborhoods benefit by having thriving businesses and more employed adults and youth.</p> <p>Several opportunities exist to partner with and support local workforce development partners (e.g., Urban League of Greater Cincinnati’s SOAR program; Cincinnati-Hamilton County Community Action Agency, community colleges; universities, etc.). These organizations could provide regular updates on students, classes delivered, skills developed, graduations achieved and other important metrics.</p> <p>This effort could be led by workforce development agencies and organizations and supported and co-funded by the Office of Economic Inclusion.</p>	<p>Med - Term = 13 to 24 Months</p>

Operational and Administrative Considerations



Building Skills of M/WBEs and their Workforces (BSW)

Recommendations	Rationale	Timeline
<p>BSW2. Support and fund programs dedicated to develop, educate and train M/WBEs in the construction trades and other critical industry segments.</p>	<p>Assuring the construction industry has a robust supply of M/WBE companies is important since it is a large area of spend for the City. Also, the construction trades are a very critical business industry segment for M/WBEs. The needs in this sector can be very specialized. The City has the opportunity to ensure smaller construction companies are able to build capacity, skills and competencies.</p> <p>This effort could be led by trade-related agencies and supported and funded by the Office of Economic Inclusion.</p>	<p>Med -Term = 13 to 24 Months</p>
<p>BSW3. Advocate for and support emerging energy and green technology business opportunities for M/WBEs.</p>	<p>Assuring that M/WBE companies are being created or equipped to provide goods and services in these areas will insure that the City continues to have a supply of these business to meet increasing needs. Doing so will require a collaborative effort with forward thinking organizations, universities and companies interested in designing and offering workforce-readiness programs.</p> <p>This effort could be led by Technology-related Agencies and supported and funded by the Office of Economic Inclusion.</p>	<p>Med - Term = 13 to 24 months</p>

Operational and Administrative Considerations



Building Skills of M/WBEs and their Workforces (BSW)

Recommendations	Rationale	Timeline
<p>BSW4. Partner with public (and private) educational institutions to create more or make even more accessible entrepreneurially-focused programs tailored to assist M/WBEs in skill-building.</p>	<p>Providing basic business education and technical training would be of benefit to many of the smaller M/WBEs who cannot afford internal resources for that purpose. This creates an opportunity for partnering with educational institutions (e.g., University of Cincinnati, Xavier University, Cincinnati State, etc.) to bring innovative teaching and learning methodologies to these companies. While benefitting the M/WBEs, It also provides the educational institutions ways to further engage with the community.</p> <p>This effort could be led by Educational Institutions and supported by the Office of Economic Inclusion.</p>	<p>Med - Term= 13 to 24 Months</p>

Operational and Administrative Considerations



Increased Opportunities with and Support from Large Corporations (IOLC)

Recommendations	Rationale	Timeline
<p>IOLC1. Create the Greater Cincinnati Economic Inclusion Collaborative (CEIC – pronounced “SEEK”) which is designed to advance supplier diversity and promote diverse representation across participating corporations and organizations in the Greater Cincinnati region. CEIC also represents an opportunity to partner with the National Minority Supplier Development Council and the Cincinnati Chamber’s Regional Economic Development Initiative (REDI) group.</p>	<p>Measuring M/WBE spending across all industries with participating corporations and organizations would be a major focus of The Greater Cincinnati Economic Inclusion Collaborative (CEIC). The CEIC would identify and share best practices related to supplier diversity and economic inclusion as well as encourage corporations and organizations to set goals related to M/WBE spending and diverse senior leadership and board representation. In addition, the CEIC would recognize and celebrate corporations and organizations for achieving supplier diversity and workforce diversity goals.</p> <p>This effort could be led by representatives from NMSDC, Cincinnati Chamber’s REDI group, corporate and organizational leaders, City leadership, M/WBEs, and the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



Increased Opportunities with and Support from Large Corporations (IOLC)

Recommendations	Rationale	Timeline
<p>IOLC2. Utilizing the findings from benchmarking and research, develop and design a “best-in-class” corporate mentor/protégé program for M/WBEs.</p>	<p>Supporting the development of a corporate mentorship program could serve to deepen relationships between regional M/WBEs and corporate executives. It could also increase business opportunities as M/WBEs leverage the insight, resources and experience of the corporate community. This program could support the region’s reputation as a diverse business and corporate “friendly” community; thereby attracting more businesses.</p> <p>This effort could be led by corporate leaders and the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



Increased Opportunities with and Support from Large Corporations (IOLC)

Recommendations	Rationale	Timeline
<p>IOLC3. Consider partnering with financial and legal professionals to determine the feasibility of tax and other financial instruments that can be utilized to support and incentivize corporations (majority-owned and M/WBEs) to do more business with M/WBEs.</p>	<p>Developing tax and other incentives designed to encourage corporations to do business with M/WBEs might be a key strategic component. It is suggested that a feasibility study be conducted and formal recommendation be presented to the Mayor and City Council.</p> <p>This effort could be led by the City Manager, Legal Division, Finance Division, Trade & Development Departments, private sector financial, tax firms, and Office of Economic Inclusion.</p>	<p>Long-Term = 24+ Months</p>

Operational and Administrative Considerations



Increased Opportunities with and Support from Large Corporations (IOLC)

Recommendations	Rationale	Timeline
<p data-bbox="355 322 799 644">IOLC4. Partner with major corporations that have strong proven purchasing and supplier diversity programs so the City of Cincinnati can be mentored on how it can have a best-in-class procurement programs.</p>	<p data-bbox="838 322 1669 558">This type of exchange will exemplify what actions will look like when the region becomes involved in Economic Inclusion. Ideas and best practices will flow from the private to the public sectors all for the betterment of the community. For the City, this truncates learning processes and saves expense.</p> <p data-bbox="838 611 1547 682">This effort could be led by the City Manager, Legal Department and Office of Economic Inclusion.</p>	<p data-bbox="1709 322 1895 434">Immediate = Next 6 Months</p>

Operational and Administrative Considerations



Increased Opportunities with and Support from Large Corporations (IOLC)

Recommendations	Rationale	Timeline
<p>IOLC5. Advocate for and support joint ventures between large companies or prime contractors and M/WBEs, and better prepare M/WBEs to work effectively with large companies.</p> <p>Additionally, work to expand business opportunities for M/WBEs to serve as primes.</p>	<p>Competing against larger firms is often extremely challenging for M/WBEs. Forming joint ventures allow for M/WBE businesses to bid as prime contractors and create additional financing and bonding capacity. Also, where possible, consider M/WBEs as primes and help them build the capability to be so.</p> <p>This effort could be led by the Cincinnati Business Committee, Trade & Economic Development Department, (SBAC), and Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



Engaged Neighborhoods Supporting M/WBE Growth (ENSG)

Recommendations	Rationale	Timeline
<p>ENSG1. Partner with local organizations and businesses to establish and fund several small and strategically located “Community Business Centers” to support the growth and development of neighborhood-based businesses. These Centers would provide the technology infrastructure necessary to train and develop.</p>	<p>Ensuring that there is a concerted effort dedicated to emerging, small, neighborhood businesses is needed. The Community Business Centers could offer training, office space, and resources to encourage collaborations. Existing City properties could perhaps be made available for this or repurposed. Ideally, someone from the neighborhood would manage the Center. Also, the Centers could conduct quarterly community forums on Economic Inclusion. The City could support the development and implementation of a pilot program.</p> <p>This effort could be led by Community Organizations and supported and funded by the Office of Economic Inclusion.</p>	<p>Med -Term = 13 to 24 Months</p>

Operational and Administrative Considerations



Engaged Neighborhoods Supporting M/WBE Growth (ENSG)

Recommendations	Rationale	Timeline
<p>ENSG2. Support neighborhood based initiatives to develop and grow small and micro-enterprises which are located within the core of each of the neighborhoods.</p>	<p>Support smaller neighborhood M/WBE businesses to benefit from Economic Inclusion opportunities that are practical and relevant to their size. Potentially, work in partnership with entities that have access to community development block grants, etc.</p> <p>This effort could be led by neighborhood-based organizations and supported and funded by the Office of Economic Inclusion.</p>	<p>Long-Term = 24+ Months</p>

Operational and Administrative Considerations



Engaged Neighborhoods Supporting M/WBE Growth (ENSG)

	Recommendations	Rationale	Timeline
	<p>ENSG3. Create and implement a recognition program that acknowledges the contributions of neighborhood businesses, community organizations, corporations, and City of Cincinnati departments that best demonstrate the spirit of Economic Inclusion.</p>	<p>Promoting the city-wide progress on Economic Inclusion will continue to reinforce the goals, vision and mission of the initiative. This enables the City to demonstrate its commitment and support for the community's efforts. One suggested idea is to partner with the Urban League of Greater Cincinnati, the Cincinnati-Hamilton County Community Action Agency, the United Way, the Cincinnati Herald and other organizations to create this annual event.</p> <p>This effort could be led by neighborhood organizations and supported and funded by the Office of Economic Inclusion.</p>	<p>Long-Term = 24+ Months</p>

Operational and Administrative Considerations



**Civic, Social, NFP
& Faith-Based
Organizations
Supporting
M/WBEs
(CSNF)**

Recommendations

CSNF1. Support community organizations that establish and fund an independent “Economic Inclusion Growth Fund” designed to invest in important Economic Inclusion initiatives.

Rationale

Supporting a community-driven collaborative to meet the demand for M/WBE businesses would help the City as it promotes Economic Inclusion across the region. The Fund could be governed through a framework developed by the community and with assistance from a variety of financial and investment resources.

This effort could be led by Community Organizations and supported by Financial Investment Firms, Philanthropic Organizations, and the Office of Economic Inclusion.

Timeline

Long-Term =
24+ Months

Operational and Administrative Considerations



**Civic, Social, NFP
& Faith-Based
Organizations
Supporting
M/WBEs
(CSNF)**

Recommendations	Rationale	Timeline
<p>CSNF2. Support community-led Economic Inclusion campaigns to drive new M/WBE business opportunities, such as:</p> <ul style="list-style-type: none"> • Economic Inclusion app featuring special offers from local/regional businesses; • Economic Inclusion Entertainment Book; and • Economic Inclusion debit or pre-paid card to drive purchases in the community and allocate a portion of proceeds to go back to community organizations. 	<p>Creating Economic Inclusion campaigns utilizing innovative tools, technologies and methods maximizes the potential of M/WBE businesses to contribute to a thriving local economy.</p> <p>This effort could be led by community organizations and supported by the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



**Communication
Collaboration
Community
Continuity
Care
(5C)**

Recommendations	Rationale	Timeline
<p>5C1. Establish an ongoing communications process to proactively inform all key stakeholders about progress against the City's Economic Inclusion objectives. The strategy should utilize traditional and non-traditional methods. Maintain a single source of information on Economic Inclusion service providers. Make it available to the community.</p>	<p>It is very important that information on Economic Inclusion is easily available and accessible to all Citizens in the community.</p> <p>This effort could be led by community organizations and supported by the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>

Operational and Administrative Considerations



**Communication
Collaboration
Community
Continuity
Care
(5C)**

Recommendations	Rationale	Timeline
<p>5C2. Conduct an annual summit of all Economic Inclusion ecosystem stakeholders so that the entire region can engage, provide perspective on progress of the initiative and share best practices. A youth entrepreneur component could also be included.</p>	<p>On an annual basis, key stakeholders involved in the Economic Inclusion process should convene to share information, resources and programming that can support and build M/WBEs.</p> <p>This effort could be led by community organizations and supported by the Office of Economic Inclusion.</p>	<p>Short-Term = 6 to 12 Months</p>



Accelerate the Fast Track Process

Fast Track Pilot Objectives



Identify opportunities for M/WBE companies that:

1. Can immediately provide value-added goods, services, products and solutions and who are not currently doing business with the City.
2. Are currently doing business with the City and have the capacity to do even more.
3. Are currently trying to provide services to the City but are experiencing roadblocks or challenges.

SOME KEY ROLES FOR THE OFFICE OF ECONOMIC INCLUSION

Key Roles - OEI

Stimulates Economic Inclusion in the City and Throughout the Region

- Develop and execute a strategic plan with objectives, goals, measures, timelines and budget so to fulfill the mission of the OEI. The strategic plan will be comprehensive and include all elements necessary for having sustained success and embedding in the City and region a “Culture of Economic Inclusion”
- Strategic actions may include but not be limited to:
 - Partnering with large local corporations and entities such as the Cincinnati Business Committee, 3CDC, and the Regional Chambers to create more business opportunities for M/WBEs
 - Supporting or funding external organizations that build the capacity of M/WBEs and their employees
 - Partnering with local educational institutions to provide education and training to M/WBEs
 - Partnering with the local public school system to develop entrepreneurial education
 - Partnering with regional, state and federal agencies that provide economic development and business opportunities to M/WBEs
 - Supporting and working with local neighborhood-based organizations to support small and micro-enterprise M/WBEs
 - Seeking grant funding from state/federal agencies, universities, and philanthropic organizations to support Economic Inclusion initiatives
 - Catalyzing increased Economic Inclusion across the region so that the region builds a national positive reputation as a location that values and practices Economic Inclusion
 - Having the region become a “go to” destination bench-mark for other regions that wish to increase Economic Inclusion



Office of Economic Inclusion

Key Roles - OEI

Collaborates and Partners with the Community and Region

In fulfilling this key role, OEI's actions may include but not be limited to:

- Providing administrative support for the Economic Inclusion Accountability Board
- Supporting M/WBEs in the community by providing easy access to information within the City
- Creating an effective one-stop service for M/WBEs who are navigating the process of doing business with the City for the first or second time—and marketing this to the community
- Providing a quarterly update to the region on the progress of Economic Inclusion
- Proactively collaborates with other entities to recruit large M/WBEs to locate, re-locate or open offices in the City and region
- Frequently conducts workshops and business development activities with M/WBEs



Office of Economic Inclusion

Key Roles - OEI

Executes Contract Compliance

In fulfilling this role, the OEI's actions may include but not be limited to:

- Within established City regulations, approving or disapproving contracts for award based on involvement of M/WBEs
- Operating a highly effective contract compliance office that is known for its exemplary team work and customer service
- Recommending changes and improvements to existing standards and procedures
- Preparing analytical and statistical reports on operations and activities
- Interpreting and explaining compliance requirements for applicable laws and rules
- Assisting those contacted in the course of duty in an effective, efficient, and professional manner



Office of Economic Inclusion

Key Roles - OEI

Operationalizes All Applicable Best Practices and Recommendations

- Implements disparity study solutions and recommendations
- Implements and later evolves the pilot Fast Track program
- Expedites Economic Inclusion contracting opportunities
- Solves problems related to City – M/WBEs
- Assures that City Department staff are regularly trained on Economic Inclusion policies and practices
- Receives and implements when applicable recommendations that come from the community, advisory board and any other sources



Office of Economic Inclusion

SOME MEASUREMENTS FOR CONSIDERATION

Sample Economic Inclusion Score Card

City Measurements

Quantitative

- Number of M/WBE contracts
- Total dollars actually paid to M/WBEs
- Number of certified M/WBE firms
- Number of firms served in Fast Track
- Number of new jobs created in M/WBE firms
- Average payment time from City to M/WBEs
- Number of external organizations partnered to support City Economic Inclusion objectives

Qualitative/Process

- Establishment and staffing of the OEI
- Passage/adoption of Economic Inclusion ordinances and policies
- Economic Inclusion in the accountability and performance review process
- Centralized purchasing
- Positive constituent and M/WBE feedback
- City/region become known for Economic Inclusion and are benchmarked by others



Sample Economic Inclusion Score Card

M/WBE Measurements

Quantitative

- Total number of M/WBEs
- Total gross sales and profit of M/WBEs
- Total City tax revenue paid by M/WBEs
- Total number of large M/WBEs moved to or opened offices in Cincinnati
- Total number of jobs provided by M/WBEs
- Total M/WBEs subcontracted by other M/WBEs

Qualitative/Process

- Positive M/WBE feedback
- More M/WBE employees trained and equipped for current and future jobs



Sample Economic Inclusion Score Card

Financial Resources Measurements

Quantitative

- Total number of and amount of private and public sector financing opportunities provided to M/WBEs
- Total amount of insurance and bonding opportunities provided to M/WBEs
- Total amount of grant funding provided to M/WBEs
- Turn around time for public and private sector financing
- Total number of grants awarded to M/WBEs

Qualitative/Process

- Positive M/WBE feedback
- Prioritization of providing financial resources to M/WBEs by financial institutions
- Variety of different types of staged appropriate financing options available to M/WBEs



Sample Economic Inclusion Score Card

Capacity Building Measurements

Quantitative

- Number of M/WBE companies provided technical and capacity-building services
- Total amount of dollars provided for capacity-building services
- Types of technical assistance and capacity services provided
- More M/WBEs receiving technical assistance than winning City bids that they had not won them in the past

Qualitative/Process

- Positive M/WBE feedback
- The M/WBEs having improved planning, decision making, knowledge management, and administrative systems
- Physical and technological assets that support M/WBEs being enhanced



Sample Economic Inclusion Score Card

Educational Resources Measurements

Quantitative

- Number of M/WBE companies receiving education and training services
- Number of persons from M/WBE firms who increase their level of educational attainment
- Decrease in unemployment in areas where MWBE firms have been provided education and training services

Qualitative/Process

- Positive M/WBE feedback
- Type(s) of education and training service provided
- Increase in neighborhood pride



Sample Economic Inclusion Score Card

Corporate Measurements

Quantitative

- Total number of contracts awarded to M/WBEs
- Total dollar value of contracts awarded to M/WBEs
- Number of and dollar value of joint venture projects awarded to M/WBE firms with majority firms
- Increased familiarity of larger corporations with M/WBEs

Qualitative/Process

- Positive M/WBE feedback
- Increase in “mentoring” of M/WBEs
- Larger corporations sharing information about Economic Inclusion with the City and the region



Sample Economic Inclusion Score Card

Neighborhood Measurements

Quantitative

- Total number of M/WBE neighborhood businesses
- Size of neighborhood businesses
- Growth in number of employees of neighborhood businesses who live in the immediate area
- Number of neighborhood businesses being provided services

Qualitative/Process

- Positive M/WBE feedback
- Neighborhood pride
- Decreased unemployment



Sample Economic Inclusion Score Card

Organization Measurements

Quantitative

- Number of innovative and effective campaigns to bring awareness to Economic Inclusion (apps and other ideas)
- Establishment of a non-City Economic Inclusion Fund that is effective in promoting M/WBEs and EI overall

Qualitative/Process

- Positive M/WBE feedback
- Non-City organizations, such as civic, social and faith-based, that support M/WBEs and encourage others to do the same



FUNDING CONSIDERATIONS

Funding Considerations

The Economic Inclusion Advisory Council (EIAC) recommends adequate funding be provided for all recommendations. It was however not in the charter or scope of the EIAC to provide budget or funding estimates.

The EIAC recommends that the City Manager and appropriate staff do a comprehensive funding analysis based on the proposed recommendations, priorities and timing provided in the report, and submit its budget proposal to City Council for approval.

The EIAC recommends that establishing and funding the Office of Economic Inclusion, with proper staff and authority, be the highest priority of all recommendations.

In addition, the EIAC recommends that all budget neutral recommendations be approved and implemented as expeditiously as possible.

ECONOMIC INCLUSION ADVISORY COUNCIL (EIAC) MEMBERS

Co-Chairs:

Kevin Kline, Horseshoe Casino
Paul Booth, Former City Councilman

City/County Subcommittee:

Laura Brunner*, The Port Authority
Sean Rugless*, African American Chamber
Laketa Cole, City of Cincinnati
Donna Jones-Baker, Urban League of Greater Cincinnati
Bishop Bobby Hilton, Word of Deliverance
Shree Kulkarni, Kulkarni Enterprises
Rev. Peterson Mingo, Christ Temple Baptist Church
Ishton Morton, NAACP, Cincinnati Branch
Rev. Rousseau O'Neal, Rockdale Baptist Church
Dr. Steve Reece, Small Business Owner
Rev. K.Z. Smith, Corinthian Baptist Church
Dale White, Dag Construction
Wendell Young, City Council

Community Subcommittee:

Chinedum Ndukwe*, Kingsley and Company
Gwen Robinson*, Community Action Agency
Monroe Barnes, MJB Consultants
Pamela Coleman-Brailsford, Cintas
Rev. Jerry Culbreth, Tried Stone New Beginning Church
Howard Elliott, Elliott Management Group
Rev. Doc Foster, Unity Missionary Baptist Church
Troy Jackson, The AMOS Project
C. Freeman McNeal, Mt. Auburn Good Housing Foundation
Pastor Eric Petree, CityGate Church
Robert Reifsnyder, United Way of Greater Cincinnati
Ed Rigaud, Enova Premier
Eric Ruffin, ABEL Building Systems
Edgar L. Smith, World Pac Paper, LLC
Kim Southerland, In Living Support
Rhoda Thompson, Women's Chamber of Commerce
Pastor Derrick Williams, Victory Gospel Temple

**Subcommittee Chairs*

Members

Corporate Subcommittee:

Steve Hightower*, Hightower Petroleum
Bill Kent*, Cincinnati Children's Hospital
Zola Stewart*, Focus Workforce Solutions
D.B. Betts, Entrepreneur
Keith Borders, Gonzalez Saggio & Harlan
Alfonso Cornejo, Hispanic Chamber
Ron DeLyons, Creekwood Energy Partners
Emmett Drane, Diversified Facility Solutions
William Gipson, Procter & Gamble
Melvin Gravely, TriVersity Construction Company
Thomas Schlehuber, KeyBank
Sedra Taylor, Tailored Training Services
Denise Thomas, Kroger Company

M/WBE Subcommittee:

Liza Smitherman*, Jostin Construction
Eugene Ellington*, Ellington Management Services
Lando Chapman, RIL Entertainment Inc.
Bill Evans, Apex Environmental Services
Tom Fernandez, SFA Architects
Dhani Jones, Qey Capital
Michael Kennedy, The Comparadun Group
Onnie Martin, Cincinnati BDS, Inc.
Mary Miller, Jancoa Janitorial Services
Nathan Neyra, Neyra Industries
Michael Smith, PNC Bank
Tyrone Stuckey, TYS Construction Services
Jim Vickers, Business Technical Services

**Subcommittee Chairs*

Measures & Metrics Subcommittee:

- Carl Satterwhite*, RCF Group
- Brian Mooney*, Turner Construction
- DeAsa Brown, Cincinnati Children's Hospital
- Andrew Butler, Procter & Gamble
- Crystal German, Cincinnati Regional Chamber
- Delores Hargove-Young, XLC Services
- Edward Jackson, AA CEO Roundtable
- Enyi Kanu, kANU Investments, LLC
- Steve Love, SRL Consulting
- Dr. Santa Ono, University of Cincinnati
- Dr. Odell Owens, Cincinnati State
- Howard Thompson, Macy's



**Subcommittee Chairs*

Economic Inclusion Advisory Council Kickoff Meeting at Freedom Center ♦ March 27, 2014



Economic Inclusion Advisory Council Benchmarking Session, Cleveland, Ohio ♦ June 9-10, 2014



Economic Inclusion Advisory Council, Benchmarking Session, Atlanta, Georgia ♦ October 6-7, 2014



Committee Meetings Held Since March 2014



Committee Meetings Held Since March 2014



Committee Meetings Held Since March 2014



BEST PRACTICES AND RESOURCES

Best Practices and Resources



Building Our Future Together:
Diversity & Inclusion: That's how we do business!

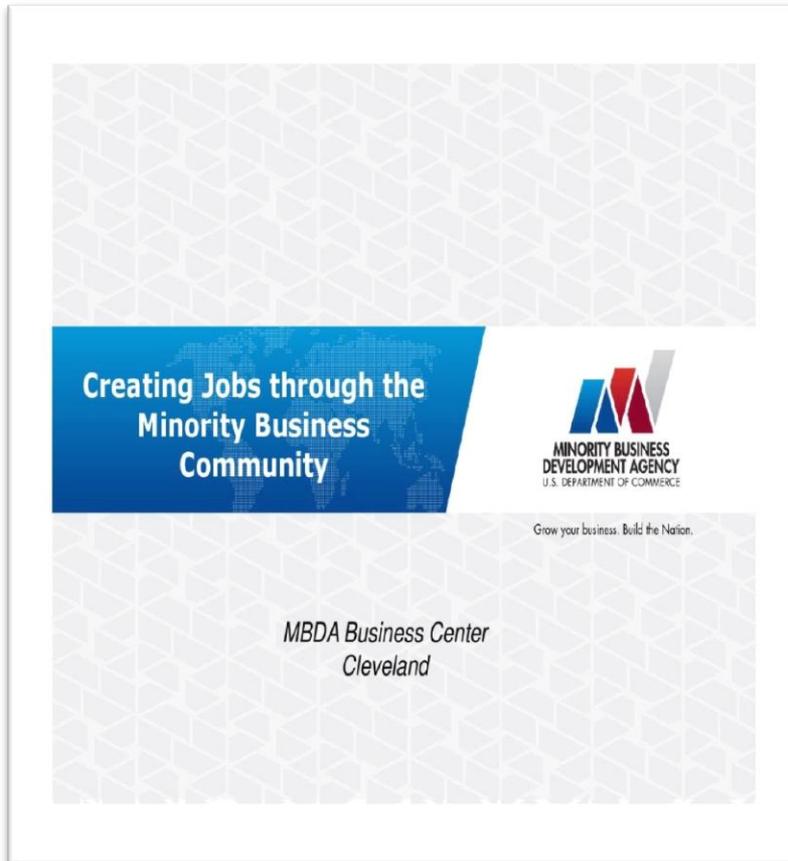
Mayor's Office of Equal Opportunity
2013 Annual Report

City of Cleveland
Frank G. Jackson, Mayor
601 Lakeside Avenue,
Room 335
Cleveland, Ohio 44114

March 14, 2014



Best Practices and Resources



Best Practices and Resources



Subcontractor Addition and Substitution

Policy and Procedure

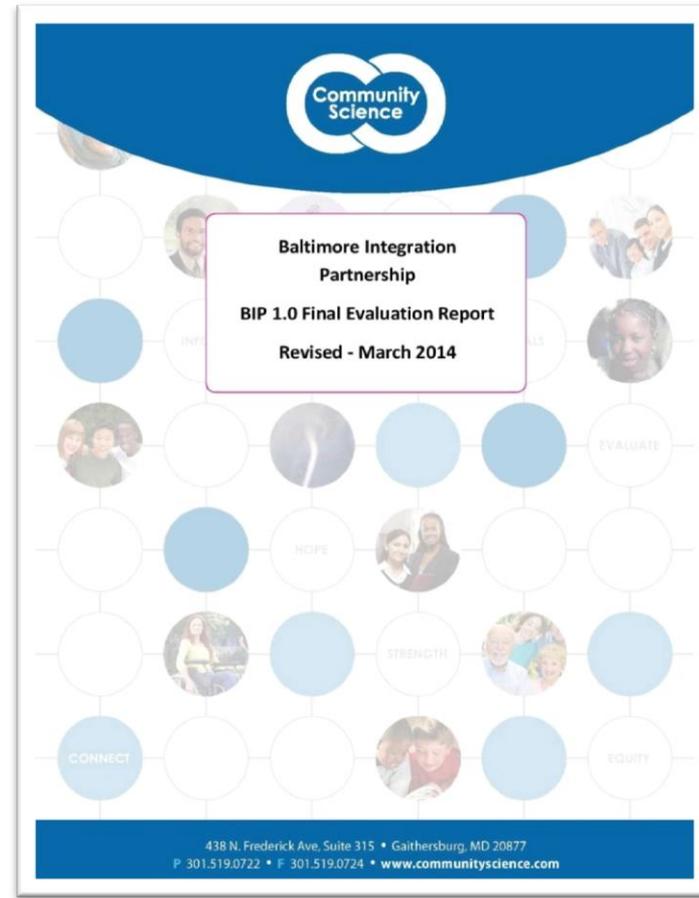
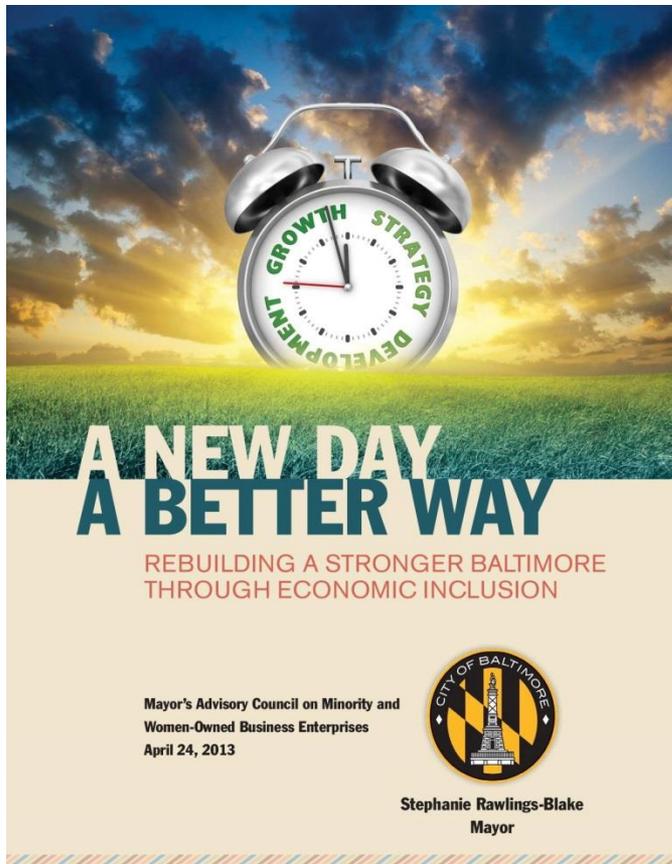
Mayor Frank G. Jackson

EFFECTIVE DATE: November 1, 2011

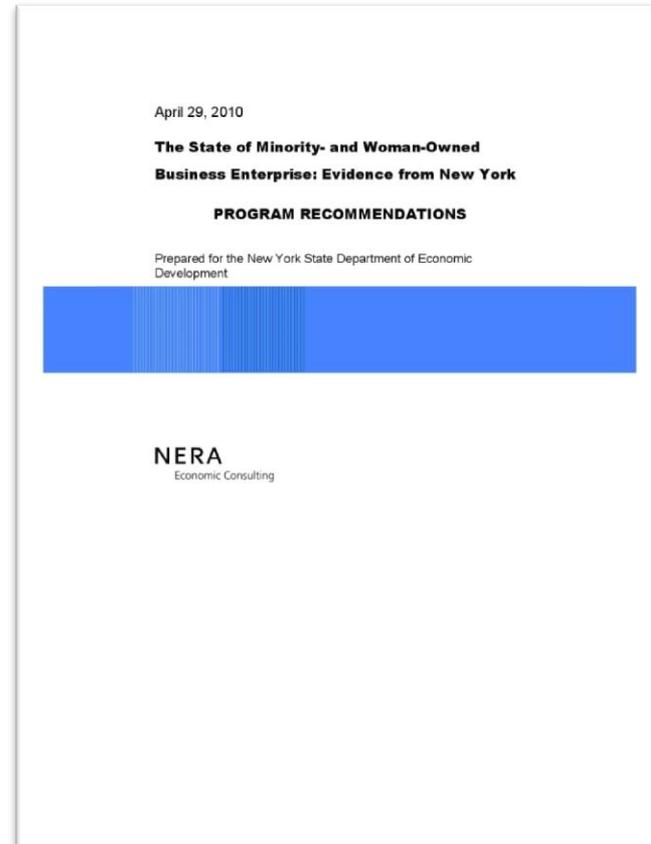
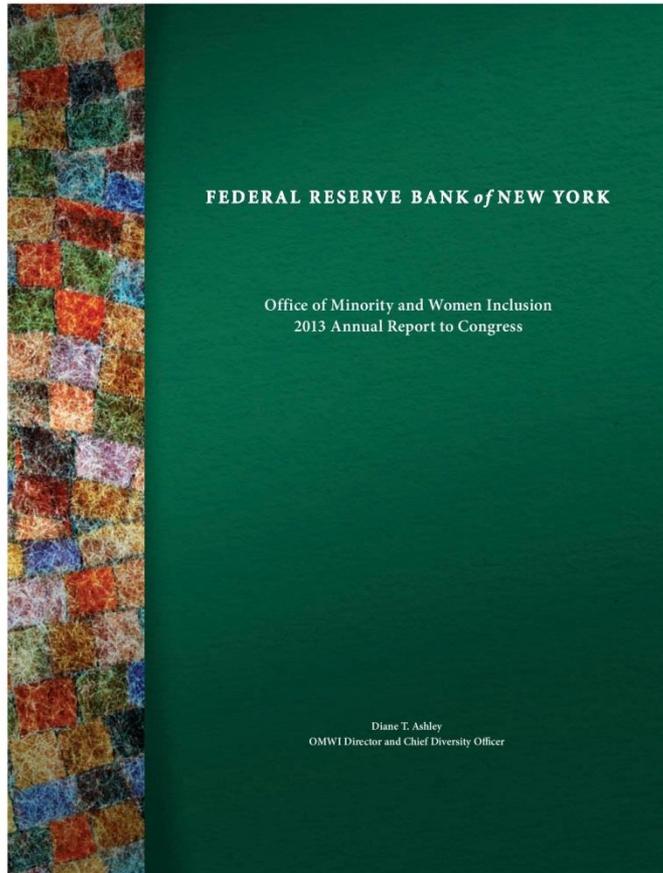
Direct Questions to: Commissioner James E. Hardy (216) 664-2629

The cover of the "State of Urban Business 2011" report. It features a red background with a white circular logo at the top center. Below the logo, the text "State Of" is in a cursive font, followed by "URBAN BUSINESS™" in a bold, sans-serif font. The year "2011" is prominently displayed in the center, flanked by four stars on each side. Below the text is a photograph of a city skyline with various skyscrapers. At the bottom, a dark red banner contains the text "U.S. Cities that Lead the Way" in white. The footer includes the text "AN OFFICIAL PUBLICATION OF THE" followed by the National Urban League logo and the name "National Urban League".

Best Practices and Resources



Best Practices and Resources



Best Practices and Resources

CITY OF PHILADELPHIA FISCAL YEAR 2013 ANNUAL DISPARITY STUDY

Final Report Submitted To:
City of Philadelphia
Office of Economic Opportunity
1515 Arch Street, 12th Floor
Philadelphia PA 19102

Final Report Submitted By:
Econsult Solutions, Inc.
1435 Walnut Street, Suite 300
Philadelphia PA 19102

Milligan & Company, LLC
105-107 N. 22nd Street, 2nd Floor
Philadelphia PA 19103

FINAL REPORT June 3, 2014

CITY OF PHILADELPHIA
COMMERCE DEPARTMENT

OFFICE OF ECONOMIC OPPORTUNITY

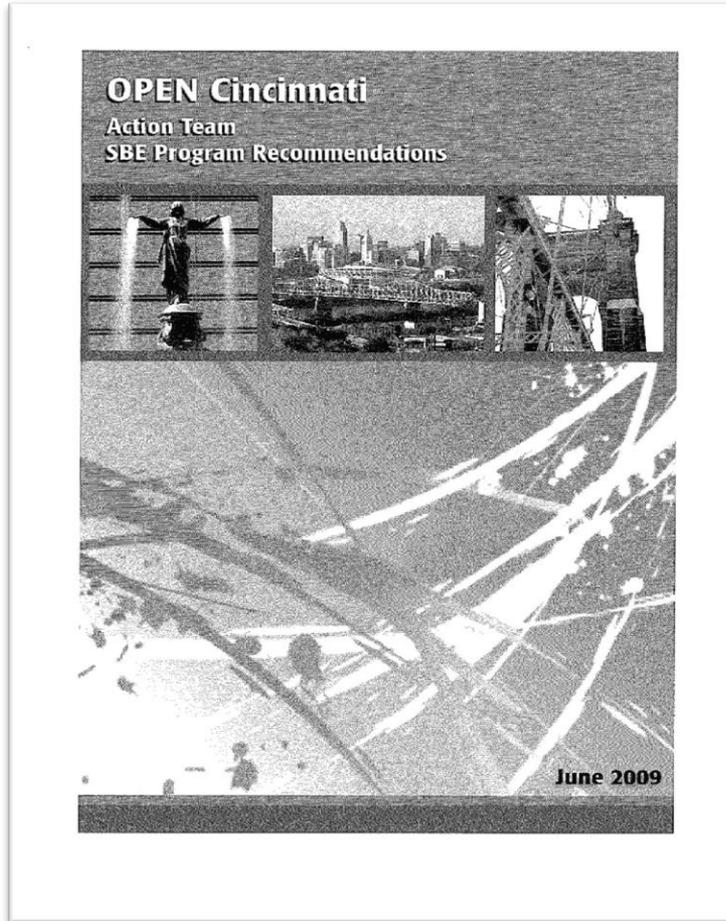


Celebrating 30 Years
Promoting and Expanding Opportunity

Annual Report

Fiscal Year 2013

Best Practices and Resources



Prepared: Spring 2010

Minority Business Community Assessment

The Assessment

The Cincinnati USA Regional Chamber sponsored research to conduct an assessment of the minority entrepreneurial landscape in the Cincinnati MSA region to determine the strategies for growing sizeable minority businesses. The research was to be data driven and provide context for the work of its Minority Business Accelerator, as well as organizations with similar missions.

The Institute for Entrepreneurial Thinking, with its partner, LAVERDAD Marketing & Media, was selected by an independent review team to perform the assessment. The goal: to provide recommendations to the Chamber and other organizations that will assist in accelerating the growth of sizeable minority firms by identifying both any gaps, as well as opportunities, thereby increasing their positive economic impact on the Cincinnati USA region.

The assessment focused on four key areas in order to:

- Assess disparities for regional minority business communities with a specific focus on sizeable firms
- Determine the challenges to business growth of minority groups with identified disparities
- Evaluate current resources available in the market to address disparities
- Provide specific market recommendations to address the needs determined by the study

The State of Minority Business in the Cincinnati MSA

In order to provide context for the potential growth and development of the minority business community, it was important for the researchers to define the economic realities of the minority business community. One such reality is the level of participation of minority firms in the overall economy of Cincinnati USA.

To that end, the data shows that despite minorities comprising over 15% of the general population, minority-owned firms comprise 3.9% of all privately-held businesses in the region and minority businesses' sales receipts account for only 0.52% of all sales generated by privately-held businesses with employees.

Cincinnati MSA Population

Source: U.S. Census, 2008 American Community Survey

% of Number of Cincinnati MSA Privately-Held Firms

Source: U.S. Census, 2008 American Community Survey

% of Sales Receipts of Privately-Held Firms

Source: U.S. Census, 2008 American Community Survey

Best Practices and Resources



The BLUEPRINT is the City of Orlando's economic plan associated with building the Community Venues (Dr. Phillips Center, the new Dr. Phillips Center for the Performing Arts and reconstruction of the Florida Citrus Bowl). The BLUEPRINT Program Office provides assistance to minority and women-owned businesses as well as employment and training opportunities for residents of Orlando, as well as visitors and nonlocal residents.

Performing Arts Center Construction Hits Half-way Mark

The Dr. Phillips Center for the Performing Arts is approximately 50 percent complete with no challenges in sight that would prevent the multi-million dollar facility from being ready for occupancy on April 1, 2014.

Tim Ackert, Project Director of the City of Orlando Venues initiative says, "We're tracking on schedule and on budget, with Disney and Pugh Halls fully funded by the



Mayor Buddy Dyer



Commissioner Daisy Lynum

performances at the Dr. Phillips Center, including the 2014 Orlando Broadway season," states Ackert.

Before the curtains can go up, however, the concrete, steel and lots of other material must go in. Clint Jackson of PCL, the project's owner and operator representative, says that 215 employees have clocked 315,000 man-hours pouring concrete walls, foundations and erecting the steel that

makes the structure of the building. Yet, there have been no lost time incidents, a nod to the stringent safety guidelines observed by contractors and their employees.

"Pouring the concrete walls, foundations and erecting the steel is obviously a big chunk of the project, and we'll be working full-speed until the Spring of 2013 to get it done," Jackson says about getting the structure of the building completed so that the interior finish work can be started.

Orlando Mayor Buddy Dyer is pleased not only by the progress but by the employment of many BLUEPRINT Employment Office registrants.

"Approximately half of the performing arts center construction workers were hired through the BLUEPRINT Employment Office by either the contractors directly, or through the dozen or so minority and women-owned

Continued on page 3

Construction Facts

- 215 employees
- 315,000 man-hours
- Zero lost time incidents

City, Orange County, and DPAC grants and private donations."

"The halls will be fully operational for

He wanted a career, not just a job – and found one through the BLUEPRINT Employment Office

You might say that when Tone Lundy registered with the BLUEPRINT Employment Office five months ago, he wasn't exactly looking for a job. The 34-year old native Floridian was employed by UPS as a truck loader. What Lundy wanted was a career, an opportunity where he could work hard and succeed.

"I wanted the chance to prove that I could go as far as I could go," says Lundy.

When he applied for a position with LPR Construction, the firm tasked with



Tone Lundy on the Performing Arts Center worksite.

steel erection and other construction for the Dr. Phillips Center for the Performing

Continued on page 3

Citrus Bowl Reconstruction Meeting Set for January 30th

Mayor Buddy Dyer and District 5 City Commissioner Daisy W. Lynum will host a meeting of minority and women business owners, contractors and citizens who are interested in the Citrus Bowl reconstruction project.

The January 30th meeting will be held at the Citrus Bowl's Varsity Club from 5:30 to 8 p.m.

The kick-off meeting will provide an opportunity for minority and women-owned businesses to meet contractors involved in the Citrus Bowl reconstruction.



The BLUEPRINT is the City of Orlando's economic plan associated with building the Community Venues (Dr. Phillips Center, the new Dr. Phillips Center for the Performing Arts and reconstruction of the Florida Citrus Bowl). The BLUEPRINT Program Office provides assistance to minority and women-owned businesses as well as employment and training opportunities for residents of Orlando, as well as visitors and nonlocal residents.

Five Central Florida Women Educators, Civic Leaders Honored By City of Orlando

Five Orlando educators and civic leaders were honored on March 7, 2014 for their achievements and successes in career, community service and exemplary character and courage.

Orlando Mayor Buddy Dyer and District 5 City Commissioner Daisy W. Lynum honored the women's achievements in healthcare, education, community activism and civic leadership at the third annual BLUEPRINT Women of Distinction Awards in the City Hall Rotunda.

"The Central Florida community continues to enjoy tremendous growth and success — thanks in part, to the dedication and perseverance of the women that we honor," said Mayor Dyer.

"We are proud of the contributions these women have made in educating our young men and women and providing a high level of service to our community," said Commissioner Lynum.

This year's awards event was co-sponsored by the City of Orlando, Gamma Phi Delta sorority, Xi Beta chapter



Shown at the 3rd Annual Women of Distinction event on March 7, 2014 are the honorees: (left to right) Dr. Fabrice Williams, president, Valencia College's West Campus; Dr. Barbara Jenkins, Superintendent, Orange County Public Schools; Commissioner Daisy W. Lynum; Mayor Buddy Dyer; Dr. Deborah Gorman, vice president for Medical Affairs and Dean, College of Medicine, University of Central Florida; Dr. Lisa Barber, assistant dean for diversity and inclusion, College of Medicine, University of Central Florida; and Te-ann Irem-Lee, community activist and business owner.

and Burton Malow. The event also served as a fundraiser for the Orlando Medical Careers Partnership (OMCP), which raised more than \$21,000 for scholarships to support the next generation of leaders in the medical arena.

Commissioner Lynum initiated and spearheaded the development of the

public-private partnership project that combines education, real-world training, and job placement in Central Florida's highly competitive healthcare industry. The OMCP provides the necessary education and skills to support students from elementary age through medical college.

Continued on page 6



CITRUS BOWL DEMOLITION. The Citrus Bowl reconstruction is expected to be completed by November 2014. See story and photo on page 4.

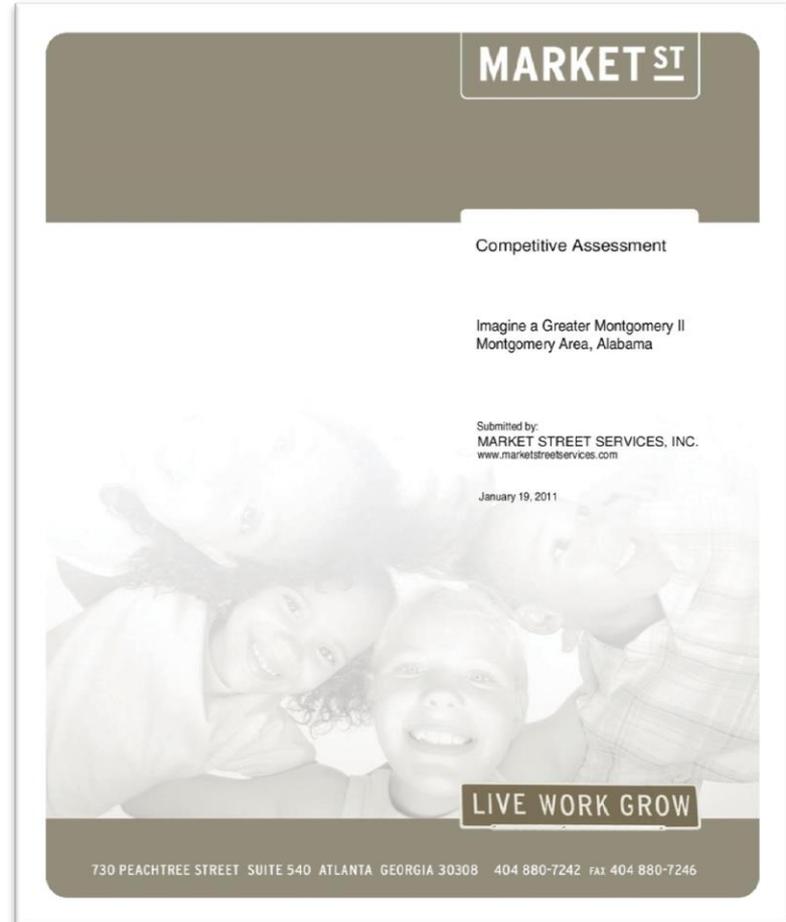
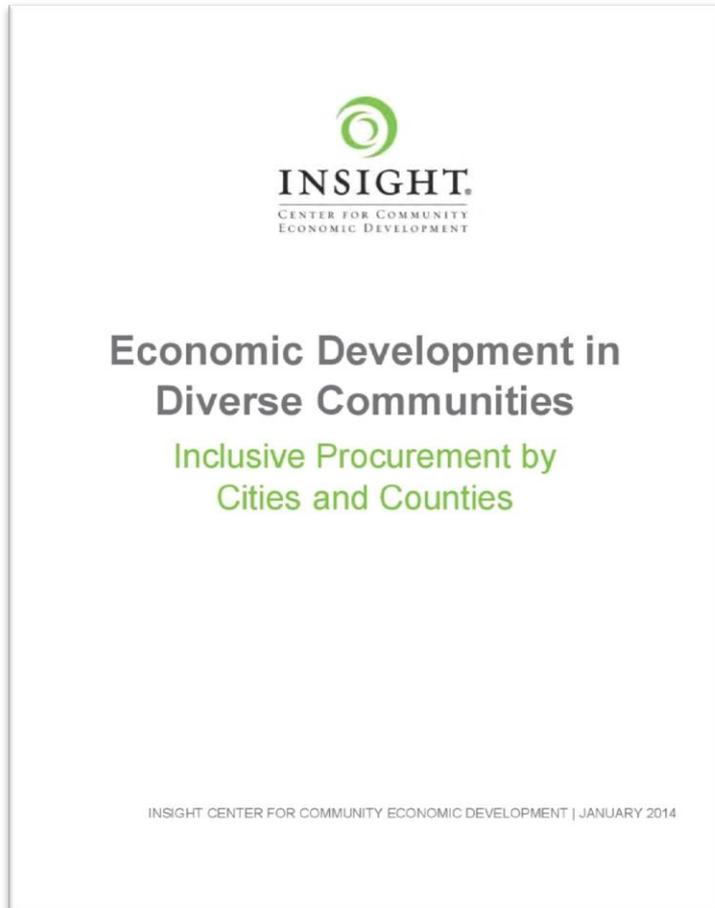
Citrus Bowl Update and Soccer Sneak Preview Draws Large Crowd

More than 100 Panoramia home owners, residents and business owners attended the second community meeting on the progress of the Citrus Bowl reconstruction and to discuss the proposed major league soccer stadium tentatively scheduled to begin construction late this year.

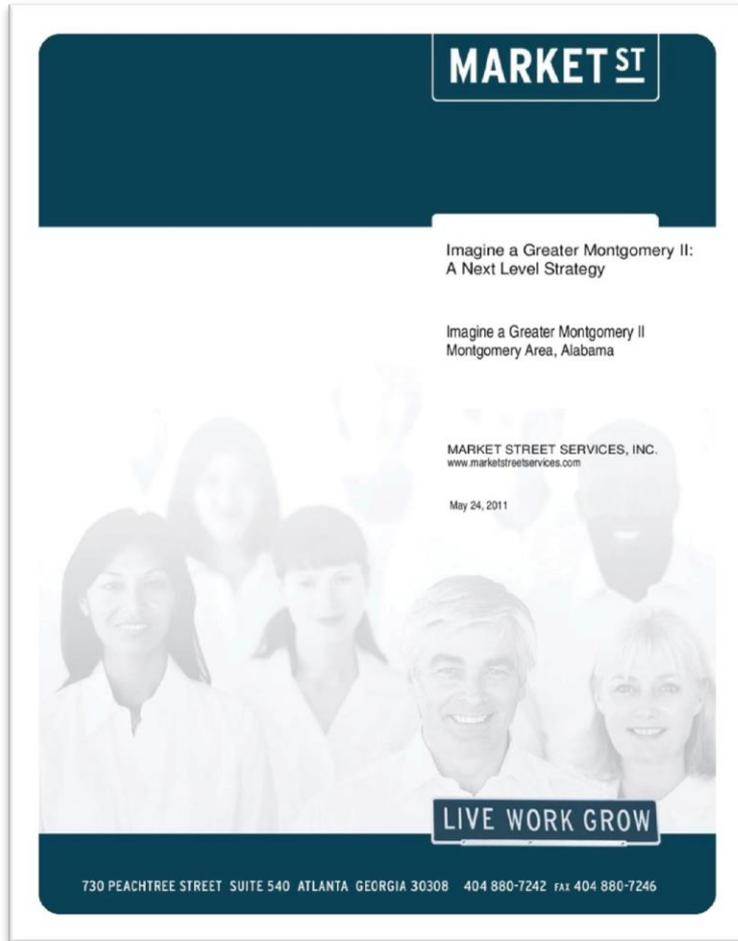
The meeting took place on February 6th at the St. John's Missionary Baptist Church in Orlando. Reverend Dr. Rollins A. Frazer, Jr. hosted the meeting. After enjoying dinner, those in attendance learned more about what to expect during the

Continued on page 3

Best Practices and Resources



Best Practices and Resources



MARKETST

Imagine a Greater Montgomery II:
A Next Level Strategy

Imagine a Greater Montgomery II
Montgomery Area, Alabama

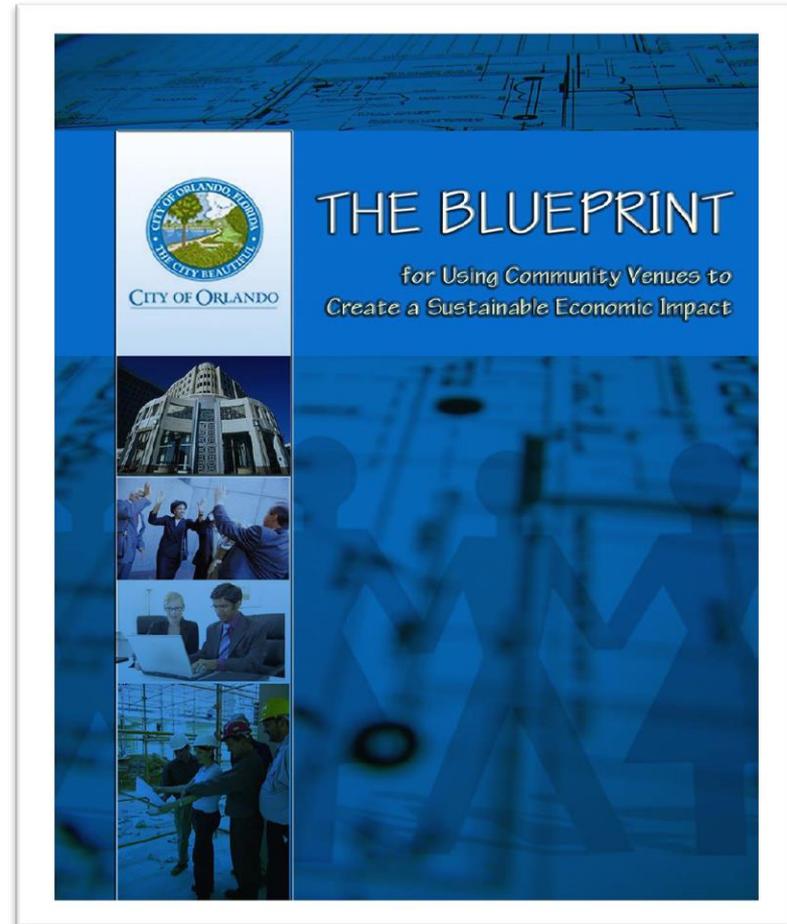
MARKET STREET SERVICES, INC.
www.marketstreet-services.com

May 24, 2011

LIVE WORK GROW

730 PEACHTREE STREET SUITE 540 ATLANTA GEORGIA 30308 404 880-7242 FAX 404 880-7246

The brochure cover features a dark teal header with the 'MARKETST' logo. Below the header, the text 'Imagine a Greater Montgomery II: A Next Level Strategy' and 'Imagine a Greater Montgomery II Montgomery Area, Alabama' is centered. The middle section contains the company name 'MARKET STREET SERVICES, INC.' and website 'www.marketstreet-services.com', followed by the date 'May 24, 2011'. At the bottom, a dark teal bar contains the slogan 'LIVE WORK GROW' and contact information. The background of the central section is a faded image of a diverse group of smiling people.



THE BLUEPRINT
for Using Community Venues to
Create a Sustainable Economic Impact

CITY OF ORLANDO
THE CITY BEAUTIFUL

The blueprint cover features a blue background with a faint architectural drawing. On the left side, there is a vertical strip containing the City of Orlando logo and a collage of four images: a modern building, two people high-fiving, two people working at a laptop, and construction workers on a site. The title 'THE BLUEPRINT' is prominently displayed in large white letters, with the subtitle 'for Using Community Venues to Create a Sustainable Economic Impact' below it.

Best Practices and Resources



Submitted To:

Rochelle Thompson
 City of Cincinnati
 Contract Compliance Officer
 Office of Contract Compliance
 805 Central Avenue, Suite 222
 Centennial Tower II
 Cincinnati, OH. 45202

SRL Consulting, Inc.
 6 Old Duxbury Court,
 Fairfield, OH. 45014
 (513) 509-8073
 3/18/2014

In association with
 Focus Solutions, Inc.
 James Clingman & Associates



SRISYS, INC. a SBE Minority, Woman-Owned Business

Inside this issue:	
Disparity Study Community Meetings	2
Economic Inclusion Advisory Council	3
Government & Small Business	3
New Tracking System	3
City's SBE Mission	4
Publisher's Corner	4

SRISYS, Inc. is a local Cincinnati business that offers a range of Information Technology (IT) services, from Enterprise Resource Planning (ERP) Solutions, Web Services, such as Custom Web Applications Development, to Staffing Services. SRISYS, Inc.'s president, Vijay Sabbineni, built and introduced SRISYS, Inc. back in 2005 and has since succeeded both domestically and internationally. While located in Cincinnati, SRISYS also has locations in Andhra Pradesh, India.



SRISYS, Inc.'s mission is to provide clients with the upmost service with knowledgeable staff and supply excellent IT solutions for businesses. While they are globally reaching, they are a prominent business in their hometown, working with customers such as local schools, manufacturing and distribution firms, and various governmental entities.

- Special points of interest:**
- The community continues to be informed
 - EIAC is identifying best practices
 - New Tracking System is making progress
 - OCC forwards change

SRISYS, Inc. has three areas of services that they provide. First, IT solutions and ERP solutions, the SRISYS, Inc. staff is fluent in Windows, Linux, and Virtual servers, which will provide support for appropriate Enterprise Resource Planning and training in Oracle software. Second, SRISYS, Inc. also offers custom application development, from ground-floor designs to expanding application technologies, showing businesses and departments that technology can be friendly and helpful in enterprise. Finally, SRISYS, Inc. provides staffing services. To meet your needs, SRISYS, Inc. offers staffing services that are

project-driven and staff that are Temp-to-Hire. Along with their other services, the staff will help implement various projects and designs.

SRISYS, Inc. holds several certifications. They are certified as a Small Business Enterprise (SBE) with the City. However, through other organizations they are also certified as a Woman & Minority-Owned Business, Disadvantaged Business and EDGE certified.

Ms. Sabbineni stated that there are a number of benefits to being SBE certified. Companies, organizations and government entities want to do business with certified SBEs! SBE certification proves that they are a genuine company with a lot to offer the community. SRISYS knows that while certification is good to have, a company must provide good quality services and products.

SRISYS, Inc. was awarded a contract with the City of Cincinnati's Parks Department because of their incredible talents in custom application design. SRISYS, Inc. created the "Cincinnati Parks" App which is available for both Apple and Android operating systems. On this App, users are able to navigate through Cincinnati's 70 neighborhood parks and 34 nature preserves, look up information about each park's hours and park events, and even keep up with Cincinnati's Street Tree Program!

SRISYS, Inc. has created convenience and ease in the work environment with their services in IT, custom technology development, and staffing solutions. They have so much to offer businesses, government offices, and individuals!

Best Practices and Resources

The East Baltimore Revitalization Initiative



A Commitment to Economic Inclusion

The Annie E. Casey Foundation

Thank You!

**Dr. Janet Butler Reid, Ph.D., President
Vincent R. Brown, Managing Partner
BRBS World, LLC**

jreid@brbsworld.com

vbrown@vrandolphbrown.com