



# 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





# Efficient City Systems (ECS)

## 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.



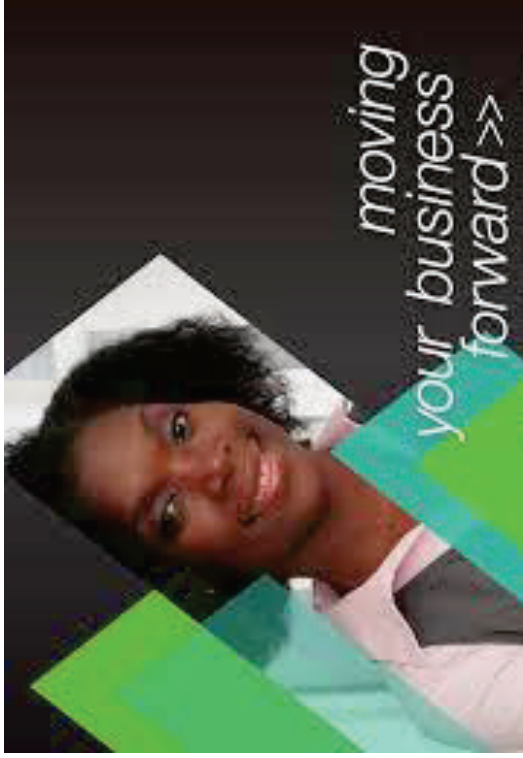
## Economic Inclusion Scorecard





# Larger M/WBEs Supporting Smaller Ones (LS)

## Commitment to

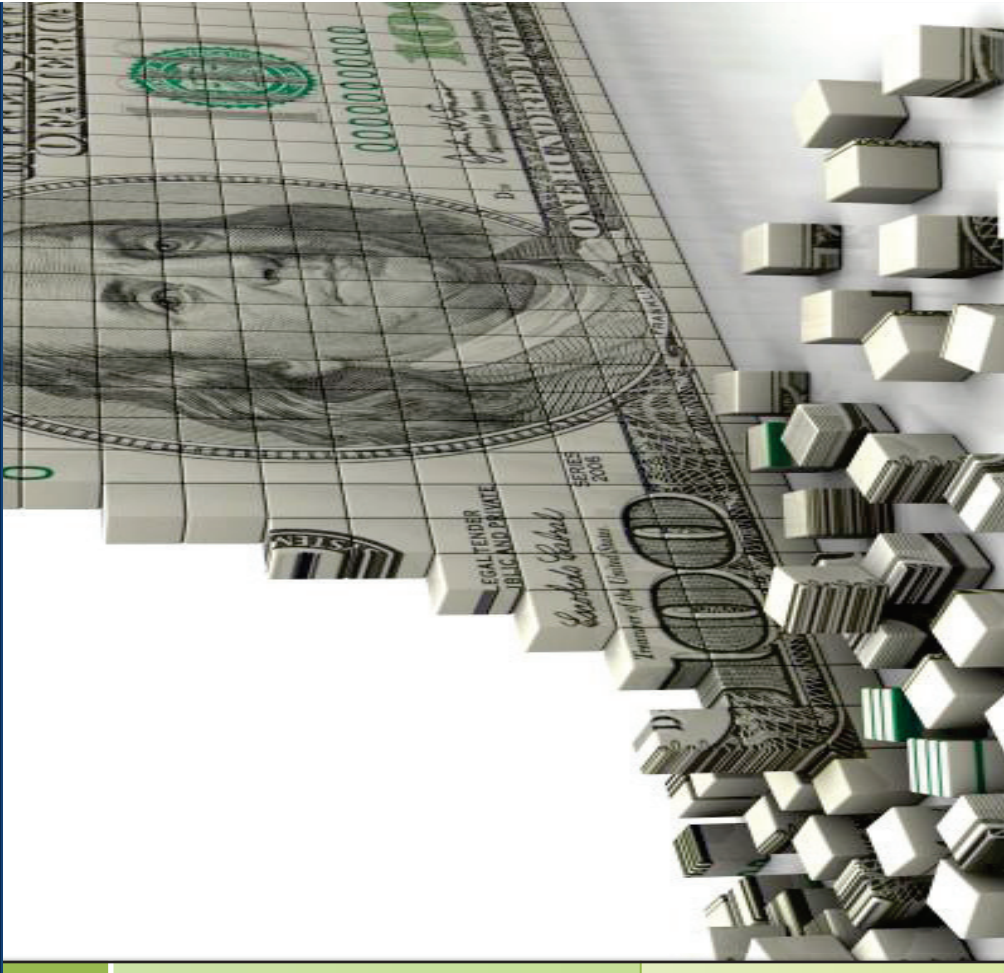


### Recommendations

- 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)



## 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.



Urban League of Greater Cincinnati



United Way of Greater Cincinnati







# Increased Opportunities with and Support from Large Corporations (IOLC)

NMSDC National Minority Supplier Development Council

Hamilton County

C-CHANGE  
CONNECT. DEVELOP. LEAD.  
CINCINNATI USA REGIONAL CHAMBER & HYPE

Agenda 360 is an initiative of the Cincinnati USA Regional Chamber

Diverse By Design™ is an initiative of  
Agenda 360  
Vision 2015

Cintrifuse  
INNOVATION THROUGH COLLABORATION

REDI  
CINCINNATI

100+ SURVEYED  
Minority and Women Owned Business Enterprises  
Key needs for success are—  
• Access to capital  
• Access to markets and public relations  
• Strategic planning

cincytech

FIFTH THIRD BANK  
DIVERSE BY DESIGN: 2014 LEADERSHIP SYMPOSIUM

JobsOhio

400+ LEADERS  
Informed. Engaged. Inspired.

INSIGHTS IN INCLUSION  
First interactive event scheduled for Spring 2015 in collaboration with the National Underground Railroad Freedom Center

## 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.





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.

