



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Make MBE/WBE/ and Veterans participation in contracts afforded by the city mandatory, as compared to the current conditions of "good faith effort", increase the current participation goals, improve compliance monitoring and establish professional service goals as a part of construction activities.
Describe the recommendation	<p>Mandatory Goals The city and county has implemented "a best faith effort" which main contractors must adhere to in meeting the minority participation goals. In short, a main contractor is required to show a paper trail of their efforts to enlist small businesses to perform subcontracting the work. In the case where the subcontractor could not find a small business to perform subcontracting, the paper trail must clearly demonstrate this effort.</p> <p>More Accurate Compliance Reporting and Enforcement In this scenario the power rest with the large company to offer subcontract services most difficult to procure within the small business community. In such a scenario, many times a small business cannot be found. The "best faith effort" sets up a semi qualitative-quantitative pathway for large contractors to skirt the goals. Rather, these goals should be mandatory and the contractors should define strategies for achieving these goals.</p> <p>Recently an article was published in the Pittsburgh Courier highlighting that contract dollar value reported to be spent with small businesses by the city, were many times based on the proposed dollar amount the contractor offered to the subcontractor and not the actual dollar value spent with the subcontractor. The solution to this problem is as follows:</p> <p>(1) Base the accounting of actual dollars spent on small businesses on the actual dollars paid out. Note that many times the</p>

	<p>proposed contract amount signed by the small business is based on "Time & Material" and not "Lump Sum".</p> <p>(2) Close the loop hole of contractors proposing to small businesses "Time & Material" contracts for a specified task knowing full well that there is not enough "Time and Material" needs within the project to meet the contract value. Nevertheless, in many instances, it is this contract value which gets reported to the city.</p> <p>Professional Service Goals The construction industry is a major market for small business opportunities. However, the tendency is for the design/ build major contractor to sub-contract the trades to the small businesses. On large construction projects, there should be two goals- a professional service and a construction service goal. The professional service goal allows small businesses to provide such services as Construction Inspection, Safety Management and other professional services.</p>
Is this an immediate or long term recommendation?	Immediate Recommendation
How will this address our challenges or reach our goals?	It creates transparency resulting in an increase in small business participation in sub-contracting.
What are the obstacles to implementation?	Currently, the compliance officer position within the city is vacant. This position should be filled. The mission of this office should remain the same- "Compliance with Small Business Subcontracting Goals" and not weakened by a focus on city-wide EEOC issues.
Who needs to be involved?	Department of the mayor, small businesses, large contractors, compliance personnel from the various authorities
What city resources need to be invested?	Estimate of \$100,000 to estimate and update policies and conduct meetings
What will be different if the recommendation is adopted?	A culture change will be achieved showing that the city is "serious/ committed" to meaningful small business participation and transparency.
Describe any background materials that you consulted	<p>(1) http://apps.county.allegheny.pa.us/BidsSearch/pdf/7135.pdf</p> <p>(2) Discussions with several small business owners</p>

Have other cities implemented this recommendation?	
Are there any other considerations?	Building construction managers meet their MBE goals by sub-contracting the trades portion of the work

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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Create a small business and entrepreneurism cabinet post who would report to the mayor or the mayor's chief of staff. This position would be responsible for increasing the numbers of small businesses and their capacity.
Describe the recommendation	Small businesses are the largest creator of employment in Pittsburgh and the US economy proper. To ensure the focused and coordinated development of small businesses within the Mayor's office, the group recommends that a "Small Business Department" be created within the Mayor's office. This department will be headed by a Small Business Director who would report directly to the mayor or his chief of staff. It is true that there are several Authorities, Agencies and non-profits involve in various aspects of small business development. However, this sub-committee feels that a coordinated, focused effort spearheaded by the mayor could increase the numbers and grow the capacity of small businesses; as well as, stimulate the growth of small businesses in disadvantaged communities.
Is this an immediate or long term recommendation?	Immediate Recommendation
How will this address our challenges or reach our goals?	Neighborhood revitalization and job creation is a big goal. Unlocking entrepreneurial ideas creates jobs. Many jobs are created by entrepreneurs in the Hi-Tech field. In addition; however, a focus on entrepreneurship and job creation in the "not-so" Hi-Tech field can go a long way in creating jobs in all neighborhoods including "disadvantaged" neighborhoods.
What are the obstacles to implementation?	(1) Inertia to questioning and improving on the status-quo.

	(2) Cost: Estimate of \$1 million in the first year.
Who needs to be involved?	Department of the mayor, URA and small businesses
What city resources need to be invested?	Estimate of \$1 million in the first year
What will be different if the recommendation is adopted?	The existence of a department within the mayor's office whose principal focus would be to grow the number of small businesses within the city and increase their capacity. This function goes beyond compliance with small business goals, which is monitored by the Equal Opportunity Review Commission and diversity goals established by various departments. This office could evolve to be the coordinated voice of small business in the city and beyond focusing beyond Hi Tech to growing the local manufacturing base, retail, food services, trucking, construction, home health care, health care, arts and culture, education et cetera.
Describe any background materials that you consulted	A significant number of cities, have the city small business program within the office of the mayor. Example cities are Jacksonville, Pheonix, Cleveland and Kansas City- to name a few. In Pittsburgh the Allegheny Conference and the URA are great organizations in contributing to business growth in general. However, small business numerical and capacity growth could be best serve by creating a small business and entrepreneurship cabinet post within the mayor's office. http://www.ura.org/about/about_us.php http://www.coj.net/departments/jacksonville-small---emerging-business.aspx http://www.goldmansachs.com/citizenship/10000-small-businesses/US/news-and-events/cleveland-announcement.html http://www.mbpo.org/uploads/StartupCity.pdf http://kcmayor.org/mayors-agenda
Have other cities implemented this recommendation?	Cleveland, OH; Jacksonville, Fl; Phoenix, AZ; Kansas City, MO http://www.mbpo.org/uploads/StartupCity.pdf http://kcmayor.org/mayors-agenda
Are there any other	

considerations?	
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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Implement a small business minority surety bond fund to support entrepreneurship. The small business surety bond fund should be designed to focus on disadvantaged groups with limited access to capital.
Describe the recommendation	Establish a surety bond fund that is designed to help minority businesses secure funding to leverage business opportunities, non SBA related. This should include financial and technical assistance. The MSB fund is necessary because in some instances, not all, discrimination in private sector contracting has lessened minority businesses' ability to secure the necessary bond guarantees needed to effectively compete in certain business sectors. It is also due to the lack of credit knowledge and understanding of some minority businesses. Practices such as red lining, restrictive and exclusionary licensing and distribution practices, mortgage lending discrimination and disproportionate consumer purchasing practices have negatively impacted existing and potential minority businesses from starting or if started, expanding. However, establishing a Minority Surety Bond fund would be innovative and cathartic, while meeting a long overdue business need in Pittsburgh.
Is this an immediate or long term recommendation?	It is an immediate tangible recommendation with long term positive implications for the City of Pittsburgh, when implemented.
How will this address our challenges or reach our goals?	Job creation.
What are the obstacles to implementation?	Getting sufficient bonding companies and potentially some banks to participate in the initial offering needed to implement the fund
Who needs to be involved?	Existing and potential minority businesses, Duquesne University Small Business Development Center, Robert Morris University Bayer Center for Non-profit Management, University of Pittsburgh Institute for

	Entrepreneurial Excellence, the URA and the African American Chamber of Commerce. Others might be needed.
What city resources need to be invested?	The city should consider providing long-term technical assistance and training for the businesses approved to participate in the Minority Surety Bond fund. Also the city would need to be the catalyst for getting bonding companies and banks to participate.
What will be different if the recommendation is adopted?	A real chance to be more regionally diverse and increase business, which ultimately creates population growth. This type of fund has been discussed for the past 25 years and heretofore, no City Administration or private sector entity in Pittsburgh has established a Surety Bonding program for Minority Businesses. Establishing one now would be cataclysmic and a first; which would catapult new business opportunities for "Building a New Pittsburgh".
Describe any background materials that you consulted	The United State Department of Commerce's Minority Business Development Agency, Mississippi Development Authority and New York State's Bond Assistance Program. http://online.ogs.ny.gov/dnc/ContractorConsultants/esb http://www.selecthinds.com/minoritysuretybond.aspx
Have other cities implemented this recommendation?	Mississippi, New York State. Other cities have implemented this program
Are there any other considerations?	The City of Pittsburgh has a small percentage of minority businesses. A strong consideration should be given to exploring the idea of a partnership with the six contiguous counties or at a minimum with Allegheny County. Other Initiatives, not necessarily related to the Minority Surety Bond fund Work with outside Pittsburgh and State venture capital sources to bring in new sources of funding for Entrepreneurs Cincinnati http://www.wcpo.com/money/local-business-new/centrifuse-brings-200-million-california-venture-capital-firm-to-cincinnati Detroit http://www.crainsdetroit.com/article/20131022/NEWS/131029954/brand-camp-brings-together-300-innovators-to-talk-about-detroit

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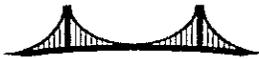
SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Implement an initiative to quantify, identify, promote and develop micro-businesses. Provide wrap around services to these entities such as training for proper management of their financial records. The wrap around services should institute workforce training/ development centers in the neighborhoods where such training is most needed.
Describe the recommendation	<p>Micro-enterprises are businesses which fall in the approximate category range of less than 5 employees, having annual income of \$25,000 to \$100,000. Generally, these businesses are family owned. A significant number of the micro-businesses in the US are owned by women. A large number of micro-businesses tend to be in poor, disadvantaged neighborhoods.</p> <p>The development of micro-businesses is a must to reduce dependence on unemployment and the attendant social ills associated with lack of work.</p> <p>Preliminary research shows that currently a number of non-profit organizations within the city are providing micro-enterprise services. The city should act as a resource to assist these entities in achieving their goals of job creation</p>
Is this an immediate or long term recommendation?	It is an immediate recommendation..
How will this address our challenges or reach our goals?	Job creation and reduction in the social ills associated with lack of work.
What are the obstacles to implementation?	Competing priorities for resources.

Who needs to be involved?	The City, Community Groups, the Foundations, & Pittsburgh Community Services, Inc (PCSI)- a non-profit organization working on micro-enterprise issues within the city.
What city resources need to be invested?	Recommendation: An initial investment of \$100,000 to develop a strategy framework for action
What will be different if the recommendation is adopted?	Increasing employment among the poor and disadvantaged groups across the city.
Describe any background materials that you consulted	The following links make the case for the support of micro-enterprises as a strategy for increasing employment among the poor and disadvantaged groups. http://www.nebbiz.org/the-case-for-microenterprise-development/ https://ojs.lib.byu.edu/spc/index.php/ESR/article/view/1578 https://ojs.lib.byu.edu/spc/index.php/ESR/article/viewFile/1578/1539 HUD promotes the nation-wide micro-enterprise initiative by providing grants
Have other cities implemented this recommendation?	There are many organizations providing micro-enterprise support throughout most of the major cities, including Pittsburgh.
Are there any other considerations?	

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Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Implement a centralized "Clearing House" where small business personnel can research available resources and seek advice. The clearing house would be a physical space with its own website.
Describe the recommendation	There are a number of Agencies, Universities and non-profits, which provide development assistance to small businesses and non-profits. However there is no centralized location promoting/ advertising these services. The result is that would be small business owners and current owners get lost in the maze trying to find the optimal outlet for their needs. There was overwhelming consensus among the Small Business Sub-committee members outlining this recommendation as a need requiring action
Is this an immediate or long term recommendation?	It is an immediate recommendation.
How will this address our challenges or reach our goals?	A independent one stop source could reduce the frustration among small business representatives in seeking help. Making the process more user friendly would increase the number of individuals starting businesses
What are the obstacles to implementation?	The financial resource needed to acquire the space, provide employees and implementing the website
Who needs to be involved?	The City, Community Groups, the Foundations, Universities and other small business resource groups.
What city resources need to be invested?	Recommendation: An initial investment of \$250,000
What will be different if the recommendation is adopted?	Increase in the numbers of small businesses within the city.
Describe any background	http://sdentrepreneurday.com/presentation/working-with-

materials that you consulted	the-city-of-san-diego-and-the-sba-gov/ http://www.hispanicbic.org/pressRoom.php
Have other cities implemented this recommendation?	San Diego New York City Gov't assisted the Hispanic Chamber of Commerce in setting up such a Clearing House.
Are there any other considerations?	

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Acklin, Kevin B.

From: Frederick Douglas [FrederickDouglas@cosmostechnologiesinc.com]
Sent: Saturday, December 28, 2013 7:18 PM
To: Acklin, Kevin B.; 'chairman@ournewpittsburgh.com'
Cc: 'kaltomari@theredangroup.com'; 'richard.behana@gmail.com'; 'walnutshady@comcast.net'; 'costa.nicholas4@gmail.com'; 'emily.m.ferri@gmail.com'; 'lou.fineberg@gmail.com'; 'jfitzgibbons@ura.org'; 'selfimagebz@aol.com'; 'rgaydos@city-net.com'; 'pagrove@msn.com'; 'rharris@chatham.edu'; 'fdharris@harriswukich.com'; 'dean.k.jackson@gmail.com'; 'jessica@unionpgh.com'; 'blawson@6degreesconsulting.net'; 'rlunak@innovationworks.org'; 'rrat1075@aol.com'; 'rosselotchris@gmail.com'; 'rwschuler@yahoo.com'; 'zschwartz14@gmail.com'; 'hbsjr1@verizon.net'; 'millicentarlenesmith@gmail.com'; 'smithds@pepperlaw.com'; 'fritus@j-feltric.com'; Frederick Douglas; holly hudson
Subject: RE: Small Business & Entrepreneurism Subcommittee
Attachments: PITTSBURGH-36467 - Peduto Transition_Doc1.pdf; PITTSBURGH-36467 - Peduto Transition_Doc4.pdf; PITTSBURGH-36467 - Peduto Transition - Form of Subcommittee Report_2.pdf; PITTSBURGH-36467 - Peduto Transition_Doc3.pdf; PITTSBURGH-36467 - Peduto Transition_Doc5.pdf

Attached are the files of the Small Business and Entrepreneurism subcommittee report in final form. I have made every effort to synthesize the ideas expressed in our meeting and performed further research to include documented evidence. Thank you for the opportunity to be of service.

Frederick Douglas
President



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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Create a small business and entrepreneurship cabinet post who would report to the mayor or the mayor's chief of staff. This position would be responsible for increasing the numbers of small businesses and their capacity.
Describe the recommendation	Small businesses are the largest creator of employment in Pittsburgh and the US economy proper. To ensure the focused and coordinated development of small businesses within the Mayor's office, the group recommends that a "Small Business Department" be created within the Mayor's office. This department will be headed by a Small Business Director who would report directly to the mayor or his chief of staff. It is true that there are several Authorities, Agencies and non-profits involve in various aspects of small business development. However, this sub-committee feels that a coordinated, focused effort spearheaded by the mayor could increase the numbers and grow the capacity of small businesses; as well as, stimulate the growth of small businesses in disadvantaged communities.
Is this an immediate or long term recommendation?	Immediate Recommendation
How will this address our challenges or reach our goals?	Neighborhood revitalization and job creation is a big goal. Unlocking entrepreneurial ideas creates jobs. Many jobs are created by entrepreneurs in the Hi-Tech field. In addition; however, a focus on entrepreneurship and job creation in the "not-so" Hi-Tech field can go a long way in creating jobs in all neighborhoods including "disadvantaged" neighborhoods.
What are the obstacles to implementation?	(1) Inertia to questioning and improving on the status-quo.

	(2) Cost: Estimate of \$1 million in the first year.
Who needs to be involved?	Department of the mayor, URA and small businesses
What city resources need to be invested?	Estimate of \$1 million in the first year
What will be different if the recommendation is adopted?	The existence of a department within the mayor's office whose principal focus would be to grow the number of small businesses within the city and increase their capacity. This function goes beyond compliance with small business goals, which is monitored by the Equal Opportunity Review Commission and diversity goals established by various departments. This office could evolve to be the coordinated voice of small business in the city and beyond focusing beyond Hi Tech to growing the local manufacturing base, retail, food services, trucking, construction, home health care, health care, arts and culture, education et cetera.
Describe any background materials that you consulted	A significant number of cities, have the city small business program within the office of the mayor. Example cities are Jacksonville, Pheonix, Cleveland and Kansas City- to name a few. In Pittsburgh the Allegheny Conference and the URA are great organizations in contributing to business growth in general. However, small business numerical and capacity growth could be best serve by creating a small business and entrepreneurship cabinet post within the mayor's office. http://www.ura.org/about/about_us.php http://www.coj.net/departments/jacksonville-small---emerging-business.aspx http://www.goldmansachs.com/citizenship/10000-small-businesses/US/news-and-events/cleveland-announcement.html http://www.mbp0.org/uploads/StartupCity.pdf http://kcmayor.org/mayors-agenda
Have other cities implemented this recommendation?	Cleveland, OH; Jacksonville, Fl; Phoenix, AZ; Kansas City, MO http://www.mbp0.org/uploads/StartupCity.pdf http://kcmayor.org/mayors-agenda
Are there any other	

considerations?	
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Subcommittee Name	Small Business and Entrepreneurism Subcommittee
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Title of recommendation	Make MBE/WBE/ and Veterans participation in contracts afforded by the city mandatory, as compared to the current conditions of "good faith effort", increase the current participation goals, improve compliance monitoring and establish professional service goals as a part of construction activities.
Describe the recommendation	<p>Mandatory Goals The city and county has implemented "a best faith effort" which main contractors must adhere to in meeting the minority participation goals. In short, a main contractor is required to show a paper trail of their efforts to enlist small businesses to perform subcontracting the work. In the case where the subcontractor could not find a small business to perform subcontracting, the paper trail must clearly demonstrate this effort.</p> <p>More Accurate Compliance Reporting and Enforcement In this scenario the power rest with the large company to offer subcontract services most difficult to procure within the small business community. In such a scenario, many times a small business cannot be found. The "best faith effort" sets up a semi qualitative-quantitative pathway for large contractors to skirt the goals. Rather, these goals should be mandatory and the contractors should define strategies for achieving these goals.</p> <p>Recently an article was published in the Pittsburgh Courier highlighting that contract dollar value reported to be spent with small businesses by the city, were many times based on the proposed dollar amount the contractor offered to the subcontractor and not the actual dollar value spent with the subcontractor. The solution to this problem is as follows:</p> <p>(1) Base the accounting of actual dollars spent on small businesses on the actual dollars paid out. Note that many times the</p>

	<p>proposed contract amount signed by the small business is based on "Time & Material" and not "Lump Sum".</p> <p>(2) Close the loop hole of contractors proposing to small businesses "Time & Material" contracts for a specified task knowing full well that there is not enough "Time and Material" needs within the project to meet the contract value. Nevertheless, in many instances, it is this contract value which gets reported to the city.</p> <p>Professional Service Goals The construction industry is a major market for small business opportunities. However, the tendency is for the design/ build major contractor to sub-contract the trades to the small businesses. On large construction projects, there should be two goals- a professional service and a construction service goal. The professional service goal allows small businesses to provide such services as Construction Inspection, Safety Management and other professional services.</p>
Is this an immediate or long term recommendation?	Immediate Recommendation
How will this address our challenges or reach our goals?	It creates transparency resulting in an increase in small business participation in sub-contracting.
What are the obstacles to implementation?	Currently, the compliance officer position within the city is vacant. This position should be filled. The mission of this office should remain the same- "Compliance with Small Business Subcontracting Goals" and not weakened by a focus on city-wide EEOC issues.
Who needs to be involved?	Department of the mayor, small businesses, large contractors, compliance personnel from the various authorities
What city resources need to be invested?	Estimate of \$100,000 to estimate and update policies and conduct meetings
What will be different if the recommendation is adopted?	A culture change will be achieved showing that the city is "serious/ committed" to meaningful small business participation and transparency.
Describe any background materials that you consulted	<p>(1) http://apps.county.allegheny.pa.us/BidsSearch/pdf/7135.pdf</p> <p>(2) Discussions with several small business owners</p>

Have other cities implemented this recommendation?	Cincinnati, San Diego
Are there any other considerations?	Building construction managers meet their MBE goals by sub-contracting the trades portion of the work

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Subcommittee Name	Small Business and Entrepreneurism Subcommittee
Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Implement a small business minority surety bond fund to support entrepreneurship. The small business surety bond fund should be designed to focus on disadvantaged groups with limited access to capital.
Describe the recommendation	Establish a surety bond fund that is designed to help minority businesses secure funding to leverage business opportunities, non SBA related. This should include financial and technical assistance. The MSB fund is necessary because in some instances, not all, discrimination in private sector contracting has lessened minority businesses' ability to secure the necessary bond guarantees needed to effectively compete in certain business sectors. It is also due to the lack of credit knowledge and understanding of some minority businesses. Practices such as red lining, restrictive and exclusionary licensing and distribution practices, mortgage lending discrimination and disproportionate consumer purchasing practices have negatively impacted existing and potential minority businesses from starting or if started, expanding. However, establishing a Minority Surety Bond fund would be innovative and cathartic, while meeting a long overdue business need in Pittsburgh.
Is this an immediate or long term recommendation?	It is an immediate tangible recommendation with long term positive implications for the City of Pittsburgh, when implemented.
How will this address our challenges or reach our goals?	Job creation.
What are the obstacles to implementation?	Getting sufficient bonding companies and potentially some banks to participate in the initial offering needed to implement the fund
Who needs to be involved?	Existing and potential minority businesses, Duquesne University Small Business Development Center, Robert Morris University Bayer Center for Non-profit Management, University of Pittsburgh Institute for

	Entrepreneurial Excellence, the URA and the African American Chamber of Commerce. Others might be needed.
What city resources need to be invested?	The city should consider providing long-term technical assistance and training for the businesses approved to participate in the Minority Surety Bond fund. Also the city would need to be the catalyst for getting bonding companies and banks to participate.
What will be different if the recommendation is adopted?	A real chance to be more regionally diverse and increase business, which ultimately creates population growth. This type of fund has been discussed for the past 25 years and heretofore, no City Administration or private sector entity in Pittsburgh has established a Surety Bonding program for Minority Businesses. Establishing one now would be cataclysmic and a first; which would catapult new business opportunities for "Building a New Pittsburgh".
Describe any background materials that you consulted	The United State Department of Commerce's Minority Business Development Agency, Mississippi Development Authority and New York State's Bond Assistance Program. http://online.ogs.ny.gov/dnc/ContractorConsultants/esb http://www.selecthinds.com/minoritysuretybond.aspx
Have other cities implemented this recommendation?	Mississippi, New York State. Other cities have implemented this program
Are there any other considerations?	The City of Pittsburgh has a small percentage of minority businesses. A strong consideration should be given to exploring the idea of a partnership with the six contiguous counties or at a minimum with Allegheny County. Other Initiatives, not necessarily related to the Minority Surety Bond fund Work with outside Pittsburgh and State venture capital sources to bring in new sources of funding for Entrepreneurs Cincinnati http://www.wcpo.com/money/local-business-new/centrifuse-brings-200-million-california-venture-capital-firm-to-cincinnati Detroit http://www.crainsdetroit.com/article/20131022/NEWS/131029954/brand-camp-brings-together-300-innovators-to-talk-about-detroits

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SUBCOMMITTEE REPORT

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Subcommittee Name	Small Business and Entrepreneurism Subcommittee
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Title of recommendation	Implement an initiative to quantify, identify, promote and develop micro-businesses. Provide wrap around services to these entities such as training for proper management of their financial records. The wrap around services should institute workforce training/ development centers in the neighborhoods where such training is most needed.
Describe the recommendation	<p>Micro-enterprises are businesses which fall in the approximate category range of less than 5 employees, having annual income of \$25,000 to \$100,000. Generally, these businesses are family owned. A significant number of the micro-businesses in the US are owned by women. A large number of micro-businesses tend to be in poor, disadvantaged neighborhoods.</p> <p>The development of micro-businesses is a must to reduce dependence on unemployment and the attendant social ills associated with lack of work.</p> <p>Preliminary research shows that currently a number of non-profit organizations within the city are providing micro-enterprise services. The city should act as a resource to assist these entities in achieving their goals of job creation</p>
Is this an immediate or long term recommendation?	It is an immediate recommendation..
How will this address our challenges or reach our goals?	Job creation and reduction in the social ills associated with lack of work.
What are the obstacles to implementation?	Competing priorities for resources.

Who needs to be involved?	The City, Community Groups, the Foundations, & Pittsburgh Community Services, Inc (PCSI)- a non-profit organization working on micro-enterprise issues within the city.
What city resources need to be invested?	Recommendation: An initial investment of \$100,000 to develop a strategy framework for action
What will be different if the recommendation is adopted?	Increasing employment among the poor and disadvantaged groups across the city.
Describe any background materials that you consulted	The following links make the case for the support of micro-enterprises as a strategy for increasing employment among the poor and disadvantaged groups. http://www.nebbiz.org/the-case-for-microenterprise-development/ https://ojs.lib.byu.edu/spc/index.php/ESR/article/view/1578 https://ojs.lib.byu.edu/spc/index.php/ESR/article/viewFile/1578/1539 HUD promotes the nation-wide micro-enterprise initiative by providing grants
Have other cities implemented this recommendation?	There are many organizations providing micro-enterprise support throughout most of the major cities, including Pittsburgh.
Are there any other considerations?	

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Subcommittee Chairperson(s)	Frederick Douglas
Title of recommendation	Implement a centralized "Clearing House" where small business personnel can research available resources and seek advice. The clearing house would be a physical space with its own website.
Describe the recommendation	There are a number of Agencies, Universities and non-profits, which provide development assistance to small businesses and non-profits. However there is no centralized location promoting/ advertising these services. The result is that would be small business owners and current owners get lost in the maze trying to find the optimal outlet for their needs. There was overwhelming consensus among the Small Business Sub-committee members outlining this recommendation as a need requiring action
Is this an immediate or long term recommendation?	It is an immediate recommendation.
How will this address our challenges or reach our goals?	A independent one stop source could reduce the frustration among small business representatives in seeking help. Making the process more user friendly would increase the number of individuals starting businesses
What are the obstacles to implementation?	The financial resource needed to acquire the space, provide employees and implementing the website
Who needs to be involved?	The City, Community Groups, the Foundations, Universities and other small business resource groups.
What city resources need to be invested?	Recommendation: An initial investment of \$250,000
What will be different if the recommendation is adopted?	Increase in the numbers of small businesses within the city.
Describe any background	http://sdentrepreneurday.com/presentation/working-with-

materials that you consulted	the-city-of-san-diego-and-the-sba-gov/ http://www.hispanicbic.org/pressRoom.php
Have other cities implemented this recommendation?	San Diego New York City Gov't assisted the Hispanic Chamber of Commerce in setting up such a Clearing House.
Are there any other considerations?	

We request that each recommendation be submitted by the subcommittee Chairperson to Kevin Acklin and your Committee Chair by **5:00 pm on Friday, December 27.**