



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

Subcommittee Report

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Workforce Development Jobs and Human Capital
Subcommittee Chairperson(s)	Chrystal Alexander
Title of recommendation	"Pittsburgh Ready" Conference for Workforce/Economic Development
Describe the recommendation	<ul style="list-style-type: none">• Development of the Pittsburgh Ready Conference federating 25+ universities, 80+ NPOs and many organizations to create demand side strategies, promotion and delivery of businesses, jobs and economy to the City of Pittsburgh and surrounding areas. <p>The Conference would be a collaborative forum to bring all groups together once per quarter to discuss the economic and workforce interests of the City, relative to each groups own interests.</p>
Is this an immediate or long term recommendation?	<p>It is both. Recruit and establish a conference of all vested parties, and solicit basic agreements in promoting Pittsburgh. In the long run, develop a speed high availability and a comprehensive strategy to promote workforce, infrastructure, subsidies and equity capital resources offered within Pittsburgh.</p> <p>Secondly, whether as a distinct Office of Development or as a Conference by-product, everyone agrees that the 100s of valuable programs, offerings and benefits offered in Pittsburgh are too complex, too fractured and not coordinated. Beyond this, there are also huge holes in the offerings (access to capital).</p> <p>To jump start business and job growth, there needs to be a playbook that has all the required needs made available on one proverbial sheet of paper.</p>

<p>How will this address our challenges or reach our goals?</p>	<p>The Mayor and his representatives can be the difference makers in representing 100s of years of Pittsburgh Readiness, globally. Promoting and representing a few of the most common and publicly valuable advantages of businesses and organizations staying in Pittsburgh would be of profound and lasting value.</p> <p>Central to Pittsburgh Ready is to quickly and completely provide any and all businesses the playbook to working and hiring in Pittsburgh in the quickest and most convenient manner.</p>
<p>What are the obstacles to implementation?</p>	<p>Universities, Non-Profits, Workforce Development, Economic Development often have incomplete or conflicting or counterproductive goals relative to direct business and job growth in the City. The Pittsburgh Ready Conference would have to solicit, promote and establish as set of common goals that can be shared among all stakeholders. Not very easy.</p>
<p>Who needs to be involved?</p>	<p>Pittsburgh Ready Conference involves all economic and workforce development groups within the City. It is an opportunity for the Mayor to set a highly visible business leadership by simply better utilizing the countless resources already in place.</p> <p>Secondly, an Office of Development that federates all the resources in Pittsburgh, works with businesses, and even globally recruits business to relocate to the City is a very viable alternative.</p>
<p>What city resources need to be invested?</p>	<p>Once The Conference establishes a central vision, strategy and action plan ... it is then the Mayors Office that would sell business relocation, in-sourcing and startups to locate and grow in Pittsburgh, as opposed to all other Global locales.</p> <p>Keep in mind that almost every City is doing the same thing, but the biggest mistake is when municipal leadership is not directly involved. Companies gain significant confidence in their decisions when they know they will have a relationship with the lead politician.</p>
<p>What will be different if the recommendation is adopted?</p>	<ol style="list-style-type: none"> 1. Young people and foreign workers will see a common and focused opportunity to remain in Pittsburgh, use the playbook and start a business. 2. Corporations and larger companies will see a City clearly and strongly promoting its virtues (transportation, robotics and manufacturing design, medical devices, software

	<p>development, entertainment arts), and when aligned with their interests, the decision to open offices here will be much easier.</p> <p>3. Pittsburgh's deep and rich history of the World's greatest and most prestigious businesses can be used with the Pittsburgh Ready marketing to bring business headquarters to this area. Headquartered businesses offer significantly more diverse jobs, than branch offices.</p>
<p>Describe any background materials that you consulted</p>	<ol style="list-style-type: none"> 1. 2012 Pittsburgh Metropolitan Census. 2. Battelle Institute 2012 Report on Regional Economic Growth. 3. Investment Guide to Germany 4. GLIDE, Lorain Ohio Incubator Program 5. Western Pennsylvania Economic Development Policy Analysis, Steve Day, 2010 6. Pittsburgh Today 2008 feasibility report, David Miller 7. Characteristics of the Unemployed in Pittsburgh in 2012, Pittsburgh Economic Quarterly
<p>Have other cities implemented this recommendation?</p>	<p>One of the most obvious examples is Huntsville. AL - Mayor Tommy Battle, claiming to have solicited 34,000 jobs to his city. But the idea of municipal or state government stimulating business is not new.</p> <p>What is unique in Pittsburgh is the number of non-government actors all doing the same things in a very inefficient manner. The approach here is to simply use the Mayor's Office to focus them, rather than to create a stand alone City program.</p> <p>The ultimate success is interesting. Many countries, states and municipalities are now opening their Offices of Development in China, South Korea and India to create conduits to bring jobs, products and companies back.</p>
<p>Are there any other considerations?</p>	<p>Program Strategies</p> <ol style="list-style-type: none"> 1. Short Run: Get 200 vested parties on the same page. Formation of the Pittsburgh Ready Conference voluntary extension of the Mayor and Cities interests in economic development, workforce development and community development. 2. Short Run: "Conference" to agree upon the most commonly shared and attractive virtues of the City. Any and all of the groups would be solicited to join the

Pittsburgh Ready Conference (with quarterly meetings) for the sole purpose of identifying and executing on commonly shared action plans, essentially identifying the core efforts that all organizations can agree upon as promotable by the Mayor and the City. NOTE: Conference (Caucus) has a very specific definition versus other political forums.

3. **Short Run: Focus on four specific pillars that lead to quality job generation.** The goal would be to develop a formulaic program that delivers qualified, trained workforce ... real estate and infrastructure ... and tax/financial incentives available ... access to equity funding ... to any business locating within the City of Pittsburgh or Allegheny County.

4. **Long Run: Universally identify Pittsburgh's most world renown strengths and promote them.** Pittsburgh has many, many strengths that are often overlooked ... voice recognition software, logistics and global sourcing, robotics (pretty well known), computer science and software development particularly in electronic arts, B2C marketing and advertising, eds / meds, etc. Companies will most likely establish themselves if they perceive the area has renown strength in its field, and will most likely hire if they think the workforce is predisposed to their discipline.

5. **Long Run: Identify what types of businesses we want in Pittsburgh and why.** Create profiles of specific business types that are targets for the City, based upon the socio-economic impact on the City. With this identified, specifically tweak the formulas to attract, foster and make these businesses successful.

6. **Long Run: Create formula based templates to speed economic and workforce genesis through a improved state of readiness.** Pittsburgh Ready Conference goal is to make everything available to any business in a tightly coordinated way over a compressed time period.

- Antidotally it often takes years to navigate through all of the support groups in Pittsburgh.

- Being a business for the first time in Pittsburgh is quite literally like a rowboat in the ocean.

- Most importantly, many (but not all) of the NPOs and institutes are not inherently focused on communities or job growth. This will not happen without a push.

7. **Long Run: Establish meaningful sub strategies within the Conference.** As the City voice becomes represented throughout these groups in the most efficient way, the long run benefit is an easy way to start injecting

	<p>sub strategies that further amplify the City's influence over all of these organizations. For instance,</p> <ul style="list-style-type: none">· Made in Pennsylvania promotions for small and startup companies, particularly in light manufacturing.· Promotion of art, music, and cultural strengths of the area into the exploding world of design.· Venture capital and equity financial recruitment to the city for startups. Often times, this can be accelerated if assurances are made to investors that the City stands behind their investments.· Stay and Play Initiative that promotes foreign workers and graduates to stay in Pittsburgh because it is a perfect city to play with a new business idea.· Pittsburgh 2012 census reflects Pittsburgh 2007 manufacturing shipments are at 45% of the State average. This is terrible. Bring back light manufacturing.
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SUBCOMMITTEE REPORT

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Workforce & Human Capital Development
Subcommittee Chairperson(s)	Chrystal Alexander
Title of recommendation	Mayor's Summer Internship Program
Describe the recommendation	Establish or expand the Mayor's summer internship program in Partnership with Work Ready
Is this an immediate or long term recommendation?	Short: Support corporate internship programs (Imagine Career Week and others) Long: Model that support by committing to hiring 30 summer interns
How will this address our challenges or reach our goals?	<p>Goal 1: Promote Manufacturing Because the city does not employ many manufacturers, this option does not meet the goal of promoting manufacturing directly. However, it can tangentially promote manufacturing by getting people interested and invested in the welfare of the city.</p> <p>Goal 2: Increase Workforce Diversity There are many types of jobs as a city employee. By allowing young people to intern and witness the diversity of city jobs, it will help them conceptualize what it will be like when they are looking for work. The Work Ready program, specifically, takes children that would otherwise never have these experiences and may never join the workforce at all if they were not part of this program.</p> <p>Goal 3: Inclusiveness Given that some people never join the workforce meaningfully or never re-enter after a devastating setback, the Mayor's summer internship program and his support of corporations that use Work Ready interns will undoubtedly contribute to inclusiveness. By selecting these children, the mayor makes a real commitment to inclusive workforce development.</p> <p>Goal 4: Measurable The current youth unemployment rate in Pittsburgh is over 12%. While we are actively trying to attract young professionals and corporations that will bring jobs, we must also ensure that our youth are not tempted to leave Pittsburgh the first chance they get. The commitment to youth also reduces problems as they grow into adults.</p> <p>Goal 5: Promote Partnerships This option is really about actively supporting community partners, big and small that are working in the workforce development space. The</p>

	<p>Workforce Investment Board, the Allegheny Conference, the county as well as the city all contribute to making this program a success. The new mayor should openly and actively support this effort.</p> <p>Goal 6: Economic Efficiency Most of the funds for this program will come from corporations and the quasi-governmental agencies involved in setting the agenda in the area of workforce development. Comparatively, the funds from the mayor's budget will not make a significant difference. Each summer intern costs \$2000 and 30 interns will be a \$60,000 commitment. If 1/3 or more come from Work Ready or programs like Work Ready than the city has demonstrated a willingness to invest in underserved kids that are our future.</p>
What are the obstacles to implementation?	<p>Internship program are often competitive as many providers want support from the city. Kids 14-16 need a lot of support and guidance during the workday. Corporations need incentives and encouragement to take in these kids but the kids need programs like these to have hope at a better life.</p>
Who needs to be involved?	<p>Three Rivers Workforce Investment Board, Youth Policy Council, Allegheny Conference, Imagine Career Week, provider organizations.</p>
What city resources need to be invested?	<p>Besides speaking at some dedicated events, the city will need to commit to taking interns and then have someone to manage the internship program and work with intern supervisors to engage and grow our talent</p>
What will be different if the recommendation is adopted?	<p>Work Ready stands for the idea that children learn to work by working. This will prepare the future of our region for work. More than that, the city sets an example for corporations to follow. More young people will have paid summer internships which will lead to increased positive workforce engagement. These young workers will have exposure to careers, learn to work, and hopefully become permanent tax payers. This program has been carried out in the past by previous administrations and happens in cities all over the country. It is a supportive gesture of the organizations that are working hard to improve this cities workforce.</p>
Describe any background materials that you consulted	<p>Interviews with Community Partners: UPMC, The Allegheny Conference on Community Development, The Workforce Investment Board, The Small Business Development Center at PITT, Coro Center for Civic Engagement, The Urban League, TechShop, Pittsburgh Regional Alliance.</p>
Have other cities implemented this recommendation?	<p>A version of this program has been carried out in the past by previous administrations and happens in cities all over the</p>

	country. It is a supportive gesture of the organizations that are working hard to improve this cities workforce.
Are there any other considerations?	This recommendation assumes that the mayor will continue to run a summer internship program for the entire length of his administration. While kids can come from any program, Work Ready kids go through a pre-screening process, go to additional professional development classes and receive additional support. This is a comprehensive program.

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Subcommittee Name	Workforce & Human Capital Development
Subcommittee Chairperson(s)	Chrystal Alexander
Title of recommendation	Progress Pittsburgh
Describe the recommendation	Establish rhetoric aimed at encouraging vocational/ technical training, 2-year degrees and Leadership training
Is this an immediate or long term recommendation?	Short: Establish rhetoric to promote vocational and technical training, certificates, 2-year degrees and leadership training. Long: Ensure that at least 50 city employees per year engage in leadership training and/or mentorship
How will this address our challenges or reach our goals?	<p>Goal 1: Promote Manufacturing Vocational and Technical training is very important in the manufacturing trades. Welders are always in demand says Will Bernstein from the Allegheny Conference on Community Development. Other short term training options are available for many types of manufacturing.</p> <p>Goal 2: Increase Workforce Diversity Vocational and Technical training can support all types of industries. UPMC officials report that many jobs in the hospital do not require a four-year degree and those are sometimes the hardest to fill. In technology, the trades, and many other fields, vocational training, certifications, and 2-year degrees will earn people what they need to earn a living wage.</p> <p>Goal 3: Inclusiveness Leadership training is a type of vocational training for people who already have some skills and want to advance their career and/or earning power. By leadership training we refer to soft skills including communication and interpersonal skills. Leadership training should be extended to people who would not typically be seen as leaders. If we expect people to pull themselves out of various economic problems, it can be the role of government to extend the opportunities to those who are being left behind.</p> <p>Goal 4: Measurable The outcomes will be increased enrollment in vocational/technical training, 2-year degree programs and leadership training. Employers will report that more skilled applicants are applying for jobs and they can easily find the workers that they need at this skill level. In</p>

	<p>the long term, this should also lead to a stronger university climate as credits earned should be transferrable and students can continue their education with a four-year degree later in life.</p> <p>Goal 5: Promote Partnerships All of the work that needs to be done to establish vocational and technical training, two year degrees and leadership training is already being done in our communities. Here the role of government is to openly and firmly support these efforts and avenues to a stronger economy for the individual and for the entire city. Here the government needs to tackle perception problems that accompany these types of training. Although leadership training has a good reputation, it also has a reputation of being inaccessible and unnecessary for people in poverty or who have other barriers to employment. The role of government is to break down these barriers.</p> <p>Goal 6: Economic Efficiency Because this option does not require a lot of financing, this is a good use of resources. It will require the time and effort to do the research and develop a policy position. Then the mayor will have to work the new rhetoric into his language. Leadership training for city employees is already taking place at about the pace recommended here (approx. 35 per year) Training the rest of the cities workforce will reduce corruption; teach them how to empower citizens, increase ethical consideration, and increase empathy in city operations. Employees that are happier, better equipped to do their jobs, and better trained are more efficient and effective and waste less resources.</p>
<p>What are the obstacles to implementation?</p>	<p>Perceptions are difficult to change. One to two year programs have a historic reputation as being less than desirable which is an economic and social misfortune. For leadership programs, it will be deciding which programs to send city employees</p>
<p>Who needs to be involved?</p>	<p>City should engage in a partnerships with multiple leadership programs and rotate providers depending on departmental needs. Coro, Leadership Pittsburgh, The Mentorship Partnership and others. Another obstacle is committing the time of city employees to self-improvement and professional development through education.</p>
<p>What city resources need to be invested?</p>	<p>Data and knowledge about what skills are required in the workplace of Pittsburgh's major employers as well as data and information about the skills of workers in our society. The mayor needs stories about success in vocational/technical/ two-year degrees and begin to tell those stories</p>
<p>What will be different if the</p>	<p>Increased enrollment in all types of vocational and technical</p>

recommendation is adopted?	training. One avenue could be the 'Governors school' which could have the support of Tom Corbett (and/or the incoming Governor) and open here in Pgh
Describe any background materials that you consulted	Interviews with Community Partners: UPMC, The Allegheny Conference on Community Development, The Workforce Investment Board, The Small Business Development Center at PITT, Coro Center for Civic Engagement, The Urban League, TechShop, Pittsburgh Regional Alliance.
Have other cities implemented this recommendation?	Census data show that an associate's degree in engineering or computers is worth as much or more, on average, than a bachelor's in education or the liberal arts. An associate's degree in engineering yielded \$4,257 in monthly earnings in 2009, compared with \$4,000 for a bachelor's in the liberal arts and \$3,417 for a bachelor's in education. A two-year degree in computers fetched \$4,000 a month, the same median earnings as a four-year degree in the humanities.
Are there any other considerations?	This recommendation combines two types of training for very different populations. For vocational and technical schools, we want the mayor to support this type of education openly and with supporting data. Of course, with the recognition that our economy has a lot of four year universities that depend on the perception that a four-year degree is best. Without alienating those constituents, the mayor needs to recognize that there is a need for vocational/technical training.

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Subcommittee Name	Workforce & Human Capital Development
Subcommittee Chairperson(s)	Chrystal Alexander
Title of recommendation	Office of Economic Collaboration
Describe the recommendation	Open and office or appoint a person to encourage economic/workforce development collaboration in Pgh
Is this an immediate or long term recommendation?	Short: promote collaboration in the entrepreneurship landscape in Pgh through this office Long: Choose an economic issue annually and promote Non-profit, private, public collaboration. PROVIDE space/opportunities for collaboration.
How will this address our challenges or reach our goals?	Goal 1: Promote Manufacturing Collaboration can happen in all industries and segments of society. Even when focusing on entrepreneurship, the administration could make light manufacturing, and manufacturing entrepreneurship a sub-focus. Goal 2: Increase Workforce Diversity One of the purposes of having an office of collaboration is to promote diverse activities that are happening within the economy and connect them. One role of government is to ensure the provision of information because markets regularly fail to ensure all potential players have full information. Goal 3: Inclusiveness The goal of inclusiveness in this sense focuses very much on African Americans, Hispanics, other minorities, immigrants, refugees, convicted felons and other people with barriers to unemployment. Developing an office of economic collaboration with inclusive economic collaboration as an underlying goal will help people become self-sufficient and reduce burdens on government. Goal 4: Measurable The measurable outcomes associated with connecting people are increased utilization of services, increased demand (as in demand curve shifts to the right), and/or shortages in capacity to serve/handle the demand. For any one industry, this is easily measurable. In entrepreneurship, one can observe the demand for SBDC services, the demand for small business loans, or venture capital investment. Goal 5: Promote Partnerships This can be understood in the

	<p>same way that governments can create and facilitate markets. In many economic areas, there are already agendas that are being funded and carried out. The role of government here will be to connect these agendas and funds to maximize economic impact. Create a space/place for collaboration and determine who/how many stakeholders should be at meetings/ roundtables. Mediate disputes and encourage unique mixes of people who ordinarily work separately. Leverage existing partnerships for the benefit of the entire city.</p> <p>Goal 6: Economic Efficiency One area of waste is overlap of economic activity and investment. Too many organizations try to be everything to their constituents and that hurts their capacity to serve as well as the quality of the services received. More people could be made better off through more formal and engrained collaboration among organizations without making anyone worse off. The funds that the government expends to increase economic efficiency by creating systems of organizations in any area will be recovered through increases in tax revenues as people increase their personal incomes, property values, and spending in the economy.</p>
What are the obstacles to implementation?	Other than the usual costs of budgeting, staffing, and management, this endeavor would require a comprehensive audit and database creation of existing programs and vendors.
Who needs to be involved?	Varies depending on economic issue. For entrepreneurship: City leadership, organizations offering entrepreneurship programs, neighborhood groups, URA, Three River's Workforce Investment Board, funders
What city resources need to be invested?	Dedicated staff person or person(s) committed to promoting collaboration in problematic spots in Pittsburgh
What will be different if the recommendation is adopted?	Increased utilization of services across all providers. Office will request baseline participation success metric, operate for one year and then re-collect metrics
Describe any background materials that you consulted	<p>Kauffman Foundation published a methodology for cities to support artist-entrepreneurs.</p> <p>Interviews with Community Partners: UPMC, The Allegheny Conference on Community Development, The Workforce Investment Board, The Small Business Development Center at PITT, Coro Center for Civic Engagement, The Urban League, TechShop, Pittsburgh Regional Alliance.</p>
Have other cities implemented this recommendation?	San Francisco started an Entrepreneurship-in-Residence program where tech entrepreneurs set up shop in City Hall

	and deploy technology throughout city government for four months. http://entrepreneur.sfgov.org/
Are there any other considerations?	This recommendation began with an office focused only on entrepreneurship and collaboration however, the committee saw an opportunity in other areas outside of entrepreneurship such as professional development and leadership. Pittsburgh is a city full of focused and active individuals but they do not collaborate in formal ways. Think about the New Pittsburgh Collaborative as a forum.

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Subcommittee Name	Workforce & Human Capital Development
Subcommittee Chairperson(s)	Chrystal Alexander
Title of recommendation	Establish an Office of Entrepreneurship
Describe the recommendation	<p>Entrepreneurs have some common needs whether they are in technology or retail. The Office of Entrepreneurship will seek to streamline the process of starting or growing a business by serving as a professional network, resource center, and advocacy office.</p> <ul style="list-style-type: none"> • Serve as a professional network (for example, maintain referral systems and vendor relationships, integrate growing businesses with property developers/owners or other space arrangements, assist in growing the business to scale, direct entrepreneur to niche incubators, help small businesses recruit local talent, identify opportunities for resource sharing, hold conferences) • Serve as a resource center (for example, assist entrepreneurs through the legal and other paperwork processes, help in accessing data and training, assess entrepreneurs' readiness for self-employment, identify favorable services to minimize shopping around for different services, develop partnerships with groups such as Community Development Corporations, the African American Chamber of Commerce of Western Pennsylvania, Center for Women's Entrepreneurship at Chatham University to identify entrepreneurs who could benefit from the network or other programs) • Serve as a policy advocate (for example, identify gaps in financing, coordinate service delivery, create a financing roadmap, supporting open data development)
Is this an immediate or long term recommendation?	In the short term, this initiative could begin within Debra Lam's office but should continue growing.
How will this address our challenges or reach our goals?	Business incubators, university programs, financiers, lawyers, space-providers, economic development organizations, bureaucrats, and other pieces of the start-up or growth puzzle work independently of each other. This makes the process of business development inefficient and messy. Warehousing this information and building the

	network would streamline the process to allow businesses to bring their product to market faster.
What are the obstacles to implementation?	Other than the usual costs of budgeting, staffing, and management, this endeavor would require a comprehensive audit and database creation of existing programs and vendors.
Who needs to be involved?	City leadership, organizations offering entrepreneurship programs, neighborhood groups, URA, Three River's Workforce Investment Board, agencies serving the unemployed
What city resources need to be invested?	Budget, staffing, management
What will be different if the recommendation is adopted?	A one-stop-shop for entrepreneurship information will enable faster service for businesses, attract entrepreneurs, and provide a path for main street neighborhood renewal.
Describe any background materials that you consulted	Interviews with individuals in incubators and universities who are entrepreneurs or program managers. Additionally, the Kauffman Foundation published a methodology for cities to support artist-entrepreneurs.
Have other cities implemented this recommendation?	<p>San Francisco started an Entrepreneurship-in-Residence program where tech entrepreneurs set up shop in City Hall and deploy technology throughout city government for four months. http://entrepreneur.sfgov.org/</p> <p>New York City's Small Business Services has a sales force of people who meet with businesses and offer to help them recruit. They set up a centralized hiring center for all the boroughs. New York City Economic Development Corporation holds events and runs programs for niche for entrepreneurs and businesses.</p> <p>Dayton, OH developed two initiatives: an Entrepreneurial Development Network and an Entrepreneurial Signature Program. Both initiatives focus on brining technology products to market.</p> <p>The Economic Development Coalition with Asheville, NC's Chamber of Commerce developed a program called Venture Asheville. The program serves to connect the region's entrepreneurial ecosystem and holds networking events.</p>
Are there any other considerations?	In the long term, the development of an information and service exchange platform for small business and community development (proposed by the Subcommittee on Sustainability and Entrepreneurship) could be the primary tool for the office.

	<p>Pittsburgh has an opportunity to lead the country in developing a sustainable entrepreneurship ecosystem outside of San Francisco and Silicon Valley. We have talent and history; we need the policy infrastructure, support, and scale.</p>
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