

Affirmative Action Impacts & Strategies: Contracting & Employment Webinar

Web-based Briefing

June 5, 2008

2 PM – 4 PM (EST), 11 AM – 1 PM (PST)

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Thelton E.
Henderson Center
for Social Justice
UC Berkeley
School of Law



California Coalition
to Analyze the
Impact of
Proposition 209



Speaker: Maritza Guzmán



Maritza Guzmán is the Program Manager of the Fulfilling the Dream Fund and has more than 20 years of experience in the nonprofit and public sector with a track record of designing strategic responses to unmet community needs.

Ms. Guzmán spent nine years working in philanthropy, where she oversaw the design and implementation of several initiatives addressing unequal access, in areas such as community and economic development, education, youth services and housing.

Sponsor: Fulfilling the Dream Fund

The Fulfilling the Dream Fund is a fund of Public Interest Projects (PIP). PIP is a 22 year old public charity with extensive project management experience, particularly on issues of social justice and human rights. It currently manages five such efforts: the Fulfilling the Dream Fund; Communities for Public Education Reform; the U.S. Human Rights Fund; the Four Freedoms Fund and the American Dream Fund.



Sponsor: Leadership Conference on Civil Rights Education Fund

The Leadership Conference on Civil Rights (LCCR), is the nation's oldest, largest, and most diverse civil and human rights coalition representing nearly 200 member organizations. Its sister organization, the Leadership Conference on Civil Rights Education Fund (LCCREF), is the research, education, and communications arm of the civil rights coalition. A project of LCCREF, Americans for a Fair Chance (AFC), is a project dedicated to educating the public about the importance of affirmative action and other initiatives aimed at expanding equal opportunity and preventing discrimination.

Americans for a
FAIR CHANCE Opportunity Through Affirmative Action

A project of

LC Education
CR Fund

Sponsor: IMPACT 209 Coalition

The California Coalition to Analyze the Impact of Proposition 209 (IMPACT 209 Coalition) is a broad-based coalition of groups and organizations that has come together to examine the impact of Proposition 209.

California voters passed Proposition 209 in 1996, enacting a ban on the use of race-conscious equal opportunity programs in public education, employment. The initiative, which was rejected by a majority of the state's African American, Latino and Asian American voters, went into effect without significant empirical research on the potential social and economic effects on California.

California Coalition to Analyze
the Impact of Proposition 209

Sponsor: Insight Center for Community Economic Development

The Insight Center for Community Economic Development is a national research, consulting, and legal organization dedicated to building economic health in vulnerable communities.

Its mission is to develop and promote innovative solutions that help people and communities become, and remain, economically secure.



Sponsor: Thelton E. Henderson Center for Social Justice

Established in 1999, the Center produces and fosters creative scholarship that examines the law through a lens of social justice, and works in partnership with communities to provide education to the general public.

The Center's mission is threefold:

- Provide and facilitate rigorous theoretical and practical training and support to law students in social justice advocacy and scholarship.
- Foster creative scholarship that views the law in a larger social context and is both accessible to the public and responsive to the needs of under-represented communities.
- Promote collaborative efforts among academics, practitioners, advocacy organizations, policy makers, and community groups to realize a more just and equitable society.

Thelton E. Henderson
Center for Social Justice
UC Berkeley School of Law

Guidelines for web briefing

We welcome you to the web based briefing.

- We will be muting lines during the presentation.
- We encourage questions and/or comments. Please feel free to type them by using the chat feature located at the left of your screen. We will address as many as time allows
- Briefing is being recorded to share with interested partners that cannot attend.

Agenda

- **Welcome (5 min)**
- **Background & Context (10 min)**
- **Presentations (60 min)**
 - The Impact of Proposition 209 on Public Contracting: Evidence from California's Transportation Construction Industry
 - The Challenge of Ballot Measures to Affirmative Procurement Programs
- **Question/Answer Session (20 min)**
- **Discussion (10 min)**
- **Closing (5 min)**
- **Total time: 1 hour, 50 min**

Speaker: Ellen Buchman



Ellen Buchman is Vice President for Field Operations for the Leadership Conference on Civil Rights and the Leadership Conference on Civil Rights Education Fund (LCCR/LCCREF). Ellen's responsibilities include establishing and supporting multi sector coalitions in the states, devising strategies to conduct public education and constituent advocacy campaigns on a variety of priority civil and human rights policy issues, and directing the Dept of Field Operations for the organization.



Speaker: Anjali Thakur



Anjali Thakur is the Deputy Director for Field Operations and Director of the Americans for a Fair Chance Project for the Leadership Conference on Civil Rights and the Leadership Conference on Civil Rights Education Fund (LCCR/LCCREF).

In her position, Anjali works to establish and support multi sector coalitions in the states and devise strategies to conduct public education and constituent advocacy campaigns primarily around the importance of affirmative action and other programs aimed at expanding equal opportunity and preventing discrimination.

Americans for a
FAIR CHANCE Opportunity Through Affirmative Action

A project of

LC Education
CR Fund

Background & Context

- ➔ Much has occurred since May 2007, when news reports indicated that Ward Connerly – galvanized by his 2006 victory in Michigan – would attempt to bring ballot initiatives to ban equal opportunity programs in at least seven states.
- ➔ At the time, Connerly and allies were saying that they would pursue ballot initiatives modeled on Michigan's Proposal 2 in states including Arizona, Colorado, Missouri, Nebraska, New Hampshire, Oklahoma, and South Dakota.
- ➔ With this in mind, many of us together continued in our work to refine our efforts and use the public education, research and communications lessons learned from Michigan, and around the country to tweak our strategies.

Background & Context (cont'd)

- ➔ **LCCR coalition at the national level, and multi-sectored partners at the state and local levels, worked toward key accomplishments:**
 - including increased constituent and community leader pressure and education;
 - intervention and education among key state opinion leaders;
 - legal intervention where possible;
 - communications strategies that have resulted in Connerly and his allies having not been as successful in identifying the level of support needed to move ballot initiatives in the multiplicity of states in which they initially set forth to pursue the bans.
- ➔ However among the results of our work and that of our allies is that the states in which ballot initiatives are now being pursued have decreased to Arizona, Colorado, and Nebraska, after the initiatives were prevented from qualifying for the ballot in Oklahoma and Missouri.

Speaker: Monique Morris



Monique W. Morris is the Director of Research and Senior Research Fellow at the Thelton E. Henderson Center for Social Justice at the University of California, Berkeley School of Law. Ms. Morris has almost 20 years of professional and volunteer experience as an advocate in the areas of education, civil rights, juvenile justice, and social justice.

Ms. Morris is the former director of the Discrimination Research Center, a nonprofit organization that combined research and public education to discuss the prevalence of discrimination in access to employment and public services. Prior to that, Ms. Morris worked for several years with the National Council on Crime and Delinquency, where she led projects to address racial and gender disparities in the juvenile justice system.

Speaker: Michael Sumner



Michael Sumner is the Research Manager at the Thelton E. Henderson Center for Social Justice at the University of California, Berkeley School of Law. He has over 10 years experience studying sex and race utilizing a multidisciplinary, social science approach, with a recent focus on the impact of the anti-affirmative action Proposition 209 in California.

Mr. Sumner has co-authored peer-reviewed articles and other reports and has presented his research findings at scientific meetings, governmental hearings, and to the public. Dr. Sumner received his BA from Rutgers College in 1997 with Honors in Psychology and received his PhD in Social and Personality Psychology from New York University in 2003.

The Impact of Proposition 209 on Public Contracting: Evidence from California's Transportation Construction Industry

Monique W. Morris, MS

&

Michael D. Sumner, PhD

Thelton E. Henderson
Center for Social Justice
UC Berkeley School of Law



Disadvantaged Business Enterprises

- ➔ Disadvantaged Business Enterprises (DBEs) include small businesses majority owned and operated by people of color (MBEs) and women (WBEs).
- ➔ DBEs need to register with a certifying agency, and reapply regularly in order to ensure they continue to meet requirements.

Caltrans' DBE Program

- ⇒ Proposition 209 ended Caltrans' DBE program for MBEs and WBEs for all but the federal portion of awards. Federal law mandated the continuance of the program for federal funds.
- ⇒ In 2006, Caltrans suspended its race- and gender-conscious DBE program pending the results of an availability and disparity study.
- ⇒ In August 2007, significant disparity was reported by the final report. Caltrans is moving to implement a partially race- and gender-conscious program.

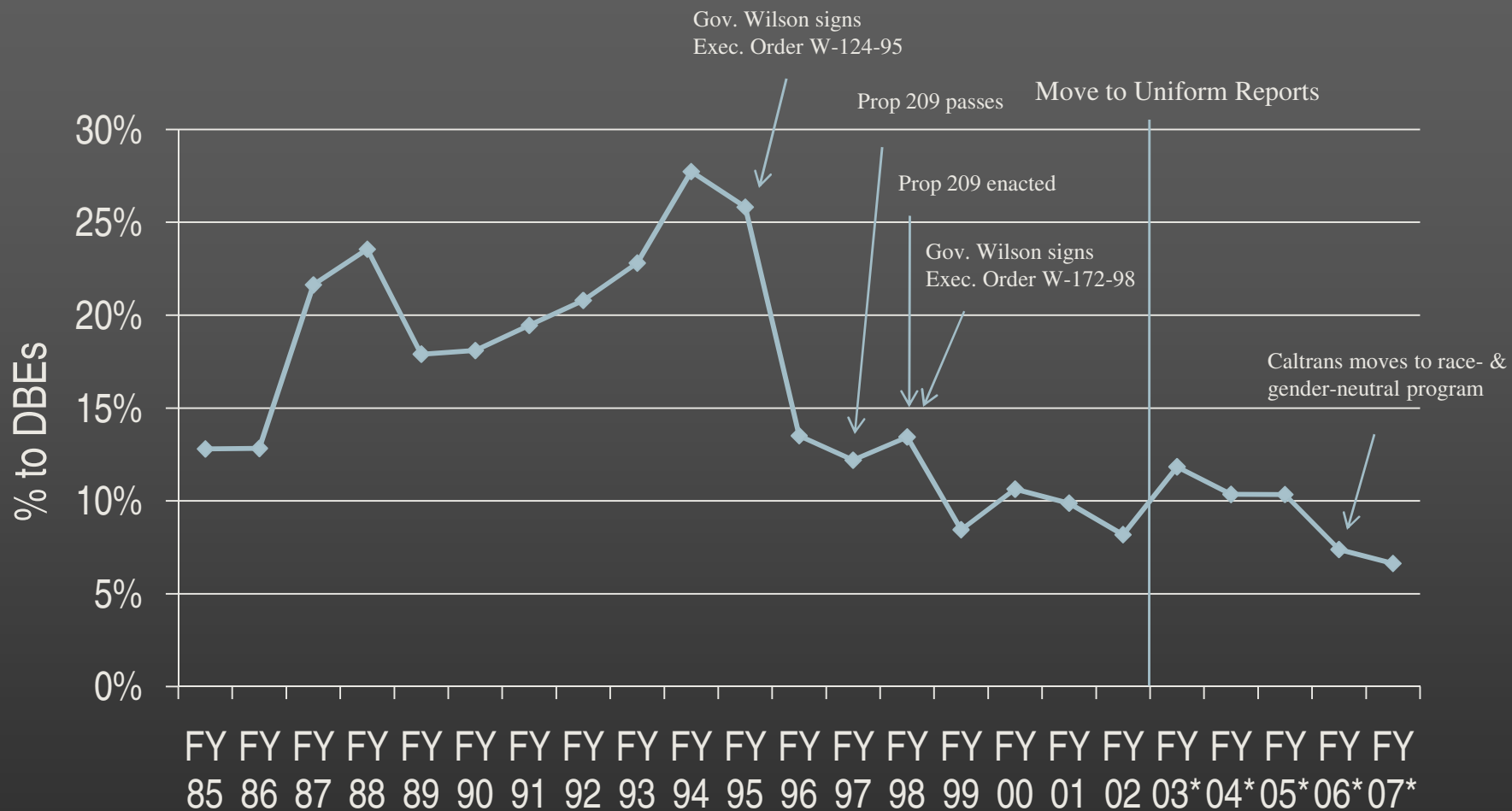
Methodology

- ⇒ Two studies investigated the impact of Proposition 209 on MBEs and WBEs.
- ⇒ Five distinct methodologies were used:
 - Aggregate analyses measuring award access to certified DBEs before and after 1996
 - Survival rate of 1996 DBEs
 - Survey of contractors from surviving 1996 DBEs
 - Focus groups with surviving DBEs
 - In-depth case studies of DBE owners

DBE Award Access

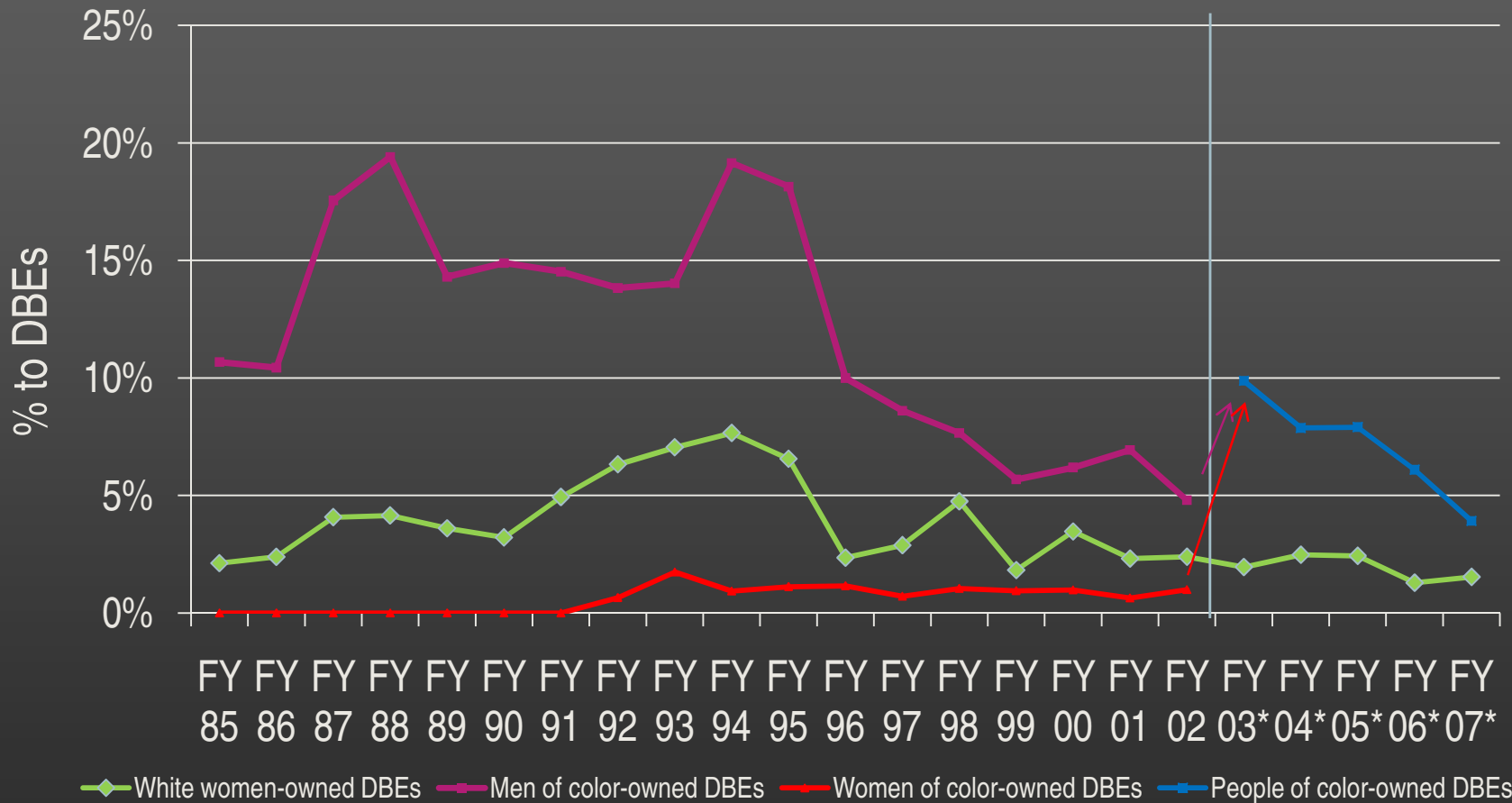
- ⇒ Analyzed real dollars awarded to DBEs and non-DBEs from Fiscal Year (FY) 1985 until FY 2007
 - *Source: Quarterly/Annual 1405 Report of DBE Awards and Commitments from FY 1985 through FY 2002 (via a summary sheet for FY 1985 through FY 1998) & the Uniform Report of DBE Awards or Commitments and Payments from FY 2003 through FY 2007*
- ⇒ Notes:
 - The inclusion criteria for DBEs changes over time
 - Starting in FY 2003, only the federal portion of awards is listed

DBE Awards



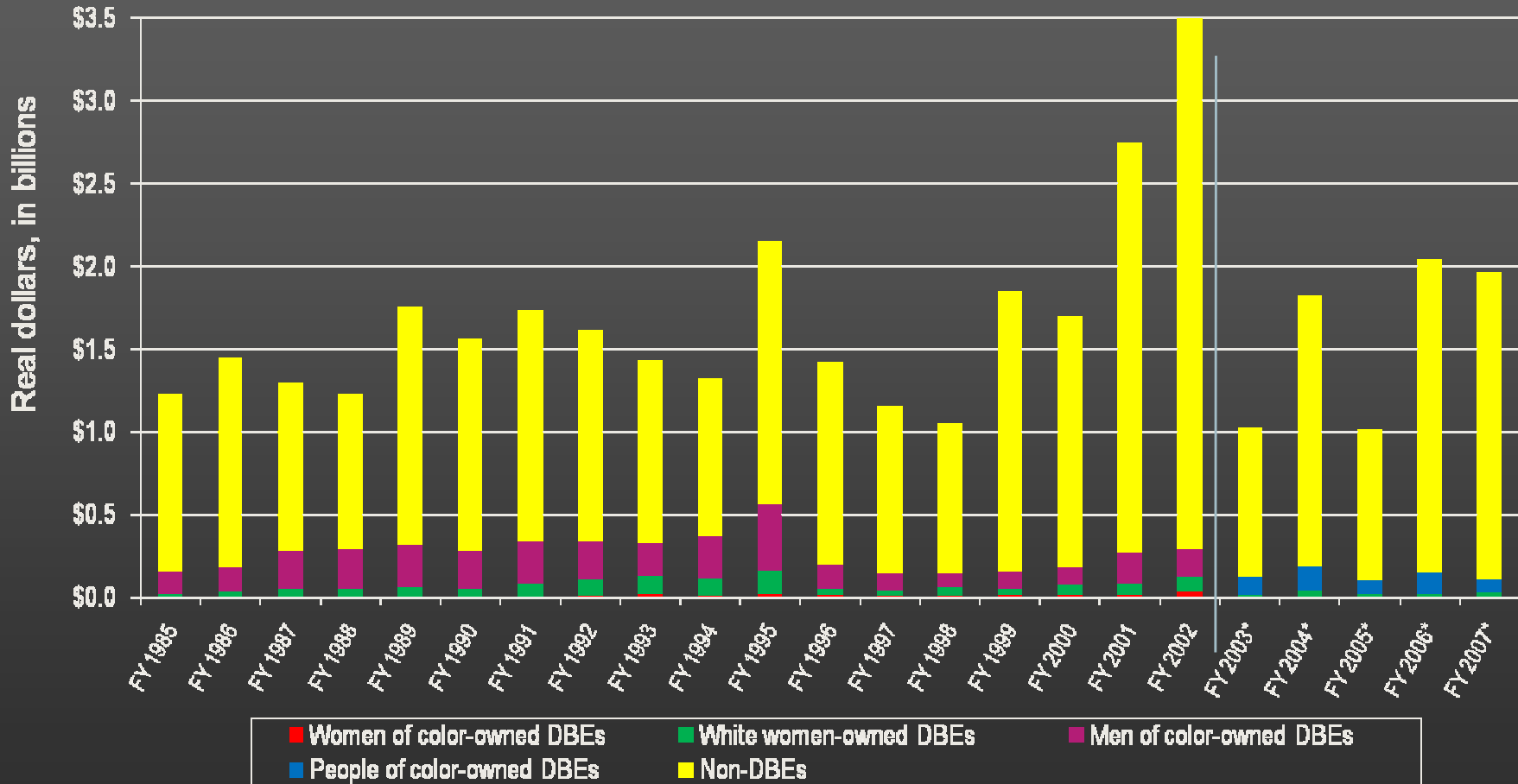
DBE Awards

Move to Uniform Reports



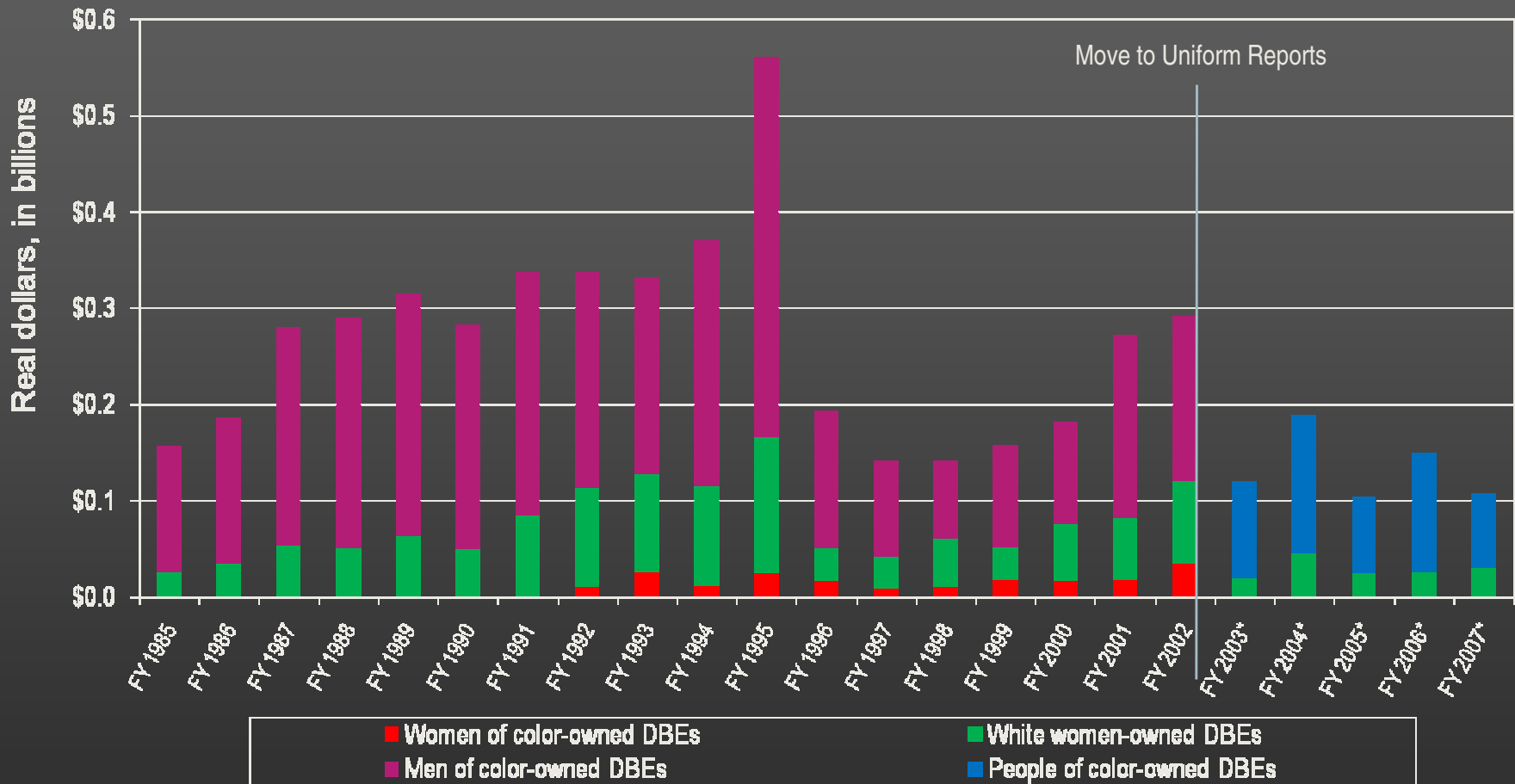
Real dollars of Caltrans FHWA awards to DBEs and non-DBEs, by Fiscal Year

Move to Uniform Reports



*Total contracts to DBEs and non-DBEs for these years only include federal portion of these awards.

Real dollars of Caltrans FHWA awards to DBEs, by Fiscal Year



*Total contracts to DBEs for these years only include federal portion of these awards.

DBE Survival

⇒ In 1996, the number of transportation construction businesses registered with Caltrans was:

- 3,169 MBEs.
- 2,096 WBEs.

Source: 1996 volumes of the Department of Transportation Disadvantaged Business (DB), State Woman Business Enterprise (SWBE), and State Minority Business Enterprise (SMBE) List

⇒ 10 year survival rate for MBEs was 32% (1,005 surviving businesses).

⇒ 11 year survival rate for WBEs, using a more in-depth search, was 36% (763 surviving businesses).

⇒ In both studies, DBEs owned by women of color and African Americans were the least likely to survive.

Survey of MBEs and WBEs

- ⇒ Questionnaire completed by owners of 100 MBEs and 105 WBEs.
- ⇒ Both WBEs and MBEs agreed that:
 - Both before and after 1996:
 - The DBE program was not seen as particularly helpful.
 - Fiduciary aspects, such as help with loans and bonding, were the least helpful.
 - After 1996, the quality and helpfulness of the DBE program was reduced.
 - Outreach efforts, such as good faith efforts, pre-bidding conferences, and networking opportunities, which were the most useful before 1996, were reported as declining the most in helpfulness.

Survey of MBEs and WBEs (cont'd)

- ⇒ Overall, surviving DBEs grew post-Proposition 209.
- ⇒ However, indications are DBEs owned by women, particularly women of color, and those by African Americans, did not fare as well relative to other DBEs.
- ⇒ Most DBEs did not report doing any business with Caltrans at any point despite being a DBE certified with Caltrans.

DBE Focus Groups and Interviews

⇒ Industry Culture

- The “good old boy” network
- Collusion is perceived as part of the industry culture

⇒ DBE Program

- Opened a door for DBEs
- Proposition 209 more detrimental if DBE relied on program

⇒ Business Challenges

- Inadequate DBE program
- Securing bonding, financing, and insurance

DBE Focus Groups and Interviews (cont'd)

⇒ Impression of Proposition 209

- Proposition 209 reinforced a system of exclusion
- Proposition 209 did nothing to challenge the “good old boy” network

⇒ Additionally, women-owned firms reported:

- Difficulty in filing a grievance or discrimination complaint
- That they are challenged to their command, such as being randomly quizzed to prove knowledge

Recommendations

- Equal opportunity programs
- Culture of the transportation industry
- Advocacy for the business model of diversity
- Data collection
- Continued research

Acknowledgements

⇒ Thanks to:

- Jessica Borja
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- Mary Elliott

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- Rosenberg Foundation
- Fulfilling The Dream Fund/Public Interest Projects

Contact

Monique W. Morris, MS,
Director of Research and Senior Research Fellow
mmorris@law.berkeley.edu
510-643-0121

Michael D. Sumner, PhD, Research Manager
msumner@law.berkeley.edu
510-642-6395

www.law.berkeley.edu/centers/csj

**Thelton E. Henderson Center for Social Justice
UC Berkeley School of Law**

Speaker: Tim Lohrentz



Tim Lohrentz is the Program Manager for the Inclusive Business Initiative and is the author or co-author *A Minority Business Development Framework for the Cleveland Foundation*, *The Impact of State Affirmative Procurement Policies on Minority- and Women-Owned Businesses in Five States*, and *State Policies and Programs for Minority- and Women-Business Development*. Tim earned his a B.A. in Mathematics from Bethel College and a Masters in Urban Planning and Policy (MUPP) from the University of Illinois at Chicago.

The Challenge of Ballot Measures to Affirmative Procurement Programs

June 5, 2008

Tim Lohrentz
Program Manager
Inclusive Business Initiative
Insight Center for Community Economic Development



Insight Center for Community Economic Development

The Insight Center for Community Economic Development, formerly the National Economic Development and Law Center (NEDLC), is a national research, consulting and legal organization dedicated to building economic health in vulnerable communities. The Insight Center is based in Oakland, California, and is 39 years old.

The Insight Center's multidisciplinary approach utilizes a wide array of community economic development strategies including industry-focused workforce development, individual and community asset building, establishing the link between early care and education and economic development, and advocating for the adoption of the Self-Sufficiency Standard as a measurement of wage adequacy and an alternative to the Federal Poverty Line.

Summary

- The 50-state Policy Trend in Affirmative Procurement
- Impact of Proposition 209 and Initiative 200 on Self-Employment Rates
- Impact of Proposition 209 and Initiative 200 on Business Growth Rates
- Procurement and Contracting Policy Responses to Ballot Measures in California, Washington, and Michigan
- Current Policy in Arizona, Colorado, and Nebraska – What's at Stake?



The presentation is based on the Insight Center's 2006-07 state policy scan of inclusive business programs. The study examined the procurement and business development programs for small businesses owned by people of color (MBEs) and women (WBEs), looking at all 50 states and the District of Columbia.

State Policy Trend: Inclusive Business Programs 1996-2006

States that enhanced their inclusive business practices								
						Tennessee		Missouri
						Minnesota		Virginia
					Ohio	Pennsylvania		Maryland
		North Carolina	Delaware		Delaware	Massachusetts		Illinois
Massachusetts		Ohio	Maryland	Florida	Maryland	Arizona		South Carolina
1996	1998	1999	2000	2001	2003	Washington	Florida	Colorado
Louisiana	Ohio	New Hampshire	Florida	Oklahoma	Indiana	Illinois	Washington	Washington
Colorado	Minnesota				New Jersey	Missouri	Nevada	California
California	Washington						Oregon	Michigan
							Alaska	
States that reduced their inclusive business practices								

States listed above the date indicate actions that enhanced inclusive business programs.
 States listed below the date indicate actions that diminished inclusive business programs by the state.

Proposition 209 (CA) & Initiative 200 (WA)

- ⇒ California's Proposition 209 passed on Nov. 5, 1996, 54% of vote
- ⇒ “The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.”
- ⇒ Washington's Initiative 200 passed in November 1998.

Impact of Proposition 209 and Initiative 200 on Self-Employment

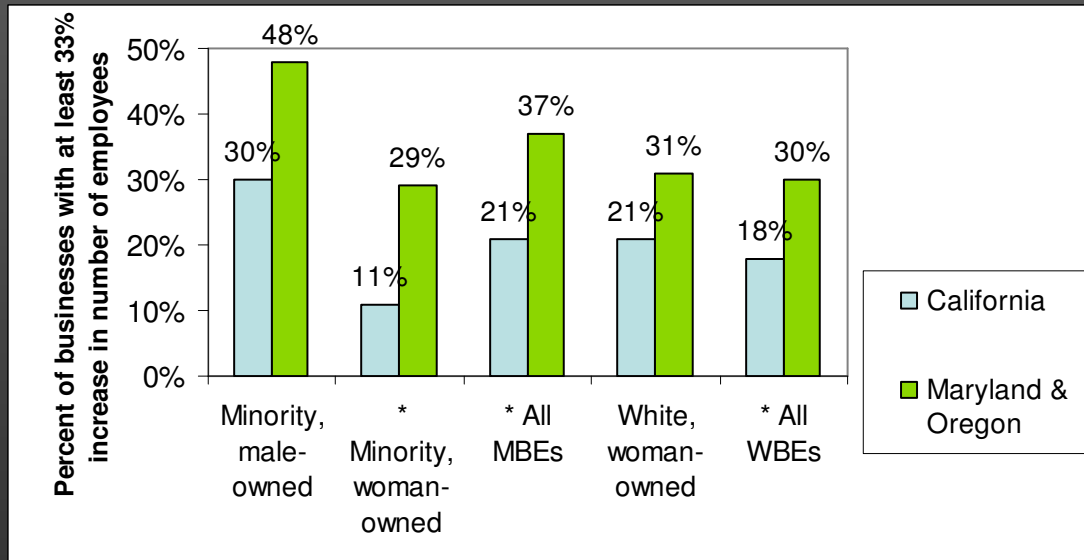
- ⇒ In California, Proposition 209 led to increased self-employment among all minority groups and women. This was especially true in the Construction sector.
- ⇒ This may have been caused by decreasing opportunities in both the public and private labor market due to Prop 209.
- ⇒ The long-term trend of decreasing self-employment among African-American men was slowed somewhat by Prop 209.
- ⇒ In Washington, Initiative 200 led to increased self-employment among all minority groups and women, except for Asian and Native American men.

Impact of Proposition 209 and Initiative 200 on Business Growth

- ⇒ Study of 2,720 randomly selected businesses located in California, Washington, Florida, Oregon, or Maryland. All businesses, not just those who are vendors to the state or local governments
 - Oregon and Maryland are the comparison group – policy neutral or policy enhanced
- ⇒ Business growth measured by number of employees in 1996, 2001, and 2007, using Dun & Bradstreet business data
 - Data on 748 firms across the three data points
- ⇒ White, male-owned firms were used as a control group
 - No difference in business growth rates among the five states for the control group

Business Growth Rates of MBEs and WBEs Declined With Proposition 209

➔ Business Growth by MBE and WBE status, California vs. Maryland and Oregon, 1996 to 2001

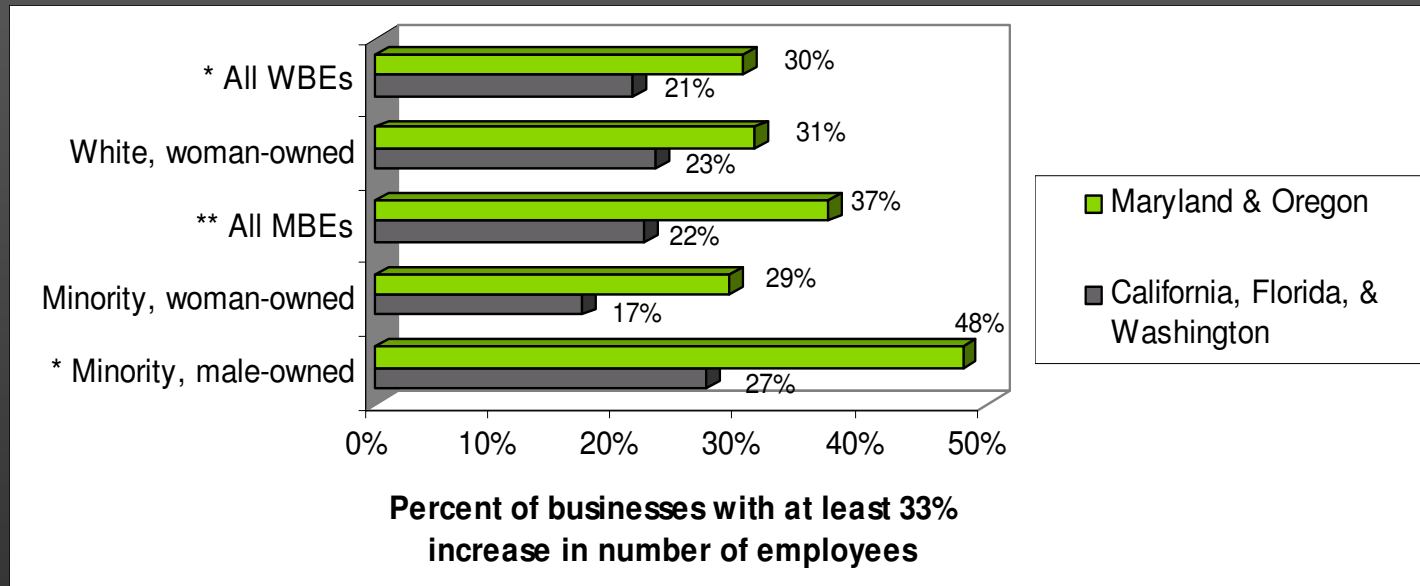


* Significantly lower than Maryland and Oregon (combined) at the $p = 0.05$ level.

Note: White, male-owned businesses in California grew at the same rate as similar firms in Maryland and Oregon during the same period.

MBEs and WBEs also had Lower Growth Rates in Washington and Florida

- ➔ Business Growth by MBE and WBE status, Policy reduction states (CA, FL, & WA) vs. Policy neutral/enhanced states (MD & OR), 1996 to 2001



* CA, FL & WA firms significantly lower than MD & OR firms (combined) at the $p = 0.05$ level.

** CA, FL & WA firms significantly lower than MD & OR firms (combined) at the $p = 0.01$ level.

California's Policy Response to Proposition 209

⇒ State removed:

- Participation of M/WBEs in public contracts (15% for MBEs, overall; 5% for WBEs; and 3% for DVBEs)

⇒ State *voluntarily* removed:

- Certification of M/WBEs
- Tracking procurement dollars to M/WBEs
- Outreach to M/WBEs

Local Responses to Prop 209

- ⇒ Over a dozen local governments ended their affirmative procurement programs

- ⇒ Los Angeles City (no change)
 - Has a local SBE bid preference program
 - Had an M/W/OBE program prior to Prop 209 and it continues:
 - Prime contractors required to have MWOBE participation on selected contracts valued over \$100,000

- ⇒ Los Angeles County
 - Continues to certify but has no participation expectations
 - Community Business Enterprise (CBE) certification – includes MBEs, WBEs, DBEs, and DVBEs

Local Responses to Prop 209

- ➔ Port of Oakland
 - Ended its M/WBE program
 - Now has a local SBE participation goal open to all small businesses

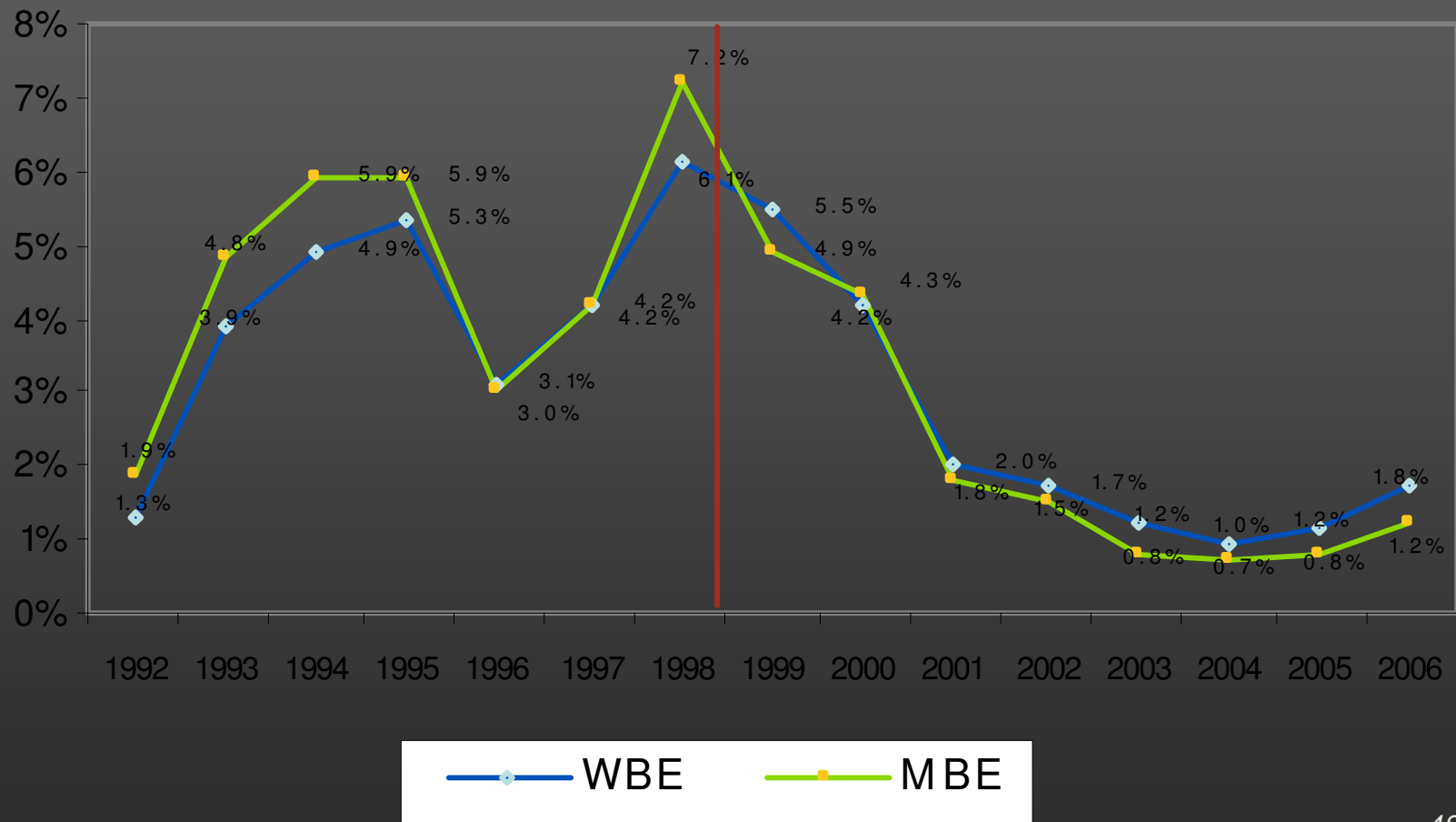
- ➔ San Francisco
 - Initially ended its M/WBE program
 - Recently started a targeted vendor outreach program to M/WBEs, recently upheld by CA Court of Appeal
 - Prime contractors must notify M/WBEs of sub-contracting opportunities

Local Responses to Prop 209

- ➔ California Public Utilities Commission
 - Not bound by Prop 209
 - Has Utility Supplier Diversity Program
 - All investor-owned electric, gas, water and telecommunication utility companies with gross annual revenues in excess of \$25,000,000 are required to participate
 - Voluntary procurement goals of 5% for WBEs and 15% for MBEs and 1.5% for DVBEs (disabled veterans)

Washington Procurement Falls for Five Years

Washington Procurement From WBEs and MBEs, 1992 to 2006



Washington's Response to Initiative 200

⇒ **Removed:**

- ⇒ Contract participation goals
- ⇒ The authority to reject low bidders who do not meet the M&WBE goals
- ⇒ Price preferences or preference points based on race, gender, color, ethnicity, or national origin
- ⇒ Consideration of race, gender, color, ethnicity, or national origin in the final selection and award of contracts or purchases

⇒ **Did *not* remove:**

- ⇒ The M&WBE program designed to increase opportunities for M&WBE firms
- ⇒ Certification of M&WBE firms
- ⇒ Outreach and recruitment of M&WBE firms
- ⇒ Voluntary M&WBE purchasing and contracting goals
- ⇒ Monitoring and reporting of the utilization of M&WBE firms
- ⇒ Authority to identify and remove barriers to equal participation in contracting and purchasing

WASHINGTON STATE SUPPLIER DIVERSITY INITIATIVE

Home

Home

Success Stories

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Business Survey

Agency Change Agents have been hard at work completing their agency's M/WBE Participation Plans!

The plans are finalized when they have been reviewed by OMWBE and signed by the Agency Directors. As completed plans are received, we will post them on the [Agency Plans](#) page.



Governor Chris Gregoire

"Minority and women-owned businesses are an integral part of our community and economy. Their economic prosperity is critical for the success of our state."

[\(Letter to State Agency Directors\)](#)

FIRMS - We want to hear from YOU!!

Have you experienced a recent success? Has your firm faced a new challenge? We want to know about it! If you would like to share your successes and challenges with us, please complete the [success form](#) and the [challenges form](#).

Governor's CHALLENGE to the State:
Increase contracting and procurement with minority and women-owned businesses through genuine

Summary of Responses to State Ballot Initiatives

⇒ California

- Dismantled all aspects including certification, procurement tracking, vendor outreach, targeted business services

⇒ Washington

- Dismantled mandatory participation. Kept other aspects, including agency supplier diversity coordinators

⇒ Florida

- Preemptively dismantled mandatory participation; created voluntary One Florida program

⇒ Michigan

- Favors the Washington approach but does not have the state budget to implement it

State Programs in Arizona, Colorado, and Nebraska

➔ Arizona

- For state spending, require at least one M/WBE bid on contracts under \$50,000
- Governor's Equity in State Contracting Initiative established state plan to voluntarily increase M/WBE procurement
- Initiative created online vendor directory – *Arizona Steps Up*, where M/WBEs can self-identify
- Phoenix certifies S/M/WBEs and tracks sub-contracting. Encourages use of M/WBEs on sub-contracts with specific goals. Bid preference for all small businesses.
- Tucson certifies S/M/WBEs and tracks procurement. Bid preference for all small businesses on some construction bids, with smaller additional benefit for M/WBEs on certain bids.

Colorado

- 2006 State/DOT Disparity Study, increased goals and procurement
- Based on same disparity study, Denver has established M/WBE contract participation goals
- The state joined Denver to attach mandatory M/WBE goals on state spending in Denver
- Governor recently established the Minority Business Advisory Council
- Online vendor directory with M/WBE self-identification

Nebraska

- No M/WBE goals or certification
- Online vendor registry with M/WBE designation
- State helps finance specific business development services for women-owned businesses and for Latino-owned businesses, in Spanish
- Omaha certifies 'Protected Business Enterprises' (PBEs – M/WBEs) and proactively contracts/sub-contracts with PBEs at a level similar to industry market shares
- Lincoln maintains Historically Underutilized Business (HUB) directory

For more information on State M/WBE Programs

➔ <http://www.insightccd.org/index.php?page=programgoals>

State Inclusive Business Program Overview & Goals

[Return to InBiz home](#)

State	Does the state have a Minority Business Enterprise office (or equivalent)?	Is there a statewide aspirational goal for MBE/ WBE procurement?	What is the MBE/WBE goal?	Does state require MBE/ WBE participation on certain contracts in order to reach goal? (or good faith effort waiver)	Is ranking or preference given to MBEs/WBEs as primes or as subs?	Does the state prohibit local government agencies from having any M/WBE goals or preferences?	State Policy Change from 1997 to current
Alabama	yes, Office of Minority Business Enterprises	no	none	no	no	no	none
Alaska	not sure	no	none	no	no	no	none
Arizona	yes, the Community Outreach Program within the State Procurement Office	no	none	no, but all lettings under \$50,000 must have at least one M/WBE bidder	no	no	added supplier diversity program in 2004
Arkansas	no, but the Dept of Economic Development plays some of this role	yes	10%	no	no	no	none
							Prop 2009 passed in

Done



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InsightCCED.org - St...

The Inclusive Business Initiative

➔ <http://www.insightccd.org/index.php/insight-communities/inbiz>

➔ 510-251-2600

➔ tlohrentz@insightccd.org



The screenshot displays the InBiz website interface. On the left is a dark sidebar with the Insight Center logo and a list of state programs. The main content area features a search bar, a navigation menu, and a news article about the San Francisco Diversity Summit.

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HELPING PEOPLE AND COMMUNITIES BECOME, AND REMAIN, ECONOMICALLY SECURE

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InBiz, the Inclusive Business Initiative

InBiz Home

The **Inclusive Business Initiative** website is an initiative of the Insight Center for Community Economic Development to provide information to states and local governments, as well as diverse small businesses and their advocates, in order to further the inclusive business programs of public agencies. This initiative is a key component of the Insight Center's work to advance strategies that build family and community assets and help overcome the racial wealth gap.

Quick Links

- [Link to information related to state inclusive business programs:](#)
- [Search by State](#)
- [Overview of State M/WBE Program and Goals](#)
- [Affirmative Procurement Programs](#)

News

InBiz's Tim Lohrentz will be speaking at the **San Francisco Diversity Summit** February 29. The summit runs from Feb. 28 to March 1 and is sponsored by the National Black Chamber of Commerce (NBCC), the California Black Chamber of Commerce, and the San Francisco African American Chamber of Commerce. There are also many other great speakers including Monique Morris of the Thelton Henderson

Done

Question/Answer Session

We encourage questions or comments.

Please use the chat feature located
at the left of your screen.

We will address as many as time allows.

Thank you for your participation.

For additional information, please feel free to contact
Isaac Leamer at (212) 764-1508 ext. 220 or
ileamer@publicinterestprojects.org.



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California Coalition
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