

14th Annual

UEDA Community Development Summit

SUMMARY & REPORT-OUT

Wednesday, October 21, 2015



Presented by:

Urban Economic Development Association of Wisconsin (UEDA)

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EVENT OVERVIEW

- Nearly 150 people joined us during [Milwaukee's Boys & Men of Color Week](#) to discuss how the way we work is changing and how these new paradigms can be used to improve employment outcomes for boys and men of color in Milwaukee.
- Attendees represented community-based organizations, employers, local government, funders and other stakeholders throughout southeast Wisconsin.
- They focused on specific challenge areas and how to **foster collaboration**, **connect boys and men of color to networks of opportunity**, **increase diverse hiring strategies** and **utilize resources in a strategic way**.
- Discussions were centered in four areas: Pipelines & Pathways, Networks, Entrepreneurship and 21st Century Skills.

A program agenda can be found in the Event Booklet [here](#).

EVENT OVERVIEW

We discussed **How We Work is Changing**....

For example, in April 2015 the U.S. Government Accountability Office estimated that 40.4% of the employed labor force was in alternative work arrangements

...and we talked about **Connecting the Dots**

According to the 2010 U.S. Census, out of a population of 596,000 there are 181,000 boys and men of color in Milwaukee. Yet only 44% of working age Black males are currently employed.

Imagine the Opportunity: the power of 181,000

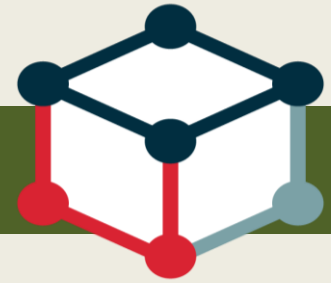
View more facts & figures on work, economy and opportunity [here](#).

EVENT OUTCOMES

UEDA's Summit Planning Committee developed the following outcomes, which were used to guide the program design:

- Increase public dialogue and leadership engagement **by changing the perception of what it means to find work and engage talent**. How can we increase diverse hiring strategies in key industry clusters?
- Identify ways **to increase momentum, collaboration and garner resources** to current boys and men of color initiatives targeted towards employment and workforce.
- Develop ways **to better connect those participating in the informal economy** to workforce and/or entrepreneurship assistance and resources.
- Empower and encourage attendees **to work collaboratively to build pathways of opportunity** through education, networks, skills training and entrepreneurship for boys and men of color.

Fishbowl Discussion: OVERVIEW

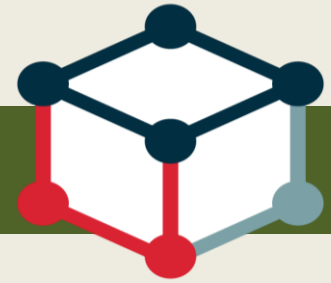


This guided discussion "in the round" featured community leaders representative of various perspectives related to employment and workforce.

They discussed emerging workforce trends, what the "project economy" and work will look like in the near future, and how this intersects with the disparities and challenges present for boys & men of color in our community.

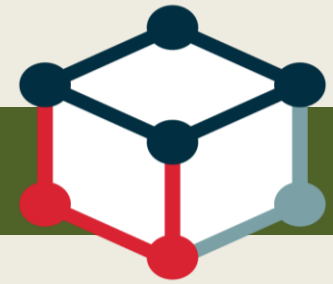
- Moderator: Antonio Butts, Business & Enterprise Development, Sector Management Consulting
- Jamie Elder, Director of Urban Development, WI Dept. of Children & Families
- Jonathan Feld, Director Articulation & Transfer/High School Relations/Intl. Ed./Individualized Technical Studies, Milwaukee Area Technical College (MATC)
- Kalan Haywood, Sr., President, Vanguard Group
- Theresa Jones, Vice President Diversity & Inclusion Strategies, Wheaton Franciscan Healthcare
- Dr. Marc Levine, UW-Milwaukee Center for Economic Development
- Tim Syth, LushProduction
- Terry Westfahl Vice President Human Resources, GRAEF

Fishbowl Discussion: SUMMARY



- In Milwaukee, a vast majority of jobs still come from traditional sectors (i.e. manufacturing, health care, etc.)
 - *How do we as a community adjust and shift to the “information economy” – one that is more skills-based and transient?*
- Government infrastructure was built around “mass employment” – how do we connect strategies to the reality of the current economy?
 - *Employment with benefits is becoming “a luxury good”*
- There continues to be persistent discrimination in our region’s labor markets due to the effects of spatial segregation (lack of transportation), educational disparities, etc.
- Yet employers say there is a shortage of workers. They are looking for skills such as versatility, collaboration, task execution and communication.
- We need to rethink “traditional” occupations – for example, there is a huge opportunity for nurses but it is viewed as a traditionally female occupation.

Fishbowl Discussion: SUMMARY



- Jobs in the new economy will require a high school diploma or less – transferrable skills are more important, while specific training is often provided by employers and institutions.
- To respond to this, educational systems are looking at a credential model vs. a degree model. More flexible, less time to complete and recognize that people return for training/education over time.
- Yet higher-skilled positions are difficult to recruit for. Need to develop a pipeline for young men of color into health care, engineering (STEM). How do we “accelerate” them into new opportunities, build confidence, etc.?
- Companies need to start internally by increasing awareness that we need to do more to include boys and men of color in hiring.
- Multi-institutional initiatives work by leveraging public works and development projects (see Baltimore and Johns Hopkins/Hospital Association).
- As a community we need to be deliberate and intentional about reaching boys & men of color. What institutional missteps do we need to correct? (i.e. legacy of incarceration, segregation, etc.)

Pipelines & Pathways: OVERVIEW



Facilitators: Tim Syth (LushProduction) & James Carlson (The School Factory)

Recorder/Support: Jeff Roman (Community Advocates Public Policy Institute) and Carol Maria (FDIC)

Outcomes:

- Identify what the pipeline to employment looks like now for Milwaukee's boys and men of color.
- Discuss what we want the pipeline to employment to be. (i.e. increase access, decrease barriers, how to improve outcomes for the "currently unemployable")
- Develop a visual of the new pipeline and who/what can get us there. (i.e. how & where do they engage?) *"A roadmap"*

Main Points



Lab participants...

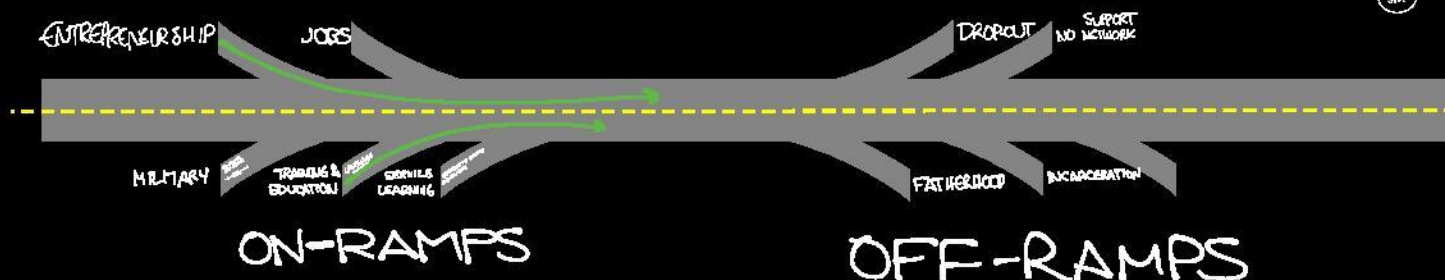
- Built the map: On-Ramps & Off-Ramps
 - ✓ Job, Entrepreneurship, Military, Training & Education, Service Learning
 - ✓ No Support Network, Dropout, Fatherhood, Incarceration
- Discussed who is touching each area
 - ✓ Are there gaps? Or redundancies?
 - ✓ Where can we collaborate more?
 - ✓ Where is the “funnel” that pulls people in?
- Talked about resources: what’s available, where do they go
- Brought stories to life: How do men of color make their way through these pathways?
 - ✓ 5 profiles: Chronically unemployed, recent graduate, ex-offender, single father, under-skilled/under-educated
 - ✓ 5 dimensions: Time, norms, support, money, skills

VISUAL: The Pipeline

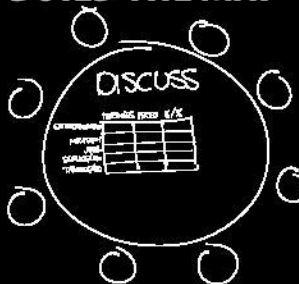


UEDA Summit: Pathways and Pipelines Facilitation Results

use your viewer ZOOM to explore



BUILD THE MAP



	partners	programs	dollars
Military	18	15	\$0.03
Entrepreneurship	48	83	\$185,000.20
Service learning	1082	678	\$2,000,000.70
Training and education	142	324	\$4,000,000.00
Jobs	207	151	\$3,500,000.85

TELL A STORY

PROFILES

CHRONICALLY UNEMPLOYED
EX-OFFENDER
SINGLE FATHER
RECENT GRADUATE
UNDER-SKILLED/LARGE EDUCATED

TIME NORMS SUPPORT MONEY SKILLS

MGMT
TELL THE STORY
MGMT



BRING STORY TO LIFE

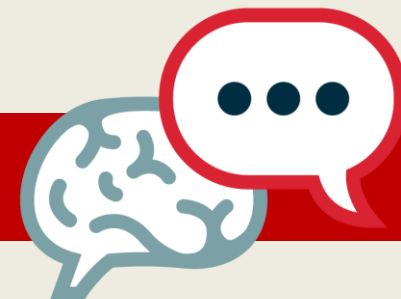
What do you need to make the stories real?

- Employment demographics match city demographics
- Inventory of programs that is available
- Create funding flexibility
- Adaptive employment: more inclusive of starters, to work with the challenges
- Connecting ambassadors who will go share information about programs and opportunities
- Increase sophistication with relationship to risk assessment for employers
- Top-down leadership learn belief and support
- Citywide celebration of mentors
- Commitment from local funders to support operations and administration
- List of service providers

Share the stories of success!

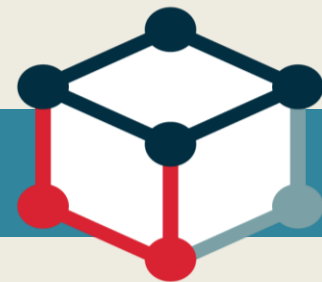
[Link to PDF here](#)

Recommendations



- **Need to be transparent about the resources** (time, funding, people, etc.) **available and where they're directed**
 - ✓ *Funders need to support operations & offer flexibility*
- **Take a closer look at potential redundancies**
 - ✓ *Program inventory to find linkages*
 - ✓ *Develop collaborative partnerships to connect the work*
- **Entry points are critical**
 - ✓ *How can we better facilitate referrals?*
 - ✓ *Connect "ambassadors" who share information*
 - ✓ *Increase sophistication in terms of risk assessment for ex-offenders*
 - ✓ *Adaptive employment that is more inclusive of starters & works with challenges*
- **Storytelling is powerful**
 - ✓ *Make it real: increase sensitivity & understanding*
 - ✓ *Top-down leadership that builds team belief & support*
- **Share successes!**
 - ✓ *Citywide celebration of mentors*

Networks: OVERVIEW



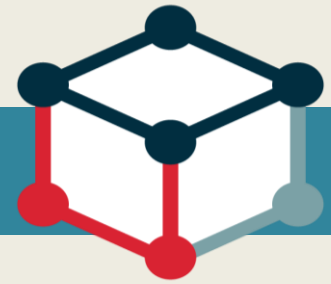
Facilitator: Reggie Moore (Center for Youth Engagement)

Recorder: Terry Murphy (ArtWorks for Milwaukee)

Outcomes:

- Identify ways to increase/broaden networks for boys and men of color. (i.e. access to programs/services that provide a tangible, positive impact)
- Develop strategies to share networks with others. (i.e. improve connections among service providers and users)
- Identify effective ways to communicate with and connect boys and men of color to services at neighborhood level.

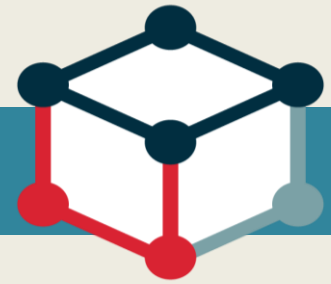
Main Points



Lab participants....

- **Looked at our own influences:**
 - Where/how we grew up: parents, teacher, someone in the neighborhood, mentor; exposure to the wider world (i.e. Black college tour, where people work)
Key: Relationships can change everything
- **Current state: network disconnection**
 - We looked at the causes and effects: Multiple factors
 - ✓ What are the effects of not sharing what you have?
 - ✓ What “destroys” our social networks and how do we change that?
 - How do we agree on what to focus on first? What do we fix?
- **People came to the lab because they understand the power of networks and want to improve their networks**
Mission accomplished!

Recommendations/Next Steps



If we focus on connecting our networks, we'll get a lot done.

- Who do you know, but also who should you know (how to increase connections)
- Causes & Effects discussion generated 12 good ideas out of nearly 100
- Relationships & referrals are critical in this work
- Identify what we do every day that could better connect ourselves and who we know to each other.

Challenge: Connect with someone you don't know today.

- Move past the initial introduction: meet in person and share interests.
- Ask not “what do I need” but “who are they”
 - *i.e. What do we have in common?*
- Who else can I connect them to in my network?

Entrepreneurship: OVERVIEW



Facilitators: Matt Richardson (SmartWave) & Antonio Butts (Sector Management Consulting Group)

Recorder: Marjorie Rucker (The Business Council)

Outcomes:

- Identify ways to connect men of color (particularly youth) to traditional & non-traditional business/startup resources (\$, technical assistance, networks, etc.)
- Develop alternative strategies or approaches that can support men of color entrepreneurs in a more challenging environment.
- Identify ways to connect those in informal or underground economy to startup resources.

Main Points



Lab participants discussed:

- What are the characteristics of an entrepreneur?
- What barriers exist for boys and men of color to become entrepreneurs?
- What are the barriers to bringing men of color into our entrepreneur development pipeline?
- What resources already exist for entrepreneurs?
- What needs to be in place to get men of color to the resources they need to start a business?

And reflected on the following through personal testimonials:

- Impact of perception (internal & external) & stereotypes
Everyone is different – need to make sure we value that
- Importance of cultivation and mentorship to “grow” successful entrepreneurs
- Impacts of mass incarceration and how it could connect to “the hustle” skill often found in entrepreneurs
- There are many people in this City with a sensitivity to boys and men of color and where they come from – they are important resources

Main Points



What are the characteristics of an entrepreneur?

- Risk-taker
- Belief in themselves
- Seeing failure as a component of success
- Got “hustle” in them
- Problem-solver
- Self-awareness (who they are and what are their strengths and weaknesses)
- Responsibility
- Passion for what you are doing or want to achieve
- Charisma
- Can identify market opportunities
- Able to lead people
- Wants to shape the world with their vision and ideas
- Financial knowledge
- Faith in God
- Open to learning new things
- Responsible
- Prepared to take advantage of opportunity

Main Points



What barriers exist for boys and men of color to become entrepreneurs?

- Stereotypes and perceptions
- Lack of self-confidence/self-awareness
- Lack of exposure to opportunities or career paths
- Lack of hope
- Institutionalized oppression
- Feeling oppressed – if you feel oppressed that can bar you from taking steps toward entrepreneurship
- Lack of access to capital and resources because they are not viewed by lenders and resource providers as typical entrepreneurs if they do not conform to generalized business standards
- Cultivation of entrepreneurship (mentor-conversations are necessary)
- All entrepreneurs do NOT fit one mold

Main Points



What are the barriers to bring men of color into our entrepreneur development pipeline?

- How service providers reach out to entrepreneurs needs to change
 - ✓ Need to increase awareness that they exist and know where to go when they are seeking assistance
- Keep men of color out of jail and prison
- Youth aren't taught about entrepreneurship in a formal way
- Talk about graduation vs. incarceration rates

What resources already exist for entrepreneurs?

- Technical assistance providers (currently 42)
- Minority Chambers of Commerce
- City of Milwaukee working to create a website to help people that want to start a business
- Better knowledge of city and private resources available
- KIVA Zip & other crowdfunding for startups

Recommendations



What needs to be in place to get men of color to the resources they need to start a business?

- Mentorship
- Apprenticeships and Internships
- Small, immediate wins and results
 - ✓ *TBD but necessary as people like to see things instantaneously*
- Learning how to identify someone as an entrepreneur and change our lens of what an entrepreneur is
 - ✓ Knowing that it doesn't take a formal education to be a successful entrepreneur
- Resource providers need to go to where the entrepreneurs are
 - ✓ Grassroots outreach, partner with new groups (i.e. faith-based, etc.)
- Utilize extracurricular activities or schools to teach youth about entrepreneurship
- Develop a 10 year plan on how to address this issue

21st Century Skills: OVERVIEW



Facilitator: Michelle Dobbs (ArtWorks for Milwaukee)

Support: Travis Evans (Riverworks Development Corp.) & John Anderson (WRTP/Big Step)

Recorder: Bethany Sanchez (Metropolitan Milwaukee Fair Housing Council)

Outcomes:

- Develop list of the transferrable skills that everybody needs to find work. What needs to change in our current system?
- Identify a structure or way for participants to regularly check in with each other; connect boys and men of color to skills training/resources.
- Identify innovative ways to use “boutique structures” that are skills-based to connect men of color to employment opportunities.

Main Points



Lab participants developed and reviewed a list of “transferrable” skills:

- Creativity & Innovation
- Critical Thinking, Problem-Solving
- Communication & Collaboration
- Flexibility, Adaptability
- Social & Cross-Cultural Skills
- Initiative & Self-Direction
- Productivity, Accountability
- Leadership & Responsibility
- Information & Media Literacy

Main Points



Small group discussion focused on what men of color experience when looking for a job AND what employers are looking for when hiring.

What needs to change:

- Profiling on arrests (address the large % of men of color in the court and prison system)
- “Ban the box” on job applications
- Decriminalize or remove labels from certain offenses to increase job access
 - ✓ i.e. parking tickets, child support payments, etc.
- Redefine “minority” and resolve issues specific to experiences of black males
- Reparations, free healthcare
- Preventative support (education not prison)
- Extend bonuses to employers for longevity on transitional jobs
- Must recycle black dollars into black communities

Main Points



How to connect men of color to resources/opportunities and each other?

- Connect direct service providers with the funding, to identify strong points for collaboration
- Identify the assets/skills in different sectors (manufacturing, construction, healthcare, customer service etc.) and cross-train people in all sectors
- Provide mentorship element
 - ✓ *One-on-one relationships sometimes work better*
 - ✓ *Can facilitate recommendations and connections*
- Introduce “life skills” and “transferrable skills” as concepts at a young age, so that when kids get to job age, they have awareness/tools
- Transportation access is key – need to get to where the jobs are
 - ✓ *Driver’s education classes, license prep & license recovery important*

Main Points



What innovative strategies & structures can we use to connect boys and men of color to jobs? *Don't reinvent the wheel, reintroduce it*

- Reinvest in tech/vocational schools and programs (skills-based)
- Offer workshops where employers become the job-seeker with the background of men of color (i.e. “trade places” to experience challenges)
- More exposure to the job world at a younger age
 - ✓ Mentor and peer groups in middle school
 - ✓ “Show & tell” at elementary & middle school level – highlight emerging sectors
- Work with employers to create “We Will Hire” events (vs. job fairs)
- Use traditional media, social media and texting to connect skills to jobs
 - ✓ Highlight transferable skills: how does your experience fit with a given career?
 - ✓ Raise up the successes in the media for young people to see
- Teach people how to use their phones to access jobs
 - ✓ *Always be prepared to pursue the opportunity*
- Combine employer networking & training with worksite tours
 - ✓ i.e. What is the shop floor like? Visualize & put the job in context

Recommendations



In summary:

- Start younger, high school is too late
- Remove the stigma / threat of being a boy or man of color and the cultural baggage that often comes with it
- Mandate cross-sector collaboration among trainers, service providers, job-seekers and employers
- Don't put people in a box: Speak collectively to address old policies that don't apply or work anymore, or increase disparities
 - ✓ Criminal and employment policies
 - ✓ Transportation & spatial segregation
- Develop long-term systemic solutions instead of “band-aids”

NEXT STEPS



In November 2015, UEDA's Summit Planning Committee met to review lab results and event outcomes. The following recommendations were made to help further efforts to address work & employment outcomes for Milwaukee's Boys and Men of Color:

Overall:

- Ensure that any follow-up activity aligns with priority areas identified in the City of Milwaukee's *My Brother's Keeper Local Action Plan* (to be finalized by early 2016).
- Create a working group out of this Summit made up of Committee members, participants and attendees to continue moving recommendations further.
 - *Identify a cohort of organizations, institutions, employers and others already working on similar strategies to partner with*
- Invite employers and unions to become more deeply engaged in this effort.
 - *Develop a "pitch" for employers with specific asks to get involved*
- Host a conversation between major employers, service providers and clients to encourage deeper thinking about the strategies needed to change the current dynamic.
 - *Ask GMC, Unions, MMAC and M7 Talent Shortage group to invite their members*
 - *Ask community-based organizations and/or service providers to invite their clients*
 - *Replicate Pipelines lab and use Profiles with small table discussion*

The next slide has additional recommendations by lab

NEXT STEPS



Pipelines & Pathways:

- Create a task force or group that works across sectors and uses profiles as a touchstone to develop stronger referral network (storytelling is powerful).
 - *How can we serve/support boys & men of color better when it comes to employment?*
 - *Ask funders to revisit requirements to encourage collaboration.*

Networks:

- Reconvene the Networks lab to explore further what people are looking for (that is not there) in terms of establishing & maintaining networks.
- Offer more opportunities for service providers, employers, etc. those engaged in the work to network with each other (*aligned with the above recommendations from Pipelines & Pathways*).

Entrepreneurship:

- Identify ways to bring those in the “informal” economy into the startup realm (untapped market).
- Credit building and financial education very important (will not get financing otherwise).
- Work on creative ways to invest in businesses (i.e. pitch events like Riverworks “dolphin tank”).
- Develop entrepreneurship cohorts for mentoring/rites of passages programs for boys and men of color.

21st Century Skills:

- Develop strategies to pass much-needed policy reforms related to the legacy of mass incarceration (expungement, monetary penalties, ban-the-box, child support, etc.)
- Start younger (high school is too late) to address “the gap between the world of work and the world of education” - i.e. “summer camps” that feature different employment sectors
- Hold “We will hire” events (vs. job fairs)

NEXT STEPS



UEDA will continue to work with its partners, committee members and others by:

- Posting and sharing this Summary/Report-out with attendees, participants and others.
- Align any follow-up efforts with the City of Milwaukee's Black Male Achievement Advisory Council.
- Identify other organizations or potential partners engaged in this work to collaborate with and ensure resources are used strategically.
- Continue to communicate any updates related to the Boys & Men of Color work in Milwaukee to attendees and participants.

We thank you for your participation and engagement in this year's Summit!
And look forward to continuing the work on this important issue.

A list of this year's Summit Sponsors, Supporters & Committee Members follows.

We appreciate the support of the companies & organizations listed for making the 2015 Summit a success!

Thank you to our **Planning Committee** for their time & expertise!

- **Chytania Brown**, Milwaukee Area Workforce Investment Board
- **Travis Evans**, Riverworks Development Corp.
- **Kenneth Gales**, City of Milwaukee
- **Joe'Mar Hooper**, Milwaukee Public Schools
- **Michael Hostad**, Innovation in Milwaukee (MiKE)
- **Julious Hulbert**, Milwaukee Urban League
- **Mark Kessenich**, WRTP / Big Step
- **Al Luna**, Milwaukee Area Technical College
- **Tim Syth**, Lush Production
- **Amber Miller**, Wisconsin Women's Business Initiative Corp. (WWBIC)
- **Terry Murphy**, ArtWorks for Milwaukee
- **Nikki Payne**, SEWRPC
- **Sharon Robinson**, City of Milwaukee
- **Jeff Roman**, Community Advocates Public Policy Institute
- **Dominique Samari**, P3 Development Group
- **Harold Scott**, UEDA Member
- **Fran Serlin**, Milwaukee Art Museum

