Initiative Process and Community Engagement

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1/27/14 BMAAC Meeting

Presentation Outline

- ▶ Why we're here
- ▶ Critical Analysis, Mission and Vision
- ▶ Planning Targets
- ▶ Focus Areas and Process Models
- ▶ Sustainability
- ▶ Roles and Responsibilities
- ▶ Timeline and Process
- ▶ Honoring what's been done
- ▶ Stakeholder Informants
- ▶ Next Steps
- ▶ Calendar

Why we're here…

▶ **State of crisis in Milwaukee**

- Black boys and men of color center of need

- Incarceration rates and recidivism (highest in country)

- High unemployment

- Rising HIV infection (young Black MSM)

- Inadequate educational systems

- Infant mortality

- Broken family units

- Limited resources

- Culture of violence/silence

- Lack of coordinated response and leadership

▶ **A silver lining: Opportunity to challenge and change status quo**

The State of Black Males in Milwaukee

► 3 in 100 in 8th grade read at or above grade level; 70% below basic proficiency (NAEP, 2013)

► 1 in 8 working age behind bars in state prison or local jail (12%, highest In US)

► 45% working age employed (5th lowest in US); 30% unemployment rate (incar/unemp excluded)

► 45% graduate on time from high school (within 4 years w/ high school diploma)

► 27% (more than 1 in 4) MSM estimated living with HIV; over half newly diagnosed <23 year old

► Firearm homicide leading cause of death: 89% Milwaukee homicides, 11-39 years old

► >40% of Black families w/ children living in poverty (household income under federal poverty level)

Critical Need (Role of BMA Adv. Council)

- Leadership and Vision
- Linkage and Coordination
- Capacity and Coalition Building
- Focus and Awareness
- Metrics and Accountability
- Resource Investment

BMAAC Mission and Vision

Mission

▶ To **create hope and opportunities** for Black men and boys significantly marginalized from economic, educational, social and political life.
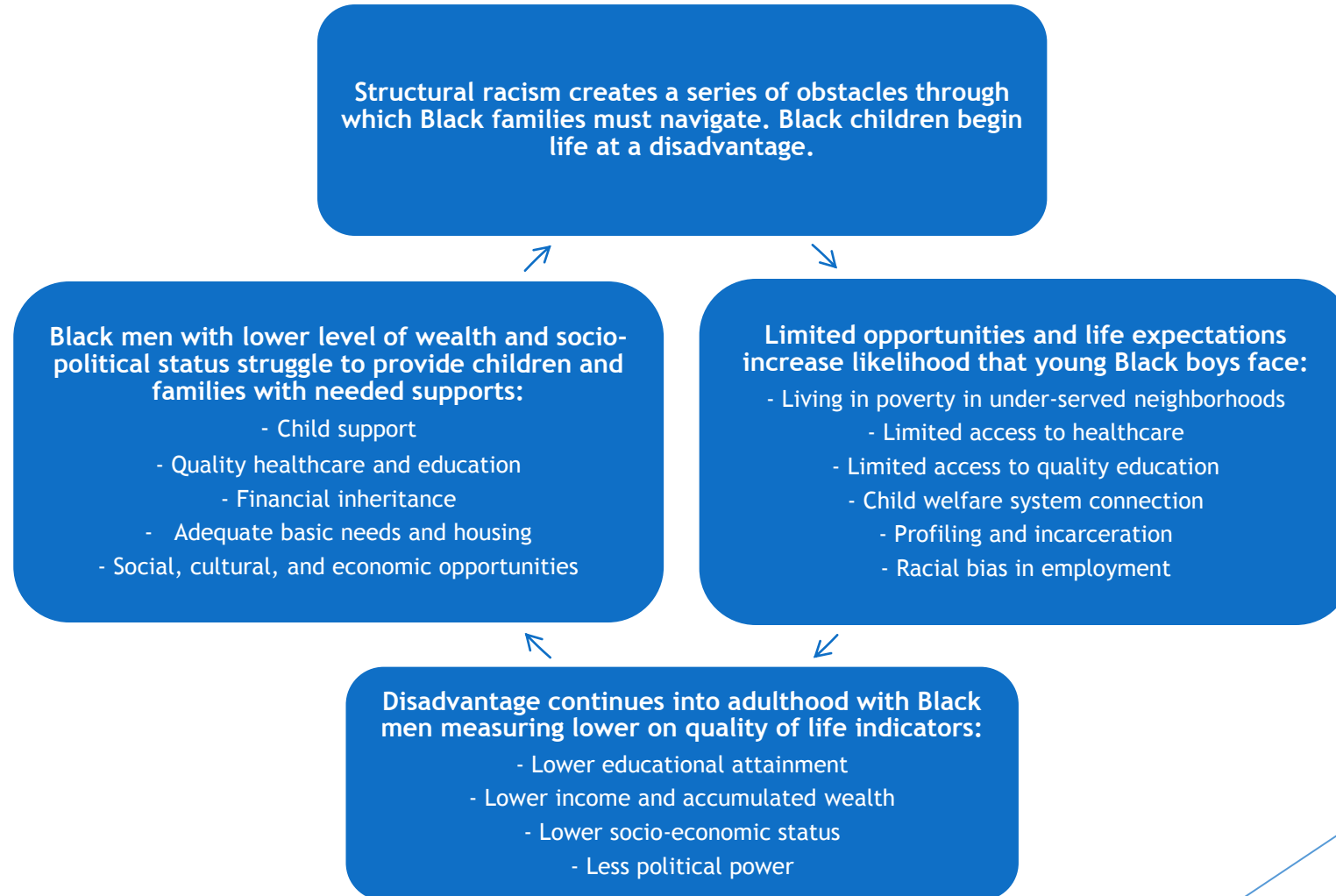

Vision

▶ A Milwaukee where Black men and boys are **healthy, productive and empowered** to live their lives to its fullest potential.

Structural Racism, Poverty and Public Health

Structural racism creates a series of obstacles through which Black families must navigate. Black children begin life at a disadvantage.

Black men with lower level of wealth and socio-political status struggle to provide children and families with needed supports:

- Child support
- Quality healthcare and education
- Financial inheritance
- Adequate basic needs and housing
- Social, cultural, and economic opportunities

Limited opportunities and life expectations increase likelihood that young Black boys face:

- Living in poverty in under-served neighborhoods
- Limited access to healthcare
- Limited access to quality education
- Child welfare system connection
- Profiling and incarceration
- Racial bias in employment

Disadvantage continues into adulthood with Black men measuring lower on quality of life indicators:

- Lower educational attainment
- Lower income and accumulated wealth
- Lower socio-economic status
- Less political power
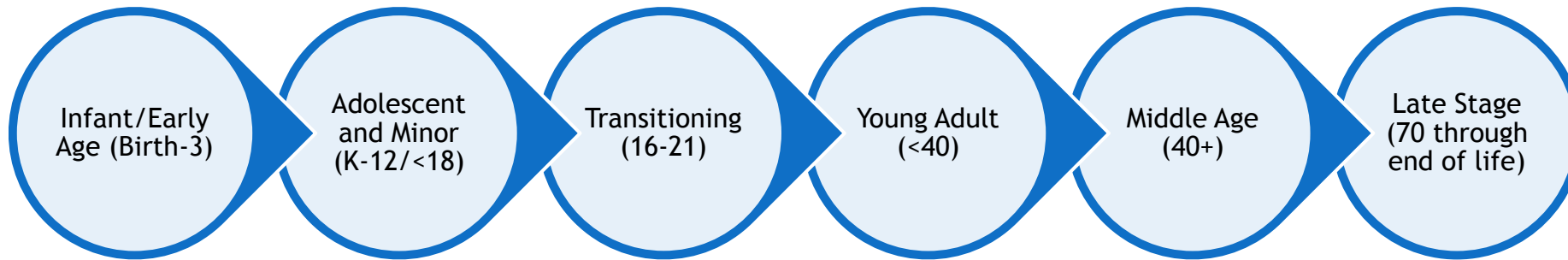
Social Development Commission, 2008

Population Subgroups

▶ <u>Black Males in Milwaukee</u>

- Resilient, Hopeful and High Achieving
- Juvenile Offender
- Hopeless, Violent and Criminal Offenders
- Currently Incarcerated
- Reentering and Ex-Offender
- Homeless
- Drug/Substance Abusing
- Aging and Disabled
- Veteran/Military Service

- MSM and GBT Identifying
- Parenting (Single, Married, Non-Custodial)
- Skilled and Professional
- Unskilled, Unemployed and Unemployable
- Foster Care/Child Welfare System Connected
- Street Gang Affiliated
- Mentally Ill (Diagnosed and Undiagnosed)
- Abused and Vulnerable
- Sex Trafficked

- Conditioned   - Forced   - Voluntary

- Supported and connected   - Fatherless or lacking positive adult male role-models
- Disconnected from family, resources and services

Planning Considerations

▶ LIFECOURSE STAGES

Infant/Early Age (Birth-3) → Adolescent and Minor (K-12/<18) → Transitioning (16-21) → Young Adult (<40) → Middle Age (40+) → Late Stage (70 through end of life)

▶ INTERVENTION TARGETS

Systems → Fathers and Families → Boys → Men

Focus Areas

▶ **Family and Social Development**

- Strengthening Black families and increasing involvement of Black men and fathers in the lives of children

▶ **Education K-16**

- Improving access to quality education and learning opportunities before, during and after school, and supporting Black boys and men, pre-K through higher ed.

▶ **Employment and Workforce Development**

- Improving access to quality job training and employment opportunities, and creating pathways to entrepreneurship for Black men and boys

Focus Areas

▶ **Health and Wellness**

- Improving the social, emotional, mental, and physical well-being of Black boys and men, and eliminating the culture of violence

▶ **Incarceration and Criminal Justice**

- Addressing disproportionate criminal justice contact and confinement of Black boys and men; and strengthening reentry support and resources

▶ **Faith-based and Community Engagement**

- Strengthening faith-based and cross-sector engagement and linking available resources and assets to support Black boys and men

Community Change Models

▶ Collective Impact

- *Foundation Strategy Group (FSG) and Harvard University, 2010*

- Evidence-based model supporting the idea that in order for communities and organizations to create lasing solutions to social problems on a large-scale, they need to coordinate efforts and work together around a clearly defined goal and vision.

▶ Racial Equity Theory of Change

- *Aspen Institute Roundtable on Community Change, 1997*

- Step-by-step guide for designing strategies to close chronic gaps and disparity associated to structural racism and process used to identify interim and early outcomes required to reduce and eliminate racial disparities long-term.

▶ Appreciative Inquiry

- *Case Western Reserve University, 1985*

- Evidence-based method for changing social systems that advocates collective inquiry into the best of what is in order to imagine what could be to design a desired future state that doesn't require incentive, coercion or persuasion for planned change to occur.

Collective Impact

- Achieved when a group of agents from varying sectors come together around a common vision and agenda to solve a specific problem

- Involves shared accountability, dedicated staff and a structured form of collaboration and process leading to mutually reinforcing goals and activities, shared measurement and open communication among all participants

- Most effective when built upon what already exists

- Focuses on relationships between participants and stakeholders willing to change or challenge their behavior and practice

The Five Conditions

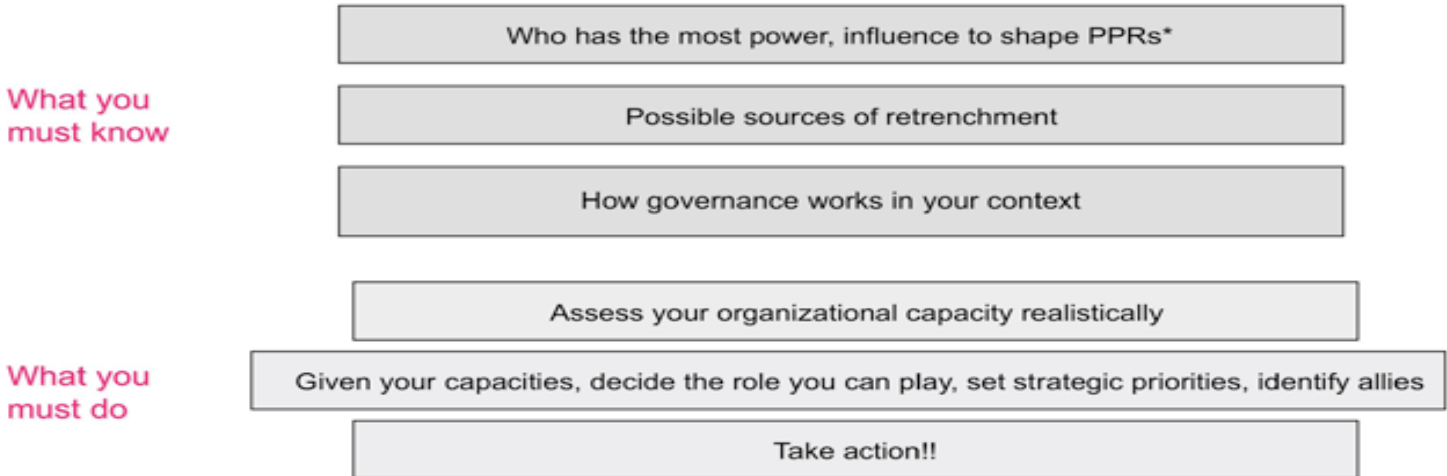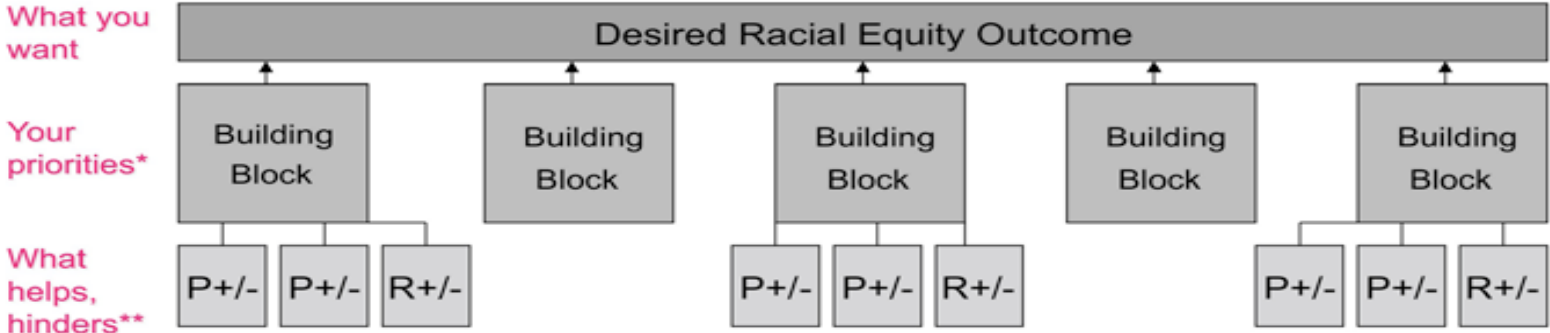| The Five Conditions of Collective Impact	
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Phases and Process

Phases of Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

Racial Equity Theory of Change (RETOC)

▶ Prerequisite process for understanding scope and nature of activities and advocacy needed to bring about racial equity in a particular context (Black male achievement in Milwaukee)

▶ Focuses principally on structural racism's "hardware" (public policies and institutional practices) and "software" (cultural representations, progress and retrenchment) that together reproduce racial outcome disparities

▶ Used to identify short and long-term outcome targets, early and intermediate actions to move those targets along, and the systemic and institutional barriers to address and organize around

▶ Process including a set of logical questions intended to help communities describe problems structurally, craft goals strategically, and zero in on targets that hold the most promise for structural change

RETOC Process (Workgroup focus)

Appreciative Inquiry

▶ Based on the assumption that specific questions focus attention a particular direction (strength-based or deficiency)

▶ Supports collective processes where all participants are motivated to offer, understand and value favorable aspirations to make rapid improvements

▶ Relies on focusing on the positive and building upon assets and strengths based on participant experiences and potential

▶ Aims to build around what can be and what works, rather than fixing what doesn't

Appreciative Inquiry 4-D Process

Sustainability Teams

▶ **Funding**

▶ **Policy**

▶ **Data and Investigation**

▶ **Awareness**

▶ **Evaluation**

Roles and Responsibilities

▶ **BMA Advisory Council**

- Lead and Coordinate (power to convene)

▶ **Committee Chairs as Focus Leaders**

- Link, Engage, Convene (facilitated process)

▶ **Focus Area Workgroups**

- Explore, Define, Recommend

▶ **Staff and Sustainability Teams**

- Support, Connect, Process

▶ **Researchers and Data Collectors**

- Investigate and Analyze

Reinventing the Wheel

- SDC Bridge of Hope Coalition (2008-2010)

- Coalition Report: **Structural Issues Impacting Black Male Employment Opportunities in Metro Milwaukee, June 2010**

- Key Themes and Recommendations
  - Structural Racism and Hyper-segregation
  - Equal Access and Opportunity
  - Education and Training
  - Broken Families, Neighborhoods and Economy
  - Regional Action

Report link: http://www.cr-sdc.org/DefaultFilePile/StructuralIssuesImpactingBlack.pdf

Workgroup Process and Timeline

▶ **ENGAGE (January – April)**

- Target population

- Cross-sector stakeholders

- Subject matter experts

- Researchers/Investigators

▶ **EXPLORE (May - July)**

- Barriers

- Programs

- Policies

- Practice

▶ **DEFINE (August - October)**

- What we want

- What we need

- Priorities

- Actors/Initiators

▶ **REPORT/RECOMMEND (Nov – Dec)**

- Workgroup work-plans

- Final report and action plan

- Benchmarks/metrics

- Structure and process

The Seven P's

► **Problem** (analysis of issues and root causes of disparity and disadvantage)

► **Population** (sub-populations impacted by particular disparity or disadvantage)

► **Policy** (what policies exist or should exist to address issues identified)

► **Programs** (what programs and services exist or need to be created, scaled or replicated)

► **Partners** (existing stakeholders to engaged or strongly interested in particular issue areas)

► **Practice** (political, organizational and institutional culture to challenge, change or create to support and sustain progress)

► **Priority** (most important issues to tackle based on timing and resources; easy wins)

Stakeholders and Informants
Family and Social Development

- Black Child Development Institute
- Social Development Commission
- Milwaukee Public Schools – Office of Family Services, Extended Learning, Community Rec
- Milwaukee Fatherhood Initiative
- Milwaukee LIHF Collaborative
- Milwaukee Brighter Futures Initiative/Community Advocates
- Milwaukee County Pathways Program
- Bureau of Milwaukee Child Welfare/Wisconsin Dept. of Children and Families
- UNCOM Neighborhood Centers
- Zilber/BNCP Neighborhood Initiatives
- City of Milwaukee Housing Authority
- UW Cooperative Extension
- Wisconsin Council on Children & Families

Stakeholders and Informants Education K-16

- Milwaukee Succeeds
- Milwaukee Public Schools
- University of Wisconsin Milwaukee
- Milwaukee Area Technical College
- Wisconsin Department of Public Instruction
- Metro Milwaukee Alliance of Black School Educators
- Milwaukee Public Library
- Marquette University
- City of Milwaukee (Education Initiatives/Charter School Authority)
- Milwaukee Out of School Time Initiative
- Surrounding School Districts

Stakeholders and Informants Employment/Workforce Development

- City of Milwaukee and Milwaukee County Initiatives
- Milwaukee Transitional Jobs Collaborative
- Milwaukee Community Business Collaborative
- MAWIB and Workforce Development Orgs (UMOS, YWCA, WRTP/Big Step, etc.)
- Milwaukee Area Workforce Funding Alliance
- Talent Dividend – Milwaukee Network
- Wisconsin Department of Workforce Development
- Business and Professional Associations, Chamber Orgs and Affinity Groups
- University of Wisconsin Milwaukee
- Transform Milwaukee (WHEDA, DOC, DCF, DWD Initiatives)
- SCALE UP Milwaukee and Center for Teaching Entrepreneurship
- Milwaukee Public Schools - Office of Career/Tech Ed, Career/College Readiness Services
- Marquette University

Stakeholders and Informants
Health and Wellness

- Milwaukee Health Department – Men's Health Office, Office of Violence Prevention
- Black Health Coalition of Wisconsin
- Milwaukee Men's Health Resource Network
- Milwaukee Healthcare Partnership
- Milwaukee Homicide Review Commission
- Medical College of Wisconsin
- Milwaukee Violence Prevention Collaborative (MCW, Safe & Sound, Project Ujima, etc.)
- Milwaukee Area Health Education Center
- Milwaukee County Dept. of Health & Human Services
- Milwaukee Public Schools – Student Health Services, Office of Wellness & Prevention
- University of Wisconsin Milwaukee – Zilber School of Public Health
- Wisconsin Department of Health Services
- United Way of Greater Milwaukee

Stakeholders and Informants
Incarceration and Criminal Justice

▶ Milwaukee Reentry Network

▶ Wisconsin Department of Corrections

▶ Milwaukee Police Department

▶ Clean Slate Milwaukee

▶ University of Wisconsin Milwaukee – Promise Milwaukee Project

▶ US Attorney's Office (US Dept. of Justice)

▶ Milwaukee County District Attorney

▶ Milwaukee County Community Justice Council

▶ Reentry and Advocacy Organizations (i.e. MICAH, Justice Point, Project Return)

▶ Milwaukee County Dept. of Health & Human Services (DCSD)

▶ County Executive and Sheriff's Office

How I can help

▶ Employed full-time by Community Advocates Public Policy Institute to coordinate/connect work around minority male achievement: collective process, program and benchmark development, monitoring outcomes, tracking progress

▶ 2009-10 Aspen Institute Roundtable on Community Change Fellow: trained and experience with collective impact models and RETOC process

▶ Chair of City of Milwaukee Equal Rights Commission: ability to engage and convene around PDI (community/neighborhood engagement function)

Staff   Support   Connect   Process

Next Steps

- Meeting w/ Committee Chairs and Focus Leaders

- Meeting w/ and Engaging Stakeholders (Individuals, Groups and Organizations)

- Open House and Listening Sessions (Feb/March)

- Facilitator and Sustainability Teams

- Op Eds and Awareness

Upcoming Events

▶ **American Promise BMA Documentary**

- Mayfair Screening - Monday, January 30th, 7pm

- PBS TV Premier – Monday, February 3rd, 9pm (Feb 3rd – 9th American Promise BMA Week)

- MMABSE/UWM Screening - Saturday, February 22nd, 1pm

▶ **Milwaukee Daddy Daughter Dance**

- Saturday, February 15th, North Division High School, 5-8pm

▶ **The Black Line Documentary (FELLAS Magazine)**

- Sunday, February 23rd, Marcus Center, 3-6pm

▶ **NLC Cities United Convening**

- February 26-27, New Orleans, LA

Contact

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