

# **THE PROMISE OF THIS PLACE**

A Roadmap for Local Philanthropy and the Private Sector to  
Ensure the Growth, Sustainability and Impact of Local Leaders  
and Organizations Working to Improve Life Outcomes of Black  
Men and Boys in Milwaukee, Wisconsin

**April 2018**

Authored by Jeff Roman, Member



[www.deruteconsulting.com/black-male-achievement/](http://www.deruteconsulting.com/black-male-achievement/)

## **INTRODUCTION**

The purpose of this document is to outline a pathway forward for Milwaukee to cultivate and coordinate leadership and investment to impact Black men and boys. It offers a snapshot overview of Milwaukee's emerging Black Male Achievement (BMA) field and provides a context for understanding the strengths and areas for growth within the local BMA landscape.

## **CHALLENGE**

Over the past few years many cities have created robust programs and policy initiatives to boost achievement among Black men and boys. Both community and systems level strategies have been the focal point of many efforts seeking to eliminate barriers and create opportunities for Black males across the nation. In Milwaukee, community and government leaders have long attempted to address those barriers, often bringing the community together to create initiatives that are promising in concept, but ultimately struggle to achieve their intended impact.

Similarly, many grassroots and nonprofit organizations make claim to a number of programs and initiatives that support Black men and boys, but operate in silos with inadequate resources and no unifying measures to reinforce efforts between them to collectively move the needle on outcomes. Where substantial investments are being made, little information exists on actual impacts, and the information that does exist suggests that little improvement is being made.

At the same time, Milwaukee is home to some of the country's largest private philanthropy and most successful corporations, many with Black males in top leadership. However, those engaged in closer to the ground work with Black men and boys have limited personal relationships with them and little, if any access to their spheres of influence. Typically, their only touchpoint is through corporate-managed philanthropy or the select few programs they're associated with.

Absent large scale philanthropic and private sector involvement through a coordinated strategy with infrastructure for collective impact, Milwaukee's ability to build the critical and adequate linkages across sectors to scale the knowledge base, interventions and expertise needed to integrate pathways to opportunities and sustainable solutions that move Black male outcomes is limited. The danger is that without such infrastructure and a unifying theory of change, well-intentioned efforts will have little true real impact on the lives of Milwaukee's Black men and boys.

## **OPPORTUNITY**

In 2015 CBMA launched the Promise of Place City Strategy Initiative to catalyze local leaders to invest in and accelerate BMA work in a select number of U.S. cities, with Milwaukee, WI becoming a "Promise of Place" city in 2016. Promise of Place presents an opportunity to increase engagement of local philanthropy and Milwaukee's private sector as active participants in a collective impact effort targeting Black men and boys. Key to sustaining the programs, strategies and systems level change needed to improve long term outcomes and prospects of success, active participants will become local champions of the BMA movement and play a key role in activating resource investment that expands the reach, builds the capacity, and scales the work of local leaders and organizations advancing BMA.

## **CAMPAIGN FOR BLACK MALE ACHIEVEMENT**

The Campaign for Black Male Achievement (CBMA) is at the center of a national movement to ensure the growth, sustainability, and impact of leaders and organizations committed to improving life outcomes of Black men and boys. Established in 2008 as an initiative of the Open Society Foundations, in 2015, CBMA spun off as an independent entity which supports a growing network of more than 5,000 individuals and 2,700 organizations across the U.S. with resources for capacity building, network building, research, and strategic communications.

Simply put, CBMA supports and amplifies efforts in communities that: 1) promote racial equity and inclusion; 2) dismantle pipelines to prison; 3) strengthen Black families; 4) expand 21st-century work opportunities, wealth creation and entrepreneurship; 5) promote positive images of Black men and boys; and 6) leverage and coordinate capacity resources and investment.

### **CBMA City Field Building Blocks**

To measure these efforts, CBMA set the following benchmarks for what community level engagement and committed action to advance BMA in cities look like:

#### **1) City Administration Commitment to BMA -**

City and other public sector leaders demonstrate commitment to initiate, join and sustain efforts to address the issues impacting Black men and boys, and do not avoid identifying the impact of systemic racism and inequity on these issues.

#### **2) Reimagining Black Men and Boys –**

Key stakeholders are seeking to reframe perceptions of Black men and boys, and are actively incorporating a non-punitive and asset-based lens in how they engage with and communicate about Black men/boys.

#### **3) BMA Stakeholder Community -**

A cross-sector network of leaders, organizations and city administrators convene regularly to enhance collective capacity to address the issues and challenges impacting Black men and boys, especially those arising from structural and systemic racial barriers.

**4) Actionable BMA Agenda** - Shared goals and strategies are clearly established among stakeholders and are guiding local work to improve outcomes of Black males.

**5) Targeted Funding** - Private and public sources of funding are being analyzed and strategically allocated to improve targeted life outcomes for Black men and boys.

**6) Effective Practice Base** - The city's BMA Agenda builds upon credible data and evidence that proposes and supports policies and practices to achieve clearly defined life outcomes for Black men/boys.

#### **7) Coordinated Capacity Building -**

Organizations, programs, and systems across sectors are supported to strengthen capacity with technical assistance, leadership development and capacity building resources.

#### **8) Continuum of BMA Activities -**

BMA stakeholders are purposefully connecting their efforts (e.g. coordinating direct service access and delivery, advocacy activities, etc.) and providing supports across the lifespan of Black men and boys to improve life outcomes.

*\*CBMA is currently monitoring benchmarks in five deep-dive cities: Baltimore, MD; Detroit, MI; Louisville, KY; **Milwaukee, WI**; and Oakland, CA.*

## **PROMISE OF PLACE: MILWAUKEE**

In 2015, CBMA developed the Promise of Place BMA City Index Report scoring the nation's 50 largest cities on their level of engagement and investment in Black men and boys. Of the 50 scored, CBMA identified five cities – ranging from low to high impact – where resources would be targeted to develop and support place-based strategies that ultimately have the potential to become models for shifting culture for Black men and boys. Each Promise of Place city is responsible for increasing awareness of the BMA movement and driving CBMA network building, monitoring efforts and sharing best-practices among leaders and organizations working with Black men and boys, and implementing strategic initiatives to improve Black male outcomes.

While leaders in the four other Promise of Place cities have been focused on city or school-led program strategies, a local Promise of Place steering group has been working to create and coordinate infrastructure and capacity to cultivate grassroots and community-based efforts and engage cross-sector leadership to scale and strengthen BMA work across Milwaukee.

Our pathway forward involves building local BMA leaders and organizations' ability to take ownership of the various components of Milwaukee's Promise of place work over the next 3-5 years. That work will include a coordinated **fundraising campaign** to increase targeted investment in Milwaukee's Black men and boys; a **re-imagine campaign** to change the narrative of Black men and boys; providing **technical assistance, training and supports** to help the City of Milwaukee, Milwaukee County, Milwaukee Public Schools, and Milwaukee's colleges and universities strengthen their BMA efforts; and resourcing a **backbone organization** to guide local Promise of Place strategy development, coordinate on-the-ground efforts, facilitate BMA field expansion and strengthen capacity resources, and track outcomes and collective impact.

To get started, Derute worked with CBMA in 2017 to provide an additional layer of supports to efforts targeting Black men and boys and amplify their work. They have begun elevating programs, are leveraging their resources, and are building public will to scale BMA work with the goal to impact every one of the over 107,000 black men and boys who call Milwaukee home.

Milwaukee's additional 2017 Promise of Place activities included:

- Attending the **Oakland Unified School District's Office of Equity and African American Male Achievement Spring Professional Development Symposium** in Oakland, CA
- Hosting **CBMA site visits** and connecting local work with partners across the region
- Participating in the launch of the CBMA sponsored [MyBlackStories.us](http://MyBlackStories.us): Milwaukee series
- Hosting the inaugural national convening of the **Black Social Change Funders Network**
- Local participation in **CBMA's Building Beloved Community Leadership Fellowship Program**
- Supporting creation and launch of **MPS' Black and Latino Male Achievement Department**
- Hosting Milwaukee and Wisconsin's first **Black Male Achievement Summit**
- Local participation in **CBMA's 7th annual national Rumble Young Man Rumble and inaugural Promise of Place Cities Convenings** in Louisville, KY
- Supporting the **4th annual 3-day We Got This 500 Black Tuxedos** and the **5th Annual 2-day UW-Milwaukee Black Male Youth Summit**

## **MILWAUKEE ANCHOR STRATEGIES**

To realize The Promise of This Place, all of Milwaukee, including its private sector and philanthropy need to be consistently engaged and given the opportunity to plug in to support local BMA field and network building. We've outlined four local Promise of Place anchor strategies to open the doors for philanthropy and the business community to fully activate their resources and networks and become visible champions and partners of this critical and important work.

### ***Fundraising and Targeted Investment***

For the Promise of Place: Milwaukee effort to be impactful, Milwaukee needs to streamline and target resource investment toward the local leaders and organizations who have demonstrated capacity to reach and impact Black men and boys. While some local funders are supporting some of these on the ground efforts, there is no coordinated BMA investment strategy with mutually aligned activities or metrics to measure impact and outcomes across funding streams. Our strategy calls for launching a **Milwaukee BMA Impact Fund** to pool and coordinate philanthropic investment and to scale supports for community-based efforts and BMA field expansion. The impact fund will provide resources for model programs and technical assistance, BMA network capacity building, Impact evaluation, and development of measurement tools.

### ***Narrative Change and Reimagine Campaign***

A key function of the Promise of Place effort is to change the narrative and raise the visibility of critical issues facing Black men and boys in ways that inform substantive action. With the support of CBMA and local social marketing and platform partners, the Promise of Place Initiative will launch **Milwaukee's Promise**, an integrated reimagine campaign building on efforts working to promote positive images and perceptions of Black men and boys in Milwaukee. The campaign will raise public awareness on issues and barriers affecting Black men and boys, promote their interests and aspirations, and provide forums for them to speak for themselves in effort to shift system behaviors and practices and the ways society mainstream sees and interacts with them.

### ***Convening and Technical Supports***

The overarching goal of Promise of Place is to strengthen local programs, practice, and policies to better impact Black men and boys. For Milwaukee, that requires providing **technical assistance, training, and supports** to help local government, on-the-ground leaders and organizations, and local philanthropy increase their capacity to advance BMA within their institutions. To achieve that goal, the Promise of Place: Milwaukee effort will create and hold space to facilitate learning and collaboration to build trust and develop an effective BMA practice base in Milwaukee. Convenings and technical supports will include BMA learning labs, dignity and continuous improvement training, summits and network building webinars to impact the understanding, knowledge, values, and skills needed to improve Black male outcomes.

### ***Local Backbone Organization***

CBMA has committed to a long-term partnership with **Derute Consulting Cooperative** to facilitate the development and advancement of the BMA field in Milwaukee and Wisconsin. Derute authored the City of Milwaukee's [My Brother's Keeper Action Plan](#) and has been working

with CBMA and local partners to strategize around the specific needs and aspirations of Milwaukee's Black men and boys. A boundary-spanning cooperative of researchers, evaluators, program planners, policy analysts, and academics, Derute has stood in the gap demonstrating its capacity to guide the vision for BMA in Milwaukee while providing supports to the city's various BMA efforts. Since its founding in 2014, Derute has played a key role in developing the local BMA landscape's dignity-based theory of change and evaluation framework and has been tracking progress to date. As the local BMA backbone organization, Derute is actively convening local BMA leaders and organizations and is cultivating a Milwaukee Promise of Place leadership table to facilitate the exchange of ideas and strategies to support BMA field development in Milwaukee-WI over the next 3-5 years. To support the heavy lifting of the Promise of Place: Milwaukee effort, Derute will house Milwaukee's BMA Director and a Promise of Place Manager to manage BMA collaboration, coordination, fundraising and policy advocacy efforts.

**RESOURCING PROMISE OF PLACE**

Infrastructure Investment Needed for Milwaukee-WI BMA Field Development (2018-19)

Milwaukee BMA Impact Fund	\$250,000 seed investment to get things started	BMA field and network building and capacity resource supports for model programs and interventions
Milwaukee BMA Director	\$100,000	Salary and benefits, office space, supplies, travel, and administration
Milwaukee Promise of Place Manager	\$80,000	Salary and benefits, office space, supplies, travel, and administration
Strategic Communications (including narrative change work)	\$50,000	Reimagine campaign, Milwaukee BMA web-portal and branded sponsorships
Convening and Technical Supports	\$50,000	BMA network capacity building training, webinars, summits and convenings in Milwaukee-WI.
Impact Monitoring and Evaluation	\$50,000	Identifying, analyzing, and documenting effectiveness of BMA strategies; evaluating impact and outcomes; and measuring local BMA network capacity to implement change
BMA Policy Advocacy	\$20,000	Lobby fees and litigation
<b>MINIMAL INVESTMENT NEEDED</b>	<b>\$600,000</b>	

***\*This depicts mobilization for ONE YEAR. To lift the work, a multiple year investment is needed.***

## CBMA Direct Investment in Milwaukee (2009-18)

2010 Midwest Regional BMA Convening, Direct grants to Milwaukee Organizations and MyBlackStories.us:Milwaukee <i>Funding tracker: <a href="http://www.bmafunders.org">www.bmafunders.org</a></i>	\$725,000	Center for Family Policy and Practice (\$125,000 in 2009); Urban Underground (\$310,000 between 2010-2012); Public Allies (\$100,000 between 2011-2014); City of Milwaukee and Compel MKE (\$10,000 each in 2015)
NLC City Leaders Promoting BMA TA Program and Cities United	\$75,000	Value of TA provided to City of Milwaukee and Milwaukee BMA Advisory Council to undertake more intensive BMA work (2013)
Milwaukee Building Beloved Communities Leadership Fellows	\$130,000	Participation of 8 Milwaukee fellows between 2017-19 valued at \$15,000/fellow, including \$10,000 local mini-grant project
Promise of Place Cities Convening (Oct. 11-13, 2017 in Louisville, KY)	\$10,000	Travel, hotel stays, food and materials for 8 Milwaukee participants valued at \$1,250 ea.
Rumble 7 (Nov. 29-Dec. 1, 2017 in Louisville, KY)	\$10,000	Travel, hotel stay, food and materials for 8 Milwaukee participants valued at \$1,250 eh.
Milwaukee site visits in 2017	\$7,500	4 site visits to support Promise of Place Milwaukee planning and strategy development including travel, hotel stays and staff time
TA planning and supports for MPS Black & Latino Male Achievement Department launch (2017)	\$25,000	Value of BLMA planning supports and professional development for district and school leaders including travel and staff time
2017 Milwaukee BMA Summit sponsorship	\$7,500	2017 summit sponsorship and travel, hotel stay and staff time
Rumble Milwaukee and Quantifying Hope Meeting	\$50,000	Venue and food, travel, hotel stays, event production and logistics, production equipment, contracted services, staff time and event supplies and materials
Promise of Place Milwaukee Convening (July 2018)	\$15,000	Venue and food, travel, hotel stays, staff time, asset framing support and convening supplies
<b>TOTAL ACTUAL CBMA INVESTMENT IN MILWAUKEE, WISCONSIN</b>	<b>\$1,055,000</b>	<b>\$185,000 In-kind Supports (Derute Consulting since 2014)</b>

## **EMERGING INITIATIVES**

**Be the Change**— a culturally relevant literacy, life-skills, and leadership development program for hard to reach high school age Black males created in 2011 by the City of Milwaukee, Milwaukee Public Schools, Running Rebels Community Organization, and community partners.

**BMA Engagement Hubs** – campus-based gathering spaces and community resource access points for Black males with touchpoints at MATC, UWM, Cardinal Stritch, and Marquette University.

**BMe Community** – BMe Community is an award-winning network of Black men community-builders known for inspiring people by their positive contributions to society. BMe is laying groundwork to add Milwaukee to its network of communities in 2019: [www.bmecomunity.org](http://www.bmecomunity.org)

**Emerging Black Male Leaders Program** – a Public Allies-Milwaukee led 2-year leadership pipeline fellowship focused specifically on leveraging the strengths and experiences of Black male Allies. The program was piloted in Milwaukee with CBMA resources from 2011-12.

**Manhood Academy** – the anchor program of MPS' Black & Latino Male Achievement efforts focused on affirming the identity and dignity of young Black & Latino males in Milwaukee.

**MENTOR Greater Milwaukee** – launched in 2018 as a partnership effort of the City of Milwaukee, Milwaukee Public School and The Milwaukee Bucks to expand quality of mentoring in Milwaukee.

**MKE Fellows** – created in 2012 by local philanthropy and private sector leaders to encourage high performing Black males in Milwaukee schools to pursue and complete college and return home ready for success. The program is soon to be a national model for diversity recruitment.

**MORTAR Milwaukee** – an entrepreneurship incubator/accelerator focused on eliminating barriers limiting access to capital and supports typically faced by black males: [www.wearemortar.com](http://www.wearemortar.com)

**Office of Violence Prevention** – OVP is leading efforts to reduce violence and homicide of Black males through grassroots strategies with community partners including mobile crisis intervention teams, Rites of Passage programming, credible messenger mentoring, and violence interruption.

**Operation Dream** – founded in 2006 to keep black boys alive, off the streets and out of gangs, Operation Dream provides year-round Saturday sanctuary, mentoring and wrap around supports.

**Rise Up and Read** – an emerging movement to close the literacy gap and to ensure ALL Black youth in Milwaukee are learning to read and reading at grade level.

**We Got This Milwaukee** – started in 2014 with crews of black boys cleaning up their block and learning about gardening, We Got This is putting the “neighbor” back into the “hood”.

**Youth Justice Milwaukee** – a youth decarceration campaign focused on eliminating racial bias and racial disparities in Milwaukee and Wisconsin's juvenile justice systems.



## **BMA in Milwaukee: A 30 Year Historical Timeline of BMA-focused Work**

1989

**Milwaukee African American Male Task Force** - Milwaukee Board of School Directors creates task force to address the lagging achievement of black boys, resulting in the creation of Milwaukee African American Immersion Schools – Malcolm X Academy and Dr. Martin Luther King, Jr. School.

1990

**Milwaukee Parental School Choice Program** - The Milwaukee Parental School Choice Program is created allowing parents in Milwaukee to send their children to private schools. The first schools in the program included Milwaukee's Bruce Guadalupe Elementary School, Harambee Community School, and the Urban Day School led by parents of color.

1999

**Milwaukee Fatherhood Collaborative** – The Milwaukee Fatherhood Collaborative is organized as a network of community organizations, social service providers, and faith-based and business leaders committed to advocating for father's rights and for them to be more involved in the lives of children.

2005

**Milwaukee Homicide Review Commission** - The Milwaukee Homicide Review Commission is established to gain a better understanding of Milwaukee homicides through strategic analysis and reviews of homicide cases to tackle violent crime. The Commission draws on public health and criminal justice approaches to produce innovative responses to violence with a focus on prevention strategies and intervention.

2006

**Milwaukee Fatherhood Initiative and Annual Fatherhood Summits** - The first annual Milwaukee Fatherhood Summit is held as a follow-up to a local training conducted by the National Fatherhood Initiative. With more than 1,200 men attending, the summit prompts the forming of the Milwaukee

Fatherhood Initiative to target resources at fathers across the city.

2006

**SDC Poverty Symposium and Bridge of Hope Coalition** - In accordance with its role as Milwaukee's designated Community-Action Agency, the Social Development Commission begins hosting a series of Poverty Symposiums resulting in the organization of the Bridge of Hope Coalition to address root causes and potential solutions to poverty.

2007

**Milwaukee Community Justice Council** - The Milwaukee County Board of Supervisors establishes the Milwaukee Community Justice Council to enhance coordination among local criminal justice system agencies and ensure fair sentencing and rehabilitation of criminal and juvenile offenders. The Council received a \$2 million MacArthur Foundation grant in 2016 to address racial disproportionality and over-incarceration in Milwaukee County.

2008

**Campaign for Black Male Achievement** - The Open Society Foundations launched the Campaign for Black Male Achievement (CBMA) to address the economic, political, social and educational exclusion of Black men and boys from the American mainstream. CBMA targets Milwaukee to advance BMA strategies.

2009

**Milwaukee Health Department – Men's Health Program and Men's Health Referral Network** - The Milwaukee Health Department (MHD) makes men's health and wellness and priority. The Men's Health Program serves to help prevent illness, injury, and early death among Milwaukee men and boys, and strengthens coordination of health resources through the citywide Men's Health Referral Network.

2010

**Milwaukee African American Male Unemployment Task Force** - The City of Milwaukee creates the Milwaukee African American Male Unemployment Taskforce to address the growing rates of joblessness and issues of unemployment affecting black males. The Task Force works to make pathways to employment a priority for the economic growth of Milwaukee.

2011

**Milwaukee Succeeds** - Focused on education disparities and achievement gap data, Milwaukee Succeeds is launched as a collaborative effort uniting the Milwaukee community around a shared vision of success for every child, cradle to career. The initiative supports high-impact strategies to change to the way education works for all children in Milwaukee.

2012

**Milwaukee County Pathways to Responsible Fatherhood Program** - Supported by a \$5 million federal grant, the Milwaukee County Pathways to Responsible Fatherhood Program begins to help fathers become engaged in the lives of their children by connecting them with the resources and supports to take care of their families. The program was extended in 2017 for an additional three, now called the *Milwaukee County Pathways for Fathers and Families*.

2013

**National League of Cities and Milwaukee Black Male Achievement Advisory Council** - The National League of Cities (NLC) and CBMA select Milwaukee to receive technical assistance, leading to the creation of the Milwaukee Black Male Achievement Advisory Council (BMAAC). BMAAC is charged with identifying opportunities to impact black males.

2013

**University of Wisconsin-Milwaukee African American Males Initiative and Summit on Black Male Youth** - The UWM African American Male Initiative (AAMI) begins to harness resources to create pathways to

higher education for young black males in Milwaukee, including the UWM Summit on Black Male Youth, the largest annual gathering of black male students from school districts across the Milwaukee region.

2014

**My Brother's Keeper and Milwaukee Boys and Men of Color Week** - Milwaukee accepts President Obama's My Brother's Keeper (MBK) Community Challenge and hosts first ever Boys and Men of Color Week – the first of its kind in the nation – uniting local funders, community leaders and policymakers to collectively explore eliminating barriers and build opportunities for boys & men of color.

2015

**Milwaukee Public Schools My Brother's Keeper Implementation Plan** - Milwaukee Public Schools (MPS) announced their plan to take up the MBK Community Challenge. MPS plans to work with a number of partners to focus on boys and men of color including academic supports, public health concerns, employment readiness, and decreasing violence in schools.

2016

**Milwaukee My Brother's Keeper Action Plan** - The City of Milwaukee releases its *My Brother's Keeper Local Action Plan* to mobilize a cross-sector response around MBK milestone areas. The plan outlines 10 priority areas and infrastructure within city government to support community action and plan implementation.

2017

**Milwaukee Public Schools – Black and Latino Male Achievement Department** - MPS launches the Black and Latino Male Achievement Department within the Office of the Superintendent. The new department works to address the disparities in academic and life outcomes for Black and Latino males and to implement programs that improve their lives.