ACHIEVEMENT OF OUTCOMES

A. Outcome Reports:

1. **Outcome**: Contribute to reduce failure rate of small businesses, growth in existing small businesses (increased sales, job creation, and retention), and enhanced levels of commercial activity in targeted areas.

   **Outputs:**
   - Increased volume of small business counseling and training. In 2001-2002, 161 clients received counseling assistance and 398 clients attended 53 training sessions run by SBDC. These figures represent a 40 percent increase from the year preceding the launch of the Consortium. Although these counseling figures represent a slight decline from 2001-2002, this reflects short-term turnover in SBDC staff as well as the end of the SDBSC partnership with the Minority Entrepreneurship Program.
   - SBDC met with financial intermediaries (Bank One, Legacy Bank, TriCity Bank, Meridien Capital) to establish linkages for clients.
   - The SBDC “entrepreneurial certificate program,” has been significantly expanded in the past year. It is now a 12-week program (up from 10 weeks) providing business management education and counseling assistance. The number of sessions offered annually has been expanded from two to three courses. In 2001-2002, the program produced 56 graduates (triple the preceding year), 12 business plans, and 2 business start-ups. The three sessions had 106 enrollments.
   - CEO “Dialogue Sessions” was held (see below) with four economic development and business development agencies, to inform them of CEO activities and initiate possible partnerships.
   - CEO outreach facilities (work office, meeting room, and resource library) established at Ameritech King Commerce Center on Martin Luther King Drive.
   - Conducted second annual “Small Business Week” celebration, designed to bring attention to the small business sector, create visibility for SBDC, and provide opportunities for collaboration and new partnerships.
   - Worked, in conjunction with the Martin Luther King Economic Development Corporation, on potential development of a business incubator targeted to minority contractors. The incubator would be a vehicle to promote networking, sharing of resources, and deal making.
   - SBDC is a partner in “Business Assistance Caucus,” newly formed by the Helen Bader Foundation. The caucus aims to better coordinate the provision of technical assistance to small businesses in the Milwaukee area.

2. **Outcome**: Contribute to improved capacity of local economic development organizations to promote economic development and job growth. This outcome would encompass several components: helping consortium partners leverage resources to support business growth and job creation; producing strategic plans that lead to neighborhood economic development and job creation programs; improving economic development practice in Greater Milwaukee through rigorous program evaluation and dissemination of best practices. Ultimately, the outcome expected by
Consortium activity: contribution to job creation, business development, poverty reduction, and income growth, particularly in Milwaukee’s low-income neighborhoods.

**Outputs:**

- Worked on 32 major economic development projects, with community organizations, local governments and economic development agencies, non-profit organizations, and foundations. These include:
  - Northeast Milwaukee Industrial Development Corporation (strategic planning and resource development; job survey for “Riverworks” redevelopment zone);
  - Harambee Ombudsman Project (program development and assets inventory);
  - North Avenue CDC (organizational assistance and neighborhood marketing analysis);
  - Grafton EDGE (staff development, organizational visioning assistance);
  - 30th Street Industrial Corridor Corporation (organizational development assistance);
  - Southside Community Organization (consumer and demographic data for market analysis; assistance in strategic planning);
  - City of Brookfield (support for development of “Community attraction” materials);
  - Wauwatosa Economic Development Corporation (facilitated strategic planning sessions and collaborative initiatives with City of Milwaukee CDCs)
  - Wauwatosa Residents Coalition (provided baseline research on changing neighborhood economic conditions);
  - Burleigh Street Community Development Initiative (participated in planning activities, provided baseline economic data in support of economic development activities);
  - Waukesha County Economic Development Corporation (provided assistance in development of a “workforce needs” survey);
  - Menomonee Valley Partners (provided baseline economic data on impact of sports stadiums on retail development)
  - Brewer’s Hill Neighborhood Stabilization Working Group (provided baseline data, organizational assistance, and conference planning assistance);
  - City of Milwaukee, Department of City development (assistance in planning Fond du Lac corridor economic development study);
  - Northwest Side Community development Corporation (evaluation of supplier-linkage program);
  - Milwaukee County Disadvantaged Business Enterprise Office (research on minority business ownership in metro Milwaukee and consultation on feasible DBE targets);
  - Provided short-term assistance or advice (i.e. small data collection or basic information on where to apply for funding) on 33 smaller projects;
  - Participated on 19 boards or task forces, and made presentations at over 40 workshops and community gatherings;
  - Compiled and published a comprehensive directory of “Economic Development Assistance Providers and Resources” for Metropolitan Milwaukee.
• Informed community about Consortium activities and resources through newsletter, web page, and development of an “economic development policy” magazine. By June 2002, the CED/CEO web sites were receiving 12,000 monthly visits.
• Worked with community partners on large-scale, multi-organizational initiatives to address community economic development challenges. These include
  o The Operating Support Collaborative, to develop mechanisms to provide ongoing support to Milwaukee CBOs (with LISC, UEDA, the Helen Bader Foundation, the Greater Milwaukee Foundation, and the United Way);
  o Helped plan second annual community economic development summit, to mobilize key community actors on developing new strategies for neighborhood economic development in Milwaukee;
  o Participated in coalitions such as the Alliance for Low-Wage Workers, the W-2 Monitoring Task Force, and the W-2 Reform Task Force, to improve the functioning of labor markets in metro Milwaukee;
  o Helped fund, plan and participate in “Women in Poverty Public Education Initiative.”

3. **Outcome:** Expanded educational opportunities for potential urban economic professionals; growth in the pool of leaders in the Milwaukee economic development community.

**Outputs:**
• Developed new academic programs in economic development:
  o A “Milwaukee Idea Economic Development Fellows” program, for returning Peace Corps volunteers and Americorps volunteers to pursue UWM degrees while working on CEO projects with CEO partners;
  o A faculty and academic staff “fellowship” program, to encourage work on economic development. Four fellowships and four mini-grants have been distributed since the launching of the Consortium.
  o With support of the Helen Bader Foundation, established the REAL pilot program. Awards will be granted from the CEO to fund two teachers from Milwaukee’s School of Entrepreneurship, to participate in the REAL training program in Asheville, North Carolina. SBDC’s role will be to provide technical support to teachers who complete the training, support the development of entrepreneurship curriculum in the school, and help extend the reach of the program to community-based organizations.

4. **Outcome:** Improved knowledge base for economic development policymaking in Greater Milwaukee, by conduction research on key economic development issues facing the community.
**Outputs:**
• Produced research/reports on the following topics:
  o *Minority Business Ownership in Metropolitan Milwaukee in the 1990s;*
- Cracks in the Glass Ceiling? Diversity and Management in Metro Milwaukee's Private Industry in the 1990s;
- Metropolitan Polarization in an Era of Affluence: Income Trends in Greater Milwaukee in the 1990s;
- Welfare reform and the Utilization of Emergency Service in Greater Milwaukee;
- The Economic Impact of State Fair in Milwaukee County and the State of Wisconsin;
- The Economic Impact of Child Care Services in Milwaukee County;
- Completed work on The Economic State of Milwaukee: The City and the Region (2002);
- Participated in international working group on tourism as an urban economic development strategy;
- Began work on a history of economic development initiatives in Milwaukee;
- Published articles in professional journals on stadiums and urban economic development; social polarization in modern cities; and tourism as an urban economic development strategy;
- Disseminated applied research locally through web site, articles in local newspapers, and appearances in electronic media. The CED web site for example, now receives 12,000 “hits” monthly, with an average 200 downloads of Center reports.