



# ROCHESTER, MN

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**Job Creation and Economic Opportunity to Improve  
Health and Equity**



# Assets, Challenges & Opportunities

## Social Determinants of Health



Approximately 12,000 residents of Olmsted county live at or below federal poverty level (approx. 7%) and approx. 6,300 are uninsured (approx. 4%)

### Primary areas of concern:

- Food insecurity (channel one food bank)
- Transportation barriers (all routes lead to mayo)
- Economic instability (service industry work– few job protections for undocumented workers)
- Lack of affordable housing
- Lack of access to specialty care for uninsured residents (financial stress, hospital bills)
- Feeling of not belonging
- Migrant and seasonal farmworkers– access to medical and specialty care, occupational exposures, workplace protections, housing conditions.



## Desired Results

- A community with equitable access to healthcare and career advancement pathways that include entrepreneurship
- Inclusive workforce system which includes employers and resource providers
- Economic mobility parity across Rochester

Impacted populations:

Black, indigenous, Latinx, Immigrant, Refugee, Migrant, and Justice-Involved

Covid-19 brought urgency to the persistent equity gaps



In Rochester, Minn., 40 percent of Black residents live in poverty, and the level of unemployment among BIPOC (Black, Indigenous, and People of Color) women is far higher than among any other demographic group. The city proposes to engage BIPOC women, employers, and labor associations to design pathways for increased participation in Rochester's growing construction industry, by focusing on education, training, hiring, and work culture interventions. Rochester's idea is important because it focuses on the workforce development and inclusion of a highly underrepresented group. **Currently, less than 1% of jobs in the construction industry are filled by BIPOC women, although they make up 13% of the population.**



## Greatest Economic Development Initiative in MN History

- Mayo Clinic                      \$3.5 Billion
- Private Investment              \$2.1 Billion
- Public Investment                \$585 Million

*\$5.6 Billion guaranteed investment in Rochester is generating two to three thousand construction related, well-paying jobs annually.*

# Initial Engagement: BIPOC Women in Construction

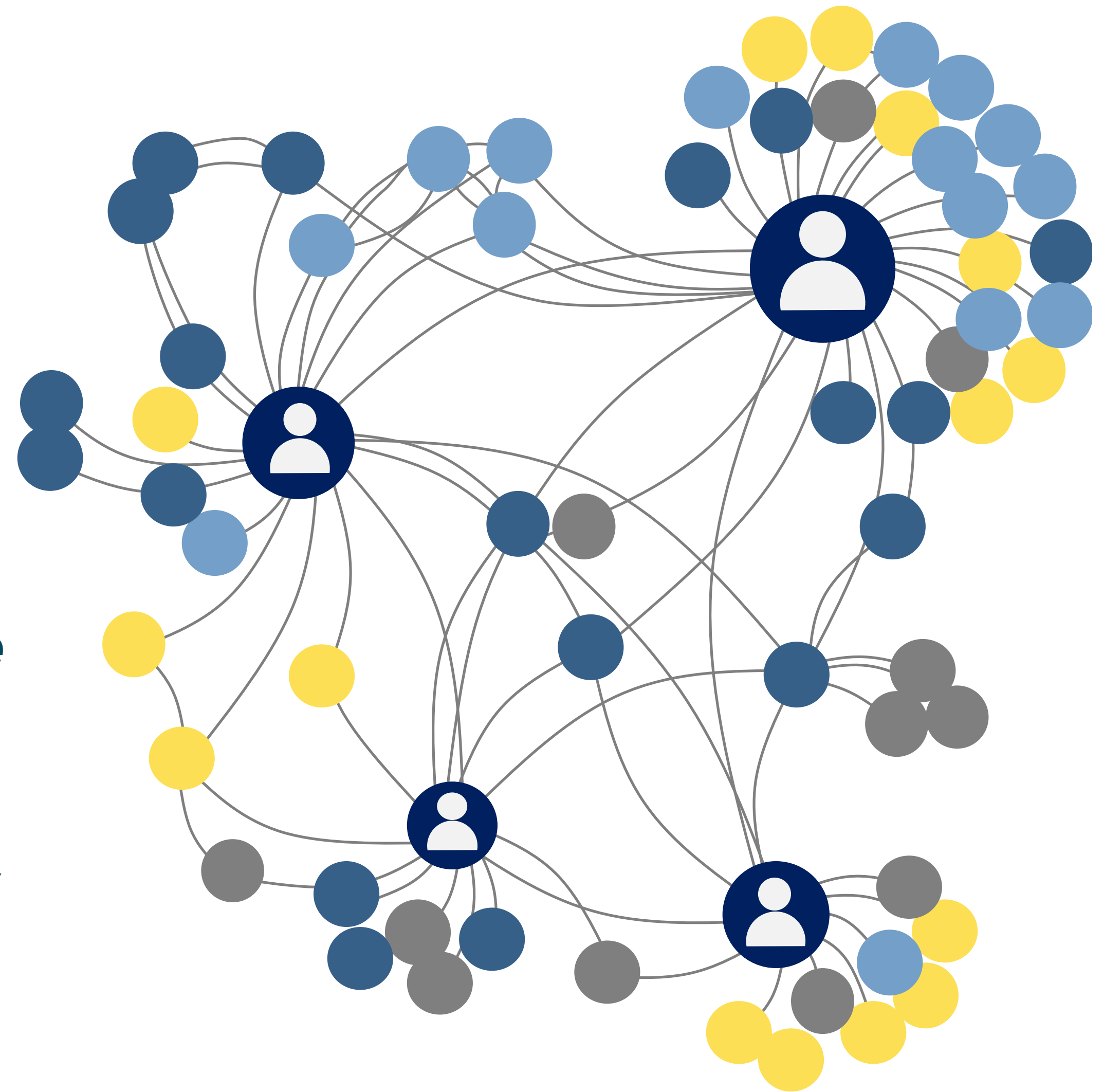
## Key Themes:

- Culture clash
- Knowledge/Awareness of positions and opportunities
- Education opportunities



# Community Co-design

*No one person or organization can address the complex or wicked problems facing communities today, especially because they disproportionately impact certain communities over others. Equitable co-design is about a rigorous and meaningful opportunity for all community members to have a 'say' in the community of the future.*



# Co-Design as Prototype

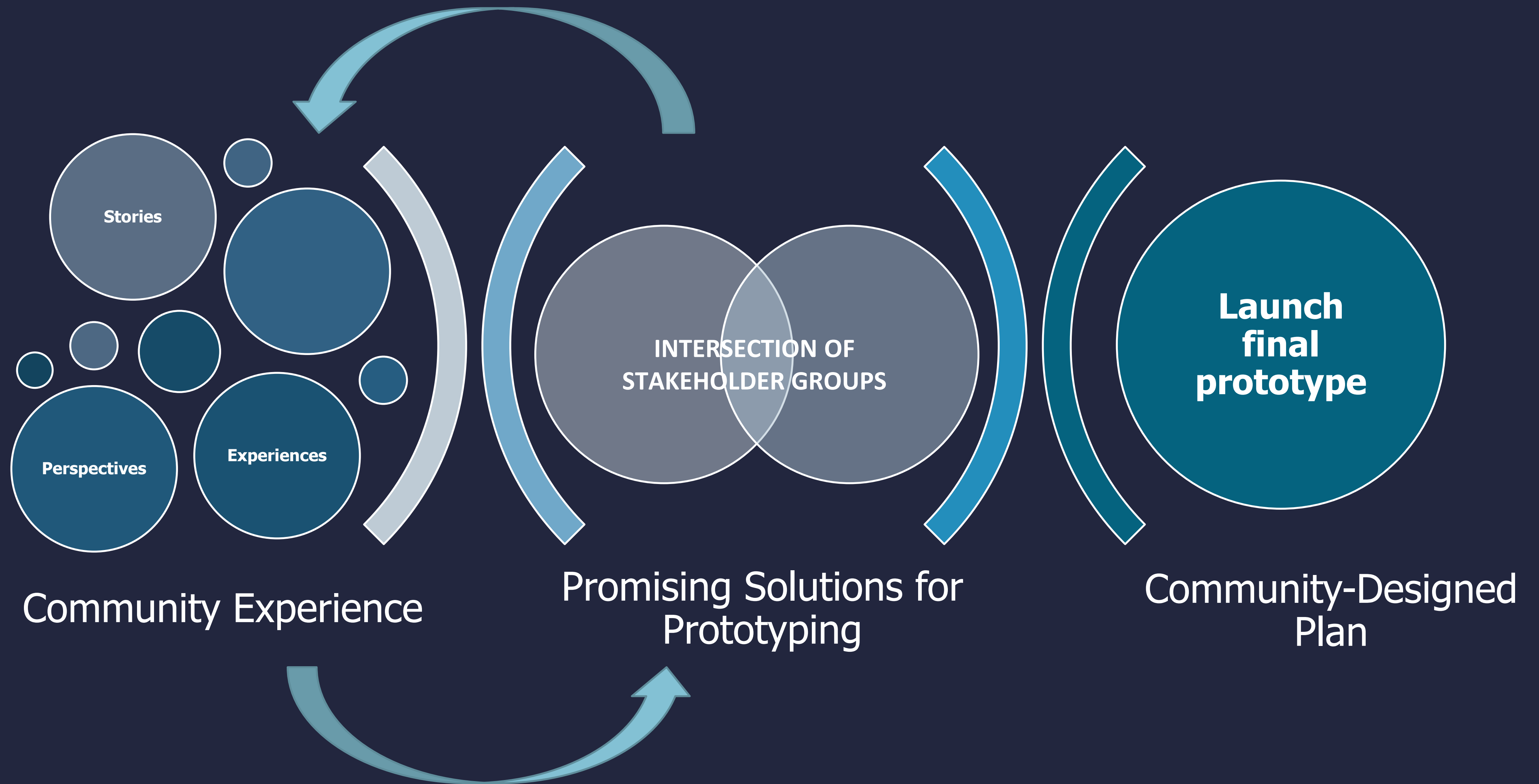
## March 2021 – Application submitted to Bloomberg Mayors Challenge

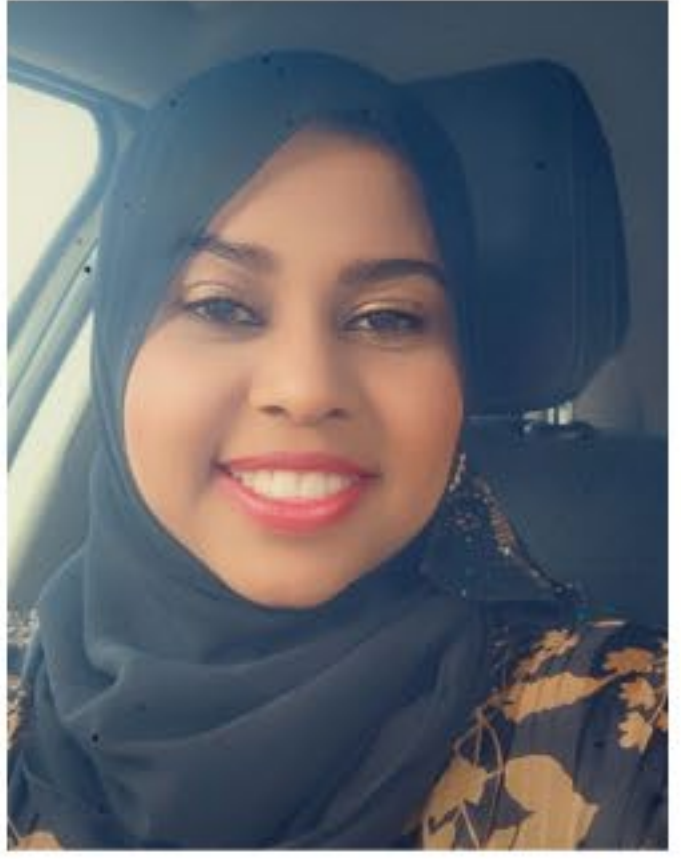
- Centering community as experts with lived and learned experience
- Considering all stakeholders
  - BIPOC Women and their communities
  - Built Environment' employers
  - Educators (k-12, higher education, unions)





# FOR EXAMPLE...





**Fatuma Ahmed**



**Aaron Benike**



**Wafa Elkhalfifa**



**Violet Magoma**



**Karen Martinez**



**Jose Rivas**



**Lexi Tello**



**Chad Wandler**



**Nick Wille**

# Themes

SESSION #1 FEEDBACK	ONGOING FEEDBACK
CULTURE CLASH	INDUSTRY DEI COMPETENCY BUILDING
OPPORTUNITY AWARENESS	NAVIGATION
KNOWLEDGE/SKILLS TRAINING	NETWORK/INFORMATION SHARING
	MORE THAN TRAINING
	BUILDING TRUST
	FAMILIAL SUPPORT IS CRITICAL
	EXPECTATION MANAGEMENT (INDUSTRY & BIPOC WOMEN)
	EARLY AND CONSISTENT EXPOSURE
	ACCESS TO NETWORKS
	FLEXIBILITY
	MENTORSHIP



# PROJECT OUTCOMES

## Themes (14)

- Industry prototype
- Higher education prototype
- K-12 co-design plan

Community partnerships: DMC, Cradle 2 Career, Diversity Council, Med City Installation, Benike Construction, Workforce Development, 3M.

**June 2021; Rochester selected for Champion phase as one of 50 Cities out of 631 applications**

## PHASE ONE: ASSESSMENT AND COMPETENCIES

We need technical training  
We need childcare nearby  
We need mentorship and trust from construction partners



### BIPOC WOMEN

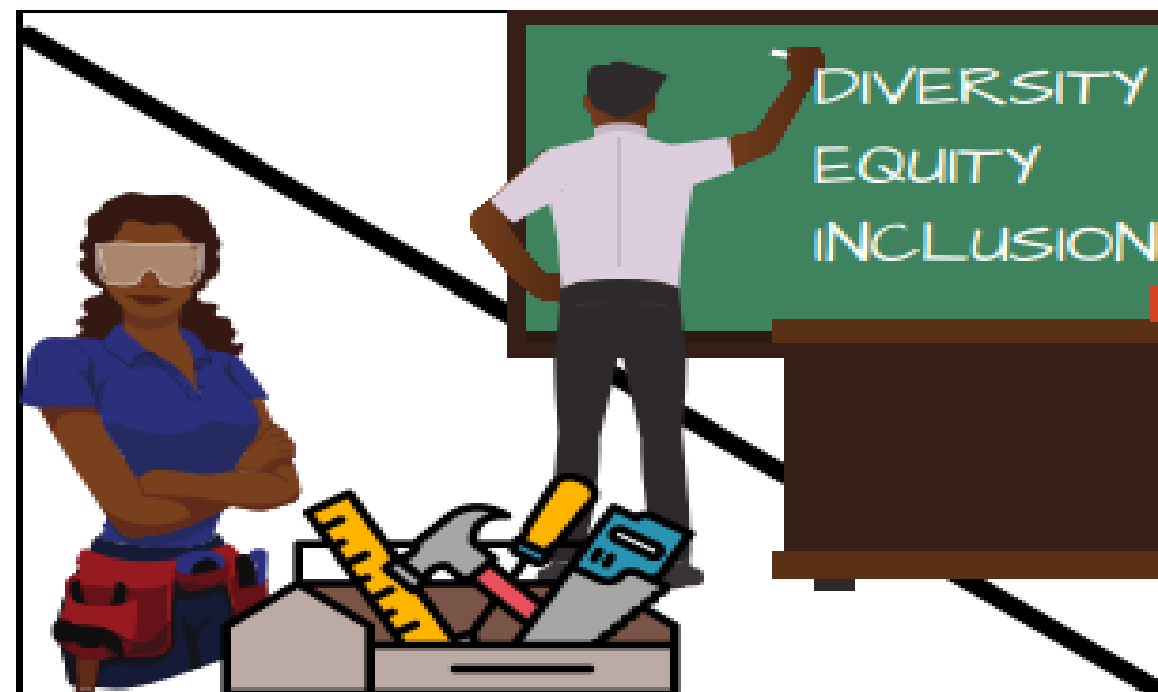
Assess for needed wrap-around services, needed technical skills



We need DEI training and mentorship  
We need another bathroom on site  
We need to know expectations from BIPOC women

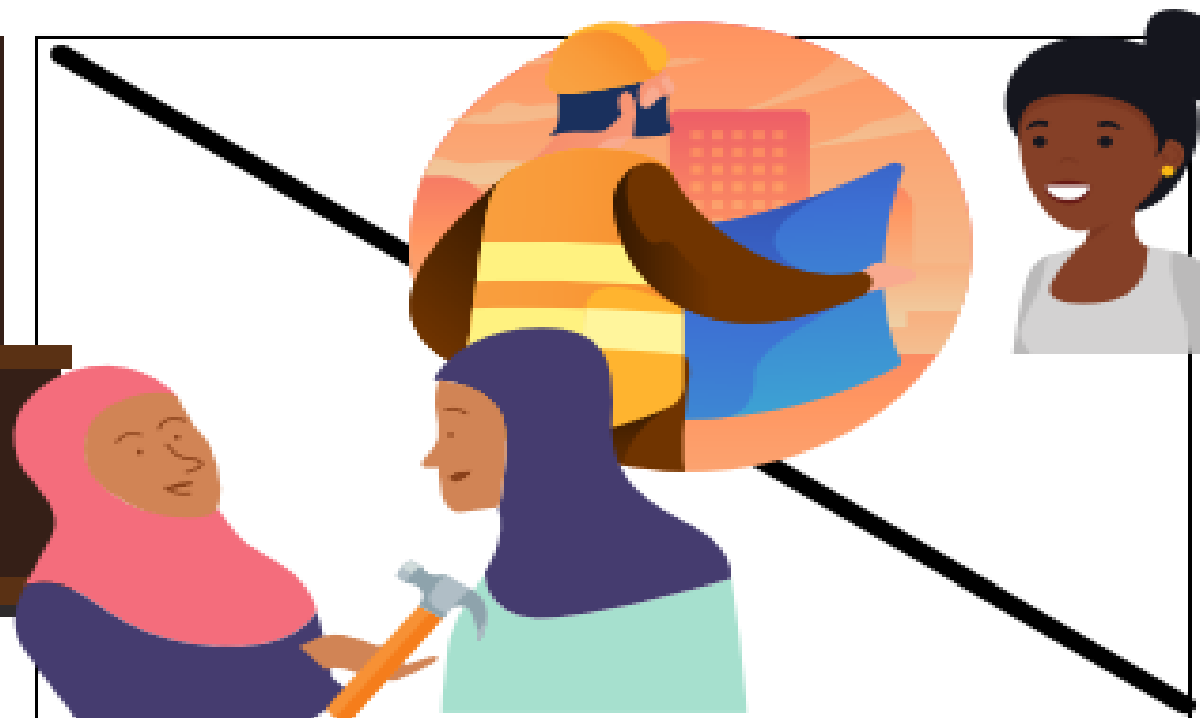
### CONSTRUCTION PARTNERS

Assess for diversity, equity, and inclusion, and project site readiness



### TRAINING

People get the appropriate training based on the assessment



### READINESS

Mentors for BIPOC women and Construction Partners



### SO

both sides are ready and excited to work together

# WORKSITE EXPERIENCE



**CONSTRUCTION SITE TEAM AND BIPOC WOMEN**  
The construction partners, BIPOC women, mentors, and an evaluator work on site.

**DAILY DEBRIEFS WITH MENTORS**  
What went well, what needs to be addressed



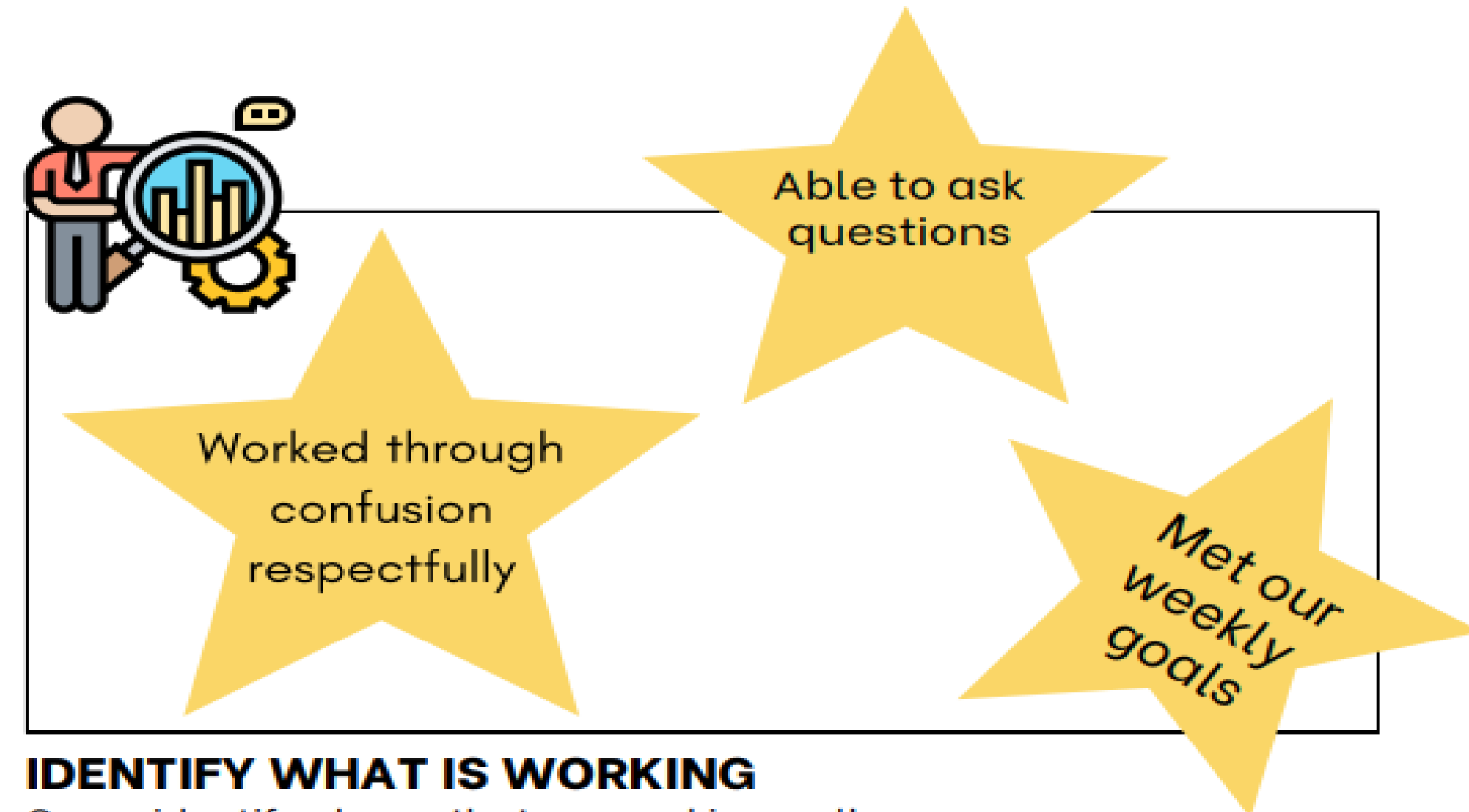
**WEEKLY GROUP EVALUATION**  
Both come together to discuss what is working and what needs to be addressed for a successful build

**BACK TO THE SITE/REPEAT**

# GROUP EVALUATION



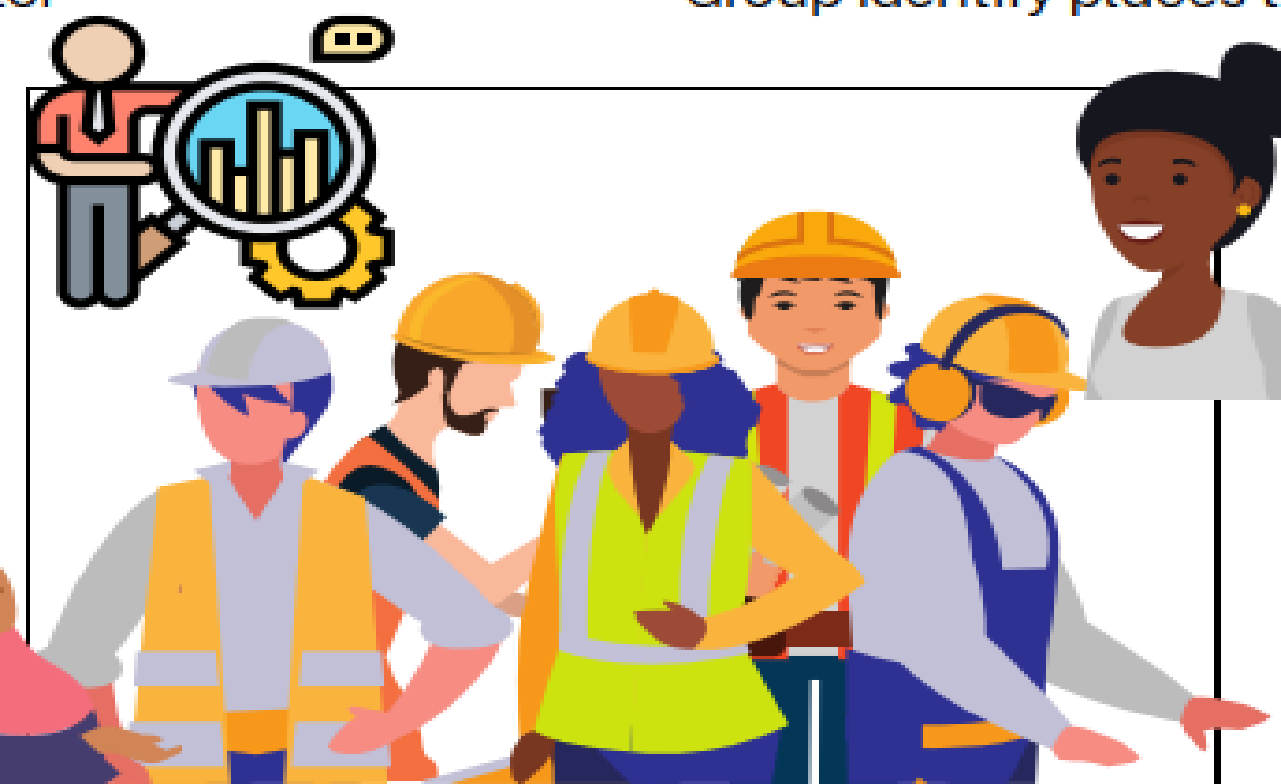
**WORKSITE GROUP WEEKLY MEETING**  
Facilitated by mentors and informed by evaluator



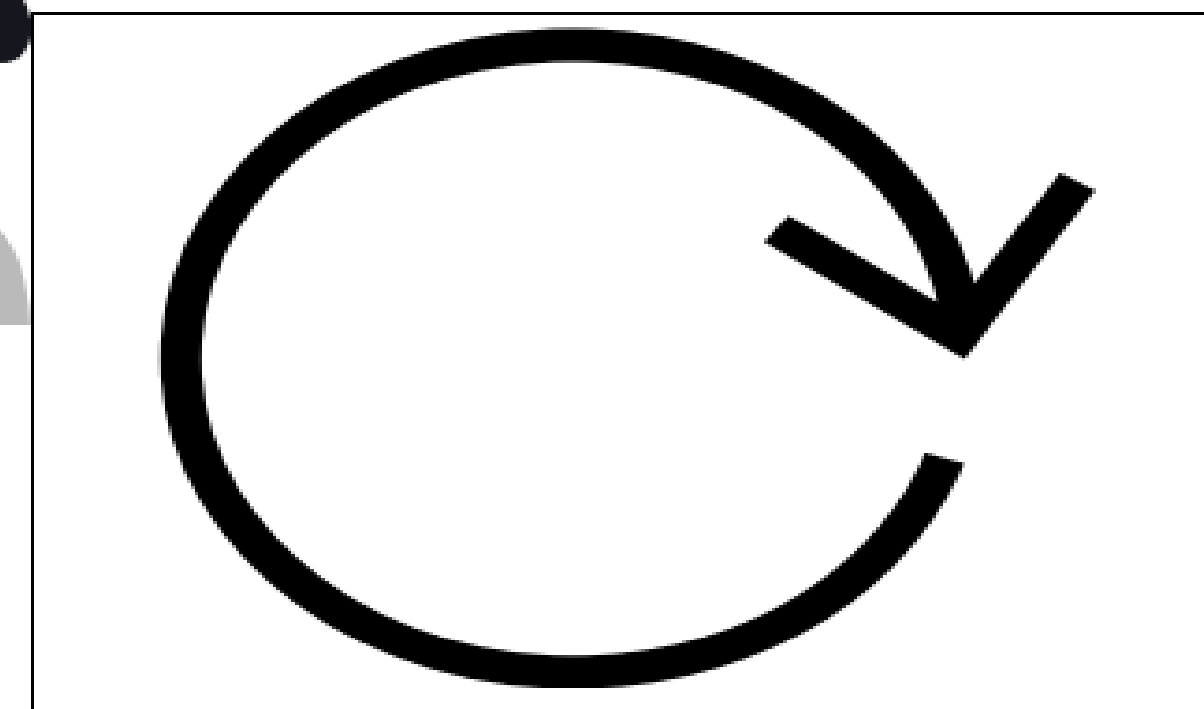
**IDENTIFY WHAT IS WORKING**  
Group identify places that are working well



**WORK THROUGH PROBLEMS**  
Both sides work through what isn't working

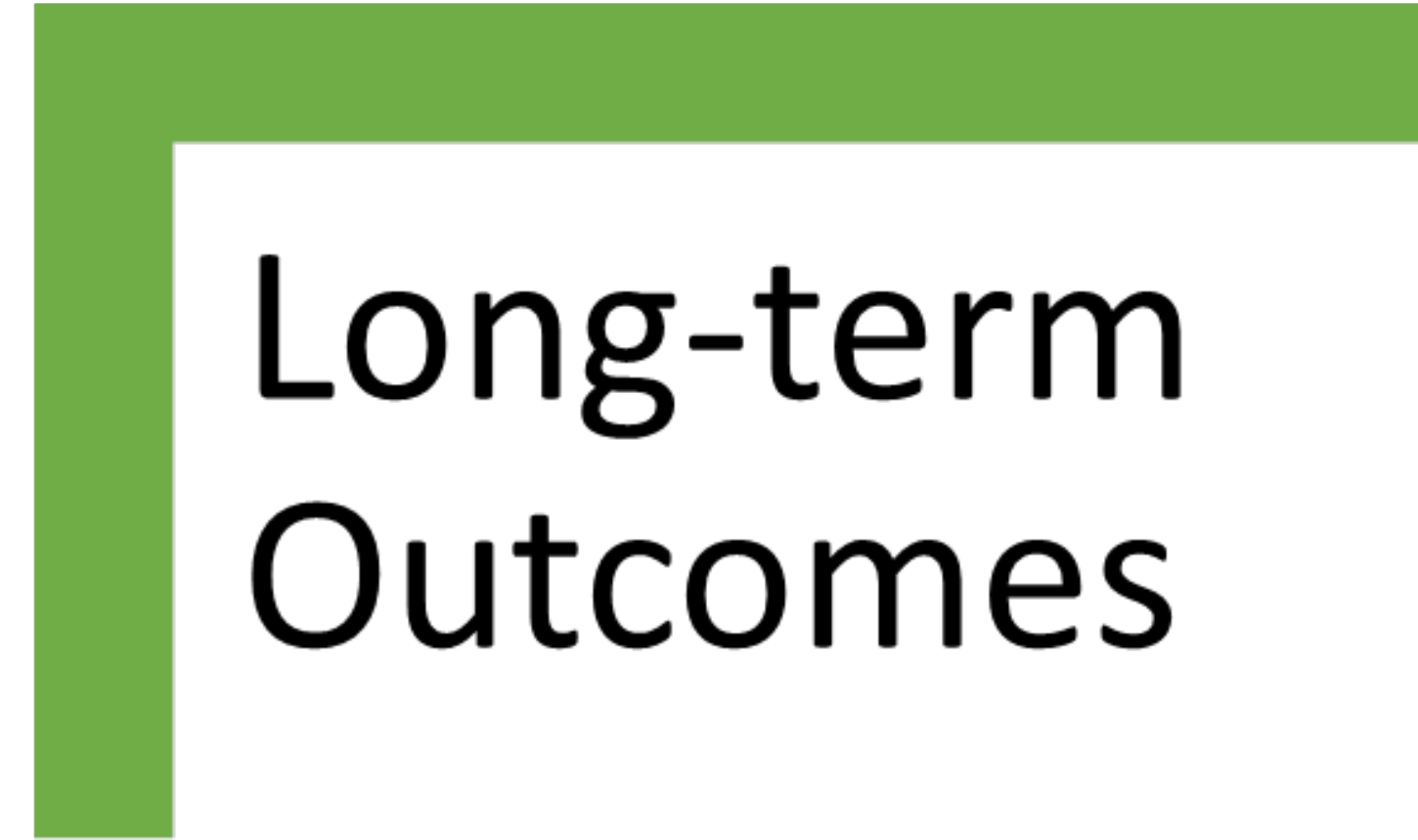
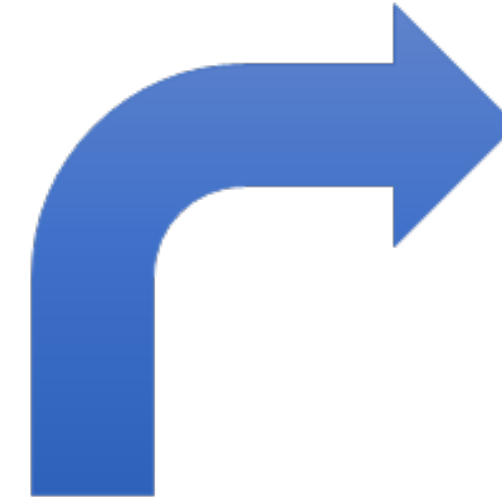
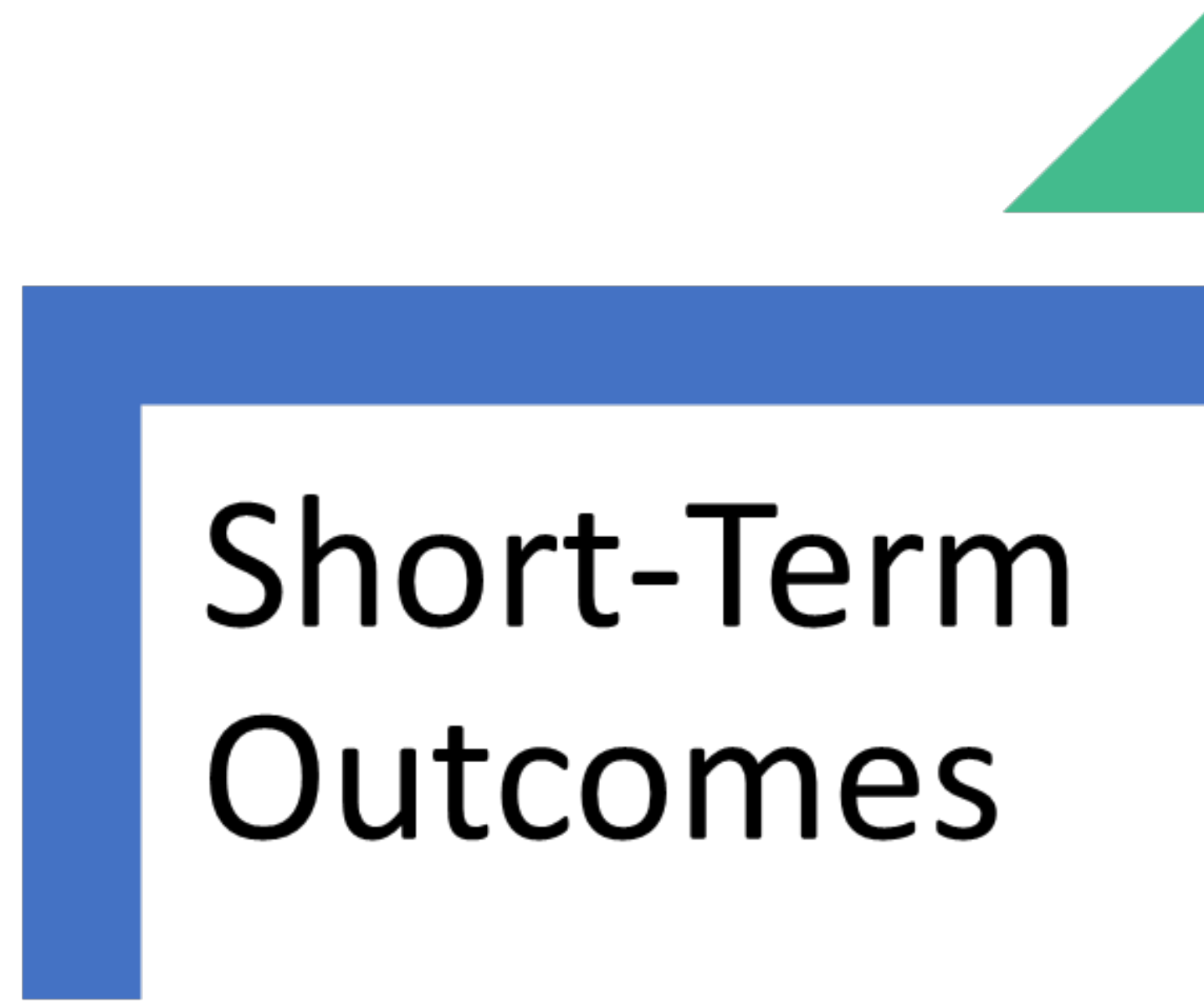


**GO APPLY SOLUTIONS**  
Apply solutions when back on site



**REPEAT**

# How will the Community Benefit?



1. 68 BIPOC Women employed, enrolled in training, or open business within 1 year
2. 5-6 Industry Employers are retaining BIPOC women employees and double their women employees within 3 years
3. Enrollment of BIPOC women in training programs have doubled within 3 years
4. ~30 co-creators remain engaged in project past their cohort

1. BIPOC women represent 13% of labor participation
2. Employers recognized for inclusive hiring practices triples
3. BIPOC women enrollment in post-secondary training is tripled
4. Co-creation and co-design is adopted across City departments
5. Co-creation processes involve 100+ Rochester residents per year





Wafa Elkhali...



Roger Mader | ...



Mwatela, C...



Martinez, K...



Ramona Wil...



Kevin Bright



Norton, Kim



Jose Rivas

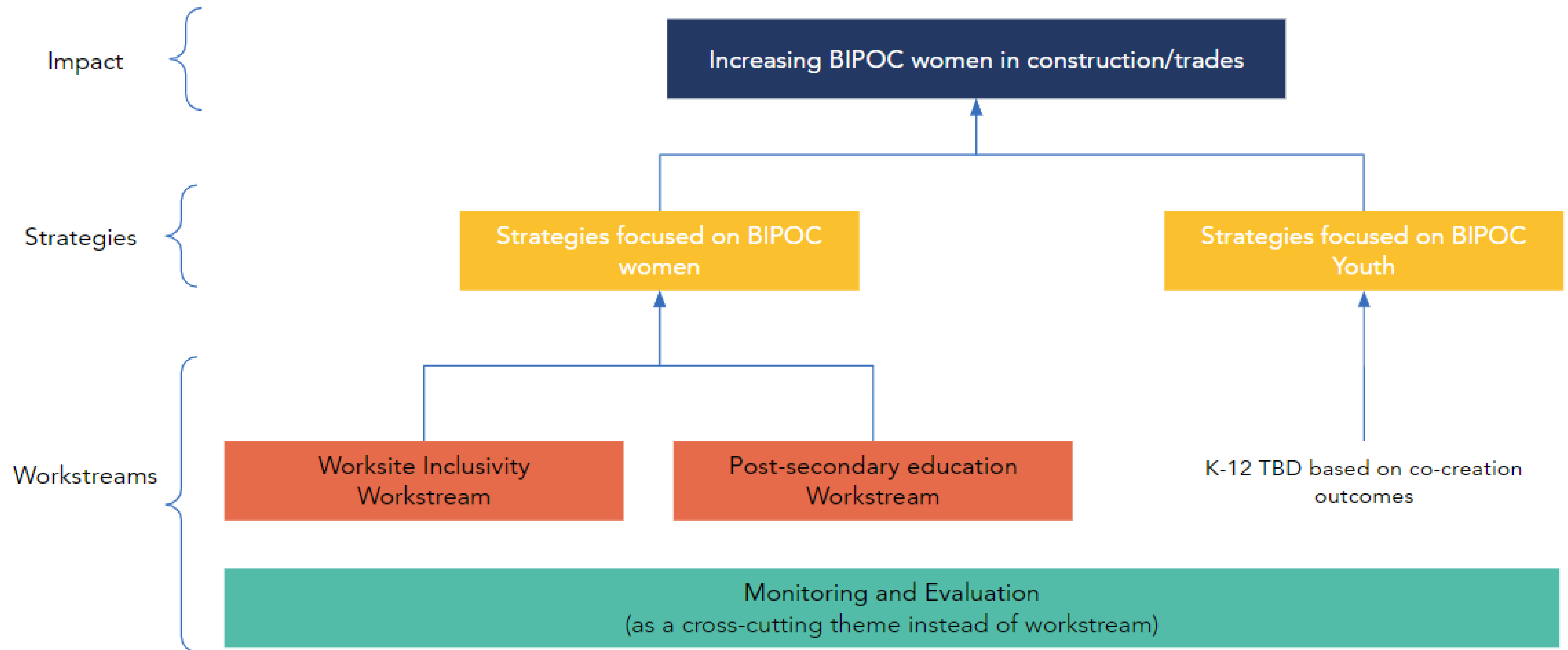




# Implementation



# Theory of change



**Questions?**

**Thank You**