

Cincinnati in Black & White

Better Together Cincinnati - A Decade Later March 2011

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This report is dedicated to the memory of Ross Love (1946-2010), whose vision and commitment to the African-American community and to Cincinnati was the guiding force behind the creation and accomplishments of Better Together Cincinnati.



THE GREATER
CINCINNATI
FOUNDATION

To our friends and colleagues:

As the work of the Better Together Cincinnati (BTC) funders collaborative draws to a close in 2011, we would like to take this opportunity to thank our colleagues and our community for the privilege of managing BTC for the past eight years.

When our community was shattered by the civil unrest of April 2001, The Greater Cincinnati Foundation (GCF) convened local funders to help address the crisis situation and support the work of Cincinnati CAN. When CAN completed its work in 2003, we funders were compelled to come together to provide leadership and resources to the most challenging community solutions that emerged from CAN's research and planning. Under the umbrella of BTC, we have stayed together as a collaborative for an unprecedented period of time, not only because we were asked, but because it was right and important to do.

We asked Cornerstone Consulting Group to conduct this review of BTC's work over the last five years to leverage Cornerstone's extensive experience working in our community including producing *Cincinnati in Black and White 2001-06* and evaluating the PlaceMatters initiative managed by United Way. We asked Cornerstone to offer personal and professional perspectives gleaned over nearly a decade of work in Cincinnati, as well as to objectively report current perceptions of community change based on interviews and document reviews.

Speaking just for GCF, we have learned a great deal from our community and our colleagues as a result of our experience with BTC. We have deepened our understanding of the scope of racial disparities in our community as well as the key levers for change to reduce them: education, jobs and adequate preparation for work. We have adjusted and adapted our priorities for how GCF uses its time and money to really concentrate on these things. We know that other funders have pursued similar strategies with the lessons they learned over the last decade.

Although the funding "device" known as BTC will shortly conclude its original charge, it has been replaced by other collaborative efforts in community development, education and workforce that will keep its function, if not its form, alive for many years to come.

In closing, we would also like to pay tribute to Ellen Gilligan for her leadership at GCF throughout the past decade. Few will be surprised that Ellen has exported her commitment and leadership around issues of reducing racial disparities to Milwaukee where she now leads The Greater Milwaukee Foundation as CEO.

With gratitude for all you have done to make our community a better place,

Kathy Merchant
President/CEO

Shiloh Turner
VP for Community Investment

Ray Watson
Senior Program Officer

I. INTRODUCTION AND APPROACH

For the past 10 years, following the police shooting of an unarmed black youth and subsequent racial unrest in April 2001, the city of Cincinnati has been embarked on a historic effort to address the underlying causes of the unrest in racial disparities and ruptured police-community relations. What happened in the city following the unrest is a testament to community leaders, black and white, who together fashioned a response that recognized the seriousness of the root causes of the unrest, came to an agreement on an agenda for creating a more equitable city, and committed themselves to long-term efforts to forge solutions.

As the anniversary of the unrest approaches and as Better Together Cincinnati (BTC), the funders' collaborative that developed out of community discussions following the unrest, comes to an end, The Greater Cincinnati Foundation (GCF) asked Cornerstone Consulting Group to review the work of the collaborative in the following areas:

1. Programs and organizations created, expanded, and sustained in the community.
2. Actual and perceived value of the programs funded by BTC to improve race relations and reduce racial disparities.
3. System changes/policy improvements that have occurred as a result of BTC funding.
4. Lasting impact of these programs/organizations and current status of programs/organizations that remain.

The Cornerstone Consulting Group (www.cornerstone.to) has worked in Cincinnati over many years on multiple projects. Cornerstone is familiar with the city, its leaders, its communities, and its social and physical geography. Cornerstone was retained for this review to leverage the firm's extensive experience in Cincinnati and at the same time to function as an objective outside observer without particular ties to any constituency or perspective. In 2006, as the fifth anniversary of the unrest approached, GCF and the BTC collaborative engaged Cornerstone to record the history of their unprecedented effort, to assess its success to that point, and to suggest strategies for the future. Now in 2011, Cornerstone has the opportunity to review the most recent five-year period.

Cornerstone's strategy for reporting on community initiatives involves intensive information gathering. For the earlier engagement, we conducted nearly 50 in-depth interviews, many with people who were involved or closely associated with activities organized in response to the civil unrest. Interviews were conducted with the leadership of Cincinnati Community Action Now (CAN), members of some of its Action Teams and staff, as well as BTC funders and grantees. We read documents produced both by CAN and BTC, media reports from the period, progress reports provided by programs funded by BTC, and reports describing their activities. Cornerstone produced a comprehensive internal report, which was published as *Cincinnati in Black & White 2001- 2006*. The essential elements of that report are summarized here, forming a baseline for the assessment of the period 2006-2011.

For this review Cornerstone conducted in-depth interviews with 20 of the stakeholders in the BTC collaborative, public officials, and community leaders. We reviewed reports of grantees, records of collaborative meetings, media reports, and other available materials. Our conclusions here are based on this information.

II. EXECUTIVE SUMMARY

Ten years ago, as the police shooting of an unarmed black man triggered racial unrest, Cincinnati's black and white communities confronted each other across a tense divide. In the midst of this breach, a group of philanthropic, civic, and community leaders, convened by then-Mayor Charlie Luken at the request of Ross Love, came together to identify the long-standing causes of the unrest and to craft far-reaching responses. Their efforts were realized first in the formation of Cincinnati Community Action Now (CAN) and then in its successor, Better Together Cincinnati (BTC).

Over the course of the decade CAN and BTC have sustained a broadly based and robust effort to address the underlying causes of the unrest. The partnership can point to a substantial set of accomplishments.

- The CAN and BTC partners provided the enlightened leadership needed to define “the problem” in a broad and comprehensive framework. Across racial and institutional lines, the partners reached agreement on underlying causes and saw beyond the immediate and obvious issues of police misbehavior and black anger in response to that behavior. The partners led the community to address both the operations of the police department and the limited economic opportunities available to Cincinnati's African Americans. Police and community relations have improved, and people describe a philosophical and operational shift having occurred within the police department. This is the most pronounced and remarked upon improvement in Cincinnati over the past 10 years.
- The change in police and community relations is not a small thing. It has had implications for the safety of the public in neighborhoods in the urban core. It is reflected in more positive attitudes among black residents of the city toward the police.
- Race relations are improving, although the progress is slow. The tensions of 2001 are distant memories for many, but others point to a continuing lack of inclusion of minorities in board rooms and executive suites, as well as ordinary social gatherings. Some express concern that improved race relations will not remain a community priority without a new crisis or a targeted effort by respected leaders or institutions.
- A system for tracking progress on racial disparities related to poverty, education, and unemployment has been instituted to keep the spotlight on continuing disparity between blacks and whites. The University of Cincinnati Institute for Policy Research will continue to report on these important measures of progress. A number of other organizations provide data on the region. A list of important sources of data is provided in Appendix B.
- A group of programmatic responses to address the causes of the unrest continue to operate successfully, carrying on the work of the BTC partnership. These include the Community Police Partnering Center (CPPC), the Minority Business Accelerator, and Cincinnati Arts and Technology Center.

- BTC established a model for community response to issues of concern, both in confronting a crisis and in tackling less volatile matters. A large group of funders came together to establish shared goals and strategies for dealing with the underlying causes of the unrest. They pooled resources in order to support robust responses and remained engaged over eight years. They moved from programmatic responses to efforts to change systems.
- Today, following the BTC example, an impressive group of collaborations has been formed to address the city's core problems, with greater emphasis on longer term systemic changes. Even broader and more diverse groups of community stakeholders than those around the BTC table are being convened to address the system-wide problems. These include Place Matters, a community-development initiative; the Greater Cincinnati Workforce Network, an employment initiative; Strive Partnership, an education initiative; and Weathering the Economic Storm, a safety-net initiative responding to the recent recession.

CAN and BTC took a very difficult time in Cincinnati's history and used that moment to produce positive energy and action. BTC can point with pride to greatly improved police-community relations and to the successful launch of the CPPC, Minority Business Accelerator and Cincinnati Arts and Technology Center. Further, the model of successful collaboration it pioneered – now embodied in the Greater Cincinnati Workforce Network, Strive, Place Matters, and Weathering the Economic Storm – will serve as lasting legacies.

III. A BRIEF HISTORY OF BETTER TOGETHER CINCINNATI

On April 7, 2001, Timothy Thomas, an unarmed black youth, was shot by a Cincinnati police officer in the Over-the-Rhine neighborhood. He was the 15th African American to die in incidents involving Cincinnati police since 1995. After two days of political demonstrations and protests, some members of the city's African-American community reacted to the shooting and to what was widely perceived as a lack of response from officials with looting, property damage, arson, and assault. Over four days, while the city and police worked to gain control, hundreds were injured; hundreds more were arrested; and 140 businesses sustained nearly one million dollars in damages. The story was featured prominently in national media, and Cincinnati became the latest exemplar of urban disenfranchisement and danger.

Almost immediately, Ross Love, a prominent African-American businessman and community leader, called on black leaders to develop a response to the unrest. Their efforts, combined with those of then-Mayor Charlie Luken and business, philanthropic, and government leaders, became a community-wide initiative called Cincinnati Community Action Now (CAN). While acknowledging the centrality of antagonistic police-community relations as the precipitating cause of the unrest, the mayor and CAN's leaders recognized that the underlying causes included broader issues of race relations and economic exclusion – the racial divide between Cincinnati's black and white citizens.

With core "action teams" led by a diverse group of 30 institutional and grassroots community leaders, CAN reached out to more than 250 people from throughout the community. CAN

quickly identified four areas of focus. Issues related to the police were the first area for action. The other areas were chosen because the disparities between blacks and whites on these measures were extreme and because model programs and supportive organizations existed to address them, creating opportunities for CAN to make a real difference. CAN's participants felt that if progress could be made in these areas, Cincinnati could close the disparities' gap, improving the quality of life for all residents.

1. **Police and Justice System Improvement** - a new relationship between police and community to reduce crime and replace adversarial relationships with a true partnership.
2. **Spurring Economic Inclusion and Development** - more jobs and better jobs for the most disadvantaged residents.
3. **Expanding Opportunities for Education and Youth Development** - higher achievement in schools through breakthroughs in successfully educating at-risk children.
4. **Housing and Neighborhood Development** - better housing through increased home ownership and availability of affordable, quality housing for inner city residents.

CAN's work was guided by three principles:

- to create substantial and sustaining change that reduces disparities;
- to build upon successful programs here and elsewhere; and
- to be inclusive, seeking viewpoints from all segments of Greater Cincinnati.

In addition, it worked to sustain public engagement in the issue of race relations and underlying racial disparities.

Just a year after the unrest, signs of resistance to CAN's vision began to emerge. A segment of the African-American community, frustrated with the slow pace of change, called for and implemented a boycott of some of Cincinnati's important economic events. On the other side, there was lack of support within the police and city government for efforts to improve police-community relations.

Despite the contrary perception of some, CAN was in fact able to identify, plan, and help develop 16 initiatives in its four areas of focus. CAN's leaders planned to conclude their efforts in June 2003 but first wanted to ensure that each program element in its four key areas of focus had an institutional "home" and financial support to operate independently in the future.

Other organizations in Cincinnati were providing leadership in raising funds to support efforts to reduce disparities in some of the areas of action needed for a comprehensive solution – housing and neighborhood development, health care and human services, and education and youth development (Local Initiatives Support Corporation and United Way in particular). Of the initiatives it had identified as top priorities, CAN's leaders recognized that several would be especially challenging to launch because they required significant resources and long-term commitment. With leadership and assistance from The Greater Cincinnati Foundation (GCF), a group of 14 corporations and foundations came together in 2003 to create Better Together Cincinnati (BTC), an innovative collaborative that made a five-year pledge to provide resources

for key projects and to explore ways to continue to address the difficult issues raised in the course of CAN's work.¹

BTC made its first grant in July 2003 and at the mid-point of its five-year commitment had awarded \$3,783,560 in grants. By the end of 2011, BTC will have provided \$6,495,657 to projects determined by the collaborative to further the goals of significantly improving equity and opportunity for African Americans living in the Greater Cincinnati region. A complete history of BTC members, contributions and grants can be found in Appendix A.

IV. DISPARITY DATA OVERVIEW

At the time of its mid-term assessment of BTC, Cornerstone recommended that the partnership undertake the task of selecting, tracking, and publicizing a set of indicators to highlight both Cincinnati's progress in reducing disparities and gaps that remain to be closed. Regular, public discussion of indicators of disparity and diversity would carry on the important goal of keeping a spotlight on the issues.

BTC published the first "report card" on racial disparities – *Cincinnati in Black & White 2007* – the following year. The data were collected and summarized by the University of Cincinnati/United Way Community Research Collaborative (CRC). From an initial array of 100 possible indicators, the report selected 55 in the key areas of education, economics, and criminal justice, some of them "placeholders" until better data became available.

After the publication of the report card in 2007, it was concluded that the report included too many indicators for the public to digest. The consensus among BTC funders was that very few really used the data and no institution was willing to continue to produce the full report.

Eric Radamacher of the University of Cincinnati Institute for Policy Research (IPR) recommended that issuing regular data on a small, carefully-selected set of indicators would provide public attention for the issue of disparities over time and keep the state of progress in closing the gap in the forefront. This is the approach that BTC has taken, supporting IPR in producing a report on three critical statistics for each of the last three years: poverty (percent of the population in poverty by race), unemployment (percent of the population unemployed by race), and education (percent of the population 25 and older with a bachelor's degree or higher by race). Each report compares the Cincinnati results with those of similar cities. Key findings from these reports for Cincinnati in 2010 are presented in the table below.

¹ United Way of Greater Cincinnati and KnowledgeWorks Foundation were also involved in BTC, but they did not contribute funds to the pooled fund and are, therefore, not included in the number of funders. Two one-time donors of small amounts are also not included in the total. A list of BTC participants can be found in Appendix A.

Table 1: Racial Disparities in Key Indicators, Cincinnati & U.S., 2000 and 2005-2009

Feature	City of Cincinnati		U.S.
	2000*	2005-09**	2005-09**
Population	330,662	332,572	301,461,533
Black or African-American percent of total population	43.0	41.7	12.1
White (not Hispanic) percent of total population	53.0	52.4	65.8
Hispanic or Latino (of any race) percent of total population	1.2	2.2	15.1
Poverty- percent of total population	21.9	25.3	13.5
Black population - percent	33.4	36.2	25.1
White population - percent	12.2	15.6	9.4
25 & older with a Bachelor's degree or higher- percent of total	26.6	30.2	27.5
Black population - percent	10.0	12.1	17.6
White population - percent	36.4	41.5	30.6
Unemployment - percent of total population	7.3	10.0	8.9
Black population - percent	N/A	16.1	13.3
White population - percent	N/A	6.1	8.2
* Data from the 2000 Decennial Census			
** Data from American Community Survey (ACS), 2005-2009 five-year estimates			

These data indicate that little change has occurred in Cincinnati over the last decade. The population has increased slightly (although preliminary reports through 2010 indicate that Cincinnati's population has dropped below its size in 2000). The ethnic make-up of the population is essentially unchanged with slightly smaller percentages of both black and white residents. Several interviewees noted an expanded Hispanic presence in the city of late, but the ACS numbers suggest only a slight change in absolute numbers though this represents almost double the percentage. Compared with the rest of the U.S., Cincinnati has a much higher percentage of black residents and a substantially smaller percentage of Hispanics.

On the measure of individuals in poverty, a greater percentage of both blacks and whites in Cincinnati are living in poverty now than in 2000, and the overall poverty rate for the city is much higher than the U.S. rate. However, the situation of blacks in Cincinnati has worsened more than the comparable situation for whites. In education, there has been a small increase in the number of adults 25 and older in the city with Bachelor's degrees or higher; however, more than three times the percentage of whites than blacks have reached this educational milestone. In terms of unemployment, the overall unemployment rate has increased, driven exclusively by increases in black unemployment.

These indicators have undoubtedly been affected negatively by the recession; however, it is likely that absent the economic downturn only small improvements would have occurred. The problems were simply too large and too complex to be solved over a ten-year span.

Through BTC's efforts increased attention is being paid to gathering and reporting data that highlight racial disparities. These include BTC-led projects, such as the IPR reports, the United

Way of Greater Cincinnati/University of Cincinnati Community Research Collaborative's website and data collection and reporting by other organizations and initiatives in the community. Appendix B includes a list of these resources.

V. BTC PROGRAM ACCOMPLISHMENTS

During its brief existence CAN developed and implemented many projects and positively concluded a number of them. These are discussed in detail in the 2006 report. Here we focus on those initiatives that were carried on with funding support from BTC. With funds committed over five years, BTC awarded grants to five projects the collaborative believed would "... make substantial and lasting differences in the community ... reduce economic and social disparities (and) ... were ready for implementation and funding."ⁱ These are:

- Community Police Partnering Center
- Hard to Serve Initiative
- Minority Business Accelerator
- Cincinnati Arts & Technology Center
- Youth Employment & Development Initiative

1. Community Police Partnering Center (CPPC) was at the foundation of CAN's primary goal of improving police and community relations and reducing crime and disorder in the city. It was also the centerpiece for community implementation of:

- the Collaborative Agreement (CA) and the Memorandum of Agreement (MOA) - the court supervised processes for settling the suit brought against the city and the police department on charges of a policy and practice of bias and discrimination;
- the Cincinnati Plan - a CAN-initiated framework for bringing best practice models in law enforcement and criminal justice to the city; and
- the principles of community problem-oriented policing (CPOP) throughout the city.

Under the fiscal management of the Urban League of Greater Cincinnati, the Partnering Center works to develop and implement effective strategies to reduce crime and disorder while facilitating positive interaction and increased trust between the police and neighborhood residents. CPOP, the primary strategy of the court-mandated change in Cincinnati policing, represented a fundamental adjustment in the way that every police officer approached every encounter with citizens. Because the changes required by CPOP were so far-reaching, funders determined that an institution independent of both the police department and the communities would be essential to the success of the undertaking. In addition, many recognized that the leader of this institution had to be someone who could bridge the two sides, commanding respect from both. The CPPC combines several models and best practices used by police departments across the country to change the way residents of inner city communities and police officers interact on a day-to-day basis.

The Partnering Center was launched in 2004, after considerable preparatory work. Since its first years of operation, CPPC has adjusted its work in a number of respects. Initially, the program was expected to operate throughout the city. Community members in each neighborhood,

beginning with those most affected by violence and distrust of the police, would be trained in CPOP and other asset-building skills, such as the SARA (Scanning, Analysis, Response and Assessment) process. CPOP teams composed of CPPC staff, outreach workers, police officers, and community members use the SARA process to identify and rank community problems and apply CPOP methodology to bring residents and police together. In working side by side to understand community problems, residents and police find solutions that are in compliance with law enforcement policies and guidelines while meeting community needs.

At first, it was anticipated that once community members were trained and the CPOP team was in place, the role of the CPPC would diminish and staff would move on to other neighborhoods. However, community members' interest in the initiative could not always be sustained outside of a crisis or serious safety situation. Neighborhoods wanted the CPPC staff and outreach workers to remain involved. In addition, other neighborhoods did not have a great need for CPPC services. Thus, the service area for the Partnering Center was limited to four neighborhoods – Madisonville, Over-the-Rhine, Avondale, and Winton Terrace – and staff has continued to work in these areas, training additional residents, working with CPOP teams, and the like.

CPPC increased its efforts to curb violence in these neighborhoods through several additional programs. The Cincinnati Initiative to Reduce Violence (CIRV) was initiated in 2007, a multi-agency and community collaborative with nearly 50 partners. It has been widely recognized as an innovative model for violence reduction. In 2008, the Cincinnati Police Department won the Webber Seavey Award for Quality in Law Enforcement from the International Association of Chiefs of Police for CIRV. In 2009, it won the International Association of Chiefs of Police West Award for Excellence in Criminal Investigations. CIRV and CPPC work in partnership in affected areas. CeaseFire is a community-driven campaign developed through CPPC in the Avondale neighborhood. It collaborates with CIRV, emphasizing community engagement and relying heavily on community and faith leaders. Gun violence and associated homicides have begun to fall in these areas although the causes of the decline cannot be pinpointed with certainty.

Everyone with whom we spoke believes that community problem-oriented policing has been institutionalized within the Cincinnati Police Department. Additional changes in policing motivated by the Collaborative Agreement and the Memorandum of Agreement, such as data-driven decision making, video recordings of stops, revised hiring and promotion practices, have also changed the department. Most reforms are now part of the CPD's policies and procedures. Many classes of new recruits have been trained within the new system; it is now simply the normal way the police do business.

Many feel that two factors were critical to the changes that occurred within the police department. First was department leadership, notably Chief Tom Streicher along with those he chose to be the public face of the effort – Rick Biehl and Greg Baker. The other was the presence of the CPPC in critical neighborhoods, bringing police and community members together and making significant improvements in their mutual perceptions and in public safety. CPPC served as an independent broker, trusted by both sides, able to bridge what was initially a very large divide. The CPPC helped the police department build rapport and dialog in those communities where mistrust of the police was greatest.

Through the end of 2011 the Partnering Center will have received more than \$4.8 million from BTC, nearly three-quarters of the funds granted by the initiative. Efforts to expand its sources of funding have largely been unsuccessful. No single funder has stepped into the role that BTC has played. The City has been unwilling to support it, even in better economic times. With the budget crisis, the Police Department is not able to take it on. The annual budget of the Center has been reduced from \$1 million to about \$200,000. The Urban League intends to raise additional funds and is working with Xavier University on a development plan.

Now that police-community relations are dramatically improved and CPOP appears to have been institutionalized within the CPD, it is unclear to some what role the CPPC should play. While a number of our informants commented on the changed police attitude toward the communities they serve, citing social occasions in CPPC neighborhoods that included police officers, they feel that CPPC still has credibility with community members and a level of trust on both sides that the police lack in many cases. Others noted the importance of CPPC in keeping the issue of police-community relations in the public eye. Yet, with diminished staff and capacity, CPPC will be able to do less.

2. Hard to Serve Initiative was initially structured as a pair of planning grants to the Urban League and Cincinnati Works to allow the groups to develop a long-term strategy for building the capacity of primarily grassroots organizations to deliver job training and employment programs and services to residents with long-term histories of being under- and unemployed. As a result of the planning, the groups that had historically worked with these populations would build an alliance to serve as a forum for sharing best practices among member agencies, establishing standard practices and operating systems, and creating strategies to make long-term changes within the local workforce development arena.

Cornerstone noted some of the reasons the planning grants failed to produce results in its 2006 report: most significantly that a peer-led collaboration without significant public investment would not have an impact on the large unemployment problem in the region. In reflecting on the opportunities that came out of these experiences, BTC concluded that the planning grants served a larger good in helping funders clarify their vision for this priority and refine their efforts to design a more strategic approach toward systems change.

In the process of pursuing this funding strategy, BTC discovered that it could influence how Workforce Investment Act funds were used locally, redirecting dollars from training toward long-term employment outcomes. In support of these new goals, BTC made two grants totaling \$237,000 to the Southwest Ohio Workforce Investment Board in 2005 to fund a new metrics system. The collaborative was hopeful that the funds would provide the leverage to effect real systems change, reducing the huge gap between available jobs and the people ready to fill them. In fact, this move into more systemic solutions has become prominent in the design of newer efforts to improve the underlying causes of social and economic disadvantage and a central feature of the BTC model of collaboration, discussed in the next section of this report.

3. Minority Business Accelerator (MBA) was created to boost the region's economic growth and vitality through the promotion of minority-owned businesses, thus significantly increasing

the number of sizable African-American-owned businesses (defined as those with annual revenues of \$1 million or more) in the region. Secondary goals include increasing job opportunities, supporting the development of African-American business leaders, and creating wealth within the African-American community. The effort was promoted by CAN and led by the Cincinnati USA Regional Chamber, together with the African-American Chamber of Commerce, the Cincinnati Business Committee, and the South Central Ohio Minority Business Development Council.

MBA strategies include connecting minority companies and majority-owned firms; encouraging major corporations to set “spend goals” with high potential minority firms; and offering technical support to businesses owned by African Americans to build their capacity as vendors and suppliers.”ⁱⁱ The MBA’s target audience is “high potential” minority business enterprises (MBEs) with “readiness” capacity to become vendors and suppliers to major firms and significant public sector projects in and around Cincinnati.

The MBA was formally created in July 2003 but did not complete staffing plans until February 2004. It received a total of \$650,000 from BTC between 2003 and 2007. Additional funds have come from in-kind contributions of the Chamber, corporate stakeholders, and other local firms. At the time of Cornerstone’s five-year review, the MBA was beginning to show results in increased corporate local spending goals with minority businesses and increased revenues of MBA-targeted companies, as well as in facilitating contracts, developing growth plans, and completing acquisition and joint-venture transactions of MBEs.

In 2009, according to the MBA’s report, 27 companies set local minority spend goals totaling \$405 million. This represents an increase in the number of companies with established goals but a decrease in the actual amount spent. This is the first decline in revenues for MBA portfolio firms in six years and undoubtedly reflects the economic downturn. Thirty-two minority firms were part of the MBA portfolio, with average revenues of \$16.4 million. Again the number of firms increased from 2008, but the revenue decreased from \$21 million. MBA firms employed 2,560 employees in 2009. Forty percent of the workforce of MBA firms was minorities, and 31 percent was women.ⁱⁱⁱ

Cornerstone’s earlier assessment recorded doubts from some parts of the African-American community that the MBA’s program of assisting substantial businesses would have much effect on either employment or the economy in the most depressed neighborhoods. The MBA has attempted to measure the effect of its efforts on employment and on smaller minority businesses over the last two years; however, it acknowledges that it is difficult to attribute positive change directly to its work. Some point to the involvement of MBA portfolio business owners in a redevelopment project in Avondale as an example of positive impact in the urban core.

In the spring of 2010, The Institute for Entrepreneurial Thinking and LaVERDAD Marketing conducted a comprehensive study of minority businesses in the Cincinnati region for the Chamber. The report concluded that while strides had been made, significant disparities still exist between minority- and majority-owned businesses. As a result of the study, the MBA has expanded its work to include expediting the growth of smaller MBEs, working with the public sector and businesses that serve it, and inviting Hispanic firms to join the MBA portfolio.

The MBA is a well-established program, operating within an institutional home that has been able to leverage ongoing support beyond the initial BTC investment. The program is a success by its own criteria, although many would like to see the MBA expand its efforts to create greater opportunities for smaller minority businesses and the unemployed.

4. Cincinnati Arts & Technology Center (CATC), modeled on the successful Manchester-Bidwell program in Pittsburgh, is completing its eighth year of operation. The Center seeks to accurately replicate the key elements of the Pittsburgh model: state of the art “environment,” high-end technology and equipment, and knowledgeable and supportive staff and teachers. The Center’s hands-on arts and technology curriculum is designed to “motivate youth to complete their education while promoting a sense of self-worth, confidence, and belief in possibilities.”^{iv} CATC offers courses in sculpture, painting, digital imagery, and photography to high school juniors and seniors who are at risk of dropping out of school. Cincinnati Public School students, identified by their counselors or principals as at risk, can earn credits in Fine Arts or elective subjects required for graduation.

This year CATC will serve more than 400 Cincinnati public school juniors and seniors considered at risk of dropping out of school. About 2,000 total students have participated in the program since its inception. CATC reports that 95 percent of its participants graduate from high school on time (better than the CPS figure of 83 percent for the 2008-2009 school year),^v and half of graduates go on to attend college (about the same rate as CPS). At the time of the 2006 report, Cornerstone concluded that CATC had proven to be an effective model for involving at-risk youth in an innovative arts program that successfully keeps them engaged in school and promotes academic achievement. The more recent record of the Center suggests that this continues to be the case.

In the beginning, CATC planned to develop a job training component for hard-to-serve adults; however, this effort was not well-aligned with the focus of the school’s program. Over the last three years, CATC has shifted its job training work toward the half of its graduates who do not go on to college and those who leave college before completion. They have developed a program in collaboration with Cincinnati State that develops job readiness skills and works with industry sectors (health care first, finance and others later) to develop jobs and job training programs. These efforts are still small.

CATC is built into the structure of the public school system, which provides one-third of its \$1 million annual budget, and it works closely with the superintendent. The rest of its funds are raised privately although the center has long hoped to secure more public funding. There are renewed plans to seek federal aid, as exemplified by the receipt of a Social Innovation Fund grant for the new job training program.

Those involved consider BTC’s first year investment in CATC critical to the success of the program. Without BTC and GCF, there would be no CATC. Although fundraising is a constant challenge, most believe CATC to be a well-established community institution and a lasting development of BTC.

5. Youth Employment and Development Initiative, organized by the Cincinnati Youth Collaborative with significant funding from the Urban League, was focused on expanding summer youth employment services provided by local government, the private sector, and community groups to offer year-round job training and employment opportunities, along with support services to enhance post-secondary options, to Cincinnati youth in the urban core. The program provided 1,200 jobs for teenagers during the first two years, 2001 and 2002. Due to a lack of funding for youth employment services, the initiative did not expand to a year-round program and was discontinued after two years. Cincinnati youth continue to need summer jobs and meaningful year-round employment. Cornerstone did not identify any large-scale efforts currently underway to meet these needs.

VI. REFLECTIONS ON FUNDER COLLABORATION - THE BTC MODEL

A good deal of attention in this report has been focused on the various programs funded by Better Together Cincinnati and their effectiveness in addressing the underlying causes of the racial unrest. Perhaps equally important is the vehicle created by the city's philanthropic and corporate leadership to pool resources and focus on a shared set of priorities and outcomes.

The crisis created by the unrest in Cincinnati brought a diverse group of funders together willing to help figure out what needed to be done and to bring money with them to a new grantmaking process – BTC. Many of the funder representatives we interviewed pointed to the trusted leadership provided by The Greater Cincinnati Foundation, which acted as the convener of the group. GCF understood the important needs in the community and the nonprofit landscape and was able to attract key private and corporate foundations to the collaborative process.

The formation of BTC built on GCF's experience with shifting from a traditional framework of responsive grantmaking to a more strategic outcome-driven grantmaking approach for systemic community issues. The idea took hold because funders came to believe that pooling resources allows for grantmaking that has greater impact, both in dollars and in terms of informed decision making, more knowledge assembled around the table. The BTC leadership invested considerable time acquiring a deeper understanding about best practices and effective strategies. Over time, participation in BTC influenced the giving practices of participating funders in other venues, separate from BTC.

BTC intended to raise \$20 million but only raised and invested \$6.5 million (Appendix A, Table 2). There were several reasons why it did not meet the target, one most important to the result. Originally, it was hoped by GCF that the effort would attract the attention of large national foundations, and while some initially expressed significant interest, financial contributions were never realized.

Collaboration done well tends to be a very labor-intensive enterprise requiring dedicated staff and resources. These processes are especially hard on smaller organizations with limited staff who are involved in many projects. For many donors BTC was their first participation in a multi-year funding effort, and they have undoubtedly had to balance investments in BTC with shifts in their own funding priorities over the past 10 years.

The conclusion of the BTC funders collaborative was inevitable. It was originally intended to operate for five years, but has extended to eight. It is no small accomplishment that this large group has remained engaged for more years than originally intended. Efforts to effect change begun in crisis rarely survive for very long after the crisis has faded from memory. With the knowledge that the issue of underlying racial disparities was important, and with the commitment to achieve change, BTC established a model in Cincinnati for sticking with an issue long enough to generate a viable response.

There is widespread agreement among the funder community that CAN/BTC clearly established a model for how corporate and private collaboration can focus investments to bring about needed change. The more recent experiences of this type of strategy in Cincinnati – The Greater Cincinnati Workforce Network, Place Matters, Strive Partnership, Weathering the Economic Storm, and most recently through the Social Innovation Fund – have brought together larger groups of funders, and several have attracted larger amounts of money. As the descriptions of these initiatives indicate, the model shows promise for producing needed change.

The Greater Cincinnati Workforce Network

By 2006, BTC had already begun to provide funding for the Southwest Ohio Workforce Investment Board, which was working to develop a systemic approach to serving the unemployed and regional employers by focusing on employment outcomes rather than workforce development processes. This approach grew from the early work of CAN/BTC on the Hard-to-Serve program, as well as the efforts of GO Cincinnati, Agenda 360, and Vision 2015. Led by GCF from 2008-2011, the new Greater Cincinnati Workforce Network brought together key stakeholders in philanthropy, public sector, education, private sector, WIBs, and service providers in a broad regional partnership to successfully seek funding from the National Fund for Workforce Solutions. The Greater Cincinnati Workforce Network:

- Brings stakeholders together to align resources and strategies;
- Works to close skills gaps in the priority industries of construction, health care, and advanced manufacturing, providing career pathways and training;
- Improves and coordinates support services to help disadvantaged workers succeed in the labor market; and
- Advocates for critical policy interventions.

In 2011 United Way assumed fiscal management of the Network, which has attracted considerable national recognition. The Network received a two-year \$600,000 grant from the federal Social Innovation Fund administered by Jobs for the Future and the National Fund for Workforce Solutions, one of only 10 U.S. cities and the only one in Ohio to do so. It has also received a substantial grant from JP Morgan Chase and is leveraging state and federal funds in a coordinated system that matches employer needs with employee training in work that leads to careers.

Place Matters

The Place Matters funding collaborative, led by United Way of Greater Cincinnati, is designed to test a comprehensive approach to achieving results in three pilot neighborhoods (Avondale, Covington, and Price Hill). After months of planning, the initiative began in late summer of

2007. The initiative is driven by community residents in each neighborhood, where a local community organization takes the lead in a partnership with other institutions and programs.

All of the projects are comprehensive, including at a minimum, redevelopment of neighborhood housing and other real estate, improving early childhood outcomes and school success, and identifying job opportunities. Results will be measured in the number of children ready for school, the amount of new construction and renovation under way, and the number of residents who own homes. In addition, job training and access are seen as central to the success of the initiative in all of the communities.

According to the United Way web site, Place Matters projects have helped place over 1,800 individuals in jobs, allowed 80 percent of families facing foreclosure to avoid it with the help of counseling, and helped move more than 1,000 families out of emergency shelter into permanent housing. The Collaborative includes GCF, the Carol Ann and Ralph V. Haile, Jr./US Bank Foundation, Chase, LISC of Greater Cincinnati & Northern Kentucky, NeighborWorks America, PNC Bank, SC Ministry Foundation, and the City of Covington. The investors pledged \$1.5 million per year for at least three years to fund the initiative.

Strive

The Strive Partnership is a wide-ranging collaborative effort that joins together school, philanthropic, business, and other leaders to drive better results in education, “so that every child is prepared for school, supported inside and outside of school, succeeds in school, enrolls in some form of postsecondary education and graduates and enters a career.” Strive spent three years reporting on 10 key indicators of student success in its “cradle to career” initiative and has now identified five as critical (although the “Striving Together Report Card”, which documents student progress tracks a larger set of goals):

1. Kindergarten readiness
2. Fourth grade reading proficiency
3. Eighth grade math proficiency
4. High school graduation rates and ACT scores
5. Postsecondary enrollment and completion

To move toward these goals, the partnership has established these priorities:

- Early Childhood Development and learning - led by United Way of Greater Cincinnati and Success by 6^{vi}
- Teacher and principal excellence - organized by Strive
- Linking community supports to student achievement - led by a broad group to coordinate and leverage mentoring, tutoring, after-school programs, etc.
- Postsecondary enrollment, retention, and completion - led by broad group of higher education institutions, school districts, funders, etc. to leverage resources and capacity
- Advocacy - funding alignment to support innovation and promotion of data-driven decision making

Strive is made up of more than 300 partnering organizations and is overseen by an executive committee of 29 community and institution leaders. Strive publishes an annual report card of student progress on many educational indicators.

Weathering the Economic Storm

As the recession hit the city of Cincinnati with full force, The Greater Cincinnati Foundation brought together a large number of foundations, corporations, and individual funders to respond to the immediate needs of families facing either unemployment or foreclosure, allowing them to regain economic stability and, at the same time, helping stabilize key nonprofit organizations in the area. Safety net assistance supported by WTES includes hunger prevention and food security; foreclosure and eviction protection; individual and family counseling; employment counseling, training and placement; Earned Income Tax Credit filing and public benefits enrollment; and child care.

The fund was begun in 2009 with a \$1 million commitment from GCF and \$1.1 million from other members. In 2010, GCF and 24 local philanthropies committed \$1.6 million to the fund. Through 2010, 116 organizations have been awarded more than \$3.7 million in grants assisting more than 65,000 individuals. In addition, initial grantwriting assistance grants of \$66,000 have returned nearly \$4 million to the local community through state and federal grant awards.

Cincinnati/Northern Kentucky Social Innovation Fund

The Cincinnati/Northern Kentucky Social Innovation Fund (SIF) is a new approach to supporting innovative, effective community solutions along the Cradle-to-Career Continuum in Cincinnati, Covington, and Newport.

With the support of a two-year, \$2 million grant from the Corporation for National and Community Service, 15 local funders have come together to provide catalytic support – both grant funding and capacity-building services – to scale up effective organizations and programs. The portfolio of grantees includes nine promising initiatives working to move the needle on the following outcomes: 1) Kindergarten Readiness; 2) High School Graduation/College Enrollment; 3) High School Graduation/Employment; 4) Postsecondary Enrollment and Completion; and 5) Sustained Employment.

VII. THE BTC LEGACY

In many respects Cincinnati is a different place than it was in 2001. Based on the current assessment, we find evidence of progress in these areas:

- Police and community relations have improved, and people describe a philosophical and operational shift having occurred within the police department.
- Race relations are improving, but the progress is slow.
- A partial system for tracking progress on racial disparities related to poverty, education, and unemployment has been instituted to keep the spotlight on continuing disparity between blacks and whites.
- Several programs have been established that are making a difference in the lives of residents in Cincinnati's urban core.

- An impressive group of collaborations modeled on BTC has formed to address the city's core problems with more emphasis on solutions that will lead to longer term systemic changes. Broader and more representative groups of community stakeholders than those around the BTC table are being convened to address the system-wide problems.

Police-Community Relations

The most pronounced and remarked upon improvements in Cincinnati in this period are in police-community relations. Interviewees reported that the police have worked very hard to abide by the terms of the Collaborative Agreement, changed procedures, and acknowledged that earlier practices were discriminatory. The perception shared by those with whom we spoke is that police-community relations are different, and better, now.

CPD has embraced the new ways of policing. Changes are deeply entrenched throughout the agency, more firmly in younger officers who receive community problem-oriented policing training when they enter the academy. There have been significant changes in terms of how CPD handles situations. Police are more engaged and actively working with citizens in communities rather than aggressively focused only on putting offenders behind bars.

In our view, today's police see the value in these new methods, which have dispelled cynicism and created enthusiasm in younger officers. Problem solving allows leadership to occur at all levels. It also provides alternatives to incarceration and allows police officers to become part of the community. This takes more work, more time and energy, but it puts the police department within society, not apart from it in a very insulated, isolated niche.

This shift was clearly visible, according to many, when the police department took the initiative in helping to bring the convention of the National Organization of Black Law Enforcement Officers to the city after a number of years of boycotts by major black organizations. Chief Streicher helped raise the money, and the police welcomed the visitors. This in turn helped bring the NAACP convention and several others such as the Black Baptist Ministers. The police are seen as having gone out of their way to be active ambassadors for the city, indicating their recognition that they are integral to the community.

This change is not a small thing. It has had implications in terms of safety as a number of communities are in active partnership with the police to reduce crime. Crime statistics reported by the Rand Corporation, by the police department, and by the CPPC all corroborate this claim, although they caution that positive changes cannot be causally connected to the new methods of policing without more refined statistical methods.

Several groups have produced reports over the past 10 years to assess public perceptions of relations between the community and the police in Cincinnati although there has been no single consistent report. The most useful barometer has been how blacks and whites feel about their interactions with the police.

In 2001, shortly after the unrest, blacks and whites were extremely polarized in their view of the police. A *Cincinnati Enquirer* poll of citizens who had interacted with the police found few blacks reporting that they felt treated with fairness and respect by police: 31 percent versus 93

percent for whites. In general, (in other words, not speaking directly from personal experience with police) 68 percent of whites strongly or somewhat agreed that police treat minorities fairly and with respect, while 23 percent of blacks agreed with the statement. Other questions about police training, use of racial profiling, and efforts to improve policing, yielded similar differences across racial lines.^{vii}

Later surveys indicate that these views have been changing. As part of its evaluation of the Collaborative Agreement/Memorandum of Agreement implementation, the RAND Corporation surveyed citizens about their overall level of satisfaction with the CPD and their perceptions of CPD practices. The first report from RAND was issued in late 2005. Rand conducted a follow-up study in 2008 and found police-community relations improving. The 2008 report states:

Black respondents reported greater perceived police professionalism in 2008 than in 2005. Nonblack respondents generally reported CPD's professionalism as "Good," and that rating was unchanged between 2005 and 2008. Black respondents, on average, gave significantly lower ratings than nonblack respondents, rating CPD's professionalism between "Fair" and "Good," but these ratings were significantly higher than they were in 2005. Both black and nonblack respondents reported statistically significant decreases in the perception of the use of racial profiling by CPD officers. Black respondents still report that CPD officers treat blacks and whites somewhat unequally and usually use race in deciding how to police, more so than do nonblack respondents. However, the percentage of black residents holding this belief declined.^{viii}

The report concludes that while "black residents still maintain significantly more negative views of the police than white residents do" there have been small but positive changes in the black community's perception of the department.^{ix}

Ten years ago, at the beginning of the Collaborative Agreement and CPPC, the goal was to encourage community members to engage with the police department and allow the court-mandated changes to take effect. Now the goal has shifted, along with the shifts in the department. Without the oversight of the courts and a large role for the CPPC, the community will need to hold the police department accountable. This will require continued attention and leadership commitment, as well as a demand from citizens that this is the kind of police department and city they want.

And leadership is central. Those with whom we spoke singled out Chief Streicher as critical to the changes that occurred in the police department. Many remarked on his leadership, his courage, his willingness to go against time-honored ideas about the way things should be done. Because Chief Streicher is retiring as this report is being written, it is important to note that his successor's commitment to maintaining these hard-won changes will be critical to Cincinnati's future progress in this area.

Race Relations

It is difficult to make a definitive statement on whether race relations have changed in the city – it literally depends on who you talk to. We came away with the impression that for people of moderate and greater means, there is more discernable social integration, but it's not palpable.

For the poor, and there are more of them now in the wake of the 2008 economic downturn, the situation either hasn't changed or has gotten worse.

At an emotional, subjective level, race relations are more positive than they have been in a long time. At the time of the unrest, the tensions were daily news: racial profiling and excessive use of force by police, demonstrations and a boycott in the black community, and mistrust of blacks by the white community. Today, among those interviewed for this report there is a perception of greater tolerance. We hesitate to attribute perceived change directly to BTC. We and others believe the crisis focused the attention of civic-minded people, businesses, and foundations on these issues for a period of time, contributing to positive change.

We were told by those we interviewed that people give lip service to inclusion and diversity and value the idea of it, but that inclusion is not fully embraced. Cincinnati was characterized as a "conservative" city, hanging on to traditional perspectives and resisting change. Some pointed to signs of change in the repeal of the anti-gay city ordinance. The gay community itself is characterized as open to diversity. The Hispanic community is now organized, as is the Muslim community. People point to these developments as markers of change.

Some in the black community are concerned about whether any current efforts have racial disparities on the front burner as a community priority. They acknowledge, as do others, that such concentrated community action immediately after a problem typically dissipates over time, replaced by a focus on more immediate concerns, notably the economic crisis, which continues to affect the region. Without a new crisis or a concerted effort by respected leaders and institutions, many suspect that race relations will not rise to the level of public discourse.

Disparities Reporting

BTC has contributed to the gathering and dissemination of disparities data within the region in its own reports – *Cincinnati in Black & White 2001-2006*, *Cincinnati in Black & White 2007*, and the annual IPR reports. Other community organizations gather and publicize additional data. The Cincinnati USA Regional Chamber publishes detailed information on economic activity by sector. The United Way/University of Cincinnati Community Research Collaborative produces the *State of the Community Report* biannually and updates data on its web site, tracking many indicators. The *Sustainable Cincinnati* report tracks a number of indicators; however, it was last published in 2005, and it is not clear that it will be published again.

Several organizations sponsor surveys that examine particular parts of the BTC agenda. BRIDGES for a Just Community commissioned UCIPR to conduct a human relations survey in 2006, which it repeated in 2008. The report on the survey provides what BRIDGES calls a "report card" on human relations in the region. In 2009 the group reevaluated the earlier data to examine regional differences in the results, specifically comparing data from the city of Cincinnati with that of the various counties in the region. We understand that BRIDGES has commissioned a new round of the survey and is working to identify funding. The police department collects data on police calls, arrests, crime, and police-community interactions; however, since the end of the CA and the reduction in the operations of CPPC and CIRV, these data are not readily available to the public. Strive publishes data on educational indicators on its web site and in its *Report Card*.

One serious drawback of much of the data that is currently available to track racial disparities is that city data are not reported separately from data for the region as a whole. (Strive's *Report Card* is the exception.) The rationale for this approach is clear in the mandates of various groups and in the location of their supporters. No doubt the future of the entire region is strongly interconnected, and solutions to many issues facing the area must take a region-wide approach. However, failing to report data on the urban core paints the entire region with a broad brush that misses many significant differences between the city and the region.

Further, the relevant data that is being collected needs to be disseminated widely and brought to public attention if it is to have an impact on decisions that might affect these outcomes. Press conferences and media notice calling attention to the release of disparities reports are important in this regard. Once BTC is gone, it is not clear where this project will find a home.

Lasting Programs

BTC initiated three strong programmatic efforts to improve the lives of African-American residents of Cincinnati:

- Community Police Partnering Center
- Minority Business Accelerator
- Cincinnati Arts and Technology Center

These programs have records of substantial success and are well-established community institutions. They have advanced the goals within three of CAN/BTC's priority areas: improving police-community relations, increasing economic development, and increasing educational achievement.

The Shift to System-Wide Approaches and Expanded Stakeholders

BTC's early work led the collaborative to move in the direction of system-wide approaches that included strong, public leadership by government, community, philanthropic, and private leaders. The partnership provided a model for bringing large groups of important stakeholders together to develop shared goals and strategies and muster the collective will to tackle large problems and invest the necessary resources over the longer term to make an impact. In the last five years, this model has been developed into full-fledged broadly-based system-level efforts, as discussed above in Section VI.

CAN and BTC provided a template for bringing stakeholders together, especially around a crisis; these newer efforts go beyond the earlier approach, but many of those we talked to feel that without CAN/BTC the later initiatives would not have happened. The BTC model provides a template for community action to address important issues.

VIII. CONCLUSIONS

The primary impetus for the work of CAN and BTC was the severe difficulty in police-community relations and the quality of Cincinnati policing. Most of the collaborative's attention was directed to solutions in this area, and BTC's greatest expenditures were made in this area. In addition, the courts, the city, and CPD were intensively focused on providing remedies. Positive

results are now evident: key informant observations, formal reports, citizen surveys, and crime- and arrest-related data all show progress. Many believe that the changes have been so institutionalized as to now be standard operating procedure for the city police.

BTC leaders noted, however, that issues around police-community relationships were only the most visible and combustible part of the problem of social and economic distance and disparities separating the races in Cincinnati. The collaborative sought to address a number of these underlying causes. These efforts have produced mixed results, in part because there were insufficient resources to fully address the wide range of concerns. (Appendix A, Table 3) illustrates the difference in funding across the four CAN/BTC priority areas.) Of course, it is impossible to know what the outcome might have been had BTC reached its \$20 million funding goal and been able to support workforce development and education at the same level at which it supported police-community relations. It seems likely that the mixed success of BTC's efforts in these areas is at least in part a reflection of the limited resources available to address them.

Of course the job is not over. Race and class are still significant issues in Cincinnati, as they are everywhere. Anecdotal evidence suggests, however, that beyond police-community relations there has been a gradual but perceptible improvement in race relations in Cincinnati. It has been suggested, however, that this may primarily be felt among higher income and better educated citizens of the city from both the black and white communities.

This situation is not unique to the City of Cincinnati, but is part of a continuing process across the United States. A Rasmussen survey in the fall of 2010 reported that just 36 percent of voters agreed that relations between blacks and whites in this country are getting better. This was down from a high of 62 percent in July of 2009.^x The reasons for the decline and for black-white differences in results are complex, but they illustrate that as a nation we are not yet living in a "post-racial" society.

The newer initiatives that have developed since BTC, and which follow its approach of bringing together a broad group of funders, pooling resources and working together to achieve common goals address a broad range of social concerns—housing, neighborhood development, poverty, unemployment—are of great importance to the black community. In the main, however, these initiatives are not focused on race, racial disparities or race relations as critical underlying and causative issues. Some worry that without BTC, and an explicit focus on race, there will not be the necessary attention paid to racial disparities. Others suggest that the continuing commitment to data on disparities reported through IPR, and the increased awareness gained from BTC's experience, will keep these issues front and center.

BTC took a very difficult time in Cincinnati's history and used that moment to produce positive energy and action. BTC can point with pride to greatly improved police-community relations and to the successful launch of the CPPC, Minority Business Accelerator and Cincinnati Arts and Technology Center. Further, the model of successful collaboration it pioneered – now embodied in the Greater Cincinnati Workforce Network, Strive, Place Matters, and Weathering the Economic Storm – will serve as lasting legacies.

Appendix A: Summary of Better Together Cincinnati Members, Investments & Grants 2003-2011

Table 1: BTC Partnership Members

Cincinnati Bell

Convergys Corp.

The Thomas J. Emery Memorial

Federated Department Stores

GE Aircraft Engines

The Greater Cincinnati Foundation

Love Family Foundation

Ohio National Financial Services

The Procter & Gamble Company

SC Ministry Foundation

Scripps Howard Foundation

Toyota Manufacturing North America

US Bank

Western Southern

(United Way of Greater Cincinnati and KnowledgeWorks Foundation were also involved in BTC as non-funding partners.)

Table 2: BTC Grant Totals by Year

	Grant Totals in Dollars by Year									Total \$
	2002	2003	2004	2005	2006	2007	2008	2009	2010	
TOTAL RECEIVED	100,000	1,065,000	917,500	1,467,500	1,242,750	1,142,500	325,000	425,000	205,000	6,890,250
Interest income accumulated										113,097
GRAND TOTAL										7,003,347

Table 3: BTC Grantees and Grant Amounts by Year and Priority Area

Grant Area & Grantee	Year & Amount of Grant									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Race Relations & Disparity Data										
Bridges for a Just Community								1,600		1,600
GCF design & production of disparities report					20,000					20,000
United Way of Greater Cincinnati					150,000					150,000
Urban League - ARIA Group					20,000					20,000
University of Cincinnati - IPR									20,709	20,709
Total grants in disparities										212,309
Education										
Cincinnati Arts & Technology Center*	180,000									180,000
Total grants in education										180,000
Police-Community Relations										
Community Police Partnering Center		775,000	650,000	925,560	915,577	790,089	375,000	207,000	207,000	4,845,226
Urban League Partnership in Progress - re: Collaborative Agreement					50,000					50,000
Total grants in police relations										4,895,226
Workforce Development										
Southwest Ohio Workforce Investment Board			237,010							237,010
Urban League - Planning grant - job training programs	67,112									67,112
Cincinnati Youth Collaborative	254,000									254,000
Total grants in workforce										558,122
Minority Economic Development										
Cincinnati USA Regional Chamber - Minority Business Accelerator	300,000	200,000	100,000		50,000					650,000
Total grants in economic development										650,000
Total Grants										6,495,657

*CATC was originally expected to be a program that provided both job training for adults and school engagement for at-risk high school students.

Appendix B: Resources and Reports

The Greater Cincinnati region is home to a variety of regional benchmarking reports that include data that allows us to monitor disparity in our region. Many of these reports, and the data that accompany them, can be accessed through the United Way of Greater Cincinnati/University of Cincinnati Community Research Collaborative's website located online at www.crc.uc.edu.

Child Well-Being Survey (Health Foundation of Greater Cincinnati) 2000 - present

Cincinnati in Black & White (Better Together Cincinnati) 2001-2006 and 2007

Community COMPASS: State of the County Indicators (Hamilton County Regional Planning Commission/Planning Partnership) 2004

The Greater Cincinnati-Northern Kentucky Community Health Status Survey (Health Foundation of Greater Cincinnati) 1999 – present

Indicators of Healthy Communities (Health Improvement Collaborative) 2006

The State of the Community (United Way of Greater Cincinnati) 2004 - present

Student Drug Use Survey (Coalition for a Drug-Free Greater Cincinnati) 2000 - present

Sustainable Cincinnati – Tri-state Metropolitan Area (Hamilton County Regional Planning Commission) 2005

Strive Partnership Report Card (Strive Partnership) 2008 - present

Youth Development Assets (The Asset Builders Alliance, YMCA of Greater Cincinnati, Lead Agency) 2008

Progress Report in Human Relations in Greater Cincinnati (BRIDGES for a Just Community) 2008 –

Bridges 2009 Special Report on Regional Differences (BRIDGES for a Just Community) 2009

End Notes

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- ⁱ Better Together Cincinnati, “Report on Progress to Date,” December 2004, p. 1.
- ⁱⁱ GCCC, Minority Business Accelerator Grant Application, December 2002, p. 5.
- ⁱⁱⁱ MBA Year in Review: 2009, available at www.incincinnatiusa.org
- ^{iv} Cincinnati Arts & Technology Center, Request for Funding, May 29, 2003.
- ^v The CPS graduation rate does not reflect racial disparities and, as “Cincinnati in Black and White 2007” notes “does not meet strict criteria for validity and reliability” p. 27.
- ^{vi} Success by 6 was first adopted by the United Way of Greater Cincinnati as a result of interest from Cincinnati CAN, which had identified the program as a best practice that would help improve educational outcomes for the city’s African-American population.
- ^{vii} Cincinnati *Enquirer* Survey of Race and Race Relations, August 2001. Available at http://www.enquirer.com/editions/2001/09/02/enquirer_survey_on_race_and_race_relations_082001.pdf
- ^{viii} Greg Ridgeway, Terry L. Schell, Brian Gifford, et al., “Police-Community Relations in Cincinnati,” Santa Monica, CA: The RAND Corporation, 2009, pp. xxvii-xxviii.
- ^{ix} *Ibid.*, pp. xxx-xxxii.
- ^x “Voters are much less optimistic about black-white relations,” available at: http://www.rasmussenreports.com/public_content/politics/general_politics/october_2010/voters_are_much_less_optimistic_about_black_white_relations