

**United Way of Greater Cincinnati**  
**Presentation to Plan Cincinnati**  
**Learning Forum**  
**On United Way's 2009**  
***Environmental Scan* and**  
***The State of the Community Report***  
**August 4, 2010**

ADVANCING THE  
COMMON GOOD  
IN A TIME OF  
**DISRUPTIVE  
CHANGE:**



**UNITED WAY'S 2009  
ENVIRONMENTAL SCAN**

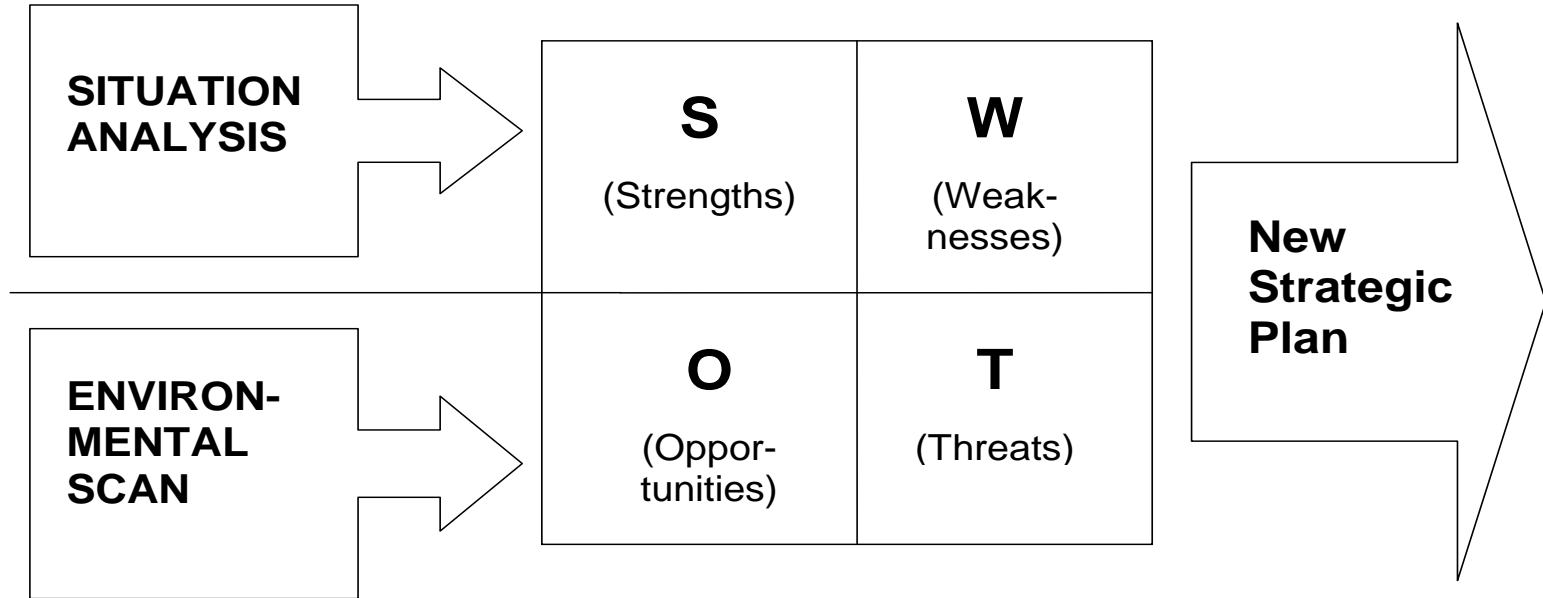
**LIVE UNITED.** 

## ***Before Creating a New Strategic Plan...***

United Way recommends taking two preliminary steps before creating a new strategic plan:

- An **Environmental Scan** through which you identify change drivers that will have strong effects on the community and on your organization
- A “**Situation Analysis**” in which you evaluate how well prepared you are to deal with those change drivers effectively

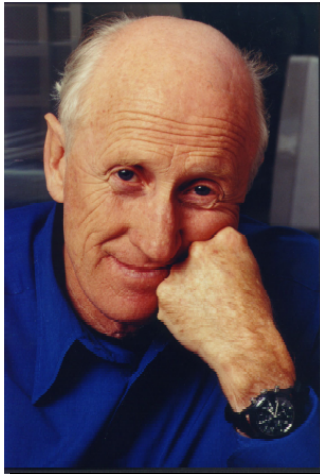
# A Complete SWOT Analysis



# *Functioning In a Time of Disruptive Change*

“Change alone is Unchanging.”

Heraclitus



*“The future isn’t what it used to be.”*

*Stewart Brand*

# *Functioning In a Time of Disruptive Change*

United Way recruited area thinkers to look for the most likely, principal drivers of change in six areas:

- Demographic shifts
- Economic shifts
- Technology shifts
- Shifts in public attitudes
- Shifts in public policies & governance
- Shifts in the climate for the non-profit sector

# Members of United Way's 2009 Environmental Scan Committee

<b>Hon. Eric Kearney</b> Ohio Senate <b>Chair</b>	<b>Bob Coy</b> CincyTech <b>T</b>	<b>Chip Gerhardt</b> Gov Strategies <b>G</b>
<b>John Besl</b> CCHMC <b>D</b>	<b>Tim Ferguson</b> NKU <b>T</b>	<b>Robert Schrage</b> NKADD <b>G</b>
<b>Michael Price</b> U. of Louisville <b>D</b>	<b>Bill Attenweiler</b> NKU <b>S</b>	<b>Tom Conway</b> Conway Co. <b>C</b>
<b>Janet Harrah</b> NKU <b>E</b>	<b>Eric Rademacher</b> UC / IPR <b>S</b>	<b>Kathy Merchant</b> Gr. Cinc. Fndt. <b>C</b>
<b>George Vredeveld</b> UC <b>E</b>	<b>Kevin Canafax</b> Fidelity <b>G</b>	<b>Jim Yunker</b> Smith Beers Yunker <b>C</b>
<b>Jeffrey Camm</b> UC <b>T</b>	<b>Brendon Cull</b> The Kroger Co. <b>G</b>	<b>Terry Grundy</b> UWGC <b>Staff</b>

# Demographic Change Drivers

**Greater Cincinnati region is “graying” at a rapid rate:** there will be a dramatic increase in the MSA’s senior population, especially in the suburbs.

- *Will we be able to meet the service needs of this rapidly expanding segment of our population?*
- *Would extending additional services to this population mean diminished services for other groups?*

# Demographic Change Drivers

**The region will see an expansion of its immigrant population:** the region's population growth will be driven by increases in racial and ethnic minorities.

- *How well positioned are we to meet the service needs of these groups?*
- *If this population increases significantly, will we have to curtail services to others in order to meet the new needs?*

# Demographic Change Drivers

**Poverty rates in region will continue to rise** and the rapid spread of poverty into the suburbs will continue.

- *Can we meet the needs of the “new poor” and those of people in generational poverty?*
- *What strategies should we pursue in terms of job creation?*

# *Demographic Change Drivers*

**Educational attainment will continue to improve** but racial and ethnic disparities will persist.

- *How can we guarantee acceptable educational outcomes for the children of all groups?*

# Demographic Change Drivers

Number and proportion of **births to unmarried mothers will continue above historic levels**, with many of those children born into poverty.

- *Is there any way to deal with this intractable issue – i.e., guaranteeing supports to these mothers & children?*
- *Does the City have a role to play in terms of assuring that children are born to a parents or parents who are prepared to support them?*

# ***Economic Change Drivers***

Our region's economy will be significantly different after the recession ends, with the strong possibility of a “**jobless recovery.**”

- *Will we need to increase the scale of our work in the financial stability area?*
- *What strategies should we pursue in terms of economic development in the city and the region?*

# ***Economic Change Drivers***

Strong recovery and future growth will be held back by a **chronic need for a more skilled workforce.**

- *How do we increase the supply of relevant job training/retraining services?*
- *Can the City provide help in efforts to reduce the region's drop-out rate?*
- *What can the City do to address issues that lead to outmigration of key demographic groups?*

# ***Economic Change Drivers***

**A significant percentage of the region's older workforce will delay retirement.**

- Will older workers encounter discrimination in the workplace and does the City have a role to play in ameliorating that problem?*
- What does this mean in terms of the City's employee pool and pension obligations?*

# *Technological Change Drivers*

The **Internet will evolve** and strongly integrate with **wireless communications technologies**; wireless communications of all kinds will develop and become pervasive.

- *Are we prepared to invest in the technology and training that this shift will demand?*
- *Will we be able to integrate use of these new technologies into its culture and work?*

# ***Technological Change Drivers***

**New “intelligent” technologies** (e.g., business analytics) will change the way we do business, demanding new work skills.

- *As with wireless technologies, are we prepared to invest in the technology and training that this shift will demand?*
- *Will we be able to change the cultures of our organizations to adapt these technologies to our ways of doing business?*

# ***Social Attitude Change Drivers***

**Aggregate tolerance in attitudes will increase in the region** as a result of demographic changes and increased intergroup contacts.

- *This scenario is based on the “contact hypothesis.” What can we do to facilitate more intergroup contacts, which are theorized to lead to greater intergroup tolerance?*

# ***Social Attitude Change Drivers***

**Changing technologies may result in changed attitudes** and opinions re. human interaction and changes in the way people understand *relationships and community.*

- *How can we provide a meaningful social context for people who spend increasing amounts of time in “virtual” communities?*

# ***Social Attitude Change Drivers***

The **recession may change people's attitudes** toward consumption and personal finances in fundamental ways and may drive changes in their long-term financial behaviors.

- *Will we be able to provide opportunities for people in search of “meaning beyond consumerism”?*
- *Will changing financial behaviors affect people's willingness to support charitable organizations?*

# ***Public Policy Change Drivers***

Fiscal distress will force local governments into **new cooperative arrangements** but “Uni-Gov” is unlikely to emerge in our region.

- *Do we face an era of greatly diminished public services as a result of straitened public sector budgets?*
- *Do units of government and non-profits which rely on government funding face severe budget cuts and, if so, how will they deal with those cuts?*

# *Public Policy Change Drivers*

To meet service demands, **governments at all levels will be forced to raise taxes** but will target them to specific populations.

- *How will politicians explain to their constituents the simultaneous needs of reducing services and raising taxes?*
- *How do we assure that new taxes are progressive and fair?*

# *Access United Way's 2009 Environmental Scan*



## **UNITED WAY'S 2009 ENVIRONMENTAL SCAN**



United Way makes the Environmental Scan available to the public at <http://www.uwgc.org> or <http://www.crc.uc.edu/>.