We believe it is possible for Dayton to draw upon the gifts and talents of its citizens to create and build a better community where everyone matters and people can live their purpose, realizing their full potential.

- Peter Benkendorf, Founder of The Collaboratory
Narrative

The Conditions
The September 2018 Frontline/ProPublica documentary “Left Behind America” presented Dayton, Ohio as a manifest example of the results of the economic, social and racial inequity that ails far too many American cities and the people who live there... they have been left behind.

The Diagnostic Process
When we are unwell, we seek a diagnosis for our condition, and then an appropriate treatment protocol for this ailment. Just as an individual seeks treatment for a medical condition, development and community change must begin with a diagnosis in order to appropriately address the socio-economic issues highlighted in “Left Behind America.” This process is composed of three primary activities:

1. The Gallup Organization’s Well-Being Index: Our existing metrics are not properly functioning to diagnose what ails our community. We will employ the Gallup Well-Being Index, a highly-regarded tool for taking the temperature of how a community feels about itself, to develop a set of useful metrics that can be employed to chart community development success over time. The Well-Being Index, which is made up of five domains, Sense of Purpose, Physical Well-Being, Financial Well-Being, Social Well-Being and Sense of Community, allows the measurement of community development success against this more-expansive criteria than what is more typically limited to economic indicators;
2. Citizen-Driven Participation led by The Collaboratory: A multifaceted approach to citizen-driven participation will provide opportunities for citizens to drive the needed change using the talents, skills and interests of the community. In order to create the change needed, we must gain insights and understanding of attitudes, awareness, hopes, dreams and pain points of the region’s citizens.
3. System Dynamics Modeling to gain a more precise and functional understanding of the interconnections and causations between primary factors—Regional Employment/Economy, Education, Housing, Transportation, Health & Wellness, Environment, Criminal Justice, Media— and gauge and forecast impacts on the current conditions.

The Treatment Process
Some ailments have a specific treatment protocol approved by medical experts. For others that are newly-identified or complex, like the problems that impact our community, a treatment regimen requires experimentation and innovation. Engaged citizens will develop new frameworks for problem-solving and opportunity-generation, as well as create pilot projects that are intended to address the specific issues and challenges as identified by the community in the Diagnostic Process. Two key elements of the treatment process are:

1. Piloting of projects with regular evaluation against predetermined objectives. Pilot projects deemed successful will be scaled appropriately;
2. Regular follow-up testing, including repeating the Well-Being Index survey and ongoing citizen-driven participation, allowing for assessment of overall impact.

The Treatment Center
The Collaboratory, over its 28-year history in Chicago and Dayton, has served as a locus for the establishment of citizen-created initiatives and enterprises. These initiatives have resulted in new civic, social, cultural and economic opportunities. The impact has been across multiple sectors, and at the individual, neighborhood and community levels. This track record, along with the organization’s independent status, free from existing government and organizational structures make it the ideal host to fix what ails us.
Project Summary

“You never change things by fighting against the existing reality. To change something, build a new model that makes the old model obsolete.” - Buckminster Fuller

America’s and Dayton’s struggles were well-documented in 2018 by Frontline’s documentary “Left Behind America.” It’s clear we need a new socio-economic model that addresses the inequities plaguing our country and community, one that also promotes greater citizen participation. There is widespread agreement, from 1%ers like Ray Dalio, Marc Benioff and Nick Hanauer to those struggling month to month, that our current form of capitalism is not sustainable.

Led by The Collaboratory and utilizing the Gallup Well-Being Index to re-think how we define and measure community success, a group of civic innovation thinkers and doers in Dayton, with our history of innovation, has committed to Re-Imagining America.

What

Re-Imagining America: Defining Dayton is a citizen-driven, regional community and economic development initiative crafted in response to the Frontline documentary. The response we offer is a re-evaluation of how we measure success or satisfaction as a community, and a locus for the establishment of new initiatives and policies in response to the findings of these new metrics.

Who

Acknowledging the existing reality of our Dayton community as presented by Frontline, The Collaboratory has initiated a citizen response. The Collaboratory is an independent, non-governmental, non-profit civic innovation lab that operates on the guiding concept that individuals, not institutions, build relationships, collaborate and lead the facilitation of community change.

The Collaboratory has partnered with The Gallup Organization to gain a better understanding of the Dayton, Ohio MSA using their Well-Being Index. The Community Well-Being Index provides a context for capturing the important aspects of how people feel about and experience their daily lives. It captures perceptions of citizens’ lives and their daily experiences through five interrelated elements: Purpose, Social, Financial, Community, and Physical. Local community partners include the Miami Valley Regional Planning Commission and the Dayton Metro Library.

How

Gallup will leverage a systematic approach to assessing the well-being of the Dayton Community by capturing the citizen voice via a physical mail-based survey. Gallup will use an address-based sampling (ABS) approach to ensure a representative sample (mail-based surveys do not require access to certain technologies) and geographic precision when identifying respondents living in designated areas. The results from the survey will be blended with publicly available information for a robust understanding. Gallup will gather responses from a sample of 5,000 residents of Dayton and the surrounding communities, in order to provide rich detail and refined insights on Daytonian’s views on societal and well-being issues.

In addition to Gallup’s Well-Being Index, The Collaboratory will lead citizen-driven participation efforts in eight identified categories of significance to well-being to be aligned with community, entrepreneurial, educational, and policy initiatives over a five-year period to enhance insights from Gallup’s Well-Being Index. These eight identified categories of significance include: Regional Economy/Employment, Education, Transportation, Housing, Health and Wellness, Environment, Criminal Justice and Media. Opportunities for citizens to drive the change desired in their community include, but are not limited to, idea-generating sessions; community conversations; a website with a forum to gather and index video stories and declarations of possibility; a Time Use calculator; a documentary film on the process of Re-Imagining America and Defining Dayton.
Lastly, members of The Collaboratory team will use System Dynamics, a computer-aided approach to policy analysis and design, to develop a working model to study the complex causal relationships affecting well-being and to simulate the net effect of policy and programmatic initiatives and interventions. This modeling process facilitates the creation of hypotheses used to explain the causality of well-being by determining high leverage points and simulating the effects of interventions.

With this three-pronged approach to data collecting and system design, The Collaboratory will be able to accomplish the following:

- Produce a granular, digitally accessible dataset on the well-being of the regions’ citizens available to any institution or individual seeking to undertake a local development project
- Identify local needs and align these needs with local and external proposed solutions or initiatives
- Pilot projects and initiatives that address the pain-points and opportunities revealed by the data
- Facilitate greater citizen engagement with the regional development process

**Where**

The [Dayton, Ohio MSA](https://www.dayton.org) is an ideal site for reimagining a new socio-economic system. With its extensive history of innovation, and the military research and development at [Wright-Patterson Air Force Base](https://www.wpafb.af.mil), Daytonians should be doing better than they currently are. In 2008, Forbes identified Dayton as one of the Ten Fastest Dying cities. There have been a series of well-publicized documentaries that showcase Dayton’s economic decline including Left Behind America, The Last Truck, and [American Factory](https://www.imdb.com/title/tt6684988/), which won and Oscar and was the first documentary to receive funding from the Obama’s new production company.

**When**

Beginning in July 2020, The Collaboratory will launch the initiative and commence the information gathering and citizen-driven participation. This Phase 1 will be completed in 10-12 months, and will be used to inform Phase 2, the identification, ideation and piloting of specific initiatives meant to address the most pressing issues and areas of opportunity revealed in the process. Phase 2 will continue for 1.5 – 2 years, and dovetail into Phase 3, the scaling up of those pilot initiatives that show the greatest potential for impact. The overall project is set to end with a Supernova after five years, at which point any number of new initiatives will be well-underway and the Well-Being Index should have seen some movement in an upward direction.

**Why**

The Gallup Well-Being Index, which in the 2018 report, ranked Dayton 144 out of 186 communities, is well-designed to serve as both a framework and a benchmark for true, equitable economic and community revitalization. We propose creating a Declaration of Possibility that says: Dayton will rank as one of the Top 10 communities on the Well-Being Index in 10 years-time. The Well-Being Index will provide granular information on the status of the community and will permit anyone interested or engaged in economic development to identify needs and population features by neighborhood, and to track changes in perception and experience over time.

Economic development strategies are frequently misguided if the goal is elimination of poverty or the generation of a more equitable economic community. Efforts that target needy populations often adopt a “white savior” approach which minimizes the involvement of local populations. This problem is one that the Re-Imagining America: Defining Dayton team is dedicated to addressing through citizen-generated projects. **We believe it is possible for Dayton to draw upon its existing resources to create and build a better community where everyone matters and people can live their purpose, realizing their full potential.**
**Project Summary (Page 3)**

**Funding**
The Collaboratory and its partners are seeking leadership philanthropy to fund this five-year initiative. Our efforts are focused in two areas: 1) individual philanthropists and private foundations whose funding priorities align with the principles of *Re-Imagining America*, and who want to utilize the learnings from this effort to further inform their philanthropic objectives and 2) Dayton-region individual philanthropists and private foundations who are committed to building a better Dayton. We are open to working with a single funder or a small group of funders who share our desire to create a more equitable and sustainable America, where everyone matters, and has an opportunity to realize and contribute their full potential.

**Budget**

<table>
<thead>
<tr>
<th></th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>$150,000</td>
<td>$154,000</td>
<td>$159,000</td>
<td>$164,000</td>
<td>$169,000</td>
</tr>
<tr>
<td>Start-Up Expenses</td>
<td>$50,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Quantitative Research</td>
<td>$364,000</td>
<td>$364,000</td>
<td>$364,000</td>
<td>$364,000</td>
<td>$364,000</td>
</tr>
<tr>
<td>Qualitative Research</td>
<td>$200,000</td>
<td>$150,000</td>
<td>$125,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Community Initiatives</td>
<td>$70,000</td>
<td>$130,000</td>
<td>$161,000</td>
<td>$194,000</td>
<td>$198,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>$35,000</td>
<td>$36,000</td>
<td>$37,000</td>
<td>$38,000</td>
<td>$39,000</td>
</tr>
<tr>
<td>Documentation</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$88,000</td>
<td>$91,000</td>
<td>$93,000</td>
<td>$96,000</td>
<td>$99,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$1,002,000</td>
<td>$950,000</td>
<td>$964,000</td>
<td>$981,000</td>
<td>$1,019,000</td>
</tr>
</tbody>
</table>

“I don’t want Dayton to be a place where the zip code in which you are born determines your future.”

- Peter Benkendorf, Founder of The Collaboratory
**RE-IMAGINING AMERICA: A MODEL TO MAXIMIZE SUSTAINABLE AND EQUITABLE LONG-TERM REGIONAL COMMUNITY AND ECONOMIC DEVELOPMENT**

**PROCESS**
1. Re-framing
2. Indices*
3. Principles
4. Declarations
   A. Overall
   B. By key areas
5. Initiatives
6. Policy Advocacy
7. Recommendations

*WELL-BEING INDEX: DAYTON IS RANKED 144 OF 186 CITIES.

- **Purpose**: liking what you do each day and being motivated to achieve your goals.
- **Social**: having supportive relationships and love in your life.
- **Financial**: managing your economic life to reduce stress and increase security.
- **Community**: liking where you live, feeling safe, and having pride in your community.
- **Physical**: having good health and enough energy to get things done daily.

**PRIORITIES**
1. Things we can do w/o Government
2. Things we can do w/local Government
3. Advocacy for state of federal policy changes

**ENGAGEMENT**
- **Inclusive**: Discussions and Facilitated Input
- **Selective**: Working Groups

---

**EDUCATION**

**PEOPLE, PRINCIPLES, GIFTS, TALENTS AND CULTURE**

**HOUSING**

**TRANSPORTATION**

**COMMUNITY OWNED BANKING AND CREDIT**

**LOCAL ECONOMY**

**HEALTH AND WELLNESS**

**LOCAL CURRENCY**

**SUSTAINABLE ENVIRONMENT**

**Mental Health Services**

**FOOD ACCESS**

**REGIONAL UNIVERSAL NON-PROFIT OR CO-OP**

**EQUITABLE JUSTICE**

**CRIMINAL JUSTICE**

**REHABILITATION INSTEAD OF INCARCERATION**

**MEDIA**

**FOOD FLYER FOR THIRD STREET CORRIDOR**

**EXPECTATIONS OF DEVELOPERS**

**RESTORATIVE JUSTICE**

**EQUITABLE JUSTICE**

**HELP FOR OWNERS TO MAINTAIN AND STAY IN THEIR HOMES**

**IMPROVED QUALITY**

**HOLD IRRESPONSIBLE OWNERS ACCOUNTABLE**

**COMMUNITY OWNED**

**RENTALS WITH EARNED EQUITY**

**EVICION PROTECTION**

**RENTS WITH EARNED EQUITY**

**COMMUNITY OWNED CAR FLEET AND VAN SERVICE**

**MOVE JOBS CLOSER TO PEOPLE**

**SAY YES TO EDUCATION FOR DPS**

**COUNTYWIDE DISTRICT**

**LOCAL ECONOMY**

**EMPLOYMENT**

**APPRENTICESHIPS**

**WORKERS BILL OF RIGHTS**

**CLEAN AIR**

**CLEAN LAND**

**CLEAN WATER**

**UNIVERSAL ACCESS**

**MEDIA**