



**REAL TIME  
STRATEGIC  
CHANGE**

310.924.7667  
1120 Adams St.  
Toledo, Ohio 43604

Agenda Item No. 3

Date: 01/08/2018

**MEMO**

**To:** Mayor Victoria Jackson Stanley, Dion Banks, Phil Feldman, Amanda Fenstermacher Cesar Gonzalez, Greg Meekins, Kisha Petticolas,  
**From:** Jake Jacobs, George McDaniel  
**Date:** Jul 18, 2017  
**RE:** Proposal Phase 1

Background and Context

We understand there still exists mixed but very deep feelings over the fire that broke out fifty years ago in the historically black neighborhood of Cambridge after H. Rap Brown's civil rights speech. Though the flames were extinguished, memories still burn, exacerbated by the earlier closing of the Phillip's Packing Company, which had significant economic impact on the city and its residents. Moreover, there still exists open segregation in the city, as illustrated in such everyday situations of when black and white folks do their weekly shopping after church services conclude. However, there are also many positive stories in the community, including the Cambridge Community Radio oral history series, several large churches with a broader vision of the community's future, the plans for student farming, the community conversations and the unveiling of the huge mural, and the Harriet Tubman Visitor Center among others. It will be important to highlight these achievements as people engage in other, more difficult aspects of community conversations.

With your help and guidance, we will be responsible for designing a process that will bring understanding, healing, and compassion to those who we can encourage to participate from the Cambridge community.

Our Proposed Plan

Based on these understandings, we recommend:

- A subgroup of those with whom we spoke organize a visit we make to Cambridge
- We meet for a day with various community leaders and members, both formally and informally, to learn about the city, its issues and opportunities
- We meet the second morning with you, the group with whom we spoke earlier this week, to agree on a purpose, outcomes and draft design for a process that engages the Cambridge community in achieving these
- We partner during the second afternoon to flesh out this draft design, identify open issues and clarify decisions that need to be made in order to move the effort forward
- At the close of our second day in Cambridge we will present a comprehensive plan for a way forward that we are all confident will achieve the purpose and outcomes agreed during the morning session
- This second day could be configured so that a broader cross-section of the community joins in these conversations – this is a decision we believe will be best made with you all
- We will integrate all of the input received during our visit, including the plan, and prepare a report that can be reviewed with other key stakeholders, joining via phone or video conference as you see necessary.

In addition to our work described above, there are two ideas we discussed on our call we believe will further support your efforts:

1. Partner with the Ministerial Alliance to deliberately pair black and white neighboring churches for their meetings to help break the ice across all communities; and,



2. Gain insight and counsel from you all on where the sessions can best be held and other decisions that will send a message to people about what matters most to the organizers (e.g., sharing hosting sites versus holding more events at the AME church).

Fees and Expenses

We will bill you \$4,500 in total fees for all work described in this proposal plus our expenses for travel, meals and accommodations at cost. To keep expenses at a minimum, we would be pleased to stay in a private residence instead of a hotel.

We sincerely appreciate being able to support you in this important work and look forward to speaking to you later in the week about how we can best get started.