

Research Counts

Research Council Taps Top City Official as New President/CEO

On January 10, 2005, David R. Eichenthal became the new President and Chief Executive Officer of the Community Research Council Inc. Prior to joining CRC, Mr. Eichenthal served the City of Chattanooga, beginning in 2002 as Director of the new Office of Performance Review and then as City Finance Officer, beginning February 2003. Mr. Eichenthal continues to serve as chairman of Chattanooga's \$180 million general pension board and the Regional Interagency Council on the Homeless.

As CFO and Director of the Office of Performance Review, Mr. Eichenthal led the City's efforts to launch a 311 Call Center and to begin using 311 and other data to measure and better manage government performance. Time Magazine recently cited Chattanooga as one of a few cities that "are not only answering 311 calls but also analyzing the larger patterns that emerge from them...That is urban reform at its most elegant."

Mr. Eichenthal also led the City's effort to develop a Blueprint to End Chronic Homelessness, the City Task Force on Animal Care and Control and is currently completing work as leader of a Working Group on Recycling in Chattanooga.

Prior to coming to Chattanooga, Mr. Eichenthal spent a dozen years in New York City and State government. He was the Chief of Staff to New York City's Public Advocate, the City's second highest elected official. He also served in senior positions in the Office of the New York City Comptroller and the New York City School Construction Authority.

Mr. Eichenthal received a degree in public policy from the University of Chicago and a law degree from New York University. He has taught public administration and public policy at New York University and Baruch College.

Mr. Eichenthal serves on the board of the Center for Employment Opportunities, the New Democracy Project and Congregation B'nai Zion.



Christopher Berkey/The New York Times

David Eichenthal

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The New CRC Website

For more information on what the Community Research Council has to offer, log on to our new website at:

www.researchcouncil.net

CRC to Lead chattanoogaCITIZEN Effort to Increase Citizen Involvement in Local Government

The Alfred P. Sloan Foundation, one of the nation's largest, has awarded a \$100,000 grant to the Community Research Council as part of Sloan's program on Performance Assessment of Municipal Governments. CRC will lead a research team including Professors Stephanie Bellar and David Edwards of the University of Tennessee at Chattanooga and Professor John Thomas of Georgia State University to examine how citizens think about the measurement of the performance of City services in Chattanooga. Funding will also go toward development of citizen based performance measures where data is collected by City residents.



CRC and its research partners will initially convene focus groups of City residents to identify areas of City performance important to

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**New CRC Administrator:
Marilyn Forsythe**



Marilyn Forsythe joined the Community Research Council (CRC) staff in January 2005 as its Administrator. Prior to coming to the CRC, Marilyn served as an Administrative Assistant to the City Finance Officer at the City of Chattanooga for two and a half years.

A native Jamaican, Marilyn moved to San Diego, California shortly after graduating from Shortwood Teacher's College in Kingston, Jamaica. After Hyde Park, New York and Atlanta, Georgia, Marilyn moved to Chattanooga nineteen years ago with her husband and children. She worked at WTCI-TV for eleven years as an Associate Public Relations Director. Marilyn also worked at Chattanooga Neighborhood Enterprise for a brief period of time.

**Message from the President:
CRC's New Mission**

Under new leadership and with a new Board of Directors, the Community Research Council (CRC) has a new mission – to become the premier source for independent data analysis and policy research in the metropolitan region.

In its recent history, CRC has performed a vital function in the community. It has developed expertise in the collection and interpretation of data, whether gathered from government sources or through surveys. But CRC has not been able to take data and put it in a larger policy context. In other words, it can describe what may be happening in a particular aspect of community life, but it cannot explain why.

CRC...premier source for independent data analysis and policy research in the metropolitan region

With this new mission, CRC will need to focus its analytic and research efforts in key policy areas. This form of "shot selection" will allow CRC to develop real policy expertise in:

- Economic and Community Development (including asset development, transportation, housing and jobs)
- Youth and Education Policy (including schools, child care, after school programs and child welfare)
- Metropolitan Health Issues (including substance abuse, tobacco and access to health care)
- Crime and Public Safety (including policing, misconduct and reentry)
- Urban Governance (including performance measurement and government structure)

By enlarging its scope of services and narrowing its policy focus, CRC will markedly increase the value of its work and become an important resource for government, foundations and other non-profit organizations. It will enable policy makers to act based on data and research, not just intuition.

Coming this Fall: CRC@UTC

Beginning in August, CRC may become CRC@UTC with a new office on campus in the University's Metropolitan Building. As part of its proposed partnership with the University, CRC will fund a series of research grants for faculty and graduate student internships. In addition, CRC President and CEO David Eichenenthal will lead a policy research practicum for undergraduates.



The proposed partnership has won the support of UTC faculty and administrators and is pending approval in Knoxville.

The partnership will strengthen both CRC and the University. In addition to the faculty grant and internship programs, CRC also plans to host an annual on-campus conference focused one of its research projects. In addition, CRC plans to work closely with faculty in several departments on CRC research initiatives. The CRC/UTC partnership in chattanoogaCITIZEN will be a model for future collaborations.

The partnership would reflect both the University's history and its mission. In the 1930s, under President Guerry, the University launched a program of biennial Institutes of Justice focused on different areas of public policy. As part of its current mission statement, the University is to be an "engaged metropolitan university."

Projects in Development

- Latinos in Chattanooga
- Neighborhood Revitalization
- TennCare
- Substance Abuse/Meth Amphetamine
- Racial Disparities in Criminal Justice
- Early Childhood Education

chattanoogaCITIZEN

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Chattanooga residents. CRC will also use information from focus groups to help the City assess its newly launched website.

Following the focus groups, UTC faculty and students will host a series of neighborhood meetings in each of Chattanooga's nine City Council districts. The objective of the neighborhood meetings will be to determine specific City services where citizens want to know how the City is performing.

After the focus groups and community meetings, the project team will work to develop new measures of City government performance. UTC students and community volunteers, working with CRC, will then begin collecting performance data.

A Citizen Advisory Group is being formed to act as a sounding board throughout the nine month project. The advisory group will convene regularly to review the focus group scripts, neighborhood meeting agendas and the proposed performance indicators.

The chattanoogaCITIZEN initiative is designed to complement the City of Chattanooga's efforts to monitor performance through 311 and chattanoogaRESULTS.

CRC receives a \$100,000 grant from the Alfred P. Sloan Foundation, a national foundation.

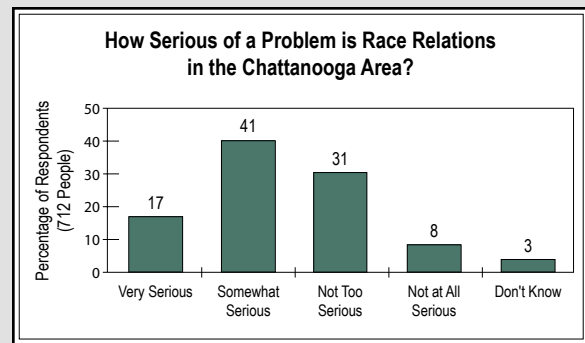
CRC Finds High Satisfaction with Quality of Life, but Differences by Race

A recent study of race relations in Chattanooga by CRC revealed that 90% of Chattanoogaans are satisfied with their quality of life, with 55% of all respondents believing that living conditions have improved over the past five years and 58% predicting improvements during the next five years.

The study, commissioned by the City Commission on Human Rights and Human Relations and based on survey data collected by the UTC Center for Applied Social Research, found significant differences in attitudes based on respondent race. Among respondents, Blacks tended to be less satisfied with quality of life overall and less optimistic about the future. Among Blacks, 79% were either satisfied or very satisfied with quality of life compared to 93% of Whites and 96% of Hispanics.

On the issue of race relations, the majority of respondents identified race relations in the Chattanooga area as a very serious (17%) or a serious (41%) problem. Black and Hispanic respondents were three times more likely than White respondents to rate Chattanooga area race relations as a very serious problem. Over the last five years, 33% of respondents believed that race relations had improved, 53% believed there were no changes and 14% indicated worsening race relations.

Respondents were also asked to rate eight situations as to how often they believed Chattanooga area



minorities receive unfair treatment. Police encounters were identified as the most likely situation in which minorities would receive unfair treatment (36%). Respondents believed that minorities were frequently treated unfairly when applying for a loan (26%), shopping (24%), applying for a job (24%), at work (21%), buying or renting a home (21%), at entertainment venues (16%), and at school (15%).

Results were based on a total of 712 telephone interviews that were conducted with Chattanooga area residents during November and December of 2004. The sample size included 342 White, 286 Black, 55 Hispanic, and 29 respondents of a different race. The Center for Applied Research at the University of Tennessee at Chattanooga collected the data using an automatic random dialing system.

For more information on this study, please visit our website at www.researchcouncil.net.

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Leading National Scholars and Practitioners Join Community Research Council Advisory Board

As part of its mission to be the premier source of independent policy and data research and analysis in the Chattanooga region, CRC has formed a National Board of Advisors. The Board will help CRC identify best practices policy research from across the nation and apply it to work here in Chattanooga. It will also serve as a vehicle for CRC to participate in national discussion and debate on urban policy issues.

Board members include:

- **Barbara Holland**, Director, National Service-Learning Clearinghouse and Senior Scholar, Center for Service and Learning Indiana University-Purdue University, Indianapolis
- **Bruce Katz**, Vice President, Brookings Institution and Director, Metropolitan Policy Program
- **Steven Raphael**, Associate Dean and Chancellors Professor, Goldman School of Public Policy, University of California at Berkeley
- **Andrea Batista Schlesinger**, Executive Director, Drum Major Institute
- **Christopher Stone**, Guggenheim Professor of Criminal Justice, John F. Kennedy School of Government, Harvard University
- **Elder Witt**, Deputy Publisher, Governing Magazine

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that gets results*

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