



# THE SCOTT SCRIPT

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**A Citizen-Led Transition For Growth  
And Progress In Little Rock**

**A Transition Report featuring public input and  
recommendations for progress in Little Rock**

Presented By  
The Frank Scott, Jr. Transition Team

Published on April 16, 2019

## **MISSION**

**MOVING OUR CITY FORWARD TOGETHER**

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## **THEME**

**UNITE LITTLE ROCK**

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## **VALUES**

**GROWTH | EFFICIENCY | INCLUSIVENESS  
ACCOUNTABILITY | TRANSPARENCY**



**#UNITELR**

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Frank Scott, Jr.

## LETTER FROM MAYOR SCOTT

Dear Friends, Neighbors, and Citizens of Little Rock,

It is my honor to present the City of Little Rock's 2019 Mayoral Transition Report entitled, "The Scott Script." Throughout our campaign, we promised to 'Unite Little Rock.' We believe that it's time for Little Rock to reach its full potential, and that only happens when we all work together and are able to hold our elected officials accountable.

As our first action, we strategically assembled an inclusive, experienced, and qualified transition board, to oversee eight citizen-led subcommittees of more than 100 members. They evaluated every facet of city government and to submit recommendations for improvement.

I am excited about the future of our great city. But, moving this city forward requires an all-hands-on-deck approach that reflects the values and drive of the hardworking folks of Little Rock. Reaching our full potential requires a clean break from the way City Hall has operated in the past. 'Real change' requires an open, clear and transparent transition. And I am proud to say that our Transition Board has delivered on this promise.

The people spoke, and it's clear that they expect change and a unified city, and that starts in the Mayor's Office. I aim to deliver on that promise to you.

Little Rock, let's get to work, together.

**Frank Scott, Jr.**  
Mayor, City of Little Rock

## LETTER FROM TRANSITION TEAM CO-CHAIRS



Antwan Phillips



William Rockefeller

Mayor Scott,

We are delighted to submit this report on behalf of the members of your Transition Board. We have examined Little Rock's current state of affairs, and along with the members of the eight citizen-led subcommittees, have consulted citizens, city employees, community leaders, and residents of Little Rock. We are honored to present to you our recommendations for Little Rock—the culmination of weeks of discussion, debate, and diverse viewpoints from across the city.

Ours is a citizen-led government. We would like to acknowledge and thank the members of the community who volunteered their time and efforts to serve on the committees, and the various stakeholders who offered their perspectives and contributed to this effort. We praise them for their cooperation and thoughtful deliberation through this dynamic process. The diverse viewpoints, experience, and knowledge assembled have been and will continue to be of assistance to you as you lead our city. We hope that the recommendations contained in this report will provide guidance to you, the board of directors, the city government, and the people of Little Rock as we all work together to unify Little Rock and help Little Rock reach its full potential.

This report is only the starting point. We hope and expect that this document will serve as a catalyst for continued discussion about the future of Little Rock. We recognize that the recommendations may require alterations, adjustments, and additional examination. However, we have provided a guide for you to rely on as you work to implement your top priorities. The members of the Transition Board are here to assist you in any capacity you require in order to build a greater Little Rock.

Thank you for the opportunity to serve you and the citizens of Little Rock.

Yours in service to the city,

Handwritten signature of Antwan Phillips in black ink.

**Antwan Phillips**  
Co-Chair

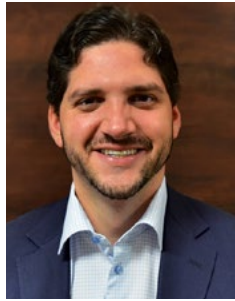
Handwritten signature of William Rockefeller in black ink.

**William Rockefeller**  
Co-Chair

# TRANSITION BOARD



**Antwan Phillips**  
Co-Chair



**William Rockefeller**  
CO-Chair



**Dr. Jay Barth**



**Gus Blass, III**



**Tamika Edwards**



**Sen. Joyce Elliott**



**Kathryn Hazelett**



**Baker Kurrus**



**Cristina Monterrey**



**John Rutledge**



**Dr. Sara Tariq**



# EXECUTIVE SUMMARY

## Unite Little Rock

This is the message that resonated with me as I spent a year and a half listening to residents of Little Rock. Whether I was in Chenal Valley or College Station, Pettaway or Pleasant Valley, Hillcrest or the Heights, Southwest or the South End, the common theme was that Little Rock, a city with great potential, was a divided city. As a result of these conversations, I articulated my own vision to move Little Rock from being disconnected to connected. After two elections, the citizens of Little Rock voted for change and voted to unite Little Rock.



On December 5, 2018 and every day since, we have discovered challenges and opportunities for our city.

To help our city overcome those challenges and capture those opportunities, I asked eleven amazing and diverse leaders to submit recommendations after researching and analyzing all facets of city government. Their recommendations can provide strategic guidance for my administration going forward. This report represents what a united and better Little Rock can be as relates to the most important issues, including: **Economic Development; Education; Finance and Administration; Inclusion; Mobility; Public Safety; Quality of Life;** and, **Transformation and Government Reform.** This report was compiled by an incredible team led by the Transition Board of Directors, but bolstered by the over 100 volunteer subcommittee members.

The Transition Board of Directors and subcommittee members spent countless hours reviewing city budgets, policies, and procedures. They met with city officials, private sector leaders, and residents from all income levels, all neighborhoods, and all racial and religious backgrounds. Their hard work and commitment is admirable, and I am eternally grateful to each of you.

## Unite Little Rock - it's our mission

Unifying Little Rock is not merely some utopian idea or just a hashtag, it is our mission; it is and will always be my internal "why." As I reviewed each recommendation, I realized that each step in improving the lives of the residents of Little Rock is a step towards unifying Little Rock. This report identifies tangible goals that will provide residential and economic opportunities for our residents. This report identifies realistic steps for our city to help improve public education. This report identifies substantive methods to re-establish trust between law enforcement and our residents. This reports identifies practical efforts to make Little Rock a city of choice and not circumstance. Compiled together, this report is our Unity playbook; and with the fulfillment of each recommendation, we will move closer to becoming a united Little Rock.

## Unite Little Rock - it's a commitment

While this report represents the resolution of spirited debates and thorough research from some of Little Rock's brightest minds, this report is just the beginning of our commitment to unite Little Rock. While we do expect that many of the adopted recommendations will be implemented within the next three years, our administration has additional goals for our city that are not included in this report. As I outlined, in "A United Future" there are number of other goals that constitute our commitment for a better, united Little Rock. In addition, please visit [LittleRock.gov/ScottScript](http://LittleRock.gov/ScottScript) to see the full report, including an appendix explaining the details and depth of some of the recommendations developed by our subcommittees.

I am grateful that you trusted me to lead the charge to help our city reach its true potential. I will work every single day to continue to earn your trust and support in creating a united Little Rock.

*Thank you, Mayor Frank Scott, Jr.*

# UNITED FUTURE

We know that the recommendations outlined in this report are just that – recommendations. We support the implementation of these recommendations, but we will need to explore the budgetary, legal, and staffing implications of these recommendations before committing to them. The recommendations that are adopted after the budget, legal, and staffing analysis is complete will serve as a roadmap for moving Little Rock into a united future.

In the interim, we will continue to work on a number of initiatives and goals that will improve the lives of the residents in Little Rock. With your support, we are hopeful that many of these initiatives will be in place by the end of 2019:

- We will continue implementing Little Rock’s Master Plan for Children, Youth, and Families by identifying unmet needs and increasing program quality and accountability.
- We will develop a workplan this year by partnering with nonprofit entities and the Central Arkansas Library System to implement our Summer Reading Program and Frankly Reading Program.
- We will develop a plan for reinvigorating the City of Little Rock’s Intergovernmental Relations Office and Grants Management Division to aggressively pursue federal resources that support key public safety, economic development, and community development priorities.
- We will continue making strides to stimulate economic development by engaging the Red Tape Commission to begin developing Little Rock’s first Small Business Growth Plan.
- We will ensure alternative modes of transportation in Little Rock by implementing an e-scooter ordinance.
- We will also expand the Sidewalk Replacement Program to promote walkability and curb appeal in all areas of our city.
- We will open Fire Station 24 on Stagecoach Road, north of Baseline, to accommodate residents of that community by addressing response times and adequate coverage.
- We will create Little Rock Office of Equity, Diversity, and Inclusion and rebrand the Little Rock Racial and Cultural Diversity Commission as the Little Rock Human Rights Commission incorporating the concerns of Little Rock’s LGBTQIA+ community to the existing mission of the racial and cultural diversity commission.
- We will work with LRPD leadership to onboard an LGBTQIA+ liaison within its Community Policing Unit.

We encourage you to stay involved and engage with your city government because we need your help and support to create a better, united Little Rock. Please sign up for news and updates from the City of Little Rock at [LittleRock.gov](http://LittleRock.gov) and follow us on social media for further announcements.





# ECONOMIC DEVELOPMENT SUBCOMMITTEE



#UNITELR

# ECONOMIC DEVELOPMENT SUBCOMMITTEE

## Scope of Review:

The Economic Development Subcommittee was charged with mapping out an organizational plan to promote economic development in the City of Little Rock. This Subcommittee has focused on providing a plan for implementing the proposals in Frank Scott, Jr.'s Jobs Agenda.

## Process and Methodology:

This subcommittee divided into five (5) working groups (Red Tape Commission, Entity Coordination, Workforce Training and Development, Infrastructure and Finance, and Diversity Equity and Inclusion) to address the various components of economic development. The primary goal of the Red Tape working group was to streamline processes for doing business with the City of Little Rock in order to compete with neighboring cities within our region and state, thereby increasing development in the City. The primary goal of the Entity Coordination working group was to identify ways for local and state economic development organizations to better coordinate efforts to grow Little Rock's economic base. As part of this work, the working group also reviewed Mayor Scott's campaign pledge to create an Economic Development Corporation and to create a Chief Diversity Officer. The working group met with leadership at the Little Rock Regional Chamber of Commerce (Jay Chessir, James Reddish, and Kristi Barr) to discuss the Chamber's economic development efforts. The primary goal of the Workforce Training and Development working group was to identify methods to strongly support and nurture a skilled trades and technical career environment while also developing a Small Business Growth Plan. The primary goal of the Infrastructure and Finance working group was to consider strategic activities designed to expand and diversify the existing economy to create additional employment and income opportunities. The primary goal of the Diversity Equity and Inclusion working group was to research and make recommendations regarding how to incorporate diversity, equity, and inclusion into the City's economic development strategy. This working group gathered resources, ideas, and best practices from local community partners and models in other cities to inform these recommendations.

## Subcommittee Members:

**Gus Blass, III, Chair**

**John Rutledge, Vice-Chair**

*Eric Bell*

*Phillip Butterfield*

*Cassandra Carter*

*William Clark*

*Margaret Ellibee*

*Melissa Hendricks*

*Brad Henry*

*Moyez Jaffer*

*Sarah McBroom*

*Clinton McDonald*

*Mark Middleton*

*WJ Monagle*

*Karama Neal*

*Marquita Little Numan*

## Supplemental and Additional Recommendations:

### 1.) Mayor Scott's Campaign Agenda

- A. Creating the Little Rock Economic Development Corporation centralizing all economic development strategy into a single entity that is accountable to Little Rock voters.
- B. Improving coordination of all local job training and workforce development resources to close the skills gap.
- C. Forming a "Red Tape Commission" comprised of small businesses to review City Code, licensing, permitting, zoning, planning, and any additional touch points between small businesses and City Hall in order to improve services and reduce red tape.
- D. Developing a Citywide Small Business Growth Plan for Little Rock.
- E. Creating a Diverse Business Purchasing Plan for Little Rock's Minority and Women-Owned Businesses

F. Partnering with local minority chambers of commerce and other local organizations to provide support and technical assistance to Little Rock’s diverse small businesses.

G. Adopting METROCK’s 2020 Economic Development Strategic Plan for growing Little Rock’s Growth Sectors.

H. Repurposing community centers and other public facilities in East and Southwest Little Rock as “Opportunity Centers” for job training, counseling, and placement.

I. Creating a Chief Equity Officer within the Economic Development Corporation.

## **2.) Recommendations**

### **A. Red Tape Working Group**

Being much larger than neighboring cities, Little Rock must rely on a more formal project approval process, due to the volume of projects that are brought forward. Accordingly, an “expeditor” position, serving as a single point of contact for individuals or entities wanting to do business with the City, would be of great benefit. This “expeditor” guides developers and other businesses through the required processes and acts as an advocate for the project.

The City of Little Rock’s current approval process is often cumbersome, slow, and in some aspects, redundant. This working group believes streamlining the approval process into one “office” to review, comment, and provide feedback would simplify the process and shorten the amount of time it takes to gain project approval. Providing a developer the opportunity for an informal session with City planners on the front end, prior to formal submission, would reduce the frequent instances of “revise and resubmit,” making the process easier and decreasing the workload on City staff.

Most importantly, the City of Little Rock needs to develop and foster a pro-development culture within the entire Planning and Development Department. Currently, the overarching perspective among the development community of the City of Little Rock is, “Here are the requirements. Make sure you meet all of them or go back to the end of the line.” To promote development in Little Rock, developers need to hear, “This sounds great. Let’s see what we need to do make this work.” This suggested pro-development mentality includes exceptions and/or revisions made to existing archaic ordinances that often delay and deter developments. Every City employee in the Planning and Development Department is an economic developer; therefore, their goal should be to approve projects while protecting the integrity of the process. This working group believes additional customer service training and directives from the Mayor could improve this culture and perception among the development community.

### **B. Entity Coordination**

At this time, the working group does not believe the City can efficiently and effectively replicate the Chamber’s economic development efforts. Because this could change in the future, we fully expect the Mayor to consider alternatives if the Chamber does not perform up to expectations.

The subcommittee also believes that the City’s relationship with the Chamber requires stronger coordination, accountability, and transparency. Accordingly, we recommend implementing the following:

- A standing monthly meeting with Chamber Leadership and the Mayor;
  - The first meeting should include a detailed presentation on the Chamber’s economic development budget activities.
- A quarterly presentation to the City Board on the Chamber’s economic development activities; and
- Annually requiring the Chamber to provide a report on the “Return on Investment” the City received from the economic development services contract.

The working group believes that requiring better coordination, transparency, and accountability from the Little Rock Chamber is a “near-term” win for the Mayor. This will also show the Mayor intends to fulfill his pledge to be more engaged in economic development than previous administrations.

The meetings with Chamber Leadership should allow for the opportunity to discuss issues such as:

- Opportunities to improve diversity and inclusion. Specifically, how to achieve the Mayor’s desire to have a Chief Diversity Officer and stimulate activity in economically depressed portions of the City.
- Ensure coordination between economic development organizations within the City. Specifically, identify how the Chamber can work more closely with minority chambers of commerce and further engage in efforts to grow small businesses.
- Opportunities for joint marketing efforts between the Chamber and the Little Rock Convention & Visitors Bureau.
- Creating a strategy to achieve the near term and long term goals outlined in the METROCK 2020 Economic Development Strategic Plan.
- Ensure the Mayor and City Government assets are being maximized when working on economic development projects.

### C. Workforce Training and Development

First, this working group recommends high priority, quick implementation items. For example, the City should continue to strongly support and nurture a skilled trades and technical career environment by actively promoting and/or creating apprenticeship programs, school-to-work programs, on-the-job training programs, industry-sponsored training, and start-up/entrepreneurship assistance programs. In addition, the City should advocate for additional technical training courses in LRSD High Schools through co-crediting programs at technical institutions and colleges.

In furtherance of the recommendations above, the City should create a Business Assistance Concierge position to assist existing and potential businesses navigate city regulatory requirements, while coordinating with and referring business customers to the varied business support networks and resources that already exist, such as the Chamber of Commerce, the Small Business Incubator, the Arkansas Small Business and Technology Development Center, the Little Rock Port Authority, the Little Rock Workforce Development Board and Workforce Center, Goodwill Industries, Our House, University of Arkansas-Pulaski Technical College and other technical training providers, the Venture Center, the Little Rock Tech Park, and other organizations with workforce development programs. Within this person’s role would be the partial responsibility of incorporating equity within the workforce development system.

In addition, the City should elevate the work of the Little Rock Workforce Development Board as a convener, coordinator, and repository of workforce development resources, according to the recommendations set forth in the University of Arkansas – Little Rock’s report.

Secondly, this working group recommends additional high priority, long-term items that will take longer to implement. Specifically, the City should develop a proactive attitude and measurable goals to support new, emerging and existing small businesses in the technical and skilled trade careers (i.e., building contractors, trainers and educators, electrical services, plumbing, etc.) up to and including the creation or sharing of innovation space. This may take the shape of developing a Little Rock Port-focused workforce development initiative or similar Sector Strategy-based model. Examples include internships, two to three month competency-based “boot camps,” and incumbent worker training. We suggest re-funding and reinstating the Sidewalk Improvement Program.

In addition, the City should support comprehensive, demand-driven training methods. To do so, we suggest coordination with various employers to ensure transportation and accessibility to the jobs. Further, this working group recommends expanding the use and purpose of community centers and other public facilities in East and Southwest Little Rock to

serve as rotating satellite “Opportunity Centers” of the One-Stop Workforce Center for job training referral, counseling, and placement.

In support of the City’s small businesses, the Mayor’s Office should develop a Citywide Small Business Growth Plan for Little Rock. To do so, we recommend the City review the existing small business incubator to ensure use of best practices and meaningful, inclusive impact. Similarly, the City should develop a Marketing Plan to accompany the outcomes of this review and promote what is already working well, in addition to implementation of new innovations.

We also recommend a full review and revamp of the Youth Master Plan regarding Youth Work Training Programs, to ensure best practices are used and meaningful, inclusive impact is achieved.

Other important economic development items require the Mayor to address the City’s policies regarding recruiting, training, and developing its own workforce. First, Mayor should promote “Ban the Box” to facilitate employment by people who were previously incarcerated, for positions that allow it. (See [www.banthebox.org](http://www.banthebox.org).) In addition, the City should partner with local minority chambers of commerce and other organizations to provide support and technical assistance to Little Rock’s diverse small businesses.

#### D. Infrastructure and Finance

To foster economic growth and expansion of existing businesses, the City must focus on traditional methods of economic development: attracting new jobs and the retaining existing jobs for the community. This goal is not only to provide strategies to retain and expand the existing business base of the city but also to reposition the city to attract a higher paying and more diverse employment base. This goal and its objectives/strategies address existing and proposed opportunities required to build necessary inventory to attract future businesses and investors.

To accomplish this goal, the Little Rock Economic Development Corporation should collaborate with the Chamber of Commerce and any other economic development entity in the City to provide competitive incentives.

#### Strategies for small businesses:

Potentially using monies from the “Little Rock Small Business Opportunity Fund” mentioned in Scott’s Jobs Agenda, the City could collaborate to provide fast growing business employment incentives. First, “small business” must be properly defined (how many employees, etc.). Then, appropriate incentives can be laid out to promote job growth. For instance, we recommend the following model.

*If a certain, qualified business adds ten (10) or more jobs in a twelve (12) month period, it may be eligible for a one-time \$500 (or whatever our budget allows) per job grant. The incentive may be increased \$750 (or whatever the budget allows) for veterans. Additional requirements and qualifications such as ensuring the business is paying at least 80% of the mean wage should be considered and implemented. Also, a maximum grant per company should be set.*

*Also, property investment incentives could be provided for exterior rehabilitation of commercial property. Again, requirements and qualifications must be determined (i.e., the maximum property value allowed etc.) before implementation. The grant will be for 50% of the investment up to a certain amount (depending on budget) but will require a minimum investment by the owner.*

This working group also recommends a partnership with the Chamber of Commerce (or another similar entity) to present an Investment Pitch program for local businesses looking to scale but don’t have adequate funding.

For large businesses (requires a definition), an incentive program could be implemented to provide grants to companies that add 500 or more jobs during the first five (5) years of operation. If the set qualifications are met, the company may receive \$500 (or whatever budget allows) per job over that period of time.

**Additional Strategies:**

The City must implement a Fast Track Permitting & One-Stop Shop system. The Little Rock Economic Development Corporation and Small Business Development Office should be formed to help new and existing companies navigate local, state, and federal governmental agencies. These entities would be a single point of contact where businesses could access representatives from all agencies and schedule a single meeting to have all questions answered. This system would provide businesses with assistance through the permitting, licensing, and regulatory process. Also, it would help smaller businesses find mentor businesses which would contribute to a better overall business climate. With this collaboration, the City would encourage entrepreneurs to develop a plan to invest in opportunities for community development.

The City should also be more involved with Clinton National Airport, including efforts to restructure marketing tactics to gain and expand business opportunities. We recommend a rebranding to market Little Rock as a “small city, BIG feel.”

Regarding housing development, we recommend the City identify and advertise all city-owned vacant properties in the opportunity zones. The City should consider providing housing opportunities for individuals wanting to invest in a community that may not be aware of what is available.

With housing and other business models, the City should utilize various communication outlets to encourage participation. For instance, advertising opportunities during prime times on news and radio would reach a larger number of citizens and potential businesses. Likewise, the City should consider offering informational events in easily accessible locations throughout targeted areas.

We also recommend a regular “Mayors’ Meeting” with mayors from the surrounding cities to discuss how we can work together to achieve the collective goals. We believe a “Metro Center” approach to economic development for this region is most effective.

To better develop product, both land and buildings, this working group believes collaboration between public and private sectors will increase the availability of developed sites for value-added businesses. One of the City’s greatest weaknesses is the lack of existing/appropriate inventory for future recruitment of specific, targeted industries. This includes lack of existing facilities and lack of shovel-ready sites. Accordingly, this recommended goal of developing product addresses the need for increasing development inventory including pre-permitted building sites, commerce parks, and vacant buildings necessary to attract major employers to the city. This Land Bank Commission Property Inventory would be available for offer to companies or businesses considering Little Rock. Also, the City should identify additional areas for industrial manufacturing. Again, we recommend making the opportunities for targeted businesses incentive-based, and by bringing the public and private sectors together, the process becomes more efficient.

Next, the City must develop its infrastructure. To do so, it must build on its strengths and competitive advantages while providing the necessary infrastructure and services to support and enhance quality of life and economic growth. Initially, the City must provide the necessary infrastructure (water/sewer, transportation, broadband, etc.) to sites that have the greatest possibility of being developed within the next five years. We recommend the City consider under-utilized parking lots as potential sites. Generally, Little Rock should focus on building up, not out. We believe the City should encourage a multi-purpose building model that combines businesses, housing options, and restaurants.

The Little Rock Economic Development Corporation should involve Public Works and transportation partners to ensure the identified locations are ready for development and is accessible via public transportation.

Lastly, the City must emphasize community development to improve economic development. We recommend the City take an opportunity to listen to the concerns of its residents and communities to determine its identity. The City should partner with UA – Little Rock (or another university) to survey the community to determine what is missing, what is needed, and what is wanted. We believe a “City Center” or “Metro Center” concept would give Little Rock a sense of “place” and diversify retail opportunities city-wide.

## E. Diversity Equity and Inclusion

The Diversity/Equity/Inclusion working group was created as part of Mayor Scott's Economic Development Subcommittee to research and make recommendations regarding how to expand on the Mayor's Jobs Agenda and incorporate diversity, equity, and inclusion into the City's economic development strategy. Members of the breakout group gathered resources, ideas, and best practices from local community partners and models in other cities to inform our recommendations. We envision an equitable Little Rock, where all residents are able to participate in a thriving economy and support themselves and their families. To achieve this vision, the diversity, equity, and inclusion working group proposes several recommendations aligned with the following priorities, which served as our guiding principles:

- Cast a bold vision for economic inclusion and equity in Little Rock and make economic inclusion and equity a key goal that is at the core of the effort to establish an economic development hub regardless of the structure (i.e. Little Rock Economic Development Corporation).
- Charge the city's economic development hub with carrying out a comprehensive strategy for economic development that recognizes the importance of small, minority, and women owned business development; asset and wealth building; and entrepreneurial development.
- Foster workforce solutions that acknowledge the value of high quality cradle-to-career education and strategies that meet both the hiring needs of employers while creating career and employment opportunities for unemployed and underemployed residents.

Our recommendations are cross-cutting and relate to several pillars of the Mayor's campaign agenda from jobs to education to inclusion. Most specifically, our recommendations relate to the Mayor's Jobs Agenda outlined above.

Building an inclusive and equitable economy in Little Rock requires a comprehensive strategy and learning from our peers. We submit the following recommendations and action items to the Mayor and his Transition Team for consideration as well as some resources to guide these efforts.

First, this working group recommends the Mayor conduct a city-wide analysis of our current reality. The analysis should include maps of poverty, distress, and the gender and racial wealth gaps in the city to identify any disproportionate geographic concentrations that may have occurred as a result of policy decisions from the past. Then, identify and assess those policy decisions that contributed to the racial, income, wealth, and quality of life gaps that exist today (i.e. historical purchasing/procurement policies, geographic regions with undesirable development projects, etc.)

Immediate action items include: conducting a formal equity assessment for the City of Little Rock to outline the economic advantages of closing existing racial and gender gaps and informing proper investments.

In order to cast a bold vision for economic development, carried out by the newly formed economic development hub regardless of the structure (including a Little Rock Economic Development Corporation), Little Rock must focus on inclusive growth and enables the widest range of people and places to both contribute to and benefit from economic success.

The Mayor should charge the city's economic development hub with carrying out a comprehensive strategy for economic development that acknowledges the importance of high quality cradle-to-career education; small, minority, and women owned business development; asset and wealth building; and entrepreneurial development.

To do so, the Mayor must make inclusive growth the definition of economic success in Little Rock and develop new annual metrics to measure economic development success and identify who's benefiting from said growth.

Little Rock must first build an inclusive workforce. The City must promote the creation of high-quality, birth-to-career education in support of the City's Economic Development vision. We recommend adopting third-grade reading proficiency as an economic development goal/metric for the City and suggest partnering with the Arkansas Campaign for Grade-Level Reading's Excel by Eight initiative to meet that goal by building a robust grid of resources for all children and families. Little Rock must be championed as an Early Learning Community.

In partnership with the Network for Southern Economic Mobility - Little Rock (NSEM-LR), the City should identify strategies for Little Rock's disconnected youth (approximately 5,500 young adults that are neither working nor going to school) to gain the skills and experiences they need to succeed the workforce. This approach would ensure career pathways exist for all youth and residents facing the most barriers (NSEM-LR and the formal equity assessment will help to identify these youth and residents).

Also, we recommend the City offer incentives to businesses to promote minority hiring (i.e., access to growth capital from public fund, preferably held at the Economic Development entity).

### Immediate Action Items

Internally, the City should promote "Ban the Box" to facilitate employment by people who have been previously incarcerated and encourage businesses it contracts with to do the same.

The City of Little Rock must also prioritize home-grown business development and support the creation and expansion of businesses owned by women, people of color, and low-wealth individuals through the proposed Small Business Growth Plan. Its economic development strategy should emphasize growing the economy from within, focusing on sectors and jobs that provide family-supporting wages. Start by determining sectors where Little Rock has a competitive advantage and encourage small business development and entrepreneurship around those sectors.

Further, the City must build structure to support minority and women-owned business contracting. We recommend creating the Minority and Women-Owned Commission that identifies and certifies credible minority and women-owned businesses in the city and makes certified businesses eligible for city contract procurement (reference Department of Commerce SBA minority and women-owned business program).

In addition, the City should implement compliance policies across multiple public agencies to ensure that prime contractors are meeting their commitments to give a portion of their subcontracting opportunities to small, minority, and women-owned businesses. To assist, we suggest the City connects businesses to public contracting opportunities, including forecasting of upcoming opportunities to bid on city contracts and matchmaking events to build relationships. The City should adopt a comprehensive policy requiring all city departments to examine contracting standards and develop specific WMBE inclusion plans (specific to the department).

*Example: Seattle's Equity in City Contracting (Executive Order) - The City of Seattle encourages all of its departments to be inclusive of underrepresented business communities and strives to use all legal means to see that minority-owned and women-owned businesses do not face unfair barriers in their competition for city contracts and in their successful performance of those contracts.*

We recommend the City use an anchor strategy across different public, private, and nonprofit anchor organizations, such as hospital and universities, to determine how best to align and improve collective procurement efforts and to working together to increase the efficiency and equitable impact of their contracting and contractor compliance efforts. Example: Chicago Anchors for a Strong Economy (CASE) initiative.

Through the Red Tape Commission and otherwise, the City should explore opportunities to make contracts more accessible by overcoming barriers to small, locally-owned businesses and businesses owned by women and people of color. To begin, the Mayor should instruct staff to explore prompt payment policies to address delays in the process of paying prime contractors — and those prime contractors paying their subcontractors, which make it difficult for entrepreneurs of color to stay afloat when working on city contracts. Likewise, explore changing the standard (sometimes excessive) bonding and insurance requirements or offer support for businesses to help them qualify for a higher level of insurance.

To implement these concepts immediately, allow minority and women-owned businesses "first right of refusal" for 20-40% of city contracts. Also, the City could contract with local women- or minority-led organizations to offer a business academy to aspiring entrepreneurs.



The City of Little Rock must invest in creating economic opportunities. To do so, it must target infrastructure and resources in marginalized neighborhoods and communities to expand opportunity for all Little Rock residents. The City must leverage city, state, federal, and/or foundation funds/initiatives to create Opportunity Centers, which will include partnering with faith-based and nonprofit organizations (direct service providers) with an existing presence and credibility in these communities.

*Example: Urban League of Metropolitan St. Louis's Ready to Work and Residential Leadership Training Programs are financed through an allocation of Community Development Block Grant funds from the Department of Housing and Urban Development and the City of St. Louis' Community Development Administration.*

*Urban League of Madison Employment and Training Center: The City of Madison purchased the building to be renovated for an adult and youth oriented employment services center. The City collaborated with the nonprofit to host four public meetings to collect information from neighborhood residents on desired training and programs to be offered and building design.*

Through public-private partnership, the Mayor can create a model for an inclusive, prosperous economic ecosystem in Southwest Little Rock through entrepreneurship and community organizing which could expand throughout the City.

The City must also promote asset and wealth building. The Mayor should work with local financial institutions to increase access to capital for aspiring business owners. Also, support initiatives to restrict payday lenders, high cost installment loans, etc. from city limits to ensure city residents can take advantage of economic development opportunities. Similarly, the Mayor should support affordable housing developments that allow Little Rock residents and families to build pathways towards homeownership and ultimately build wealth. The City should also explore the creation of municipal baby bonds.

To further promote wealth building, the Mayor's policies should embrace a two-generation approach to financial empowerment. For example, by connecting parents with financial education, counseling, and asset-building products through their children's schools and supporting the establishment of savings accounts for all children, an entire family can be transformed.

Accordingly, this working group recommends the City join the BankOn Arkansas+ Coalition to ensure city residents can take advantage of economic development opportunities.

Lastly, the City must create and implement an inclusive process to promote economic development. This requires building community power and voice to advance racial and economic inclusion. In addition, the City should analyze population-level data disaggregated by race and place to understand vulnerabilities and opportunities to develop targeted strategies for all demographics. To accomplish this, the City should apply an equity impact analysis to any future economic development policies.

# EDUCATION SUBCOMMITTEE



#UNITELR

# EDUCATION SUBCOMMITTEE

## Scope of Review:

Mayor Scott’s subcommittee on education was tasked with addressing ways in which the City of Little Rock could most effectively support the Little Rock School District and other local schools in order to promote a better, brighter future for our city through high quality education. The Education Subcommittee discussed and agrees with Mayor Scott that after more than four years of Department of Education control, it is time for the Little Rock School District to be returned to the people and time for the city to commit to doing its part to support the district. The mayor’s commitment extends to the appointment of Little Rock’s first Chief Education Officer, who will make sure support is aligned with helping ensure success for all of City’s students.

The education subcommittee has focused on providing a plan for implementing the education-related proposals in Frank Scott, Jr.’s Opportunity Agenda, evaluating key needs related to education in Little Rock, and outlining a vision for the City’s role in advancing educational success for all Little Rock youth

The subcommittee divided itself into four working groups to address literacy, community partnerships, chronic absenteeism/tardiness, and early-childhood education (Pre-K). The scope, methodology, and recommendations of each group are discussed below.

### Literacy

The literacy working group assessed the availability and effectiveness of literacy programs and resources for children in Little Rock, focusing primarily on LRSD. The group was tasked with recommending concrete steps that the City could take to improve youth literacy in Little Rock.

### Partnerships

The working group on partnerships was tasked with addressing the most effective ways in which the City of Little Rock could forge new partnerships (and best utilize current partnerships) between the city and various entities, including non-profit organizations, businesses, churches, professional organizations, and social groups to benefit local schools, support after-school and summer programs, provide teacher and family support and resources, and mentor students. Pursuant to Mayor Scott’s Opportunity Agenda, the group focused on students and families zoned for Cloverdale Middle School, Henderson Middle School, and Hall High School, recognizing Mayor Scott’s push for equity and his recognition that “potential and ability are equally distributed across our neighborhoods in Little Rock, but opportunity, unfortunately, is not.” Part of this task was evaluating the most effective ways in which the City could invest in supportive academic programming and implement the City’s Master Plan for Children, Youth, and Families.

### Absenteeism

The working group on chronic absenteeism and tardiness was tasked with evaluating ways in which the City of Little Rock could support local schools in increasing daily attendance and decreasing tardiness.

### Early Childhood Education

The working group on early-childhood education was tasked with current sources and levels of public and private funding for Pre-K programs, evaluated the growing need for the additional Pre-K capacity in the future, and explored strategies for increasing Pre-K capacity.

## Subcommittee Members:

- Sen. Joyce Elliott, Chair**
- John Rutledge, Vice-Chair**
- Amy Benton
- Ryan Davis
- Bill Dillard
- Aminah Eddings
- Chris Hancock
- Andrea Lewis
- Raymond Long
- Stacy McAdoo
- Lara Blume McGee
- Melissa Mitchell
- Ali Noland
- Vicki Saviers
- Emma Willis
- Laveta Wills-Hale

## Process and Methodology:

### Literacy

The literacy working group consulted members of the LRSD administration, including Dr. Sadie Mitchell, Associate Superintendent, and Veronica Perkins, Chief Academic Officer, both of whom are involved in selecting the reading curriculum and ensuring effective reading instruction in the district. The subcommittee also consulted Charlie Conklin, Executive Director of AR Kids Read, and reviewed publicly-available data and reports regarding reading scores and growth for schools within the district.

### Partnerships

The partnerships group met several times and conducted a thorough review of the current landscape of volunteer organizations, business and community partnerships, various academic support programs, and prior City efforts and plans aimed at facilitating community support for education.

### Absenteeism

The working group met with Jennifer Glasgow, Assistant Director of the Arkansas Campaign for Grade Level Reading and reviewed recommendations and strategies promoted by Attendance Works, a national non-profit organization aimed at promoting academic success by reducing chronic absenteeism and tardiness. The group also discussed the Feet to the Seat campaign with LRSD Superintendent Mike Poor and researched other initiatives that have been used to address this issue around the country.

### Early Childhood Education

The working group coordinated with Esther Jones, LRSD Interim Director of Early-Childhood Education, reviewed data regarding current and past funding and capacity for LRSD Pre-K programs, and researched successful approaches to early-childhood education being implemented in other parts of Arkansas and the United States. The group also spoke to Superintendent Mike Poore and the LRSD staff.

In addition to meeting with LRSD staff, the Subcommittee solicited input from charter schools via Scott Smith as their representative.

## Recommendations:

### Literacy

One of Mayor Scott's campaign agenda items was to establish a Mayor's Summer Reading Program. The working group agrees that a high-quality summer reading program that utilizes effective literacy teaching techniques and focuses on grade-level reading could significantly benefit Little Rock students. By utilizing evidence-based reading programs, such as R.I.S.E. and potentially partnering with proven literacy organizations such as AR Kids Read, a Mayor's Summer Reading Program could go beyond simply combating the traditional summer backslide and actually improve students' reading scores during the summer. Attached to this report is a proposal from Charlie Conklin with AR Kids Read regarding potential collaboration with the City on a summer reading program and other literacy initiatives .

Given that Little Rock has a wealth of libraries and community centers, the working group recommends that the City partner with Central Arkansas Library System to support and expand the "Thrive by Five" program, which provides books and encourages parents to read aloud to their young children. Through partnerships with local businesses, the program could be expanded to include incentives, rewards, and corporate partners.

## Partnership

The partnerships group recommends that the City invest in implementing the existing Youth Master Plan with accountability, transparency, and urgency. Many of Mayor Scott's Opportunity Agenda goals are referenced in or would be addressed by effective implementation of the Youth Master Plan. The City commissioned the development of the Youth Master Plan in 2016 and convened a panel comprised of citizens who represented a diverse range of expertise and backgrounds. The result was a comprehensive roadmap to ensuring all children and youth can thrive, have quality of life, and have the necessary support to achieve success in school and in life regardless of zip-code, ethnicity, or socio-economic status.

The partnerships group stresses that the Youth Master Plan must be implemented with the addition of adequate and reflective oversight by policy makers and a commitment to equity. Existing oversight strategies need to be strengthened and pushed forward with clear timelines, accountability measures, and a renewed sense of urgency. Moreover, the partnerships group strongly suggests that Mayor Scott adhere to his Opportunity Agenda's focus on equity by prioritizing students zoned for three specific under-served areas: Cloverdale, Henderson, and Hall.

Finally, the partnerships group suggests that, in order for the City to fully implement the Youth Master Plan, it should evaluate forming a Mayor's Volunteer Corp, similar to those recently formed in Los Angeles and Philadelphia. This branch of the Mayor's office could focus on building lasting public-private partnerships that would serve as a lasting source of volunteers and resources to support local schools. The office could focus on reaching out to businesses, churches, civic organizations, fraternities and sororities, retirement communities, etc.

The partnerships group also recommends that the City review the scope, makeup, and responsibilities of the City of Little Rock's Commission on Children, Youth, and Families. As this commission would likely have oversight of the implementation of the Youth Master Plan and would be responsible for advising Mayor Scott and the City on these issues, a review of the commission's capacity and practices could be beneficial.

## Absenteeism

Mayor Scott's Opportunity Agenda included the use of "attendance coaches" to work with families and help reduce chronic absenteeism and tardiness. The working group agrees that this would be a good approach and encourages the City to develop and fund a network of attendance coaches that would serve as a liaison between schools, families, churches, local law enforcement, and state child-services agencies, starting in pre-K or kindergarten, to (1) identify children at risk for chronic tardiness or absenteeism, (2) form relationships with those children and their families, (2) help their families access available resources needed to reduce the problem, and (3) build trust and cooperation in the community by refocusing on prevention rather than punishment.

The working group suggests that the City examine date-driven transportation solutions to help students get to class. The City should collect data about the areas of town with high rates of tardiness and absences, compare that information to data regarding bus routes and times, neighborhood crime, walkability, etc., in order to identify the transportation-related causes of chronic absenteeism and tardiness. We would then suggest that the city potentially propose new regional bus schedules that might make it more convenient for students to get to school if they miss the school bus or if they live within a zone where no school bus service is offered. Moreover, students who live close to school and don't have bus service may need increased neighborhood policing to assist them in safely commuting to and from school. The city might also look into offering students some financial assistance with bus passes or even ride-sharing vouchers if they are in an area where school-bus service isn't offered but where walking is unsafe.

As a second supplemental recommendation, the group encourages the mayor to institute a policy of allowing all city employees to take up to two hours of paid time off to attend parent-teacher conferences at least twice per year.

### Early Childhood Education

Mayor Scott's Opportunity Agenda specifically addresses early-childhood education and reiterates his commitment to expanding Pre-K opportunities in Little Rock. The early-childhood working group recommends that the City work with LRSD to expand Pre-K seats by implementing a sliding-scale tuition policy modeled after successful Pre-K programs in Springdale and across the nation. Sliding-scale tuition is a market-based mechanism to increase Pre-K capacity while making the funding more reliable and consistent. Importantly, by basing tuition on a family's income, the sliding-scale model would allow LRSD to expand Pre-K while ensuring that low- and middle-income families continue to have access to Pre-K.

In addition to Pre-K's proven academic benefits for children, early-childhood education is a crucial time for teaching social-emotional development. Moreover, expanding high-quality Pre-K capacity in Little Rock will help the city attract and retain talented young professionals and businesses. Pre-K is also one of LRSD's most effective recruitment tools to bring students into the district.

# FINANCE SUBCOMMITTEE



#UNITELR

# FINANCE SUBCOMMITTEE

## Scope of Review:

This subcommittee analyzed the city's financial condition, including an assessment of the adequacy of all city revenue sources (taking into consideration the proposed costs of Mayor Scott's various agenda items), the city's reserve fund, agency budgets/spending in the past eight years, the capital budget, etc. The subcommittee also reviewed the departmental transition memorandum's from Finance, Fleet Services, Human Resources, the City Attorney's Office, the City Manager's Office, Information Technology, and the Little Rock Water Reclamation Commission.

## Process and Methodology:

The subcommittee met with City Officials from the Finance Department and proceeded to research a number of relevant issues concerning the city's current financial status to provide the following recommendations.

## Recommendations:

In January 2019, Mayor Scott realigned the responsibilities of the Mayor and the City Manager, per the 2007 Ordinance that made the Mayor the Chief Executive Officer of the city. Per Mayor Scott's realignment, six of the twelve departments directly report to the City Manager and now six of the twelve departments directly report to the Mayor. However, city staffing, resources, and job duties are currently aligned to support a form of government where the City Manager had the day-to-day responsibility of governing and directing all twelve departments. The Finance Subcommittee recommends that staff, resources, and job duties be re-organized to ensure the Mayor has the support he needs to effectively govern and be accountable as the CEO of the city.

- **Growth Mentality:** For city revenue to grow, we need a thriving city that attracts and retains households and businesses. (Revenue Raising)
- **Personnel Study:** In order for the city to meet its goals and efficiently use its revenue, we need to conduct a thorough study of city personnel study – this study will include all departments, all labor contracts, and all benefits. (Revenue Saving)
- **Assets and Agreements Review:** We must review existing agreements for use of city assets for fairness (including utility franchise fees) and also identify additional assets that should be leased, rented, or concessioned to raise revenue or enhance urban life and amenities. (Revenue Saving/Revenue Raising)
- **Update Zoning Rules:** Little Rock should be a place where we enhance neighborhood development. To encourage that, we will update our zoning rules, including use of form-based codes, thereby improving the supply of housing and commercial space, increasing the property tax base, and encouraging business activity. We will actively encourage neighborhood redevelopment by expanding Land Bank Property Program eligibility, encouraging local employer incentives, and encouraging first-time homebuyers. (Ultimately, Revenue Raising)
- **Business License Tax Reform:** Business licenses need to be streamlined; we need to simplify the business license tax system, and enforce it more consistently. (Likely Revenue Neutral, but with increased ease of application [taxpayers] and increased ease of enforcement [city staff])
- **Consider Social Impact Bonds and Other Innovative Service Delivery Models:** (Revenue Saving)

## Subcommittee Members:

**Kathryn Hazelett, Chair**

**Baker Kurrus, Vice-Chair**

Matt Boch

Mark Camp

Rajesh Chokani

Amanda DiPippa

Sarah Catherine Gutierrez

Morril Harriman

Dr. Christopher Jones

Ben Lincoln

Pam Mobley

Izzy Montgomery

Eleanor Nelson

Markita Tyler

Ellie Wheeler



- **Sales Tax Increase:** If additional revenues are needed, and provided that the city has reviewed and reorganized its operations to be as efficient as possible, raise the sales tax up to 0.25%, for a combined rate of 9.25% and additional revenue of approximately \$17 million. (Revenue Raising)
- **Explore Separate Revenue Streams for Parks and Recreation and Rock Region Metro:** If city parks and/or city-funded transit were separated out of the city's budget and permitted to become their own taxing authorities/entities, not only would citizens be directly responsible for the revenue for these economically vital services, but the city's budget would see large savings. (Revenue Saving)
- **Community and Philanthropic Engagement:** When the Mayor's plans, priorities, and policies are settled, he should call together city philanthropists to help Little Rock achieve its goals. When there is a solid plan, there can be a solid ask. That ask could be in the form of funding a Municipal Trust Fund or Municipal Endowment to aid a particular need. This funding could potentially be supported with (or bonded with a new revenue stream supported by) the new revenue streams mentioned in recommendations 7 and 8. (Revenue Raising/Revenue Saving)

# INCLUSION SUBCOMMITTEE



**#UNITELR**

# INCLUSION SUBCOMMITTEE

## Scope of Review:

This subcommittee will be charged with producing an implementation plan for the Mayor’s Inclusion Agenda and reviewing the departmental transition memoranda from Multicultural Liaison, the LGBTQ Liaison Finance (the purchasing division to report on the Division’s utilization of diverse businesses over the course of the last eight years), the Racial and Cultural Diversity commission (RCDC) and the Americans with Disabilities Act Citizen’s Grievance Committee. The primary objective for this committee will be to develop the organizational plan for the Office of Diversity, Equity, and Inclusion (ODEI) and whether there should be a rebranding of the RCDC into the Little Rock Humans Rights Commission. This will include a review of other municipal human rights commissions and diversity offices to align the ODEI with best practices and to determine if the scope of the LRHRC would need to be expanded beyond the RCDC’s current mission. This subcommittee would also develop the job description for Little Rock’s first Chief Equity Officer and identify potential candidates

## Process and Methodology:

The Inclusion Subcommittee divided into subgroups based specifically on the agenda items outlined in the scope of review and included the following:

- 1) Organizational Plan for the DEI as a central service for the city focusing on curriculum, culture change and training
- 2) Office of DEI Departmental development and job description of Little Rock’s first Chief Equity Officer
- 3) Marketing and Rebranding of the of the RCDC
- 4) Liaisons and Representatives that will interface with the ODEI

Each subgroup reviewed the relevant documents from the city as well as examined models from other comparable cities.

## Recommendations:

The subcommittee’s recommendations are outlined in the charts on pages 28-32.

## Subcommittee Members:

- Sara G. Tariq, Chair**
- Cristina Monterrey, Co-Chair**
- Denise Donnell*
- Michelle Kaemmerling*
- Mark Deymaz*
- Donald Wood*
- Summer Campbell*
- Myron Jackson*
- Ivan Hudson*
- Sherice Smith*
- Maria Weyrens*
- Roslyn Elliot*
- Camille Richoux*
- Cesar Ortega*
- Mary Morris*
- Patrick McBride*
- Maria Meneses*

<b>ODEI Organization Chart/Alignment with City Offices/Departments</b>		
<b>Campaign Agenda</b>	<b>Supplemental Recommendations</b>	<b>Additional Recommendations</b>
<p>Create Little Rock’s Office of Diversity, Equity, and Inclusion. The ODEI will be headed by a Chief Equity Officer who will also lead the rebranded Racial &amp; Cultural Diversity Commission (to be known by new name, perhaps Human Rights Commission)</p>	<p>Incorporate 2 current RCDC staff positions (Diversity Programs Manager and Diversity Programs Assistant) into the new ODEI to report to Chief Equity Officer.</p>	<p>Consider creating three new staff positions as Program Coordinators in addition to the three existing staff positions (Multicultural Liaison, Diversity Programs Manager, Diversity Programs Assistant).</p>
	<p>Incorporate Multicultural Liaison (who currently reports to Community Programs) into the ODEI to instead report to Chief Equity Officer.</p>	<p>The three new staffers (Program Coordinators) will either manage major areas of inclusion identified by this report (see attachment- Appendix A), OR will collaborate on those major areas of inclusion as advocates for the major groups who need representation (women, people of color and ethnic/religious minorities, LGBTQIA+ residents, people with disabilities, and immigrants with and without documentation).</p>
	<p>Re-examine these 3 above job descriptions in light of the total task division of ODEI to assess if the tasks of those staff members are divided appropriately, especially in light of any additional staff positions that may be created.</p>	<p>The RCDC was initially recommended at the time of its creation to oversee 6 staff members, not the current number of only 2 staff members. The size and complexity of the Inclusion task would suggest 6 staff members under the supervision of the Chief Equity Officer as an appropriate team size.</p>
		<p>The Chief Equity Officer would ideally supervise three Program Coordinators who would in turn supervise the current three staff positions related to Inclusion. Incorporating all these positions in one office with one supervisor would greatly increase effectiveness and coordinate inclusion efforts across the city.</p>

<b>ODEI Chief Job Description</b>		
<b>Campaign Agenda</b>	<b>Supplemental Recommendations</b>	<b>Additional Recommendations</b>
Create Little Rock’s Office of Diversity, Equity, and Inclusion	Use the Chief DEI Job Description (Appendix B) for determining qualified candidates for the position	Fill this position ASAP to help in the transition and implementation of Inclusion Agenda
	Conduct a nationwide search to fill the position	
	Establish a search & interview committee of diverse backgrounds, and ensure they are given bias training prior to beginning search	

<b>Organizational Plan for the Office of DEI</b>		
<b>Campaign Agenda</b>	<b>Supplemental Recommendations</b>	<b>Additional Recommendations</b>
Develop an organizational plan for the ODEI	Develop and implement an inclusive national search for the City’s first Chief DEI Officer that models the City’s current search for the Chief of Little Rock Police Department. (See Appendix C)	
	Conduct an internal cultural assessment per City of LR department prior to establishing the City’s comprehensive DEI strategic initiatives	This work should serve as an internal foundation for change and affirm readiness for change; It is also important to clarify current reality at all levels of the city’s structure and accept responsibility for creating and/or contributing to it
	Create an internal employee Action & Advisory Team—with representation from all personnel levels and all departments—that supports and guides the work of the ODEI.	

<p><b>Workforce : The following have been identified as top priorities for the Department’s coordination with Human Resources</b></p>		
<p><b>Campaign Agenda</b></p>	<p><b>Supplemental Recommendations</b></p>	<p><b>Additional Recommendations</b></p>
<p>Create Little Rock’s Office of Diversity, Equity, and Inclusion (ODEI)</p>	<p>Select a Human Resources employee who will act as liaison between ODEI and HR and be responsible for implementing certain ODEI initiatives that relate to city personnel.</p>	<p>Provide City employees with comprehensive annual training on discrimination and harassment prevention, to include training on creating inclusive workplaces.</p>
<p>Prohibit use of salary history for all city positions</p>	<p>Direct HR to immediately implement the following:</p> <ul style="list-style-type: none"> <li>· Ban inquiries regarding salary history during the recruitment process, as this practice has been shown to perpetuate gender and race-based pay inequities. This may require revision of existing application form(s).</li> <li>· Select HR consulting firm to conduct pay equity audit.</li> </ul>	<p>Provide City employees with annual training on effectively communicating with and engaging with minority, underserved, underrepresented, and vulnerable populations. The curriculum should explore how implicit bias affects behaviors and decision-making and provide employees with tools to help them “debias.”</p>
<p>Conduct a pay equity study of City Departments with recommendations for fostering pay equity amongst our city employees</p>	<p>Conduct review of City Departments’ current recruitment practices to identify changes needed to ensure that the City workforce reflects the diversity of the community it serves. Prioritize identification of changes that can be implemented quickly at little to no cost.</p>	<p>Adopt an appropriate anti-nepotism policy to restrict or eliminate the hiring of family and friends, as this practice tends to perpetuate the existing demographics of a workforce.</p>
		<p>Prioritize recruitment and retention of individuals with disabilities by partnering with local organizations that provide job placement/training assistance to individuals with disabilities.</p>

<b>Policies/Finance/Economics</b>		
<b>Campaign Agenda</b>	<b>Supplemental Recommendations</b>	<b>Additional Recommendations</b>
Report on the finance division’s utilization of diverse businesses and produce an implementation plan for best practices in order to be more inclusive of diverse businesses	Conduct wholesale assessment of City of Little Rock supplier diversity initiatives and policies, and determine what entities/ groups the diversity supplier program should focus (LGBTQ+, women, racial/ ethnic groups, People with disabilities, etc) (Appendix D)	Determine the availability and capacity of suppliers within the city, state, and region.  Audit current supplier-diversity numbers.
	Create a broad-scale program to increase diversity in the city’s purchasing policies through implementation of a supplier diversity management system for use by both suppliers and buyers and a comprehensive database of minority-owned businesses	The policy should define the various groups targeted for engagement, define spending and workforce diversity goals of suppliers, ensure a way for suppliers to know how they are evaluated for diversity policies and should provide clear incentives.
	Incorporate supplier diversity into the City’s supplier onboarding process and provide ongoing education for all relevant parties.	Mandate that each request for proposal, RFP, includes supplier-diversity metrics.  Create “Supplier Diversity 101” program to bring awareness to the importance and value of supplier diversity.  Allow diverse suppliers to attend and provide information to the community about their products and/or services.  Conduct an internal audit on an annual basis to ensure the program is meeting or exceeding expectations

<b>Community Liaison/Representatives</b>		
<b>Campaign Agenda</b>	<b>Supplemental Recommendations</b>	<b>Additional Recommendations</b>
Produce an implementation plan for an LGBTQ Liaison within the LRPD Community Policing Unit.	Create a Cabinet of 20-25 Ambassadors with direct report to the Office of Diversity, Equity, and Inclusion (ODEI). It will be made up member of marginalized, underprivileged communities and will interface broadly with city organizations.	Initial members selected from Inclusion Committee and will be selected for living intersectional lives. They will serve 2-3 years, meeting quarterly. Bylaws will be drafted with guidance from the Mayor.

<b>Marketing and Rebranding</b>		
<b>Campaign Agenda</b>	<b>Supplemental Recommendations</b>	<b>Additional Recommendations</b>
<p>Rebrand the Racial and Cultural Diversity Commission (RCDC) into Human Rights and Equity Committee and Inclusive Culture and Marketing Committee</p>	<p>Committees should be formed by a call for volunteers to serve as liaison from and to traditionally underserved communities of race, ethnicity, religion, language, LGBTQ+ and people who have disabilities.)</p>	<p><b>Human Rights &amp; Equity Committee</b> would review new City practices, policies and procedures to make sure they are equitable to all Little Rock residents, visitors and businesses and where possible correct inequities created by biased past practices. Committee/ Commission volunteer members would come from Government, NGOs, Legal, Public Service/Public Administration scholars and professional associations.</p> <p><b>Inclusive Culture &amp; Marketing Committee</b> would focus on supporting the marketing of Little Rock by CRVB and tourism industry to diverse markets in an inclusive manner as well as supporting the events celebrating the diverse communities in Little Rock to encourage each event to be inclusive, allowing all the ability to appreciate and understand the uniqueness as well as the common factors that knit communities together to form a culturally rich city</p>
<p>Promote and market Little Rock's diverse businesses and diverse community</p>	<p>Utilize the City's Human Resources Department to market inclusion and conduct intentional diverse and inclusive outreach and city-wide promotion</p>	<p>Develop a multicultural marketing initiative that sells the unique cultures (African American, LGBTQ, Hispanic, persons with disabilities, etc.) within the current Advertising &amp; Promotions marketing programming.</p>



# MOBILITY SUBCOMMITTEE



#UNITELR

# MOBILITY SUBCOMMITTEE

## Scope of Review:

This subcommittee was charged with producing recommendations concerning improving affordable housing options, addressing neighborhood blight, planning for future mobility and transit in the City. The subcommittee also reviewed the departmental transition memoranda from Planning and Development, Housing and Neighborhood Programs, the Parks Department, the BikePed program, the Complete Streets Initiative, the Ambulance Authority, Rock Region Metro, Community Housing Advisory Board, Construction Board of Adjustment and Appeals, Historic District Commission, Housing Authority, Land Bank Commission, Little Rock Planning Commission, Midtown Redevelopment District No. 1 Advisory Board, Oakland – Fraternal Historic Cemetery Park Board, and the Property Assessed Clean Energy Act Improvement District Board.

## Process and Methodology:

To accomplish these goals outlined in the Scope of Review, the Mobility Subcommittee formed two working groups: Housing and Transportation.

The Housing working group focused on increasing affordable housing and implementing code enforcement changes to address to large number of vacant or distressed properties, as well as unsafe/unhealthy rental properties.

The Transportation working group focused on comprehensive long-term planning to address all forms and aspects of public transportation and mobility in and around Little Rock.

The working groups more detailed analysis is attached in the Mobility Appendix.

## Recommendations:

Creation of comprehensive City Master Plan to plan for local and regional transportation planning, land use patterns, zoning, and growth patterns. The comprehensive master plan will cast a vision for capital projection and land use and zoning modifications to promote growth and economic development.

Identify dedicated funding source for Rock Region Metro to increase Rock Region Metro’s bus frequency, service, accessibility and safety.

Creation of the Little Rock Affordable Housing Opportunity Fund. This Opportunity Fund will promote more cost inclusive development while benefitting investors with potential capital gain savings.

Remove parking minimum as a zoning requirement to promote new development and economic growth.

Complete the 2019 street re-surfacing project.

Conduct a transit oriented development study of River Cities Travel Center for potential redevelopment for grocery, retail, and/or workforce housing.

Adopt a neighborhood preservation and code enforcement framework to strategically and promptly address blighted neighborhoods.

## Subcommittee Members:

**Tamika Edwards, Chair**

**Kathryn Hazelett, Vice-Chair**

Amanda Benton

Furonda Brasfield

Brett Budolfson

Dalton Coleman

John DiPippa

Chris East

Jill Floyd

Charles Frazier

Scott Hamilton

Rachel Jones

Nicholas Norfolk

Amy Pritchard

Stacey Tierney

Amy Rossi

Neil Sealy

# PUBLIC SAFETY & ACCOUNTABILITY SUBCOMMITTEE



#UNITELR

# PUBLIC SAFETY AND ACCOUNTABILITY SUBCOMMITTEE

## Scope of Review:

This subcommittee will be charged with producing an implementation plan for Mayor Scott's Public Safety and Accountability Agenda and reviewing the departmental transition memoranda from LRPD, LRFD, the Little Rock District Courts, and the Civil Service Commission. This subcommittee will also assist Frank in identifying the needs for the next police chief of the LRPD.

## Process and Methodology:

To complete its task, this subcommittee divided into smaller working groups. We also recognized where issues overlapped and adjusted accordingly. Here are the working groups and a listing of covered items.

### • LRPD, LRFD, and EMS

- o This working group focused on Recruitment, Retention, Training and programs such as Eyes on the Street, Community Policing, and VCAT.

### • Prosecutor

- o This working group focused on items such as Prosecutor-to-Prosecutor Program, Truancy, Crimes against children, and Prioritization of state/federal.

### • Community Buy-In & Involvement

- o This working group focused on items such as Eyes on the Street, Community Policing, VCAT, Prosecution, Community Review Board, Safe Streets Little Rock, City Youth Intervention Program, and Truancy.

## Departments consulted and documents reviewed

LRPD, LRFD, MEMS

<https://www.americashealthrankings.org/explore/health-of-women-and-children/measure/ACEs/state/AR>

## Mayor Scott's Campaign Agenda

### 1) Filling Remaining Vacancies and to Ensure a Fully Staffed LRPD -subject to Ability to budget for exiting and new officers

Hiring the right leader is critical to improving the morale and retention of the officers. The new chief should have a proven history of fair and equitable discipline, transparency, and inclusive leadership skills.

We should revisit the staffing assessment conducted several years ago for the LRPD to ascertain where we are regarding compliance, what challenges have been presented, and whether we need a follow up assessment or next steps.

## Subcommittee Members:

*Tamika Edwards, Chair*

*Cristina Monterrey, Co-Chair*

*Osyus Bolly*

*Carla Coleman*

*Carlos Corbin*

*Bud Cummins*

*Holly Dickson*

*Michelle Hastings*

*Kellye Neal*

*Jessica Scott-Wolfe*

*Greg Summers*

*Clarke Tucker*

*Derick Wilson*

*Donyell Wolfe*

## **2) Supporting a force of 700 sworn officers by 2022 - subject to ability to budget for existing and new officers**

Vacant positions exist primarily because of the past practice of using these positions to “budget the budget.” If the target goal is to have 700 sworn officers, it would be reasonable to anticipate the yearly attrition due to retirement and officers leaving the department.

A plan should be developed to have officers in the pipeline (Cadet Program, Academy, etc.), based on estimated attrition. The budget has been balanced for years through leaving vacant positions unfilled. To move away from that practice, funds will have to be obtained and properly managed. We need to ensure the new Chief has experience and ability to manage the budget to make this happen and can/will identify budgeting challenges to recruiting and maintaining the force.

The City must also ensure existing officers have the necessary training and equipment to do their jobs safely as this is key to officer AND community safety.

## **3) Working with LRPD Leadership to Create a Career Ladder to Retain LRPD Police Officers**

Cross-training in as many various areas as possible and desired by officers could help them be more well-rounded, capable, and ready for promotion and leadership as well as help with retention and morale. Leadership opportunities in and with the community and other agencies as well as training by professionals outside the department and the state also add new dimensions and dynamics that can improve readiness for promotion and incentivize retention in the agency.

There should be internal surveys of all LRPD and LRFD staff regarding ideas and concerns with follow up from an independent consultant to make recommendations to leadership.

There should also be initial and ongoing diversity and cultural competency training for all LRPD and LRFD staff, conducted by an outside entity. Further, this should be required of all city employees.

## **4) Launching the “Eyes on the Street” Initiative**

In areas/neighborhoods that experience the most crime, the City has to do its job of ensuring that these areas are properly lit.

LRPD should apply modern tools like shatterproof cameras for capturing footage of crimes as they happen, and invest in technology like ShotSpotter to capture gunshots in real-time to report them to LRPD expeditiously. Accordingly, the public should have notice and an opportunity to weigh in on use of this kind of technology and there should be as much transparency as possible in the use of this and other technology and equipment.

Launching the Eyes on the Street Initiative

- o Carefully review ShotSpotter Technology prior to increasing investment (see additional info)
- o Involve the community through neighborhood meetings prior to expansion of this program.

## **5) Working with LRPD Leadership to Expand the Capabilities of the Violent Crime Apprehension Team**

The VCAT program is a great concept. Additional training and equipment can improve its performance. De-escalation techniques should also be a part of this program along with all aspects of policing.

## 6) Reimagining Community Policing

We implore Mayor Scott to hire a new chief for LRPD who is knowledgeable of and committed to a culture of community policing. (Editor's Note: LRPD Chief hired prior to publication of this report.) A department-wide concept of community policing should be adopted as the culture of the department and not as an individual unit or program.

Under the new chief's leadership, a full re-branding for LRPD's Community Policing Unit should take place by hosting various events similar to National Night Out and establishing a Citizen Academy for Policing, similar to that in Tallahassee, FL. See <https://youtu.be/L47wtJOdXOk>.

This Administration should also work to ensure LRPD policies and practices consider those with disabilities, including mental illness. We recommend retaining an expert in implicit bias training to train existing officers and new hires. A mentoring system for new hires should be created to follow up and reinforce the implicit bias training in order to build a culture of community engagement within the LRPD.

## LRFD Recommendations

It is our understanding the LRFD has increased its staffing over the past 30-40 years but has not increased the staffing in the Training Division beyond four (4) training officers. The staff to firefighter ratio is 4-104. The Fire Department must increase its number of training officers.

When the LRFD began the accreditation process, it employed an "all hands on deck" strategy to accomplish this recognition. In order to maintain this status and continue to operate per industry standards, the LRFD must be provided with the necessary resources, including staffing the office of accreditation with more than one (1) individual. We believe the current 911 center has the staffing needed to alleviate the burden within the LRFD. Accordingly, we recommend assigning twenty (20) current 911 dispatchers to the LRFD with full supervision transferred to the LRFD.

Insurance Services Office (ISO) determined that Little Rock needs coverage in the western quadrant of the city. This area currently is rated as ISO 1-9, meaning that there are areas that exceed the five-mile response criteria; thus the rating for this area is reduced. LRFD subsequently entered into an automatic-aid agreement with West Pulaski Fire District to meet the ISO 1 standard for coverage. Therefore, this area has a critical need for fire protection within the corporate city limits of Little Rock.

Regarding apparatus, we recommend the City Replace 1994 Aerial, 1996 Engine.

## Recommendations

### Working with the Pulaski County Prosecuting Attorney to Create Gun Courts that Can Quickly Process Gun Crimes in Little Rock.

We must continue the program whereby the U.S. Attorney, working in close cooperation with the Pulaski County Prosecutor, designates several Pulaski County Deputy Prosecutors as Special Assistant U.S. Attorneys (SAUSAs). This clothes the state prosecutor with the authority of a federal prosecutor so that he or she may charge certain violent crime, firearms, and narcotics cases in federal court when federal law is implicated.

The City should explore ways to continually deepen the cooperation between federal, state, and local law enforcement and prosecutors to ensure that the safety of the public is always the highest priority no matter the jurisdiction and that we pursue that priority in an efficient and cooperative manner.

### Working with Little Rock's State Delegation to Set No Bail for Repeat Violent Offenders and to Increasing Penalties for Witness Intimidation.

We must work with state legislators, particularly those from Little Rock, to increase criminal penalties for witness intimidation. This has been a systemic problem in violent crime prosecutions in Little Rock, and we should be taking witness intimidation as a crime much more seriously. We must work with our state partners to see that we can pursue this work. [HB1633 is currently making its way through the state legislature, which will help with this effort.]

We must also work with state partners to be able to prosecute repeat violent offenders efficiently and in a manner that keeps them off the street to the extent possible. At the same time, this working group feels that prohibiting bail would not be the most effective way to proceed; rather, we should trust the work of the Pulaski County Prosecuting Attorney's Office in ensuring that proper bail is instituted for those charged with crimes in Little Rock.

### **Working with City Attorney, Pulaski County Prosecutor's Office, LRPD, and community-based organizations to develop a citywide community prosecutor program.**

The City of Little Rock should explore the possibility of building a community prosecutor program, which is where prosecutors partner with community organizations to combat crime in constructive ways. Three examples from the same resource are:

- 1) Kansas City, where prosecutors, property owners, neighborhood associations, law enforcement, and public officials at all levels of government partnered to clean up a 15-block area that had high frequency of crime;
- 2) Indianapolis where the Mayor, law enforcement, and municipal prosecutors, among others, successfully launched a Safe Parks Initiative to make all city parks a safe and attractive place for families rather than the criminal hot spots some had developed to be; and
- 3) Boston, where a prosecutor worked with MBTA Police and Boston police to provide a safe location for juveniles to congregate after school rather than an MBTA station.

Mayors and city government frequently lead these community prosecutor programs, which are necessarily tailored to particular cities and communities, but they have been used effectively throughout the country.

### **Partnering with the Little Rock School District to Develop "The Truancy Project" to Combat Truancy in Little Rock**

A strong partnership between the City and the LRSD is necessary to combat truancy and/or chronic absenteeism. We believe proper protocol, agreed to by both entities, would establish necessary actions to be taken when a student is truant. To set necessary policies, we suggest a thorough review of resources/programs available for at-risk students to determine what programs have the resources to adequately address the needs of our students.

The City must also work with state partners to reduce or eliminate incarceration for truancy. While judges are currently prohibited from incarcerating a juvenile for truancy, judges can and will incarcerate juveniles for violating court orders to attend school. Research suggests that incarcerating juveniles for truancy is seldom effective and in fact may be counterproductive in many cases. State law and policy should reflect this reality, and alternative approaches should be considered.

### **Creating the Little Rock Community Review Board**

Create a Community Review Board (more than modifying the existing Civilian Review Board) that is diverse and fully representative of the larger Little Rock community. The board should be autonomous, with clearly defined responsibilities and relationship to the officer review process. We recommend a Type 1 or Type 2 model board made up primarily of civilians without law enforcement training.

Reviewing the Effectiveness of the City's Youth Intervention Program and Making Recommendations for Expanding the City's Supports for Our At-Risk Youth

We recommend the City conduct an independent review of all existing youth intervention programs as well as other programs the city is funding to evaluate the effectiveness and success rate of the program. Funding should be based on effectiveness and program outcomes to ensure the best use of resources. Also, better communication to the public regarding the resources/programs that are available is necessary for better participation and results.

### **Create the Safe Streets Initiative**

It is imperative to build chemistry and trust between the Police force and our diverse populations. Various approaches to further developing the relationship would likely reduce our crime rate.

### **Additional Recommendations:**

The City should review national accreditation standards for police and fire to ensure our departments obtain and/or maintain said standards.

We must also ensure sufficient communications staff to handle calls and other emergency and police communications traffic.

The City Attorney's office should be required to designate at least one (or more) attorney to regularly assist the LRPD with legal and best practices research, advice, and questions.

### **Partnership with Crisis Stabilization Unit**

The City must develop a robust partnership with Pulaski County in making use of the recently opened Crisis Stabilization Unit on the grounds of the county jail. If LRPD officers transport those having a mental health crisis to the CSU rather than to jail, it saves public resources while simultaneously reducing crime and taking better care of our citizens. The City must also work to develop other ways in which we can divert those with substance abuse issues out of the criminal justice system, where possible and warranted, to achieve these same goals.



# QUALITY OF LIFE SUBCOMMITTEE



#UNITELR

# QUALITY OF LIFE SUBCOMMITTEE

## Scope of Review:

This subcommittee was tasked with providing recommendations concerning steps the City can take to improve resident quality of life across a host of areas like arts and culture, tourism, special events, nightlife, greenspace, and other quality of life issues that attract people to a city. The Subcommittee also reviewed departmental memoranda from the Little Rock Zoo, Parks and Recreation, Animal Services, Sustainability Office, the Little Rock Sustainability Commission, the Advertising and Promotion Commission, Animal Services Advisory Board, Arkansas Arts Center Board of Trustees, Arts and Culture Commission, City Beautiful Commission, MacArthur Military History Museum Commission, Parks and Recreation Commission, and the Sister Cities Commission. This subcommittee also identified “megaprojects” for major projects that enhance the quality of life of Little Rock residents.

## Process and Methodology:

To accomplish these goals outlined in the Scope of Review, the Quality of Life Subcommittee formed five working groups: Parks & Recreation, War Memorial Park, Healthy Neighborhoods, Arts & Culture, and Image & Branding.

**Parks & Recreation:** This work group focused on a variety of issues related to city parks (aside from War Memorial Park), trails, recreation centers, and connectivity.

**War Memorial Park:** This work group focused on revisioning of War Memorial Park as well as those city facilities adjacent to War Memorial Park (the LR Zoo and Jim Dailey Fitness Center).

**Healthy Neighborhoods:** This work group centered its energy on making all Little Rock’s neighborhoods have a higher quality of life by becoming internally connected and connected to the rest of the city, clean, and aesthetically appealing.

**Arts & Culture:** This work group focused on supporting current arts and cultural amenities as well as making the arts more fully inclusive across the city.

**Image & Branding:** This work group focused on how Little Rock is branded not just to external constituencies (such as visitors) but also how Little Rock’s residents think about the city.

Documents reviewed by these working groups included various materials from these departments, boards, and commissions:

Task Force on Aging

War Memorial Stadium

LRCVB

Department of Community Programs

Parks & Recreation

LR Zoo

Youth Master Plan

## Subcommittee Members:

**Dr. Jay Barth (chair)**

**Sen. Joyce Elliott (vice-chair)**

*Vianca Armstrong-Jordan*

*Betsy Baker*

*Monica Blake*

*Kevin A. Crass*

*Rev. Andreá Cummings*

*Alex Diaz*

*Ellen M. Fennell*

*Suzanne D. Grobmyer*

*Katie Helms*

*Tonya C. Hooks*

*Dr. Riley Lipschitz*

*Pat Riley, Jr.*

*Dr. Chad Rodgers*

*Abbi Siler*

*Bryan Stewart, Sr.*

*Gerald D. Thomas*

Animal Services Advisory Board  
Arkansas Arts Center  
Arts & Culture Commission  
City Beautiful Commission  
MacArthur Park Military Museum  
Sister Cities Commission  
Sustainability Commission  
Housing and Neighborhood Programs

In addition, the working groups met with staff/board members from these City of LR entities:

Parks & Recreation  
LR Zoo  
LR Convention and Visitors Bureau  
Sustainability  
Arts & Culture Commission  
Task Force on Aging

Finally, the working groups met with individuals from these other community/state organizations:

Greater LR Chamber  
Pop Up LR  
Think Big LR  
War Memorial Stadium Commission  
Riverfest (past leaders)

## Recommendations:

- **A Multi-Faceted Waste Program:** The following are elements of a program that contains two main emphases: Litter Reduction/Cleaner Public Spaces and Waste Reduction. Many of these programs/efforts are positive, healthy, and promote a sense of community, which can be marketed holistically and tie various components together into a cohesive effort. Templates or models for similar programs are provided at the end.
- **Walk with the Mayor Program:** The Mayor would meet with a group of neighborhood residents, speak to the group to provide update on the Mayor's activities, and then the Mayor would commence a neighborhood walk with the residents.
- **Rebranding and City-Wide Discovery Process for City's Internal Identity:** The City of Little Rock needs to establish an unified identity and a swagger. In an effort to continue transparency & unity in Little Rock, offering a short survey that could be marketed directly to citizens to have input in how the city brands itself could offer valuable insights to all entities creating campaigns for Little Rock (CVB, Chamber, Port Authority, Downtown Association, etc) as well create buy-in from citizens for future campaigns that could be more unifying.

- **Expansion of Public Art throughout Little Rock, including a “Unity Murals” Project:** At present, public art in the city is limited to certain portions of the city, e.g. the sculptures in the River Market area. Public art beautifies neighborhoods, enlivens the creativity of our citizens, can represent the diverse cultures of Little Rock, and can serve as a magnet for visitors. It is crucial that citizens living in all parts of our city have public art as a part of their daily lives.
- **Revitalize the First Security Amphitheater:** The First Security Amphitheater is the only amphitheater in the area and situated in a prime location right on the banks of the Arkansas River. While it suffers from infrastructure issues, it has much potential due to the unique placement in the heart of our town’s entertainment district. As music can be a big draw for out of town tourists that fill Little Rock’s hotel rooms, it is important that it remain a focus of our efforts. With an emphasis on improving the infrastructure and other issues affecting utilization, the Amphitheater could serve as a destination for tourists and provide entertainment to our residents.
- **Creation of an electronic calendar of events (web-based + app) that reflects the diversity of arts and culture opportunities plus the creation of a “CityPass” program:** From women’s roller derby to food festivals to local hip-hop concerts, Little Rock is home to a diverse array of events every week of the year. However, many residents of the city do not know what is available to take advantage of because no centralized, easy-to-use, web-based calendar of events comes close to capturing them. While the Convention and Visitor’s Bureau calendar of events (littlerock.com) includes all high-profile events in the city, CVB currently lacks the personnel to achieve this broader goal and, indeed, sees its mission as focusing on events that will attract outsiders to visit Little Rock. In addition, there is no app version of this calendar at present. Any new calendar system should also be accessible to Spanish-language speakers.
- **Pop Up in the Rock:** It more than a street fair or a block party; rather, it’s a temporary urban demonstration – a live rendering – of what is possible. It exhibits important elements of the city, such as multiple transportation options and an active street edge and provides activities that create community. A group of young professionals engages with community members to determine specific needs and institute changes such as bike lanes, pop-up shops, dining pop-ups, and entertainment. By transforming just a few blocks into a thriving, complete locale, Pop Up in the Rock exemplifies the idea that developing potential, even block-by-block, can make our city better. The City of Little Rock leadership should continue to participate in this effort and Pop Up in the Rock should continue to showcase the potential in all parts of Little Rock.
- **Dedicated Funding Stream for Quality of Life Initiatives in Little Rock:** Little Rock has a unique opportunity to achieve its potential as a great place to live by making a substantial investment in Quality of Life amenities. To fulfill that potential will take vision, careful consideration, and, of course, dedicated funding for the initiatives mentioned in this report and the accompanying appendix.

# TRANSFORMATION & GOVERNMENT REFORM SUBCOMMITTEE



#UNITELR

# TRANSFORMATION & GOVERNMENT REFORM

## Scope of Review:

The Transformation and Government Reform Subcommittee analyzed and developed recommendations for transforming the city's current form of government to have a strong Mayor, Mayor-Council form of government that replaces the at-large directors with ward representation. This subcommittee also assessed the effectiveness and performance of the Grants Management Division for the past eight years (particularly as it relates to their effectiveness in securing state and federal grants).

## Process and Methodology:

The primary goal of the subcommittee was to promote a more accountable government by empowering the Mayor's office through executive charge thus providing a mechanism in which the residents of Little Rock could look to the Mayor as responsible for the direction, leadership, and administration of city government. To accomplish this goal, the subcommittee researched the history of at-large elections in Little Rock, researched the form of government of the nation's largest 150 cities, and researched Arkansas law regarding legislative changes needed to effectuate a change in the form of government.

In addition, this subcommittee analyzed the current structure of the Grants Management Division by meeting with city officials and researching the grants received over the past nine years by the various city departments.

The Subcommittee reviewed and/or created the following documents:

- Options for Addressing At-Large Issues attached as [Exhibit A](#)
- Research on Form of Government for Top 150 Populous Cities attached as [Exhibit B](#)
- Proposed Legislative Changes to Arkansas law attached as [Exhibit C](#)
- Questions to consider for evaluation of Grants Management Division attached as [Exhibit D](#)
- Proposed Senate Bills 179 and 189 of the 2019 Arkansas Legislature
- "Governance in Little Rock, Arkansas: At Large and District Election and the Impact on Representation" by Kiril Kolev, Jay Barth, Lora Adams, and Brett Hill
- City of Little Rock Ordinance 19,761

## Recommendations:

In January 2019, Mayor Scott initiated the transformation of the responsibilities of the Mayor and the City Manager, per the 2007 Ordinance that made the Mayor the Chief Executive Officer of the City. Per Mayor Scott's realignment, six of the twelve departments directly report to the City Manager and now six of the twelve departments directly report to the Mayor. However, staffing and job duties are currently aligned to support a form of government where the city manager had the day-to-day responsibility of governing and directing all twelve departments. The Transformation and Governance Subcommittee acknowledges that transformation of government is both outward and inward facing. Therefore, similar to the Finance Subcommittee's recommendation, the Transformation and Governance Subcommittee also recommends internal transformation of job duties and staff to ensure that there is more effectiveness and accountability in City Hall pursuant to the 2007 Ordinance.

## Subcommittee Members:

**Antwan Phillips, Chair**  
**Will Rockefeller, Vice-Chair**  
**Baker Kurrus, Vice-Chair**  
 Bettina Brownstein  
 Rick Campbell  
 Ted Dickey  
 Preston Eldridge  
 Lisa Ferrell  
 Marq Golden  
 Jordan Johnson  
 Kristi McKinnon  
 Ray Scott  
 Dr. Anika Whitfield

## 1. Mayor Scott's Campaign Agenda

- A. "It's time for the city of Little Rock to move towards a Mayor-council form of government and getting rid of our at-large city directors and repurposing them to additional wards to truly represent the entire city."
- B. This could include the city moving to ten wards from the current seven. Our current form of government is a bifurcated system - it demonstrates some dysfunction and a lack of communication with the broader community as the citizens of Little Rock.

## 2. Transformation and Governmental Reform Recommendation

# I. Recommendations Regarding City-Manager and Mayor-Council Form of Government

The Transformation and Government Reform Subcommittee was charged with recommending revisions to the current form of government and whether the city of Little Rock should change its form of government from City Manager to Mayor-council. The goal of the subcommittee was to promote a more accountable government by empowering the Mayor's office through executive charge thus providing a mechanism in which the residents of Little Rock could look to the Mayor as responsible for the direction, leadership, and administration of city government.

The consensus of the subcommittee can be found in Little Rock City Ordinance, No. 19,761, otherwise referred to as the "2007 Ordinance" that vested the Mayor with significant authority, to which the Mayor should fully exercise that authority under the law as currently established. Nonetheless, further changes to the 2007 Ordinance and related statutes could provide the Mayor with additional power necessary to add accountability to the voters and clarify who has operational authority over the City. The subcommittee also examined improvements that could be made to the Mayor-council form of government should the residents of Little Rock determine an alternative form of government is needed to ensure a strong citizen-focused Mayor.

The subcommittee recognizes that any decision affecting the form of government, the Mayor's powers, or the structure of the city board or council must consider several factors that could affect the checks and balances desired in an accountable, well-functioning city government. The subcommittee identified the following factors to consider when changing the form or mechanics of the city's government:

- Minimum voting percentage for elections of Directors/Council Members and Mayor
- Number of total Directors/Council Members
- Number of at-large Directors/Council Members, if any
- Mayor's appointment power
- Mayor's veto and/or line-item veto power
- Mayor's power to hire/fire City Manager and/or City Attorney
- Minimum threshold for Directors/Council Members to override Mayor's veto
- Redistricting
- Number of residents per ward

## 1. Changes to the City Manager Form of Government

To facilitate the ability of the Mayor to reorganize city government and address the city's priorities, the subcommittee suggests changes in three areas of the City Manager form of government: (1) the Mayor's powers, (2) City Directors and wards, and (3) the election of the Mayor and City Directors.

### A. The Mayor's Powers

The subcommittee recommends the Mayor have the power to hire and fire the City Manager and City Attorney, with the Board of Directors having the power to override the Mayor's decision with a 3/4 majority. Furthermore, the annual review of the City Manager and City Attorney should be conducted by the Mayor in his capacity as Chief Executive Officer of the city.

### B. City Directors and Wards

1. The subcommittee recommends the vote required by the city board to override the Mayor's veto of an ordinance be changed to a 3/4 majority from 2/3.
2. The subcommittee examined four options regarding the structure of wards and the city board: (1) replace at-large directors with regional directors who must reside in their respective region and are selected by residents of that region; (2) impose regional residency requirements on at-large directors who are elected citywide to ensure geographic diversity among at-large positions; (3) eliminate all at-large positions to establish a board with only ward representation; or (4) maintain the current format of at-large members. There was a near unanimous consensus among members of the subcommittee that some changes need to occur regarding at-large representation on the board of directors. A vast majority of the subcommittee favors some form of regional representation — either with regional directors or with at-large directors who reside in a regional ward. The purpose of these changes is to (1) encourage voter participation; (2) protect the interests of all residents in the City equally; and (3) promote and encourage a citywide perspective. The board of directors should be permitted to change the method of selecting the board through ordinance by a 2/3 majority vote.
3. The subcommittee recommends redistricting of wards be modified by a 2/3 majority vote of the board of directors.
4. The subcommittee acknowledges changes to at-large or regional wards may increase or decrease the number of city directors. According to § 14-61-105, any change must result in an odd number of wards, and there must be at least five (5) city directors. Attached is Exhibit B which provides data from the top 150 cities in the United States. The goal was to examine: (a) their form of government; (b) number of cities with at-large members; and (c) the average council members per ward. The data suggests that for a city comparable to our size, 62% utilize the City Manager-council form of government, while 48% of the cities have at-large members. Based on the analysis, cities of comparable size should see between five to seven council members or directors representing approximately 40,000 residents per ward.

### C. The Election of the Mayor and City Directors

1. Selection of the Mayor: The subcommittee recommends the minimum percentage necessary for an election without a runoff should be established by a 2/3 majority vote of the Board of directors or referred to the voters for their approval.
2. Selection of Directors: The subcommittee recommends directors should receive at least 40% of the votes in their wards with 20% more votes over the second-place candidate to be elected.

## 2. Changes to the Mayor-council Form of Government

If the city elects to operate under a Mayor-council form of government, the Transformation and Government Reform Subcommittee advises changes to the Mayor-council form of government to facilitate the ability of the Mayor to reorganize city government and to address the city's priorities. Under current law, the Mayor-council form of government requires citywide election of the City Attorney, City Clerk, and City Treasurer. In addition, the law requires the election of two council members per ward. Those council members can be elected either at-large or by the electorate of the ward. With Little Rock's current number of wards, that would result in 14 council members. The suggested changes impact two areas: (1) the Mayor's powers and (2) council members and wards.

### A. The Mayor's Powers

The subcommittee recommends the Mayor have the authority to hire and fire the City Attorney with the council having the power to override the Mayor's decision with a 3/4 majority.



## B. Council Members and Wards

1. The subcommittee recommends a change in the number of council members by ordinance and 2/3 majority of the council members.
2. The subcommittee recommends council members receive at least 40% of the votes in favor of any other candidate for the position to be elected.
3. The subcommittee recommends a single member per ward.
4. The subcommittee examined four options regarding the structure of wards and the city council: (1) establish regional council members who must reside in their respective region and who are selected by residents of that region; (2) impose regional residency requirements on at-large council members, who are elected citywide, to ensure geographic diversity among at-large positions; (3) eliminate all at-large positions to establish a council with only ward representation; or (4) maintain the current format of at-large members. There was a near unanimous consensus among members of the subcommittee that some changes need to occur regarding at-large representation on a city council. A vast majority of the subcommittee favors some form of regional representation — either with regional council members or with at-large council members who must reside in particular regions. The purpose of these changes is to (1) encourage voter participation and (2) protect the interests of all residents in the City equally. The council should be permitted to change the method of selecting the council through an ordinance by a 2/3 majority.
5. The subcommittee recommends that in an election concerning a change from city manager to a Mayor-council form of government, the number of wards should be clarified ahead of the election. This may require a statutory change.

## 3. Conclusions regarding City Manager and Mayor Council Form of Government

This report highlights major changes the Transformation and Government Reform Subcommittee deem important to provide the Mayor with the necessary powers to carry out the responsibilities as Chief Executive Officer of the City of Little Rock whether through the City Manager form of government or the Mayor-council form of government. If the recommended changes are made, the Mayor will be more accountable to the voters and better equipped to reorganize city government which will allow him to accomplish his commitments to the people and overall vision for the future of this great city.

Attached as Exhibit C is a chart reflecting some of the statutory revisions to accomplish the changes recommended by the subcommittee. A more detailed analysis will be required to ensure all revisions are made.

# II. Recommendations Regarding Grants Management Division

## 1. Observations of Current Status of Grant Management Division

The Grants Management Division (GMD) is small, but committed, centralized operation staff. Under the 2019 budget, there are three full time employees, which include a Grants Manager, Grants Coordinator, Grants Accountant, and part-time Secretary. It is the Transformation and Government Reform Subcommittee’s understanding that these employees primarily work on monitoring and oversight of grants compliance (estimated at 70% to 75% of time) with the balance of time working with City Departments providing training, technical assistance, and at times taking lead responsibility for also writing grants. The training strategy is to be commended and is clearly an investment in creating more experienced and knowledgeable grant staff in other Departments/Divisions.

GMD is involved with most grants and administers the city’s “grant policy and procedure manual.” Departments are required to complete a form that provides information about matching requirements, responsible party designation, reporting requirements, and other specific conditions of grant awards. The majority of the City Departments have staff assigned for identifying grant opportunities and for writing specific grants for that department. The underlying rationale for this practice is that the “subject matter experts” reside within the particular departments.

## 2. Recommendations for Reforming the City's Process for identifying and obtaining Grants

A much more comprehensive analysis of the overall grant management process in the City of Little Rock is needed. However, the consensus view of the Transformation and Government Reform Subcommittee is that the following recommendations should be pursued:

- The Mayor and City Board need to be certain that city policies are reflective of their desires and priorities with respect to the overall grant process. The Mayor needs to clearly communicate the city's policies, priorities, and platforms to department leadership and hold them accountable for aligning their grant seeking strategies accordingly. This will likely require a single person be responsible for ensuring all grants that are sought are in accordance with the Mayor and City Board's policy agenda for the City.
- There needs to be an internal assessment of current time and effort of GMD staff. This assessment must consist of evaluating the current model of grant management across all Departments to ensure that the city policies are being carried out through the grant seeking process. The use of a S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) analysis could be useful for this proposed assessment. The Subcommittee also recommends that a number of structural, organizational, and budgetary questions be researched and investigated; those issues are identified in Exhibit D to this report.
- The City of Little Rock should contract with an experienced and reputable organization/consultant that specializes in grant writing for larger and/or more complex grant applications that involve multiple city departments. With clear directions and proper oversight as to objectives and desired outcomes, contracting with a private company may be a more economical use of city resources.

# APPENDIX



**#UNITELR**

## FINANCE APPENDIX

### Shift to a Growth and Innovation Mentality

Little Rock needs to focus on growth; positive growth through problem-solving and meeting the needs of its citizens with services that are innovatively and efficiently delivered.

Growth is critical to the fiscal sustainability of the City. Little Rock's main revenue sources are property tax and sales tax. If property values and retail sales do not grow fast enough, then the City will struggle financially. Encouraging residents and businesses to choose Little Rock is therefore critical to the City's future. In particular, Little Rock struggles to attract and retain households. To do so, the City needs to be continuously improving the value and efficiency of the services it provides.

Residents and businesses must have confidence that the City will spend tax money wisely. Several of this Subcommittee recommendations involve raising revenue. To justify doing so—and particularly if a sales tax increase is needed (see recommendation #7)—the public must be confident that the City will use the additional revenue wisely.

This change in tone needs to start at the top. The Mayor, Manager, and Directors need to make it clear to City agencies that “business as usual” is not enough and that agencies need to improve and innovate wherever possible. In particular, the City should consider leveraging information technology, online portals, and the Internet of Things where it will mean better or more efficient service. There is a sense that the City has been lagging in its adoption of new technology.

Another aspect of efficiently providing services is reducing red tape. City employees rightly have a duty to enforce all ordinances. Systematically revising the Code of Ordinances and cutting outdated or unnecessary requirements is needed. In addition, consider similarly reviewing City forms and processes for unnecessary hurdles. This is particularly a concern for business permitting.

This recommendation is not to undersell the excellent City employees who work hard every day to provide vital services in Little Rock. They need to be empowered to do their jobs efficiently and effectively. Only by consistently providing high-quality services and experiences will Little Rock's reputation improve to become the leading growth city of Central Arkansas.

### Personnel Study

As soon as final reports are in from the various groups working on the structure of city government and decisions are made on the structure and operations, and policy priorities are identified, the city should undertake a personnel study to ensure that staffing meets essential city needs.

- **Department heads should play a key role in any change in personnel. Their buy-in to eventual solutions is essential, but even more importantly, they have likely already thought about how staff should work together to meet the city's goals.**
- **Goals change over time and a continual evaluation of staffing should be an outcome.**
- **The Mayor has called for a compensation task force and leave time task force. The results of these should be included in any solution.**
- **We need to assess and address turnover and vacant positions. What is it that leads to high turnover/low turnover? What is appealing (to the types of workers we need) about working for the city? What isn't?**
- **What is the optimum number of employees? We need to utilize analytical tools/statistical techniques that can aid in establishing the right number.**
- **What are the personnel benefits costs associated with city employment? Little Rock should prioritize a study to explore alternatives to the pension system for new employees as well as a study of existing health insurance expenses. These studies should include the possibilities of both a defined contribution plan for pension costs and the use of an alternative health insurance provider for city employees.**

## REVIEW UTILIZATION OF CITY ASSETS/AGREEMENT

### Assets:

- The City has a wealth of assets, including land, buildings, and equipment. Our inventory of assets should be reviewed for completeness and then assessed to determine if all assets are being put to best use. If that best use is with a private sector business, the City must also ensure that it is being compensated fairly.
- Consider public-private partnerships to expand uptake of land bank properties, including those around the 12th St. Corridor, which is in close proximity to numerous hospital systems.
- Review all information technology utilized by the city (hardware, software...)
- Strategically negotiate incentives that hinge on property tax.

### Agreements:

In general, the City has a 'large catalog' of contracts with various entities, including, but not limited to the Arts Center, the Rep, and Entergy.

We must revisit all the long-term contracts and agreements to understand what value – social, economic, financial... they bring to the city and its citizens.

Some questions to consider when evaluating:

- How recent has this contract been evaluated (some city contracts have starting dates of more than a decade ago)?
- If originated in the past, what is the evaluation process used before extending the contract? We need to ensure that each contract is negotiated with the city's best interests at heart before we extend or sign.
- What is the existing audit process? Does it need to be updated?

### Grants:

How does the City decide which grants to pursue and which to match? Only when the city has a solid plan should grant resources be expended and ONLY if the particular grant moved the city's goals forward.

#### Enhance Neighborhoods with Updated Zoning and Neighborhood Reinvestment

We need to specifically explore "Form Based Codes" as a zoning tool. It has been successfully used in other cities.

Little Rock needs to support redevelopment of struggling neighborhoods that have seen an outflow of residents and a deterioration of housing stock. Restoring these neighborhoods will improve the urban fabric of the City and will enhance property tax and sales tax revenues.

Coordinating with a recommendation above, the Land Bank should be more fully funded. We should consider expanding the Land Bank Property Program for City of Little Rock and Little Rock School District Employees to other entities (hospitals, local non-profits working in the area, maybe etc.) to increase access to these properties and work with employers on providing additional incentives to employees who already reside or will reside in land bank property areas to generate additional property tax revenues.

Continue marketing the city's down payment assistance program to encourage first-time homebuyers who meet eligibility requirements to purchase homes and therefore increase property tax revenues (this is a federally-funded program).

#### Reform the Business License Tax

Business licenses need streamlining; we need to simplify the business license tax system, and enforce it more consistently. (Likely Revenue Neutral, but with increased ease of application [taxpayers] and increased ease of enforcement [city staff])

### Consider Social Impact Bonds

The state has been under a two year program assisted by the Social Impact Bond (SIB) Lab of the Harvard Kennedy School. The state identified its goal to reduce recidivism through immediate intervention of services after release from prison. A local investment bank gave initial approval to fund the bond, with repayment of interest coming from reduction of costs from recidivism. In other words, if recidivism decreased, the investment bank would share in the savings. The interest at the local level is lower recidivism means a reduction in local crime. A reduction in repeat offenses would reduce the burden on our local police department.

The bond is awaiting approval at the state level.

SIBs are popping up around the country to achieve social problems and are proving to be an effective public private partnership.

Should the city and state collaborate and prove the model works to reduce recidivism, and, in turn, local crime, then this model could be applied to homelessness, the foster system, community development and many other social goals.

These bonds are pay for performance, so unless specific goals are met, the funder does not get paid. This provides private market incentives. A carefully designed incentive structure with the right partners is what makes SIBs successful, and the State of Arkansas Department of Corrections has gone through the process and steps. Should the mayor and governor see the advantage of moving forward, this could be a low hanging fruit to reap local benefits.

### Sales Tax Increase (IF additional revenue is necessary)

While sales taxes are regressive and should be considered as a means of expanding the budget only after other solutions are examined. Currently, Little Rock residents pay 9% sales tax: 6.5% to the state, 1% to Pulaski County, and 1.5% to Little Rock. Of the city tax, 37.5 basis points (0.375% rate) are dedicated to capital upgrades and will sunset at the end of 2021. At the current budget levels, a sales tax rate increase of 25 basis points (0.25% rate) to 1.75% would increase tax revenue by roughly \$17 million. Even with this increase to 9.25%, the sales tax rate in Little Rock would remain competitive with the surrounding cities, which generally have a combined rate of between 9% and 9.5%.

It will also be necessary to 're-up' the sunseting 3/8 cent sales tax.

### Explore Separate Revenue Streams for Parks and Recreation and Rock Region Metro

If city parks and/or city-funded transit were separated out of the city's budget and permitted to become their own taxing authorities/entities, not only would the citizens be directly responsible for the revenue for these economically vital services, but the City's budget would see large savings. (Revenue Saving)

### Building a Municipal Trust Fund or Municipal Endowment

Working together with city philanthropists and supported by city taxes, an endowment or trust fund could reduce the need for continual periodic sales tax increases and could further support the City's goals. This has been successfully done in other cities with similarities to Little Rock.

## QUALITY OF LIFE APPENDIX

### Quality of Life Subcommittee (“Healthy Neighborhoods” Workgroup)

#### Proposal 1: A Multi-Faceted Waste Program

The following are elements of a program that contains two main emphases: Litter Reduction/Cleaner Public Spaces and Waste Reduction. Many of these programs/efforts are positive, healthy, and promote a sense of community, which can be marketed holistically and tie various components together into a cohesive effort. Templates or models for similar programs are provided at the end.

#### Litter Reduction/Cleaner Public Spaces

- **City Services (311, etc.):** Address service issues with bulk waste pickup; investigate ways to maximize this service to help with larger waste issues or eyesores; provide more resources for bulk waste disposal. One idea is to shift away from the ability to leave out bulk waste at any time and call 311 to monthly neighborhood days for bulk waste pickup. It would reduce waste being left all over city, would enhance personal responsibility for waste, and would create a sense of community about waste disposal. In addition, there appears to be a wall between Code Enforcement and Solid Waste. When one arrives for a 311 pickup and it’s not appropriate for them to be there they should notify the other and the ticket should not be closed until it is tackled.
- **Identification/Enforcement:** Identify areas where trash/dumping is problematic (i.e., Shinnall Mountain). Consider these areas for cleanup programs (Keep Arkansas Beautiful), or on list for volunteer groups. Consider enforcement methods. For example, on parking lots where trash is a problem, change code to require gravity lock dumpsters.
- **ARDOT:** Highway medians & right of way: Encouraging (?) better maintenance of state highway medians and rights of way where there is excessive trash and dumping. Examples include University Avenue between 12th St. and UALR, which is an eyesore in the middle of the city. How can we communicate the need for maintenance by ARDOT; or bring attention to this as an area for city beautification efforts similar to other common/public areas?
- **Neighborhood Programs** Recognition Programs for beautification efforts, volunteer efforts, or community spirit. Identify gaps in neighborhoods that need attention and market them as volunteer opportunities for community groups such as churches or schools.  
*Example:* “Find It and Fix It”: utilize 311 to help neighborhoods identify problems such as lights out, broken sidewalks, or dumping areas. Encourage ownership and follow-up from neighborhood associations or groups.

#### Waste Reduction Efforts

- **City Departments/Programs:** conservation, recycling, and waste-free efforts whenever possible, both as elements of practice and as education. Changing the culture around waste starting with children is essential. Therefore, as shown in Philadelphia (see below) education programs and advertising campaigns targeted at children is essential. (Working with the LRSD and other schools would be a pathway to this goal.)

Parks & Recreation may be a good department where waste reduction efforts would be very visible and participatory by citizens. Examples include conspicuous efforts for low-waste/no-waste such as recycling, limited use of plastics and one-time use containers, or trying “zero-waste” programs.

*Example:* many races are going cup-free. Participants receive a re-usable cup in their race packet. This might be a cool educational piece in a smaller event (not necessarily a race, but any event where we think it might fit) where this can be advertised as part of the event.

It is also crucial that a permanent remedy must be found so that curbside recycling of glass does not go away in LR; additionally, opportunities to recycle styrofoam should be available in the city in some form.

• **City Administrative Practices:** Exploring ways to make city administration more waste-free. Examples include going paper-free with meeting agendas, or disuse plastic/one-time use containers whenever possible. Examples may include using iPads for city meetings instead of paper agendas, or limiting disposable water bottles in offices. Market this as the City doing its part and setting an example, small efforts add up.

### Resources that may be relevant:

- **“Cities of Service”:** offers guides and templates for community connections-type programs, as well as funding opportunities. <https://citiesofservice.org/resource/2018-year-in-review/>  
 “Love your Block” Blueprint: a program template that helps to identify problems, engage stakeholders, and coordinate steps in neighborhood-revitalization projects
- City of Philadelphia “Waste Watchers” program: maybe a model/idea to use for citizen empowerment to conduct neighborhood cleanup programming.

## Quality of Life Subcommittee (“Healthy Neighborhoods” and “Parks and Recreation” Workgroups)

### Proposal 2 : Walk With the Mayor

As part of Mayor’s Unity Outreach Program, the Walk with the Mayor allows for

1. City government to come to people by visiting their neighborhoods;
2. Mayor talks and listens to citizens in the streets where they live and promotes:
  - a. beautification
  - b. neighborhood pride
  - c. fitness for all citizens, especially children

Suggested format for Walk with the Mayor:

1. Dates are set for Walk with the Mayor and publicized in each ward of the City.
2. Mayor meets participants in a park, community center or other public space. (Saturdays)
3. Neighborhood associations and other citizens groups are asked by a letter from the Mayor to participate and promote.
4. In gathering place, Mayor would first speak to the group, stating what he hopes to accomplish with his Walk. The group then walks together, a mile or so (predetermined route) while citizens walk, talk and meet with the mayor.
5. Possible: Incorporate Litter Free Event /Invite/secure participation of citizens and school children to walk with mayor, carrying litter pick up bags. (Secondary to Fitness emphasis.)
6. Social Media – Twitter and a Facebook page with Mayor’s outreach activities/events should be heavily used to promote

Reference:

*Walk with the Mayor*

*City.milwaukee.gov*

*Vision for BOLD Beverly Hills*

*beverlyhillschamber.com*

*Walk with the Mayor City of Edina, MN*

*edinamn.gov*



## Quality of Life Subcommittee (“Arts & Culture/Image & Branding” Work Group)

### Proposal 3: Re-branding and City-wide Discovery Process for City’s Internal Identity

**Justification:** With the energy and cohesive momentum from the campaign comes the challenge of a dated website and a non-cohesive branding of the city as a whole. Attached are the various logos existing today when you search “Little Rock.” In addition to logos/branding, several campaigns launched by different groups that represent the city collectively have created internal citizen PR mishaps. Because many PR campaigns happen at a certain level, many times the general public feels misrepresented in these campaigns. In an effort to continue transparency & unity in Little Rock, offering a short survey that could be marketed directly to citizens to have input in how the city brands itself could offer valuable insights to all entities creating campaigns for Little Rock (CVB, Chamber, Port Authority, Downtown Association, etc) as well create buy-in from citizens for future campaigns that could be more unifying.

#### Proposed Branding/Identity Projects:

##### Website/Branding:

- Why: Lack of cohesion, dated look & feel, technically dated
- How: Issue city-wide RFP for development.
- Important Discovery Questions & Ideas: Better connectivity between LR Chamber website, LR CVB website, State of Arkansas, etc. This would be helpful for visitors & citizens to better navigate information needed.
- With the various youth technology initiatives, it would be neat to see young developers (high school) be involved with the development of the website.
- It is crucial that any web redevelopment be available in Spanish.

##### City-wide Citizen Survey:

- Why: Opportunities to create unity in how key entities associated with the city are branded has not occurred as result of previous branding/messaging campaigns. If citizen been more fully informed, prepared and communicated with prior to the launch of the campaign, more positive results could have occurred. Moreover, ongoing branding/messaging efforts do not include the entire city and are primarily focused on certain districts.
- How: Utilize tools like Facebook advertising to reach citizens within city-limits to hear feedback on how they want to be represented in messaging. You can do this by creating unique URLs on the city’s website to collect survey data so you can parse which areas of the cities feel positively/negatively and also what things are most important in various parts of the city. (Example: littlerock.gov/survey/swlr or littlerock.gov/survey/midtown) Also, Neighborhood locations where a survey tablet or kiosk could be set up for those who aren’t online. The most important thing is to not limit this survey to just email lists. Utilize news channels & media to spread awareness and create incentives for more LR residents to participate.
  - This data would need to be collected 3rd party with 5-7 questions to ensure it is filled out thoroughly.
  - Questions could include: In one word, how would you describe Little Rock? What is one single thing you’d like to see in your neighborhood in the next 5 years? Etc
  - Negative feedback. We shouldn’t be afraid of it. Many campaigns run awry because we ignore the negative. By understanding why citizens feel negative about living in our city we have an opportunity to address those issues whether that’s by doing a better job communicating correct information, addressing the issues presented, or putting in place messaging that encompasses where we are and where are going.
- Use this data to help lead other organizations in adjustments to existing branding or upcoming re-branding. An

example, the LRCVB is already planning to re-brand in 2020. The city has an opportunity to help lead the way in creating a new cohesive brand for the city that the CVB could work in partnership. If we could create a brand that was unified between these two entities, that would make such a statement to citizens and visitors alike.

**Possible New Citizen Designed City Seal/Flag?** A grassroots campaign is happening to re-design the current Little Rock flag which includes the city seal at its center. It'd be great if the city initiated communications with this group to ensure the flag is actually inclusive but also to create a new visual representation for the city. [www.littlerockflag.com](http://www.littlerockflag.com)



## Quality of Life Subcommittee (“Arts & Culture” and “Healthy Neighborhoods” Workgroups)

### Proposal 4: Expansion of Public Art throughout Little Rock, including a “Unity Murals” Project

Justification: At present, public art in the city is limited to certain portions of the city, e.g. the sculptures in the River Market area. Public art beautifies neighborhoods, enlivens the creativity of our citizens, can represent the diverse cultures of Little Rock, and can serve as a magnet for visitors. It is crucial that citizens living in all parts of our city have public art as a part of their daily lives.

**1) Mayor’s “Unity” murals project:** This could be a city-wide design competition for a large mural with the theme of “Unity – Little Rock,” that celebrates the city’s diversity and coming together as a community. This would be the first of a number of an outdoor murals installation linking arts venues in downtown (Historic Arkansas Museum, Clinton Center, Arkansas Arts Center, Robinson Center, the Rep.) City artists could design murals and come together to help execute with schools’ art programs (high school level). Students and citizen volunteers would paint the unity themed mural on buildings in a public location. Private donors would be solicited to sponsor/fund design competition and pay for supplies, or totally sponsor individual murals.

The Unity murals project would be the beginning of a mural focused area in Little Rock that combines outdoor art and restaurant offerings with murals focusing on local culture and depicting the theme of “Unity”. Tourists and residents can stroll from art venues downtown to the growing restaurant district in downtown Little Rock along streets and alleys decorated with high quality murals. It would be logical to do this from downtown extending to South Main, which has many murals already and a growing restaurant/bar district.

The alleys on Main Street or the Creative District are ripe for developing as the buildings are close together and a

restaurant district is developing (Bruno's, Samantha's Grill). A path that led to the convention center that was highlighted by murals would be attractive to locals and tourists alike.

At some point in the project, Unity murals program in Southwest Little Rock that emphasize local Central American and Mexican themes would highlight the Hispanic culture developing there and attract people to the area.

As part of the Unity Murals Project, installations of sufficient artistic quality could be painted on city buildings, especially to beautify parking lots and alleys.

**2) Additional Public Art Projects:** Installations in public parks would be appropriate, and property, buildings, parks, etc. throughout the city should be used as outlets for art. Public-private partnerships can expand the expansion of public art city wide.

As evidenced by public outdoor art installations across our state (Fort Smith, Bentonville, El Dorado), city-wide art not only enhances the quality of life of our residents but creates tourist destinations as well as intercity tourism.

The support of these efforts through non-profits (the Arkansas Art Center) to take art outside is increasingly important to promote pride in community and interest in the arts. Encouraging non-profits, schools, businesses, artists and art lovers to identify city spaces that can be utilized for public art should be encouraged.

To ensure art installations are of the quality desired, a review committee for art (headed by AAC professionals) should be established. Artists should for the most part be selected from the Arkansas Arts Council state wide list of professional artists.

## Quality of Life Subcommittee (“Arts & Culture” Workgroup)

### Proposal 5: Revitalize the First Security Amphitheatre

The First Security Amphitheater is the only amphitheater in the area and situated in a prime location right on the banks of the Arkansas River. While it suffers from infrastructure issues, it has much potential due to the unique placement in the heart of our town's entertainment district. As music can be a big draw for out of town tourists that fill Little Rock's hotel rooms, it is important that it remain a focus of our efforts. With an emphasis on improving the infrastructure and other issues affecting utilization, the Amphitheater could serve as a destination for tourists and provide entertainment to our citizens.

*Goal: Increase the utilization of and diversity of performances at the First Security Amphitheater, with a particular focus on hosting more musical performances.*

#### Elements that support might entail:

**Improve the infrastructure and availability of resources at the Amphitheater:** The Little Rock Convention and Visitors Bureau manages the Amphitheater. The Amphitheater is not being utilized to its full potential, partly due to inadequate and aging facilities and cost prohibitive rental requirements. The costly requirements to put on an event limit the type and number of events hosted at the Amphitheater. It could be made more attractive to potential event planners or promoters and promote diversity in the performances offered at the venue through (1) investment in improvements to the infrastructure and resources and (2) a revision in the rental requirements or amenities offered to make it more profitable for those looking to rent the space. This might be accomplished by the following allocation of funds or resources to the following projects or changes to policies at the Amphitheater:

- Renovate the bathroom, office and dressing rooms by painting, possible installation of other sources of natural light and making other cosmetic improvements;
- Identify options to provide cover for the “catering” pad and lighting and sound equipment from seasonal weather and sun exposure, including either the construction of a permanent structure or cover or the purchase of tents that would be provided to acts for use during events;

- Identify other options to make the venue more attractive or cost effective for promoters, which could include making wireless internet complimentary and a revision to policies that set out costly rental requirements (i.e. reducing the number of “porta potties” and security personnel);
- Conduct a study on the Amphitheater to get recommendations on infrastructure improvements and any management or policy changes that could improve the Amphitheater and increase bookings.

**Promote and manage usage of Amphitheater through agreements with third parties:**

The CVB is currently managing the process of renting the Amphitheater space to potential acts. The CVB will benefit from the outsourcing of the process of hiring and promotion of acts to third parties. To increase the number of bookings, the CVB should utilize the services of multiple third party promoters to bring an increased number of musical acts throughout the year. The promoters should be willing to aggressively promote and encourage the booking of acts from a variety of genres with an emphasis on diversity in performances.

**Encourage local organizations to host performances and events at Amphitheater:**

The Amphitheater is a city treasure that can be used to showcase local talent in the heart of downtown Little Rock. To move to the goal of having increased usage, there are number of alternative options to explore to expand the use of this venue by local people and groups, including the following:

- Providing local schools and certain non-profits with the use of the Amphitheater at a free or reduced rental fee;
- Exploring partnerships with local organizations to host other types of performance act, such as plays similar to “Shakespeare in the Park” or ballet performances.

## Quality of Life Subcommittee (“Arts & Culture/Image & Branding” Workgroups)

**Proposal 6: Creation of an electronic calendar of events (web-based + app) that truly reflects the diversity of arts and culture opportunities taking place across the city that will benefit residents and visitors alike plus the creation of a “CityPass” program that includes a diverse array of activities.**

**Justification for new calendar system:** From women’s roller derby to food festivals to local hip-hop concerts, Little Rock is home to a diverse array of events every week of the year. However, many residents of the city do not know what is available to take advantage of because no centralized, easy-to-use, web-based calendar of events comes close to capturing them. While the Convention and Visitor’s Bureau calendar of events (littlerock.com) includes all high-profile events in the city, CVB currently lacks the personnel to achieve this broader goal and, indeed, sees its mission as focusing on events that will attract outsiders to visit Little Rock. In addition, there is no app version of this calendar at present. Any new calendar system should also be accessible to Spanish-language speakers.

There are **two major options** for achieving this goal:

- 1) Ensure that the littlerock.com calendar is expanded to become more of a resource for Little Rock residents. The Convention and Visitors Bureau would need to reallocate staffing to be certain that this is accomplished through a dramatic expansion of where it seeks out events for inclusion on the calendar.
- 2) Issue an RFP for a private entity to take over development of a maintenance of a calendar that would be endorsed by the City and would become a “go-to” arts and culture events site. An example of a private product in another Arkansas market is Northwest Arkansas’s www.leisurlist.com. (Be501.com is a product targeted at young professionals in the central Arkansas market.)

**Justification for “CityPass”:** In many cities, you visit the city or the CVB website and there is a way to purchase a package that gets you tickets to a number of museums/zoos/attractions within that city. ( Example: <https://www.citypass.com/atlanta> ). At present, the CVB website has a tool for developing an itinerary for a family visit, but does not present an opportunity to create a CityPass.

As above, there are **two major options** for achieving this goal: a third-party product that we pay a subscription to or a product custom built and housed on the CVB website.

## Quality of Life Subcommittee (“Arts & Culture” Workgroup)

### Proposal 7: Expand Support for Pop Up in the Rock

#### *Elements that support might entail:*

**Strengthen Support for Pop Up in the Rock:** It isn’t a street fair or a block party; rather, it’s a temporary urban demonstration – a live rendering – of what is possible. It exhibits important elements of the city, such as multiple transportation options and an active street edge and provides activities that create community. This group of young professionals engages with community members to determine specific needs and institute changes such as bike lanes, pop-up shops, dining pop-ups, and entertainment. By transforming just a few blocks into a thriving, complete locale, Pop Up in the Rock exemplifies the idea that developing potential, even block-by-block, can make our city better.

The City of Little Rock leadership should participate in this effort. As we talk about development of our city for the benefit of our city, these are excellent incubators for ideas and opportunities. This is an energetic and forward-thinking group who have demonstrated success.

**Connecting Existing City of Little Rock Partnerships with Pop Up Efforts:** The City of Little Rock can serve as a convener for encouraging and connecting their partners to boost and participate in Pop Up in the Rock. For example, the City of Little Rock has many cultural partners (Arkansas Art Center, Central Arkansas Library, Museum of Discovery, etc.) and these partners could be ignited to provide pop up experiences, art elements, pop up exhibits, etc. This can begin to create a cultural ethos in neighborhoods spanning the city that can encourage investment, artist expression, etc.

**Develop a Culture of the creative class:** Pop Up in the Rock is a vehicle to bring new ideas to market from all angles and neighborhood. Creating an attainable plan for a neighborhood to thrive. The city can use this opportunity to develop a creative pocket of people in each Pop Up location that can be part of the broader vision for how to develop neighborhoods, businesses, art, culture, food, and music in our city.

## Quality of Life Subcommittee (“Parks & Recreation” Workgroup)

### Proposal 8: Immediate Opportunities for Expansion of Recreation Opportunities

**Summary:** This proposal is conjunction with Proposal 9 regarding a designated funding source for Quality of Life Initiatives. There are major needs of Parks and Recreation involve larger-scale infrastructure and facility changes. However, there are more immediate needs for the expansion of recreation opportunities that should be obtainable even without large-scale dedicated funding for quality of life initiatives.

**Walking/Cycling as an Opportunity:** Connectivity between neighborhoods and parks needs improvement in Little Rock; in this context it can be used to enhance public health and recreation. One such proposal for connectivity across I-630 is the proposal below for a zoo-themed bridge on Jonesboro Street. (We were told that funding is already available for the completion of this bridge, but we were unable to confirm this.) In addition to facilities and programming, “Parks and Recreation” can also take the form of trails, sidewalks, and active transportation routes. We realize that this is a complicated issue and that infrastructure changes are not cheap/easy.

- Be aware of street resurfacing as an opportunity to integrate connectivity elements for active/alternative transportation and/or connectivity for neighborhoods/parks. Public Works approves these... be supportive and creative with these.
- Wayfinding program for active/recreational opportunities throughout the city. If I were walking/running/riding from my neighborhood, how would I get to the local park? How would I get from park to park? Establish specific wayfinding applications (maps, signage) for bike routes or walking routes that connect various attractions.

- Similarly, establish active transportation (walking/cycling) wayfinding or maps that connect various attractions around the city.

*Example: Quapaw Quarter walking trail map.*

- Outdoor recreation is now a tourism sector in Arkansas: Other cities are capitalizing on cycling as a destination. How can we highlight local opportunities as a city? On city websites so that tourists can find them?



Photo credit: Polk Stanley Wilcox Architects

**Maximize Fitness Opportunities:** Parks and Recreation is built around an outdated model of community centers that segment more than unite. However, since we have them, we should activate them to a fuller potential.

- Enhance programming within community centers (Dunbar, e.g.). There is no programming guide, patrons are told that it's online. However, we could not find anything online regarding programming at Dunbar. Are community centers meeting needs, and are they attracting anybody? Perhaps try to harness metrics or interest regarding community centers.
- Inventory infrastructure that is already in place (such as LRSD, fire stations)... assess feasibility of using existing facilities or infrastructure.

**“City in a Park Conservancy”:** revitalize it to privately fundraise for parks initiatives.

- Mural neighborhoods or Art in Parks could be an example of something to package and “sell” in a fundraising capacity.
- A foundation with dedicated staff could organize business leaders behind a “quality of life through parks and recreation” message.

## Quality of Life Subcommittee (“Parks & Recreation”/ “War Memorial Park” Workgroups)

### Proposal 9: Dedicated Funding Stream for Quality of Life Initiatives in Little Rock

**Summary:** Little Rock has a unique opportunity to achieve its potential as a great place to live by making a substantial investment in Quality of Life amenities. To fulfill that potential will take vision, careful consideration, and, of course, dedicated funding for these initiatives.

The possibilities for transformative improvements are many. In general, we support projects that foster and strengthen community, give broad access to recreation and take advantage of the beauty of our natural resources.

Some of the opportunities we discussed (not an exhaustive or prioritized list) include: transforming War Memorial Park into Little Rock’s Central Park, enhancing the River Trail and exploring options to “close the gap” that currently exists on the Little Rock side of the River, creating new trails that connect parks and disparate parts of our city, building more ball fields (soccer, baseball, softball), building an indoor basketball/volleyball venue, building a recreational center for seniors, upgrading the existing network of (56) parks throughout the city and investing in the Zoo. Moreover, we should always look to integrate opportunities for other cultural offerings, particularly live music, into these plans.

We know there are various Master Plans in place (LR Zoo) or in progress (Parks and Recreation and War Memorial Park). There have also been other recent visioning efforts such as Think Big Little Rock. We believe these various plans should be compiled and studied in depth. That study should include input from a citizens group that represents diverse views and interests. Ultimately, some hard choices will have to be made but if the vetting process is thorough and inclusive, the outcome will have its best chance of success.

Once the plan is solidified we will need funding. We recommend consideration of a campaign for a permanent ½ cent sales tax to coincide with the sunset of the 3/8 cent tax that expires in 2021 although we are open to other approaches that created dedicated funding for these initiatives. This would permit a sizable bond issue so that the selected projects could proceed in a timely manner. We believe the overall impact of this effort would be monumental for our city and would establish an unquestioned legacy for Mayor Scott’s term.

# INCLUSION APPENDIX

## Appendix A: Organizational Structure and Department Development Supplemental Report

### GENERAL AREAS OF OVERSIGHT within DEI:

**A. WORKFORCE** – Monitor issues such as pay equity by gender, demographics of workforce, opportunity for immigrants and potential exploitation of undocumented immigrants, nepotism and its exclusionary effects, opportunity for young people, and support for small businesses.

**B. PURCHASING/PROCUREMENT** – Reward city contractors that adopt pay equity practices, modify RFPs accordingly, and create diverse business purchasing plans.

**C. HEALTH** – Assess health care available to our city residents, and costs. Monitor Medicaid, exorbitant premiums and copays for working people or self-employed people, out-of-pocket costs and debt incurred, as well as healthcare for undocumented workers.

**D. EDUCATION & TRAININGS** – Liaison for Little Rock School District as well as for state and corporate trainings in inclusion and anti-bias. Monitor of equality in standards to ensure high standards for all LRSD students that will allow professional success, as opposed to low standards that lead to easy As but low literacy and no jobs.

**E. HOUSING/TRANSPORTATION** – Supervise availability of affordable housing and transportation for residents with disabilities, as well as public transportation in general for all residents. Monitor who is served by our transportation and where.

**F. REPRESENTATION** – Monitor and advise on methods for diverse appointments to boards and commissions, mayoral committees)

**G. POLICY & RESEARCH** – Policy development, implementation, oversight, and enforcement

**H. PARTNERSHIPS & OUTREACH** – Outreach to city departments, community groups, major events, etc. This category may be combined under other categories as outlined above.

### ALIGNMENT RECOMMENDATIONS

#### City Departments to be Aligned/Liaise with the above oversight areas in (1):

- 1. Community Programs:** Focus seems to be spread across a wide variety of endeavors, but many of them seemed to be aimed at Youth/Education/Workforce Training/Public Safety (11 full-time, 650-700 seasonal primarily in Summer Youth Employment Program). Office contributes to staffing the RCDC.
- 2. Finance:** Falls under purchasing, notes that AR Legislature is working on legislation that could redefine procurement landscape... investigate? Grants also written in this division and would benefit from an Inclusion liaison. (43 full-time employees)
- 3. Fire:** Has created Diversity and Inclusive Initiative, training in anti-bias and disability awareness? (421 full-time)
- 4. Fleet Services:** Employee Training and Hiring Demographics (63 full-time)
- 5. Housing and Neighborhood Programs:** Meals on Wheels, HOME program affordable housing construction, owner-occupied rehabs, healthcare and dental assistance, animal services (strays, spay/neuter, pet overpopulation, etc.), code enforcement, community service supervision (106 full-time, 43 part-time)
- 6. Human Resources:** Falls under Workforce, Health. Includes many issues of pay equity, health coverage, employees with disabilities, workforce demographics, etc. Implement “no salary history” rule to prohibit the perpetuation of pay disparities? (24 full-time, 2 part-time)
- 7. Information Technology:** Workforce demographic and training issues (39 full-time)
- 8. Parks and Recreation:** Under Housing and Neighborhoods, maybe Health? Includes Community Centers, Golf Courses Tennis



Center, Pools, Forestry and Landscape. Issues of staff demographics, training, land and resource use. (157 full-time, 169 part-time, 82 seasonal)

**9. Planning and Development:** Falls under Housing and Neighborhood, Workforce. Staffs many Boards and Commissions related to planning and districts, which may bring up representation issues. (39 full-time, 2 part-time)

**10. Police:** Workforce demographics, anti-bias and disability training, LGBTQA Liaison, LGBTQA Task Force to Review General Orders? (749 full-time, 38 part-time)

**11. Public Works:** Falls under Purchasing and Procurement, staff demographics. Has run re-entry labor program (348 full-time, 54 part-time, 8 seasonal) Staffs several boards and commissions on planning.

**12. Zoo:** Falls under Education, Workforce, Purchasing? Report indicates significant budgeting challenges with facility aging and staffing

**13. Mayor's Office:** Presumably will come under the supervision of ODEI for Workforce and Representation.

## Appendix B: ODEI Chief Job Description

### POSITION: Chief Diversity, Equity, and Inclusion Officer - City of Little Rock

#### Position Information/Description:

The FIRST Chief Diversity, Equity, and Inclusion Officer for the City of Little Rock will oversee the establishment and operations of Little Rock, Arkansas' first Office of Diversity, Equity, and Inclusion with guidance from the Office of the Mayor and key stakeholders. The Chief Diversity, Equity, and Inclusion Officer will work to keep the lens of diversity, equity, and inclusion at the forefront of all decisions made by the Mayor's office, as well as the Board of Directors, and other city departments, programs, and policymakers. Annual duties include implementation of Mayor's inclusion agenda, leading diversity, equity, and inclusion programs for the city, and working across city departments to ensure representation, equity, and inclusion across city work.

#### Essential Job Functions:

- Collaborate with the Mayor, Board of Directors, Departments, and key community stakeholders (individuals and organizations working with minority, underserved, underrepresented, and vulnerable populations) to create annual, 3-year, and 5-year strategic plans and outline goals for the city's diversity, equity, and inclusion efforts.
- Develop city policies around diversity, equity, and inclusion for all populations, with a specific focus on minority, underserved, underrepresented, and vulnerable populations.
- Help enact policies and programs to meet the city's diversity, equity, and inclusion goals and redirect engagement and outreach efforts toward minority, underserved, underrepresented, and vulnerable populations.
- Coordinate among city departments, agencies, and offices to improve minority, underserved, underrepresented, and vulnerable populations access to services, and to promote equality, equity, and safety for these groups.
- Assigns, trains, and directs the work activities, and monitors performance of, assigned employees.
- Support the growth and development of the city's services, outreach, and liaison programs, creating opportunities for minority, underserved, underrepresented, and vulnerable populations within city programs and commissions.
- Create opportunities and partnerships for city support of organizational work and programming serving minority, underserved, underrepresented, and vulnerable populations.
- Oversee comprehensive diversity, equity, and inclusion training to city leaders that can be adapted for city departments, agencies, and offices.

- Make recommendations for city support of special events that promote unity
- Identify and work to eliminate the underlying drivers within the community that perpetuate inequity and provide opportunity for advancement for all.
- Develop a government culture that promotes diversity, equity, and inclusion, and enriches the experiences of individuals at all levels of government.
- Institutionalize the equity concept through policy oversight and implementation, compliance, and enforcement.
- Work to create a welcoming city for minority, underserved, underrepresented, and vulnerable populations.
- Oversees research into city policies and practices to determine where such policies and practices create barriers to diversity, equity, and inclusion.
- Oversees annual reports of ODEI work and progress towards goals and objectives.

### Applicant Requirements:

- Masters Degree in Diversity, Social Justice, Public Administration, Public Service, Social Work, Public Health, Education, Inclusion, Intercultural/Multicultural Studies, or other field closely related to Diversity, Equity, and Inclusion
- 7+ years experience working with and serving diverse populations
- 5+ years experience working on equity issues for minority, underserved, underrepresented, and/or vulnerable populations
- 3+ years of advocacy for minority, underserved, underrepresented, and/or vulnerable populations
- 3+ years of supervisory experience and/or leading teams
- Ability to handle sensitive and confidential information while exercising good judgment
- Ability to work effectively, respectfully, and compassionately with people of all backgrounds
- Proven experience in multicultural collaboration
- Emotional intelligence
- Professionalism
- Ability to maintain confidentiality
- Must possess a valid Arkansas Class D (Non-Commercial Vehicle) Driver's License before employment and maintain licensure for the duration of employment in this position.

### Knowledge Required:

- Knowledge of City's non-discrimination policies and related state and federal laws
- Knowledge of concepts, national trends, models, and current issues related to diversity, equity, and inclusion
- Knowledge and understanding of power, privilege, oppression, and understanding of how systems interact with each
- Knowledge, understanding, and ability to speak effortlessly about issues of importance to LGBTQIA+ persons, gender, racial minorities, ethnic minorities, religious minorities, people with disabilities, underserved/underrepresented populations, and vulnerable populations including familiarity and understanding of terms and the City of Little Rock's historical context
- Knowledge of program planning, monitoring, and evaluation techniques
- Knowledge of needs assessment techniques

**Skills Required:**

- Skilled in developing training curricula and facilitation
- Skilled in conducting research
- Skilled in compiling data and preparing narrative and statistical correspondence, reports, and presentations
- Skilled in communicating well with a wide range of audiences including cross-culturally and with government officials
- Skilled at writing and editing for various audiences
- Skilled in advocating for minority, underserved, underrepresented, and vulnerable populations

**Values Required:**

- The best candidate for the position will have deep personal values tied to diversity, equity, inclusion, and justice.
- The best candidate will be someone who exemplifies integrity, humility, open-mindedness, and compassion.
- The best candidate will have passion for public service.
- The best candidate will value inclusion and respect for all individuals, specifically with a willingness to advocate for equity and inclusion of racial minorities, gender, LGBTQIA+ communities, ethnic minorities, religious minorities, people with disabilities, and other underrepresented/suppressed groups.

**APPENDIX C:  
Diverse, Equitable & Inclusive (DEI) Culture Development Programming for City of Little Rock**

**Scope of Review:**

The Inclusion Subcommittee (“Subcommittee”) will recommend initial steps and annual best practices for developing a truly diverse, equitable and inclusive internal workplace culture for all City of Little Rock (“City”) employees and contract staff. As part of the Subcommittee’s charge to develop an organizational plan for the City’s new Office of Diversity, Equity, and Inclusion (ODEI), this section includes three specific early sequential steps that are recommended to pursue in the creation of the ODEI. They are as follows:

1. Develop and implement an inclusive national search for the City’s first Chief DEI Officer that models the City’s current search for the Chief of Little Rock Police Department.
2. Conduct an internal cultural assessment per City of LR department prior to establishing the City’s comprehensive DEI strategic initiatives
3. Create an internal employee Action & Advisory Team—with representation from all personnel levels and all departments—that supports and guides the work of the ODEI.

**Process and Methodology:**

The Inclusion Subcommittee divided into subgroups based specifically on the agenda items outlined in the scope of review and included the following:

1. Organizational Plan for the DEI as a central service for the city focusing on curriculum, culture change and training
2. Office of DEI Departmental development and job description of Little Rock’s first Chief Equity Officer
3. Marketing and Rebranding of the of the RCDC
4. Liaisons and Representatives that will interface with the ODEI

Each subgroup reviewed the relevant documents from the City as well as examined models from other comparable cities.

### Supplemental and Additional Recommendations:

#### SUMMARY OF PROCESS FOR INITIATING INTERNAL DEI CULTURE DEVELOPMENT

The Mayor Frank Scott Jr. Administration (“Mayor”) believes that anything is possible if we marry vision and purpose to our potential. With that said, we need bold leadership that’s committed to making real inclusion and equity a reality. The Mayor appears ready to lead in such a way that transforms Little Rock into the nation’s most inclusive, equitable and upwardly mobile place for all who live, work or play here. And that transformation starts with the Mayor, his leadership team and the internal culture of the City.

Over time, as more and more City team members make personal changes in their beliefs and behaviors and develop authentic relationships with their colleagues and community—especially with people who are different from them—they will begin working together to make changes in the systems that limit others from reaching their full potential. The City’s DEI workplace culture must embrace a systemic social change orientation that develops as follows:

1. Building an internal foundation for change and affirm readiness for change;
2. Clarifying current reality at all levels of the City’s structure and accept responsibility for creating and/or contributing to it;
3. Making an explicit choice in favor of an internal, shared inclusive and equitable aspiration;
4. Bridging that reality/aspiration gap by focusing on high-leverage solutions, engaging all stakeholders and continuously learning and adapting when needed from the experience.

Achieving an optimal DEI workplace culture means including everyone as much as possible in all stages of culture development. Employees who are included in every aspect can contribute more, be more productive, and drive better decisions and results. The City’s DEI culture development strategy and process should allow all employees to realize and contribute to their full potential.

But there is no one-size-fits-all solution for building a DEI culture. Every organization is unique and constantly changing, so inclusion efforts must be tailored to the unique needs of each organization and their respective departments, offices and other people-powered projects. Co-creating an inclusive culture requires being an emergent organization so it can evolve its equity-focused policies and practices to meet the dynamic and diverse needs of employees and constituents.

Before any internal City DEI culture development programming is designed, there must first be a clear and consistent executive level commitment to DEI. Starting with the Mayor, the City’s top leadership must consistently make a personal and visible statement of support for DEI culture change initiatives to be successful. Without clear and consistent messaging from the Mayor and senior leadership, staff at all levels will consider DEI efforts a nice, soft addition instead of an imperative for future success. It’s necessary for both the Mayor and senior leaders to frequently integrate DEI messaging into regular City communications, including the relevance of employee resource groups (ERGs) and of mentoring and sponsorship. It is ultimately up to senior leadership to make sure that culture change fits with the City’s business strategy, within the corporate structure and aligns with its core values. Supporting meaningful change both structurally and culturally means supporting innovation and adaptation that is often uncomfortable. If City leadership is not somewhat uncomfortable with the change then they are likely not digging deep enough to uncover, manage and heal together from the core issues that must be addressed in order to be a truly inclusive and equitable City government.

Other best practices for a Mayoral leadership commitment could include:

- Developing a much deeper and more accurate understanding of why social inequities exist. People from marginalized communities—particularly ones related to race, class, gender, ability and sexual identity—have been excluded from opportunities through a long history of both intentional and implicit bias. Those biases have been so pervasive and well-concealed in laws, institutions and cultural norms that many community leaders are unaware of them and/or have come to accept them...often even take advantage of them. As a result, our societies—and therefore our schools, churches, workplaces

and civic organizations—are filled with misconceptions, assumptions and false narratives that perpetuate discrimination and a sense for many that they don't belong. City leadership can only demonstrate that DEI matters to the organization by first consciously listening, understanding and reflecting on the lived experiences, needs, preferences and real barriers of all of its employees—especially those of color, women, members of the LGBTQIA+ community and people with different intellectual abilities/backgrounds.

- Meeting frequently with the City's Employee Resource Groups (ERG). It is best to meet in small groups with ERG leaders to facilitate frank discussions about impediments to retention and talent development. Give ERG leaders the opportunity to offer innovative solutions for workplace growth. The exposure of ERG leaders to senior management has bidirectional impact: The ERG leaders gain practice in dealing with top executives and the senior leaders often recognize talent they can nurture.
- Form an internal DEI Action & Advisory ("DEI Team") consisting of at least one member of each department and personnel level that is focused on supporting and guiding the City's ODEI comprehensive strategic initiatives i.e. revising and updating policies and procedures that promote the City's DEI values. Their diverse lived experiences and perspectives will help build a better culture, and create more buy-in. It is recommended that this team consist of three subcommittees with specific goals and responsibilities. An example of this three-tiered model for the DEI Team would be:
  - o Training & Leadership Development
  - o Accountability & Measuring Impact
  - o Communications & Connections
- Embed DEI into the City's growth strategy.
- Hold regular meetings with senior leadership to specifically discuss and review City-wide DEI goals and performance.
- Provide regular updates on DEI efforts to all City staff.
- Publish DEI policy statement in key City communication materials.
- Provide annual DEI progress report to general public.
- Link DEI culture change indicators with bonuses and/or performance evaluations. However, some organizations are not comfortable directly linking compensation specifically to non-direct-revenue areas, so they instead include DEI competencies in performance reviews. These can include performance as an executive sponsor of an employee resource group and/or a multicultural mentor, being on the board of a multicultural nonprofit, increases in diversity in the staff under the executive, and supplier-diversity goals.

## RECOMMENDED INTERNAL DEI CULTURE DEVELOPMENT TRAINING & CURRICULUM

Per the completion of the three initial recommended actions, the Subcommittee offers the following three annual programs for consideration as best practices in DEI workplace culture development:

### 1. Inclusive Leadership & Allyship Development

✓ Summary: All City employees must be equipped and provided the opportunity to be more effective in leveraging the City's diverse human potential. The ethos of the City must be that DEI leadership can come from any employee, regardless of title or designated job responsibilities. Various inclusive leadership skills can be developed to different extents depending on an employee's given supervisory power, their availability, their ability, etc.; however, all employees can impact positive change through leadership skills that recognize, understand and foster DEI in the workplace. These skills include, but are not limited to:

- Understanding and being able to communicate effectively about the meaning, dynamics and value of a DEI workplace culture
- Understanding and being able to communicate effectively about the dynamics of power and how they relate to bias, prejudice and discrimination

- Understanding and being able to communicate effectively about one’s own personal responsibility for co-creating a DEI culture
- Cultural competency skills i.e. microaggression identification and response, implicit bias training, identity-specific training

It is recommended that the City establishes a strategically-informed, value-based and culturally-responsive annual inclusive leadership training institute (“Institute”) that is multi-tiered and adaptable to the unique departmental missions/structures (i.e. LRPD vs. Community Programs vs. Fleet Services) to accommodate all City employees who desire to develop professionally and contribute to a DEI workplace culture. The Institute would be designed to not only provide established change leadership skill training, it would create a uniquely courageous space where participants could meaningfully explore the social issues that most impact the City’s internal culture. The Institute would also create a powerful, equitable and motivated network of colleagues who share a special experience and language for collaborating effectively when developing and implementing policies, procedures and processes that optimize the City’s production and employees’ workplace quality of life.

Specific examples of Institute-style programming formats could include:

- Monthly All-Staff Lunch-and-Learns
- Monthly Supervisory Leadership Roundtables
- Annual All-Staff DEI Culture Strategic Planning Summit
- Quarterly Full-Day Cultural Capacity-Building Workshops
- Quarterly New Employee Orientation Sessions
- Inclusive Leadership Retreat for Supervisors
- Culture Change Facilitator Training & Certification

It is recommended that any systematic professional development program—especially one that involves cultural change leadership—be developed, implemented and evaluated with input from every level of the staff structure. Input can come in different forms—from individuals sharing ideas, solutions and reactions to issues to taking part in an Institute advisory council—but regardless of the type of input, the work of the Institute must be transparent and reflect the dynamic needs of the City’s workforce.

## 1. DEI Culture Change Sponsorship Program

✓ Summary: If leadership is not involved, the change needed for a successful DEI culture is doomed. However, involving leadership in this case means it must be meaningful, therefore, for optimizing culture change the recommendation is to establish a sponsorship program. Sponsors help allocate budgets and resources, align critical stakeholders, work through cross-organizational conflicts, and provide visible leadership and support for change. Change management research indicates active sponsorship is essential to achieving successful change in organizations. Sponsors bring leadership, visibility, and information to projects so that the team can work efficiently and effectively. They make available resources and clear potential roadblocks. Good sponsorship can go a long way in helping a project be successful.

## 1. Talent Initiatives & Accountability

✓ Summary: Inclusion of employees in the cultural development process is equally if not more important than hiring for diversity. A shared, collaborative talent initiative strategy should follow the employee life cycle throughout their time at the City which in turn will improve employee satisfaction, retention as well as the City’s services to its community members. There must be a senior leadership commitment to dedicate resources to design, track, and implement DEI changes—and to make sure they are working. But before making changes to HR policies and procedures or establishing a DEI training program, a cultural assessment per department must take place to know where your current cultural standards are. Quantitatively and qualitatively measuring your current culture and being transparent about it will enable accountability and help ensure your policies, procedures and practices are aligned with the City’s values and strategic initiatives. In addition to the executive level commitment to a DEI culture, here are other best practices that the City can implement related to raising awareness and assessing current standards:

- Inventory organizational policies, procedures and practices including employee attraction, retention, development and promotion; employee benefits; performance metrics; sponsorship of programs or events focused on DEI; diversity of suppliers
- Understand and communicate to staff the business case for DEI in the workplace
- Develop DEI Action & Advisory Council to advocate for and review company initiatives
- Foster internal dialogue around DEI topics
- Support internal initiatives for employees to connect with and learn more about one another

Once a baseline understanding of where the City has been and currently is regarding their DEI culture, in order to create an inclusive and equitable workplace culture, the City must next emphasize recruiting, training, developing, supporting and promoting diverse candidates and employees. It is recommended that the City create a strategic plan for diverse hiring practices and inclusive policies. To do this, they must continue to learn about diverse populations and understand their specific needs. For example, the City could hold monthly meetings designed to create an intentional space to learn from peers and industry experts on topics like transgender issues, immigration and religious diversity. These conversations would boost the City's collective knowledge and help inform policies and practices.

It is recommended that the City hire and/or train a DEI-focused HR team (possibly reporting to Chief Inclusion & Equity Officer) in order to proactively build inclusivity internally. A DEI-focused HR team can reinforce the City's commitment to honoring and reflecting Little Rock's diversity by setting up fair processes for hiring, onboarding, promotions and compensation, and performance reviews. It should drive and provide operational transparency. This includes processes like building organization charts, building the code of conduct, and developing and implementing benefits. The HR's job would not be to run to Legal, but to collaboratively solve problems long before they get big enough to hit Legal's radar.

In order to successfully recruit, retain and engage a talented workforce – and understand an increasingly diverse marketplace – City leadership needs to model the way and be diverse in every way. Getting more diversity at the top is a challenge for many organizations because there are few openings and because women, African Americans, Latinos, Asians and others from underrepresented groups often leave before they get near the top. What's increasingly important is the identification and nurturing of high potentials, especially from underrepresented groups. An effective pipeline to the top begins with recruiting a diverse group people, including mandatory diversity slates for management positions.

## Appendix D: Memorandum on Policies, Finance, Economics

### POTENTIAL CITY SUPPLIER DIVERSITY INITIATIVES & POLICIES

#### A. Introduction

This memorandum gives a high-level overview of successful diversity supplier initiatives implemented in various cities across the United States and provides a framework from which the City of Little Rock could utilize as it becomes more thoughtful in implementing policy and processes to increase its supply chain diversity during your administration. There is already significant work being done by municipalities, building on decades of groundbreaking political leadership and innovative policy and practices. These cities are leveraging the significant dollars that local governments spend on goods, services and construction – estimated at \$1.5 trillion annually in the U.S. – to generate equitable economic opportunity, strengthen communities, and improve procurement options through increased competition.[1]

#### B. Equitable Procurement[2]

1. Growing businesses owned by people of color: A history of systemic racial discrimination in this country has resulted in persistent disparities in income, wealth, and community well-being. Addressing barriers that have prevented business owners of color from starting and growing businesses can help close these gaps, through wealth generation for owners and income for employees.
2. Driving economic activity to close the racial wealth gap: U.S. cities collectively spend \$1.6 trillion annually on construction, goods,

and services. If spent equitably – particularly with Minority Business Enterprises (“MBEs”) – the impact can improve socio-economic outcomes, leading to a stronger, more equitable community.

3. Supporting community wellness: Through equitable procurement, cities can increase the local tax base and direct tax revenue to communities in need, which can directly influence community services, community spaces, education, and workforce.

4. Improving procurement options: Breaking down barriers in government procurement processes reduces the administrative burden on all businesses submitting bids and may ultimately help reduce prices by encouraging more bidders. Further, cities benefit through increased access to diverse vendors, who bring fresh ideas, new approaches, demonstrate greater cultural competence, and may tap new talent within the community.

### C. Various City Supplier Diversity Initiatives and/or Policies

Recognizing the opportunity represented by more inclusive and equitable procurement, Living Cities, the Citi Foundation, and Griffin & Strong, P.C. (“GSPC”) competitively selected five cities – Chicago, Charlotte, Memphis, Milwaukee, and Los Angeles – to participate in an 18-month City Accelerator<sup>[3]</sup> cohort to support learning and innovation. Despite very different contexts, each of the cities in the City Accelerator cohort significantly advanced their inclusive procurement efforts.

**1. Charlotte** | Charlotte’s City Accelerator team took a three-part approach to the opportunity to increase the diversity of city contracting. First, they sought to engage and support local business owners of color through a 13-week intensive business development program called AMP UP and worked to build relationships with the NBA in advance of the 2019 NBA All Star Game. Next, the city sought to grow internal champions and promote a culture of inclusion through the formation of a Procurement Advisory & Inclusion Council (“PAIC”). Convened by the City Manager, the PAIC used the City’s new disparity study to identify opportunities for policy and practice improvements. One specific innovation emerging from the process is an enterprise-wide strategic forecast with real-time access through a dynamic, interactive, cloud-based application. Finally, the Charlotte team crafted a plan to strengthen connections between MBEs and large corporations and nonprofit institutions, like universities and hospitals that serve as anchors in the community.

**2. Chicago** | The City of Chicago used this opportunity to deepen its collaboration with sister agencies (such as the Chicago Housing Authority and Chicago Public Schools) through a Procurement Reform Task Force. A key focus was supporting the creation of a universal procurement system across multiple public entities. The City also explored and made recommendations on three other goals: 1) sharing compliance functions, potentially through a joint compliance team; 2) adjusting Chicago’s risk-shifting contractual provisions to reduce the burden of insurance and bonding requirements; and 3) consolidating procurement to allow vendors in one sector to route their contracts through one public agency (e.g., all landscaping through the Parks Department).

**3. Los Angeles** | With strict legal barriers to race conscious actions and a decentralized procurement system, Los Angeles faced an uphill battle to diversify its public procurement. Recognizing the need for strong leadership, their Mayor created the role of Chief Procurement Officer to shape the values and goals of the local procurement system. The city also offered training to the departmental contracting heads to equip them to tackle barriers for diverse vendors and contractors (e.g., by breaking up large contracts). The City also pushed to expand its number of certified diverse businesses through its Business Source Centers, launching an online certification portal. Finally, Los Angeles hosted four matchmaking events to build relationships that connect contractors and vendors to new opportunities. As with the certification efforts, these live events were complemented by a new internal website (dubbed buy LA) where prospective contractors were better able to understand upcoming opportunities with the city.

**4. Memphis** | Memphis developed a prompt pay pilot program designed to increase working capital for small, diverse businesses and conducted supportive service seminars on methods by which certified City vendors may improve their back-office process to build a case for increased bonding capacity. In addition, the City of Memphis also addressed barriers created through inter-agency silos by revitalizing their Memphis-Shelby County Consortium and fostering alignment across its sister agencies in the region. The City also galvanized the region to help grow businesses owned by people of color through a cooperative anchor strategy (including FedEx, the Memphis Epicenter, and Christian Brothers University), and strengthened the ecosystem for business owners of color through a sub-to-prime program, workshops and various symposia on business finances and the hidden rules of business.



**5. Milwaukee** | Despite having lost the legal challenge leveled against its prior race-conscious contracting program, Milwaukee was committed to finding alternate means of diversifying its vendors and contractors across all sectors. They focused on improving data collection to define systemic problems; surveyed businesses to better understand the difficulties of the current system; and engaged stakeholders and business owners regarding how the City could improve and better connect with MBE vendors. City departments were also engaged as innovators and change makers, proposing pilots to promote inclusion strategies, rebranding the city's inclusion programs, and joining together to create a transparent city buying plan to give businesses more notice of upcoming opportunities. Finally, they provided capacity building for under-represented small businesses with a focus on professional services.

## E. Conclusion

Leading and advocating for inclusive procurement requires cities to truly understand how these programs are working, what challenges remain, and how best to address systemic barriers to affirmatively engage more diverse vendors and contractors.[4] This requires information and engagement to identify areas for improvement, including: a regular review of policies and processes (along with the culture and practice that influence implementation); substantial engagement with business owners of color; accurate data systems; and partnership with stakeholders who have different perspectives on the process.[5] The City of Little Rock can take a variety of the initiatives and policies discussed in this memorandum to formulate change and to increase its supply chain diversity.

## Appendix E:

### Potential City Marketing Initiatives Having An Inclusion-Centered Focus

#### A. Scope of Review

This memorandum gives a high-level overview of various marketing initiatives that could have a remarkable effect on the City of Little Rock's inclusion efforts during your administration. As community allies from a cross-section of the City, the Transition Inclusion Subcommittee has been meeting since January 2019 to discuss, strategize, prioritize, and address issues of cultural inclusion. It is far past time where we need to be intentionally working to incorporate and to educate populations that have been historically underserved by city government and underrepresented within the City. One of the key recommendations from the Inclusion Subcommittee is having an intentional focus on marketing initiatives directly related to inclusion efforts, thereby strengthening relationships across and outside of the City.

#### B. Supplemental and Additional Recommendations

##### Potential City Marketing Initiatives Having An Inclusion-Centered Focus

###### i. Rebrand the Racial Cultural & Diversity Commission (RCDC)

(Dividing into two advisory committees. Currently the committee reflects the makeup of the City Board with a representative of each ward and at large members, all recommended for appointment by the city board. The subcommittee finds that mirroring the structure of the city board does not bring in a diversity of voices to advise the Office of Equity, Diversity & Inclusion. The two advisory Committees should be segmented by geographical and cultural/racial subsets of the community. Committees should be formed by a call for volunteers to serve as liaison from and to traditionally underserved communities of race, ethnicity, religion, language, LGBTQ+ and people who have disabilities.)

**1. Human Rights & Equity Committee** - would review new City practices, policies and procedures to make sure they are equitable to all Little Rock residents, visitors, and businesses and where possible, correct inequities created by biased past practices. Committee/Commission volunteer members would come from Government, NGOs, Legal, Public Service/Public Administration scholars and professional associations.

**2. Inclusive Culture & Marketing Committee** - would focus on supporting the marketing of Little Rock by CRVB and tourism industry to diverse markets in an inclusive manner as well as supporting the events celebrating the diverse communities in Little

Rock to encourage each event to be inclusive, allowing all the ability to appreciate and understand the uniqueness as well as the common factors that knit communities together to form a culturally rich city.

- a. This committee reports to Visitors Bureau but coordinates with ODEI

## ii. Utilize the City's Human Resources Department to market inclusion

1. Advertise new city jobs in culturally specific outlets (Power 92.3, 102.1 KOKY, La Zeta, El Latino, etc.) to attract under-represented candidates.
2. Provide culturally-specific and targeted employment resource information for communities with the highest City unemployment rates.
3. Highlight City departments that exemplify diversity within every level of the workforce (Senior staff, management, workforce)
4. Widen recruitment for city internships, including the Mayor's Youth Council, seasonal and project positions to ensure underserved populations have access to opportunities to apply.
5. Expand and market recruiting efforts that diversify partnerships with community organizations that serve underrepresented groups.
6. Create an inclusion and diversity curriculum specifically for City employees to build greater cultural inclusion competencies within the City's senior leadership and middle-management workforce. This effort could also include executives within large corporations across the city.
7. Create and market employee resource groups (AA, Women, LGBTQ, Veterans, etc.) to promote both shared experiences as well as a more inclusive culture amongst City employees.
8. Host City departmental-centered "think tanks" at various neighborhood resource centers across the City to receive feedback on how the City can provide greater support around creating a more flexible and inclusive environment.
9. Launch a partnership with the higher education community to ensure each City department keeps and rotating cohort of student interns from all colleges within Central Arkansas.

## iii. Conducting Intentional Diverse and Inclusive Outreach and City-Wide Promotion

1. Develop a multicultural marketing initiative that sells the unique cultures (African American, LGBTQ, Hispanic, persons with disabilities, etc.) within the current Advertising & Promotions marketing programming. We want to sell lifestyle not just meeting space and group gatherings.
2. Prioritize outreach and promotion of City events in culturally-specific (Regional & National) publications.
3. Launch a diversity symposium (with national reach) that can highlight the progressive thinking of City leadership.
4. Launch a culture portal associated with the City's website that sells the uniqueness of "life" (African American, LGBTQ, Hispanic, persons with disabilities, etc.) in the City. The site should focus on people and culture, not on architecture and landscapes.
5. End World Fest. Use the World Fest budget to offer grants to support/market community generated festivals/events such as Gay Pride Day, Black Lives Matter Parade, Black Film Festival, Jazz Festival, Juneteenth, Cinco de Mayo, Hispanic Heritage Month, etc.
6. Identify, translate and trans-create (lifestyle & culture) key printed materials/ forms used in existing programs.
7. Promote public awareness of the availability of materials and services in other languages besides English on the City's website.
8. Develop a City resource guide with multiple access points (e.g. online, print, phone, social media, etc.) in multiple languages that connects community members to existing resources and basic services (food, shelter, medical, transportation, etc.).
9. Promote location of preventive and urgent care medical facilities, particularly in areas where the population is underserved (i.e. Southwest Little Rock).

#### iv. Promoting Diverse Little Rock Communities

1. Brand neighborhoods and promote based upon the varying diversity.
2. Increase awareness among communities of color of existing opportunities for organized recreation (i.e. West Central Complex).
3. Commission artists (Local & National) to develop culture-based art pieces that can be positioned across the city to promote diversity.

#### v. Utilizing Technology as a Method of Marketing Inclusion

1. Create a database on the City's website where local vendors can register to supply city government.
2. Adopt a tool to ensure that diversity, equity, and inclusion are considered in the City of Little Rock's policy and budget decisions.
3. Provide and promote quarterly critical technology skills workshops to military service members and veterans as they transition into the civilian workforce.

### Conclusion

Research is clear: by bringing inclusionary practices and efforts to the forefront of city government, we are being proactive in promoting economic growth as well as continuing to promote the notion that our citizens can reach their full potential. We are heading in the right direction. By working with various City Departments and City Commissions such as the Racial and Cultural Diversity Commission, we can implement marketing initiatives that have an inclusion-centered focus, we will, undoubtedly, create sustainable, systemic change within our communities and further promote economic growth and development by attracting consumers from around the region.

### References

- [1] State and Local Expenditures, Urban Institute: <https://www.urban.org/policy-centers/cross-center-initiatives/state-local-finance-initiative/projects/state-and-local-backgrounders/state-and-local-expenditures>
- [2] Culture, Collaboration and Capital: Leveraging Procurement for Economic Equity: <http://www.governing.com/cityaccelerator/cohort4/>
- [3] The City Accelerator, an initiative of Living Cities, the Citi Foundation and GOVERNING, works within and across cities to advance and promote the spread of promising innovations that will have a significant impact in the lives of residents. Griffin & Strong, P.C., served as the cohort lead, offering technical expertise and authoring this guide for the fourth cohort of the City Accelerator, which focused on leveraging procurement for more inclusive economic opportunities.
- [4] Culture, Collaboration and Capital: Leveraging Procurement for Economic Equity: <http://www.governing.com/cityaccelerator/cohort4/>
- [5] Culture, Collaboration and Capital: Leveraging Procurement for Economic Equity: <http://www.governing.com/cityaccelerator/cohort4/>

### Organization Chart References

City of Little Rock Department Successes and Limitations

Job descriptions for City of Little Rock's Racial and Cultural Diversity Commission Staff, Multicultural Liaison

Ordinances establishing Racial & Cultural Diversity Commission

City of Dallas Office of Equity and Human Rights [https://dallascityhall.com/government/Council%20Meeting%20Documents/hsn\\_4\\_office-of-equity-human-rights\\_combined\\_110518.pdf](https://dallascityhall.com/government/Council%20Meeting%20Documents/hsn_4_office-of-equity-human-rights_combined_110518.pdf)

City of Boston Office of Diversity – Workforce Diversity. Has unity groups for workforce constituencies such as Women Employees, Latinx Employees.

<https://www.boston.gov/departments/diversity>

Boston Office of Resilience and Racial Equity

<https://www.boston.gov/departments/resilience-and-racial-equity>

City of Portland, OR Office of Equity and Human Rights

[https://www.portlandoregon.gov/oehr/Workforce\\_Demographics/](https://www.portlandoregon.gov/oehr/Workforce_Demographics/)

City of Austin, TX Office of Equity (Note how it focuses primarily on race and does not include women, LGBTQA, People with disabilities, immigrants.)

<http://www.austintexas.gov/department/equity-office>

Atlanta Office of Equity, Diversity, & Inclusion/One Atlanta

<http://weareoneatlanta.com/> (interesting that the Office of ODEI looks anemic and doesn't have the web presence of the other groups involved. Could be just a web issue, but worth investigating.

### City Supplier Diversity Info

1. LINK to info re: City Accelerator.
2. LINK to implementation guide is designed to assist local governments to diagnose their challenges and identify solutions in Improving Procurement Processes to Promote Economic Equity. Guide is also attached here as a Google doc.

State-Specific:

1. LINK to Massachusetts's SDP
2. LINK to Virginia's Department of Small Business and Supplier Diversity (SBSD) Program and the Executive Order from the Governor (outlines the initiatives).

### Job Description Resources:

[https://dallascityhall.com/government/Council%20Meeting%20Documents/hsn\\_4\\_office-of-equity-human-rights\\_combined\\_110518.pdf](https://dallascityhall.com/government/Council%20Meeting%20Documents/hsn_4_office-of-equity-human-rights_combined_110518.pdf)

<http://www.cityoforlando.net/multicultural/staff/>

<https://lensa.com/deputy-director-of-lgbt-affairs-jobs/philadelphia/jd/50e04d5438718c4b1c305d30c9f22a8f>

<https://www.glendaleaz.com/pressroom/documents/GlendaleNews-GlendaleCreatesHumanRelationsCommission.pdf>

<https://www.sanantonio.gov/Portals/0/Files/HR/Chief%20Equity%20Officer.pdf?ver=2018-06-19-164848-070>

<https://www.tennessean.com/story/news/2016/04/08/mayor-barry-appoints-hernandez-lane-chief-diversity-officer/82792016/>

[http://knoxvilletn.gov/government/mayors\\_office/lgbt\\_equality\\_in\\_knoxville](http://knoxvilletn.gov/government/mayors_office/lgbt_equality_in_knoxville)

<https://lensa.com/deputy-director-of-lgbt-affairs-jobs/philadelphia/jd/50e04d5438718c4b1c305d30c9f22a8f>

[https://dallascityhall.com/government/Council%20Meeting%20Documents/hsn\\_4\\_office-of-equity-human-rights\\_combined\\_110518.pdf](https://dallascityhall.com/government/Council%20Meeting%20Documents/hsn_4_office-of-equity-human-rights_combined_110518.pdf)

<https://www.littlerock.gov/city-administration/city-boards-and-commissions/racial-and-cultural-diversity-commission/>

<https://www.tennessean.com/story/news/2018/04/20/nashville-mayor-briley-reboots-chief-diversity-officer-position-part-inclusive-agenda/536746002/>

<https://icma.org/blog-posts/it-time-hire-chief-equity-officer>

<https://web.uams.edu/leadershipsearches/vcdei/>

<http://olympiawa.gov/city-services/police-department/safe-olympia/lgbtq-community-liaison.aspx>

<https://www.phila.gov/departments/office-of-lgbt-affairs/>

[https://www.glendaleaz.com/citymanager/LGBT\\_CommunityLiaison.cfm](https://www.glendaleaz.com/citymanager/LGBT_CommunityLiaison.cfm)

### Options for Addressing At-large Ward Issues

#### 1. Remove all at-large positions.

1. We might consider proposing—if the City moves to eliminate all at-large positions—that the number of directors/council members be reduced to 4.
  1. This may appease the at-large proponents by ensuring that the mayor (the only city-wide elected person in this proposal) have more voting power as a percentage of the overall board/council.
  2. This would also help with the number of citizens per ward.

#### 2. Super Wards

1. This option calls for establishing—in addition to a number of wards—larger districts that overlay the wards. Directors/council members elected from these larger districts (super wards) are elected only from qualified electors who reside in those super wards.
2. I suggest that the group try to come to some consensus on the the number of wards and super wards under this option if it were to be pursued by the Mayor. We may not all agree on choosing this option, but we should find some consensus on how it would be structured if it is pursued.
  1. I'd start with either:
    1. 4 wards + 2 super wards + mayor = 7; or
    2. 6 wards + 2 super wards + mayor = 9

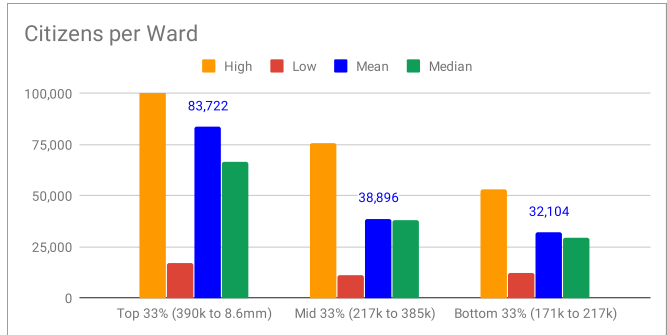
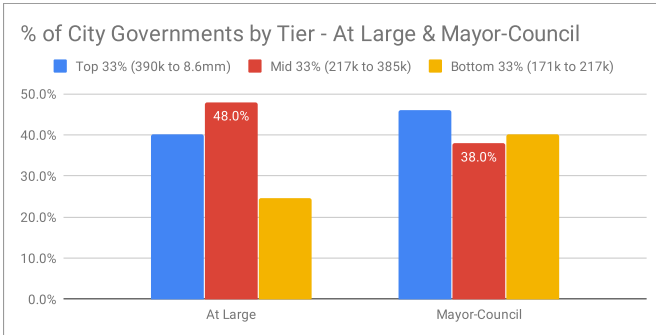
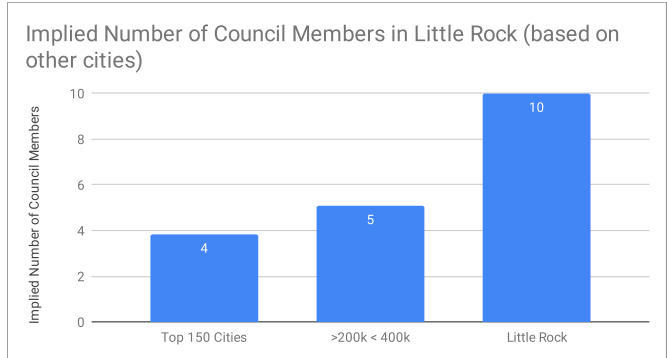
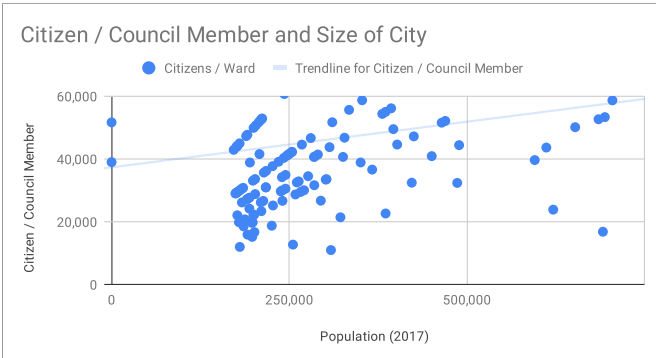
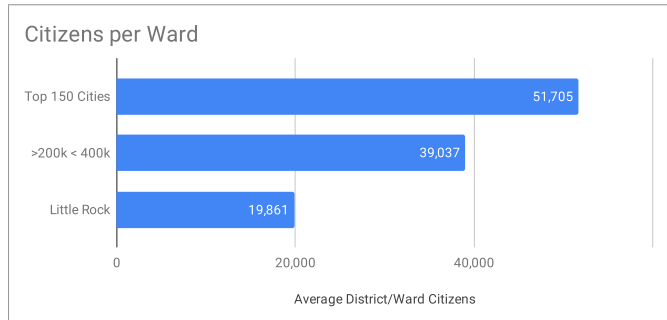
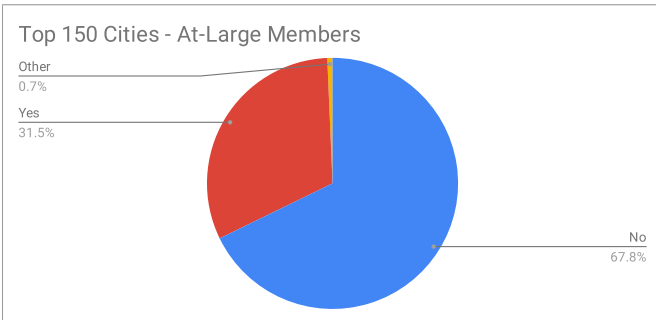
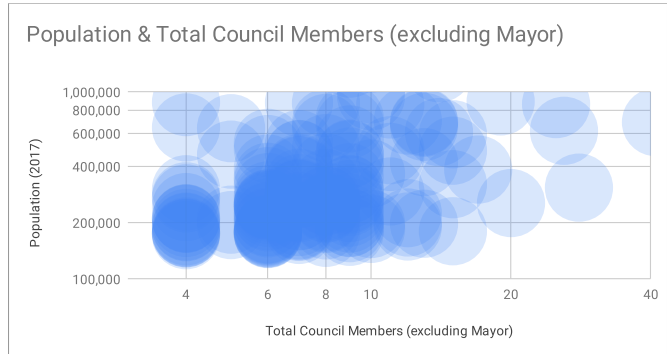
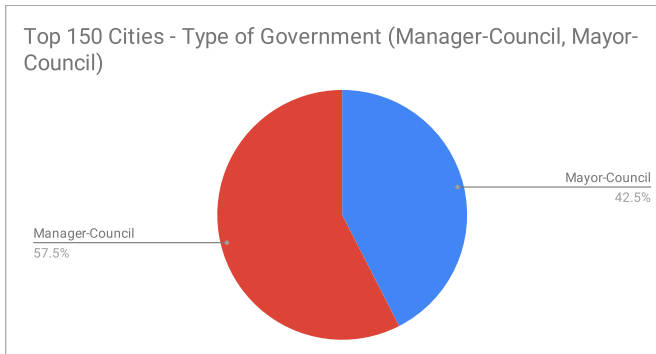
#### 3. At-Large with Residency Requirement

1. This option calls for keeping some number of at-large directors/council members but imposing a residency requirement on those positions. Thus, the at-large members are elected by the whole city, but must reside in a particular area or ward.
2. Again, I suggest that—assuming this option were to be pursued—the group find some consensus on the number of directors/wards and the number of at-large positions.
  1. I'd start with:
    1. 6 wards/directors + 2 at-large members (who must reside in a separate group of wards) + mayor = 9

### Factors Affecting Impact of Government Transformation

Each of the options discussed involves us making decisions on one of several factors that shift power (either voting or electoral) from one group to another (wards vs. at-large vs. mayor). These factors may be worth outlining in our narrative. Here are the factors I've identified:

- Required minimum voting percentage for election (plurality vs. 40% vs. 50%)
  - For directors
  - For Mayor
- Number of total Directors/Council members
- Number of At-large directors, if any
- Mayor's appointment power
- Mayor's power to hire/fire city manager and/or city attorney
- Board/Council veto override threshold



City, State	At-Large Members	Total Council	Structure (District/Ward)	Population (2017)	Citizens / Ward	Type of Government (Manager-Board, Manager-Council)	Notes
New York New York	No	51	51 - 1 (Mayor)	8,622,698	169,073	Mayor-Council	
Los Angeles California	No	15	15 - 1 (Mayor)	3,999,759	266,651	Mayor-Council	
Chicago Illinois	No	50	50 - 1 (Mayor)	2,716,450	54,329	Mayor-Council	
Houston Texas	Yes	20	15 - 5 - 1	2,312,717	115,636	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence --</b> 1 year in state prior to the filing deadline; 1
Phoenix Arizona	No	8	8 - 1	1,626,078	203,260	Manager-Council	
Philadelphia Pennsylvania	Yes	17	10 - 7 - 1	1,580,863	92,992	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> resident of the City for at least one year prior
San Antonio Texas	No	10	10 - 1	1,511,946	151,195	Manager-Council	
San Diego California	No	9	9 - 1	1,419,516	157,724	Mayor-Council	
Dallas Texas	No	14	14 - 1	1,341,075	95,791	Manager-Council	
San Jose California	No	10	10 - 1	1,035,317	103,532	Manager-Council	
Austin Texas	No	10	10 - 1	950,715	95,072	Manager-Council	
Jacksonville Florida	Yes	19	14 - 5 - 1	892,062	46,951	Manager-Council	<b>At-Large Members:</b> represent the entire community 'at large.'
San Francisco California	No	4	4 - 1	884,363	221,091	Mayor-Council	
Columbus Ohio	No	7	7 - 1	879,170	125,596	Mayor-Council	
Fort Worth Texas	No	8	8 - 1	874,168	109,271	Manager-Council	
Indianapolis Indiana	No	25	25 - 1	863,002	34,520	Mayor-Council	
Charlotte North Carolina	Yes	11	7 - 3 - 2	859,035	78,094	Manager-Council	<b>At-Large Members:</b> entire city <b>Residence:</b> No residence requirements
Seattle Washington	No	9	9 - 1	724,745	80,527	Mayor-Council	
Denver Colorado	Yes	12	11 - 2 - 1	704,621	58,718	Mayor-Council	<b>At-Large Members:</b> entire city <b>Residence:</b> Two-year Denver residents
Washington DC	Yes	13	8 - 4 - 2	693,972	53,382	Mayor-Council	<b>At-Large Members:</b> entire city <b>Residence:</b> If not already a resident of the District shall
Boston Massachusetts	Yes	13	9 - 4 - 1	685,094	52,700	Manager-Council	<b>At-Large Members:</b> entire city <b>Residence:</b> One ust be a resident by your first day of
El Paso Texas	No	8	8 - 1	683,577	85,447	Manager-Council	
Detroit Michigan	Yes	9	8 - 1 - 1	673,104	74,789	Mayor-Council	<b>At-Large Members:</b> entire city <b>Residence:</b> One year residency required at time of filing
Nashville Tennessee	Yes	41	35 - 6 - 1	691,243	16,860	Mayor-Council	<b>At-Large Members:</b> entire city <b>Residence:</b> Be at least 25 years of age and a resident of



City of Little Rock

City, State	At-Large Members	Total Council	Structure (District/Ward,	Population (2017)	Citizens / Ward	Type of Government (Manager-Board,	Notes
Memphis Tennessee	No	13	13 - 1	652,236	50,172	Mayor-Council	
Portland Oregon	Other	4	4 - 1	647,805	161,951		The Mayor, four Commissioners and the Auditor are the City's six elected officials. The Mayor and the
Oklahoma City Oklahoma	No	8	8 - 1	643,648	80,456	Manager-Council	
Las Vegas Nevada	No	5	5 - 1	641,676	128,335	Manager-Council	
Louisville Kentucky	No	26	26 - 1	621,349	23,898	Mayor-Council	
Baltimore Maryland	No	14	14 - 1	611,648	43,689	Mayor-Council	
Milwaukee Wisconsin	No	15	15 - 1	595,351	39,690	Mayor-Council	
Albuquerque New Mexico	No	9	9 - 1	558,545	62,061	Manager-Council	
Tucson Arizona	No	6	6 - 1	535,677	89,280	Manager-Council	
Fresno California	No	7	7 - 1	527,438	75,348	Manager-Council	
Sacramento California	No	8	8 - 1	501,901	62,738	Manager-Council	
Mesa Arizona	No	6	6 - 1	496,401	82,734	Manager-Council	
Kansas City Missouri	Yes	11	6 - 6 - 1	488,943	44,449	Mayor-Council	<b>At-Large Members:</b> One member residing in each of the six Council districts elected at-large.
Atlanta Georgia	Yes	15	12 - 3 - 1	486,290	32,419	Manager-Council	<b>At-Large Members:</b> Three representatives shall be elected at-large and shall represent residency posts as
Long Beach California	No	9	9 - 1	469,450	52,161	Manager-Council	
Omaha Nebraska	No	7	7 - 1	466,893	66,699	Mayor-Council	
Raleigh North Carolina	Yes	7	5 - 2 - 1	464,758	66,394	Manager-Council	<b>At-Large Members:</b> entire city
Colorado Springs Colorado	Yes	9	6 - 3 - 1	464,474	51,608	Mayor-Council	<b>Residence:</b> At-Large Members can live anywhere
Miami Florida	No	5	5 - 1	463,347	92,669	Manager-Council	<b>At-Large Members:</b> Entire city
Virginia Beach Virginia	Yes	11	8 - 3 - 1	450,435	40,949	Manager-Council	<b>Residence:</b> Must have been one (1) year immediately
Oakland California	Yes	9	8 - 1 - 1	425,195	47,244	Mayor-Council	<b>At-Large Members:</b> Entire city
Minneapolis Minnesota	No	13	13 - 1	422,331	32,487	Mayor-Council	<b>At-Large Members:</b> Entire city
Tulsa Oklahoma	No	9	9 - 1	401,800	44,644	Manager-Council	<b>Residence:</b> Three Council members and the mayor serve
Arlington Texas	No	8	8 - 1	396,394	49,549	Manager-Council	<b>At-Large Members:</b> A resident for at least thirty days of the City

City of Little Rock

City, State	At-Large Members	Total Council	Structure (District/Ward,	Population (2017)	Citizens / Ward (Manager-Board,	Type of Government	Notes
New Orleans Louisiana	<a href="#">Yes</a>	7	5 - 2 - 1	393,292	56,185	Mayor-Council	<b>At-Large Members:</b> Entire city <b>Residence:</b> The candidate shall have been domiciled in
Wichita Kansas	No	6	6 - 1	390,591	65,099	Manager-Council	
Cleveland Ohio	No	17	17 - 1	385,525	22,678	Mayor-Council	
Tampa Florida	<a href="#">Yes</a>	7	4 - 3 - 1	385,430	55,061	Mayor-Council	<b>At-Large Members:</b> each at-large member has a district <b>Residence:</b> Must be a resident and elector of the city for
Bakersfield California	No	7	7 - 1	380,874	54,411	Manager-Council	
Aurora Colorado	<a href="#">Yes</a>	10	6 - 4 - 1	366,623	36,662	Manager-Council	<b>At-Large Members:</b> Entire city <b>Residence:</b> Resident of Aurora for at least one year prior
Anaheim California	No	6	6 - 1	352,497	58,750	Manager-Council	
Honolulu Hawaii	No	9	9 - 1	350,395	38,933	Mayor-Council	
Santa Ana California	No	6	6 - 1	334,136	55,689	Manager-Council	
Riverside California	No	7	7 - 1	327,728	46,818	Manager-Council	
Corpus Christi Texas	<a href="#">Yes</a>	8	5 - 3 - 1	325,605	40,701	Manager-Council	<b>At-Large Members:</b> Entire city <b>Residence:</b> Persons applying for appointment to a
Lexington Kentucky	<a href="#">Yes</a>	15	12 - 3 - 1	321,959	21,464	Mayor-Council	<b>At-Large Members:</b> Entire city <b>Residence:</b> Must be a resident of the County of Fayette
Stockton California	No	6	6 - 1	310,496	51,749	Manager-Council	
St. Louis Missouri	No	28	28 - 1	308,626	11,022	Mayor-Council	
Saint Paul Minnesota	No	7	7 - 1	306,621	43,803	Mayor-Council	
Henderson Nevada	<a href="#">Yes</a>	4	4 - 1	302,539	75,635	Manager-Council	<b>At-Large Members:</b> City Council members represent residents within distinct wards
Pittsburgh Pennsylvania	No	9	9 - 1	302,407	33,601	Mayor-Council	
Cincinnati Ohio	No	9	9 - 1	301,301	33,478		"Blends" elements of a strong-mayor system and council-manager. Combines a council-manager system with a strong mayor system.
Anchorage Alaska	No	11	11 - 1	294,356	26,760		
Greensboro North Carolina	<a href="#">Yes</a>	7	4 - 3 - 1	290,222	41,460	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Must be a qualified voter and resident of the
Plano Texas	<a href="#">Yes</a>	7	7 - 1	286,143	40,878	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Must have lived in the State of Texas for at
Newark New Jersey	<a href="#">Yes</a>	9	6 - 3 - 1	285,154	31,684	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Must have their place of abode in the City of
Lincoln Nebraska	<a href="#">Yes</a>	7	4 - 3 - 1	284,736	40,677	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> The elective officers of the city shall be
Orlando Florida	No	6	6 - 1	280,257	46,710	Mayor-Council	

# Exhibit B

## City of Little Rock

City, State	At-Large Members	Total Council	Structure (District/Ward,	Population (2017)	Citizens / Ward	Type of Government (Manager-Board,	Notes
Irvine California	No	4	4 - 1	277,453	69,363	Manager-Council	
Toledo Ohio	<a href="#">Yes</a>	8	4 - 4 - 1	276,491	34,561	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Each member of the legislative authority of a
Jersey City New Jersey	<a href="#">Yes</a>	9	6 - 3 - 1	270,753	30,084	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> The elective officers must be residents
Chula Vista California	No	4	4 - 1	270,471	67,618	Manager-Council	
Durham North Carolina	No	6	6 - 1	267,743	44,624	Manager-Council	
Fort Wayne Indiana	<a href="#">Yes</a>	9	6 - 3 - 1	265,904	29,545	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> The elective officers of the city shall be
St. Petersburg Florida	No	8	8 - 1	263,255	32,907	Mayor-Council	
Laredo Texas	No	8	8 - 1	260,654	32,582	Manager-Council	
Buffalo New York	No	9	9 - 1	258,612	28,735	Mayor-Council	
Madison Wisconsin	No	20	20 - 1	255,214	12,761	Mayor-Council	
Lubbock Texas	No	6	6 - 1	253,888	42,315	Manager-Council	
Chandler Arizona	<a href="#">Yes</a>	6	6 - 1	253,458	42,243	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Each candidate must have been a resident of
Scottsdale Arizona	No	6	6 - 1	249,950	41,658	Manager-Council	
Reno Nevada	<a href="#">Yes</a>	6	5 - 1 - 1	248,853	41,476	Manager-Council	
Glendale Arizona	No	6	6 - 1	246,709	41,118	Manager-Council	
Norfolk Virginia	No	7	7 - 1	244,703	34,958	Manager-Council	
Winston-Salem North Carolina	No	8	8 - 1	244,605	30,576	Manager-Council	
North Las Vegas Nevada	No	4	4 - 1	242,975	60,744	Manager-Council	
Gilbert Arizona	No	6	6 - 1	242,354	40,392	Manager-Council	
Chesapeake Virginia	<a href="#">Yes</a>	8	8 - 1	240,397	30,050	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> no district residency requirement
Irving Texas	<a href="#">Yes</a>	9	7 - 2 - 1	240,373	26,708	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Person is at the time a bona fide resident of
Hialeah Florida	No	7	7 - 1	239,673	34,239	Mayor-Council	
Garland Texas	No	8	8 - 1	238,002	29,750	Manager-Council	
Fremont California	<a href="#">Yes</a>	6	5 - 1 - 1	234,962	39,160	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> To be eligible to run for City Council, you

City of Little Rock

Exhibit B

City, State	At-Large Members	Total Council	Structure (District/Ward,	Population (2017)	Citizens / Ward (Manager-Board,	Type of Government	Notes
Richmond Virginia	No	9	9 - 1	227,032	25,226	Mayor-Council	
Boise Idaho	Yes	6	6 - 1	226,570	37,762	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> candidates must provide all of the following
Baton Rouge Louisiana	No	12	12 - 1	225,374	18,781	Manager-Council	
Des Moines Iowa	Yes	6	4 - 2 - 1	217,521	36,254	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Be a resident of Iowa
Spokane, WA	No	7	7 - 1	217,108	31,015	Mayor-Council	
San Bernardino, CA	No	7	7 - 1	216,995	30,999	Manager-Council	
Modesto, CA	No	6	6 - 1	214,221	35,704	Mayor-Council	
Tacoma, WA	No	8	8 - 1	213,418	26,677	Manager-Council	
Fontana, CA	No	4	4 - 1	211,815	52,954	Mayor-Council	
Santa Clarita, CA	No	4	4 - 1	210,888	52,722	Manager-Council	
Birmingham, AL	No	9	9 - 1	210,710	23,412	Mayor-Council	
Oxnard, CA	Yes	4	4 - 1	210,037	52,509	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Candidates for the City Council can reside
Fayetteville, NC	No	8	8 - 1	209,889	26,236	Mayor-Council	
Rochester, NY	Yes	5	5 - 1	208,046	41,609	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> resident of county for 12 months
Moreno Valley	No	4	4 - 1	207,226	51,807	Manager-Council	
Glendale, CA	No	4	4 - 1	203,054	50,764	Manager-Council	
Yonkers, NY	No	7	7 - 1	202,019	28,860	Mayor-Council	
Huntington Beach, CA	No	6	6 - 1	201,874	33,646	Manager-Council	
Aurora, IL	Yes	12	10 - 2 - 1	200,965	16,747	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> A resident of the city for one (1) year next
Salt Lake City, UT	Yes	9	6 - 3 - 1	200,544	22,283	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Be a resident or resident of a recently
Amarillo, TX	No	4	4 - 1	199,826	49,957	Manager-Council	
Montgomery, AL	No	9	9 - 1	199,518	22,169	Mayor-Council	
Grand Rapids	No	6	6 - 1	198,829	33,138	Manager-Council	"Commission-Manager"
Little Rock	Yes	10	7-3-1	198,606	19,861	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> A qualified elector must also have resided in

City of Little Rock

Exhibit B

City, State	At-Large Members	Total Council	Structure (District/Ward,	Population (2017)	Citizens / Ward	Type of Government (Manager-Board,	Notes
Akron, OH	Yes	13	10 - 3 - 1	197,846	15,219	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Must be a resident of the city "Commissioners"
Augusta, GA	No	10	10 - 1	197,166	19,717	Manager-Council	
Huntsville, AL	No	5	5 - 1	194,585	38,917	Mayor-Council	
Columbus, OH	No	7	7 - 1	194,058	27,723	Mayor-Council	
Grand Prairie, TX	No	8	8 - 1	193,837	24,230	Manager-Council	
Shreveport, LA	No	7	7 - 1	192,036	27,434	Mayor-Council	
Overland Park, KS	No	12	12 - 1	191,278	15,940	Manager-Council	
Tallahassee, TN	No	4	4 - 1	191,049	47,762	Mayor-Council	
Mobile, AL	No	7	7 - 1	190,265	27,181	Mayor-Council	"Mayor-Commissioners"
Port St. Lucie, FL	No	4	4 - 1	189,344	47,336	Manager-Council	
Knoxville, TN	Yes	9	6 - 3 - 1	187,347	20,816	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Shall reside within and be a qualified voter
Worcester, MA	Yes	10	5 - 5 - 1	185,677	18,568	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Any voter is eligible to hold the office of
Tempe, AZ	No	6	6 - 1	185,038	30,840	Manager-Council	
Cape Coral, FL	No	7	7 - 1	183,365	26,195	Manager-Council	
Brownsville, TX	Yes	6	4 - 2 - 1	183,299	30,550	Manager-Council	<b>At-Large Members:</b> Divided into A and B <b>Residence:</b> MUST have lived in Texas continuously for
McKinney, TX	Yes	6	4 - 2 - 1	181,330	30,222	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Council Members at Large offices shall have
Providence, RI	No	15	15 - 1	180,393	12,026	Mayor-Council	
Fort Lauderdale, FL	No	4	4 - 1	180,072	45,018	Manager-Council	"Commission-Manager"
Newport News, VA	No	6	6 - 1	179,388	29,898	Manager-Council	
Chattanooga, TN	No	9	9 - 1	179,139	19,904	Mayor-Council	
Rancho Cucamonga, CA	No	4	4 - 1	177,452	44,363	Manager-Council	
Frisco, TX	No	6	6 - 1	177,286	29,548	Mayor-Council	
Sioux Falls, SD	Yes	8	5 - 3 - 1	176,888	22,111	Mayor-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> Only the registered voters of the city who
Oceanside, CA	Yes	4	2 - 2 - 1	176,193	44,048	Manager-Council	<b>At-Large Members:</b> Entire City <b>Residence:</b> They are allowed to live anywhere in the City

# Exhibit B

City, State	At-Large Members	Total Council	Structure (District/Ward,	Population (2017)	Citizens / Ward (Manager-Board,	Type of Government	Notes
Ontario	No	4	4 - 1	175,841	43,960	Manager-Council	
Vancouver, WA	No	6	6 - 1	175,673	29,279	Manager-Council	
Santa Rosa, CA	No	6	6 - 1	175,269	29,212	Manager-Council	
Garden Grove, CA	No	6	6 - 1	174,226	29,038	Manager-Council	
Elk Grove, CA	No	4	4 - 1	171,844	42,961	Manager-Council	

**Top Cities (All in this dataset)**

Min	1,022 / citizen
Max	266,651 / citizen
Mean	51,705 / citizen
Median	41,460 / citizen

**Cities between 200k and 400k**

Min	11,022 / citizen
Max	75,635 / citizen
Mean	39,037 / citizen
Median	37,762 / citizen

**Implied Number of Council Members of a City Our Size (excluding the Mayor)**

Little Rock (if with national avg.)	198,606	4	51,705 / citizen
Little Rock (with 200k to 400k average)	198,606	5	39,037 / citizen

**Little Rock Transformation – Proposed Statutory Changes**

**CITY MANAGER FORM**

Topic	Proposed Changes	Statutes Affected
Mayor's Powers	<i><b>Powers May be Granted by Ordinance:</b></i> City Board may authorize by ordinance with 2/3 vote in support to give certain powers and duties (articulated below) to the Mayor	§ 14-47-140(a)(1), (2)
	<i><b>Hire and Fire City Manager:</b></i> Mayor may hire and fire city manager subject to the board of directors' power to override Mayor's decision with ¾ vote.	§ 14-47-140(a)(1)(C), (D)
	<i><b>Hire and Fire City Attorney:</b></i> Mayor may hire and fire city attorney subject to the board of directors' power to override Mayor's decision with ¾ vote.	§ 14-47-140(a)(1)(F), (G)
	<i><b>Veto Override:</b></i> The directors may override the veto by [two-thirds] vote . . . .	§ 14-47-140(a)(1)(A)(ii)
	<i><b>Allowance for Super Wards:</b></i> A city may choose to select any combination of directors from wards and "from larger designated districts that overlap wards."	§ 14-61-107, 108, 109
	<i><b>Redistricting:</b></i> can be changed or modified by 2/3 vote of city board	§ 14-61-109
Directors & Wards	<i><b>Residency Requirement for Super Wards:</b></i> Candidates for larger districts shall be residents of the district they wish to represent	§ 14-61-109
	<i><b>Super Wards Elected At-Large:</b></i> "Unless the electors choose otherwise, all qualified electors of the city may vote on candidates for each larger designated district that overlaps wards." <sup>1</sup>	§ 14-61-109
	<i><b>Changes May be Made by Ordinance:</b></i> The Board may by ordinance and 2/3 vote change the method of selecting the board of directors in § 14-61-107	§ 14-61-116
	<i><b>Must be an Odd Number of Directors – Current Law:</b></i> The directors may increase of decrease number of directions but the change must always be an odd number and must be five (5) or more	§ 14-61-105
	<i><b>Selection of Mayor:</b></i> "The minimum percentage necessary for election without a runoff shall be determined by ordinance approved by a roll call vote of two-thirds (2/3) of the governing body or referred to the electors for their approval."	§ 14-61-111
Elections	<i><b>Selection of Directors:</b></i> Directors "shall receive 40% of the votes in favor of any other candidate for the position, shall be deemed to be elected."	§ 14-61-112

<sup>1</sup> Consideration: Allow the city board through 2/3 vote the options of electing any number of the ward positions or larger district positions city wide ("at large") or only by electors of the respective district/ward.

Little Rock Transformation – Proposed Statutory Changes

MAYOR COUNCIL FORM

Topic	Issues / Proposed Changes	Statutes Affected
Mayor's Powers	<p><b>Mayor Election – Current Law:</b> The Mayor is elected by “majority vote” or if more than 2 candidates, by 40% plurality with 20% more of the votes over the second-place candidate.</p>	<p>§§ 14-43-304, 7-5-106</p>
	<p><b>Mayor Vote – Current Law:</b> Mayor votes to establish a quorum or if necessary to break a tie.</p>	<p>§ 14-43-501</p>
	<p><b>Mayor Veto – Current Law:</b> Mayor can veto council’s ordinances, etc. Has <u>line item veto power</u></p>	<p>§ 14-43-504</p>
Council Members & Wards	<p><b>Allow for Change of Number of Council Members:</b> Allow the city council (or the board of directors while transitioning) by ordinance and 2/3 vote to change the number of council members to be elected for each ward upon the change to mayor council form. This change will necessitate statutory language addressing when each ward elects its councilmember.</p>	
	<p><b>Selection of Directors:</b> Directors “shall receive 40% of the votes in favor of any other candidate for the position, shall be deemed to be elected.”</p>	<p>§ 14-43-303</p>
	<p><b>Single Director Per Ward:</b> Amend subsection (a) to clarify that there will only be a single director per ward &amp; a single director per super ward – not 2 directors as implied in (a)</p>	
	<p><b>Change to Allow for Super Wards:</b> A city may choose to select any combination of directors from wards and “<u>from larger designated districts that overlap wards.</u>”</p>	<p>§§ 14-43-303, 307, 309</p>
	<p><b>Redistricting – Current Law:</b> City councils in cities of the first class may redistrict the wards in their city when they determine that the people can best be served by adding wards, combining wards, or changing ward boundary lines to equalize the population in the various wards.</p>	<p>§ 14-43-311</p>
	<p><b>Management of Finances – Current Law:</b> The council shall have the management and control of finances, and of all the real and personal property belonging to the corporation.</p>	<p>§ 14-43-502</p>
	<p><b>Veto Override – Current Law:</b> Council can override veto with 2/3 vote</p>	<p>§ 14-43-504</p>
	<p><b>Election from City Manager to Mayor Council:</b> To clarify confusion regarding whether the change from City Manager form to Mayor Council form will revert to the number of wards in 1955 as implied in §14-43-303, subsection (e) should be amended “...<del>immediately prior to</del> the on the date in which the city last operated under the city manager form of government.” → <b>This also includes the proposed changes in SB179</b></p>	<p>§ 14-47-107</p>
City Attorney	<p><b>Change to Allow for Appointment:</b> Allow the city council (or the board of directors while transitioning) by ordinance and 2/3 vote to provide for the City Attorney to be hired/fired by Mayor subject to the city council’s power to override Mayor’s decision with ¾ vote.</p>	<p>§§ 14-43-303, 314</p>



## Questions

These questions are based on our limited review of the GMD and without the benefit of discussions with or information from all Departments who lead in their respective pursuit and receipt of Department specific grants. However, we believe that careful review and discussion of the issues raised below may reveal opportunities to modify and/or improve how the City pursues and manages grants.

1. Could the GMD play a larger role as a “clearinghouse” function for grant opportunities where they review all grant applications prior to submission to grantors, especially those that apply to multiple Departments?
2. Do they have knowledge of previous grant efforts that contain information that could be used by current applicants? A critical role for a clearinghouse is serving as an “institutional memory” by collecting and deploying knowledge and information gained over time when and where appropriate.
3. Is the compliance process for grants sufficiently automated across the organization to effectively track and monitor progress towards planned program objectives and benchmarks specified in the grant?
4. Is there standard Project Management software or systems in place to assure that required reporting is done timely, accurately, and efficiently by all grant recipients?
5. Is the chain of authority, responsibility and accountability clearly delineated and followed by all entities pursuing grants? Is this process used early in the grant development process to assure that the appropriate leadership and staff are all “on the same page” about the why, who, what, when, how of pursuing a particular grant?
6. Is there a clear and consistent process to analyze whether the grant, if received, can be administered without negative impacts on the routine work of the persons tasked to administer the grant?
7. How is the proposed grant assessed in regard to compatibility with the City of Little Rock’s priorities and objectives?
8. How is the final decision to pursue the grant made?
9. From a budgetary perspective, has the sustainability of the grant project been addressed with contingency plans, identification of options, or the development of an exit strategy?







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