



## **Response to Task Force To Review Non-Academic Units**

January, 2015

**University District Partnership**  
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**Introduction**

The University District Partnership engages public and private partners in creating a dynamic urban place and improving the quality of life for all who live, learn, work and play in the University District area. The 3.5 square mile University District area centers on University Avenue between I-630 on the north and the Fourche Creek wetlands on the South. A map of the University District area is enclosed as Appendix 1.

The University District Partnership is an important part of the government and community relations function of UALR and is housed in the administrative structure of the Office of Government Relations. The work of the UDP represents the most local relationship-building of the campus, focusing on the community in which UALR is directly located. As a community partner, UALR plays a critical role in the economic and educational well-being of our adjoining neighborhoods. The University District Partnership provides the link to our local stakeholders in our ongoing governmental relations efforts to create support and partnerships for the mutual benefit of UALR, our students and our community.

The University District Partnership follows 25 years of active UALR community engagement. UALR anchors the revitalization initiative and partners with public and private organizations to bring a comprehensive community development initiative to the area. That initiative builds and maintains cooperative relationships that support UALR's mission as a Metropolitan University.

In the narrative that follows, we provide two sections: 1) a Program Summary that will outline the work that is accomplished through the UDP, and especially the integrated approach with the University District Development Corporation. The Program Summary gives a description of the primary and secondary activities and initiatives that flow from strategic plans developed with the stakeholders in the district. 2) an Organizational Summary that will outline the structural components of the University District and includes description of funding, personnel and related skills, evaluation, and planning among other topics.

## **Program Summary**

The University District initiative is a comprehensive community development program. Community development is usually a local government function. However, across the country, most urban-serving universities have programs and initiatives similar to the University District Partnership because the vitality of the surrounding neighborhoods has a direct bearing on the universities identity and capability to perform its teaching, research and service goals. Community development resources flow typically through state and local governments and private or corporate foundations. So, while UALR is the catalyst and lead partner for the University District, participation by other partners is essential for success. Moreover, in Little Rock, most community development programs that focus on specific areas are anchored by organizations or institutions with a direct interest in those area. Here are four main points underlying the University District's past, present and future success.

- The UDP is a primary vehicle for UALR performing its role as a metropolitan university, and UALR's active involvement with the community is critical to serving mutual interests and the strength and viability of the surrounding neighborhoods. This point was made directly and succinctly in the "Report of a Comprehensive Evaluation Visit to UALR



for the Higher Learning Commission, A Commission of the North Central Association of Colleges and Schools."

- All University District initiatives and projects involve partnerships with the community and UALR colleges and departments
- The UDP revitalization goal is to strengthen and stabilize neighborhoods through community building, developing affordable housing, facilitating neighborhood improvements, and encouraging urban development that supports the UDP Revitalization Plan.
- For the past three years, the UDP has leveraged its UALR budget by 100% each year using project grant funds through the UDDC to benefit approximately 15% of the total households in the area.

### **Background and History**

The foundation for the University District was laid by several preceding UALR programs and initiatives. Several UALR Chancellors adopted goals of collaborating with the neighborhoods around the campus on issues of mutual importance to the community and the campus. Then, in the early 1990s, in what was referred to as the Oak Forest Initiative, UALR partnered with the City of Little Rock, the Little Rock Housing Authority and other stakeholders and received approximately \$1,750,000 in federal funds to address housing and neighborhood blighted conditions in the area.

In 2004, UALR's long range planning described the formation of University District as a key element in UALR's future program and campus progress. These strategic planning documents set the policy direction for the University District Partnership.

- UALR Strategic Plan & UALR Campus Master Plan both cited the need for the University District.
- UDP Revitalization Plan sets long term direction for real estate development within the University District.
- UDP Strategic Plan sets long term goals and objectives for the socio-economic conditions within the University District.
- Both the UDP Revitalization Plan and Strategic Plan call for the formation of a community development corporation as an operations arm of the UDP.

A list of references and web links is enclosed as Appendix 2.

### **University District Demographic Profile**

The University District consists of 3.5 square miles centered on University Avenue from I-630 on the North to the Fourche Creek wetlands on the south. A map of the UD Study Area is enclosed. The following summarizes 2010 census population and demographic conditions for the UD. The full report, which was prepared by the UALR Institute of Economic Advancement, State Data Center is enclosed as Appendix 3.

- Population: 8,583
- Households: 3,367
- Racial & ethnic composition: Black, 60.3%; White, 31.5%; Other 8.2%
- Housing tenure: Homeownership, 52.4%; rental 47.6%
- Median Household Income: \$34,930
- Population living at poverty level or below: 26.2%
- Single parent households: 30.8%
- Children living at poverty level or below: 35.6%
- Population 65 years & older: 8.3%

### **University District Development Corporation**

Both the University District Revitalization Plan and the University District Strategic Plan recommended that a community development corporation be formed to obtain affordable housing and community development funding for the University District. Upon completion of the UD planning phase, the staff convened 25 to 30 people representing groups and organizations with an interest in formation of a community development corporation to serve the University District. Following the group's recommendation, the University District Development Corporation was incorporated in April, 2008 and received its IRS tax exempt designation in December, 2008. The UDDC serves as the operations arm for implementing the University District plans and policies.

- **Mission.** The UDDC will strengthen University District neighborhoods and improve the quality of life in the University District by increasing homeownership and the supply of affordable housing, making improvements to infrastructure, increasing business activity, and expanding employment and training opportunities for UD residents.

**Long Term Goals.** The UDDC Board of Directors adopted the following four long-term goals during a strategic planning retreat in 2010.

1. Increased property values and improved housing conditions
  2. Improved neighborhood infrastructure, especially sidewalks, trails and safe streets
  3. Increased levels of personal safety and outdoor activity creating an active, healthy neighborhood.
  4. Increased levels of middle-income residents.
- **Community Housing Development Organization (CHDO).** The UDDC has been certified as a CHDO by the City of Little Rock. CHDO



organizations are recognized by HUD and have a priority status for receipt of HUD funds administered through the City of Little Rock. The CHDO area includes census tracts for which median family income is at or below 80% of the area median income.

- **UDDC Board of Directors.** The UDDC Board consists of 15 positions with one-fourth being UALR faculty, staff or students appointed by the UALR Chancellor. One-third of the board members must live within the CHDO area. Presently, 7 board members live from within the UD neighborhoods, 5 board members live within qualifying CHDO census tracts in the University District, and 6 board members are UALR faculty or staff. A list of the current board members is enclosed as Appendix 4.
- **UALR/UDDC Service Agreement.** The purpose of the service agreement between UALR and the UDDC is to establish the roles, responsibilities, and contractual obligations of the UDDC and UALR in the operation and administration of the UDDC. The agreement provides that the UALR UD staff, as a part of its mission to revitalize the neighborhoods and commercial areas within the University District, will provide staff support, office overhead and financial management services to the UDDC. This arrangement is described as "in-kind" contributions on the UDDC financial statements. A copy of the Services Agreement is included as Appendix 5.
- **UDDC Staffing.** The UALR University District Executive Director and the UALR University District Program Officer, and the UALR UD Administrative Assistant perform the same roles and responsibilities for the UDDC. (The Organizational Summary provides additional detail of personnel and functions.)

- Partners.** UDDC funding partners include the City of Little Rock, State of Arkansas General Improvement Fund, Local banks, Federal Home Loan Bank, Arkansas Coalition for Obesity Prevention (ArCOP), AARP Arkansas, Bank of America Foundation, Corporate and individual contributions. UDDC also partners with several UALR Colleges and Departments, including the UALR Bowen School of Law, School of Social Work, Institute of Government, Department of Criminal Justice, former College of Professional Studies, and the IEA State Data Center. Community partners include the University District Neighborhoods Association, which represents the neighborhood associations active within the University District.
- UDDC Budget & Finance.** The UDDC Board of Directors adopts an annual budget, based on the calendar year. The Board receives monthly financial statements and the UDDC financial operations are audited annually by a CPA firm. The UDDC has received project funds including \$529,000 in construction income and developer fees; \$105,000 in project operational income from area banks, individuals, and the Federal Home Loan Bank; \$147,000 for home repair from the Special Needs Assistance Program; 54,000 in grant funds from social services nonprofit organizations such as AARP and ArCOP. A spreadsheet presenting complete budget and grant information for both the UDP and the UDDC is enclosed as Appendix 6.

### **Infrastructure and Physical Environment Projects**

The following project summaries describe activities of the UDP and UDDC for the past several years that have focused on the physical environment of the district. More detailed project information can be provided if needed.



- **HOME Investment Partnership.** Three houses substantially rehabilitated and purchased by first time homebuyers have been funded by the HUD Home Investment Partnership Program through the City of Little Rock and construction loan financing through local banks. Three houses are under construction to be completed by Spring, 2015, and sold to first time homebuyers. Two of the three rehabilitated houses have been purchased by UALR employees.

The 3 rehab projects are located on South Harrison Street within one block of Franklin Elementary School. The 3 new construction houses are located next door and across the alley from each other on 28<sup>th</sup>, 29<sup>th</sup> and Van Buren Streets. The new construction houses are within one block of South Harrison Street. The improvements are clustered either on South Harrison Street or within one block to have a concentrated impact on the surrounding neighborhood. In addition, using its own funds, the UDDC has acquired and substantially rehabilitated a single family residence next door to the houses under construction.

- **SNAP.** Thirty-four owner-occupied houses have been repaired through the Special Needs Assistance Program (SNAP), funded through local banks by the Federal Home Loan Bank. The program provides up to \$5,000 for housing repairs for elderly, disadvantaged, or disabled homeowners. The houses were repaired in three annual increments on a first come, first served basis. They are scattered throughout the University District area.
- **Community Presence Project.** Funded for the past 4 years by AARP, established three long-terms goals to benefit older adults living within the University District. Goals are to improve fitness of older adults and walkability of neighborhoods; to overcome isolation of older adults through social activities; and to improve safety and security of the neighborhoods

through community building activities. During the 4-year period, approximately 250 UD households benefitted directly from the Community Presence Project. An advisory committee, the University District Senior Network, provides input and community feedback for the project.

- **Growing Healthy Communities.** Health and fitness activities for University District residents have been planned and provided over the past four years through the Growing Healthy Communities Project. The project, funded originally by the Arkansas Coalition for Obesity Prevention (ArCOP), Growing Healthy Communities Project has provided raised bed gardens to University District residents, garden training, cooking classes, and the Wellness Fair (and for those residents who participate in the Wellness Fair, one-year free membership in the UALR Fitness Center.) Approximately, 400 of University District households, or 12% of the households within the University District have benefitted from the project over the past 4 years.

The UALR Health Sciences Department (Now Health, Human Performance and Sports Management) secured the original grant from the Arkansas Coalition for Obesity Prevention. The Department chose to focus the \$20,000 project on the University District. In subsequent years, the UDP/UDDC raised funds to continue the project through the end of 2014.

To date, 105 raised bed gardens have been distributed and assembled and approximately 500 persons have participated in the Wellness Fair and qualified for the UALR Fitness Center Benefit. About 15 families participated in the cooking classes.

In each of the four years, approximately 4 UALR faculty and 12 to 15 UALR students have participated in the project. Faculty and students from

the UALR Health, Human Performance and Sports Management Department assist with Garden Training and distribution and assembling the gardens.

- **Community Development Block Grants** (City of Little Rock). Six blocks of sidewalk were constructed on the east side of South Harrison Street in 2010 serving the neighborhood generally and approximately 40 residences located on South Harrison Street.
- **Safe Routes to School** funded Sidewalk Construction (AHTD). This project will construct in 2015 between six and 10 blocks of sidewalk on the east side of South Harrison Street and the south side of 28<sup>th</sup> Street. Upon completion, the full length of South Harrison Street between 12<sup>th</sup> Street and 32<sup>nd</sup> Street will have sidewalks.

Approximately six blocks of sidewalk have been constructed on the east side of South Harrison Street and another six blocks of sidewalk on the east side of South Harrison Street are scheduled for construction in 2015. This will provide sidewalks on South Harrison Street from 12<sup>th</sup> to 32<sup>nd</sup> Street. The completed six blocks were constructed by the City of Little Rock using CDBG funds. The planned six blocks will be constructed by the City of Little Rock using funds from the Safe Routes to School Program through the Arkansas Highway and Transportation Department.

The University District staff prepared the grant applications for both sidewalk projects and worked closely with City of Little Rock and AHTD to bring the projects to fruition. No UALR faculty or staff, other than University District staff, were involved in the project.



### **Community Building Projects**

The neighborhoods in close proximity to the UALR campus have been in decline for three decades with a loss of population, a drop in homeownership, and a deteriorating and outdated commercial core. The process of decline often includes a loss of community leadership capacity. Community building augments or supports the community development strategy of residents and business owners setting the direction and priorities for their areas. Several neighborhood organizations existed before the formation of the University District. The University District's approach has been to support and strengthen existing neighborhood and community organizations with an operating principle that planning and development of any project activity involve closely residents, organizations and institutions of the area or population affected.

All UDP/UDDC project activities involve community residents, usually through established neighborhood organizations. The UDP/UDDC works extensively with resident and property owner associations to community program and project information through those networks. The UDP worked with community leaders to form the University District Neighborhoods Association (UDNA), which meets monthly. The UDP/UDDC engage the community through the UDNA networks, which currently include 7 active neighborhood associations with a total of approximately 600 residents included in Yahoo email groups and regular neighborhood meetings.

To support community building objectives, the University District has worked closely with area residents and businesses to form the following groups:

- **University District Neighborhoods Association.** The UDNA includes the leadership of the active neighborhood organizations within the boundaries of the University District. The UDNA monthly meetings are

usually attended by 12 to 15 people. It operates under a set of bylaws and under the leadership of a President, Vice President, and Secretary/Treasurer. The UDNA plays an important support role to both existing and newly forming neighborhood groups, assisting them in communications strategy. Also, the UDNA reviews public policy issues that have a bearing on neighborhood development in the area. A good example is the recent proposal to develop a "super center" convenience store and gasoline station at the 12<sup>th</sup> and University site of the former Brandon House. The UDNA supported the efforts of the University Park Residents Association in successfully opposing the development. The UDNA also hosts the annual Neighborhood Night Out celebration.

- **University District Seniors Network.** The UDSN is an advisory committee that operates under the aegis of the UDNA. The UDSN meets monthly and works with UDP/UDDC staff and stakeholders to identify and understand issues and conditions affecting older adults and to be involved in planning activities and events to benefit older adults in the area. The UDP/UDDC organized the University District Senior Network to provide input to the Community Presence Project funded by AARP Arkansas. AARP has completed its funding commitment, but the UDDC will continue the UDSN, which meets monthly to plan activities and represent older adults who reside in the University District. Two UALR School of Social Work faculty members meet regularly with the UDSN. Also, the UDP/UDDC usually accepts at least one MSW Intern per year to focus internship activities on issues and activities related to the UDSN.
- **University District Gardening Association.** The UD Gardening Association is also an advisory group operating under the aegis of the UDNA. The Gardening group meets during the growing season and oversees efforts to promote back yard gardening and other garden related



endeavors. During the past four years, through the Growing Healthy Communities project, the UDDC has distributed 105 raised bed gardens to University District residents.

- **National Night Out.** Each year the University District and the University District Neighborhoods Association hosts National Night Out, which is celebrated across the nation, encouraging residents to come out and meet their neighbors. The principle crime prevention approach within the University District is to encourage neighbors to know each other, to set behavioral norms for neighborhood areas and to be alert to recognize and report suspected criminal activities. The University District NNO attracts approximately 225 person each year for a two hour celebration which include food, speeches and awards recognizing individual law enforcement officers, firefighters and emergency medical technicians.
- **University District Thanksgiving Festival.** Each year the University District contributes to a Thanksgiving Festival sponsored and hosted by the Vine and Village Community Development Corporation. The Festival provides Thanksgiving Day Dinner as well as recreational activities for University District residents who do not have family plans for the holiday. The Festival usually draws about 750 persons for the one-day event.

#### **Urban Development Projects**

The UDP/UDDC encourages urban development in the area supportive of the goals and strategies outlined in the University District Revitalization Plan. While the UDP/UDDC does not generate funds for large scale capital projects, it plays an advocacy and facilitating role to encourage good development and discourage development that would have a blighting influence on the area. Here are some examples:



- **4 Corners.** The 4 Corners area describes the commercial and multifamily developments on the four corners of the Asher/Col. Glenn/University Avenue Intersection. The UDP convenes business and property owners 3 or 4 times each year to identify ongoing issues and help formulate courses of action. For example, in 2014, merchants and property owners began complaining about a high volume of weekend, late night/early morning traffic on Col. Glenn, creating havoc and disorder. The UDP convened all of the owners and managers of properties affected and invited representatives of the Little Rock Police Department to meet with the group. The LRPD stepped up late night patrols and quieted the area over a period of months. Also, a major development in the area involves the Mosaic Church purchasing the empty K Mart Building and adapting it for use by the church and 10 Fitness. This will make a significant and positive impact on the surrounding area. While the UDP is not directly involved in the development, it has been visibly and directly supporting the development and assisting the owners and developers with community relations and communications.
- **University Avenue Redesign.** The UDP/UDDC convened a stakeholders group in 2012 that led to a 2 day workshop which has resulted in a longer process of redesigning University Avenue. Chancellor Anderson is leading the effort to develop plans for improvements and will present the plans to the Little Rock City Board of Directors this Spring.
- **Arkansas Veterans Home.** Neighborhood leaders and UDP staff have been concerned about the declining quality of the operation of the Arkansas Veterans Home located at Charles Bussey and Madison Streets. Two years ago the Arkansas Veterans Affairs Department vacated the building and shuttered it, offering it for sale. No qualified buyers emerged and it appeared that the State of Arkansas was going to abandon the

building, making it an even greater blighting influence. The UDP, neighborhood leaders and State Legislators worked successfully together to get the State of Arkansas to demolish the building. The UDP has since worked with the City of Little Rock and the Little Rock Housing Authority to propose a development of 12 single family residences at the site. Funding for that development is pending review and approval by the Arkansas Development Finance Authority.

- **Private Clubs & Event Centers.** As with the Arkansas Veterans Home effort, often the UDP partners with neighborhood areas and institutions to advocate against state and local agencies granting licenses, permits and zoning to allow night clubs and private event centers to open in the area. There is already a concentration of private clubs on Asher and Col. Glen which brings high, late night, weekend traffic volumes into the area from throughout Central Arkansas. While the UDP does not oppose entertainment, it works closely with neighborhood leaders to identify the club owners and determine the quality of operation that they have. Frequently, the UDP and neighborhoods have identified nefarious enterprises that if left uncontested, would increase blighted conditions in the area.
- **Little Rock Research Park.** In late 2011, the City Board of Directors appointed a five member Little Rock Research Park Authority Board and charged it with tasks to identify a location for a Little Rock Technology Research Park. The Park was supported by a portion of a Little Rock sales tax. During 2012 and 2013, the Technology Park Board oversaw an acrimonious process of site location. Proposals for site locations were invited and 23 proposals were received. The UDDC submitted a proposal to locate the Technology Research Park at the site of the Village Shopping Center. The UDDC involved neighborhood leaders, communicated with



neighborhood area property owners and partnered with the real estate company that managed the property. The UDDC proposed site made the short list of 3 locations. The Technology Park Board ultimately tossed all three locations and considered three additional locations, including a site proposed by UALR. The UDP staff worked with Chancellor Anderson and the UALR Team to vet the plan with residential property owners and the Fair Park Residents Association. The Tech Park Board made a final decision to locate the Research Park in downtown Little Rock. However, the UDDC led initiative on behalf of the University District made a respectful showing and illuminated this area for other potential developments.

- **Curran Conway Park.** The Arkansas Interfaith Conference, a small nondenominational group of faith leaders, adopted the Curran Conway Park through the City of Little Rock's adopt a park program. The UDP/UDDC worked with the Interfaith Conference, the Fair Park Residents Association, the UALR Athletic Department, UALR Children International and other stakeholders to conduct several large scale park cleanup days. In addition, the UDP/UDDC led a planning process to establish a master plan for the park, which the City of Little Rock Parks Commission adopted in 2014. Several UALR departments, faculty, staff and students have been involved in the ongoing project.

#### **UALR Departments Involved**

A focus of the University District has been on facilitating the linkage of UALR resources and expertise with community issues and needs. It is an ongoing process throughout all projects to identify appropriate UALR departments and divisions that can be involved, providing scholarly projects for faculty, research topics to be explored, and learning opportunities for UALR students. Below is a



list of some of the relationships of UALR faculty and students to University District projects:

- UALR Bowen School of Law. For three years, spring real estate class students focused semester projects on addressing conditions within the University District. Approximately 10 students participated in the class each Spring Semester.
- School of Social Work. Each year, graduate level social work students use the University District as the setting for class projects in Needs Assessment, Program Evaluation and Grant Writing.
- Masters in Public Administration. Four MPA students have focused their Capstone papers on situations or conditions within the University District.
- Institute of Government. The faculty and staff of the Institute of Government have focused research and writing projects on the University District.
- Department of Criminal Justice. The faculty and graduate level students have analyzed crime conditions in the University District and made reports to the University District Development Corporation Board of Directors.
- Institute for Economic Advancement. The UDP/UDDC partners with the State Data Center, located within the UALR Institute for Economic Advancement to prepare GIS parcel maps for the University District area. The parcel maps are included on the UDDC website.
- Health, Human Performance & Sports Management. The faculty and students of Health, Human Performance and Sports Management obtained the initial Growing Healthy Communities grant from the Arkansas

Coalition for Obesity Prevention and focused the benefits on the University District. In the subsequent three years, the faculty and staff have teamed with the UDDC to raise project funds from corporations, nonprofit organizations and private individuals to continue the program.

- UALR Athletic Department. The baseball and women's soccer teams have volunteered each year for Keep Little Rock Beautiful events to clean debris and clear undergrowth from Curran Conway Park.
- Fraternities & Sororities. The Greek societies have provided volunteers for community based events, including the Curran Conway Park Cleanup and assisting with the annual Neighborhood Night Out celebration.

## **Organizational Summary**

### **Staffing/Administration**

University District staffing consists of the Executive Director and the Program Officer. When established in 2006, the University District budget also included an Administrative Assistant, but that position was eliminated in 2013 and the office now shares an Administrative Assistant with the Office of Governmental Relations. The University District receives about one-third of the Administrative Assistant's time. Job descriptions are provided in Appendix 7.

Prior to the UALR restructuring, the University District Director reported to the Vice Chancellor for Advancement. The restructuring eliminated that position and established the Office of Governmental Relations. The University District Director now reports to the Chief of Governmental Relations.

The personnel needs of the University District at its inception were determined around the following capabilities:

- Communications with neighborhood organizations, University District residents, and businesses, organizations, institutions and associations that serve or have an interest in the University District area. Communications approaches include one on one communication, small group process, electronic and social media, direct mail, as well as distribution of printed material and sometimes, broadcast media.
- Community organization, outreach and engagement. The community development process emphasizes community involvement. All UDP/UDDC programs, services and projects involve University District residents or affected businesses and institutions. The UDP staff members are proficient at identifying and engaging community stakeholders and partners in the community development process.
- Grant writing and project management. All project activities of the UDP/UDDC are funded through state and federal grants and contributions from business, individuals and private non-profit organizations. Both of the UDP staff members excel at grant writing and project management.
- Housing construction management. The UDP/UDDC acts as its own general contractor. The UDP/UDDC staff manages directly all subcontractors involved in housing rehabilitation and new construction projects.

Flowing from these capabilities, staffing decisions for the University District over time have focused on the following areas of expertise and skills that combined



provide the university's capacity for the unique work of community engagement at the neighborhood level:

- Community Outreach & Engagement
- Community Building & Advocacy
- Community Development
- Affordable Housing planning, development, funding and construction
- Governmental & Community Relations
- Public Administration /project management/grants administration
- Grant Writing
- Non-profit agency bookkeeping, financial management and reporting.

#### **UALR/UDDC Budget**

During the past five years, the UALR University District budget has averaged \$238,026 and the UDDC operating budget has averaged \$73,150 in revenues, not counting construction project funds.

The University District Department's UALR budget has decreased slightly over the past 8 years due to UALR budget constraints. Previously, the UD budget requests were routed through the Office of University Advancement. Now, the UD budget requests are developed with the Chief of Governmental Relations and routed through that office. All of the UALR University District Departments funding comes through the UALR Budget.

The UDDC Board of Directors adopts an annual budget on a calendar year basis. The UDDC obtains affordable housing and community development project funds that benefit the University District area. The UDDC Budget includes project funds from several funding agencies, including HUD funds through the City of Little Rock, Special Needs Assistance Funds provided by the Federal Home Loan

Bank through area FHLB member banks, AARP, the Arkansas Coalition for Obesity Prevention, Blue and You Foundation, and the Bank of America Foundation.

A spreadsheet itemizing income, expenses and project grant amounts is included as Appendix 6.

### **Communication Plan**

The University District Communications and Marketing Plan was recently updated and is included as Appendix 8. The following summary provides an overview description.

**Goal.** The University District Communication Plan will raise public awareness, about the University District and develop constituencies and public support for revitalization of the University District area.

**Strategy.** The University District communications strategy considers audience, message and media needed to address UDP/UDDC Goals: *what* audience is being reached with *what* message and *which* media.

**Audience.** University District communications have focused primarily on neighborhood residents, UALR faculty and staff, University District stakeholder groups, and to a lesser extent, the central Arkansas general public.

**Message.** Communication messages are aimed first at conveying information about specific University District projects and initiatives and second at reinforcing the identity and geography of the University District. University District projects consist of affordable housing development and community building. University District initiatives usually pertain to urban

development issues within the University District area.

**Media.** The University District relies mostly on electronic media, direct mail and to a lesser extent, broadcast and print media.

### **Planning and Evaluation Processes**

Over time, University District initiatives have engaged in a range of strategic planning exercises to guide the work and/or have been informed by other planning activities of the university at large. These planning initiatives have included the following:

- FastForward, UALR Strategic Plan and update, 2004
- On the Move, UALR Campus Master Plan, 2004
- University District Revitalization Plan, 2007
- Partners for Progress, Shaping the Future of the University District, UDP Strategic Plan, 2007
- Redevelopment Potential Analysis Report, 4 Corners Plan, 2011
- Establishing University Village, a plan for Redevelopment of University Avenue, 2013

In relation to evaluation activities for the University District, reports of performance progress by project are made regularly to the Chief of Governmental Operations. The UDDC reports project results to the UDDC Board of Directors and funding agencies. Occasionally, but not scheduled, the UDP/UDDC prepares comprehensive reports for general distribution. The most recent comprehensive report was made to the City of Little Rock Board of Directors in October, 2013. A copy of that report is enclosed as Appendix 9.