

A Place to Thrive

The Master Plan for Little Rock's Children, Youth and Families 2017–2019

We believe that any child growing up in Little Rock should feel safe, supported, and inspired to pursue a life of value. All of Little Rock's children, youth, and families deserve to live in a community where they can achieve a sustainable and meaningful quality of life. That's what makes our community a strong and vibrant one. Realizing that vision will take all of Little Rock working together. We've made good strides in the past, and now it's time to do more.

Let's make Little Rock a place to thrive.

June 2016

Prepared for The City of Little Rock and its Children, Youth and Families Commission
By Advocacy & Communication Solutions, LLC



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Letter from the City Manager

Dear Little Rock citizens and stakeholders,

It is with deep gratitude that I present Little Rock’s three-year Master Plan for Children, Youth, and Families (Master Plan). This 15-month process brought together our city’s youth, community members, national and local experts and civic leaders to build a plan that will continue to help our children, youth, and families thrive. Thank you for your contributions to the plan, for paying attention, for questioning, and for providing your best thinking to help tackle our city’s challenges and set the stage for our community’s future.

We undertook the creation of a Master Plan because we wanted to build on the positive impact of the system for Prevention, Intervention, and Treatment (PIT) programs we put into place in 1994. We needed to refresh our vision for serving children, youth, and families in our city in order to be responsive to the evolving demands of today while also preparing for opportunities and demands of the future.

In recent years Little Rock has faced new and different challenges regarding our children, youth, and families. These challenges are complex, caused by a web of interwoven factors that include poverty, violence, low employment, and lack of education. As a result, the way we serve and support our youngest residents and their families must change, and become more interconnected to mirror the challenges we seek to overcome. This means that solutions to the challenges our community faces today cannot be tackled by one department—or even by the city government alone. Caring for our children, youth and families is a responsibility we all share as members of the Little Rock community.

The Master Plan was developed with this reality in mind. Based on national research, community feedback and the work of a community advisory committee, the Master Plan outlines recommendations that seek to address our challenges with collaborative solutions that will help children, youth and families for the long term. When implemented, the Master Plan will fundamentally change the way Little Rock serves children and youth, by doing the following:

- Using data to identify and prioritize services that fulfill the unmet needs of Little Rock children and youth.
- Increasing program quality and accountability
- Enhancing communication to and with the community about services and programs
- Developing employability skills so that youth are prepared to work, and Little Rock has a strong future workforce
- Placing a priority on children and youth, and integrating youth voice in decision-making

The City of Little Rock Department of Community Programs (DCP) stands ready to serve as a leader and convener to implement this effort. We must-emphasize, however, the fact that no single program or department can achieve the goals of this Master Plan on its own. This is an opportunity for ALL of us—government, civic leaders, community members, clergy, business leaders, youth, parents, grandparents, aunts and uncles, everyone—to shift how we provide appropriate opportunities, programs, and partnerships to enrich the lives of and supports for children, youth, and families.

This Master Plan outlines the steps we need to take together to help everyone attain the skills they need to lead to a sustainable quality of life. So let’s get busy and make Little Rock a place to thrive!

Sincerely,
Bruce Moore
City Manager
City of Little Rock

We must-emphasize, however, the fact that no single program or department can achieve the goals of this Master Plan on its own.

Acknowledgements



The work of Little Rock’s Master Plan for Children, Youth, and Families (Master Plan) has been an intense process throughout the past year. The Master Plan embodies the mission and vision set forth by the Winthrop Rockefeller Foundation—to improve the lives of Arkansans in three inter-related areas: education, economic development, and economic, racial, and social justice. This is why the Winthrop Rockefeller Foundation chose to invest in the Master Plan. We sincerely appreciate the strategic guidance of Cory Anderson, Executive Vice President of the Winthrop Rockefeller Foundation.



The guidance and strategic thinking provided by the consulting team—led by Advocacy & Communication Solutions, LLC (ACS)—was driven by national promising practices and local community expertise. We appreciate ACS’s expertise in leading and driving a multi-prong collaborative process. Their ability to develop strategy, build internal capacity, communicate internally, and manage the Master Plan process led us to this point. We also acknowledge the research and analysis provided through the community outreach effort by partner Dr. Joseph Jones, formerly of the Social Justice Institute of Philander Smith College.

The background work and production of the plan could never have been accomplished without the time, thoughtfulness, and dedication of the Master Plan advisory committee. The advisory committee includes 10 community leaders who have experience with afterschool education and youth development, mentoring, community and economic development, family law, community health, re-entry services to help transition nonviolent ex-offenders into the community, juvenile justice, early care and education, child welfare, out-of-school programs, family self-sufficiency, counseling, student success and enrollment retention, racial justice, and disconnected youth. The expertise of the advisory committee guided the Master Plan development process and provided a basis for recommendations included in the plan.

We also greatly appreciate the contributions of the City of Little Rock Board of Directors, Mayor Mark Stodola, and City Manager Bruce Moore, whose leadership, support, and vision drove the trajectory of the Master Plan. Special thanks to the Little Rock Police Department, Department of Parks and Recreation, and New Futures for Youth who provided child and youth data and information that served as a baseline for understanding the current challenges in Little Rock.

This Master Plan would not have been possible without the residents, and in particular the children and youth of the Little Rock community, who participated in outreach forums and contributed to the plan through surveys, focus groups, meetings, and public comments, whose voices contributed to this plan. Citizens who care deeply are an asset and the key to successful implementation of the Master Plan. To each of you, we extend our deepest gratitude.

Finally, thank you to the City of Little Rock Department of Community Program staff, under the direction of Dana Dossett, for their unwavering technical support and guidance that brought the Master Plan to life.

With gratitude,
Jo Thompson
Chair
Children, Youth, and Family Commission

Executive Summary

Background

In 1993 the City of Little Rock (City) passed a 1/2 cent City sales tax to permanently designate City funds to sustain and administer Prevention, Intervention, and Treatment (PIT) funding, in addition to other major city initiatives. In 2011, the City of Little Rock Board of Directors asked Little Rock voters to approve a new 5/8 cent sales tax for operations in order to meet the increased needs of the city. In September of that year, voters overwhelmingly approved the new tax. Among those priorities identified in the package submitted to voters were youth employment programs; a job skills center; re-entry programs; and PIT programs. Public support for the sales tax was developed through a planning process done by the Future Little Rock task force and several years of innovative direct services work organized by New Futures for Little Rock Youth.

PIT funding is dedicated to programs that are neighborhood-based, provide youth intervention, summer recreation, afterschool/out of school activities, summer learning, employment/career opportunities, skills development and re-entry services for juveniles and young adults. Grounded in a positive youth development framework that emphasizes children and youth as assets to the community, PIT fundamentally changed the way the City approached issues related to youth crime and law enforcement and how it supported Little Rock’s highest need children, youth, and families.

During the following decades, the challenges facing children, youth, and families changed considerably. With these changes came a need to revisit and redesign the PIT approach and develop a Master Plan that can better meet the contemporary reality.

Between February 2015 and June 2016, the Department of Community Programs (DCP) and its consultant team (Advocacy & Communication Solutions, LLC [ACS]; Joseph Jones, formerly of Philander Smith College’s Social Justice Institute; and the Winthrop Rockefeller Foundation) engaged in a multi-pronged approach to develop the Master Plan. The consulting team leveraged PIT’s rich history, along with the successes and lessons learned from the past 22 years, and strengthened it with community feedback and national promising practices to identify and understand changing demographics, city dynamics, and innovations. The consultants engaged a 10-person advisory committee comprised of community leaders with expertise in topic areas covered by PIT funding. This committee steered the process forward and assisted in the development of recommendations found in this Master Plan based on

Prevention, Intervention and Treatment (PIT) Facts

Funded by
1/2 cent
City sales tax

Began in
1994

Administered by Department of Community Programs
(DCP)

Funding

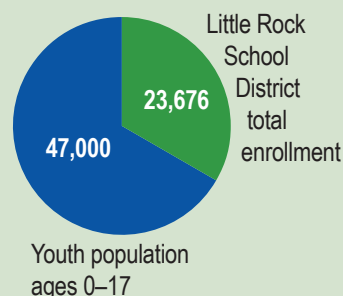
Dedicated to programs that are neighborhood-based, provide youth intervention, summer recreation and learning, afterschool/out-of-school activities, employment/career opportunities, skills development and re-entry services for juveniles and young adults.

\$5.5 million budget in 2015

50 programs and
11,600
people served in 2015

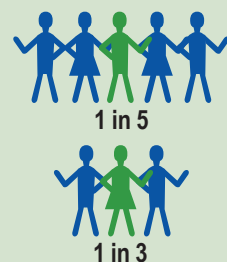
Key Statistics About Little Rock Youth

The city's total youth population ages 0–17 is approximately **47,000**.



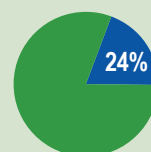
The Little Rock School District has a total enrollment of **23,676**.

In areas of Little Rock with high poverty rates (above 40%) **between one in five and one in three young adults have not completed high school.**

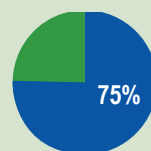


More than **2,000 arrests were made in schools in years 2010–2012**. Most juvenile arrests occur between 8 a.m. and 4 p.m., and most were on or around school grounds.

More than **24 percent¹ of Pulaski County's children lack access at times to enough food for an active, healthy life.**



In 2014, **75% of Little Rock's students received free or reduced price lunch.**



There were **341 homeless youth in Little Rock School District** at the start of the 2014 school year.

Out-of-school suspensions in the Little Rock School District have slightly increased in the last five years. **Nearly 9,000 students received suspensions in the 2013–2014 school year.**

For additional statistics about the state of children and youth in Little Rock, please see the Appendix on page 52.

community outreach, interviews with city leaders, youth data, a local environmental scan of available programs, and research on promising practices from across the country.

The Master Plan is designed to help the City of Little Rock and its partners evolve in their shared effort to meet the ever changing needs of those who want to overcome temporary and systemic challenges to achieve success in school, work, and life. Specifically, the Master Plan serves as a guide for the leadership of DCP to work with all relevant departments, organizations, and programs in the City and the community to meet the needs of the most underserved children, youth, and families, and to increase quality and accountability in PIT.

The challenges facing Little Rock's children, youth, and families, however, are far greater than the City or PIT can tackle alone. The entire community has a role to play to address safety (particularly among youth), jobs, health care, basic needs such as hunger and housing, social services, and education, which are all part of the solution to lift up Little Rock's children, youth, and families. DCP must work across all City departments and with other public and private organizations (health care institutions, businesses, faith-based organizations, schools, nonprofits, libraries, courts, and others) to address unmet needs and challenges that are preventing the City's children, youth, and families from leading sustainable and thriving lives.

Master Plan Elements

The Master Plan is rooted in a vision for Little Rock in which children, youth, and families thrive and achieve a sustainable quality of life. The Master Plan includes five recommended goals that outline how the community will leverage evidence-based approaches and partnerships to achieve the City's broad vision for underserved children, youth, and families. When implemented, the Master Plan will fundamentally change the way the City serves children and youth by doing the following:

GOAL 1

1. Using data to identify and prioritize services that fulfill the unmet needs of Little Rock children and youth.

The City of Little Rock will conduct an analysis to determine gaps, assets, capacity, and environmental factors within the Prevention, Intervention, and Treatment (PIT) system. The City will use data on underserved neighborhoods to establish a prioritized system to immediately address the most underserved youth and families.

WHAT WILL CHANGE

Community engagement reflected concern that services were not reaching those with the most unmet needs. Community members expressed the need for wraparound and coordinated services across multiple organizations.

Utilizing data to assess and prioritize unmet needs will assist the PIT system in moving from a collection of program providers to a coordinated network of programs and services working together to address common Little Rock challenges. Using data to make decisions in highest need areas ensures that services reach the most critical populations of children and families in Little Rock. Strategies included under this goal build partnerships that are necessary to fulfill the vision, and strengthen City leadership to work in collaboration with public and private organizations.

GOAL 2

2. Increasing program quality and accountability.

The City of Little Rock, stakeholders, and partners will adopt outcomes, benchmarks, standards, and indicators to achieve and inform system-wide accountability, and will implement a new evaluation design.

WHAT WILL CHANGE

The community expressed concern that PIT-funded programs were not accountable to measurable outcomes for children, youth, and families.

Common outcomes will guide the direction of PIT funding toward the broad vision. Standards will increase program quality. Benchmarks and indicators will enhance program and PIT system accountability.

¹Feeding America 2013 Map the Meal Gap data. <http://map.feedingamerica.org/county/2013/child/arkansas/county/pulaski>. Accessed April 2016.

GOAL 3

3. Enhancing communication to and with the community about services and programs.

The City of Little Rock will develop and begin the implementation of a clear and coordinated internal and external communication plan to generate awareness and enhance public support for investment in services for children, youth, and families.

WHAT WILL CHANGE ▼

Youth and community members expressed a desire to engage and provide feedback on the programs and services that are offered by the City. It was noted several times that greater awareness about services and programs was needed and that neighborhood hubs already frequent by youth and families such as (school, church, basketball courts, etc.) are the best places to reach them with education and resources.

Communication with the community promotes various program opportunities and increases overall involvement of children, youth, and families. Communication with partners establishes City leadership and collaboration with other stakeholders in addressing the most underserved children in the community.

4. Developing employability skills so that youth are prepared to work, and Little Rock has a strong future workforce.

GOAL 4

The City of Little Rock will enhance age-appropriate services and opportunities (youth career opportunities, mentoring program, apprenticeships, skill building programs, work shadowing, entrepreneurship, etc.) that are developed in partnership with the business community.

WHAT WILL CHANGE ▼

Community members, city leaders, and youth expressed a need for additional jobs for youth. It was mentioned on several occasions there should be a focus on career awareness and preparation, including mentorships, apprenticeships, inventories for skills, and assessments, to help youth understand on how to go to college and/or begin a career.

A focus on workforce development emphasizes the critical importance of work-based learning and skill development, and builds on existing partnerships with the business community. Increased opportunities for youth to gain valuable experience and skills means more youth will be prepared for work and able to lead thriving sustainable lives.

GOAL 5

5. Placing a priority on children and youth, and integrating youth voice in decision-making.

Children and youth will be actively engaged in City program decision-making so that youth perspective is represented.

WHAT WILL CHANGE ▼

Youth and community members noted that youth should have more voice in determining the types of services and programs they want to utilize.

When youth are actively engaged in program development, they will be more likely to utilize services that help support their education and development. Prioritizing the perspectives of children and youth in policy and practice highlights their value to the community and supports their advancement and preparation for school, work, and life.

A common thread among all of the Master Plan goals is the notion that organizations must work together on issues such as education, basic needs such as food and housing, juvenile justice, and health care. This is critical because a siloed system cannot reach underserved children, youth, and families and address all of their needs. Therefore, the Master Plan includes recommendations that will, in some cases, shift the method by which organizations and programs funded by PIT deliver services in order to enhance program quality, increase communication and engagement with the community, prioritize children and youth and benchmark success.

The Master Plan Performance Guidelines include the recommendations on types of programs that should be funded by PIT, standards that programs should meet, how programs should be evaluated, and the outcomes and indicators by which they should be measured. These recommended guidelines ensure that PIT funding is utilized for quality programs, and the process is transparent and accountable to the City and the community. For additional information about Performance Guidelines, including funding criteria, please see that section on page 28.

Common Outcomes

It is recommended that programs funded by PIT dollars work toward the following outcomes for children, youth, and families:

1. Social and Emotional Learning Opportunities
2. Academic and Life Skills
3. Health, Wellness, and Safety
4. Career and Work Readiness
5. Parental and Community Involvement

Evaluation

Recognizing the rich diversity of programs funded by PIT, it is recommended that an evaluation design direct accountability toward common children, youth, and family outcomes, and provide evidence that programs supported by PIT funding:

1. Are high quality and an effective investment of public funds;
2. Support improvement of service quality within all programs and identify those that are persistently low quality as candidates for more intensive improvement activities; and
3. Integrate evaluation activities with the existing investments in the PIT quality improvement system.

Through the Master Plan development process, the advisory committee consulted with national evaluation experts at The David P. Weikart Center for Youth Program Quality. As a result of this consultation, it is recommended the City of Little Rock design an evaluation system for PIT that includes:

1. both qualitative information and outcomes data;
2. common outcomes and indicators to foster and enhance program quality;
3. assessment elements;
4. a tiered system approach; and
5. utilization of an effective information management system to collect data.

Additional information about evaluation can be found in the Performance Guidelines section on page 28.

Implementation Timeline

To ensure the Master Plan continues to build on the momentum of the planning process and is implemented in the recommended timeline, DCP will follow a 100-day plan of action to ensure effective Master Plan implementation, pending approval by the City of Little Rock Board of Directors. DCP will prepare programs applying for PIT funding for changes through a series of informational sessions and trainings in the fall of 2016. System changes to programs funded by PIT will start in January 2017.

Introduction

In 1993 the City of Little Rock (City) passed a 1/2 cent City sales tax to permanently designate City funds to sustain and administer Prevention, Intervention, and Treatment (PIT) funding, in addition to other major city initiatives. In 2011, the City of Little Rock Board of Directors asked Little Rock voters to approve a new 5/8 cent sales tax for operations in order to meet the increased needs of the city. In September of that year, voters overwhelmingly approved the new tax. Among those priorities identified in the package submitted to voters were youth employment programs; a job skills center; re-entry programs; and PIT programs. Public support for the sales tax was developed through a planning process done by the Future Little Rock task force and several years of innovative direct services work organized by New Futures for Little Rock Youth.

Grounded in a positive youth development framework that emphasizes children and youth as assets to the community, this fundamentally changed the way the City approached issues related to youth crime and law enforcement to support Little Rock's highest need children, youth, and families. At the time, this was a leading-edge approach to intentionally invest in and focus on individuals at risk, or treat those already with substance abuse issues, in order to reduce law enforcement costs.

Over time, demographics changed, the needs of children, youth, and families changed, programs came and went, and City leadership realized it was time to reevaluate how programs funded by PIT were meeting the evolving needs of the Little Rock community. While programs funded by PIT have made strides in serving their target audiences during the past 22 years, the changes in needs and environment made the time right to evolve the PIT approach. As a result, the City of Little Rock leadership initiated a Master Plan process to shift the strategic structure of PIT to meet the changing needs of the community, and ensure that resources go toward children, youth, and families with the greatest needs.

The Master Plan builds off the successes and lessons learned from more than two decades of implementing PIT. Based on community feedback and national promising practices, the Master Plan serves as a guide to help the Department of Community Programs (DCP) work with other departments, organizations, and programs to meet the needs of the most underserved children, youth, and families, and to increase quality and accountability in programs funded by PIT.

One clear finding from the Master Plan process is that PIT funding cannot address all the challenges throughout the City alone; DCP must work across City departments and with other public and private organizations to address unmet needs and challenges that are preventing the City's children youth and families from leading sustainable and thriving lives.

The City of Little Rock Department of Community Programs (DCP) was established in 1996 with a mission to address crime prevention issues and to provide a greater array of social and human services needed and desired by citizens. This milestone achievement was the culmination of efforts that started in 1988 with a \$10 million grant from the Annie E. Casey Foundation to establish and underwrite the organization, New Futures for Little Rock Youth, which began to create the environment necessary for serious consideration of youth issues. That was followed in 1991 with a Fighting Back Grant of \$5 million from the Robert Wood Johnson Foundation. This grant allowed the City of Little Rock to establish a base of substance abuse services and programs.

This Plan is a Game-Changer for Children and Youth

When implemented, the Master Plan will fundamentally change the way Little Rock serves children and youth. We'll build on what's worked in the past and embrace current best practice to create an aligned, community-wide effort to help our young residents thrive.

Specifically, we will:

Use data

to identify and prioritize services that fulfill the unmet needs of Little Rock children and youth

Increase quality and accountability

through common outcomes, program standards and evaluation.

Enhance communication

to and with the community about services and programs

Develop employability skills

so that youth are prepared to work, and Little Rock has a strong future workforce

Place a priority on children and youth

and integrate youth voice in decision-making

To build on the city's successes, improve practice, and change the trajectory of children, youth, and families in Little Rock, the following must occur:

The Children, Youth, and Families Commission (CYF Commission) must take a leadership role in policy and oversight:

The CYF Commission was created in 2002 to provide leadership and recommendations on policies and best practices, and funding priorities. In order for the Master Plan implementation to be successful, the Commission must take a leadership role on policy decisions, as well as monitor and provide oversight for implementation of the strategies in the Master Plan.

Department of Community Programs (DCP) must lead the implementation:

The role of DCP is to implement the framework established by the Master Plan.

All programs funded by PIT must be held to the same standards:

Funds allocated towards programs that are part of the City infrastructure or outside of it must be subject to the same framework established by the Master Plan.

DCP must leverage partners and resources:

Only when the community works together, across organizations and departments, will all of Little Rock be successful in finding solutions to community-wide challenges. Integrated throughout the Master Plan are areas where DCP must serve as a convener and build relationships with public, private, and nonprofit organizations to meet the needs of children, youth, and families. These needs may be met through coordination and connection to wraparound services, access to basic needs, access to available community facilities, or the leveraging of state or federal funding. A list of potential partnerships and resources was developed as part of the Master Plan process, and it is recommended this list be maintained and updated by DCP.

It is recommended DCP communicate about the partnerships and resources, and how to access them, so that community members may understand and connect to what is available. The initial list of potential partnerships can be found in the Appendix on page 52.

- How does the organization align with proposed PIT outcomes and the new vision for children, youth, and families?
- What programs/services could be leveraged to support children, youth, and families served by PIT funding? (e.g., filling a need or gap such as transportation)?
- Are there opportunities for shared grants or leveraging resources to support children, youth, and families served by PIT (e.g., City department and another organization applying for state or federal funding together or targeting funding for PIT participants)?

DCP must implement a 100-day plan of action:

To ensure the plan continues to build on the momentum of the planning process and is implemented in the recommended timeline, DCP will guide Master Plan implementation in the first 100 days after approval by the City of Little Rock Board of Directors. DCP will prepare all programs—those currently funded and those wishing to apply for funding for changes in PIT, through a series of informational sessions and trainings in the fall of 2016. Changes to programs funded by PIT will start in January 2017.

The Master Plan represents local community input and national promising practices to reach a vision to support Little Rock's underserved children, youth, and families to help them attain skills to lead a thriving and sustainable life. The Master Plan includes significant shifts in how City departments, private businesses, associations, and nonprofits work together. The way PIT measures and tracks success also will change.

The Master Plan includes:

1. A set of three-year goals that will be implemented using PIT funding;
2. Guidelines that further define the role of administering bodies of PIT funding to set policy and serve as a community convener; and
3. Performance guidelines to increase PIT quality and accountability during implementation.

Master Plan Development Process

In February 2015, the City of Little Rock embarked on a planning process to develop a three-year Master Plan to help set the trajectory for children, youth, and families through 2019 and beyond. This critical effort took into account the expertise and knowledge of the local community; directly engaged children, youth, and families to understand their needs; and considered promising practices from experts across the country. Notably, the plan is developed from community input, which will continue during implementation of the plan. In fact, Goals 3 and 5 of the Master Plan includes recommendations for a broader communication effort and ongoing conversations to engage children, youth, and families throughout Little Rock, to improve and ensure services are meeting the needs of the community.

Taking into consideration the Commission for Children, Youth, and Families' mission to help guide programs and services for PIT, the planning process focused on the vision that all of Little Rock's children and youth can attain skills that will lead to a thriving, sustainable quality of life.

Between February 2015 and June 2016, the City of Little Rock's DCP and the consultant team (Advocacy & Communication Solutions, LLC; Dr. Joseph Jones, formerly of Philander Smith College's Social Justice Institute; and the Winthrop Rockefeller Foundation) engaged in a multi-pronged approach to develop the Master Plan. The consultants engaged a 10-person advisory committee comprised of community leaders with expertise in areas covered by PIT. This committee drove the process forward and developed recommendations, based on an approach that included community outreach, community leader interviews, youth data, a local environmental scan of available programs, and research on promising practices from across the country.

The Approach

The recommendations for the Master Plan were guided by the expertise and knowledge of a local advisory committee. (A list of the advisory committee members can be found in the Appendix on page 52.) These members met as a full group a total of 10 times. The advisory committee also formed four workgroups that met at least three times each, and solicited public feedback to have more in-depth discussions about the Master Plan's vision, goals, strategies, and tasks. The workgroups focused on the following areas of work:

1. **System Workgroup** focused on developing goals and strategies and a vision that will increase effectiveness of organizations that serve children and youth.
2. **Environment Workgroup** focused on developing goals and strategies, and a vision that will strengthen families and the communities in which children and youth live.
3. **Children & Youth Workgroup** focused on developing goals and strategies and a vision that improve the conditions of children and youth.
4. **Partnership and Resources Workgroup** examined potential partnerships to support the PIT system.

Planning Process

A three-year Master Plan for children, youth, and families through 2019 and beyond



The process undertaken by the advisory committee was deliberate and focused. They considered several sources of information to understand the needs of children, youth, and families in Little Rock, including direct engagement with children, youth, families, and community leaders; demographic, crime, and school district data; national promising practices; and information regarding current programs. (More detail can be found in the Appendix on page 52 or downloaded from DCP's website.) Data and information were gathered from:

- Focus groups, surveys, and community forums that captured feedback from locations throughout Little Rock; racially and ethnically diverse community members; funded programs; educational entities; nonprofits; businesses; economic development entities; faith-based organizations; neighborhood associations; law enforcement and juvenile justice; parents, grandparents, and guardians; and children and youth currently enrolled and not enrolled in PIT-funded programs. This process in total reached more than 450 youth and 285 adults.
- Interviews, ongoing conversations, and a survey that captured the viewpoints of 20 community leaders; City Board of Directors; Mayor; City Manager; and Children, Youth, and Families Commission (CYF Commission).
- A local environmental scan to better understand the programs—funded and unfunded—that serve Little Rock's children, youth, and families.
- National promising practices in the areas of prevention, intervention, and treatment.
- Data on children and youth of Little Rock from a variety of sources, including the Little Rock School District, New Futures for Youth², the Little Rock Police Department, and Little Rock Department of Parks and Recreation.
- Feedback from PIT-funded programs and others who have experience with high risk children and youth.

²New Futures for Youth, Inc. is a nonprofit intermediary in Little Rock that provides data and information, capacity building, and resources for youth programs.

Key Findings

As part of the Master Plan development process, the community provided feedback on services that are available to them, as well as unmet needs. This section describes the key findings about the strengths of the community and highlights some of the currently unmet needs.

Not all of the unmet needs can be addressed by programs funded by PIT alone. Some unmet needs are outside the scope of PIT, while others should be addressed in partnership with other City departments or organizations in the community.

The unmet needs on page 13 and 14 are divided into two sections, those that are addressed in the Master Plan, and those that will take a community-wide effort to improve outcomes for children, youth, and families in Little Rock.

Strengths in the community

- **Afterschool programs for children and youth**—There are numerous afterschool programs available for school-aged children, ages 6–19, throughout the City of Little Rock. Additional analysis as outlined in the Master Plan Goal 1 will ensure that the programs are in targeted geographic areas.
- **Teen parenting education and workforce programs**—Several programs exist to help teen parents continue their education and build their skills to find work.
- **STEM programs**—Programs exist that encourage middle school and high school students to pursue Science, Technology, Engineering, and Math (STEM). STEM education is critical to career awareness and job preparedness. The extent that these programs are available or accessed by children and youth in high-poverty areas, however, is unclear. The analysis outlined in Goal 1 in the Master Plan will identify those gaps.

Unmet needs that are addressed in the Master Plan

Community feedback indicates additional need for teen pregnancy prevention, substance abuse treatment, workforce opportunities, and additional engagement with the community. The Master Plan addresses these needs, and interested programs may be able to pursue funding that addresses these issues through specific outcome categories. Information about the outcome categories may be found under the Performance Guidelines section on page 28.

- **Teen pregnancy prevention**—This issue may be addressed by programs that pursue PIT funding under the Health, Wellness, and Safety outcome category.
- **Substance abuse**—There were several discussions within the community engagement effort about whether to keep treatment as part of PIT, and ultimately it is recommended that treatment should remain. It is recommended that the definition of treatment be broadened to include services such as behavioral health, grief counseling, trauma services, mental health, and sexual health. There are currently no community-based treatment programs funded by PIT for children and youth who face substance abuse issues. This issue may be addressed by programs that pursue PIT funding under the Health, Wellness, and Safety outcome category or through community partnerships.
- **Workforce opportunities**—In addition to being a focus of the Master Plan (Goal 4), there is an opportunity for programs to apply for PIT funding under the Workforce Readiness outcome category. It is recommended that workforce programs be developed with a focus on partnerships that can engage employers, leverage resources and curriculum for training, and attract children and youth into the programs. Currently, in Little Rock there are a limited number of:
 - **Career awareness opportunities for middle school- and high school-aged youth.** Although the summer employment programs provide valuable work experience, these programs are not designed to help students become more aware of career opportunities and career pathways. Based on a local environmental scan, employment programs in Little Rock do not include academic components. There is no evidence that employment opportunities or employability directly relates to the classes students are taking. It is recommended there be a stronger connection between classroom education or academics and work opportunities to expose students to different careers paths.
 - **Targeted programs for disengaged youth (those not in school or in the workforce).** It is recommended PIT-funded programs for disengaged youth address:
 - life issues such as parents in prison, peer pressure, earning and saving money, or determining next steps in life;
 - be close to where youth live, in schools, or a place they are comfortable); and
 - recruitment of youth by reaching them where they are (gyms, through schools, churches, or hangouts).
- **Direct engagement with community members**—There is a stated need from the Little Rock community to have a louder voice in what programs offer. Gathering feedback about program design and recruitment is part of the Master Plan's Goal 3. Feedback should be compiled on a regular basis by DCP and used to inform program design and recruitment.

Unmet needs that should be addressed through community partnerships

The Master Plan recognizes that partnerships are critical to changing the trajectory of children, youth, and families. The following components are not addressed in the Master Plan directly; however, it is recommended that partnerships be established to address them by more qualified organizations or agencies. Additional information about the Partnerships and Resources inventory may be found in the Appendix on page 52.

- **Transportation**—Reliable public transportation is a critical issue that must be addressed to help children, youth, and families access available programs and services throughout Little Rock. Community members expressed the need for extended hours for transportation and an increased number of routes. Although transportation is outside the direct scope of DCP, the department should work with other departments and organizations to increase transportation options for PIT program participants.
- **Early childhood education**—The health, education, and wellbeing of young children (from birth to age 5) are critical to preparing successful adults, yet these areas are not currently part of the PIT scope. Early childhood services are part of a large system with its own policies and regulations. It is recommended that DCP and programs funded by PIT partner with organizations that serve young children and their families to close gaps in services. An example of this is to with partner teen parenting programs that help young parents secure basic needs, build skills and further their education with wraparound services such as childcare, maternal health care, and food assistance.
- **Little Rock schools (traditional public, charter, private, and parochial)**—Schools are an ideal place to connect with students, as they are where children and youth spend the majority of their time. Community members recognize that engagement of children and youth in programs funded by PIT should happen regularly among all schools within the Little Rock community to provide additional services. Ideas for additional services from community members include services that help students apply for college, apply for scholarships, and provide wraparound services like health care. DCP and the Little Rock School District have been building a relationship that could lead to additional partnership opportunities in schools during implementation of the Master Plan. It is recommended DCP engage traditional public, charter, private, and parochial schools to reach their students with programs and services.
- **Basic needs, such as food and housing**—Research³ shows that when basic needs, such as food security and stable housing are met, children and youth are more likely to succeed in school. Students who do not have their basic needs met are more likely to suffer from health issues and unpredictable school attendance, which leads to falling behind in school, and often, failure. It is recommended that DCP leverage community partners to help children, youth, and families access supports for basic needs when they are identified in underserved neighborhoods and for PIT program participants.

Master Plan Recommendations

Included in this Master Plan are a vision, three-year goals, strategies, and a timeline to implement changes to PIT. In addition, the Master Plan presents performance guidelines, on page 28, that further define PIT, the role and responsibility of the City of Little Rock Board of Directors, and CYF Commission, and DCP to implement the PIT system, and guidance on methods to increase program quality and accountability.

Vision ▶

It is recommended that the following broad vision set the foundation for the City's children, youth, and families of the Master Plan through 2019:

- The City and its partners will work together toward shared outcomes that support children, youth, and families.
- The City will continue to take leadership and collaborate to improve the quality of life of families and the communities in which they live.
- Underserved children and youth in the City of Little Rock will move beyond their current circumstances, will be valued, and will be prepared for their next steps in school, work, and life.

Goals

The Master Plan recommends five goals that will bring the community together toward reaching the City's broad vision for children, youth, and families. Goals one and two are to be accomplished by December 2016 and December 2017, respectively, as other tasks are contingent upon their success. It is recommended that goals three, four, and five be completed by December 2019. Please refer to the Implementation Timeline on page 38 for additional detail.

GOAL 1 ▶

Use data to identify and prioritize services that fulfill the unmet needs of Little Rock children and youth.

The City of Little Rock will conduct an analysis to determine gaps, assets, capacity, and environmental factors within the Prevention, Intervention, and Treatment (PIT) system. The City of Little Rock will use data on underserved neighborhoods to establish a prioritized system to direct first year efforts and actions to immediately address the most underserved youth and families. DCP will re-assess the evaluation process every three years to incorporate evolving and additional needs.

WHAT WILL CHANGE ▼

Community engagement reflected concern that services were not reaching those with the most unmet needs. Community members expressed the need for wraparound and coordinated services across multiple organizations.

Utilizing data to assess and prioritize unmet needs will assist the PIT system in moving from a collection of program providers to a coordinated network of programs and services working together to address common Little Rock challenges. Using data to make decisions in highest need areas ensures that services reach the most critical populations of children and families in Little Rock. Strategies included under this goal build partnerships that are necessary to fulfill the vision, and strengthen City leadership to work in collaboration with public and private organizations.

³Sherman A, Trisi D, Parrott S. Various supports for low-income families reduce poverty and have long-term positive effects on families and children. Center for Budget and Policy Priorities. <http://www.cbpp.org/sites/default/files/atoms/files/7-30-13pov.pdf>. Published July 2013. Accessed April 2016.

GOAL 2

Increase program quality and accountability.

The City of Little Rock, stakeholders, and partners will adopt outcomes, benchmarks, standards, and indicators to achieve and guide system-wide accountability.

The City of Little Rock will implement the new evaluation design based on the results determined by the assessment performed in the first year and standards approved by the City.

WHAT WILL CHANGE ▼

The community expressed concern that PIT-funded programs were not accountable to measurable outcomes for children, youth, and families.

Common outcomes will guide the direction of PIT-funded programs toward the broad vision. Standards will increase program quality. Benchmarks and indicators will enhance program and PIT system accountability.

GOAL 3

Enhance communication to and with the community about services and programs.

The City of Little Rock (The Mayor, City Board of Directors, and cross-department leaders) will develop and begin the implementation of a clear and coordinated internal and external communication plan to generate awareness and enhance public support for investment in services for children, youth, and families.

Parents and families in the City of Little Rock will become more aware of services and involved with programs in support of personal and community transformation.

The City will increase awareness regarding existing services and supports available to children, youth, and families to expand utilization.

WHAT WILL CHANGE ▼

Youth and community members expressed a desire to engage and provide feedback on the programs and services that are offered by the City. It was noted several times that greater awareness about services and programs was needed and that neighborhood hubs already frequent by youth and families (e.g., schools, churches, basketball courts, etc.) are the best places to reach them with education and resources.

Communication with the community promotes various program opportunities and increases overall involvement of children, youth, and families. Communication with partners establishes City leadership and collaboration with other stakeholders in addressing the most underserved children in the community.

GOAL 4

Develop employability skills so that youth are prepared to work, and Little Rock has a strong future workforce.

The City of Little Rock will enhance age-appropriate services and opportunities (youth career opportunities, mentoring programs, apprenticeships, skill building programs, work shadowing, entrepreneurship, etc.) that are developed in partnership with the business community.

WHAT WILL CHANGE ▼

Community members, city leaders, and youth expressed a need for additional jobs for youth. It was mentioned on several occasions there should be a focus on career awareness and preparation, including mentorships, apprenticeships, inventories for skills, and assessments, to help youth understand on how to go to college and/or begin a career.

A focus on workforce development emphasizes the critical importance of work-based learning and skill development, and builds on existing partnerships with the business community. Increased opportunities for youth to gain valuable experience and skills means more youth will be prepared for work and able to lead thriving sustainable lives.

GOAL 5

Place a priority on children and youth and integrate youth voice in decision-making.

Children and youth will be actively engaged in City program decision-making so that the youth perspective is represented.

WHAT WILL CHANGE ▼

Youth and the community noted that youth should have more voice in determining the types of services and programs they want to utilize.

When youth are actively engaged in program development, they will be more likely to utilize services that help support their education and development. Prioritizing the perspectives of children and youth in policy and practice highlights their value to the community and supports their advancement and preparation for school, work, and life.

Strategies, Tasks, Role of Partners, and Measuring Success

This page includes:

- 1. Strategies and Tasks**—Based on community feedback and national promising practices, the Master Plan provides recommendations for strategies and tasks to meet each goal. All of these tasks begin between July 2016 and December 2017.
- 2. Responsible Parties and Partners**—Responsible parties for each strategy and recommended resources and partnerships⁴ in the community (outlined in the Appendix on page 52) that should be leveraged to accomplish the tasks. The goals set forth in the Master Plan will be successful if available resources and partnerships are leveraged by DCP to support children, youth, and families.

Goals, Strategies, and Tasks

GOAL 1

By December 2016, the City of Little Rock will conduct an analysis to determine gaps, assets, capacity, and environmental factors within the Prevention, Intervention, and Treatment (PIT) system. The City of Little Rock will use data on underserved neighborhoods to establish a prioritized system to direct first year efforts and actions to immediately address the most underserved youth and families.

Indicators of Master Plan Success

- Neighborhoods are identified and prioritized as underserved.
- A hub (e.g., school, church, business, etc.) and individual contact are identified in each target area.
- There is a partnership agreement in place with service providers and supportive services to address needs in underserved neighborhoods.

Strategy 1

Conduct an environmental analysis to determine which neighborhoods to prioritize services (who has services and who does not, based on needs).

- | | |
|--------|---|
| Task 1 | <i>Approach the University of Arkansas Clinton School of Public Service to complete the analysis as a practicum or capstone project; define parameters of their research.</i> |
| Task 2 | <i>Gather and analyze public demographic data (by census tract); pull from Master Plan data and environmental scan; use public data such as crime statistics, housing; and neighborhood programs.</i> |
| Task 3 | <i>Complete analysis/review templates/review guidance from the Wallace Foundation.</i> |
| Task 4 | <i>Establish a process for how the City can continually monitor and update the environmental scan.</i> |
| Task 5 | <i>Conduct a one-time, one-day workshop with stakeholders to build on environmental scan work done by ACS that can be found in a more detailed Appendix, available for download on DCP's website http://www.littlerock.org/citydepartments/communityprograms/.</i> |
| Task 6 | <i>Develop an online, interactive resource guide for children and youth services.</i> |

Responsible Parties and Critical Partners

Responsible: DCP.

Partners: University of Arkansas Clinton School of Public Service Field Education project, University of Arkansas Little Rock.

- 3. Indicators to Track the Master Plan's Progress**—The recommendations in the table are just a starting point for DCP to track success in implementing the Master Plan; They can and should be expanded upon to include additional outcomes for children, youth, and families. DCP will accomplish some of the recommended indicators within one year of implementation. Other recommended indicators show growth and progress in meeting Master Plan goals through 2019 and beyond. The table shows the recommended indicators to measure Master Plan success by each of the five three-year goals. If implemented as shown in the timeline, the Master Plan goals will be met, and there will be a stronger, more accountable system for PIT that serves children, youth, and families.

Strategy 2

Leverage partnerships with local schools, churches, businesses, and others within the neighborhoods to address immediate needs in the most underserved neighborhoods.

- | | |
|--------|---|
| Task 1 | <i>Engage community members to better understand and identify needs and how to serve prioritized areas.</i> |
| Task 2 | <i>Consult an expert from the Weikart Center to better understand how other areas have identified indicators to encourage inclusion of basic needs.</i> |
| Task 3 | <i>Develop a system across City departments to provide basic services to priority neighborhoods.</i> |
| Task 4 | <i>Identify a leadership hub (e.g., schools, churches, businesses) in each neighborhood that is underserved.</i> |

Responsible Parties and Critical Partners

Responsible: DCP manages the effort and convenes partners to address neighborhood needs. CYF Commission, Mayor, and Ward Directors invite participation of partners.

Partners: Neighborhood Resource Centers, Little Rock Police Department, Housing representatives, Little Rock School District, charter and private schools, Little Rock Public Works, Parks and Recreation, Pulaski County, and other organizations on the list recognized for supportive services to participate in finding solutions and address neighborhood needs. Schools, neighborhood associations, churches, and businesses should be considered as hubs.

Strategy 3

Address neighborhoods' immediate needs based on gap analysis (who has services and who does not).

- | | |
|--------|--|
| Task 1 | <i>Engage leadership hubs to provide basic services in neighborhoods.</i> |
| Task 2 | <i>Engage community organizations to address neighborhood needs in an ongoing way.</i> |

Responsible Parties

Responsible: Neighborhood Resource Centers, Little Rock Police Department, Housing representatives, Little Rock schools, Little Rock Public Works, Parks and Recreation, Pulaski County, and other organizations recognized for supportive services participate in finding solutions and address neighborhood needs.

⁴DCP will maintain an ongoing list of organizational partners and resources. These are separated into three categories: funders, supportive services, and service providers. As DCP looks at partnership opportunities and sustainability, they may use this inventory to identify funding to leverage and strategic partners. The list of service providers will be provided to potential grantees, and it will be requirement of the proposal process to identify the gap or need that they fill, and/or how they will partner with other organizations to fill needs in the community. As relationships develop, additional organizations may be added to the list. A full list of potential resources and partnerships may be found in the Appendix on page 52.

Goals, Strategies, and Tasks

GOAL 2

By December 2016, the City of Little Rock, stakeholders, and partners will adopt outcomes, benchmarks, standards, and indicators to achieve and inform system-wide accountability. By December 2019, the City of Little Rock will implement the new evaluation design based on the results found in the assessment performed in the first year and standards approved by the City Board of Directors.

Indicators of Master Plan Success

- The City has adopted a set of standardized outcomes, programs standards, contract deliverables, and procurement template, which reflect PIT priorities.
- Contracted program staff attend trainings to understand how they will be assessed and the standards they must follow under the new PIT structure.

Strategy 1

Ensure the City decides on measurable variables, and conduct Youth Program Quality Assessment trainings for program directors and coordinators.

Task 1	Secure agreement and buy-in on recommended outcomes, benchmarks, standards, and indicators for system of accountability.
Task 2	Develop a methodology to support programs funded by PIT and apply best practices.
Task 3	Develop and support an information management system to collect a common set of data from these programs.
Task 4	Develop a tiered funding system to group programs of the same quality that are evaluated on similar standards.

Responsible Parties

Responsible: CYF Commission for policy priorities and decision-making, and DCP for developing the appropriate procurement process.

Strategy 2

Ensure the City implements a system of continuous evaluation and assessment measured against evidence-based best practices, benchmarks, standards, and other indicators to reflect the progress of programs funded by PIT.

Task 1	Develop a preamble for contracts about the evaluation year vs. the contract year.
Task 2	Provide training for funded programs.
Task 3	Ensure DCP implements continuous evaluation and assessment of programs funded by PIT.

Responsible Parties

Responsible: CYF Commission for policy priorities and decision-making, and DCP for developing the appropriate procurement process.

GOAL 3

By December 2016, The City of Little Rock (The Mayor, City Board of Directors, and cross-department leaders) will develop and begin the implementation of a clear and coordinated internal and external communication plan to generate awareness and enhance public support for investment in services for children, youth and families. By December 2019, parents and families in the City of Little Rock will be aware of services and involved with programs in support of personal and community transformation. By December 2019, the City of Little Rock Mayor, City Board of Directors, and cross-department leadership will increase awareness about existing services and supports available to children, youth, and families to increase utilization of services.

Indicators of Master Plan Success

- DCP has a comprehensive plan in place for communication.
- The communication plan includes clear, concise messages that are reaching targeted audiences, and includes a feedback loop to ensure needs are being addressed.
- There are feedback loops established with service providers to gather information from youth and families and to send information out to the community.
- There is increased attendance in programs.
- There is increased consistency in messaging.
- There is increased website traffic.
- The City has a clear, concise report about children, youth, and families that annually reaches citizens of Little Rock.
- There is increased number of meetings led by Ward Directors, the Mayor, the Little Rock schools, service providers, and other partners to update the public on PIT-funded programs.
- There are increased numbers of total attendees at local meetings that discuss PIT-funded programs.
- There is increased awareness about PIT-funded programs, services, and successes (measured through community survey).

Strategy 1

Develop a comprehensive communication plan.

Task 1	Create a matrix that includes message, audience, and media vehicles to systemize, record, and evaluate effectiveness.
Task 2	Develop messages that focus on a "Building a Community" frame that includes the entire City of Little Rock.

Responsible Parties

Responsible: DCP, CYF Commission, City communication staff, IT, and housing and neighborhood programs.

Continued on next page

GOAL 3 (Continued)

Strategy 2

Use traditional and social media to engage underserved communities, to promote opportunities, to make quality programs and services more visible and accessible, and to encourage and measure participation.

- Task 1** Build on development of formal outreach avenues for DCP and the City (newspaper, radio, LRTV, websites, church announcements, neighborhood alert center) to expand reach.
- Task 2** Include sporting events, gyms, malls, and classroom settings for presentations and outreach.
- Task 3** Utilize social media (Twitter messaging a priority) to promote meetings, speeches, and forums that engage vulnerable communities, promote opportunities, and services.
- Task 4** Develop feedback loops from participants and families. Gather feedback on how participants heard of program (have program providers track) and what they want to see in the future. Develop a form to consistently gather feedback among all PIT programs.
- Task 5** Consider inflow of information from community programs. Get in touch with service providers and plug in with events that are already happening in the community. Share anecdotal information from providers with the City.
- Task 6** Develop and use an ongoing system of dissemination to neighborhood points (school districts, neighborhood associations, national night out).
- Task 7** Develop a website that includes with the what, when, and how about PIT-funded programs; everything points back to the website.
- Task 8** Develop a quarterly newsletter to promote PIT-funded programs and successes.
- Task 9** Ensure DCP presents PIT status to the City Board of Directors on a quarterly basis.

Responsible Parties and Critical Partners

Responsible: DCP; CYF Commission, City communication staff, IT and housing and neighborhood programs.

Partners: Schools, churches, neighborhood associations, Pulaski County, the media, and service providers identified in the partnership and resources list.

Strategy 3

Communicate to public on the progress and state of Little Rock youth, via a State of Children, Youth, and Families address given by the Mayor, and through regular annual communication from the City.

- Task 1** Have the Master Plan advisory committee makes an official ask to give a State of Children, Youth, and Families address.
- Task 2** Include highlights from the State of the Children address in the January 2017 State of the City address.
- Task 3** Deliver State of the Children address in June 2017 (based on the National Month for Children and Families). Include specifics on the status of the Master Plan and where the City will focus efforts based on the data (specific neighborhoods), highlighting partnerships and recognizing neighborhood leadership, and status update on successes.
- Task 4** Provide formal and informal outreach and communication avenues to present and publish progress to the public (social media, newspaper, radio, television, websites).

Responsible Parties

Responsible: Little Rock Mayor, DCP communicates to staff, facilitates, and follow-ups on media inquiries.

Strategy 4

Ensure City Ward Directors host a community forum to reiterate the Mayor's commitment, gain feedback, and promote initial solutions.

- Task 1** Identify affected wards in the priority areas, as indicated by the data analysis.
- Task 2** Hold community forums within 30 days of the June address.
- Task 3** Record and gauge response and feedback from forums and aggregate for assessment.
- Task 4** Consider different way to determine where meetings will be held, such as through neighborhood associations.

Responsible Parties and Critical Partners

Responsible: DCP, Mayor and City Ward Directors invite and host leadership meetings to review progress of the Master Plan. DCP staff ensures follow through.

Partners: Neighborhood associations, Pulaski County, all service providers, and supportive services.

Strategy 5

Hold meeting with the Mayor and the City Board of Directors with school administrators to reach high school principals, in underserved and prioritized neighborhoods.

- Task 1** Meet every principal face-to-face during the first year (schools are identified based on prioritized neighborhoods) to inform about services, website, and other outreach and youth engagement.
- Task 2** Hold ongoing meetings to establish collaborative relationship, share resources, and answer questions.

Responsible Parties and Critical Partners

Responsible: DCP facilitates meetings and conducts appropriate follow up; Mayor and City Board of Directors participate.

Partners: Little Rock School District administration, public, charter, and private school leadership and staff.

Goals, Strategies, and Tasks

GOAL 4

The City of Little Rock will enhance age-appropriate services and opportunities (youth career opportunities, mentoring programs, apprenticeships, skill building programs, work shadowing, entrepreneurship, etc.) that are developed in partnership with the business community.

Indicators of Master Plan Success

- A partnership between the City, the Chamber of Commerce, and the Workforce Investment Board is developed with the objective to increase youth employment in Little Rock.
- There are increased numbers of new employers who provide work opportunities for youth.
- There are increased numbers of youth who indicate interest in getting a job.
- There are increased numbers of youth who complete job training.
- There are increased numbers of youth who attain jobs.
- There are increased numbers of jobs offered to youth.
- There are increased numbers and varieties of businesses that attend all meetings about youth employment and offer jobs.

Strategy 1

Hold meeting with the Mayor, the Chamber of Commerce, and the Workforce Investment Board (WIB) to address the youth employment need and solicit partners to expand opportunities.

- Task 1** Identify work opportunity options (youth jobs, mentoring programs, apprenticeships, skills building programs, work shadowing, etc.) for youth including, but not limited to the summer employment program.
- Task 2** Conduct meetings among the Mayor, Chamber, and WIB to foster cooperation with City departments towards this goal.
- Task 3** Meet with Chamber and WIB to discuss youth work options, employer challenges, and logistics for developing pathways to youth employment.
- Task 4** Develops pathways to youth employment based on the meetings with the Chamber and WIB.
- Task 5** Ensure Chamber solicits business partners who are able to provide work opportunities for youth.
- Task 6** Ensure WIB solicits business partners who are able to provide work opportunities for youth. WIB designs recruitment process for opportunity youth.

Responsible Parties and Critical Partners

Responsible: DCP facilitates meetings and works with partners to develop new pathways to youth employment; Mayor participates in meetings.

Partners: Little Rock Regional Chamber, Workforce Board, Pulaski County, and all City departments.

Strategy 2

Ensure Ward Directors call a meeting of local employers to address the need for and solicit partners to expand work opportunities for youth.

- Task 1** Determine the logistics of the meeting.
- Task 2** Identify the “ask” for local employers.
- Task 3** Use the current employers that participate in the Summer Employment Program to recruit employers at Ward meetings to participate in youth work opportunities.

Responsible Parties and Critical Partners

Responsible: Ward Directors facilitate meetings; DCP follows up with the employers to integrate them into programs

Partners: Businesses, Pulaski County, Chamber of Commerce, and Workforce Board.

Strategy 3

Ensure City works with all Little Rock schools (traditional public, charter, private, and parochial), to determine how many 16–18 year olds, within the prioritized neighborhoods, would like a job and how to go about recruiting them.

- Task 1** Distribute a survey through the schools to students (should connect to DCP meeting with high school principals).
- Task 2** Provide training for interested students (DCP summer employment program training [e.g., orientation and career crash courses]).

Responsible Parties and Critical Partners

Responsible: DCP.

Partners: Little Rock schools.

GOAL 5

By December 2019, children and youth are actively engaged in City program decision-making so that youth perspective is represented.

Indicators of Master Plan Success

- There is presence of youth being involved at the meetings on a regular basis.
- There is increased youth voice in decision-making processes for program and policies that affect youth.
- There is increased youth participation on youth councils by PIT program participants.
- There is increased presence of partnerships across the Little Rock that focus on children, youth, and family outcomes.

Strategy 1

Use the existing Mayor’s Youth Council, other youth councils, and the CYF Commission to learn from, adjust, and expand on what exists.

- Task 1** Form a committee to conduct a review and identify the right vehicles to engage youth; include youth to participate in the review, drawing youth participants from the youth councils that already exist.
- Task 2** Create mandatory slots on Mayor’s Youth Council for PIT participants.
- Task 3** Use virtual technology to engage youth throughout the community.
- Task 4** Review Mayor’s Youth Council standards and create opportunities for leadership in each PIT program.
- Task 5** Encourage programs to have youth councils to help prepare youth for opportunities available on the Mayor’s Youth Council.
- Task 6** Require all programs funded by PIT to engage youth through surveys about their needs and desires for services. Integrate this engagement into standards and requirements for contracts.

Responsible Parties

Responsible: CYF Commission, DCP, programs funded by PIT.

Strategy 2

See that the City of Little Rock develops and implements a clear and intentional pathway to support, recognize, and confirm youth as a priority for the community.

- Task 1** Work to establish partnerships across the community that leverage assets and strengths to support youth.
- Task 2** Use partnerships to pursue new and diverse resources that support youth success and defined by youth-focused goals.
- Task 3** Ensure DCP tracks partnerships that support youth in three areas: provide supportive services, leverage youth funding, is a service provider. In addition to state and federal grants, opportunities may be found at America’s Promise (<http://www.americaspromise.org/news/funding-opportunities-174>).
- Task 4** Ensure DCP integrates principles and language from America’s Promise into the RFP/RFQs; programs can respond with applications indicating that they understand promises and incorporate the promises into their programs.
- Task 5** Disseminate information using the communication channels described in the communication plan (to be developed) and through the State of Children Address in June 2017.

Responsible Parties and Critical Partners

Responsible: DCP, City Manager, Mayor, and Ward Directors.

Partners: Little Rock schools, all City departments, Chamber of Commerce, Workforce Investment Board, Pulaski County, Arkansas Minority Health, Department of Corrections, and other identified partnership and resource opportunities.

Performance Guidelines

The Master Plan recommends changes that further define the role and responsibilities of City Board of Directors, CYF Commission, and DCP to implement the PIT system. The Performance Guidelines also define PIT, its operating standards, and its evaluation design, including common outcomes and indicators for programs that receive PIT funding. These recommendations will help increase program quality, transparency, and accountability. When implemented, the recommendations in this section will ensure systemic changes to PIT are effective and that children, youth, and families receive services that enhance their overall quality of life.

Definition of Prevention, Intervention, and Treatment (PIT)

Based on community conversations and unmet needs, it is recommended that the original definition of PIT be maintained to ensure that children, youth, and families have access to critical services with common outcomes:

- **Prevention**—To reach children and young adults before they commit a crime or become involved in youth and gang violence.
- **Intervention**—Deliberate outreach to higher risk children and young adults who may be exposed to criminal activities or to change current delinquent activities.
- **Treatment**—For children and young adults who have become addicted to drugs or alcohol. It has been noted throughout the Master Plan development process that PIT does not currently address treatment. It is recommended that the definition of treatment be broadened to include services such as behavioral health, grief counseling, trauma services, mental health, and sexual health.

Implementing PIT

The following recommendations define the role and responsibilities of the City Board of Directors, CYF Commission, and DCP to implement PIT funding and ensure PIT accountability.

Role of the City Board of Directors: The City Board of Directors must confirm the direction and framework for PIT funding to provide guidance for PIT implementation. Directors provide ultimate oversight of the Master Plan implementation.

Role of Children, Youth, and Families (CYF) Commission: The CYF Commission must take a leadership role on policy decisions, monitoring activities, and providing oversight for implementation of the activities in the plan in order for the Master Plan implementation to be successful. It is recommended that the CYF Commission consider diversifying membership to include youth and the general public with an interest in the success of children, youth, and families.

Role of Department of Community Programs (DCP): The role of DCP is to implement the Master Plan, based on the framework established by the City. DCP will maintain an ongoing list of organizational partners and resources that may be leveraged to support and implement the PIT system.

Implementing Outcomes and Indicators

As part of the PIT proposal process, it is recommended that:

- Potential funded programs have an opportunity to describe the outcomes their program will have for children, youth, and families, as well as how they will measure outcomes.
- All programs identify at least one outcome from each category and a minimum of one indicator they will measure during the duration of their contract year.
- Each program commit to tracking those indicators during the contract year. If they do not comply, the program will be at risk for losing PIT funding.
- DCP provide assistance to potential programs leading up to the grant period to describe the outcomes and indicators, and assist programs in understanding how their demonstrated effort aligns to outcomes.
- DCP provide assistance to help programs understand how to measure progress toward outcomes.

The table below outlines the recommended outcomes and indicators for programs that receive PIT funding may choose:

Social and Emotional Learning and 21st Century Workforce Readiness ⁵	
Outcome	Indicator
Communication skills ▼	<ul style="list-style-type: none"> effective expression of thoughts and feelings increased assertiveness in social context
Life skills ▼	<ul style="list-style-type: none"> improved resilience increased planning, skills, time management, resourcefulness and realistic goal setting increased accountability and/or sense of personal responsibility increased sense of purpose and self-direction regulate and manage emotions expanded global and cultural awareness
Leadership and civic engagement ▼	<ul style="list-style-type: none"> increased ability and interest to lead others or activities increased awareness of issues that impact life and community increased action and engagement on specific issues affecting life and community
Improved relationships ▼	<ul style="list-style-type: none"> increased ability to work with others to accomplish goals increased ability to work with diverse individuals and groups more positive interaction with peers more positive interaction with adults
Increased positive behavior ▼	<ul style="list-style-type: none"> increased violence prevention and reduce juvenile crime reduced or no incidence of illegal behavior reduced or no gang activity
Prepared for higher education and employment ▼	<ul style="list-style-type: none"> increased knowledge of college choices increased awareness of and interest in careers and employment pathways increased demonstration of job readiness skills increased digital and media literacy

⁵These include 21st century skills. 21st century skills refer to a broad set of knowledge, skills, work habits, and character traits. The Partnership for 21st Century Learning (<http://www.p21.org/>) is a collaborative between business and educators. The Partnership's 21st Century Skills' framework provides information on skills, knowledge, and expertise students must master to succeed in work and life; it is a blend of content knowledge, specific skills, expertise, and literacies. More information may be found here: http://www.p21.org/storage/documents/P21_Framework_Definitions.pdf

Academic Skills (21st century skills, mindset, and habits)	
Outcome	Indicator
Engaged learning ▼	<ul style="list-style-type: none"> improved work and study skills habits improved problem solving/critical thinking skills improved initiative/agent of one's own learning increased creativity and innovation increased literacy (reading, writing, public speaking, Science, Technology, Engineering and Mathematics [STEM]), and the arts
Engagement in school ▼	<ul style="list-style-type: none"> increased school attendance decreased school tardiness increased homework completion on-time promotion
Health, Wellness, and Safety	
Reduce usage and increase avoidance in alcohol and drug use ▼	<ul style="list-style-type: none"> increased knowledge of negative effects of drug and alcohol reduced or no usage of drugs and alcohol
Safe sexual health practices ▼	<ul style="list-style-type: none"> increased knowledge of safe sexual health increased or continued application of safe sexual health practices reduced or no incidence of STDs and unplanned teen pregnancies
Increased knowledge of nutrition ▼	<ul style="list-style-type: none"> increased knowledge of healthy food increased demonstration of healthy food choices
Increased knowledge of general health practice ▼	<ul style="list-style-type: none"> increased physical activity and fitness practices increased or continued demonstration of managing one's own health and hygiene
Parental, Family and Community Involvement	
Increased engagement in children and youth learning ▼	<ul style="list-style-type: none"> increased engagement and support for youth in homework and other school projects increased support for youth in developing solid study skills increased linkage and referral to needed ancillary services
Increased engagement in children and youth school functions ▼	<ul style="list-style-type: none"> increased attendance at school meetings and parent/guardian conference increased number of community education events to increase awareness of and access to school processes, requirements and services

Program Criteria Checklist

To provide guidance to DCP and transparency to the community, it is recommended that every program that receives PIT funding meet all of the following criteria based on Performance Guidelines:

- ✓ Serves high need or underserved neighborhoods as determined by the PIT assessment.
- ✓ Meets one or more outcome areas.
- ✓ Determines and commits to tracking at least one indicator for each outcome area.
- ✓ Identifies and includes areas of partnerships and funding from additional sources.
- ✓ Solicits and integrates feedback from children, youth, and family participants on a regular basis to inform program design.
- ✓ Uses promising practices. It is recommended that for both proven programs and those that are new, innovative program designs that integrate promising practices and research should be considered. Programs looking for promising practices may rely on the Master Plan promising practices report found on the DCP website.
- ✓ Ensures the budget is reflective of programmatic goals. Priority will be on resources that go to front-line staff who work directly with children, youth, and families.
- ✓ Sees that key staff attend pre-application training to understand outcome areas and evaluation.
- ✓ Engages in professional development training and continuous education for program staff.

Standards for Programs Receiving PIT Funding

Based on community feedback and national best practices, it is recommended that DCP implement the following recommendations to structure new and current standards for programs receiving PIT funding in order to increase their understanding about quality standards:

- Rename PIT “operational standards” to “contract assurances” or “program assurances.”
- Align and integrate the recommended standards with other operational or contract assurances and program standards associated with the new Youth Program Quality Assessments (YPQA)⁶, so funded programs can easily keep track of requirements.
- Develop clear, consistent, transparent messages about contract standards.
- Require programs to sign off on all standards through the procurement process.

It is recommended that DCP adopt the following new set of standards to increase consistent program quality and transparency in the community for programs funded by PIT:

1. Programs establish partnerships with families and communities in order to achieve their goals. *The purpose of this standard is to encourage programs to identify and pursue additional resources and partnerships to fill programmatic gaps. This standard is intended to set clear expectations for programs and related outcomes, and address structural barriers (such as transportation). It is recommended that:*

- Through the application process, potential funded programs assess and identify existing and potential community partners.
- Programs are required to identify areas of partnership from other community organizations in the pre-submission phase of the procurement process using a form.
- DCP model the community partnership form after the 21st Century program application.
- The partnerships formed will clearly support the objectives of the program.
- The City provides technical assistance to help potential programs understand the pre-submission process.
- DCP requires programs to survey parents to help identify gaps and concerns.
- DCP designs and requires a uniform intake process that includes domains that assess basic needs, such as housing and food, as well as other wraparound services. This will ensure that programs have adequate information in order to have a holistic approach to working with families at their greatest points of need.

⁶Youth Program Quality Intervention and Assessment. (YPQI/YPQA), a validated instrument designed to evaluate the quality of youth programs and identify staff training needs. More information may be found here: <http://www.aosn.org/program-quality/youth-program-quality-inter.html>.

Standards for Programs Receiving PIT Funding

2. Budgets are appropriate to meet the objectives of the contract, and expenditures will be commensurate to the goals. *The purpose of this standard is that the proposed budget reflects program goals and programmatic outcomes.* It is recommended that:

- Programs are required to submit a clear budget narrative that justifies the requested funds.
- Programs are evaluated based on how the budget reflects the program goals.
- Resources going to front-line staff and front-line work are a priority.
- DCP provides budget guidance and a template before the application is released.
- DCP offers pre- and post-application training, including how the budget is monitored.

3. Programs comply with the City of Little Rock's system for evaluating PIT outcomes, including measuring outcomes and planning for continuous improvement. *The purpose of this standard is to reinforce a common approach for qualitative and quantitative measures.* It is recommended that:

- DCP adopts a common metric for self-assessment and youth assessment based on how well the program is aligned with the outcomes the City set forth for PIT funding. This requires measuring both the quantitative and qualitative impact based on the needs and goals of the programs through the management information system and Youth Program Quality Assessments (YPQA).
- DCP provides training on all elements of evaluation design.

4. DCP provides pre- and post-application training on expectations for quality, reporting, and assessment. *The purpose of this standard is to ensure DCP is available for technical assistance and professional development for programs and ensure there is a common approach as it relates to quality program standards, reporting, and assessment requirements.* It is recommended that:

- DCP provides instructions and guidance to programs related to the alignment of their program design to the City's PIT outcome measures.

Standards for Programs Receiving PIT Funding

5. Programs funded by PIT offer safe and age-appropriate space to meet program objectives. *The purpose of this standard is to ensure safe and developmentally age-appropriate spaces to meet the programmatic goals.* It is recommended that:

- Programs may utilize partnerships to address the need for space. This will be described in the application process.
- DCP reviews this standard and aligns it with current operational standards.

6. Programs funded by PIT are required to demonstrate youth involvement specifically with adolescents in programs and services. *The purpose of this standard is to ensure youth voice and choice is integrated into programs.* It is recommended that:

- Programs describe youth involvement in the application process.

7. Programs funded by PIT use the state of Arkansas standards as a baseline for PIT quality standards. *The purpose of this is to provide validity for meeting state standards.* It is recommended that:

- DCP cross-checks PIT quality standards with the state of Arkansas' quality assessment⁷ every year.

⁷State standards may be found by going to this website:

<http://www.aosn.org/about-aosn/aosn-advocacy-blog/arkansas-standards-for-out-of-school-time-program-quality.html>.

PIT Program Evaluation

Recognizing the rich diversity of PIT programs that are available in the City of Little Rock, and the importance of professional development for individuals who work with children and youth, it is recommended that an evaluation design drive accountability toward common children, youth, and family outcomes, and provide evidence. A PIT program evaluation will measure whether or not PIT programs:

1. Are high quality and an effective investment of public funds;
2. Support improvement of service quality at all programs and identify programs that are persistently low quality as candidates for more intensive improvement activities; and
3. Integrate evaluation activities with the existing investments in the PIT quality improvement system.

DCP is in the process of developing and implementing a quality improvement system (anchored by the evidence-based Youth Program Quality Intervention and Assessment. (YPQI/YPQA)⁸, a validated instrument designed to evaluate the quality of youth programs and identify staff training needs. Programs will use the Youth Program Quality Assessment to conduct a self-assessment. Data from the self-assessment is then used to set improvement goals tied to the observable measures in the Youth Program Quality Assessment. Programs then are supported in reaching those goals and increasing program quality. It is recommended that DCP look to national promising practices to explore ways to support the professional development of PIT program staff that work with children and youth.

Throughout the Master Plan development process, the advisory committee consulted with national evaluation experts at The David P. Weikart Center for Youth Program Quality (Weikart Center). The Weikart Center was launched in January 2008 as a joint venture of the Forum for Youth Investment⁹ and the HighScope Educational Research Foundation¹⁰. It uses an approach that empowers education and human service leaders to adapt, implement, and scale best-in-class, research validated quality improvement systems to advance child and youth development outcomes. This consultation led to the following recommendations around DCP's evaluation design:

1. **An evaluation that uses qualitative information and outcome data.** It is recommended DCP use an evaluation design that uses both qualitative information and program outcome data. This type of design would answer the following questions related to the quality of PIT services and outcomes:
 - What are very high quality benchmarks and the risk indicators for very low quality PIT-funded programs?
 - Do student Social and Emotional Learning skills change during the annual afterschool cycle?
 - Do students with lower baseline Social and Emotional Learning skills increase as much or more than higher skilled students?
 - Does participation in a high quality PIT program cause greater school success than participation in a low quality program?

⁸<http://www.aosn.org/program-quality/youth-program-quality-inter-.html>.

⁹<http://forumfyi.org/>

¹⁰<http://highscope.org/>

2. **Common outcomes and indicators to drive program quality.** Based largely on the Partnership for Afterschool Education (PASE) Afterschool Youth Outcomes Inventory, and modified to align City of Little Rock needs, it is recommended that PIT-funded programs have the following outcomes:

- Social and Emotional Learning and 21st Century Workforce Readiness.
- Academic Skills.
- Health, Wellness, and Safety.
- Parental, Family, and Community Involvement.

3. **Assessment elements.** It is recommended the evaluation take into account the following assessment approaches and processes:

- The assessment process should be focused on program quality at the point-of-service.
- Programs funded by PIT should be able to provide supplemental information, but not in place of a baseline assessment.
- Some areas of an assessment should be fixed (and consistent), while others should allow the program to choose the areas in which it will be assessed.
- A case management system should allow funded programs to tell their success stories.
- Outcome data that will be collected and analyzed should include quantitative elements as well as qualitative elements.
- Programs should be required to address transportation and be assessed based on their efforts.
- Programs should be assessed regarding regular attendance by participants.
- Unannounced visits (4–5 times a year) should track the average number of participants attending and observe if the program is meeting objectives.

4. **A tiered system approach.** Recognizing that some programs have more experience with evaluation and resources at their disposal, it is recommended that DCP use a tiered evaluation approach to prioritize and focus technical assistance. It is recommended that DCP use the evaluation to identify performance subgroups and then design technical assistance to improve performance tailored directly to the members of those groups.

5. **The information system.** It is recommended that DCP first design and implement the PIT evaluation design for a few years before moving it into new Management Information System (MIS) technology.

Little Rock Implementation Timeline



By December 2016, the City of Little Rock will conduct an analysis to determine gaps, assets, capacity, and environmental factors within the Prevention, Intervention, and Treatment (PIT) system. The City of Little Rock will use data on underserved neighborhoods to establish a prioritized system to direct first year efforts and actions to immediately address the most underserved youth and families.

Strategy 1

Conduct an environmental analysis to determine which neighborhoods to prioritize services (who has services and who does not, based on needs)

Task 1	Approach the University of Arkansas Clinton School of Public Service to complete the analysis as a practicum or capstone project; define parameters of their research.	2016 Jul
Task 2	Gather and analyze public demographic data (by census tract); pull from Master Plan data and environmental scan; use public data such as crime statistics, housing; and neighborhood programs.	2016 Jul Aug Sep Oct
Task 3	Complete analysis/review templates/review guidance from the Wallace Foundation.	2016 Aug
Task 4	Establish a process for how the City can continually monitor and update the environmental scan.	2016 Nov Dec
Task 5	Conduct a one-time, one-day workshop with stakeholders to build on the environmental scan work completed by ACS. The environmental scan can be found in the Appendix on page, or is available for download on DCP's website: http://www.littlerock.org/citydepartments/communityprograms/ .	2016 Aug
Task 6	Develop an online, interactive resource guide for children and youth services.	2016 Nov Dec

Strategy 2

Leverage partnerships with local schools, churches, businesses, and others within the neighborhoods to address immediate needs in the most underserved neighborhoods.

Task 1	Engage community members to better understand and identify needs and how to serve prioritized areas.	2016 Nov
Task 2	Consult an expert from the Weikart Center to better understand how other areas have identified indicators to encourage inclusion of basic needs.	2016 Aug Sep
Task 3	Develop a system across City departments to provide basic services to priority neighborhoods.	2016 Sep Oct
Task 4	Identify a leadership hub (e.g., schools, churches, businesses) in each neighborhood that is underserved.	2016 Nov

Strategy 3

Address neighborhoods' immediate needs based on gap analysis (who has services and who does not).

Task 1	Engage leadership hubs to provide basic services in neighborhoods.	2016 Dec	2017 Jan
Task 2	Engage community organizations to address neighborhood needs in an ongoing way.	2017 Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec	

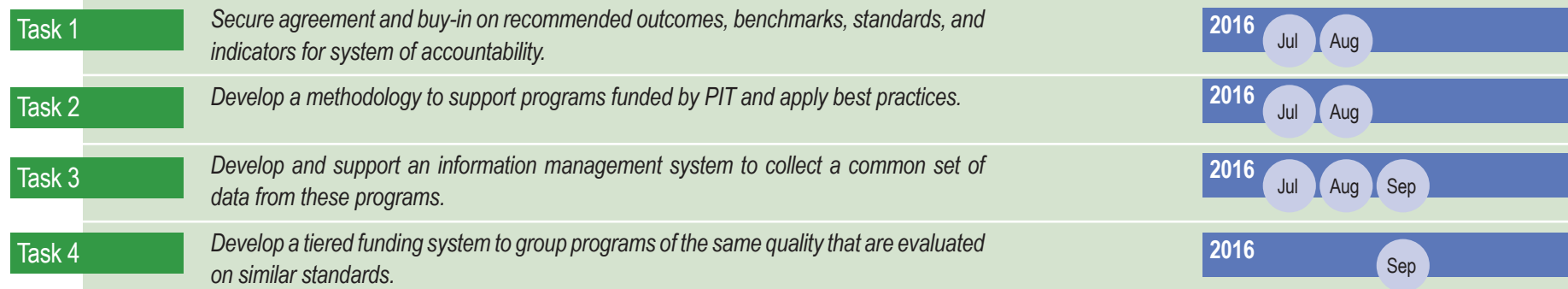
2018, Q 1 & 2 2018, Q 3 & 4 2019, Q 1 & 2 2019, Q 3 & 4

GOAL 2

By December 2016, the City of Little Rock, stakeholders, and partners will adopt outcomes, benchmarks, standards, and indicators to achieve and inform system-wide accountability. By December 2019, the City of Little Rock will implement the new evaluation design based on the results found in the assessment performed in the first year and standards approved by the City Board of Directors.

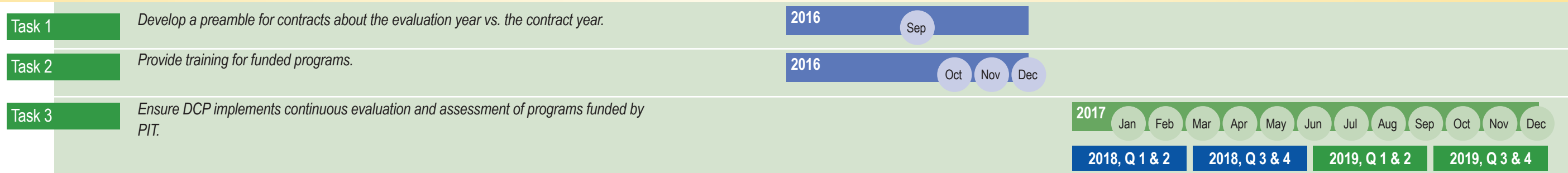
Strategy 1

Ensure the City decides on measurable variables, and conduct Youth Program Quality Assessment trainings for program directors and coordinators.



Strategy 2

Ensure the City implements a system of continuous evaluation and assessment measured against evidence-based best practices, benchmarks, standards, and other indicators to reflect the progress of programs funded by PIT.



GOAL 3

By December 2016, The City of Little Rock (The Mayor, City Board of Directors, and cross-department leaders) will develop and begin the implementation of a clear and coordinated internal and external communication plan to generate awareness and enhance public support for investment in services for children, youth, and families. By December 2019, parents and families in the City of Little Rock will be aware of services and involved with programs in support of personal and community transformation. By December 2019, the City of Little Rock Mayor, City Board of Directors, and cross-department leadership will increase awareness about existing services and supports available to children, youth, and families to increase utilization of services.

Strategy 1

Develop a comprehensive communication plan.

- Task 1** Create a matrix that includes message, audience, and media vehicles to systemize, record, and evaluate effectiveness.
- Task 2** Develop messages that focus on a "Building a Community" frame that includes the entire City of Little Rock.



Strategy 2

Use traditional and social media to engage underserved communities, to promote opportunities, to make quality programs and services more visible and accessible, and to encourage and measure participation.

- Task 1** Build on development of formal outreach avenues for DCP and the City (newspaper, radio, LRTV, websites, church announcements, neighborhood alert center) to expand reach.
- Task 2** Include sporting events, gyms, malls, and classroom settings for presentations and outreach.
- Task 3** Utilize social media (Twitter messaging a priority) to promote meetings, speeches, and forums that engage vulnerable communities, promote opportunities, and services.
- Task 4** Develop feedback loops from participants and families. Gather feedback on how participants heard of program (have program providers track) and what they want to see in the future. Develop a form to consistently gather feedback among all PIT programs.
- Task 5** Consider inflow of information from community programs. Get in touch with service providers and plug in with events that are already happening in the community. Share anecdotal information from providers with the City.
- Task 6** Develop and use an ongoing system of dissemination to neighborhood points (school districts, neighborhood associations, national night out).
- Task 7** Develop a website that includes with the what, when, and how about PIT-funded programs; everything points back to the website.



Continued on next page

Goal 3 (Continued)

Strategy 2

Task 8	Develop a quarterly newsletter to promote PIT-funded programs and successes.	2016	Sep	Dec	2017	Mar	Jun	Sep	Dec
					2018, Q 1 & 2	2018, Q 3 & 4	2019, Q 1 & 2	2019, Q 3 & 4	
Task 9	Ensure DCP presents PIT status to the City Board of Directors on a quarterly basis.	2016	Sep	Dec	2017	Mar	Jun	Sep	Dec
					2018, Q 1 & 2	2018, Q 3 & 4	2019, Q 1 & 2	2019, Q 3 & 4	

Strategy 3

Communicate to public on the progress and state of Little Rock youth, via a State of Children, Youth, and Families address given by the Mayor, and through regular annual communication from the City.

Task 1	Have the Master Plan advisory committee makes an official ask to give a State of Children, Youth, and Families address.	2016	Jul						
Task 2	Include highlights from the State of the Children address in the January 2017 State of the City address.				2017	Jan			
Task 3	Deliver State of the Children address in June 2017 (based on the National Month for Children and Families). Include specifics on the status of the Master Plan and where the City will focus efforts based on the data (specific neighborhoods), highlighting partnerships and recognizing neighborhood leadership, and status update on successes.				2017		Jun		
Task 4	Provide formal and informal outreach and communication avenues to present and publish progress to the public (social media, newspaper, radio, television, websites).				2017		May	Jun	Jul

Strategy 4

Ensure City Ward Directors host a community forum to reiterate the Mayor's commitment, gain feedback, and promote initial solutions.

Task 1	Identify affected wards in the priority areas, as indicated by the data analysis.				2017	Jan			
Task 2	Hold community forums within 30 days of the June address.				2017		Jun	Jul	
Task 3	Record and gauge response and feedback from forums and aggregate for assessment.				2017			Aug	
Task 4	Consider different way to determine where meetings will be held, such as through neighborhood associations.				2017				Sep

Strategy 5

Hold meeting with the Mayor and the City Board of Directors with school administrators to reach high school principals, in underserved and prioritized neighborhoods.

Task 1	Meet every principal face-to-face during the first year (schools are identified based on prioritized neighborhoods) to inform about services, website, and other outreach and youth engagement.				2017		Jul	Aug	Sep
Task 2	Hold ongoing meetings to establish collaborative relationship, share resources, and answer questions.				2018, Q 1 & 2			2019, Q 1 & 2	

GOAL 4

The City of Little Rock will enhance age-appropriate services and opportunities (youth career opportunities, mentoring programs, apprenticeships, skill building programs, work shadowing, entrepreneurship, etc.) that are developed in partnership with the business community.

Strategy 1

Hold meeting with the Mayor, the Chamber of Commerce, and the Workforce Investment Board (WIB) to address the youth employment need and solicit partners to expand opportunities.

Task 1	<i>Identify work opportunity options (youth jobs, mentoring programs, apprenticeships, skills building programs, work shadowing, etc.) for youth including, but not limited to the summer employment program.</i>	2017	Jan	Feb				
Task 2	<i>Conduct meetings among the Mayor, Chamber, and WIB to foster cooperation with City departments towards this goal.</i>	2017		Mar				
Task 3	<i>Meet with Chamber and WIB to discuss youth work options, employer challenges, and logistics for developing pathways to youth employment.</i>	2017		Mar				
Task 4	<i>Develops pathways to youth employment based on the meetings with the Chamber and WIB.</i>	2017		Apr				
Task 5	<i>Ensure Chamber solicits business partners who are able to provide work opportunities for youth.</i>	2017		May				
Task 6	<i>Ensure WIB solicits business partners who are able to provide work opportunities for youth. WIB designs recruitment process for opportunity youth.</i>	2017		May				
					2018, Q 1 & 2	2018, Q 3 & 4	2019, Q 1 & 2	2019, Q 3 & 4

Strategy 2

Ensure Ward Directors call a meeting of local employers to address the need for and solicit partners to expand work opportunities for youth.

Task 1	<i>Determine the logistics of the meeting.</i>	2017		Apr				
Task 2	<i>Identify the "ask" for local employers.</i>	2017		Apr				
Task 3	<i>Use the current employers that participate in the Summer Employment Program to recruit employers at Ward meetings to participate in youth work opportunities.</i>	2017		May				
					2018, Q 1 & 2	2018, Q 3 & 4	2019, Q 1 & 2	2019, Q 3 & 4

Strategy 3

Ensure City works with all Little Rock schools (traditional public, charter, private, and parochial), to determine how many 16–18 year olds, within the prioritized neighborhoods, would like a job and how to go about recruiting them.

Task 1	<i>Distribute a survey through the schools to students (should connect to DCP meeting with high school principals).</i>	2017		Jul	Aug	Sep		
Task 2	<i>Provide training for interested students (DCP summer employment program training [e.g., orientation and career crash courses]).</i>	2017					Oct	Nov
							2018, Q 3 & 4	2019, Q 3 & 4

GOAL 5

By December 2019, children and youth are actively engaged in City program decision-making so that youth perspective is represented.

Strategy 1

Use the existing Mayor's Youth Council, other youth councils, and the CYF Commission to learn from, adjust, and expand on what exists.

Task 1	<i>Form a committee to conduct a review and identify the right vehicles to engage youth; include youth to participate in the review, drawing youth participants from the youth councils that already exist.</i>	2016	Sep	Oct
Task 2	<i>Create mandatory slots on Mayor's Youth Council for PIT participants.</i>	2016	Sep	Oct
Task 3	<i>Use virtual technology to engage youth throughout the community.</i>	2016	Nov	Dec
Task 4	<i>Review Mayor's Youth Council standards and create opportunities for leadership in each PIT program.</i>	2016	Sep	Oct
Task 5	<i>Encourage programs to have youth councils to help prepare youth for opportunities available on the Mayor's Youth Council.</i>	2016	Nov	Dec
Task 6	<i>Require all programs funded by PIT to engage youth through surveys about their needs and desires for services. Integrate this engagement into standards and requirements for contracts.</i>	2016	Jul	Aug

Strategy 2

See that the City of Little Rock develops and implements a clear and intentional pathway to support, recognize, and confirm youth as a priority for the community.

Task 1	<i>Work to establish partnerships across the community that leverage assets and strengths to support youth.</i>	2016	Jul	Aug	Sep	Oct	Nov	Dec	2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Task 2	<i>Use partnerships to pursue new and diverse resources that support youth success and defined by youth-focused goals.</i>	2016	Jul	Aug	Sep	Oct	Nov	Dec	2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Task 3	<i>Ensure DCP tracks partnerships that support youth in three areas: provide supportive services, leverage youth funding, is a service provider. In addition to state and federal grants, opportunities may be found at America's Promise (http://www.americaspromise.org/news/funding-opportunities-174)</i>	2016	Jul	Aug	Sep	Oct	Nov	Dec	2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Task 4	<i>Ensure DCP integrates principles and language from America's Promise into the RFP/RFQs; programs can respond with applications indicating that they understand promises and incorporate the promises into their programs.</i>	2016	Jul	Aug																		
Task 5	<i>Disseminate information using the communication channels described in the communication plan (to be developed) and through the State of Children Address in June 2017.</i>								2017					May	Jun	Jul						

Conclusion

The Master Plan for children, youth, and families combines local community input and national promising practices that will help Little Rock's children, youth, and families attain skills to thrive and achieve a sustainable quality of life. Realizing this vision will demand significant change in how City departments, private businesses, associations, the public sector, and nonprofits work together, measure, and track success. To meet the ever-changing needs of the community now and in the future, the City of Little Rock and its partners must evolve in their effort to serve those who want to overcome temporary and systemic challenges to achieve success in school, work, and in life.

To ensure the Master Plan continues to build on the momentum of the planning process and is implemented in the recommended timeline, DCP will follow a 100-day plan of action to ensure effective Master Plan implementation, pending approval by the City of Little Rock Board of Directors. DCP will prepare programs applying for PIT funding for changes through a series of informational sessions and trainings in the fall of 2016. System changes to programs funded by PIT will start in January 2017.

When implemented, the Master Plan will be a game-changer for Little Rock's children, youth, and families. Data will help the City drive services where they are needed most. City-funded programs will be of high quality and accountable to the community, with open lines of communication so they can continue to evolve and improve. The City will focus on helping children and youth mature with the skills and knowledge they need to find economic security in the future workforce. There will be a strong focus on collaboration and partnership across organizations that serve and support Little Rock's children, youth, and families that will lead to better outcomes and a sustainable quality of life. All of this will happen as long as there is a strong emphasis on ensuring that the voices of children and youth are an integral part of decisions that affect them—a key component of this Master Plan.

As a result of the City's efforts and intentional focus on working together for children and youth, Little Rock will be a place where every young person can thrive.

Overview

Between February 2015 and June 2016, the City of Little Rock’s DCP and the consultant team (Advocacy & Communication Solutions, LLC; Dr. Joseph Jones, formerly of Philander Smith College’s Social Justice Institute; and the Winthrop Rockefeller Foundation) engaged in a multi-pronged approach to develop the Master Plan. Background information included in this appendix includes the following:

1. Advisory committee roster (below)
2. Youth data (Page 53)
3. Partnership and Resources Inventory (Page 59)

Additional supporting information that was developed during the Master Plan process, such as the community outreach summary, environmental scan, and promising practices report is available for download in a longer appendix on DCP’s website.

ADVISORY COMMITTEE ROSTER

SiKia Brown, *Out-of-School Programs Director*
Arkansas Hunger Relief Alliance

- Areas of expertise: hunger relief, community partnerships
- Member of the Commission on Children, Youth & Families

Tammie Cloyes, *Public School Program Coordinator*
Arkansas Department of Education

- Areas of Expertise: afterschool education, teaching, educational leadership, school districts

Ron Copeland, *University District Director*
University of Arkansas at Little Rock-University District Partnership

- Areas of Expertise: community development, non-profit management, county government, promise neighborhoods
- Member of the Pulaski County Planning Board

Mark DeYmaz, *Pastor & Author*
Mosaic Church of Central Arkansas

- Areas of Expertise: faith-based work, cultural competency

Beth Echols, *Attorney*
Gill Ragon Owen, Attorneys

- Areas of Expertise: family law
- Member of the Commission on Children, Youth & Families

Scott Gordon, *President*
Gordon Consulting Group

- Areas of Expertise: community health, social work, reentry
- Former executive vice-president of the Arkansas Children’s Hospital
- Member of the City of Little Rock Ambulance Authority

Paul Kelly, *Senior Policy Analyst*
Arkansas Advocates for Children & Families

- Areas of Expertise: early care and education, juvenile justice, child welfare, out-of-school programs, family self-sufficiency
- Member of the Youth Justice Reform Board

Dr. James Lagrone, *Retired Pastor*

- Areas of Expertise: counseling, domestic violence
- Member of the Commission on Children, Youth & Families

Kareem Moody, *Director-North Little Rock Campus*
Pulaski Tech Network for Student Success

- Areas of Expertise: student success and enrollment retention, afterschool programming, disconnected youth

Jo Thompson, *Director of Children’s Systems of Care*
Arkansas Department of Human Services, Division of Children and Family Services

- Areas of Expertise: child welfare, research, data analysis
- Chair, Commission on Children, Youth & Families

Laveta Wills-Hale, *Network Coordinator*
Arkansas Out-of-School Network / Arkansas State University

- Area of Expertise: out-of-school time programming, and youth development policy and research

Youth Data

The following 2014 data was provided from the Little Rock School District (LRSD), New Futures for Youth, Little Rock Police Department, and Department of Community Programs, and other public data sources to provide baseline information for the development of the the Master Plan.

Little Rock School District (LRSD):

- Total Enrollment: 23,676
- Attendance Rate: 92.1%
- Graduation Rate: 78.3%
- Free/Reduced Lunch Rate: 62.7%

Tutoring: All schools with the exception of Baseline Academy offer tutoring options after school. Several tutoring sites offer 21st Century Community Learning Center programs: Bale, Carver, Franklin, Mabelvale, Rockefeller, and Washington elementary schools, Cloverdale Middle School, and Hall High School.

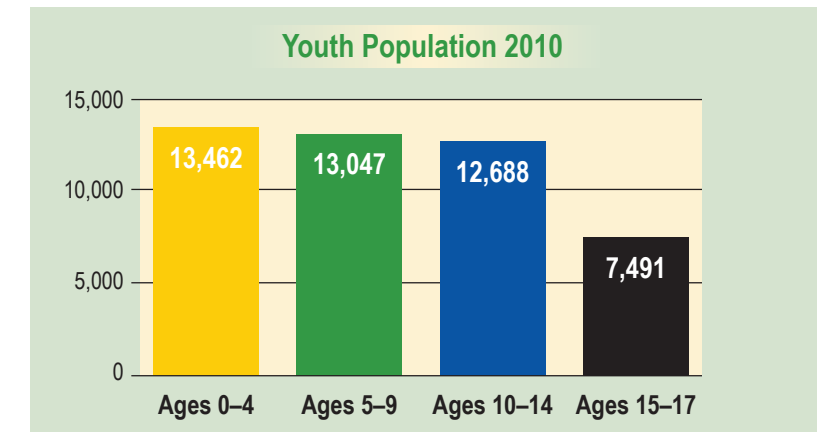
Extended Day: Baseline offers an extended day for students, with afternoon dismissal at 4:05 pm.

Literacy: The LRSD coordinates literacy programming at all schools as part of a district-wide curricular emphasis.

Select Demographics:

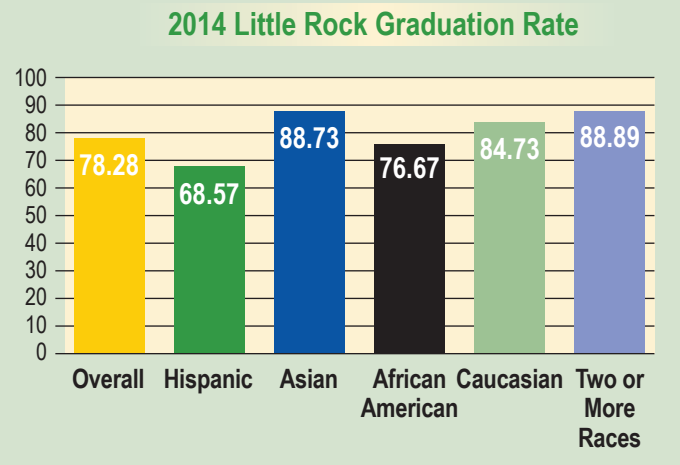
Population:

- The city’s total youth population ages 0–17 is approximately 47,000.
- Across five of the seven areas of the city, youth population has remained fairly stable. The number of youth in 2010 in the West, Northwest, Southwest, Central and East areas are similar to the number of youth in those areas in 1990. Youth population growth has occurred from 1990 to 2010 in the Far West Area of Little Rock. More of Little Rock’s youth live in the Far West area than in any other area of the city. The Midtown area, which accounted for one fifth of the city’s youth population in 1990, saw its youth population as a percent of the city’s total population cut nearly in half.
- Approximately 43.4 percent of children live in single-parent households.



Poverty:

- In 2010, 23% of youth were living in poverty city-wide. The areas in which poverty exists has changed between 1990 and 2010. In some areas the change has been drastic. In 1990, 54% of youth in the East area lived in poverty. That was reduced to 20% in 2010. During the same period, the percentage of youth in Southwest who live in poverty doubled from 19% to 40%. According to Federal guidelines, poverty above 40% in an area is extreme. Southwest, Midtown and Central are high poverty areas.



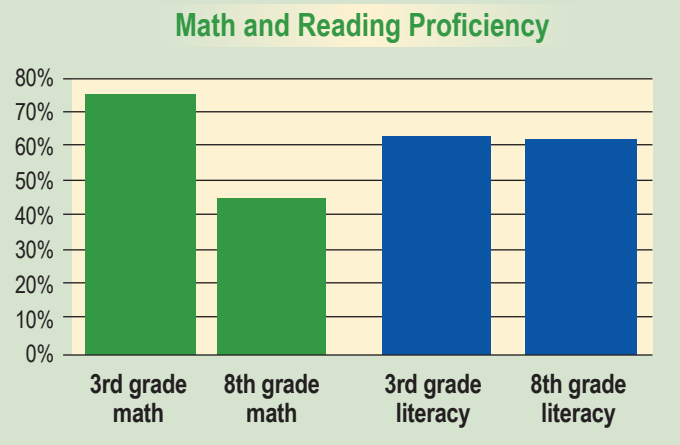
- In 2014, 75% of Little Rock's students received free or reduced price lunch.
- There were 341 homeless youth in Little Rock School District at the start of the 2014 school year.

Transportation:

- The areas with highest poverty (above 40%) are also the areas with more households without reliable transportation. In the Central area, only 78 out of every 100 households have at least one vehicle.

Education:

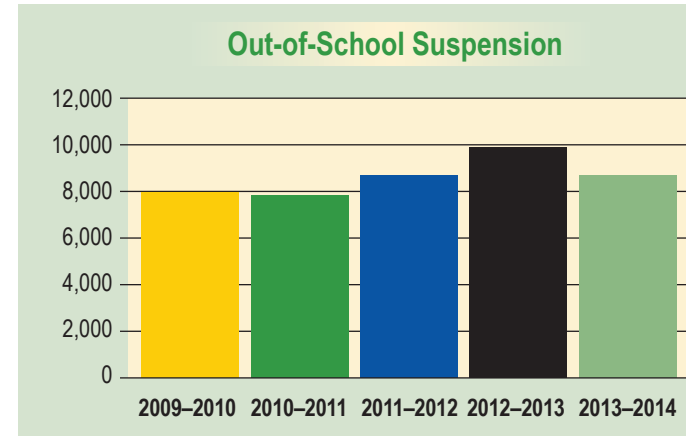
- In areas of Little Rock with high poverty rates (above 40%) between one in five and one in three young adults have not completed high school.
- The 2014 graduation rate in the Little Rock School District is nearly 85% for Caucasian students, while Hispanic and African-American graduation rates are lower, 68.6% and 76.7%, respectively.
- Out-of-school suspensions in the Little Rock School District have slightly increased in the last five years. Nearly 9,000 students received suspensions in the 2013–2014 school year.
- Although nearly one-fourth of all 18 to 24 year olds living in the Far West and North West areas have obtained a bachelor's degree, fewer than one in 20 have a college degree in the West, Southwest and East areas; 10% and 21% of individuals living in the Midtown and Central areas, respectively, hold a bachelor's degree.



- Math proficiency drops significantly between 3rd and 8th grades. Approximately 75% of Little Rock's 3rd graders are proficient in math, while only 45% of the district's 8th graders are proficient.
- Reading proficiency does not experience the same drop, with approximately 62–63% of the city's 3rd and 8th graders considered proficient.

Juvenile crime:

- Though the rate of juvenile crime has been decreasing since 1991, the City of Little Rock experienced a spike in juvenile crime in 2011. Between 2011 and 2014 there was a 9% decrease in charges filed against youth (2,636 in 2011, compared to 2,392 in 2014); however there was a 40% decline in youth arrests (1,777 in 2011, compared to 1,064 in 2014).
- More than 2,000 arrests were made in schools in years 2010–2012. Most juvenile arrests occur between 8 a.m. and 4 p.m., and most are on or around school grounds.
- School arrests are higher in Pulaski County than other counties in the state. From 2012–2013, approximately 44 out of every 1,000 students had an encounter that resulted in an arrest by an officer in Pulaski County.¹ Offense records provided by ACIC data; enrollment population data provided by the ADE Data Center.

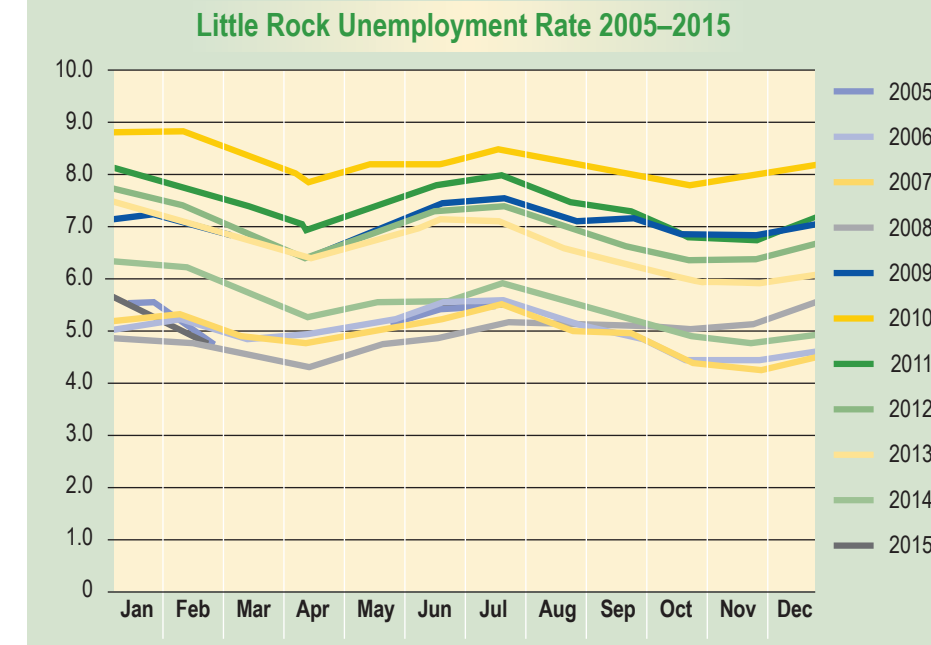


Health:

- There were 645 teen births in 2010 in Pulaski County. This equates to approximately 55.3 teen births out of 1,000 live births, or 5%.

Employment:

- Unemployment rates for all of Little Rock have stabilized to pre-recession levels and hover around 5%, after highs in 2010.
- According the Arkansas Economist, youth unemployment—16-19 years and 20-24 years—was higher in Arkansas than the national average, with the state ranking 11th highest in both specific age groups.



¹Offense records provided by ACIC data; enrollment population data provided by the ADE Data Center.

Department of Community Programs:

The 2015 budget of approximately \$5.5 million supported more than 50 programs and 11,600 children, youth, and families. This includes PIT funding that also helps to support the Mayor’s Youth Council, the Department of Parks and Recreation, and other enrichment programs.

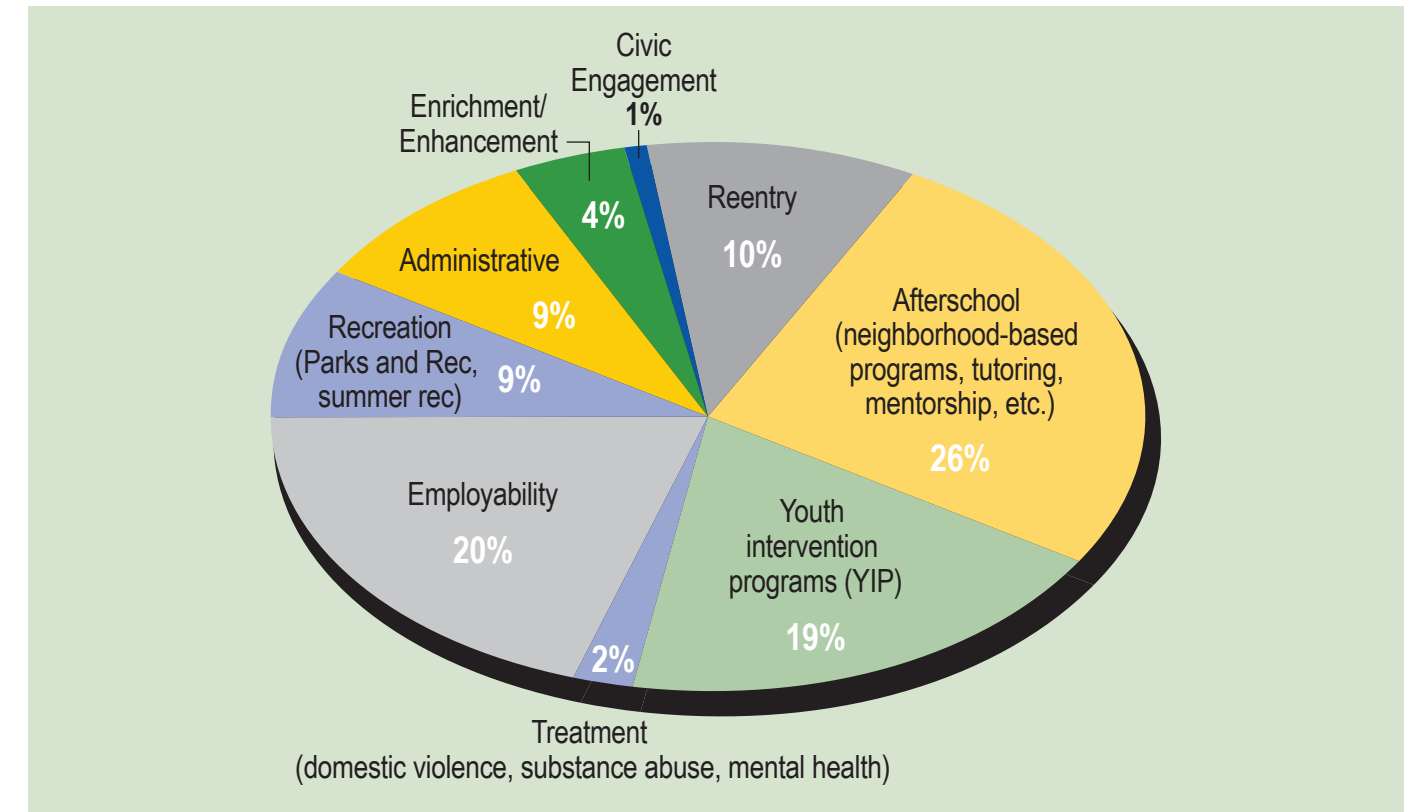
An ongoing appropriation is administered through the Department of Community Programs by contracting with established 501(c)3 community and faith-based organizations to provide services. These programs include the following:

- **Prevention—Purpose/Approach:** Reach children and young adults before they commit a crime or become involved in youth and gang violence.
 - These programs are contracted services designed to offer specialized tutoring and homework assistance for Little Rock youth ages 3 –9 or 10–12 or 13–18.
 - The program seeks to enhance specific skills in areas appropriate to grade level as well as afford participants opportunities to apply skills learned through planned projects, exercises, field trips, etc.
 - Examples include Boys & Girls Clubs, Inner City Futurenet.
- **Intervention—Purpose/Approach:** Provide deliberate outreach to children and young adults before they become involved in criminal activities or change current activities.
 - The YIP program offers several programs targeting at-risk youth between the ages of 13–19.
 - The staff provides intensive case management and are available 24 hours a day to provide emergency support to youth and their families.
 - Examples include Greater Second Care, Hamilton, Better Community Development.
- **Treatment—Purpose/Approach:** Reach children and young adults who have become addicted to drugs and alcohol.

Services from the City of Little Rock Department of Community Services in 2015 include the following:

1. Reentry programs/services
2. Skills training
3. PIT expansion and youth development (prevention and afterschool programs)
4. Transition/disconnected youth
5. Domestic violence (education, training, and awareness services)
6. Summer programs

The chart below shows general 2015 funding allocations by program category:



City Boundaries Definition:

City boundaries used in the Master Plan are defined in the Status of Youth in Little Rock Report 2010. The areas are defined by census tracts, and the descriptions below are based on tracts as defined in the 2010 U.S. Census. The boundaries are defined as follows:

- **East:** The western border of this area is approximately Arch Street. Interstate 30 runs down the western one-third of the East area. The Arkansas River borders the northeast side. The areas inside the city limits of Little Rock in the following census tracts are included in this area: 40.01, 40.06, 40.07, and 2.
- **Central:** This area includes downtown Little Rock, is bordered on the north by the Arkansas River and on the west by Martin Luther King, Jr. Drive. Roosevelt Avenue runs through the southern half this area. Census tracts included in this area are: 5, 44, 45, 46, and 47.
- **Midtown:** This area is bordered on the north by Markham Street and on the south by Fourche Creek. I-630 runs through the northern side of this area. University Avenue runs through the western edge of this area. Census tracts included in the Midtown area are: 11, 12, 13, 18, 19, 21.02, and 48.
- **Southwest:** This area is bordered on the south and east by the Pulaski County line, and is surrounded by Fourche Creek on the west and north. Census tracts included in this area are: 20.01, 20.02, 41.03, 41.04, 41.05, 41.06, 41.07, and 41.08.

- **West:** This area includes neighborhoods east and west of Barrow Road and is surrounded by Fourche and Rock creeks. Census tracts included in this area are: 22.06, 22.08, 22.09, 24.03, 24.05, 24.06, 24.07 and 24.08.
- **Northwest:** This area is bordered on the north and east by the Arkansas River and on the South by 12th and Markham Streets. Cantrell Road runs through this area, and the area is bordered on the west by Rodney Parham Road. Census tracts included in this area are: 15.01, 15.02, 16, 21.03, 21.04, 22.03, 22.04, and 49.
- **Far West:** This area stretches to the western most boarder of Pulaski County and is bordered on the north by the Arkansas River. Bowman, Napa Valley and Rodney Parham roads form the eastern border. Census tracts included in this area are: 42.02, 42.05, 42.07, 42.12, 42.13, 42.14, 42.15, 42.16, and 42.18.

Youth data was gathered using the following sources:

- New Futures for Youth, Status of Youth in Little Rock Report 2010
- National League of Cities Leadership for Juvenile Justice Reform TA Initiative presentation
- U.S. Census Bureau
- U.S. Bureau of Labor Statistics Local Area Unemployment Statistics
- Arkansas Department of Education
- Arkansas Department of Health
- Little Rock School District Annual Report 2013-2014
- Arkansas Advocates for Children and Families December 2014 report (<http://www.aradvocates.org/wp-content/uploads/Playgrounds-to-Prisons-December-2014.pdf>); and
- Department of Community Programs- Prevention, Intervention, and Treatment Funded programs

Partnerships and Resources

The Department of Community Programs (DCP) will maintain an ongoing list of organizational partners and resources, such as facilities, staff, and funding. These are separated into three categories: funding, supportive services, and service providers. As DCP looks at partnership opportunities and sustainability, it is recommended they use this inventory to identify funding to leverage and strategic partners. The list of service providers will be provided to potential grantees, and it will be a requirement of the proposal process to identify the gap or need that they fill, and/or how they will partner with other organizations to fill needs in the community. DCP will determine how others may access the information in the inventory.

Partnership and Resources Inventory		
Category: Government Entities		Organization: Pulaski County
Contact Information		Jamie Scott 501-340-8250
How does the organization serve children, youth, and families relevant to PIT?		By mobilizing resources for quality enrichment and educational programs for Pulaski County youth ages 6–18.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		Job Training Job Placement <ul style="list-style-type: none"> • ACT Prep • Leadership Camp • Financial Literacy • Community Service • Referral of identified Participants • Community Education on Police Contact • Reentry Job Placement Site
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> • Federal and State grants to expand and enhance youth programming/services currently being offered. • Training/Technical assistance grants for providers.
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	X
Category: Government Entities		Organization: Workforce Investment Board
Contact Information		WJ Monagle 501-683-3843
How does the organization serve children, youth, and families relevant to PIT?		Target the employment and training needs of 14–21 and 18–24 year olds and young parents.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> • Job Training • Job Placement • ACT Prep • Leadership Camp • Financial Literacy • Community Service
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> • Federal and State grants to expand and enhance youth programming/services currently being offered • Training/Technical assistance grants for providers.
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	X

Partnership and Resources Inventory		
Category: Government Entities		Organization: Department of Human Services DYS/DCFS/DBHS
Contact Information		Keesa Smith 501-682-8649
How does the organization serve children, youth, and families relevant to PIT?		Has more than 7,500 employees that provide a number of services and programs to ensure citizens are healthy and safe and enjoy a high quality of life.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> Evidence-Based Training Juvenile Justice Trainings, Workshops ConferencesMental Health Screenings/Service Local Service Providers (based on custody/court involvement) Local Training Education and Prevention Grants
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> Federal grant collaborations (i.e., delinquency prevention, reentry services, mental health substance abuse disorders).
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	X
Category: Government Entities		Organization: Little Rock Police
Contact Information		Captain T. Washington, Chief Kenton Buckner 501-918-5135
How does the organization serve children, youth, and families relevant to PIT?		Educate citizens about public safety issues and striving to gain community support in the suppression of criminal activity through community engagement programs.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> O.K. Program GEMS Program Latino Outreach School-based Diversion (SRO) Referral of identified Participants Community Education on Police Contact *Reentry Job Placement Site
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> Federal grants for evidence-based delinquency prevention
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	X

Partnership and Resources Inventory		
Category: Government Entities		Organization: LR Parks and Recreation
Contact Information		Truman Tolefree/ Selandria Jackson 501-371-6855
How does the organization serve children, youth, and families relevant to PIT?		Provide the citizens and visitors of Little Rock accessible recreational program opportunities, experiences, and activities that promote active living, health and wellness, socialization, self-esteem, growth, and achievement.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> Organized Sports Programs (minimal cost) Summer Recreation Programs Facilities for Activities/Meetings All City youth are eligible
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> Community Recreation Grants Prevention Grants
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	
Category: Government Entities		Organization: Arkansas Minority Health
Contact Information		Dr. Michael Knox, Stephanie Cross 501-686-2720
How does the organization serve children, youth, and families relevant to PIT?		Provide Arkansas minorities access to health care that is equal to the care provided to other citizens of the state, and seek ways to provide education, address issues, and prevent diseases and conditions that are prevalent among minority populations.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> Sponsorships for Minority Health Events (adults and children) Minority Health Awareness Summits Health Fairs Volunteers Community Service Opportunities Camp IRock
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		None identified.
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Government Entities		Organization: Arkansas Game and Fish (Education) Stephens Nature Center
Contact Information		Neil Curry 501-223-2004 501-223-6428
How does the organization serve children, youth, and families relevant to PIT?		Bring the joys of hunting, fishing, and watching wildlife to everyone from toddlers to teens.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> • Educational Programs/Presentations • Fishery Tours • Fishing Clinics • Hooked on Fishing not on Drugs • Archery/BB Guns • Fishing Derbies • Nature Center Tour
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		None identified.
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	
Category: Government Entities		Organization: Department of Corrections
Contact Information		Re-entry 870-267-6236
How does the organization serve children, youth, and families relevant to PIT?		Motivate and provide opportunities for offenders to prepare for successful reentry into society through community engagement and stakeholder partnerships aimed at increasing public safety and reducing recidivism while slowing prison growth.
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> • Transitional Living • License Application Assistance • Mentoring • Substance Abuse Treatment • Mental Health Treatment
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> • Federal DOJ Reentry Grant.
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	X

Partnership and Resources Inventory		
Category: Community Organizations		Organization: New Futures for Youth
Contact Information		Dr. Mark Perry 501-314-1011 Kent Broughton 501-489-3081
How does the organization serve children, youth, and families relevant to PIT?		Capacity Building Trainings Family Programing for Foster Kids/Parents Teen Pregnancy Prevention Life Skills Training BMOST-Community Collaboration
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> • Summer Employment • Community Service Project • Development
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> • Federal grants (capacity building) • Leverage foundations to enhance City funding.
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	
Category: Community Organizations		Organization: Arkansas Hunger Relief Alliance
Contact Information		Kathy Webb Sekia Brown 501-399-9999
How does the organization serve children, youth, and families relevant to PIT?		No Kid Hungry Campaign Increase Access to USDA Reimbursed Meal Programs
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?		<ul style="list-style-type: none"> • County Poverty Snapshot • Technical Assistance • Afterschool/Summer Grants • Cooking Matters Programs • Staff Training/Nutrition Education
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.		<ul style="list-style-type: none"> • Capacity building grants
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Community Organizations		
Organization: Arkansas Out of School Network		
Contact Information	Levita Wills-Hale 501-280-0577	
How does the organization serve children, youth, and families relevant to PIT?	AOSN ensures that children and youth have safe, healthy, and enriching learning experiences during the Out-of-School Time hours. Engages policy makers and leverages state and local partnerships in support of Out-of-School Time, and provides resources and supports to improve the quality of programs and services.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Public Policy Advocacy/Research • Community Engagement/Strategic Planning • Technical Assistance • Professional Development 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Regional Best Practices Academies: Training for Youth Development Professionals • Regional STEM (Science, Technology, Engineering and Mathematics) Academies: Training for Youth Development Professionals Informal STEM Learning/Best Practices • The Arkansas Youth Development Institute (YDI): Online series of core content knowledge for Youth Development Professionals—24 free courses. A Youth Worker Certificate is available upon completion of specified courses • AOSN Community Innovations Project: Technical Assistance to communities to identify common goals and effective strategies related to Out-of-School Time programming • Technical assistance in program planning and implementation available upon request. 	
CATEGORIES	Funding	
	Supportive Services	
	Service Provider	
Category: Community Organizations		
Organization: Audubon of Arkansas		
Contact Information	UTA Meyer 501-244-2229	
How does the organization serve children, youth, and families relevant to PIT?	Audubon Arkansas's education program connects students to nature through hands-on, field science.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Nature Education • Environment Education • Enrichment Opportunities • Community Service Projects • SYEP potential Site 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Grant opportunities for expansion of age 12–18 years. 	
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Clubs/Councils		
Organization: Urban League/100 Black Men		
Contact Information	Sherman Tate/ Ken Wade 501-850-8967	
How does the organization serve children, youth, and families relevant to PIT?	Focused on leading efforts in advancing and obtaining equal opportunities for all citizens with a concerted focus on the areas of health, education, jobs, and housing.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Connection to the Business Community • Minority Leadership Development • Convening and actively recruiting black leadership (preferably male mentors) 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	
Category: Clubs/Councils		
Organization: Ministerial Alliance		
Contact Information	Judge Marion Humphry 501-235-8222	
How does the organization serve children, youth, and families relevant to PIT?	A network of likeminded ministers committed to empower our communities to exalt our Christ.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Convening Black Churches/Pastors • Announce Available Programs and Services • Solicit support and community buy in 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Clubs/Councils		
Organization: Arkansas Humanities Council		
Contact Information	Marynell Branch 501-320-5761	
How does the organization serve children, youth, and families relevant to PIT?	Promote understanding, appreciation, and use of the humanities in Arkansas.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Mini Grants • Exhibits • Events/Activities • Seminars • Museums 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Local grants available to plan and conduct projects in the humanities. 	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	
Category: Clubs/Councils		
Organization: Arkansas Educational Television Network (AETN)		
Contact Information	Karen Walker 501-682-2386	
How does the organization serve children, youth, and families relevant to PIT?	A safe place for Arkansas parents and kids to get the latest news about events, contests, special programming, reading lists, and healthy recipes, and to learn about inspirational people.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Youth Tools • Youth T.V. Programming • Youth Activities • Educational Curriculumms • Parent Tools 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Clubs/Councils		
Organization: Kiwanis Camp		
Contact Information	Sanford Tollette 501-821-3714	
How does the organization serve children, youth, and families relevant to PIT?	Ensure that at-risk and underprivileged youth can have wilderness experiences and get out of the city.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Summer Camp • Youth Development • Behavior Modification • Parent Engagement 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Wilderness education mini grants. 	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	X
Category: Clubs/Councils		
Organization: Junior League		
Contact Information	Sabrina Lewellen 501-375-5557	
How does the organization serve children, youth, and families relevant to PIT?	Improve the community by providing volunteers, funding, and leadership support. And support nutrition and wellness and school preparedness improvement efforts.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Little Readers Rock • Trained Volunteers • Marathon • Nonprofit Capacity Building (Shared office space) 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Business Community	Organization: Little Rock Chamber of Commerce (50 for the Future)	
Contact Information	Kathey Perez 501-377-6016	
How does the organization serve children, youth, and families relevant to PIT?	The Little Rock Regional Chamber of Commerce is the principal business-driven leadership organization responsible for fostering the economic growth and development of the Little Rock Region to ensure that business and industry may operate profitably and enhance the earning opportunities and quality of life for every citizen.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> Professional and Small Business Development. Youth Employment Work-sites Referrals 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Education/Training Organizations	Organization: Little Rock School District/BOOST	
Contact Information	Baker Kurrus/Frederick Fields 501-779-4838	
How does the organization serve children, youth, and families relevant to PIT?	Deliver tutoring, remedial education services or other educational services to school-age children and youth; and to deliver supplemental services.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> School Based Diversion Parent Engagement Program Referrals Assessments/Testing Training Tutoring Counseling Family Assistance Supplemental Services Summer Enrichment 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> Federal/State education assistance grants Family assistance funding Training assistance grants (DOE) 	
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	X
Category: Education/Training Organizations	Organization: Thompson Driving School	
Contact Information	Broch Thompson 501-225-4028	
How does the organization serve children, youth, and families relevant to PIT?	Give youth drivers knowledge and techniques to help avoid accidents and to develop safe, responsible, and lawful driving habits. supplemental services.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> 30 hours, 5-day classroom program for new drivers 13 years of age and up Arkansas Road Permit/State Police Exam Behind the Wheel Program: Driving Lessons 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Education/Training Organizations		Organization: U of A Division of Agriculture Cooperative Education/4-H Center
Contact Information	Erica Williams 501-340-6650 Erica Fields 501-671-2270 Noah Washburn 501-671-2064	
How does the organization serve children, youth, and families relevant to PIT?	Provide youth ages 5–19 with leadership, communication, problem-solving, decision making, and life skills through projects that enable them to become positive, productive, capable, and compassionate members of society.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Afterschool Program Training • In-school Programming for ages 5-19 years • Training Programs on Curriculum 4-H model/Learn by Doing / STEM/Healthy Life Styles 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • National 4-H grant opportunities. 	
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	
Category: Education/Training Organizations		Organization: (Hippy/ACH)
Contact Information	Alta Jones 501-447-1870 501-364-3671	
How does the organization serve children, youth, and families relevant to PIT?	HIPPIY is an evidenced-based family support model that works directly with parents in their homes to give them books, activities, and skills needed for them to take responsibility for preparing their children for school.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Preschool Home-based Educators 3–5 year olds eligible (developmentally delayed, teen parent, high school dropout) 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Arkansas Better Chance grant. 	
CATEGORIES	Funding	
	Supportive Services	
	Service Provider	

Partnership and Resources Inventory		
Category: Education/Training Organizations		Organization: Arkansas Head Start Collaborative
Contact Information	Jackie Govan 501-371-0740	
How does the organization serve children, youth, and families relevant to PIT?	Ensure availability of comprehensive early childhood education and high-quality services for children and families in Arkansas.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Non-profit Agencies Eligible for Local Head Start Initiative • Technical Assistance/Support/ Services 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Federal Head Start Initiative grants • Local funds for early childhood services DHS 	
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	
Category: Education/Training Organizations		Organization: UAMS Head Start
Contact Information	Tyra Larkin 501-570-5000	
How does the organization serve children, youth, and families relevant to PIT?	Provides services to 840 Head Start and 88 Early Head Start children and families in Pulaski County.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Ark Early Learning 0–3 years of age • UAMS head start 3–4 years of age (income eligibility requirements) 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	<ul style="list-style-type: none"> • Federal Head Start Initiative grants • Local funds for early childhood services DHS. 	
CATEGORIES	Funding	X
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Education/Training Organizations	Organization: Pulaski County Special School District	
Contact Information	Dr. Janice Warren, Equity and Pupil Services 501-234-2021	
How does the organization serve children, youth, and families relevant to PIT?	Deliver tutoring, remedial education services, or other educational services to school-age children and youth; and to deliver supplemental services.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Parent engagement • Program Referrals • Assessments/Testing • Training/Tutoring • Counseling • Family assistance • Supplemental Services • Summer Enrichment 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	X
Category: Transportation	Organization: First Student/LRSD Special Needs Transportation	
Contact Information	Michael Martello 501-447-7559	
How does the organization serve children, youth, and families relevant to PIT?	Provides transportation for alternative /special needs school/ programs.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Potential Summer Work-Site • Activities/Event Transportation • Reentry Job placement • Youth Bus Safety Training 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified..	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	

Partnership and Resources Inventory		
Category: Transportation	Organization: Rock Region Metro (CATA)	
Contact Information	Becca Green, Director of Public Engagement 501-375-1165 ext. 241	
How does the organization serve children, youth, and families relevant to PIT?	The largest transit agency in Arkansas.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Student Rates • Discount Rates 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	
	Service Provider	X
Category: Mental Health/Disabilities	Organization: Arkansas Children's Hospital	
Contact Information	Community Outreach 501-364-110	
How does the organization serve children, youth, and families relevant to PIT?	Reach children and families with informative and fun health education, through several statewide outreach programs with a focus on wellness, prevention, and health promotion.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Fire Safety • Health and Safety • Seatbelt Safety • CPR Training 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	X

Partnership and Resources Inventory		
Category: Mental Health/Disabilities		
Organization: Pathfinders		
Contact Information	Pam Satterfield 501-982-0528 Debra Rogers 501-982-5402	
How does the organization serve children, youth, and families relevant to PIT?	Provide programs and services for youth with developmental disabilities and behavioral health needs to expand their growth opportunities.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Mental Health Services • Therapeutic Activities • School Based Services • Referral Source for Mental Health Needs 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	X
	Service Provider	X
Category: Mental Health/Disabilities		
Organization: Camp Aldersgate		
Contact Information	Ali Miller 501-225-1444	
How does the organization serve children, youth, and families relevant to PIT?	Offer programs to youth with special needs, that aim to strengthen personal and social development, promote healthy lifestyles, enrich communities, and foster environmental awareness.	
What programs/services could be leveraged to support PIT programs in meeting their goals or filling a gap (e.g., transportation)?	<ul style="list-style-type: none"> • Summer Camps • Specialty Camps • Group Activities • Weekend Camps • Summer Work-site 	
Are there opportunities for shared grants or leveraging resources to support PIT? (e.g., applying for state or federal funding together or targeting funding for PIT participants) If yes, please describe.	None identified.	
CATEGORIES	Funding	
	Supportive Services	
	Service Provider	X



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