

**Hunter Bacot  
Outreach & Collaboration**

***Collaborative Efforts with Nonprofit Agencies, State Government Agencies & Commissions,  
Local Governments, and Similar Organizations***

**Collaborative Community Projects UALR (2011-2016 *gratis* projects only)**

- “Oxford American Nonprofit Organizational Strategic Objectives and Plan”  
Little Rock, Arkansas
- “Arkansas Symphony Orchestra Personnel Evaluation” (with Cindy Bennett)  
Little Rock, Arkansas
- “MOVE Central Arkansas: Public Opinion of Public Transportation”  
Rock Region Metro Transit Authority  
Little Rock
- “Town of Crossett Budget Feasibility Assessment”  
Town of Crossett Board of Directors  
Crossett, Arkansas
- “State of Arkansas Broadband Strategy & Planning”  
Arkansas Department of Information Services (via IOG)
- “Urban University Revitalization Efforts: An Assessment of Comparative Case Examples” (with Christopher Diaz; for UALR Chancellor)  
UALR University Development District (via IOG)
- “Redevelopment, Gentrification, and the Hanger Hill Neighborhood”  
Downtown Little Rock Partnership (via IOG)
- “Site Selection Considerations for Urban Research Parks: the Case of the Little Rock Technology Park Authority” (with Chris Diaz; for UALR Chancellor) (via IOG)
- Central Arkansas Water Survey (assisted with instrument construction) (via IOG)
- “Arkansas Symphony Orchestra Organizational Evaluation Survey” (with Cindy Bennett and Naomi Petrash), UALR Institute of Government (via IOG)
- Library Survey (assisted Bowen Law School) (via IOG)
- County Indicators Project (coordinated with Arkansas Association of Counties) (via IOG)

**UALR MPA Program Capstone Projects: Collaborative Community Consultation (2012-2015)**

Fall 2016

*Long Term Care Strategic Plan for Arkansas Department of Veterans Affairs*

Department of Veterans Affairs

State of Arkansas

[*currently underway*]

Spring 2016

*War Memorial Public Space Plan*

Central Arkansas Library System

Little Rock, Arkansas

[<http://ualr.edu/iog/files/2013/01/CALS-War-Memorial-Public-Space-Sp16.pdf>]

Fall 2015

*Comprehensive Parking Study of Downtown Little Rock*

Little Rock Convention and Visitors Bureau

Little Rock, Arkansas

[[http://ualr.edu/iog/files/2013/01/LR-Convention-Visitors-Bureau-Capstone-Project\\_Fall-2015.pdf](http://ualr.edu/iog/files/2013/01/LR-Convention-Visitors-Bureau-Capstone-Project_Fall-2015.pdf)]

Spring 2015

*Dixie Addition CDC: Community Development Plan*

North Little Rock, Arkansas

[<http://ualr.edu/iog/files/2006/08/Dixie-Addition-Community-Development-Plan.pdf>]

Spring 2014 (*conducted by other faculty*)

*The Inter-District Waste Tire Management Program: An Analysis of the Pulaski County Regional Solid Waste Management District's Administration*

Fall 2014 (*conducted by other faculty*)

*Enhancing Public Transit for Central Arkansas*

Fall 2013

*Public Information Project, City of North Little Rock*

City of North Little Rock

North Little Rock, Arkansas

[<http://ualr.edu/iog/files/2006/08/Public-Information-Project-City-of-NLR-MPA-Capstone-Fall-2013-for-Web-Distribution.pdf>]

Spring 2013

*An Ordinance Regulating Mobile Food Vendors in the City of Little Rock*

City of Little Rock

Little Rock, Arkansas

[<http://ualr.edu/iog/files/2013/01/Little-Rock-Mobile-Food-Vendor-Ordinance-and-Report-Spring-2013.pdf>]

Fall 2012

*Increasing Water Efficiency in Central Arkansas*

Central Arkansas Water Authority  
Little Rock, Arkansas

[\[http://ualr.edu/iog/files/2013/01/Central-Arkansas-Water-Capstone-Project.pdf\]](http://ualr.edu/iog/files/2013/01/Central-Arkansas-Water-Capstone-Project.pdf)

**Elon University Poll: Collaborative Community Projects (2005-2011; \*students authors)**

- *Alamance County Chamber of Commerce*  
Collaborated with Chamber President and Vice-President on a membership survey to determine legislative focus for national and state-level policies and issues. Produced report, “Alamance County Chamber of Commerce Member Survey: Results & Findings” for presentation to executive board (Brian Fisher\*, Daniel Harwell\*, Taylor Doe\*, and Hunter Bacot), March 2010
- *Alamance County United Way, Healthy Alamance, Alamance County Health Department, Alamance Regional Hospital*  
Collaborated with agency directors and policy researchers on a Community Health Assessment Survey to assist in local health policy strategic planning, March 2010
- *NC Department of Environment & Natural Resources, Environmental Studies Department*  
Collaborated with public relations director and faculty colleagues to develop questions for a survey focused on environmental policies in NC, February 2010
- *Action for Children NC, Democracy NC, and NC Gives*  
Collaborated with researchers from each organization on survey about juvenile justice, philanthropy, and financial education in public schools, March 2009
- *Johnson C. Smith University-Charlotte-Mecklenburg Community*  
Collaborated with Johnson C. Smith University President and his special liaison (NC Senator Malcolm Graham) for this effort. Smith is a private HBCU located in Charlotte and this historic collaboration brought together students from private black and white liberal arts colleges to work on the survey; as well, this project extended Elon University’s commitment to diversity beyond the immediate university. Several Smith students came to Elon to assist with polling. Residents were surveyed about the local mayoral election and the issues of interest to the municipal elections: candidate evaluation, local economy, transportation, health care, school assignment, and law enforcement. Survey results served as the basis of many questions for the political debate held on Smith’s campus. September 2009
- *NC Department of Health and Human Services, Division of Public Health, Tobacco Prevention and Control Branch*  
Collaborated with division head and division policy experts to assess public sentiment about smoking in public places in North Carolina, three surveys: September 2006, April 2007, February 2009
- *NC Sunshine Center, Elon School of Communications & NC Open Government Consortium*  
Collaborated center director and faculty colleagues to develop questions for a survey focused on open government awareness and use, March 2009

- *NC Conservation, in association with “Live Oak Communications”* (Elon University’s Student Run Public Relations Firm)  
 Collaboration with account representatives from firm to ask about citizens’ opinions, knowledge, and habits on water conservation measures to combat the drought, March 2009
- *NC Department of Transportation, 21<sup>st</sup> Century Transportation Committee*  
 Collaborated with committee members, which included Sam Hunt, Elon Board of Trustee member, CEO of Hunt Electric, and committee member, and Brad Wilson, CEO, NC Blue Cross/Blue Shield and committee member, and committee staff. Survey results were used in the strategic planning of transportation options and initiatives and funding issues and alternatives. Given the topic, interest in the survey was generated from various state transportation departments across the country (e.g., Texas Department of Transportation sought advice and direction for a similar effort for which they were considering). March 2008
- *Alamance-Burlington Public Schools*  
 Collaborated with Superintendent Randy Bridges on survey on Public Sentiments toward Schools and School System, March 2007
- *Town of Kenersville, Department of Parks and Recreation*  
 Collaborated with director of department to develop a local survey on citizen satisfaction with Parks and Recreation services; used for strategic planning and bond distribution decisions. Fall 2007.
- *Institute of Emerging Issues (IEI), NC State University*  
 Collaborated with director and researchers from IEI and NC State’s Political Science department on survey about the conference topic of Tax and Finance Reform in North Carolina, February 2006
- *Burlington Police Department & City Attorney*  
 Collaborated with Police Chief and City Attorney for a citizen service satisfaction survey and information about sentiments on motor vehicle solicitation (and reported results at city council meeting), September 2006
- *Virginia Department of Transportation*  
 Collaborated with disaster planning researchers to develop a report based on survey results about hurricane preparedness in the Atlantic Coastal Region (FL, Ga, NC, SC, VA). Prepared a report, “Hurricane Preparation Among Virginians: Exploring Public Opinion on Citizens’ Perspectives on Hurricane Preparedness, Planning, Experience, and Government Trust”, for the department to use in planning evacuation routes and educational strategies for coastal Virginia (Hunter Bacot and Brooklyn Lupari\*). April 2006

## **UNC-Charlotte MPA Program: Collaborative Community Projects (1999-2005)**

### **2004-2005**

#### *Local Emergency Response Preparedness in the U.S.*

City of Charlotte & Mecklenburg County Advanced Local Emergency Response Team (ALERT)  
Charlotte, NC

Students were asked to research the development of local emergency response teams and identify factors that can be used to effectively assess their operations. As students learned, there were no accepted processes for measuring performance, or at least comparing efforts with other jurisdictions. Students evaluated Charlotte/Mecklenburg ALERT across selected components they identified as viable for assessing performance of local emergency response teams – planning and organization, facility, capability, funding, personnel, communication, and unique items. Based on the selected components used to evaluate Charlotte/Mecklenburg ALERT as well as the twelve comparison cities, Charlotte’s ALERT was deemed foremost among its class of cities (based on a comparison matrix). In the course of their research students established a readiness level for each city, i.e., a city’s overall ability to respond to an all hazards incident. With this research students provided local governments with basic components considered vital for any local emergency response team, as well as standards by which to evaluate their emergency plans and teams. In doing so, this project provides local governments with a framework with which to proceed in creating, measuring, and assessing their local emergency response team performance relative to other cities.

#### *A Strategic Plan for Economic Development and Redevelopment*

City of Lowell

Lowell, NC (Gaston County)

Students produced a report recommending specific areas the City of Lowell must address in order to promote growth and direct development. The revitalization plan provided several areas of focus for the City of Lowell; these include: downtown revitalization, community improvements, planning and development, and transportation. The report outlined specific goals for the city and provided strategies, complete with costs and revenue requirements and timeframes within which each should be initiated or completed. These recommendations included: revitalization of the downtown (by designating a formal downtown area) area through the creation of a Downtown Development Corporation (DDC) and participating in the NC Main Street Program; community improvement by upgrading parks, improving and regulating signage, restoring the historic community center, initiating a greenway program, and pursuing CDBGs for residential improvements; planning for increased residential development, particularly for the Lineberger property, a 314 acre tract of land within the city limits; and, addressing transportation issues by adopting parking and speed limit ordinances. The recommendations were provided with specific timelines denoting each project as a short-, moderate-, or long-term project.

#### *Historic Downtown Gastonia*

City of Gastonia

Gaston County

Students produced a plan for revitalizing the central business district of downtown Gastonia. Research involved in this project produced a comparative city toolbox for Gastonia officials to use in assessing the activities of similar sized cities in the area and the state. Another element of this project entailed an audit of all downtown properties in the designated “Olde Town”

(what the project recommended calling this area). Students also produced a marketing package, which consisted of two full color brochures and detailed information for developers, for the downtown development association to use in their marketing efforts. Finally, the main document featured three areas of focus to achieve a revitalized downtown; these areas are: aesthetics, social and civic activities, marketing/branding plan for the historic downtown.

## **2003-2004**

### *Embracing the 'Age Wave'*

Services for Adults Division

Department of Social Services

Mecklenburg County

Students produced a report on senior service options and prospects for Mecklenburg County Department of Social Services (DSS). The report involved analysis of survey results and research on elderly three issue areas of concern for the elderly – transportation, institutional v. in-home care options, and public safety – for use by DSS for planning policy for the growing senior population in Charlotte-Mecklenburg. Students developed, designed, administered, and analyzed results from a mail and internet survey of all providers of senior service activities in the community. Information from the survey will inform Mecklenburg County decision makers on the critical needs of senior service provision in the community. Stakeholders in the community interested in these findings include the Mecklenburg County Human Services Committee and the Committee on Aging.

### *Play in Kannapolis: The City of Lakes*

Town of Kannapolis

Kannapolis, North Carolina (Cabarrus County, NC)

This project was a plan for improving the use of lakes and lakefront properties in a medium-sized but rapidly growing city in another adjacent county. This project involved obtaining information on local ordinances and policies, state and federal laws, information from landowners, reviewing the city's vision for the future and its strategic plan among other efforts. Students included a set of recommendations and budgets for accomplishing them.

## **2002-2003**

### *Annual Employee Survey*

Engineering & Property Management Division

City of Charlotte

Charlotte, NC

The Engineering & Property Management Department (E&PM) surveys its employees annually to evaluate their employment issues and concerns. Though generally conducted in-house, the E&PM director sought assistance outside of the agency. The project involved students constructing, administering, and analyzing survey results for E&PM. The survey inquired about six priority areas important to management and includes: Communication & Teamwork, Department Goals and Objectives, Management Support, Job Satisfaction, Training & Tools, and Overall Department Performance. Of the 352 employees in the Engineering & Property Management Department, 296 employees completed the survey. The survey results noted that most employees enjoyed their association with E&PM.

### *Capital Improvement Plan*

Office of the County Manager

## Iredell County, NC

Students established a capital improvement process for Iredell County in an effort to improve county leaders' ability to make proposals cognizant of their financial capacity to fund such requests. Students proposed a capital budgeting plan to serve the County's best interest as it attempts to establish strategies to address growth concerns for the future. Students developed a capital budget plan that included forms for determining, submitting, and funding of capital items for county administrators and department heads.

## 2001-2002

### *Continuing Prosperity: A Vision of the Future*

#### Town of Cornelius

#### Cornelius, North Carolina (Mecklenburg County, NC)

The elected and appointed officials with the Town of Cornelius wanted to study their options for economic development based on the town's tremendous growth and planned transportation improvements for the town. Students produced a report presenting economic development options for the Town of Cornelius. The report revolved around recommendations in three areas: an Office Complex, Recreation and Tourism, and Building a Livable Cornelius. The focus of the plan was on achievable economic development goals and objectives that the Town of Cornelius can implement within the next decade. The report provided the costs for each recommendation and information concerning potential funding. Students presented the report at a public forum with approximately 75 people in attendance; included in the audience were town administrative staff, all commission members, mayor, and town manager.

### *A Strategic Plan for Economic Development and Redevelopment*

#### Town of Dallas

#### Dallas, NC (Gaston County)

Students produced a report presenting economic development options for the Town of Dallas. The report revolved around recommendations in three phases based on the town's ability to complete the recommendations. These recommendations included: redevelopment for the central area of the town, pursuing/exploring the development of a medical training facility for downtown Dallas, and identification of land parcels conducive to economic/industrial development north of town. The recommendations were "phased" as it was believed that the Town of Dallas should plan to achieve specific components of each phase in stages in order to better prepare for successful completion of their economic development goals.

## 2000-2001

### *Kannapolis Community Policing Initiative: A Survey of Police Officers and Citizens*

#### Town of Kannapolis

#### Kannapolis, North Carolina (Cabarrus County, NC)

The Kannapolis Police Chief was considering implementing Community Oriented Policing in Kannapolis and wanted an evaluation of citizens' perspectives of current police services and input on a community policing initiative. Students designed a survey instrument and administered a random sample, telephone survey in Kannapolis. Among their findings, students reported that citizens were quite pleased with current police service and did not support community policing. Though the findings were contrary to what police administrators in the town preferred, they decided not to implement community oriented policing based on the results from the survey.

*Human Resource Development and Compensation Analysis Urban League of Central Carolinas*

The Urban League of Central Carolinas

Charlotte, North Carolina (nonprofit organization)

The Urban League (of Charlotte) wanted to study the personnel structure of their organization. This project was initiated as part of the organization's effort to obtain national certification. Students evaluated the organization's current personnel structure and, based on comparable organizations with similar missions, recommended a restructuring of the personnel system in place. Students provided the Urban League with job descriptions, a description of the requisite skills, knowledge, and ability for each position, and a salary range for each position. The Urban League used this information to redefine many positions, but did not adopt the full recommendation of the report.

**1999**

*A Plan for Growth*

Office of the County Manager

Gaston County, North Carolina

The project selected was to address issues of growth management in a neighboring county. The students formed a task force and gathered information on this and related issues. They produced a document for the County Manager and his staff and the Board of County Commissioners with a plan and recommendations. Using an outside entity, the team of students, to assess a very contentious issue allowed the government to evaluate its approach and perspective.