

FUTURE_{of} SHREVEPORT

MAYOR ADRIAN PERKINS

www.futureofshreveport.org

TRANSITION PLAN

Transforming the Platform into Policy

January 2019





The
FUTURE
is now.



WELCOME LETTER FROM MAYOR ADRIAN PERKINS

My Fellow Shreveporters,

Shreveport is more than a city. It's more than roads, buildings, and bridges. Shreveport is its people. It's where we live, work, and play. It is our home. I ran for Mayor because it pained me to see my hometown in decline. Crime, low-wages, and outdated infrastructure have stalled progress in Shreveport. We need a new, community-oriented approach to policing, as well as mixed-income growth to tackle these problems. We must also invest in our city's technological infrastructure for Shreveport to be competitive in a 21st Century economy. This was my plat-

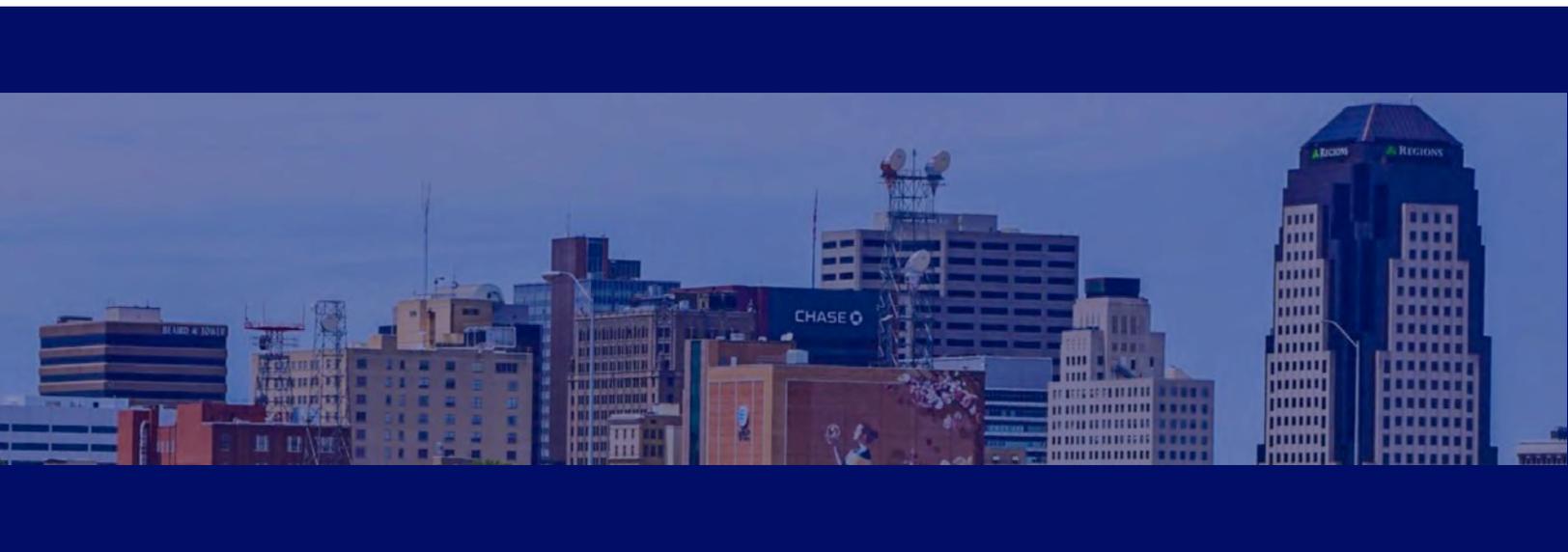


form. Now, it is time to translate that platform into policy—into the future of Shreveport. I am excited to announce the “Future of Shreveport” Advisory Board. This board is comprised of leaders from diverse backgrounds, each offering a unique perspective. Their viewpoint diversity, coupled with their expertise, will enable them to more effectively manage the work of their committees, which are reflective of Shreveport’s varied communities.

The Advisory Board will oversee the development and production of a transition report compiled by its committees. There are eight committees: Technology, Infrastructure, Public Safety, Quality of Life, Economic Development, Education, Entertainment, and Community Partners. These committees will issue a report that consists of high-level, actionable policies that can be implemented in my first term as Mayor. This report will serve as a roadmap for my administration.

Sincerely,

Mayor Adrian Perkins



INTRODUCTION

On December 8, 2018, Shreveport chose leadership for the future, electing Adrian Perkins as their next Mayor. The people of Shreveport voted for community-oriented policing reforms and a forward-thinking vision of economic growth that revolved around making Shreveport more competitive in the digital age. In short, they cast their vote for **“The Future of Shreveport.”**

Mayor Perkins ran a high-energy, grassroots campaign that transcended party lines and bridged racial divides, focusing on the needs of Shreveport voters. Likewise, he has designed a transition process that reflects the hopes and concerns of Shreveport’s diverse communities. Community input and engagement will be sought throughout the process to guide the transition committee's work and better inform their policy recommendations.

Mayor Perkins has assembled a group of leaders from diverse backgrounds. These leaders form the Transition Advisory Board. They bring not only experience and expertise to the table but a unique perspective as well. They are placing their talents in the service of Shreveport. Their task is difficult, requiring dedication and hard work, but the final product will be a blueprint for the **“Future of Shreveport.”**

The following summary outlines the transition organization and the process, including the advisory board, the committees, their work, and methodology.



TRANSITION TEAM CO-CHAIRS

The Transition Team is led by a dynamic group who were hand-selected by Mayor Perkins. They will review the status of government agencies, identify best practices for recalcitrant problems plaguing Shreveport, and develop actionable objectives that reflect the Mayor’s vision for the city.

The Co-Chairs are business leaders and altruists who have devoted their lives to serving others. Their work on the **“Future of Shreveport”** transition team is a continuation of those selfless efforts. They will advise the Mayor on a broad range of transition and governance issues. The Co-Chairs will also serve as a resource to the entire transition team, lending their experience and expertise to the development of an in-depth, actionable Transition Plan.

GRAHAM WALKER



Graham Walker is the President and Chief Executive Officer of Fibrebond, a Northwest Louisiana-based manufacturing firm that builds complex engineered-to-order projects for the data center, petrochemical, power and telecom markets. As President, Graham has led the company's diversification and growth initiatives through both organic growth and acquisitions. Today, the company employs 690 people throughout the United States. Graham has served in several local business and charitable organizations, including Holy Angels Residential Facility, The Committee of 100, the Finance Council of The Cathedral of St. John Berchmans, and the Advisory Board of The Monastery of St. Benedict in Norcia, Italy. Graham graduated from Sewanee and has an MBA in Finance from Louisiana State University. Prior to joining Fibrebond, Graham worked in corporate banking in Birmingham, Alabama and Shreveport, Louisiana. A native of Bienville Parish, Graham has lived in Shreveport with his wife Susannah, a local pediatrician, and their three daughters since 2004.

ANTHONY "TONY" WILLIAMS



Anthony "Tony" Williams is the CEO of Global Resource Solutions (GRS). As CEO, Tony is responsible for the planning, preparation, execution and direction of the company. From one small contract, Tony was able to build GRS into a global firm with over 250 consultants around the world that specialize in Intelligence, Supply Chain Risk Management (SCRM), Specialized Security Solutions, Cyber-Risk Management Framework (RMF), Information Technology, System Engineering, Business Process

Improvement, Strategic Planning, and Socio-Cultural support within the PACOM (J2) and Human Resources and Administrative professional services to customers in the Intelligence Community, Department of Defense (DOD), Federal Deposit Insurance Corporation (FDIC), The Social Security Administration (SSA), Defense Threat Reduction Agency (DTRA), Department of Homeland Security (DHS) and The White House-Executive Office of the President (EOP).

Before founding GRS in late 2006, Mr. Williams served for over three years as the Chief of Strategic Planning Group for the Defense Intelligence Agency (DIA) and Vice Deputy Director for Human Resource Management and Administrative support for the Joint Chiefs of Staff, (J2). Mr. Williams is responsible for standing up the Defense Intelligence Agency's (DIA) first Strategic Planning Division (CS2) in 2004, and therefore produced the first DIA Strategic plan and brought forth "new" multi-functional direction for DIA that had not been in place in the forty years of DIA's history.

Mr. Williams holds a Bachelor of Science in Political Science from Southern University in Baton Rouge, LA, Master of Science degree in Human Resource Management from Troy State University and Executive Leadership from Harvard School of Business; he also holds several Masters certificates in Program Management, Aligning Project Management with Corporate Strategy and Organizational Change from George Washington University.



TRANSITION ADVISORY BOARD

The Transition Advisory Board is comprised of a diverse group of leaders with backgrounds in law, military, business, and academia. They will work closely with the committees, overseeing the development and production of a transition report. This plan will reflect the charge of its committees and the overall vision of Mayor Perkins. It will include actionable policy recommendations and strategies the Mayor can implement in his first term.

RAY BELTON



Ray Belton serves as the 10th President of the Southern University System, the nation's only historically black university system. Prior to this appointment, he served as Chancellor of the Southern University at Shreveport (SUSLA) campus, a leadership role that expanded over 14 years. To date, Belton brings more than 30 years of experience in higher education and administration. Dr. Belton has held several national leadership positions including serving on the Board of Trustees of the Commission on Colleges of the Southern Association of Colleges and Schools (COC-SACS), as a Commissioner on Diversity and Inclusion for the American Association of Community Colleges, the Executive Board of the Louisiana

Campus Compact, and the National Advisory Board of Community Renewal International. His statewide affiliations include serving in senior leadership roles with the Consortium for Education, Research and Technology (CERT), Biomedical Research Foundation, Alliance for Education, Coordinating & Development Corporation of Northwest Louisiana and as a member of the local Chambers and Committee of 100s. Early in his career, he served on active duty in the United States Army for eight years on assignments stateside and abroad and was recognized as one of the top non-commissioned officers of his brigade. Dr. Belton graduated from SUSLA and continued his studies at Southern University A&M College where he graduated first in his class. He earned a Master of Arts in Counseling from the University of Nebraska at Omaha, and a Doctor of Philosophy in Educational Administration from the University of Texas at Austin.

LT. GEN. ROBERT L. CASLEN



Lt. Gen. Robert L. Caslen is a United States veteran who served in the U.S. Army for 43 years. His military career culminated in 2018 as the 59th superintendent of the United States Military Academy at West Point. Before this assignment, Lt. Gen. Caslen served as the chief of the Office of Security Cooperation in Iraq, where he served as the senior military commander in Iraq after the drawdown of U.S. and allied forces in 2011. Lt. Gen. Caslen also served as the commandant of the United States Army Command and General Staff College and the commanding general of the U.S. Army Combined Arms Center at Fort Leavenworth.

During his time in the U.S. Army, Lt. Gen Caslen held several other notable positions including commanding general of the 25th Infantry Division, commanding general of the Multi-National Division- North during Operation Iraqi Freedom and Commandant of Cadets for the U.S. Military Academy. He served as Chief of Staff of both the 101st Airborne Division (AASLT) and the 10th Mountain Division, where he also served as Chief of Staff of TF Mountain during Operation Enduring Freedom. He also has overseas deployments in Operation Desert Shield/Desert Storm, JTF-B in Honduras, and Operation Uphold Democracy in Haiti. A graduate of the U.S. Military Academy at West Point, Lt. Gen Caslen holds a Master of Business Administration degree from Long Island University and a Master of Science degree in Industrial Engineering from Kansas State University. He is married to the former Michele Pastin for 41 years and has 3 sons and 4 grandchildren.

LT. GEN. ROBERT ELDER



Lieutenant General Robert Elder (USAF, retired) joined the George Mason University faculty as a research professor with the Volgenau School of Engineering following his retirement from military service at Barksdale Air Force Base, Louisiana as the Commander of 8th Air Force and U.S. Strategic Command's Global Strike Component. He currently conducts research in the areas of command and control, deterrence, escalation control, competition short of armed conflict, crisis management, and international actor decision-making. General Elder served as the Central Command Air Forces Deputy Commander for Operation Enduring Freedom, Air Operations Center Commander and Deputy Air Component Commander for Operation Iraqi

Freedom, and Commandant of the Air War College. He was the first commander of Air Force Network Operations and led the development of the cyberspace mission for the Air Force. He received his Doctorate in Engineering from the University of Detroit, and resides in Shreveport Louisiana. He is active with the Strategic Alternatives Consortium at LSU Shreveport, the Louisiana Military Affairs Committee, the National Defense Industrial Association's Red River Regional Chapter and Cyber Augmented Operations Division, the Air Force Association, the Shreveport-Bossier Military Affairs Council, and the Louisiana Tech Engineering and Science Foundation.

PROF. GERALD FRUG



Professor Gerald Frug is the Louis D. Brandeis Professor of Law at Harvard Law School. Educated at the University of California at Berkeley and Harvard Law School, he worked as a Special Assistant to the Chairman of the Equal Employment Opportunity Commission in Washington, D.C., and as Health Services Administrator of the City of New York before he began teaching in 1974 at the University of Pennsylvania Law School. He joined the Harvard faculty in 1981. Professor Frug's specialty is local government law, a subject he has taught for more than thirty years. He has published dozens of articles on the topic and is the author, among other works, of a casebook – Local Government Law (5th edition 2009, with David

Barron and Richard T. Ford) – and two other books: City Bound: How States Stifle Urban Innovation (Cornell University Press 2008, with David Barron), and City Making: Building Communities without Building Walls (Princeton University Press 1999). Professor Frug's work has focused on local government issues both in the United States and around the world.

RACHEL LAWLER



Rachel Lawler is a Northwest Louisiana native and local small business owner of RACHEL & Co. Realty in Shreveport. In 2006 Rachel graduated with Cum Laude honors from LSU-Shreveport with a BA in Foreign Languages and a minor in International Studies. Rachel has been a Louisiana Licensed REALTOR® since 2008, and is a member of the National Association of REALTORS® (NAR), the MLS Division of NWLAR, and the Louisiana Commercial Database (LACDB). Rachel has served on numerous committees of the Northwest Louisiana Association of REALTORS® and in 2019 she will serve on its Board of Directors. She recently received a nomination to serve on the Board of Directors for Cultural Crossroads of Minden, LLC—a 501c3

whose mission is to unite members of the community through the arts. Rachel is married to Joe Lawler, real estate attorney of Lawler Title. They live in Shreveport’s Spring Lake neighborhood with their two beloved dogs. She is a lover of theater, a travel enthusiast, and an active member of the local tennis community.

KAY MEDLIN



Kay Medlin is a founding Member and former Managing Partner of the law firm of Bradley Murchison Kelly & Shea LLC. She received her B.A. and J.D. from Louisiana State University. Kay is a member of the Council of the Louisiana State Law Institute and is the Vice Chair of the Board of the Louisiana State Bar Association ADR Council. She has served on the Advisory Council of the Louisiana State Mineral Law Institute and is a member of the Board of Directors of the Louisiana State University Honors College. She is married to Dale Earwood and has two children and two grandchildren.

Ms. Medlin has been appointed to serve on the Louisiana Law Institute Committee to study and make recommendations for the revision of the laws pertaining to the expropriation of immovable property by private entities resulting in substantial changes to the laws governing expropriation by pipelines in Louisiana, including gas gathering companies. She is a former General Counsel of Louisiana Intrastate Gas Company and a former Vice President and General Counsel of Arkla Energy Marketing Company.

ELLIOTT RODGERS



Elliott Rodgers is Senior Vice President of Logistics at Ulta Beauty, where he leads retail distribution, transportation, and ecommerce fulfillment for the United States' largest beauty retailer. Since joining Ulta, Elliott has spearheaded the transformation of the supply chain in support of the company's strategic imperatives. Prior to Ulta, Elliott held various leadership roles spanning a breadth of functions at Target and Citi, including leading operations for Target's online and mobile businesses, and leading Citi's retail branch expansion and business development initiatives. Elliott started his career as an officer in the United States Army, where he served in various assignments, including leading logistics support operations for

humanitarian service missions. Elliott holds a bachelor's degree in Political Science from the United States Military Academy at West Point and an MBA from the Harvard Business School. He is a recipient of the Corporate Values Award from Target Corporation, the Champaign-Urbana Schools Foundation Distinguished Alumni Award, and the Honorable Order of Saint Martin for distinguished military leadership in logistics. Elliott is a Leadership Greater Chicago Fellow, class of 2017, and Jim Edgar Fellow, class of 2017.

TANGELA SYLVIE



Tangela Sylvie is a native of Shreveport and product of public education. After graduating from Woodlawn she furthered her education by earning a Bachelor's Degree from Grambling State University and a Masters Plus 30 from Louisiana Tech University. While pursuing her career and educational goals she married Earnest Sylvie and together they have three lovely children. Tangela Sylvie currently serves as the Principal at Cherokee Park Elementary School where she leads the instructional process that enables teachers and staff to enrich the lives of the boys and girls that attend the school. Tangela began her teaching career at Cherokee Park Elementary some (15) years ago. She has since pursued multiple career paths that include

Career Teacher, Mentor Teacher, Master Teacher, Instructional Coordinator and Principal. During this time Tangela has been instrumental in leading Professional Development on the local and state level which has earned her such recognition as being a two-time recipient of The Cecil Picard Excellence in Education Award, a feature story done on her by Channel 3 News and being featured on the cover of National Educational Publications. She is also the Founder of the R. Tammy Fleming Walk to End Lupus; North Louisiana Chapter, a local charity event dedicated to the awareness of Lupus in North Louisiana, and is an active member of Alpha Kappa Alpha Sorority, Inc. Tangela is fully connected to the community as is evidenced by her engagement in neighborhood meetings as well as partnering with area businesses to foster a strong connection between all stakeholders. She believes that every child deserves to have someone who won't give up on them; but will encourage, support, and reassure them that we believe in them.

SHANTE' Y.R. WELLS



Shante' Y. R. Wells was born in Shreveport, Louisiana. He attended Captain Shreve High School, where he served as Senior Class Vice President, Sergeant at Arms of the Black Studies Association, and also holds the distinction of being the first African American to be elected by the student body to serve as Al E. Gator, the school's Mascot. Shante' graduated from Captain Shreve in 1992 and received his Bachelor of Arts Degree in Political Science with a minor in Public Administration from Xavier University of Louisiana in 1997. He graduated from Southern University Law Center in 2000, and was admitted to the Louisiana State Bar Association in 2001. Shante' devotes his practice to Criminal Defense, Personal Injury and

Municipal Bond Law. Recently, he was recognized by the National Trial Lawyers Association as one of America's Top 100 Trial Lawyers and Top 40 Under 40 Trial Lawyers in America by the same organization. He has served on the Board of Directors for the Louisiana State Criminal Defense Lawyers Association. Shante' has also been recognized as one of Shreveport /Bossier Magazine's Top Attorneys, as selected by fellow attorneys, for the last 13 years. His firm is one of only two minority-owned law firms in the state of Louisiana that is listed in the Municipal Marketplace Directory, "the Red Book." Washington and Wells has served as Bond Counsel on numerous transactions and in 2011 served as one of four lawyers on the largest municipal bond transaction in the history of the city of Shreveport (\$170,000,000.00). Shante' is the father of three children, Kennedy age 15, Sydnee age 14, and Shante' II, age 6.

DR. CHERYL WHITE



Dr. Cheryl White is an Associate Professor of History at Louisiana State University at Shreveport and holds the endowed Hubert Humphreys Professorship in History. She is the author of several books on local and regional history, and she lectures nationally and internationally on a variety of historical topics through various organizational affiliations. In addition to serving as an active historic preservationist, she serves on the boards of several non-profit organizations in the broader Shreveport community and region.

JOSHUA K. WILLIAMS



Joshua K. Williams is an assistant district attorney for Caddo Parish in Shreveport. He received a BS degree in business in 2009 from the University of New Orleans and his JD degree in 2013 from Southern University Law Center. He was admitted to practice in Louisiana in 2014.

Joshua was a member of the 2016-17 Leadership Louisiana State Bar Association Class. He is a member of the Shreveport Bar Association, the Louisiana District Attorneys Association and the National Association of Bond Lawyers. Joshua currently serves as the 8th district young lawyers representative for Louisiana State Bar Association. He was recognized by SB Magazine as a “Top Attorney” in 2017 and 2018.





TRANSITION COMMITTEES

Mayor Perkins has formed eight (8) transition committees and charged them with evaluating a set of specific issues and creating actionable recommendations that can be implemented as early as Quarter 2 of 2019. The charge of each of the committees is listed on the following pages, along with the leaders who have accepted the call to serve.



PUBLIC SAFETY COMMITTEE

The charge of the Public Safety Committee is to develop actionable and feasible recommendations for comprehensive improvements to the strategies and tactics used across the entire criminal justice system to make Shreveport a safer city. The recommendations should consider the recruitment, retention and deployment of public safety personnel; innovative solutions and technologies to improve operations and incident response; community policing and relationship building; current municipal and community-based violence reduction programs/services; and holistic, evidence-based recommendations for youth violence reduction and community restoration.

Public Safety Committee Members:

Erin Brainard
Laura Fulco
Cassie Hammett
John Hussey
Henry Whitehorn



EDUCATION COMMITTEE

The Education Committee's charge is to develop actionable and feasible recommendations for improving coordination and creating partnerships between the school system, higher education, and the City government; establishing a workforce development pipeline into local and emerging industries; and supporting early childhood development and K-12 education.

Education Committee Members:

MaryKeyea Campbell

Sandra McCalla

Dottie Bell

Roberty Casien, Jr. (Advisory Board Member)

Robert Elder (Advisory Board Member)

Kenna Franklin

Kay Medlin (Advisory Board Member)

Frederic Washington

Daryll Webb

Candice Webert

Cheryl White (Advisory Board Member)

Melva Turner Williams

Sheila Wimberly



INFRASTRUCTURE COMMITTEE

The charge of the Infrastructure Committee is to develop a set of actionable and feasible recommendations that explore funding strategies and best practices in street repairs; examine infrastructure decay and revitalization; increase coordination between departments; and better utilize transportation assets in the area.

Infrastructure Committee Members:

Tanita Baker
Chris Elberson
Kevin Bryan
Tyler Comeaux
Gwen Phelps
Dale Earwood
Charlie Sylvie



ENTERTAINMENT COMMITTEE

The charge of the Entertainment Committee is to develop a set of actionable and feasible recommendations that will make Shreveport a destination city. The committee will consider examples of cities that have created successful entertainment districts; improvements in parking, food and beverage accessibility; and explore associated strategies and policies/ordinances that may be needed.

Entertainment Committee Members:

Matt Synder
Pam Atchison
Chase Boytim
Nicki Daniels, Jr.
Jada Durden
Sylvester Marshall

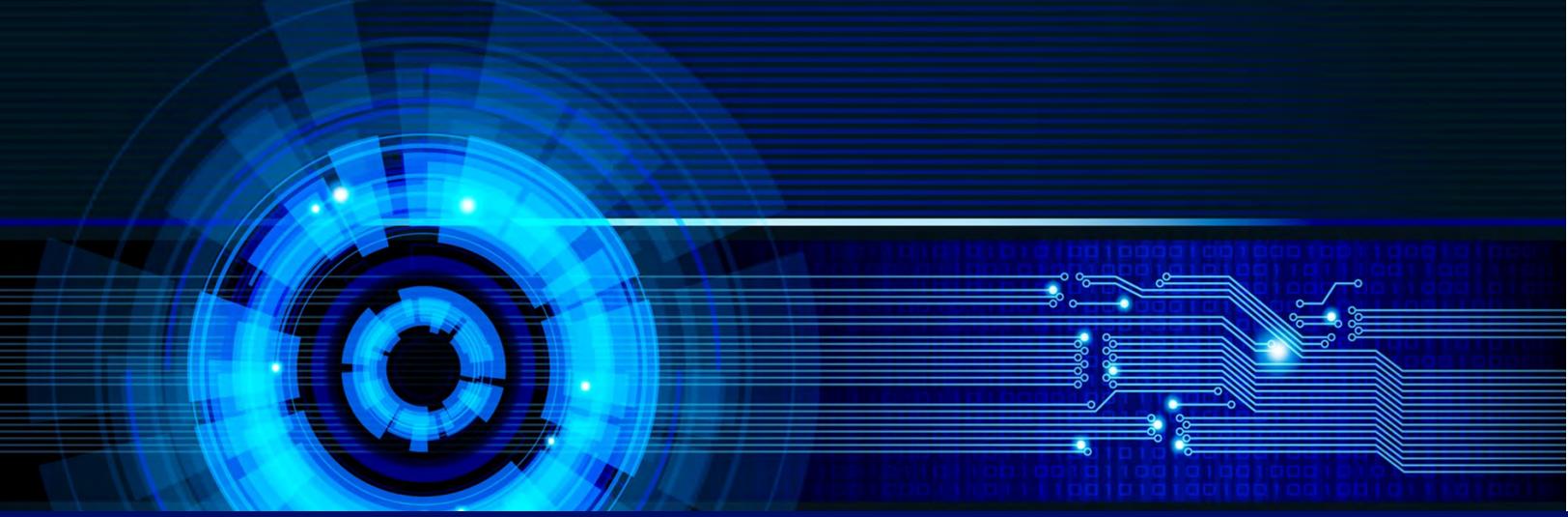


QUALITY OF LIFE COMMITTEE

The charge of the Quality of Life Committee is to develop a set of actionable and feasible recommendations that leverage national best practices and new, innovative approaches to help more neighborhoods in Shreveport develop affordable housing; eliminate litter and blight; and develop/strengthen positive institutional relationships within neighborhoods. It will also recommend ways to provide effective and efficient services, particularly to youth, seniors, and disabled residents.

Quality of Life Committee Members:

Joyce Lawrence
Clay Walker
Myron Griffing
Stephanie Jordan
Rachel Lawler (Advisory Board Member)
Kay Medlin (Advisory Board Member)
Mike Powell
Valerie White
Dr. Helen Wise
John Paul Young



TECHNOLOGY COMMITTEE

The charge of the Technology Committee is to develop actionable and feasible recommendations to use technology to improve the effectiveness of government; improve the interactions between the City's government and its citizens. The committee will provide recommendations around the impact of broadband internet in Shreveport; and recommend first steps towards making Shreveport a "smart city."

Technology Committee Members:

Jim Malsch
Demetrius Norman
Sharon Golett
Steve Gray
Keith Hanson
Leland Horton
Nathaniel Manning
John Norris
Victoria Provenza
Robert Vinet
Anthony "Tick" Williams (Advisory Board Member)



COMMUNITY PARTNERS COMMITTEE

The charge of the Community Partners Committee is to recommend actionable and feasible strategies to expand violence reduction efforts; develop conflict resolution strategies and programs; facilitate community development; and implement education initiatives using evidence-based best practices that foster impactful partnerships between the community partners and municipal government.

Community Partners Committee Members:

Mark Briggs

Robert Caslen, Jr. (Advisory Board Member)

Dennis Everett

Chris Gabriel

Jimmy Graves

Rev. Theron Jackson

Father Peter Mangum

Chuck Meehan

Denny Rogers

Dr. Montrell Whitaker



ECONOMIC DEVELOPMENT COMMITTEE

The charge of the Economic Development Committee is to develop actionable and feasible strategies to attract and grow new jobs; retain existing jobs; and grow small businesses in Shreveport by preparing our citizens for employment opportunities and professional advancement in positions that are aligned with current industry needs and careers that present the greatest opportunity for growth in this region. They will assess all of the incentives available to the City and recommend clear guidelines that will level the playing field and provide equitable access to any incentive provided by the City.

Economic Development Committee Members:

Irma Rogers
Lloyd Brown
Roy Burrell
Bobby Jelks
Hasim Jones
David Kreamer
Rachel Lawler (Advisory Board Member)
Singh Minjat
Grant Nuckolls
Cheryl White (Advisory Board Member)
Anthony "Tick" Williams (Advisory Board Member)
Ryan Williams

SCHEDULE

Transition Advisory Board Meeting	January 4, 2019
Transition Team Kick-Off Meeting (Meeting #1)	Week of January 28, 2019
Transition Advisory Board Meeting	Week of February 3, 2019
Transition Team Meeting Meetings (Meeting #2)	Week of February 18, 2019
Transition Advisory Board Meeting	Week of February 25, 2019
Transition Team Meeting Meetings (Meeting #3)	Week of March 11, 2019
Transition Advisory Board Meeting	Week of March 18, 2019
Transition Team Meeting Meetings (Meeting #4)	Week of March 25, 2019
Transition Advisory Board Meeting	Week of April 1, 2019
REPORT OUT FORUM WITH MAYOR PERKINS	Mid-April 2019



FUTURE OF SHREVEPORT

FISCAL SPONSOR

Future of Shreveport has engaged one of the State's preeminent foundations to serve as fiscal sponsor for the transition efforts. **Foundation for Louisiana (FFL)** invests in people and practices that work to reduce vulnerability and build stronger, more sustainable communities statewide. FFL works with nonprofits, advocates, government agencies, and other partners to insure equitable and inclusive practices on economic and community development, leadership and engagement, and policy initiatives and does so with a proven track record of fiscal sponsorship and management.

FUTURE_{of} SHREVEPORT

MAYOR ADRIAN PERKINS

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