



Central Arkansas Planning and  
Development District

# 2019

**COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY**

**E·D·A**

U.S. ECONOMIC DEVELOPMENT ADMINISTRATION



# CONTENT

<b>VISION</b>	<b>1</b>	<b>PRIORITY AREAS</b>	<b>11</b>
<b>WHAT IS A CEDS?</b>	<b>1</b>	Priority 1: Improve Regional Image	
<b>CEDS PROCESS TIMELINE</b>	<b>2</b>	Priority 2: Improve Transportation System	
<b>OUR REGION</b>	<b>3</b>	Priority 3: Improve Health Care Availability to Area Residents	
<b>SUMMARY BACKGROUND</b>	<b>3</b>	Priority 4: Acquire More Potential Industrial Development Sites	
<b>ENVIRONMENT</b>	<b>4</b>	Priority 5: Create a More Employable Workforce	
<b>ECONOMY</b>	<b>5</b>	Priority 6: Increase Affordable Housing	
<b>CULTURE AND OUTDOOR RECREATION</b>	<b>6</b>	Priority 7: Improve Public Safety	
<b>WORKFORCE</b>	<b>8</b>	Priority 8: Improve Regional Infrastructure	
<b>REGIONAL SWOT ANALYSIS</b>	<b>9</b>	<b>COUNTY DATA</b>	<b>20</b>
<b>ECONOMIC RESILIENCE</b>	<b>10</b>	<b>EVALUATION FRAMEWORK</b>	<b>27</b>
		<b>CAPDD CEDS COMMITTEE</b>	<b>29</b>
		<b>SOURCES</b>	<b>29</b>





# VISION

**A flourishing business friendly region with a diverse and resilient economy, smart infrastructure, quality jobs, stable and healthy communities and effective protections for natural resources.**

# WHAT IS A CEDS?

**T**he Central Arkansas Planning and Development District (CAPDD or the District) is a Planning and Development District (PDD) designated by the U.S. Economic Development Agency (EDA). As the region's PDD, the District is responsible for developing a Comprehensive Economic Development Strategy (CEDS) that identifies economic and community development priorities for the District.

The CAPDD is comprised of all the county governments and incorporated municipalities within the counties of Faulkner, Lonoke, Monroe, Prairie, Pulaski and Saline. This CEDS plan follows the new guidelines set forth by the EDA and is a strategy-driven plan developed by a diverse workgroup of local representatives from the private, public and nonprofit sectors.

## THE DISTRICT'S CEDS IS COMPRISED OF FOUR SECTIONS:

1. Summary background of the economic conditions of the region;
2. In-depth SWOT analysis of regional strengths, weaknesses, opportunities and threats;
3. Action Plan outlining strategies drawn from the planning process that incorporates elements from the Delta Regional Authority's (DRA) *Delta Regional Five Year Development Plan* and other applicable regional plans (e.g., land use and transportation and workforce development.) The plan identifies stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of local, state, and federal funds.
4. Evaluation Framework to develop and monitor performance measures incorporated in the plan.

The District's CEDS committee will work to create a strong relationship between action plans and performance measures for economic and community development at the regional, state, and federal levels.

# CEDS PROCESS TIMELINE

Public meetings with regional partners were held in September of 2018 and January, February, and April of this year to discuss and/or present the various components of the CEDS document. The components of the planning process are included in the following timeline:

## MAY – JUNE 2018

CAPDD staff conducted CEDS strategy meetings to devise a plan of action for developing the CEDS and establishing a CEDS Committee.

## AUGUST – SEPTEMBER 2018

CAPDD partnered with the Arkansas Economic Development Institute (AEDI) to assist with data collection, analysis and facilitation of meetings. CEDS Survey distributed to committee members.

## SEPTEMBER 2018

First full CEDS committee meeting held to discuss CEDS requirements and a process for developing the CEDS plan. A CEDS Survey was reviewed. Preliminary overview of economic and demographic data began.

## SEPTEMBER 2018 – JANUARY 2019

CEDS survey to stakeholders, circulated, collected, and analyzed.

## JANUARY 2019

Second full CEDS Committee meeting held to present final CEDS survey results and conduct a comprehensive SWOT analysis. Strategic target sectors were explained and the requirement to develop goals, action plans and a resiliency plan were discussed. A CEDS subcommittee that will assist with creating the action plan section is established.

## FEBRUARY 2019

CEDS subcommittee met to determine action plan issues/goals and to develop specific action plan items.

## FEBRUARY 2019 – MARCH 2019

CEDS subcommittee submitted draft of action plan issues/goals/resiliency sections to the full CEDS Committee for comment/feedback.

## APRIL 2019

Draft of action plan issues/goals/resiliency sections presented to the full CEDS Committee Meeting for comment. Preparation of final CEDS document begins.

## APRIL – MAY 2019

Final comments/feedback on full CEDS Document received.

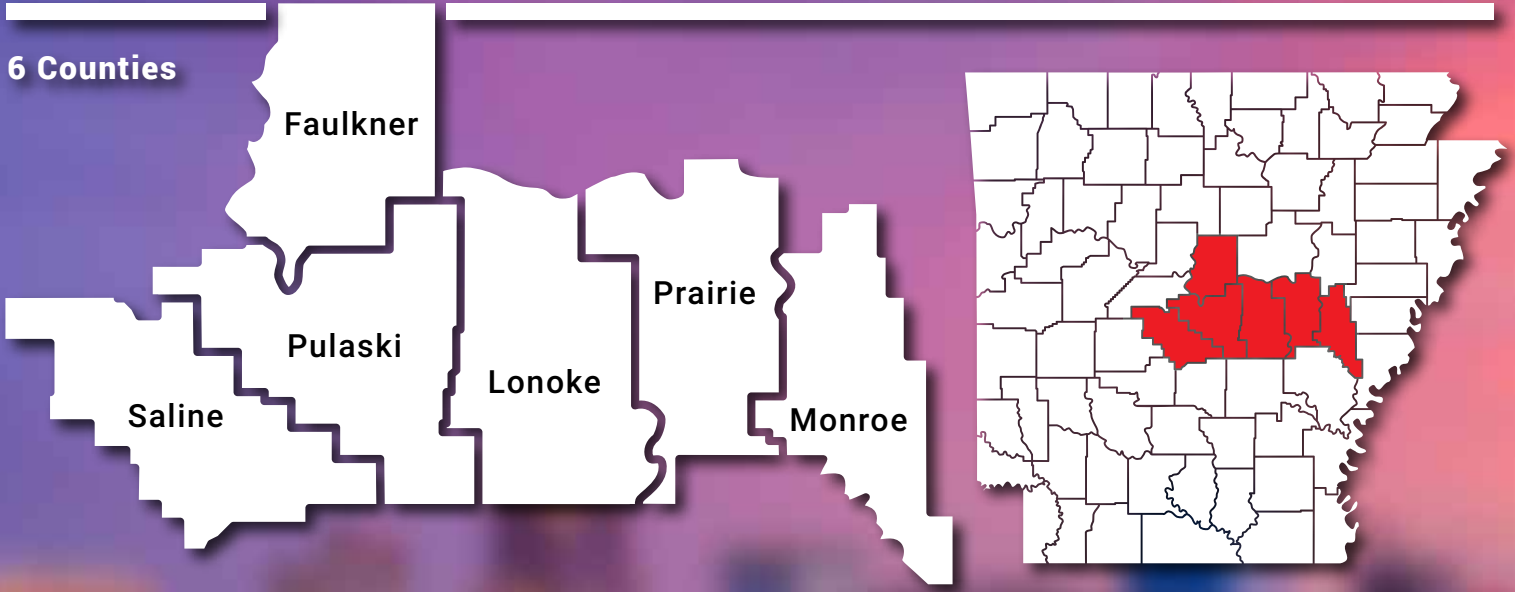
## JUNE – JULY 2019

Work continues on creating website/document.

## JULY 2019

Full CEDS plan submitted to PDD Board of Directors for adoption. CEDS plan submitted to EDA.

# OUR REGION



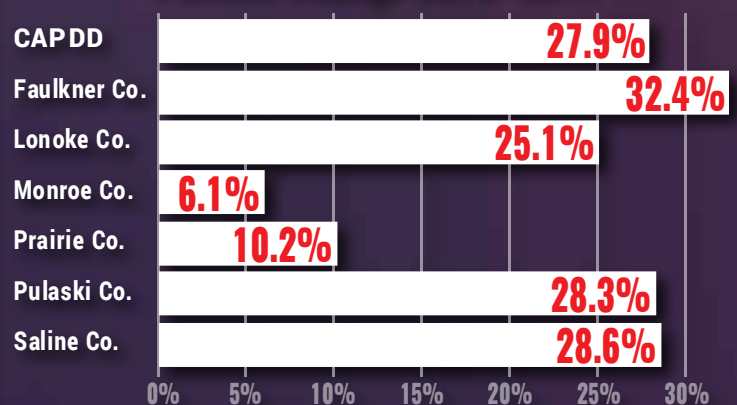
## SUMMARY BACKGROUND

The regional and county snapshots shown on the following pages highlight the demographic and economic statistics of the region. As the data shows, government services, health care and social assistance, and retail trade are the leading industries, with health care projected as the leading growth industry. To support these businesses, and develop a broader foundation in other industries such as advanced manufacturing, agriculture, and professional, scientific and technical services, it is essential that local governments in the region continue to collaborate on essential services such as workforce training, the built infrastructure, broadband, and housing.

From 2010 to 2017, the region has experienced moderate population growth of 5.4% just below the national average of 5.96%. Three counties, Pulaski, Faulkner and Saline contain almost 88% of the region's population and most of the more densely populated urban areas. Saline County's population grew 10% since the 2010 Census and Faulkner County increased 9.2%. Over the same period Lonoke and Pulaski counties experienced low to moderate growth at 6.6% and 2.9% respectively, and two counties, Monroe and Prairie, showed significant population loss.

The fastest growing age group in the region were residents over 65. Faulkner County leads the region with a 32.4% increase since 2010 in residents over 65 closely followed by Saline, Pulaski and Lonoke counties, each with increases topping 25%. Monroe and Prairie Counties also saw significant percentage jumps in the number of seniors. Addressing the needs of an aging population requires planning and strategic investment including additional transportation options, infrastructure improvements and access to affordable health care particularly in less affluent counties.

**Population Growth for 65+ Population  
Percent Change 2010–2017**





# ENVIRONMENT

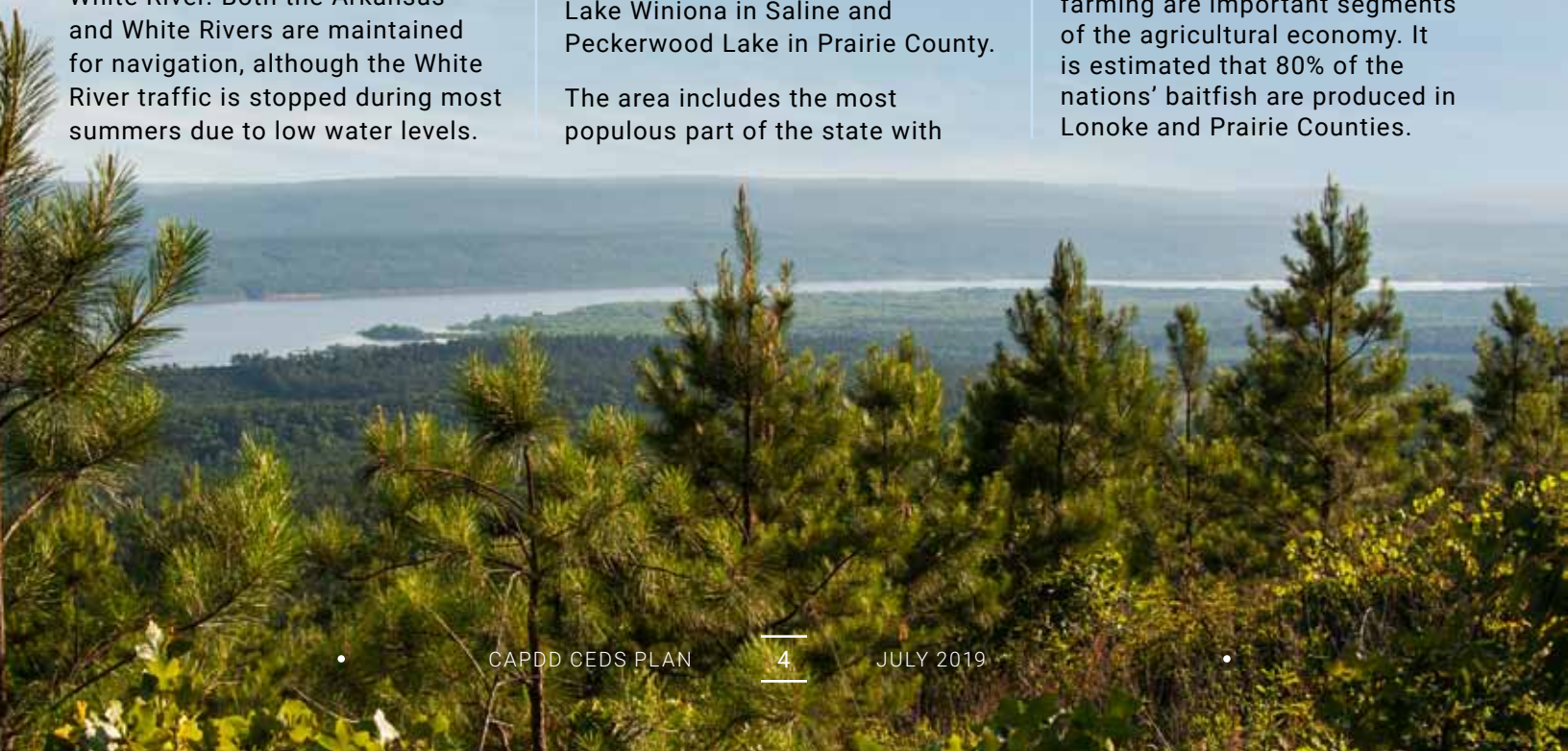
**T**he CAPDD contains the state's most populated and urban-oriented areas along with Arkansas' most productive rural agricultural land. The Central Arkansas area is divided by the Arkansas River. Flat land lies to the east of the river and the mountainous land to the west. The eastern area is divided by the White River. Both the Arkansas and White Rivers are maintained for navigation, although the White River traffic is stopped during most summers due to low water levels.

Other eastern streams are the Cache River and the Bayou Meto.

The western portion of the area contains the Ouachita River, Saline River, and Hurricane Creek. The northern part of the area includes Cadron Creek. Major lakes within the Central Arkansas area include Lake Maumelle in Pulaski County; Lake Conway in Faulkner County; Lake Winona in Saline and Peckerwood Lake in Prairie County.

The area includes the most populous part of the state with

urban and build-up land that is heavily agrarian on the east and heavily timbered on the west. In the 2017 Agricultural Census, the central area had 2,660,512 acres of land area, 1,164,172 acres of land area in farms, 732,880 acres of cropland harvested, and 582,750 acres of land area in forestland, minor and cover uses. In addition, catfish and minnow farming are important segments of the agricultural economy. It is estimated that 80% of the nation's baitfish are produced in Lonoke and Prairie Counties.





# ECONOMY

**M**ost of the economic growth of the region comes from Pulaski, Faulkner, and Saline Counties. Pulaski County is the state's most populous county and historically Arkansas' largest center of economic activity. It houses the state capitol and state government and is home to the state's largest medical facilities. Faulkner County has experienced strong economic growth fueled primarily by the city of Conway and its vibrant educational institutions, health care facilities and retail trade. Since 2010, Saline County experienced the largest percentage increase in population growth in the District and added a significant number of jobs in health care, retail and manufacturing.

Though significantly smaller in population than Pulaski, Faulkner, and Saline counties, Lonoke County has experienced significant population growth and modest but steady job growth is projected for the next few years. Overwhelmingly rural and possessing a fraction of the population and resources of the other four counties, Prairie

and Monroe represent a significant obstacle to effective economic development in the region. Their economies are dominated by agricultural and related industries and population in both counties has steadily declined since 2010.

Perhaps the greatest challenge facing the district is the disparity between the areas enjoying relative economic success and those struggling to keep their populations and maintain existing infrastructure and businesses. Despite remarkable growth in Saline and Faulkner counties and steady growth in Lonoke and Pulaski, many communities in the region lack up-to-date water or sewer service. Broad sections of the region lack accessible health care, adequate housing and Broadband internet access. Insufficient transportation infrastructure remains an important issue for residents and businesses particularly outside the more populated urban centers.

Smaller cities and rural areas often lack access to matching funds,

grants and other services readily available to more economically successful cities and urban areas. This greatly limits their ability to initiate activities that effectively promote economic development and hampers the efforts of CAPDD and like-minded organizations to make effective changes in many communities facing real need.

To thrive economically, jurisdictions must work together to develop a well-balanced system of infrastructure, economic and community development that serves residents, supports communities, and attracts new businesses. The region must continue to be a place where talented people – and their businesses – want to be. This includes preserving and expanding the high quality of life in the region and providing the critical infrastructure needed by businesses to succeed. Supporting the economy requires providing the critical services necessary for the well-being of residents, the success of businesses and the safety of communities.



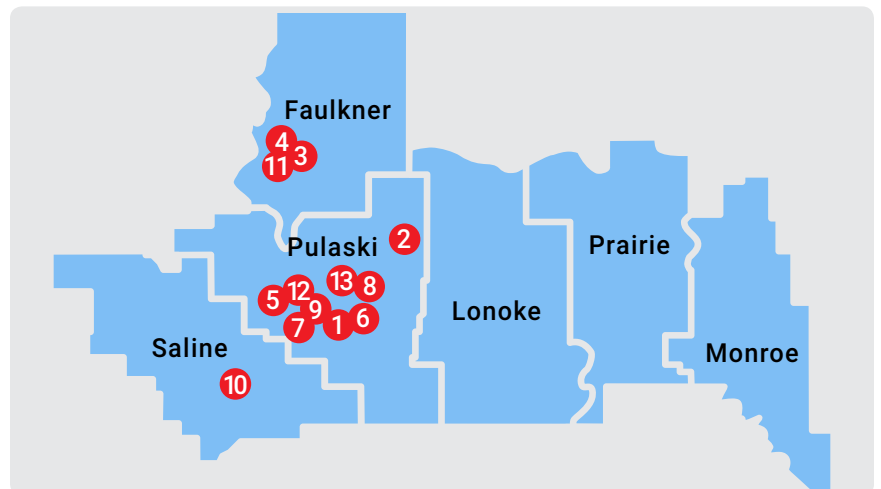
# CULTURE AND OUTDOOR RECREATION

**T**he region’s natural assets and cultural traditions set the area apart. Pulaski County has long been the cultural haven of the state, a center for music, theater and the arts. Conway, Faulkner County’s college town, is the seat of a state university and two academically respected liberal arts colleges. Saline County, one of Arkansas’ fastest growing counties, strives to preserve the small town character of its urban areas while meeting the challenges of unprecedented growth and opportunity. Quaint small towns in Lonoke and the more sparsely populated counties of Prairie and Monroe, reflect the state’s agricultural traditions and evoke Arkansas’ early history through museums, historic buildings and town festivals.

The entire district is famous for its beautiful lakes, rivers and bayous. Fishing and boating are popular sports. Hiking in the foothills of the Ouachita Mountains and in Pinnacle Mountain Park attract thousands of visitors. Every county contains multiple parks that offer everything from bird watching to exploring historic settlements. In addition to attracting new residents, cultural and recreational tourism has grown into a thriving industry as people travel to the District to experience the unique regional character of the area.

## *Colleges and Universities*

- |   |  |
|---|--|
| 1. Arkansas Baptist College (Little Rock) | 8. Shorter College (Little Rock)                       |
| 2. ASU Beebe (LRAFB Campus)               | 9. UA Little Rock                                      |
| 3. Central Baptist College (Conway)       | 10. UA Little Rock (Benton Campus)                     |
| 4. Hendrix College (Conway)               | 11. University of Central Arkansas (Conway)            |
| 5. ITT Technical Institute (Little Rock)  | 12. University of Phoenix (Little Rock)                |
| 6. Philander Smith College (Little Rock)  | 13. UA – Pulaski Technical College (North Little Rock) |
| 7. Remington College – (Little Rock)      |  |







## Parks and Attractions

### Faulkner County

- Woolly Hollow State Park
- Cadron Settlement Park
- Baum Gallery at UCA
- Faulkner County Museum
- Hendrix Creek Preserve

### Saline County

- Mills Park
- Saline Crossing Regional Park and Recreation Area
- Riverside Park
- Gann Museum of Saline County
- Saline County Historic Courthouse
- Bryant's Bishop Park

### Pulaski County

- Little Rock Central High School National Historic Site
- William J. Clinton Presidential Library and Museum
- Old State House Museum
- Arkansas Arts Center
- Big Dam Bridge
- Esse Purse Museum and Store
- Pinnacle Mountain State Park
- Little Rock River Market
- The Witt Stephens Jr. Central Arkansas Nature Center
- Arkansas Inland Maritime Museum
- Arkansas Governor's Mansion
- Arkansas State Capitol
- Heifer Village and Urban Farm
- MacArthur Museum of Arkansas Military History
- The Old Mill
- Mosaic Templars Cultural Center
- Museum of Discovery
- Little Rock Zoo
- Two Rivers Park
- Arkansas River Trail
- David D. Terry Lock and Dam West Park

### Lonoke County

- Lonoke County Historical Museum
- Toltec Mounds State Park
- Plantation Agriculture Museum State Park
- Scott Plantation Settlement

### Prairie County

- Lower White River Museum
- Bayou Des Arc
- Peckerwood Lake
- Lake Des Arc
- Steamboat Days Festival

### Monroe County

- Louisiana Purchase State Park
- Fargo Training School Museum
- Cache River National Wildlife Refuge
- Arkansas Delta Music Trail
- Central Delta Depot and Museum
- Ivory Billed Duck Hunters Lodge
- Jacobs Park and Museum
- Clarendon Historic Walking Tour



# WORKFORCE

**C**entral Arkansas has the state's second fastest growing economy. Although significant sections of the region remain poor and underpopulated, the district as a whole is experiencing relatively robust job growth. From 2018 to 2023, jobs in the area are projected to increase 4.6% from 443,371 to 464,985. Saline County's projected job growth of 10% by 2023 is the highest in the region, followed by Faulkner, Prairie, and Lonoke which range from 6.3% to 5.6%; Pulaski should achieve a 4% increase and Monroe is expected to suffer a net loss of jobs (-2.0%) at the close of the five-year period.

As the economy grows so will the demand for individuals with strong skill sets in communications, engineering, advanced manufacturing processes, and computer and medical technology. The job skills required by the new economy are not the skills of generations past. Many require advanced degrees or unique abilities that call for specific training, certifications, licenses and apprenticeships.

Accordingly, CAPDD in compliance with the Workforce Competitiveness Goal of Arkansas' Five Year Delta Development Plan and the Workforce Innovation and Opportunities Act (WIOA), has collaborated with the Central Arkansas Workforce Development Area (CAWDA) to help CAWDA provide a variety of employment and training programs that:

- link employers with potential employees and assists Central Arkansas businesses with recruiting, retaining, developing and maintaining a pipeline of qualified applicants.
- align workforce training programs with in-demand industry sectors within the region.
- use data analysis to meet the labor force needs of business and industry throughout the six county service area.
- provide a variety of job related services to area workers and potential workers through local workforce centers.

During 2016–2017 CAWDA, in line with WIOA, state, and federal guidelines, developed an up to date transitional local and regional workforce plan. New goals and strategies were developed based on a comprehensive analysis of workforce and economic conditions in the area, employment needs by industry, and an assessment of all existing service delivery to employers and job seekers.

In addition, a comprehensive draft of a CAWDA local workforce plan for 2020–2024, another WIOA requirement, has been completed to provide more actionable plans and objectives consistent with the local plan's respective regional strategic visions and goals.

# REGIONAL SWOT ANALYSIS

## STRENGTHS

- Good Public Schools (Pre-K availability)
- Safety
- Infrastructure
- Access to Quality Health care
- Fire Departments
- Water Quality
- Cultural and Recreational Activities
- Natural Beauty
- Churches
- Places with Historical Significance (ex. Fargo Agricultural School)

## WEAKNESSES

- Public Transportation
- Opportunities for Young People
- Struggling Downtowns
- Infrastructure funding and maintenance
- Entrepreneurial Training Opportunities
- Affordable Housing
- Aging Population
- Road Work

## OPPORTUNITIES

### Infrastructure

- Public transportation
- Growth
- Access roads
- City infrastructure
- Highways and roads
- Interstate access (In progress)
- Replacement of aging infrastructure
- Outside funding for infrastructure
- Street work needed to give property owners access to property owned
- Rail/Highways

- Rail access
- Regional Airport
- Affordable housing
- Internet access
- Little Rock Air Force Base

### Workforce

- Available workforce
- High School Career Technical Center
- Job opportunity
- Opportunities for Young People
- Specialized workforce
- Work-skill training

### Business Sites

- A large tract of property available in the Industrial Park
- Available land for economic development
- Mega Site
- Retail destination
- Retail growth opportunities at the new I-40 interchange
- Space for medium industry
- Supply hub

### Recreation

- Activities
- Need to continue to provide more for our parks
- Places for family entertainment
- Places to eat
- Senior living
- Southwest trail (recreational trail/bikeway)

## THREATS

### Infrastructure

- Public transportation
- Traffic congestion
- Access to rail
- Inadequate utilities
- Industrial Sites outside the Port
- Interstate
- Lagging Infrastructure
- Affordable housing
- Public schools
- Little Rock Air Force Base
- Tax base

### Business

- National and Regional Perception
- Challenging retail environment
- Plant closings
- Shopping opportunities
- There are no stores or gas stations
- We have nowhere but the POWA to work at in Paron. Most people travel to Little Rock or Benton for work.

### Land Issues

- Absent landowners not making efforts to sell
- Availability of land/buildings
- Land Prices
- Land Space Availability
- Limited access to many properties
- Locations for company growth
- Cost of land controlled by landowners.

### Workforce

- Labor supply
- Lack of trained workforce
- Not enough workforce to fill jobs



# ECONOMIC RESILIENCE

The diverse and robust economy of Central Arkansas derives from the strength of local communities and the powerful economic engine provided by the metro areas in Pulaski, Faulkner and Saline counties. The region’s economic opportunities and its rich and unique quality of life encourage businesses to expand, locate or develop here. This creates a resilient economy critical to long-term growth and financial stability for families.

Merriam-Webster defines resilience as, “an ability to recover from or adjust easily to misfortune or change.” CAPDD believes establishing economic resilience in a local or regional economy requires anticipating risk, assessing how that risk affects key economic assets, and building a responsive capacity. Often, the shocks or disruptions to the economic base of an area or region occur in three ways:

- Downturns or other significant events in the national or international economy that affect demand for locally produced goods and consumer spending.
- Downturns in particular industries that constitute a critical component of the region’s economic activity.
- Other external shocks (a natural or manufactured disaster, closure of a military base, exit of a major employer, impacts of climate change, etc.)

The District can help the region respond to changes in the economy through Steady-state and Responsive initiatives. Steady-state initiatives are long-term efforts that bolster the community or region’s ability to withstand or avoid a shock. Responsive initiatives provide economic development organizations the capability to assist with recovery. CAPDD and CEDS have adopted this two-pronged approach to develop strategies and performance measures.

## STEADY-STATE INITIATIVES INCLUDE:

- Incorporating economic resiliency into existing planning efforts, such as hazard mitigation or transportation plans.
- Ensuring our workforce development and community/economic development teams work together to identify employment training or infrastructure investment opportunities when emerging sectors are identified.
- Continuing to work with the education and workforce training communities to build a resilient workforce that can easily shift between jobs or industries.
- Leading efforts to capitalize on the region’s strengths identified through the CEDS.
- Continuing to promote strategic economic assessments at the community level to identify strengths and weaknesses.
- Informing elected officials about resiliency by scheduling speakers at CAPDD board meetings.

## RESPONSIVE INITIATIVES INCLUDE:

- Strengthening coordination between the local Workforce Development Board and economic development entities within the region to address employer and employee needs more effectively during times of economic downturn.
- Inviting businesses and economic development types to meetings regarding workforce initiatives, (i.e. the local partner’s meetings coordinated by WIOA staff members.)
- Utilizing the local Workforce Development Board to communicate directly with businesses to understand the needs of the business community.
- Considering economic resiliency when identifying projects to include in hazard mitigation plans.

# PRIORITY AREAS

**T**o make our economy more resilient, the CEDS committee identified eight priority areas. These priorities also meet the District's long standing commitment to Arkansas' Five Year Delta Development Plan for the DRA. Pulaski, Lonoke, Prairie and Monroe Counties fall within the DRA and CAPDD. Beginning in 2016, they embraced the three strategic goals of the plan: Workforce Competitiveness, Infrastructure and Community Competitiveness.



# IMPROVE REGIONAL IMAGE

## ***Benefit to the Community***

Improving the public image of Central Arkansas will encourage economic growth, spur investment and improve the quality of life for District residents.

## ***Issue***

The District's public image has handicapped efforts to recruit businesses, industry and public and private investment needed for sustainable economic growth.

## ***Strategy***

Establish a systematic, collaborative and regional approach to reshaping the region's image that conveys a positive investment climate and a unique and desirable quality of life.

## ***Action Steps:***

- Work with public and private businesses, chambers of commerce, local and county governments, and non-profit organizations to create a collaborative region wide approach to reshaping the area's public image.
- Systematically encourage websites focused on economic growth and investment and recruiting new businesses and industry to include more information on the positive aspects of the Region's economic and community life.
- Work with consulting company Development Consultants Incorporated (DCI) hired by Metro Little Rock Alliance (MLRA) to build a positive image of Little Rock Metro area.
- Locate and publicize economic success stories from cities, towns and local communities.
- Insure that the information and stories designed to reshape the image of the region reflect the concerns and interests of GenX, Millennials and Gen Z.
- Make systematic use of social media outlets to highlight economic success stories.
- Work with small businesses, local companies and industries interested in community profile stories that highlight economic growth and community development.

## ***Responsible Parties:***

- CAPDD staff
- City and county government officials and elected leaders
- DCI

## ***Resources Needed:***

- MLRA, chambers of commerce
- Selected innovative businesses and industries
- DCI
- Non-profit organizations that promote a positive image for the District

## ***Estimated Completion Date:***

- On-going

# 2

# IMPROVE TRANSPORTATION SYSTEM

## ***Benefit to the Community***

Improving transportation will result in a better working environment for business and industry, increased job opportunities, a more stable workforce and a better quality of life.

## ***Issue***

A lack of effective and reliable transportation options limits the effectiveness of area business and industry and negatively affects job opportunities and work attendance.

## ***Strategy***

Increase transportation options for business, industry and area residents.

## ***Action Steps:***

- Explore regional mass transit options with Rock Region METRO.
- Extend Rock Region METRO's innovative Van Pool program to rural areas of the region.
- Work with area employers to encourage them to provide low cost transportation options for transporting their employees to work.
- Publicize the number and nature of existing direct flights out of Little Rock Airport
- Encourage the airlines to establish more direct flights out of Little Rock Airport.

## ***Responsible Parties:***

- CAPDD staff
- State and local public officials

## ***Resources:***

- CAPDD staff
- Rock Region METRO
- Little Rock Airport Commission
- Airlines

## ***Estimated Completion Date:***

- On-going

# 3

## IMPROVE HEALTH CARE AVAILABILITY TO AREA RESIDENTS

### ***Benefit to the Community***

Improving health care will result in a healthier and more productive population with an improved quality of life.

### ***Issue***

Lack of access to effective health care outside more populated urban areas has resulted in a less productive workforce and a diminished quality of life for residents in many areas of central Arkansas.

### ***Strategy***

Improve access to effective health care.

### ***Action Steps:***

- Encourage the University of Arkansas for Medical Sciences (UAMS) to place more medical residents into local area clinics.
- Increase the number of nurses and doctors in area medical facilities.
- Determine if the DRA's "Delta Doctors" program can address medical personnel shortages.
- Increase access to mental health treatment for area residents.
- Promote use of new technologies that improve patient access to medical personnel and treatments.

### ***Responsible Parties:***

- CAPDD staff
- DRA

### ***Resources:***

- Area Hospitals
- Area universities and colleges
- DRA
- Medical clinics
- Medicaid insurance

### ***Estimated Completion Date:***

- On-going



# 4

# ACQUIRE MORE POTENTIAL INDUSTRIAL DEVELOPMENT SITES

## ***Benefit to the Community***

Increasing responsible and sustainable industrial development creates good paying jobs.

## ***Issue***

Lack of identifiable potential industrial sites with appropriate resources hampers attempts to recruit both large and small-scale industrial businesses.

## ***Strategy***

Work across jurisdictional lines and boundaries to acquire potential sites that could benefit residents in large segments of the region.

## ***Action Steps:***

- Identify and catalogue potential development sites within the region.
- Support and encourage the development of Brownfield sites.
- Educate local and county officials about the advantages of regional cooperation and investing in sites that lie outside their immediate jurisdiction.
- Acquaint city, local and county officials with the terms of Amendment 82 to encourage regional approaches to site development that require collaboration between cities, towns and counties.
- Convene community meetings to explain the benefits of regional economic cooperation to area residents.
- Make local officials aware of the need for public-private partnerships.
- Convince private property owners of the need to establish suitable development sites to attract industry.
- Establish a pool of state funds to help communities and regions develop suitable sites for industrial development.

## ***Responsible Parties:***

- CAPDD staff
- Arkansas Economic Development Commission (AEDC)
- Local city and county officials
- County Economic Development Directors

## ***Resources:***

- Public and private utilities
- County economic development directors
- Relevant state legislators and senators

## ***Estimated Completion Date:***

- On-going



# CREATE A MORE EMPLOYABLE WORKFORCE

## ***Benefit to the Community***

Increased employment will encourage economic and community development, decrease out migration and improve the quality of life for District residents.

## ***Issue***

Many District employers consistently complain that a significant number of local residents lack the skills and motivation to succeed in the existing job market.

## ***Strategy***

Work with employers and educators to develop training programs and job placement strategies that reflect the rapidly changing job market of the region.

## ***Action Steps:***

- Foster incumbent worker training for occupations that are rapidly innovating or at increased risk for automation.
- Increase non-traditional and accelerated study programs for adults.
- Work closely with area community colleges and technical schools to develop training focused on skill-based certificates.
- Educate area business about Office of Skills Development (OSD) grants and the opportunities they provide for workforce training.
- Promote North Little Rock School District's (NLRSD) 'Center of Excellence' as a potential model for career-based training for area high schools.
- Work with the new Saline County Technical Education Center to help area business see the Center as a valuable resource for training and recruiting future employees.
- Collaborate with the Arkansas Apprenticeship Pathway Initiative (AAPI) to help promote the 600 plus new apprenticeships available under the grant AAPI received from the Department of Labor.
- Collaborate with the Department of Workforce Services (ADWS) to develop and implement a survey of area businesses to determine their workforce needs.

## ***Responsible Parties:***

- CAPDD staff
- Local city and county officials

## ***Resources:***

- NLRSD
- Chambers of commerce
- Area technical schools, community colleges and universities
- Arkansas Department of Career Education (ACE), OSD
- ADWS
- AAPI

## ***Estimated Completion Date:***

- On-going

# 6

# INCREASE AFFORDABLE HOUSING

## ***Benefit to the Community***

More affordable housing will encourage economic and community development, decrease out migration and improve the quality of life for District residents.

## ***Issue***

A lack of affordable housing outside more populated urban areas makes it more difficult for new businesses or industries to locate in the region.

## ***Strategy***

Help communities understand affordable housing and the need for building more of it.

## ***Action Steps:***

- Develop a working definition of affordable housing linked to the housing market in each community.
- Meet with Rausch Coleman Homes to explore their approach to building low cost affordable housing.
- Compile a list of reliable builders and developers interested in providing low cost affordable housing, particularly multi-family and single family dwellings in rural areas.
- Work with area banks to raise awareness of the need for affordable housing and develop new and innovative methods for securing financing.
- Work with non-profit organizations, public schools and community colleges to establish (or enhance existing) financial education programs for area residents.
- Assist local housing authorities with pursuing resources and funding through the Arkansas Development Finance Authority (ADFA) and other agencies

## ***Responsible Parties:***

- CAPDD staff
- Local city and county officials
- Local housing authorities

## ***Resources:***

- Rausch Coleman Homes
- Arkansas Home Builders Association (AHBA)
- Area bankers
- Area title companies
- Area realtors
- Area high schools and community colleges
- Local city and county officials
- Relevant non-profit organizations
- Local housing authorities

## ***Estimated Completion Date:***

- On-going



# IMPROVE PUBLIC SAFETY

## ***Benefit to the Community***

Greater safety enhances quality of life and improves community image.

### ***Issue 1***

Safety services, particularly in rural areas, need to be upgraded and modernized.

### ***Strategy***

Raise awareness of the need for towns and communities to assess and improve the effectiveness of their emergency services including police, fire and 911.

### ***Action Steps:***

- Research ‘best practices’ used by states that provide effective and comprehensive 911 services.
- Explore the options provided by new state legislation focused on establishing ‘Next Generation’ wireless/internet based 911 services.
- Secure funding for new 911 technologies.
- Secure funding for updating rural 911 services.
- Provide training support for rural police and fire departments.

### ***Issue 2***

Many area communities must be better prepared to respond and recover from natural disasters.

### ***Strategy***

Increase the availability and effectiveness of Emergency Management services.

### ***Action Steps:***

- Raise awareness of the need for towns and communities to improve their Disaster Recovery Preparedness plans and procedures.
- Work with County Emergency Directors and the Arkansas Department of Emergency Management (ADEM) to update or create Disaster Response and Recovery plans at the county and municipal level.
- Assist local communities with locating resources to pay for training of critically needed Emergency Management personnel.

### ***Responsible Parties:***

- CAPDD staff
- County Emergency Directors
- ADEM
- Local county, city and municipal officials

### ***Resources:***

- ADEM
- Local county, city and municipal officials
- AEDC Division of Rural Services

### ***Estimated Completion Date:***

- On-going

# 8

# IMPROVE REGIONAL INFRASTRUCTURE

## ***Benefit to the Community***

Economic growth, enhanced safety, increased mobility and an improved quality of life.

## ***Issue***

Critical aspects of the District's essential infrastructure need repair, updating or rebuilding.

## ***Strategy***

Improve water, sewer, transportation and industrial infrastructure and extend broadband coverage.

## ***Action Steps:***

- Conduct an inventory of potential traditional and non-traditional funding for infrastructural needs available from state and federal sources.
- Convene all local, state and federal infrastructural professionals and policy leaders to identify priorities and develop a cost effective short term and long term approach to strengthening and expanding the district's infrastructure.
- Extend utilities and improve roads to existing industrial sites, especially ports.
- Provide more rail sites.
- Educate county and local officials to the difficulty of convincing a company or industry to invest in a site without adequate infrastructure.
- Meet with region's telecommunication providers to explore options for extending broadband coverage to underserved rural areas.
- Explore the feasibility of creating logistics parks.

## ***Responsible Parties:***

- CAPDD staff
- Local county, city and municipal officials
- District, state and federal infrastructure professionals
- Telecommunication providers

## ***Resources:***

- CAPDD staff
- Local county, city and municipal officials
- District, state and federal infrastructure professionals
- Telecommunication providers

## ***Estimated Completion Date:***

- On-going

# CAPDD REGION

INCLUDES: FAULKNER, LONOKE, MONROE, PRAIRIE, PULASKI, and SALINE COUNTIES

## HOUSING<sup>1</sup>

Median Value	NA
Homeowner Vacancy Rate	2.9
Rental Vacancy Rate	12.7
Occupied Housing Units	87.0%
Occupied Housing Units with No Vehicle	6.1%



## EDUCATION<sup>1</sup>

High School Graduate or Higher	90.0%
Bachelor's Degree or Higher	29.8%

## ECONOMY<sup>1,2</sup>

Median Household Income	NA	Individuals Below Poverty Level	15.3%
Per Capita Personal Income	\$43,754	Families Below Poverty Level	10.6%
Unemployment Rate	3.3%	Households Receiving Food Stamps/SNAP	10.8%

## TRANSPORTATION<sup>1</sup>

Worked at home	3.2%
Average Commute Time	22.7 min.

### MEANS OF TRANSPORTATION TO WORK

Drove alone	84.0%	Walked	1.3%
Carpooled	9.6%	Bicycle	0.2%
Public Transportation (excl. taxi)	0.6%	Taxi, motorcycle, or other	1.0%

## POPULATION<sup>1</sup>

2010 Census	688,323	Female	51.6%	Male	48.4%
2018 Estimate	727,538				
2010-2018 Change	5.7%				
Total Migration Net (2010-2018)	13,289				
Intl. Migration	8,410				
Dom. Migration	4,879	Minority	33.8%	Median Age	NA

Under 18...	171,053
18-64.....	446,737
65+.....	107,374

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Government	72,472	71,836	-0.9%	\$69,070
Health Care and Social Assistance	56,251	62,742	11.5%	\$55,143
Retail Trade	46,899	48,731	3.9%	\$30,774
Accommodation and Food Services	33,253	35,676	7.3%	\$19,444
Administrative & Support & Waste Management & Remediation Services	26,706	27,774	4.0%	\$33,181
Other Services (except Public Administration)	26,483	28,075	6.0%	\$27,064
Finance and Insurance	25,322	27,733	9.5%	\$73,182
Professional, Scientific, and Technical Services	25,223	26,480	5.0%	\$64,296
Construction	22,942	23,348	1.8%	\$47,944
Manufacturing	20,936	21,468	2.5%	\$65,005


1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set

# FAULKNER COUNTY

County Seat: Conway | County Seat Population: 66,426 | Founded: 1873 | Land Area (sq. miles): 647.88

## HOUSING<sup>1</sup>

Median Value	<b>\$153,500</b>
Homeowner Vacancy Rate	<b>1.8</b>
Rental Vacancy Rate	<b>12.2</b>
Occupied Housing Units	<b>88.6%</b>
Occupied Housing Units with No Vehicle	<b>4.6%</b>



## EDUCATION<sup>1</sup>

High School Graduate or Higher	<b>91.2%</b>
Bachelor's Degree or Higher	<b>29.7%</b>

## ECONOMY<sup>1,2</sup>

Median Household Income	<b>\$50,316</b>	Individuals Below Poverty Level	<b>16.3%</b>
Per Capita Personal Income	<b>\$35,918</b>	Families Below Poverty Level	<b>10.8%</b>
Unemployment Rate	<b>3.3%</b>	Households Receiving Food Stamps/SNAP	<b>10.9%</b>

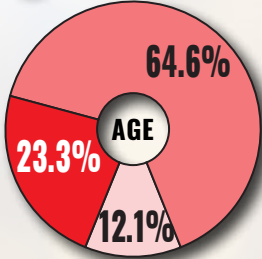
## TRANSPORTATION<sup>1</sup>

Worked at home	<b>3.4%</b>
Average Commute Time	<b>24.0 min.</b>

### MEANS OF TRANSPORTATION TO WORK

Drove alone	<b>83.5%</b>	Walked	<b>1.9%</b>
Carpooled	<b>9.7%</b>	Bicycle	<b>0.2%</b>
Public Transportation (excl. taxi)	<b>0.1%</b>	Taxi, motorcycle, or other	<b>3.4%</b>

## POPULATION<sup>1</sup>

2010 Census	<b>113,237</b>	Female	<b>51.1%</b>	Male	<b>48.9%</b>
2018 Estimate	<b>124,806</b>				
2010-2018 Change	<b>10.2%</b>				
Total Migration Net (2010-2018)	<b>6,112</b>				
Intl. Migration	<b>730</b>	Median Age	<b>32.8</b>		
Dom. Migration	<b>5,382</b>	Minority	<b>19.8%</b>		

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Government	7,595	7,764	2.2%	\$53,537
Retail Trade	7,484	8,168	9.1%	\$27,925
Health Care and Social Assistance	7,002	8,089	15.5%	\$45,608
Accommodation and Food Services	5,057	5,439	7.6%	\$17,596
Construction	4,387	4,421	0.8%	\$44,504
Other Services (except Public Administration)	3,792	4,359	15.0%	\$21,520
Professional, Scientific, and Technical Services	3,572	3,367	-5.7%	\$69,576
Manufacturing	3,483	3,492	0.3%	\$62,225
Administrative & Support & Waste Management & Remediation Services	2,854	2,622	-8.1%	\$34,480
Real Estate and Rental and Leasing	2,384	2,673	12.1%	\$27,586

1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set

# LONOKE COUNTY

County Seat: Lonoke | County Seat Population: 4,262 | Founded: 1873 | Land Area (sq. miles): 770.73

## HOUSING<sup>1</sup>

Median Value	<b>\$135,100</b>
Homeowner Vacancy Rate	<b>2.9</b>
Rental Vacancy Rate	<b>5.8</b>
Occupied Housing Units	<b>91.2%</b>
Occupied Housing Units with No Vehicle	<b>5.2%</b>



## EDUCATION<sup>1</sup>

High School Graduate or Higher	<b>88.5%</b>
Bachelor's Degree or Higher	<b>20.1%</b>

## ECONOMY<sup>1,2</sup>

Median Household Income	<b>\$57,290</b>	Individuals Below Poverty Level	<b>12.3%</b>
Per Capita Personal Income	<b>\$37,686</b>	Families Below Poverty Level	<b>8.8%</b>
Unemployment Rate	<b>3.3%</b>	Households Receiving Food Stamps/SNAP	<b>9.8%</b>

## TRANSPORTATION<sup>1</sup>

Worked at home	<b>2.6%</b>
Average Commute Time	<b>27.3 min.</b>

### MEANS OF TRANSPORTATION TO WORK

Drove alone	<b>86.9%</b>	Walked	<b>2.0%</b>
Carpooled	<b>7.7%</b>	Bicycle	<b>0.1%</b>
Public Transportation (excl. taxi)	<b>0.2%</b>	Taxi, motorcycle, or other	<b>0.7%</b>

## POPULATION<sup>1</sup>

2010 Census	<b>68,356</b>	Female	<b>50.6%</b>	Male	<b>49.4%</b>
2018 Estimate	<b>73,657</b>				
2010-2018 Change	<b>7.8%</b>				
Total Migration Net (2010-2018)	<b>2,692</b>				
Intl. Migration	<b>837</b>				
Dom. Migration	<b>1,855</b>	Minority	<b>14.2%</b>	Median Age ..... <b>36.1</b>	
		■ Under 18.....	<b>18,955</b>	■ 18-64.....	<b>44,403</b>
		□ 65+.....	<b>9,540</b>		

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Government	3,195	3,368	5.4%	\$44,912
Retail Trade	2,804	2,829	0.9%	\$25,494
Health Care and Social Assistance	2,038	2,244	10.1%	\$35,282
Accommodation and Food Services	1,886	2,096	11.1%	\$17,294
Construction	1,874	1,927	2.8%	\$39,029
Manufacturing	1,788	1,861	4.1%	\$55,092
Other Services (except Public Administration)	1,499	1,591	6.1%	\$19,450
Agriculture, Forestry, Fishing and Hunting	1,325	1,342	1.3%	\$38,200
Real Estate and Rental and Leasing	1,079	1,175	8.9%	\$28,215
Finance and Insurance	1,038	1,158	11.6%	\$45,085

1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set



# MONROE COUNTY

County Seat: Clarendon | County Seat Population: 1,404 | Founded: 1829 | Land Area (sq. miles): 607.12

## HOUSING<sup>1</sup>

Median Value	<b>\$54,500</b>
Homeowner Vacancy Rate	<b>1.9</b>
Rental Vacancy Rate	<b>5.2</b>
Occupied Housing Units	<b>74.8%</b>
Occupied Housing Units with No Vehicle	<b>14.2%</b>



## EDUCATION<sup>1</sup>

High School Graduate or Higher	<b>77.7%</b>
Bachelor's Degree or Higher	<b>9.3%</b>

## ECONOMY<sup>1,2</sup>

Median Household Income	<b>\$31,584</b>	Individuals Below Poverty Level	<b>28.6%</b>
Per Capita Personal Income	<b>\$31,816</b>	Families Below Poverty Level	<b>18.9%</b>
Unemployment Rate	<b>4.3%</b>	Households Receiving Food Stamps/SNAP	<b>24.0%</b>

## TRANSPORTATION<sup>1</sup>

Worked at home	<b>3.3%</b>
Average Commute Time	<b>22.0 min.</b>

### MEANS OF TRANSPORTATION TO WORK

Drove alone	<b>76.9%</b>	Walked	<b>2.3%</b>
Carpooled	<b>16.6%</b>	Bicycle	<b>0.3%</b>
Public Transportation (excl. taxi)	<b>0.0%</b>	Taxi, motorcycle, or other	<b>0.6%</b>

## POPULATION<sup>1</sup>

2010 Census	<b>8,149</b>	Female	<b>53.1%</b>	Male	<b>46.9%</b>
2018 Estimate	<b>6,900</b>				
2010-2018 Change	<b>-15.3%</b>				
Total Migration Net (2010-2018)	<b>-1,117</b>				
Intl. Migration	<b>-3</b>				
Dom. Migration	<b>-1,114</b>	Median Age	<b>46.4</b>		
Minority	<b>45.8%</b>				

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Government	460	416	-9.6%	\$41,377
Agriculture, Forestry, Fishing and Hunting	448	436	-2.7%	\$38,092
Health Care and Social Assistance	440	500	13.6%	\$32,920
Retail Trade	293	279	-4.8%	\$27,418
Accommodation and Food Services	259	252	-2.7%	\$16,143
Other Services (except Public Administration)	185	186	0.5%	\$22,501
Wholesale Trade	184	156	-15.2%	\$55,705
Finance and Insurance	174	196	12.6%	\$29,376
Transportation and Warehousing	166	155	-6.6%	\$46,183
Real Estate and Rental and Leasing	154	171	11.0%	\$54,479

1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set

# PRAIRIE COUNTY

County Seats: Des Arc/DeValls Bluff | County Seat Population: 1,595/557 | Founded: 1846 | Land Area (sq. miles): 647.96

## HOUSING<sup>1</sup>

Median Value	<b>\$65,300</b>
Homeowner Vacancy Rate	<b>1.3</b>
Rental Vacancy Rate	<b>3.0</b>
Occupied Housing Units	<b>86.6%</b>
Occupied Housing Units with No Vehicle	<b>5.9%</b>



## EDUCATION<sup>1</sup>

High School Graduate or Higher	<b>82.8%</b>
Bachelor's Degree or Higher	<b>13.8%</b>

## ECONOMY<sup>1,2</sup>

Median Household Income	<b>\$41,244</b>	Individuals Below Poverty Level	<b>16.8%</b>
Per Capita Personal Income	<b>\$33,271</b>	Families Below Poverty Level	<b>13.1%</b>
Unemployment Rate	<b>4.0%</b>	Households Receiving Food Stamps/SNAP	<b>15.2%</b>

## TRANSPORTATION<sup>1</sup>

Worked at home	<b>4.9%</b>
Average Commute Time	<b>26.8 min.</b>

### MEANS OF TRANSPORTATION TO WORK

Drove alone	<b>78.7%</b>	Walked	<b>2.2%</b>
Carpooled	<b>11.5%</b>	Bicycle	<b>0.0%</b>
Public Transportation (excl. taxi)	<b>0.0%</b>	Taxi, motorcycle, or other	<b>2.7%</b>

## POPULATION<sup>1</sup>

2010 Census	<b>8,715</b>	Female	<b>49.9%</b>	Male	<b>50.1%</b>
2018 Estimate	<b>8,074</b>				
2010-2018 Change	<b>-7.4%</b>				
Total Migration Net (2010-2018)	<b>-483</b>				
Intl. Migration	<b>0</b>				
Dom. Migration	<b>-483</b>	Median Age .....	<b>46.4</b>	<ul style="list-style-type: none"> <li>Under 18..... <b>1,695</b></li> <li>18-64..... <b>4,661</b></li> <li>65+..... <b>1,892</b></li> </ul>	
Minority	<b>15.3%</b>				

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Agriculture, Forestry, Fishing and Hunting	633	643	1.6%	\$39,258
Government	397	387	-2.5%	\$43,133
Retail Trade	299	320	7.0%	\$24,427
Health Care and Social Assistance	274	302	10.2%	\$30,067
Other Services (except Public Administration)	225	250	11.1%	\$19,083
Construction	129	142	10.1%	\$30,272
Accommodation and Food Services	126	140	11.1%	\$15,521
Administrative & Support & Waste Management & Remediation Services	116	134	15.5%	\$20,396
Real Estate and Rental and Leasing	104	117	12.5%	\$24,292
Wholesale Trade	100	111	11.0%	\$60,940

1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set

# PULASKI COUNTY

County Seat: Little Rock | County Seat Population: 197,881 | Founded: 1818 | Land Area (sq. miles): 759.76

## HOUSING<sup>1</sup>

Median Value	<b>\$148,300</b>
Homeowner Vacancy Rate	<b>3.5</b>
Rental Vacancy Rate	<b>14.7</b>
Occupied Housing Units	<b>85.3%</b>
Occupied Housing Units with No Vehicle	<b>7.2%</b>



## EDUCATION<sup>1</sup>

High School Graduate or Higher	<b>90.4%</b>
Bachelor's Degree or Higher	<b>33.7%</b>

## ECONOMY<sup>1,2</sup>

Median Household Income	<b>\$48,850</b>	Individuals Below Poverty Level	<b>17.3%</b>
Per Capita Personal Income	<b>\$48,838</b>	Families Below Poverty Level	<b>12.4%</b>
Unemployment Rate	<b>3.4%</b>	Households Receiving Food Stamps/SNAP	<b>11.4%</b>

## TRANSPORTATION<sup>1</sup>

Worked at home	<b>3.4%</b>
Average Commute Time	<b>20.3 min.</b>

### MEANS OF TRANSPORTATION TO WORK

Drove alone	<b>83.4%</b>	Walked	<b>1.3%</b>
Carpooled	<b>9.8%</b>	Bicycle	<b>0.2%</b>
Public Transportation (excl. taxi)	<b>1.0%</b>	Taxi, motorcycle, or other	<b>1.0%</b>

## POPULATION<sup>1</sup>

2010 Census	<b>382,748</b>	Female	<b>52.1%</b>	Male	<b>47.9%</b>
2018 Estimate	<b>392,680</b>				
2010-2018 Change	<b>2.6%</b>				
Total Migration Net (2010-2018)	<b>-5,602</b>				
Intl. Migration	<b>6,320</b>				
Dom. Migration	<b>-11,922</b>	Median Age ..... <b>37.1</b>			
Minority	<b>47.6%</b>	<input checked="" type="checkbox"/> Under 18..... <b>92,013</b> <input checked="" type="checkbox"/> 18-64..... <b>243,035</b> <input type="checkbox"/> 65+..... <b>58,908</b>			

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Government	56,583	56,109	-0.8%	\$74,291
Health Care and Social Assistance	41,182	45,080	9.5%	\$59,524
Retail Trade	30,145	30,679	1.8%	\$32,425
Accommodation and Food Services	22,400	23,687	5.7%	\$20,337
Administrative & Support & Waste Management & Remediation Services	20,705	21,857	5.6%	\$34,430
Finance and Insurance	20,179	22,111	9.6%	\$80,845
Professional, Scientific, and Technical Services	19,118	20,374	6.6%	\$67,179
Other Services (except Public Administration)	17,807	18,378	3.2%	\$29,630
Manufacturing	13,804	14,032	1.7%	\$67,969
Real Estate and Rental and Leasing	13,803	14,876	7.8%	\$36,650

1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set

# SALINE COUNTY

County Seat: Benton | County Seat Population: 36,403 | Founded: 1835 | Land Area (sq. miles): 723.6

## HOUSING<sup>1</sup>

Median Value	<b>\$147,400</b>
Homeowner Vacancy Rate	<b>2.2</b>
Rental Vacancy Rate	<b>6.4</b>
Occupied Housing Units	<b>90.7%</b>
Occupied Housing Units with No Vehicle	<b>3.7%</b>



## EDUCATION<sup>1</sup>

High School Graduate or Higher	<b>90.1%</b>
Bachelor's Degree or Higher	<b>25.5%</b>

## ECONOMY<sup>1,2</sup>

Median Household Income	<b>\$58,985</b>	Individuals Below Poverty Level	<b>8.0%</b>
Per Capita Personal Income	<b>\$40,232</b>	Families Below Poverty Level	<b>5.4%</b>
Unemployment Rate	<b>3.0%</b>	Households Receiving Food Stamps/SNAP	<b>7.7%</b>

## TRANSPORTATION<sup>1</sup>

Worked at home	<b>2.7%</b>
Average Commute Time	<b>26.1 min.</b>

### MEANS OF TRANSPORTATION TO WORK

Drove alone	<b>85.9%</b>	Walked	<b>0.5%</b>
Carpooled	<b>9.7%</b>	Bicycle	<b>0.0%</b>
Public Transportation (excl. taxi)	<b>0.0%</b>	Taxi, motorcycle, or other	<b>1.0%</b>

## POPULATION<sup>1</sup>

2010 Census	<b>107,118</b>	Female	<b>50.9%</b>	Male	<b>49.1%</b>
2018 Estimate	<b>121,421</b>				
2010-2018 Change	<b>13.4%</b>				
Total Migration Net (2010-2018)	<b>11,687</b>	Median Age ..... <b>39.6</b> ■ Under 18..... <b>28,089</b> ■ 18-64..... <b>70,816</b> □ 65+..... <b>20,418</b>			
Intl. Migration	<b>526</b>				
Dom. Migration	<b>11,161</b>				
Minority	<b>15.4%</b>				

## LARGEST INDUSTRIES<sup>3</sup>

INDUSTRY	2018 JOBS	2023 JOBS	2018-2023 % CHANGE	AVG. EARNINGS PER JOB
Retail Trade	5,873	6,456	9.9%	\$28,940
Health Care and Social Assistance	5,314	6,527	22.8%	\$44,506
Government	4,243	3,790	-10.7%	\$50,860
Construction	3,915	4,155	6.1%	\$41,021
Accommodation and Food Services	3,525	4,061	15.2%	\$17,955
Other Services (except Public Administration)	2,975	3,310	11.3%	\$23,495
Administrative & Support & Waste Management & Remediation Services	2,141	2,288	6.9%	\$26,222
Real Estate and Rental and Leasing	1,863	2,111	13.3%	\$28,138
Finance and Insurance	1,698	1,882	10.8%	\$43,977
Manufacturing	1,677	1,868	11.4%	\$59,691

1 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, 2 Bureau of Economic Analysis, released March 6, 2019, 3 EMSI Q2 2019 Data Set

# FRAMEWORK EVALUATION

ACTION STEPS	RESPONSIBLE ENTITIES	TIME
<b>PRIORITY 1: IMPROVE REGIONAL IMAGE</b>		
Meet with DCI.	CAPDD	1-5 yrs.
Create region wide media network focused on providing economic success stories from the District to traditional and social media outlets.	CAPDD, city & county government officials	1-5 yrs.
<b>PRIORITY 2: IMPROVE TRANSPORTATION SYSTEM</b>		
Meet with Rock Region METRO to explore mass transit options for the District.	CAPDD	1-5 yrs.
Publicize the number and nature of existing direct flights out of Little Rock Airport.		1-5 yrs.
Meet with selected employers to encourage them to explore low cost options for transporting their employees to work.	CAPDD, chambers of commerce	1-5 yrs.
Extend Rock Region METRO's Van Pool Program to rural areas of the District.	CAPDD, state & local public officials	1-5 yrs.
Meet with airlines to encourage more direct flights out of Little Rock Airport.		3-5 yrs.
<b>PRIORITY 3: IMPROVE HEALTH CARE AVAILABILITY TO AREA RESIDENTS</b>		
Meet with UAMS to encourage the school to place more medical residents into local area clinics.	CAPDD, DRA	1-5 yrs.
Meet with the DRA to determine if the "Delta Doctors" program can address medical personnel shortages.		1-5 yrs.
Increase the number of nurses and doctors in area medical facilities.	CAPDD, DRA, area hospitals, medical clinics, local city & county officials	3-7 yrs.
Promote use of new technologies that improve patient access to medical personnel and treatments.		3-7 yrs.
<b>PRIORITY 4: ACQUIRE MORE POTENTIAL INDUSTRIAL DEVELOPMENT SITES</b>		
Meet with local and county officials to promote the advantages of regional cooperation and investing in sites that lie outside their immediate jurisdiction.	CAPDD, AEDC	1-5 yrs.
Hold community meetings to explain the benefits of regional economic cooperation to area residents.		1-5 yrs.
Identify and catalogue potential development sites within the region.	CAPDD, AEDC, local city & county officials, County economic development directors	1-5 yrs.
Support and encourage the development of Brownfield sites.		1-5 yrs.
Meet with city, local and county officials explain the terms of Amendment 82 and its implications regional collaborative approaches to site development.		1-5 yrs.
Acquaint local officials with the need for public-private partnerships.		1-5 yrs.
Convince private property owners of the need to establish suitable development sites to attract industry.		1-5 yrs.
Establish a pool of state funds to help communities and regions develop suitable sites for industrial development.		1-5 yrs.
<b>PRIORITY 5: CREATE A MORE EMPLOYABLE WORKFORCE</b>		
Foster incumbent worker training for occupations that are rapidly innovating or at increased risk for automation.	CAPDD, ACE, OSD, ADWS, local city & county officials, chambers of commerce	1-5 yrs.
Increase non-traditional and accelerated study programs for adults.	CAPDD, ACE, OSD, local city & county officials	1-5 yrs.
Work closely with area community colleges and technical schools to develop training focused on skill-based certificates.	CAPDD, ACE, OSD, area technical schools, community colleges & universities	1-5 yrs.
Educate area business about OSD's grants and workforce training opportunities.	CAPDD, ACE, OSD, chambers of commerce	1-5 yrs.
Collaborate with the AAPI to help promote the 600 plus new apprenticeships available under the grant AAPI received from the Department of Labor.	CAPDD, AAPI, chambers of commerce	1-5 yrs.
Collaborate with the ADWS to develop and implement a survey of area businesses to determine their workforce needs.	CAPDD, ADWS	1-5 yrs.
Promote NLRSD's 'Center of Excellence' as a potential model for career-based training for area high schools.	CAPDD, local city & county officials, chambers of commerce,	1-5 yrs.
Work with the new Saline County Technical Education Center to help area business see the Center as a valuable resource for training and recruiting future employees.		1-5 yrs.

# FRAMEWORK EVALUATION

ACTION STEPS	RESPONSIBLE ENTITIES	TIME
<b>PRIORITY 6: INCREASE AFFORDABLE HOUSING</b>		
Meet with Rausch Coleman Homes to explore their approach to building low cost affordable housing.	CAPDD	1-5 yrs.
Work with area banks to raise awareness of the need for affordable housing and develop new and innovative methods for securing financing.	CAPDD, ADFA	1-5 yrs.
Assist local housing authorities with pursuing resources and funding through the ADFA and other agencies.	CAPDD, AFDA, local housing authorities	1-5 yrs.
Compile a list of reliable builders and developers interested in providing low cost affordable housing, particularly multi-family and single family dwellings in rural areas.	CAPDD, local housing authorities	1-5 yrs.
Develop a working definition of affordable housing linked to the housing market in each community.	CAPDD, local housing authorities, local city & county officials	1-5 yrs.
Work with non-profit organizations, public schools and community colleges to establish (or enhance existing) financial education programs for area residents.	CAPDD, relevant non-profit organizations, area public schools & community colleges	1-5 yrs.
<b>PRIORITY 7: IMPROVE PUBLIC SAFETY</b>		
<b>ISSUE 1: Safety services, particularly in rural areas, need to be upgraded and modernized.</b>		
Research 'best practices' used by states that provide effective and comprehensive 911 services.	CAPDD, ADEM, county emergency directors, local county, city, & municipal officials	1-5 yrs.
Explore the options provided by new state legislation focused on establishing 'Next Generation' wireless/internet based 911 services.		1-5 yrs.
Secure funding for new 911 technologies.		1-5 yrs.
Secure funding for updating rural 911 services.		1-5 yrs.
Provide training support for rural police and fire departments.		1-5 yrs.
<b>ISSUE 2: Many area communities must be better prepared to respond and recover from natural disasters.</b>		
Raise awareness of the need for towns and communities to improve their Disaster Recovery Preparedness plans and procedures.	CAPDD, ADEM, county emergency directors, local county, city, & municipal officials	1-5 yrs.
Work with County Emergency Directors and the ADEM to update or create Disaster Response and Recovery plans at the county and municipal level.		1-5 yrs.
Assist local communities with locating resources to pay for training of critically needed Emergency Management personnel.		1-5 yrs.
<b>PRIORITY 8: IMPROVE REGIONAL INFRASTRUCTURE</b>		
Educate county and local officials to the difficulty of convincing a company or industry to invest in a site without adequate infrastructure.	CAPDD, AEDC, local county, city & municipal officials, district, state & federal infrastructure professionals	1-5 yrs.
Explore the feasibility of creating logistics parks.		1-5 yrs.
Explore the feasibility of creating logistics parks.		1-5 yrs.
Conduct an inventory of potential traditional and non-traditional funding for infrastructural needs available from state and federal sources.	CAPDD, local county, city & municipal officials, district, state & federal infrastructure professionals, telecommunication providers	1-5 yrs.
Convene all local, state and federal infrastructural professionals and policy leaders to identify priorities and develop a cost effective short term and long term approach to strengthening and expanding the district's infrastructure.		1-5 yrs.
Extend utilities and improve roads to existing industrial sites, especially ports.		1-5 yrs.
Provide more rail sites.		1-5 yrs.
Meet with region's telecommunication providers to explore options for extending broadband coverage to underserved rural areas.		1-5 yrs.

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- Arkansas Economic Development Institute Staff**
- **JIM YOUNGQUIST**  
Executive Director
  - **APRIL CAMPBELL**  
Community Development
  - **SUSAN JACKSON**  
Graphic Designer
  - **GRAINGER LEDBETTER**  
Community Development
  - **DAVE RASMUSSEN**  
Programmer
  - **ALISON WRIGHT**  
Statistical Analyst
- CAPDD CEDS Staff**
- **RODNEY LARSEN**  
Executive Director
  - **SHAWNTEL BROWN**  
Business Service Coordinator
  - **KIRA LIVINGSTON**  
Digital Media
  - **CONYA SPENCER**  
Economic Development Director

## SOURCES

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- U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates
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- USDA, 2017, Census of Agriculture
- U.S. Economic Development Administration “*Comprehensive Economic Development Strategy (CEDS) Content Guidelines: Recommendations for Creating an Impactful CEDS*”



**Central Arkansas Planning and  
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**Connect with CAPDD**  
**902 N. Center Street, P.O. Box 300, Lonoke, AR 72086 | [www.capdd.org](http://www.capdd.org) | 501.676.2721**