“Healthy People in a Healthy Community”

City of Jonesboro, Arkansas
ACKNOWLEDGEMENTS AND PLANNING PHILOSOPHY

Two essential ingredients are required for a strategic planning process to work. First, the local citizenry must be involved at a deep and personal level. Involvement must go well beyond attendance at a meeting or two. Rather it must include a significant number of engaged, capable people who are committed to the betterment of their community.

Second, the people must use an effective planning methodology.

THE PEOPLE

Planning Project Director

Otis Spriggs  
Planning Director  
City of Jonesboro

Heather Clements  
Grants Administrator  
City of Jonesboro

Steering Committee Members

Alan McVey  
Executive Director  
ASU Delta Center for Economic Development

Ann Garner  
Jonesboro Citizen

Beverly Parker  
Director  
St. Bernard’s Senior Health Clinic

Bill Hall  
University Planner  
Arkansas State University

Cari White  
Chief Operations Officer  
Jonesboro Chamber of Commerce

Craig Light  
City Engineer  
City of Jonesboro

Darrel Dover  
City Councilor  
City of Jonesboro

Dr. Charles Coleman  
Alderman  
City of Jonesboro

Ed Way  
Executive VP of Marketing  
Liberty Bank

Erick Woodruff  
IT Director  
City of Jonesboro

Gary Harpole  
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Halsey Outdoor Advertising

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Director of Interactive Teaching/Technology  
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Stuck Associates Architecture

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Jerl Levi McCollum  
City of Jonesboro Planning Intern  
Arkansas State University

Margaret Holloway  
Manager of Sales  
Ritter Communications

Mark Enos  
Architect  
Stuck Associates Architecture
Building Communities presents a new, fresh approach to strategic planning. Instead of starting with a demographic study and a community-based SWOT analysis, Building Communities begins by offering a menu of 25 executable strategies using the Strategy Selector Tool.

By evaluating the assets and characteristics of their community, leaders can take a very objective and systematic approach to selecting truly viable improvement strategies.

Once the strategies are selected, Building Communities presents a series of Essential Action Steps the community must take in order to efficiently and effectively implement their selected strategies.

Also, the community must organize in the right way. This is why Building Communities offers the Community Organizer Tool. The Tool enables community leaders to sharply focus their efforts to create and utilize sufficient local capacity to implement the strategies they select.

All of the above activity begins at Plan Week. Completing the Essential Action Step strategy-templates should be done within the following two weeks, and implementation activity should begin immediately thereafter.

Building Communities recommends monthly implementation meetings over the following three to five years to help ensure satisfactory progress toward goals.
City of Jonesboro Elected Officials

**Mayor**
Harold Perrin

**City Clerk**
Donna Jackson

**City Attorney**
Phillip Crego

**Ward 1**

<table>
<thead>
<tr>
<th>Position 1</th>
<th>Position 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles Frierson</td>
<td>Gene Vance</td>
</tr>
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**Ward 2**

<table>
<thead>
<tr>
<th>Position 1</th>
<th>Position 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Charles Coleman</td>
<td>Chris Moore</td>
</tr>
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**Ward 3**

<table>
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<tr>
<th>Position 1</th>
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</tr>
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<tr>
<td>Ann Williams</td>
<td>Chris Gibson</td>
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**Ward 4**

<table>
<thead>
<tr>
<th>Position 1</th>
<th>Position 2</th>
</tr>
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<tbody>
<tr>
<td>John Street</td>
<td>Mitch Johnson</td>
</tr>
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</table>

**Ward 5**

<table>
<thead>
<tr>
<th>Position 1</th>
<th>Position 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darrel Dover</td>
<td>Rennell Woods</td>
</tr>
</tbody>
</table>

**Ward 6**

<table>
<thead>
<tr>
<th>Position 1</th>
<th>Position 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim McCall</td>
<td>Mikel Fears</td>
</tr>
</tbody>
</table>
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A
Building Communities
Economic Development Strategic Plan
for
Jonesboro, Arkansas

Our Community
The people of Jonesboro, Arkansas, have embarked on a quest to establish our community as an unparalleled place to reside by 2030.

Jonesboro is an ideal place to live and raise a family, with forward thinking, strong and effective community leaders who challenge each other to reach new heights. Thanks to Jonesboro’s strong economy, the region is one of only 54 metropolitan areas in the United States that retained its total employed work force in the period November 2007 to November 2011.

The economic pillars of nationally recognized education and health care help create and maintain a resilient economic base and form the basis for a high quality of life for current and future generations. Arkansas State University is ranked by U. S. News and World Report as one of the best regional universities in the South. Two local hospitals serve a 23-county service area framed by St. Louis, Little Rock and Memphis.

The assets and economic performance of Jonesboro have earned Craighead County the praise of Business Insider magazine, which placed it atop its 2011 list of 20 “micropolitan” areas with potential to be the next Silicon Valley. Consistent, professional economic development activities have successfully recruited Fortune 500 companies to Jonesboro during the last decade.

The Jonesboro of 2030 not only will be economically resilient, but will boast some of the finest parks, walking paths, mixed-use development living, and green spaces in the Mid-South, along with a public transit system that meets the needs of its citizens. The community will be a leader in creating a dynamic, progressive, diversified and sustainable society. Jonesboro will have a healthy economy supporting its existing generation, retaining its youth, and welcoming people from all walks of life who desire the highest standard of living.

Background
The City of Jonesboro, Arkansas is a participant in the East Arkansas Regional Planning Partnership (Partnership) to develop a Regional Sustainability Plan for Eastern Arkansas.

This planning effort is funded by the US Department of Housing and Urban Development (HUD) in conjunction with the US Department of Transportation (DOT) and the US Environmental Protection Agency (EPA).

The participating entities (counties, cities and MPOs) are utilizing the Building Communities-based approach to economic development strategic planning first to develop a strategy for community and economic development at the local level. Information gained from this local planning process is then considered by the Partnership in the development of the Regional Sustainability Plan.
This planning process began in February 2012 as a part of the three-year process to develop local and regional plans for development and sustainability.

**Horizon and Scope of Plan**

This strategic plan has a three-to-five year plan horizon, and is focused on the City of Jonesboro, Arkansas. The local planning effort has been led by the City of Jonesboro as part of their Vision 2030 Comprehensive Planning Process.

**Selecting the Strategies**

The Building Communities Economic Development Strategic Planning methodology employs the Strategy Selector tool—an objective approach that prioritizes each of the 25 economic development strategies presented—based on key success factors in seven categories.

Steering Committee participants fully considered 25 community and economic development strategies plus additional Quality-of-life Initiatives, new strategies designed to capture development and sustainability elements consistent with the Livability Principles. The six Livability Principles include: 1) providing more transportation choices; 2) promoting equitable and affordable housing; 3) enhancing economic competitiveness; 4) supporting existing communities; 5) coordinating and leveraging federal policy and investments; and 6) valuing communities and neighborhoods.

As detailed in this plan, a total of fifteen economic and community development strategies were selected for advancement in this strategic plan, as well as 10 Quality-of-life Initiatives.

**Economic and Community Development Strategies:**

- Attracting Government Funding
- Attracting Retirees
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Downtown Development
- Education Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care
- Infrastructure Development
- Leading Edge Development
- Local/Regional Tourism
- Value-Added Agriculture

**Quality of Life Initiatives:**

- Affordable Housing Development
- Arts and Crafts
- Energy Conservation Activities
- Forest Stewardship
- Green Jobs Initiatives
- Mixed-Use Development
- Multi-Modal Transportation (Transit, Bicycle/Pedestrian Activity)
- Parks and Recreation
- Public Health and Wellness
- Sustainable Local Foods Projects
After selecting the strategies, planning participants reviewed recommended Essential Action Steps (EASs) for the implementation of the strategies. The EASs were then self-assigned to individuals within the Steering Committee for implementation. For each of the EASs, the time frame, needed resources, and performance measures were identified. This plan presents all of the EASs for each strategy.

Members of the Steering Committee also considered and developed EASs for each Quality-of-Life Initiative. Each step was then assigned to individuals within the Steering Committee or community for further implementation. These EASs are also presented in this plan.

**Increasing Economic Development Capacity**

A key component of implementing an Economic Development Strategic Plan is recognizing the existing and needed capacity to implement strategies. Capacity represents the human, financial and technical resources necessary for strategy implementation.

The Building Communities strategic planning process utilizes the Community Organizer Tool to assist communities and organizations to objectively analyze their existing and desired capacity.

A total of 60 “capacity scenarios” are presented, and Steering Committee participants then identify their existing capacity levels. Based upon these responses, a report is generated prescribing recommended steps to achieve sufficient capacity for full-scale strategy implementation.

**Looking to the Future**

Jonesboro is a growing community located in Northeast Arkansas with a clear vision for our future. We have a successful economic development program in place and serve as a hub of activity, social services and employment for the region.

As Jonesboro continues to grow, our citizens seek to preserve the close-knit atmosphere of rural America while continuing to prosper economically. Furthermore, residents and leaders in Jonesboro wish to see a broader commitment to not only economic growth, but to quality of life issues that will make our community an even better place to live, work, raise a family and retire.

This strategic planning process—and resulting plan—has had a catalytic effect on the community. The existing Vision 2030 planning process has been rejuvenated, connecting the dreams of the people to the resources necessary to fully implement this vision.

**Strategy Selector Scoring System**

The Strategy Selector Tool is utilized to generate an objective assessment of the most viable economic development strategies for a given community. For this Plan, the Steering Committee considered 85 Key Success Factors and the comparative advantage that Jonesboro has with respect to communities of a similar size.

Each of the key success factors scored on a scale of ‘0’ to ‘4’. Where the Steering Committee determined that Jonesboro has a significant comparative advantage relative to its competition, that factor was scored a ‘4’. Where a particular Key Success Factor was determined to be relatively absent in Jonesboro, it was given a score of ‘0’. Intermediate scores from ‘1’ to ‘3’ were given for factors in the middle of the range.
The scores provided by the Steering Committee were then integrated with each of the twenty-five strategies on a weighted basis. The result is the “Prioritized Strategy Report” to the right, which presents all twenty-five strategies, ranked by Building Communities according to their likeliness to succeed.

This initial Prioritized Strategy Report provided the Steering Committee with a solid foundation from which it could begin considering which of the twenty-five strategies the community should ultimately pursue. As the Building Communities’ approach recognizes that making wise choices in representative government requires not only capable leaders, but an involved citizenry, the views of the community were also sought, in order that the collective voice of the community could be heard and given weight in the decision-making process. This began in the “Voice of the Community” meeting in which the broader community was asked whether or not it would like to see the community advance each of the twenty-five strategies, and whether or not it believes the community could successfully do so.

The results of the Voice of the Community meeting were then weighed, factored and combined with the results of the Key Success Factor Test to produce the “Enhanced Strategy Report.” This report provided the Steering Committee with a more complete view of the desires and confidence of both leaders and citizens, respective to each of the twenty-five potential strategies, and with the Prioritized Strategy Report served as the foundation from which the process of final strategy selection was made.

In addition, however—and before strategies were selected—the Steering Committee was asked to assess the capacity of the community to carry out economic development activities. This was done during the Community Organizer session of Plan Week, and the resulting recommendations will help the community refine and increase its capacity to work together and succeed as it begins begins to execute the strategic plan.
With these various analyses and assessments in place, the Steering Committee set out to choose the strategies which the community would ultimately advance.

Consideration of the Prioritized Strategy Report yielded an initial selection of the “most viable” strategies. The Enhanced Strategy Report was then considered and, in general, the strategies initially identified persisted through the “first cut.” In six circumstances the Steering Committee elected to amend the second list, and fifteen of the twenty-five strategies were ultimately chosen by the Steering Committee to be integrated into the strategic plan. For each of these strategies, the Steering Committee then assigned one or more organization(s) to play a lead role in strategy implementation.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>SCORE</th>
<th>WANT</th>
<th>CAN</th>
<th>STRATEGY GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Health Care</td>
<td>281</td>
<td>98%</td>
<td>93%</td>
<td>Community Development</td>
</tr>
<tr>
<td>✓ Business Retention and Expansion</td>
<td>280</td>
<td>98%</td>
<td>91%</td>
<td>General Business</td>
</tr>
<tr>
<td>✓ Education Development</td>
<td>273</td>
<td>95%</td>
<td>87%</td>
<td>Community Development</td>
</tr>
<tr>
<td>✓ Business Recruitment</td>
<td>265</td>
<td>98%</td>
<td>89%</td>
<td>General Business</td>
</tr>
<tr>
<td>✓ Infrastructure Development</td>
<td>258</td>
<td>93%</td>
<td>86%</td>
<td>Other</td>
</tr>
<tr>
<td>✓ Business Cultivation</td>
<td>256</td>
<td>93%</td>
<td>76%</td>
<td>General Business</td>
</tr>
<tr>
<td>✓ Entrepreneurial Development</td>
<td>244</td>
<td>91%</td>
<td>70%</td>
<td>General Business</td>
</tr>
<tr>
<td>✓ Downtown Development</td>
<td>236</td>
<td>95%</td>
<td>88%</td>
<td>Community Development</td>
</tr>
<tr>
<td>✓ Attracting Government Funding</td>
<td>235</td>
<td>82%</td>
<td>74%</td>
<td>Other</td>
</tr>
<tr>
<td>✓ Environmental Restoration</td>
<td>229</td>
<td>82%</td>
<td>67%</td>
<td>Sector-specific</td>
</tr>
<tr>
<td>Pass-Through Visitor Services</td>
<td>226</td>
<td>78%</td>
<td>72%</td>
<td>Tourism</td>
</tr>
<tr>
<td>✓ Value-added Agriculture</td>
<td>224</td>
<td>82%</td>
<td>68%</td>
<td>Value-added</td>
</tr>
<tr>
<td>✓ Leading Edge Development</td>
<td>220</td>
<td>78%</td>
<td>65%</td>
<td>Sector-specific</td>
</tr>
<tr>
<td>Energy Development</td>
<td>207</td>
<td>85%</td>
<td>57%</td>
<td>Sector-specific</td>
</tr>
<tr>
<td>✓ Local/Regional Tourism</td>
<td>194</td>
<td>85%</td>
<td>71%</td>
<td>Tourism</td>
</tr>
<tr>
<td>✓ Attracting Retirees</td>
<td>147</td>
<td>65%</td>
<td>61%</td>
<td>Other</td>
</tr>
<tr>
<td>Attracting Government Jobs</td>
<td>145</td>
<td>60%</td>
<td>53%</td>
<td>Other</td>
</tr>
<tr>
<td>Attracting Lone Eagles</td>
<td>138</td>
<td>60%</td>
<td>52%</td>
<td>Other</td>
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<tr>
<td>Transportation Distribution Center</td>
<td>132</td>
<td>56%</td>
<td>43%</td>
<td>Sector-specific</td>
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<tr>
<td>✓ Cultural Tourism</td>
<td>132</td>
<td>69%</td>
<td>57%</td>
<td>Tourism</td>
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<tr>
<td>Value-added Fisheries</td>
<td>23</td>
<td>33%</td>
<td>26%</td>
<td>Value-added</td>
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<tr>
<td>Destination Tourism</td>
<td>9</td>
<td>38%</td>
<td>26%</td>
<td>Tourism</td>
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<tr>
<td>Value-added Forest Products</td>
<td>0</td>
<td>27%</td>
<td>21%</td>
<td>Value-added</td>
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<tr>
<td>Bedroom Community</td>
<td>-6</td>
<td>20%</td>
<td>20%</td>
<td>Community Development</td>
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<tr>
<td>Value-added Mining</td>
<td>-71</td>
<td>11%</td>
<td>7%</td>
<td>Value-added</td>
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</table>
STRATEGY SELECTOR RESULTS

Overview
As noted earlier, fifteen of the twenty-five economic and community development strategies have been selected for implementation by the City of Jonesboro. These strategies include:

- Attracting Government Funding
- Attracting Retirees
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Downtown Development
- Education Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care
- Infrastructure Development
- Leading Edge Development
- Local/Regional Tourism
- Value-Added Agriculture

Importance of Recommendations
Building Communities provides two types of recommendations: 1) Essential Action Steps associated with the selected business and community development strategies; and 2) organizational capacity recommendations generated by the Community Organizer Tool.

Combined, these two approaches generate a substantial number of recommendations and actions that the community should take in order to successfully implement its strategies.

However, the results of the Community Organizer tool should be seen as supporting recommendations. In other words, it is the Essential Action Steps that should be the primary focus, with the recommendations provided through the Community Organizer tool seen more as a “tune-up” for the assigned organizations—and the community as a whole—to get the work done.

The recommendations of the Community Organizer are presented following details of the Essential Action Steps of the selected strategies.

While Building Communities recommends that the Steering Committee review the Essential Action Steps on a monthly basis, it may only be necessary to review the Community Organizer tool recommendations on a quarterly or semi-annual basis.
SWOT ANALYSIS

Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities, and threats (SWOT) analysis as a starting point for the process. Instead, Building Communities presents 85 key success factors for community and economic development. The local assessment of the relative comparative advantage of each of the Key Success Factors, in effect, yields a SWOT analysis based on the seven categories: assets, capital, expertise, government, infrastructure, labor and location.

The table at right presents a brief description of each category.

In general, the KSF average-per-category scores are high, ranging from 2.36 (Assets) to 3.44 (Infrastructure). Key Success Factor scores of 2.7 or less generally signal the need to seriously consider the decision to pursue strategies with such relatively low scores. Fortunately, for Jonesboro, this is the case for only two of the seven Key Success Factor categories.

Jonesboro has excellent resources at its disposal, which makes it possible for us to choose a wide variety of strategies to pursue.

<table>
<thead>
<tr>
<th>Key Success Factor Categories</th>
<th>AVG SCORE</th>
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<tr>
<td>Assets</td>
<td>2.36</td>
</tr>
<tr>
<td>Capital</td>
<td>2.50</td>
</tr>
<tr>
<td>Expertise</td>
<td>3.17</td>
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<tr>
<td>Government</td>
<td>2.93</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>3.44</td>
</tr>
<tr>
<td>Labor</td>
<td>3.00</td>
</tr>
<tr>
<td>Location</td>
<td>2.80</td>
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</table>

Scores reflect the community's relative capacity in each category on a scale from 0 to 4.
Assets

The “Assets” category generally presents Key Success Factors that are unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

Scores in the Assets category are across the board in Jonesboro. However, the plethora of resources available to this community is evident in the fact that 13 of the 22 KSF scores are 3 or higher. This sets the stage for a large number of viable strategies, which is certainly reflected in the overall results.

Capital

Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff primarily engage in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

In general, Jonesboro has excellent access to capital, especially as it relates to business and infrastructure. There are some weaknesses, though. Funding for staffing, marketing and downtown

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTORS - ASSETS</th>
<th>SCORE</th>
</tr>
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<tbody>
<tr>
<td>Expandable educational institution</td>
<td>4</td>
</tr>
<tr>
<td>Financially-sound existing health care facility</td>
<td>4</td>
</tr>
<tr>
<td>Proximity to large volumes of agricultural commodities</td>
<td>4</td>
</tr>
<tr>
<td>Proximity to travel routes</td>
<td>4</td>
</tr>
<tr>
<td>Sufficient base of local businesses</td>
<td>4</td>
</tr>
<tr>
<td>Absence of industrial business activity</td>
<td>4</td>
</tr>
<tr>
<td>Quality residential neighborhoods</td>
<td>3</td>
</tr>
<tr>
<td>Accurate, long-term analysis of infrastructure needs and costs</td>
<td>3</td>
</tr>
<tr>
<td>Available, desirable housing</td>
<td>3</td>
</tr>
<tr>
<td>High availability of urban services</td>
<td>3</td>
</tr>
<tr>
<td>Proximity to urban population and workforce centers</td>
<td>3</td>
</tr>
<tr>
<td>Recognizable central business district/downtown</td>
<td>3</td>
</tr>
<tr>
<td>Sufficient local entrepreneurial base</td>
<td>3</td>
</tr>
<tr>
<td>Desirable climate</td>
<td>2</td>
</tr>
<tr>
<td>Local recreational and visitor attractions</td>
<td>2</td>
</tr>
<tr>
<td>Availability of energy resources</td>
<td>1</td>
</tr>
<tr>
<td>Existence of recreational amenities</td>
<td>1</td>
</tr>
<tr>
<td>Existing or prospective cultural attraction</td>
<td>1</td>
</tr>
<tr>
<td>Proximity and access to forests and forest products</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to fisheries commodities</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to nationally-recognized attractions</td>
<td>0</td>
</tr>
<tr>
<td>Proximity to raw materials and minerals</td>
<td>0</td>
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<table>
<thead>
<tr>
<th>KEY SUCCESS FACTORS - CAPITAL</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to secure power-purchase agreements</td>
<td>4</td>
</tr>
<tr>
<td>Access to small business financing</td>
<td>4</td>
</tr>
<tr>
<td>Access to large-scale capital</td>
<td>4</td>
</tr>
<tr>
<td>Access to long-term infrastructure loans and grants</td>
<td>4</td>
</tr>
<tr>
<td>Availability of appropriated funds</td>
<td>3</td>
</tr>
<tr>
<td>Competitive recruitment incentives</td>
<td>2</td>
</tr>
<tr>
<td>Dedicated local financial resources for staffing recruiters</td>
<td>2</td>
</tr>
<tr>
<td>Sufficient marketing, promotion, or public relations budget</td>
<td>2</td>
</tr>
<tr>
<td>Ability to secure long-term contracts for forest materials</td>
<td>0</td>
</tr>
<tr>
<td>Local funding for downtown development</td>
<td>0</td>
</tr>
</tbody>
</table>
development purposes are lacking or nonexistent. Given the breadth and depth of the strategies selected by Jonesboro, securing local funding will be critical in the near future.

**Expertise**

In this information age, it should be no surprise that one of the broadest and most important categories of Key Success Factors is expertise. The successful implementation of virtually every strategy requires expertise by a broad array of professionals in any community.

Not only should expertise be possessed by the individuals on the front lines of community and business development, but such experience is also important in various professional sectors of the local economy, in the advancement of targeted tourism and downtown development strategies and in the ability of the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc.).

In Jonesboro, scores relating to the 23 Expertise KSFs are extremely high. It is obvious that the skill, knowledge and capability of the team is well-recognized. Though there are a couple of areas that need work, Jonesboro is fortunate to have sophisticated and experienced volunteers and professionals to lead their strategy implementation.

Downtown development and tourism are two strategies that may need additional work. However, Jonesboro is currently launching an effort to revitalize the downtown using the National Main Street Four-Point Approach. As we complete this process, the level of expertise will increase substantially.
Government

Increasingly people argue that “if only government would get out of the way” our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and enacted.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Once again, the Key Success Factor scores for Jonesboro are exceptional. The scores reflect a strong willingness by people in both the private and public sectors to advance the development agenda.

Infrastructure

In order for communities to be attractive for many strategies, they must possess sufficient land, infrastructure, buildings and housing for progress. Building Communities utilizes the term infrastructure to be very broad in this context (beyond just sewer, water and power facilities).

Scores in the Infrastructure category are high once again in Jonesboro. We have excellent tracts of available land for industrial use, large amounts of excess water and sewer capacity, sizeable expanses of land for campus growth and wonderful access to telecommunications and power infrastructure. The only score that is on the low side is adequate housing for the labor force. While Jonesboro does have a quality housing stock, the affordability of these houses is questionable.

Labor

It takes a deeper bench than simply the “experts” to successfully implement many strategies. The availability and skills of the local labor force are critical to many strategies.
With the presence of a university and other educational and training opportunities, Jonesboro has an advantage that many communities do not. The availability of a local labor force is a strength here. In addition to the local community advantages, Jonesboro also has the distinction of being a regional hub. As a result, we draw employees from a remarkable 12 neighboring counties! This is almost an unprecedented statistic, especially for a town of Jonesboro’s size.

Even so, Steering Committee members recognize that labor is something that needs continuous development. Depending on the strategy, the “right” skills and knowledge may need to be developed within the community.

**Location**

The location of the community itself is of great significance to many strategies. Communities that are strategically located, for example, to provide access to markets have a comparative advantage to relatively isolated communities.

Although it is generally agreed that the advances in telecommunications capacity have significantly bridged the digital divide, allowing business activity to be conducted from anywhere, for many strategies the specific location of the community is still paramount.

Jonesboro is located in an excellent spot for many strategies. As the hometown of a major university and two large hospitals, the city has opportunities for expansion of these institutions. However, although close to major highway corridors, Jonesboro is not located directly on them, which discourages the attraction of distribution centers. Scheduled air service is available on a limited basis; international service is just across the Mississippi River in Memphis.

**Presentation of Selected Strategies**

Ultimately, the Steering Committee recommends the advancement of fifteen strategies to enhance the economic condition and overall quality-of-life for Jonesboro.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the results of the Strategy Selector tool. Finally, a series of Essential Action Steps are presented in a To-Do List Matrix which forms the action plan for the implementation of the overall strategy.

Two figures are presented with each strategy on the following pages—“Score” and “Rank.”

**Score** - This represents the respective strategy’s overall score on a basis of 100 points, and is the result of the Steering Committee’s collective responses to the Key Success Factor test on the first day of Plan Week. A score of 85 or higher indicates a strategy that is highly recommended for advancement. A score of 70 to 84 indicates a strategy that should be seriously considered for advancement. A score below 70 indicates that there likely exist serious impediments to successful strategy implementation.

**Rank** - This represents the ranked position of the respective strategy among all the strategies, based on the strategy’s score.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTORS - LOCATION</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prospect of an expanded geographic market for health care</td>
<td>4</td>
</tr>
<tr>
<td>Advantageous location for government or education expansion</td>
<td>3</td>
</tr>
<tr>
<td>Proximity and access to markets</td>
<td>3</td>
</tr>
<tr>
<td>Proximity to scheduled air service</td>
<td>2</td>
</tr>
<tr>
<td>Strategic location for distribution centers</td>
<td>2</td>
</tr>
</tbody>
</table>
The strategies selected by the Jonesboro Steering Committee are:

- Attracting Government Funding
- Attracting Retirees
- Business Cultivation
- Business Recruitment
- Business Retention and Expansion
- Cultural Tourism
- Downtown Development
- Education Development
- Entrepreneurial Development
- Environmental Restoration
- Health Care
- Infrastructure Development
- Leading Edge Development
- Local/Regional Tourism
- Value-Added Agriculture

Strategies not selected include:

- Pass-Through Visitor Services
- Attracting Government Jobs
- Bedroom Community
- Transportation Distribution Center
- Energy Development
- Value-added Forest Products
- Value-added Fisheries
- Value-added Mining
- Destination Tourism

RECOMMENDATIONS FOR IMPLEMENTATION

The City of Jonesboro has formed a very engaged Steering Committee and subcommittees for the purposes of identifying its viable strategies and assigning its Essential Action Steps. It is strongly recommended that the Steering Committee and subcommittees remain functional for at least three years to implement the respective strategies.

In general, the Steering Committee should meet monthly and hear reports from its respective members as to the progress in advancing the Essential Action Steps for each strategy.

In addition to the monthly meeting, the Steering Committee should hold a meeting approximately every nine months to consider every Essential Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks in terms of strategy implementation.

On the following pages, each selected strategy is summarized and the Essential Action Steps are outlined.
ATTRACTION GOVERNMENT FUNDING

Score: 85 | Rank: 10

Summary

Communities can create jobs and improve their overall quality of life through either a onetime or consistent approach of attracting government appropriations and grants.

Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with legislators participating on powerful appropriations committees are particularly well positioned to benefit from this strategy.

While the vast majority of such funding either goes to formula-based entitlement programs or for competitive grant processes, a small percentage of the funding is directed by state and federal appropriators, thus bypassing the formula or competitive approach.

Often maligned as “pork barrel spending”, this strategy may face local opposition by individuals that are principled against such redistribution of government funding.

Objectives of Strategy Implementation

There are a number of projects that can only be completed with assistance from state and federal agencies. Communities have many demands placed on their limited resources and need to leverage what they have done to accomplish large-scale efforts. Jonesboro has a proven track record of doing just that.

Strategy Selector Findings

Experienced staff members have generated a great deal of success in attracting government funding. As new projects are identified, these efforts will need to continue.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local ability to identify and advance a funding proposal</td>
<td>4</td>
</tr>
<tr>
<td>Availability of appropriated funds</td>
<td>3</td>
</tr>
<tr>
<td>Strong community support</td>
<td>3</td>
</tr>
<tr>
<td>Strong state and/or federal legislative delegation</td>
<td>3</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:
1. Facilitate community-wide planning session to determine opportunities and priorities
2. Research projects, issues and initiatives capable of attracting state and federal funding
3. Understand priorities of appropriators
4. Collaborate with state and federal Legislators/Members of Congress
5. Promote appropriations wish list at the state and federal level
6. Maintain and consistently promote a state and federal appropriations request list

Essential Action Steps – Detail on the following pages
Attracting Government Funding

Facilitate community-wide planning session to determine opportunities and priorities.

Task 1: Establish pertinent committee members
Task 2: Set meeting in Mayor's conference room
Task 3: Determine opportunities and priorities
Task 4: Set next meeting and continue (meet monthly)

Financial Resources: None
Human Resources: Grants Administrator and Committee members
Technical Resources: None
Performance Measures: # of opportunities identified and secured as a result of the meetings

Research projects, issues, and initiatives capable of attracting state and federal funding.

Task 1: Use Committee members to establish a comprehensive list of projects and issues
Task 2: Establish a spreadsheet with projects, status updates, timelines and required funding
Task 3: Use said project list to make appropriate decisions for grant applications
Task 4: Discuss spreadsheet at monthly meetings to stay accurate and up-to-date

Financial Resources: None
Human Resources: Grants Administrator and Committee members
Technical Resources: None
Performance Measures: # of project identified
Grants secured as a result of meetings
Attracting Government Funding

Understand priorities of appropriators.

Lead Organization: City of Jonesboro -- Grants
Lead Contact: Heather Clements

Task 1: Establish quantifiable ranking system of project list.

Task 2: Use ranking system to prioritize projects.

Task 3: Use prioritized list to determine order to grant applications

Task 4:

Financial Resources: None
Human Resources: Grants Administrator
Technical Resources: None
Performance Measures: # of grants secured as a result of ranking system.

Collaborate with state and federal Legislators/Members of Congress.

Lead Organization: City of Jonesboro -- Grants
Lead Contact: Heather Clements

Task 1: Establish contacts in DC for federal representatives

Task 2: Establish contacts in Little Rock for state representatives

Task 3: Make monthly contacts with Little Rock and DC contacts to disseminate prioritized project list and to receive information about funding streams coming down the pipeline.

Task 4: Make quarterly trips to Little Rock to meet face to face with contacts, and make yearly trip to DC for same reason

Financial Resources: Gas/Food for 4 Little Rock trips/year; Approximately $3,000/year for DC trip
Human Resources: Grants Administrator, Mayor, CFO
Technical Resources: None
Performance Measures: # of identified opportunities and secured grants as a result of face to face meetings
Attracting Government Funding

Promote appropriations wish list at the state and federal level.

Execution

Lead Organization: City of Jonesboro -- Grants
Lead Contact: Heather Clements

Task 1: Email prioritized project list to state and federal contacts monthly

Task 2:

Task 3:

Task 4:

Financial Resources: None
Human Resources: Grants Administrator
Technical Resources: Email
Performance Measures: # of funding opportunities identified and secured as a result of email distribution

Maintain and consistently promote a state and federal appropriations request list.

Execution

Lead Organization: City of Jonesboro -- Grants
Lead Contact: Heather Clements

Task 1: See other Essential Action Steps

Task 2:

Task 3:

Task 4:

Financial Resources:
Human Resources:
Technical Resources:
Performance Measures:
ATTRACTING RETIREES

Score: 59 | Rank: 17

Summary

The aging of America presents a larger demographic of older, financially-independent individuals looking for high quality of life in their communities.

These individuals may be looking for a new permanent place to live, or perhaps a location for a vacation home in which they may reside for multiple months per year (i.e., “snow birds”).

High-amenity communities can employ marketing strategies to attract such retirees.

Key amenities include a desirable climate, available cultural and educational resources, quality housing, nearby scheduled air transportation, urban services, proximity to recreational opportunities, local business services and restaurants, and an extraordinary quality of life.

Advantages of this strategy include increasing disposable income within a community without significantly increasing the demand on local services (education, infrastructure, etc.).

Objectives of Strategy Implementation

Developing a targeted approach to attract retirees can be difficult. In Jonesboro, the emphasis will be placed on keeping those who are, or have retired, as well as creating amenities that will encourage retirees to relocate.

Strategy Selector Findings

While Jonesboro has excellent health care and a high level of urban services, there are additional factors that may discourage retirees to relocate or stay. Recreational amenities are especially important, not only for this strategy but for quality of life issues, as well. A concentrated effort to improve livability will assist in the implementation of this strategy.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing excellence in local health care</td>
<td>4</td>
</tr>
<tr>
<td>High availability of urban services</td>
<td>3</td>
</tr>
<tr>
<td>Available, desirable housing</td>
<td>3</td>
</tr>
<tr>
<td>Staff focused on recruitment objectives</td>
<td>3</td>
</tr>
<tr>
<td>Desirable climate</td>
<td>2</td>
</tr>
<tr>
<td>Sufficient marketing, promotion, or public relations budget</td>
<td>2</td>
</tr>
<tr>
<td>Proximity to scheduled air service</td>
<td>2</td>
</tr>
<tr>
<td>Existence of recreational amenities</td>
<td>1</td>
</tr>
<tr>
<td>Support for attracting retirees</td>
<td>1</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:

1. Inventory community attributes desirable to retirees
2. Consistently modify and advance projects and community amenities desirable to retirees
3. Develop promotional materials
4. Promote community through targeted marketing
5. Develop new types of housing that will help attract and retain retirees

Essential Action Steps – Detail on the following pages
## Attracting Retirees

**Inventory community attributes desirable to retirees.**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>St. Bernards, Jonesboro Chamber of Commerce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Beverly Parker</td>
</tr>
</tbody>
</table>

**Task 1:** Compile list of why individuals retire in Jonesboro (including housing, economy, civic engagement, educational opportunity, healthcare, cost of living, climate, outdoor activities, churches, culture, etc.)

**Task 2:** Assess areas of weakness and target for improvement (e.g. greater variety of housing options noted in Jonesboro housing study)

**Task 3:** Dispel community apathy regarding being/becoming a retirement community by "talking it up" (local efforts of chamber, health care industry and economic development sectors)

**Task 4:** Educate local residents on retirement planning

**Financial Resources:** Leverage multiple community resources that deliver services to older adults

**Human Resources:** Community task force involving economic advisors, Chamber, Healthcare, education, real estate professionals

**Technical Resources:** ASU Business/Marketing departments

**Performance Measures:**
1. Community noted as optimal for retirement on Chamber website with link to web page.
2. ASU to co-host sessions on retirement planning (psycho/social/financial)

---

## Consistently modify and advance projects and community amenities desirable to retirees.

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Jonesboro Chamber, City of Jonesboro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Beverly Parker</td>
</tr>
</tbody>
</table>

**Task 1:** Assess current infrastructure, and incorporate needs of retirees into infrastructure development (walkability, transportation, parks, signage, timing of stoplights)

**Task 2:** Continue to develop and improve healthcare amenities desirable for older adults including geriatric specialty programs throughout late life as well as health and wellness opportunities

**Task 3:** Incorporate educational needs of retirees into offerings, advertise tuition waiver, and streamline admissions process for individuals taking classes for individual growth versus credit through ASU

**Task 4:** Capture energy and vitality of new wave of Baby Boomers by engaging in educational and civic participation opportunities (see Waynesboro, NC program as an example)

**Financial Resources:** TBD

**Human Resources:** City engineers, city transportation manager, ASU rep., healthcare rep.

**Technical Resources:** TBD

**Performance Measures:**
1. Full cadre of Livable Community options developed to meet needs of older adults.
2. Healthcare institutions to target community dwelling older adults for wellness activities.
3. Option for tuition waiver for higher education recognized throughout community.
### Attracting Retirees

**Develop promotional materials.**

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Lead Organization</th>
<th>Phone</th>
<th>Lead Contact</th>
<th>Email</th>
<th>Date</th>
<th>Execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>Promotional materials developed based on consensus by community task force highlighting major attributes of Jonesboro and region as optimal retirement community.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Task 2</td>
<td>Develop promotional material that will alert persons already in the community that Jonesboro is optimal place to retire (for &quot;internal customers&quot; ages 45-55)</td>
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<tr>
<td>Task 3</td>
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<td></td>
</tr>
<tr>
<td>Task 4</td>
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</tbody>
</table>

Financial Resources: TBD  
Human Resources: TBD  
Technical Resources: TBD  
Performance Measures:
1. Jonesboro Chamber will add "Retire Here" to website with link to additional information touting retirement options.  
2. Year 1: minimum of one ad in state, regional or national publication

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### Promote community as suitable for retirement through targeted marketing

**Execution**

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Lead Organization</th>
<th>Phone</th>
<th>Lead Contact</th>
<th>Email</th>
<th>Date</th>
<th>Execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>Develop ads, brochures and direct mail piece to attract new/future retirees.</td>
<td>City of Jonesboro, Chamber, local businesses</td>
<td></td>
<td>TBD</td>
<td></td>
<td>4/30/2014</td>
<td></td>
</tr>
<tr>
<td>Task 2</td>
<td>Promote Jonesboro as place to remain for current residents to retire</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3</td>
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<td></td>
</tr>
<tr>
<td>Task 4</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

Financial Resources: TBD  
Human Resources: TBD  
Technical Resources: TBD  
Performance Measures: Ad designed for publications targeting those planning for retirement
# Attracting Retirees

**Develop new types of housing that will attract and retain retirees**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Chamber, City of Jonesboro</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Otis Spriggs</td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** Advocate for "aging in place" using Jonesboro housing study as basis for additional housing options for retirees, using principles of universal design

**Task 2:** Offer mixed use/high density development for better access between housing and opportunities to meet basic needs (shopping, services, work and volunteer opportunities)

**Task 3:** Improve/strengthen transportation options and connectivity to mixed use development to serve retirees over their life span

**Task 4:**

**Financial Resources:** Staff time, Possible cost of design tools and resources

**Human Resources:** City of Jonesboro Planning Department

**Technical Resources:** GIS, Design resources

**Performance Measures:** Jonesboro housing plan utilized to develop new residential areas designed for senior living
BUSINESS CULTIVATION

Score: 91  |  Rank: 4

Summary

Opportunities for business expansion and business recruitment can evolve from the concept and methodology of import substitution. Import substitution is the process of identifying goods and services that are “imported” into the city/county/region that have the potential to be produced/provided locally.

One example would be the provision of cabinetry for the recreational vehicle industry. If a community has one or more recreational vehicle manufacturers that are purchasing cabinetry out of the county/region in large quantities, there may be a business case for an existing or new company to fill that need. Many other examples exist in other industries.

By identifying products and services imported into the area in large volumes, business development strategies can be created. Similarly, industrial clustering recognizes that many communities have a variety of businesses that operate within the same industry (or serve as suppliers to a common industry). By bringing together the cluster of businesses within an industry, many opportunities and benefits present themselves:

• Efficiencies can be gained by understanding and advancing the needs of an entire industry rather than simply one business at a time;
• Frequently new business relationships between individuals in the same community generate advantages simply by getting to know one another;
• Communities can “adopt an issue.” That is, a group of business leaders can identify a problem or issue that can best be addressed and advanced by local government or economic development organizations. Goodwill is built and jobs can be retained or created;
• Import substitution opportunities can be realized. A group of similar businesses may be able to identify new business opportunities (suppliers, professional services, etc.) that may generate business activity and create jobs by producing locally what has been “imported” into the county/region.

Objectives of Strategy Implementation

Through existing committees of the Chamber of Commerce and Workforce Development, business cultivation strategies have already begun. Even so, more work can be done to collect feedback from existing industries to identify needs and opportunities for import substitution and clustering.
Strategy Selector Findings

Jonesboro is primed to tackle this strategy, as all of the Key Success Factors are in place. Though some work has been done on this initiative in the past, it may be time to revamp the strategy, gather current data, and focus additional resources on making new progress. The strong foundation already built by economic development professionals should make the implementation of the Essential Action Steps much easier.

Essential Action Steps – Overview

Essential Actions Steps:

1. Import Substitution (IS): Scan existing businesses to determine if a business case can be made for the local provision of such materials/services.
2. (IS): Determine if sufficient demand exists for the recruitment of a new business to meet local needs.
3. (IS): Interview local businesses, primarily manufacturers, to determine the respective quantities of materials and services being “imported” into the county/region for production.
4. (IS): Aggregate each respective material/service to determine respective volume levels.
5. (IS): Utilize information to recruit existing or new companies to produce goods and services that are currently imported into the region.
6. Industrial Clusters (IC): Identify business sectors/industries that are sufficiently robust within the community.
7. (IC): Convene representatives of businesses within the sector(s)/industry(ies).
8. (IC): Invite out-of-region industry experts to share industry trends and possibilities.
9. (IC): Be responsive to emerging opportunities resulting from new relationships and partnerships.

Essential Action Steps – Detail on the following pages
## Business Cultivation - Import Substitution

**Scan existing businesses to determine if a business case can be made for the local provision of such materials/services.**

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>Ongoing calls to existing industry to determine supply sources and materials</td>
</tr>
<tr>
<td>Task 2</td>
<td>Identify opportunities for existing or new local businesses to supply materials</td>
</tr>
<tr>
<td>Task 3</td>
<td>Attend regular meeting of existing industries' organizations to encourage development of Task 1</td>
</tr>
</tbody>
</table>

**Lead Organization:** Chamber of Commerce, Workforce  
**Lead Contact:** Mark Young, Shelle Randall  
**Phone:**  
**Email:**  
**Date:** 5/31/2012  
**Financial Resources:** n/a  
**Human Resources:** Shelle Randall, Workforce Development  
**Technical Resources:** n/a  
**Performance Measures:** # of Opportunities for businesses to supply materials

Determine if sufficient demand exists for the recruitment of a new business to meet local needs.

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>Ongoing calls to existing industries to determine supply sources</td>
</tr>
<tr>
<td>Task 2</td>
<td>Survey existing industries to identify needs</td>
</tr>
<tr>
<td>Task 3</td>
<td>Identify opportunities for new suppliers to expand or relocate to the area</td>
</tr>
<tr>
<td>Task 4</td>
<td>Attend regular meetings of industries’ organizations to encourage development of Task 1</td>
</tr>
</tbody>
</table>

**Lead Organization:** Chamber of Commerce, Workforce  
**Lead Contact:** Mark Young, Shelle Randall  
**Phone:**  
**Email:**  
**Date:** 8/31/2012  
**Financial Resources:** n/a  
**Human Resources:** Shelle Randall, Workforce Development  
**Technical Resources:** n/a  
**Performance Measures:** n/a
Business Cultivation - Import Substitution

Interview local businesses, primarily manufacturers, to determine the respective quantities of materials and services being imported into the county/region for production.

Lead Organization: Chamber of Commerce, Workforce  
Lead Contact: Shelle Randall  
Task 1: Put this on the agenda for EI meeting

Task 2:

Task 3:

Task 4:

Financial Resources: n/a  
Human Resources: Shelle Randall, Workforce Development  
Technical Resources: n/a  
Performance Measures: n/a

Aggregate each respective material/service to determine respective volume levels.

Lead Organization: Chamber of Commerce, Workforce  
Lead Contact: Shelle Randall  
Task 1: Put this on the agenda for EI meeting

Task 2:

Task 3:

Task 4:

Financial Resources: n/a  
Human Resources: Shelle Randall, Workforce Development  
Technical Resources: n/a  
Performance Measures: n/a
Business Cultivation - Import Substitution

Utilize information to recruit existing or new companies to produce goods and services that are currently imported into the region.

Lead Organization: Chamber of Commerce, AEDC
Lead Contact: Grant Tennille

Task 1: Contact AEDC (Little Rock) after import data is collected from existing industries

Task 2: Schedule meeting with AEDC and existing industries to discuss plan

Task 3:

Task 4:

Financial Resources: n/a
Human Resources: AEDC, Chamber, Workforce Development
Technical Resources:
Performance Measures:
**Business Cultivation - Industrial Clusters**

**Convene representatives of businesses within the sector(s)/industry(ies).**

**Lead Organization:** Chamber of Commerce, Workforce  
**Lead Contact:** Existing Industries Organization  
**Phone:**  
**Email:**

**Task 1:** Shelle Randall (Workforce Development Director) meet with the Existing Industries Organization on a regular basis

**Task 2:** Assist EI with an agenda to help us identify ways to cultivate new businesses/industries to complement existing plants

**Task 3:**

**Task 4:**

**Financial Resources:**
**Human Resources:** Workforce Development, EI Organization  
**Technical Resources:**
**Performance Measures:**

---

**Identify business sectors/industries that are sufficiently robust within the community.**

**Lead Organization:** Chamber of Commerce  
**Lead Contact:** Mark Young

**Task 1:** Continue working on Value-Added Agriculture industry as a result of survey completed several years ago.

**Task 2:** Conduct a new survey to determine if there are other sectors suitable to our strengths

**Task 3:**

**Task 4:**

**Financial Resources:** JEDC  
**Human Resources:** Chamber, JEDC, JU  
**Technical Resources:**
**Performance Measures:**
## Business Cultivation - Industrial Clusters

**Invite out-of-region industry experts to share industry trends and possibilities.**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Jonesboro Unlimited (JU), JEDC</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Niel Crowson, Chairman</td>
<td>Email:</td>
</tr>
<tr>
<td>Task 1:</td>
<td>Jonesboro Economic Development Corp. (JEDC) and JU held meeting with Ed McCallum of McCallum &amp; Sweeney in 2011 to share trends and point out strengths and weaknesses</td>
<td></td>
</tr>
<tr>
<td>Task 2:</td>
<td>Schedule such a meeting every 18-24 months</td>
<td>7/1/2012</td>
</tr>
<tr>
<td>Task 3:</td>
<td></td>
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<tr>
<td>Task 4:</td>
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</tbody>
</table>

**Execution**

**Be responsive to emerging opportunities resulting from new relationships and partnerships.**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Chamber, Workforce Development</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Shelle Randall</td>
<td>Email:</td>
</tr>
<tr>
<td>Task 1:</td>
<td>Ongoing</td>
<td>Date:</td>
</tr>
<tr>
<td>Task 2:</td>
<td></td>
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<tr>
<td>Task 3:</td>
<td></td>
<td></td>
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<tr>
<td>Task 4:</td>
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<td></td>
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</tbody>
</table>

**Execution**
BUSINESS RECRUITMENT

Score: 80 | Rank: 12

Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

Objectives of Strategy Implementation

Jonesboro already has a successful business recruitment program that is being led by the Chamber of Commerce. The fruits of their labor include winning attempts to attract Fortune 500 companies such as Nestle, Frito Lay and Unilever. The community wishes to continue implementation of this strategy, using the available resources of land and infrastructure wisely to keep the economy in Jonesboro humming.
Strategy Selector Findings

Jonesboro has the ability to compete with much larger communities because of its excess capacity of land, water and sewer services and power. They are also able to effectively pull employees from surrounding counties, making an available labor force a strong enticement. Despite their strong scores on a number of fronts, the focus on recruitment could be inhibited should local staffing be reduced or incentives fail to stay competitive. However, Jonesboro has excellent attributes to continue this strategy successfully well into the future.

Essential Action Steps – Overview

Essential Actions Steps:

1. Support or create an organization and position focused upon business recruitment objectives.
2. Determine collective desire for growth in community.
3. Inventory business development assets in community (land, buildings, labor force, job training programs, incentives, etc.).
4. Consider targeted industries that build from—and contribute to—the local economy.
5. Consider geographic-based, industry-based, and relationship-based business recruitment strategies.
6. Identify business recruitment outreach approaches (Web-based, attendance at trade shows, other marketing strategies).
7. Develop a business recruitment plan based upon above considerations.
8. Implement business recruitment plan.
9. Read and implement the Business Development Capacity Community Organizer.

Essential Action Steps – Detail on the following pages

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to large-scale capital</td>
<td>4</td>
</tr>
<tr>
<td>Ability to compete in a global market</td>
<td>4</td>
</tr>
<tr>
<td>Capable, experienced economic development professionals</td>
<td>4</td>
</tr>
<tr>
<td>Relationship with site selectors</td>
<td>4</td>
</tr>
<tr>
<td>Support from local businesses</td>
<td>4</td>
</tr>
<tr>
<td>Local government support</td>
<td>4</td>
</tr>
<tr>
<td>Proximity and access to markets</td>
<td>3</td>
</tr>
<tr>
<td>Sophisticated use of the internet for marketing</td>
<td>3</td>
</tr>
<tr>
<td>Availability of local land, buildings, and infrastructure</td>
<td>3</td>
</tr>
<tr>
<td>Strong community support</td>
<td>3</td>
</tr>
<tr>
<td>Available local labor force</td>
<td>3</td>
</tr>
<tr>
<td>Ability to network and attend relevant trade shows</td>
<td>3</td>
</tr>
<tr>
<td>Dedicated local financial resources for staffing recruiters</td>
<td>2</td>
</tr>
<tr>
<td>Proximity to scheduled air service</td>
<td>2</td>
</tr>
<tr>
<td>Competitive recruitment incentives</td>
<td>2</td>
</tr>
</tbody>
</table>
Business Recruitment

Support or create an organization and position focused upon business recruitment objectives.

Organization

Lead Organization: JEDC, JU
Lead Contact: Mark Young, President & CEO, Chamber

Task 1: Jonesboro Economic Development Corp. (JEDC), Jonesboro Unlimited (JU), Chamber, City, County, City Water & Light and others form team that works together to promote economic development

Task 2: Continue to seek a dedicated funding source to support economic development recruitment efforts, marketing ideas and new concepts for the future.

Task 3: JU, as private fundraiser for economic development, will increase number of memberships, expand member benefits and enhance visibility for organization.

Task 4: Continue to develop a regional partnership by fostering the growth and cohesiveness of the Northeast Arkansas EDC, made up of Clay, Craighead, Greene, Lawrence and Randolph Counties

Financial Resources: TBD
Human Resources: Chamber President and economic development staff, Executive Committee of JEDC; future
Technical Resources: Graphic design capabilities and mapping software
Performance Measures: Performance will be measured in the successful function and vitality of the organization.

Determine collective desire for growth in community.

Planning

Lead Organization: JEDC, JU, Chamber
Lead Contact: Mark Young, President & CEO, Chamber

Task 1: The desire has been determined. Based on information from public meetings held in conjunction with Vision 2030 and others, there is a great deal of public support for growth in the community.

Task 2: Continue to develop positive public support for growth through education and other means deemed viable.

Task 3: Continue to monitor public support through public meetings surveys and informal feedback.

Task 4:

Financial Resources: TBD for future surveys
Human Resources: President and Economic Development staff of Jonesboro Regional Chamber of Commerce
Technical Resources: Survey software
Performance Measures: Performance will be measured in the continued public support for growth in the community and responses to an annual survey
Business Recruitment

Inventory business development assets in community (land, buildings, labor force, job training programs, incentives, etc.).

Lead Organization: JEDC, JU, Chamber of Commerce
Lead Contact: Donna Holt, Economic Development Association

Task 1: Completed by: continuously tracking available land & buildings; assessing skill needs of existing industries and developing responsive training; conducting an annual inventory of new/expanded industries.

Task 2: Continually update the labor study, which was done in 2008.

Task 3: Continue to evaluate the need for industrial property in order to promote good, available sites when needed.

Task 4: Develop a dedicated funding source for economic development in order to provide local incentives to qualified companies looking at Jonesboro.

Financial Resources: $TBD for labor study, property, incentives and job training programs.
Human Resources: President and Economic Development staff of Jonesboro Regional Chamber
Technical Resources: Utilization of appropriate consultants
Performance Measures: Performance will be measured by having adequate products (land, buildings, incentives, etc.) to promote successful economic activity.

Consider targeted industries that build from and contribute to the local economy.

Lead Organization: JEDC, JU, Jonesboro Regional Chamber
Lead Contact: Mark Young, President & CEO, Chamber

Task 1: Midwest Research Institute completed targeted industry study determining that food industry was an area of growth for Jonesboro. The community has seen recruitment success in this industry.

Task 2: Current growth industries being pursued include: food processing; wind energy; inbound call centers; specialized manufacturing/assembly; and applied biotechnology.

Task 3: Continually update a targeted industry study to confirm that Jonesboro continues on the right path in recruitment efforts.

Task 4:

Financial Resources: Necessary funding for targeted industry studies and funding for marketing and visits
Human Resources: President and Economic Development staff of the Jonesboro Regional Chamber.
Technical Resources: Selection of appropriate consultant to conduct target industry analysis
Performance Measures: Performance will be measured in the success of recruitment efforts of targeted industries.
Business Recruitment

Consider geographic-based, industry-based, and relationship-based business recruitment strategies.

Case Study: Jonesboro Regional Chamber

Task 1: Jonesboro is located in the central US, one hour away from the nation’s distribution center. Arkansas has a pro-business atmosphere. We will target potential businesses within multiple geographic regions.

Task 2: Our strategy targets industries identified in the Midwest Research Institute study; by the State as being ideal for location here, such as the food and wind industries; and those targets mentioned earlier.

Task 3: The President of the Chamber builds relationships with site location consultants, which in turn fosters consideration for Jonesboro as a site location.

Task 4: Maintain contact with companies that have relocated in order to identify potential suppliers who may also wish to relocate (relationship-based strategy).

Financial Resources: TBD
Human Resources: President and Economic Development staff of the Chamber
Technical Resources: President and Economic Development staff of the Chamber
Performance Measures: Performance will be measured through the successful implementation of marketing strategies.

Identify business recruitment outreach approaches (Web-based, attendance at trade shows, other marketing strategies).

Case Study: Jonesboro Regional Chamber

Task 1: Continue to participate in site consultant events hosted by AEDC that provide the opportunity to develop relationships with site selectors. Information is posted on Chamber website for interested parties.

Task 2: Participate in more consultant events, such as those sponsored by Area Development, Area Expansion magazines and Site Selection Guild. Develop visitation program to consultant offices and company offices.

Task 3: Link the Arkansas Site Selection website to the Chamber’s available building page on our website.

Task 4: Join the Industrial Asset Management Council (IAMC); CoreNet Global.

Financial Resources: TBD
Human Resources: President and Economic Development Staff of Jonesboro Regional Chamber.
Technical Resources: President and Economic Development Staff of Jonesboro Regional Chamber.
Performance Measures: Performance will be measured by the continuation of marketing efforts and the addition of new marketing initiatives.
## Business Recruitment

**Develop a business recruitment plan based upon above considerations.**

<table>
<thead>
<tr>
<th>Planning</th>
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<tbody>
<tr>
<td>Lead Organization:</td>
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<td>Lead Contact:</td>
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<tr>
<td>Task 1: Complete</td>
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<td>Task 2:</td>
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<td>Task 3:</td>
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<td>Task 4:</td>
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<td>Email:</td>
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<td>Date:</td>
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**Financial Resources:**
**Human Resources:**
**Technical Resources:**
**Performance Measures:**

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## Implement business recruitment plan.

<table>
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<th>Execution</th>
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<td>Lead Organization:</td>
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<td>Lead Contact:</td>
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<td>Task 4:</td>
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<td>Phone:</td>
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<td>Email:</td>
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<td>Date:</td>
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</tbody>
</table>

**Financial Resources:**
**Human Resources:**
**Technical Resources:**
**Performance Measures:**
Business Recruitment

Read and implement the Business Development Capacity Community Organizer.

Lead Organization: Jonesboro Regional Chamber of Commerce
Lead Contact: Mark Young, President & CEO
Task 1: Read Business Development Capacity Community Organizer upon delivery of strategic plan.
Task 2: Implement recommendations as necessary to achieve desired higher capacity levels.
Task 3:
Task 4:

Financial Resources:
Human Resources: President and Economic Development staff of Jonesboro Regional Chamber.
Technical Resources:
Performance Measures: Performance will be measured upon increased involvement and public understanding of economic development initiatives.
BUSINESS RETENTION & EXPANSION

Score: 93 | Rank: 3

Summary
It is widely agreed by most economic development professionals that opportunities for job retention and job expansion with existing companies exceed the number of opportunities for recruiting new businesses to their communities.

Communities can employ a variety of approaches to foster the expansion of existing companies. One of these methods is to conduct a Business Retention & Expansion (BR&E) program. The BR&E approach utilizes a systematic outreach to existing companies to identify their needs, challenges and opportunities. Several programs are available that can be adapted for the specific needs of a particular community.

Benefits of the BR&E approach include:
- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers to partner in the work;
- Building good public relations for municipalities and economic development organizations; and
- Identifying vendor and subcontractor business networking opportunities.

By meeting the needs of existing businesses, the stage is also better set for successful business recruitment efforts. Potential new businesses to a new community may investigate the satisfaction of existing businesses, and base a portion of their business location decision on such satisfaction levels.

Objectives of Strategy Implementation
In order to maintain a successful Business Retention and Expansion strategy, Jonesboro will need to continue doing what it’s already doing well. The community is strongly in support of retaining and expanding the businesses it has. Economic Development staff also considers this to be a priority and has demonstrated that by establishing a nurturing, pro-business atmosphere.
Strategy Selector Findings

For Jonesboro, Business Retention and Expansion is already an important part of their economic development strategy. They have a strong pro-business climate and good relationships with local companies. This strategy will simply require that the community stay the course and continue to foster good relationships between businesses, staff and leadership.

Essential Action Steps – Overview

Essential Actions Steps:

1. Develop a business outreach team comprised of local government and economic development professionals.
2. Systematically identify existing businesses and industries, and the respective contact persons within each business/industry.
3. Develop a survey or “conversation template” to guide discussions with existing businesses.
4. Systematically reach out to targeted businesses to identify their current situation and their strengths/weaknesses/opportunities/threats.
5. Develop a follow-up list of activities designed to meet the needs and expectations of existing businesses.
6. Coordinate a business resources forum inclusive of business financing and workforce training resources.
7. Periodically follow up with all businesses (perhaps at least one contact per year).
8. Foster a pro-business climate.

Essential Action Steps – Detail on the following pages

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient base of local businesses</td>
<td>4</td>
</tr>
<tr>
<td>Access to small business financing</td>
<td>4</td>
</tr>
<tr>
<td>Ability to compete in a global market</td>
<td>4</td>
</tr>
<tr>
<td>Capable, experienced economic development professionals</td>
<td>4</td>
</tr>
<tr>
<td>Support from local education professionals at all levels</td>
<td>4</td>
</tr>
<tr>
<td>Strong relations between economic development organization</td>
<td>4</td>
</tr>
<tr>
<td>Availability of local land, buildings, and infrastructure</td>
<td>3</td>
</tr>
<tr>
<td>Local pro-business climate</td>
<td>3</td>
</tr>
<tr>
<td>Available local labor force</td>
<td>3</td>
</tr>
</tbody>
</table>
Business Retention and Expansion

Develop a business outreach team comprised of local government and economic development professionals.

Lead Organization: Chamber, WTC, JEDC, JU, ASU, City, County
Lead Contact: Shelle Randall

Task 1: Engage the entities listed above "as needed" dependent upon the nature of the activity

Task 2: Continue current outreach activities including a visitation program conducted by the Director of Workforce Development at the Chamber. (Randall)

Task 3: Educate business community about resources available via the Chamber and WTC websites, along with presentations given to civic and professional organizations.

Task 4: Develop funding stream that will support add'l staff member for ED Team at Chamber to assist with administrative duties related to marketing and developing training for WTC.

Financial Resources: WTC, EABDC, Chamber provides funding currently
Human Resources: Key professionals from each entity listed above
Technical Resources: Executive Pulse (platform for documenting/tracking BRE activities), Graphic Design Capabilities
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.

Systematically identify existing businesses and industries, and the respective contact persons within each business/industry.

Lead Organization: Jonesboro Chamber
Lead Contact: Shelle Randall

Task 1: Continue conducting annual inventory to allow for collection of contact information and updated key information for existing businesses

Task 2: Continue visitation program to allow for collection of contact information and updated key information for existing businesses.

Task 3:

Task 4:

Financial Resources: WTC, EABDC, Chamber currently funds
Human Resources: Chamber ED Team
Technical Resources: Hardware/software that support carrying out these duties, e.g. Survey Monkey, Outlook.
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.
Business Retention and Expansion

Coordinate a business resources forum inclusive of business financing and workforce training resources.

Lead Organization: Existing Industries Assoc., WTC, Chamber  
Lead Contact: Shelle Randall  

Task 1: Continue Annual Workforce Training Consortium Luncheon Event first held in Fall 2011 to provide a venue for sharing new training resources.  
Date: 10/31/2012

Task 2: Continue updating Our Industry Matters! blog with information re: current events, local and state resources, best practices and industry publications.

Task 3: Further efforts to connect our business/industrial community by leveraging social media and/or other progressive methods of communication.

Task 4: Develop a more user-friendly and effective job recruitment website to support our business community (upgrade jonesborojobs.org)

Financial Resources: WTC, EABDC, Chamber currently funds  
Human Resources: Co-chairs of EIA, Chamber ED Team and WTC Board  
Technical Resources: Graphic design capabilities  
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.

Develop a survey or conversation template to guide discussions with existing businesses.

Lead Organization: Jonesboro Chamber  
Lead Contact: Shelle Randall  

Task 1: Continue visitation program through Jonesboro Chamber with a 2012 goal of 43.  
Date: 12/31/2012

Task 2: Basic data points collected during visits are loaded into a database system (Executive Pulse) for use in identifying commonalities, trends, and to capture key information.

Task 3: Collaborate with NE Arkansas Society for Human Resource Managers to develop an effective method for annually surveying existing businesses to glean up-to-date wage and benefit information.

Task 4:  

Financial Resources: WTC, EABDC, Chamber currently funds  
Human Resources: Chamber ED Team  
Technical Resources: Executive Pulse, Graphic Design capabilities  
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.
Business Retention and Expansion

Systematically reach out to targeted businesses to identify their current situation and their strengths/weaknesses/opportunities/threats.

Lead Organization: Jonesboro Chamber
Lead Contact: Mark Young

Task 1: Continue current visitation program carried out by the Chamber to identify and document their current situation and SWOT.

Task 2: Annual visits to out-of-state headquarters of Jonesboro businesses are made by the President/CEO of the Chamber to build relationships with corporate contacts.

Task 3:

Task 4:

Financial Resources: WTC, EABDC, Chamber currently funds
Human Resources: Jonesboro ED Team
Technical Resources: Utilize programs like Google Alert to provide notification of announcements made by businesses;
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.

Develop a follow-up list of activities designed to meet the needs and expectations of existing businesses.

Lead Organization: Jonesboro Chamber
Lead Contact: Mark Young

Task 1: EIA meets 4x/year for Tour & Topic programs; hold annual golf tournament for industry reps. Both provide venue to share best practices and build cohesive business community. Expand to other communities.

Task 2: Workforce Development Comm. supports programs like Arkansas Scholars, Student Recognition and Junior Leadership to develop future workforce. Other programs added as manpower/funding allow.

Task 3: Continue visitation program conducted by Chamber. Develop funding for add'l staff for ED Team to assist with administrative duties related to the marketing and training development of WTC.

Task 4: Director of WD&EI continues to be a member of NE Arkansas Society of HR Managers to foster communication between Chamber and local business HR representatives.

Financial Resources: WTC, EABDC, Chamber currently funds
Human Resources: Chamber ED Team
Technical Resources: Executive Pulse, graphic design capabilities
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.
Business Retention and Expansion

Periodically follow-up with all businesses (perhaps at least one connection per year).

Lead Organization: Jonesboro Chamber  
Lead Contact: Shelle Randall  
Task 1: Continue visitation program conducted by Director of WD&EI at Chamber with a goal of 2012 of 43.

Task 2: Continue Chamber's annual survey of new/expanded businesses that identifies key leadership, contact info, new jobs created (or lost), capital investments, increase or decrease of training dollars spent.

Task 3:

Task 4:

Financial Resources: WTC, EABDC, Chamber currently funds  
Human Resources: Chamber ED Team  
Technical Resources: Executive Pulse  
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.

Foster a pro-business climate.

Lead Organization: Chamber, EIA, WTC, ASU Delta Center  
Lead Contact: Mark Young  
Task 1: Continue using Our Industry Matters! blog to build connections within industrial community, as well as communicate the Jonesboro story to the outside world.

Task 2: EIA meets 4x/year for Tour & Topic programs and holds annual golf tournament for industry reps to share best practices and build cohesive business community.

Task 3: WDC at the Chamber supports projects like Arkansas Scholars, Student Recognition and Junior Leadership to develop Jonesboro’s future workforce.

Task 4: Develop ideas for programs such as Industry Appreciation Week that may include a proclamation by the Mayor, a luncheon, newspaper editorial, methods of recognizing local industry. Look at other methods.

Financial Resources: WTC, EABDC, Chamber currently funds  
Human Resources: Chamber ED Team  
Technical Resources: Graphic design capabilities  
Performance Measures: Evaluations of all programs are conducted upon completion of tasks and responded to accordingly.
CULTURAL TOURISM

Score: 35 | Rank: 24

Summary
Many communities have capitalized on local culture to create jobs. Cultural opportunities based on dance, theater, music, food or other human interests can stimulate the local economy.

In order to be successful in capitalizing on cultural tourism, a high standard of excellence must be set and pursued. People will travel from hundreds of miles away, for example, for an excellent Shakespearean Festival.

The pursuit of a new cultural tourism attraction should not be undertaken without significant research into the prospective competitive advantages that the community would enjoy, and the long-term operational and marketing obligations required.

Objectives of Strategy Implementation
East Arkansas has a vast array of heritage resources at its disposal. The purpose of this strategy is to build a cohesive effort to restore, revitalize and market these resources effectively. As a strategy that is just emerging in Jonesboro, Cultural Tourism can yield large-scale benefits in an area that already serves as a hub for local and regional tourists.

Strategy Selector Findings
Cultural Tourism ranked lowest of any of the chosen strategies using the Key Success Factor test. That, however, does not mean it is impossible to implement this strategy. What it does mean is that there is significant work to be done. The Essential Action Steps will be more time-consuming and elementary than many of the other strategies chosen by Jonesboro. Even so, there is good support for this effort within the community, as well as a good stock of cultural resources already identified.

Would you like to see Jonesboro implement this strategy?
- Yes: 80.85%
- No: 19.15%

Do you believe that Jonesboro can successfully implement this strategy?
- Yes: 81.58%
- No: 18.42%

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Available local labor force</td>
<td>3</td>
</tr>
<tr>
<td>Sufficient marketing, promotion, or public relations budget</td>
<td>2</td>
</tr>
<tr>
<td>Existing or prospective cultural attraction</td>
<td>1</td>
</tr>
<tr>
<td>Cultural development and advocacy organization</td>
<td>1</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:

1. Coordinate between local government and local tourism industry advocates
2. Examine the community for existing cultural attractions already drawing visitors from beyond 300 miles
3. Consider establishment of a new cultural attraction based upon unique community characteristics
4. Understand and support the needs of the existing cultural attraction(s) to ensure sustainability
5. Advance fundraising and grant seeking efforts designed to maintain cutting-edge cultural attraction(s)
6. Aggressively market attraction to target market

Essential Action Steps – Detail on the following pages
Cultural Tourism

Coordinate between local government and local tourism industry advocates.

Lead Organization: Chamber of Commerce
Lead Contact: Dr. Ruth Hawkins

Task 1: Establish a Tourism Board, Commission or standing committee specifically charged with the development and promotion of cultural tourism in the Greater Jonesboro area. (see Local/Regional Tourism Strategy)

Task 2: Populate the board with representatives from: City/County government; Restaurant/Hotel Owners; Tourism Attraction Directors; ASU Cultural Attraction Directors; Any standing committees at the City/Chamber

Task 3: Create a centralized database

Task 4: Meet regularly

Financial Resources: Chamber of Commerce, City of Jonesboro, Advertising and Promotion Commission, Craighead
Human Resources: Arkansas Delta Byways, ASU, Chamber, City of Jonesboro, Attraction Directors, Leadership
Technical Resources: Arkansas Delta Byways, Arkansas.com (Arkansas Dept. of Parks and Tourism)
Performance Measures: Established board, regular meetings, database

Examine the community for existing cultural attractions already drawing visitors from beyond 300 miles.

Lead Organization: Tourism Board
Lead Contact: Chairman of Tourism Board

Task 1: Conduct inventory of existing primary cultural attractions (those drawing visitors from beyond 300 miles) as well as secondary attractions

Task 2: Contact attractions and inquire if they are capturing this information; if so, collect the information.

Task 3: Standardize the information capturing techniques from the data collected.

Task 4: Produce map of attractions; insert as weblink into already existing appropriate websites, the future Greater Jonesboro Dept. of Parks and Tourism, apps for mobile devices, brochures, etc.

Financial Resources: Chamber of Commerce, City of Jonesboro, Advertising and Promotion Commission, Craighead
Human Resources: ASU, Area Schools, Arkansas Delta Byways
Technical Resources: EAST Labs at area schools for mapping, Local IT & printing shops, Chamber, City, A&P,
Performance Measures: Standardized data, map, access to map from potential visitors
# Cultural Tourism

**Consider establishment of a new cultural attraction based upon unique community characteristics.**

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1:</td>
<td>Hold public hearings and advertising campaign to inform community of the goal to create a new cultural attraction.</td>
<td>10/1/2012</td>
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<tr>
<td>Task 2:</td>
<td>Hold several community design charrettes.</td>
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<tr>
<td>Task 3:</td>
<td>Create plans for attraction based on community input.</td>
<td></td>
</tr>
<tr>
<td>Task 4:</td>
<td>Create attraction based on community input.</td>
<td>6/30/2013</td>
</tr>
</tbody>
</table>

**Financial Resources:** Chamber of Commerce, City of Jonesboro, Advertising and Promotion Commission, Craighead County

**Human Resources:** Chamber, ASU, Area Schools, Ark. Delta Byways, Attraction Directors, Restaurant and Hotel

**Technical Resources:** Chamber, Ark. Delta Byways, Arkansas.com (Arkansas Dept. of Parks & Tourism), Local Design

**Performance Measures:** Scheduled events, executed meeting, record of charrettes, plan, new attractions

---

# Understand and support the needs of the existing cultural attraction(s) to ensure sustainability.

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1:</td>
<td>Open negotiations with ASU to test the waters of a relocated and/or more publicly accessible ASU Museum</td>
<td>9/30/2012</td>
</tr>
<tr>
<td>Task 2:</td>
<td>Proactively request information by creating a standard online survey for attraction directors and review results of survey at a dedicated meeting.</td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td>Define action plan for support at a dedicated meeting.</td>
<td></td>
</tr>
<tr>
<td>Task 4:</td>
<td>Review the successes and challenges of support efforts at a dedicated meeting.</td>
<td>9/30/2013</td>
</tr>
</tbody>
</table>

**Financial Resources:** Chamber, City of Jonesboro, Advertising and Promotion Commission, Craighead County

**Human Resources:** Chamber, ASU, Area Schools, Ark. Delta Byways, Attraction Directors, Restaurant and Hotel

**Technical Resources:** Chamber, Ark. Delta Byways, Arkansas.com (Arkansas Dept. of Parks & Tourism)

**Performance Measures:** Survey results, action plan, review, feasibility study for ASU Museum relocation
### Cultural Tourism

Advance fundraising and grant seeking efforts designed to maintain cutting-edge cultural attraction(s).

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Create database of past, present and future grant applications -- successes and failures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 2:</td>
<td>Understand what is needed in order to support local tourism attraction directors and local government in fundraising and grant seeking efforts.</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Discuss other fundraising opportunities including taxation, memberships and donations.</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Create plan to implement new and support existing fundraising and grant seeking efforts.</td>
</tr>
</tbody>
</table>

**Financial Resources:** Chamber, City of Jonesboro, Advertising and Promotion Commission, Craighead County

**Human Resources:** Ark. Delta Byways, ASU, Chamber, City of Jonesboro, Attraction Directors, Leadership

**Technical Resources:** Ark. Delta Byways, Arkansas.com (Ark. Dept. of Parks and Tourism), Grant Writers, ASU, City of

**Performance Measures:** Database, needs assessment, implementation plan

---

### Aggressively market attraction to target market.

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Plan advertisement campaign with input from all tourism attractions targeting market through a variety of media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 2:</td>
<td>Determine the appropriateness of a dedicated website and mobile application to go along with traditional print media and roadside advertisements.</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Design website and application to combine information from all attractions and link to all existing applications.</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Launch website and application.</td>
</tr>
</tbody>
</table>

**Financial Resources:** Chamber, City of Jonesboro, Advertising and Promotion Commission, Craighead County

**Human Resources:** Chamber, ASU, Area Schools, Ark. Delta Byways, Attraction Directors, Restaurants/Hotels

**Technical Resources:** Chamber, Ark. Delta Byways, Arkansas.com (Arkansas Department of Parks & Tourism), Local

**Performance Measures:** Advertisement campaign plan, website and application
DOWNTOWN DEVELOPMENT

Summary

Most communities have a central business district commonly referred to as their “downtown”. Frequently, this area is recognized as the community’s business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.

Objectives of Strategy Implementation

The focus of this strategy is self-defined: a community’s downtown. Jonesboro has a wonderful historic central business district that has already seen substantial redevelopment. Nevertheless, a coordinated effort that relies on the National Main Street Four-Point Approach has not been fully implemented.

Strategy Selector Findings

There is substantial community support for this initiative, as the downtown is a vital sector of Jonesboro’s economy and society. Efforts have already begun to initiate the Four-Point Approach described above. Leaders need to complete this process in order to establish a solid downtown program.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local government support</td>
<td>4</td>
</tr>
<tr>
<td>Active engagement of downtown building and business owners</td>
<td>4</td>
</tr>
<tr>
<td>Recognizable central business district/downtown</td>
<td>3</td>
</tr>
<tr>
<td>Implementation of national Main Street Four-Point Approach™</td>
<td>2</td>
</tr>
<tr>
<td>Downtown organization and staff</td>
<td>1</td>
</tr>
<tr>
<td>Local funding for downtown development</td>
<td>0</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:

1. Establish and/or support an organization dedicated to downtown development
2. Establish a long-term, dedicated funding source for the downtown organization
3. Consider implementation of the Main Street Approach® developed by the National Main Street Center of the National Trust for Historic Preservation
4. Create a downtown development strategic plan as either a stand-alone document or a subset of a broader economic development strategic plan
5. Consider establishing a building façade improvement program/fund
6. Explore and promote the availability of historic preservation incentives
7. Identify gaps between local demand for downtown business activity and existing business activity
8. Foster the expansion of existing businesses—or recruitment of new businesses—that can fulfill unmet demand for downtown services in the community
9. Develop an annual calendar of promotional events designed to promote and celebrate the downtown

Essential Action Steps – Detail on the following pages
## Downtown Development

Establish and/or support an organization dedicated to downtown development.

| Task 1: | Reorganize downtown Jonesboro Association Board of Directors |
| Task 2: | Recruit Board members from the entire community (not just downtown) |
| Task 3: | Establish a core group of downtown merchants that meets regularly |
| Task 4: | Become a Main Street Community |

| Date: | 3/1/2013 |

Financial Resources: 0
Human Resources: Shelli Wood, Cari White, Laura Pickens
Technical Resources: 0
Performance Measures: Confirm 13 board members
Established, regular meetings

---

## Establish a long-term, dedicated funding source for the downtown organization

| Task 1: | Establish investment levels and terms |
| Task 2: | Produce marketing materials with our message |
| Task 3: | Establish donor list that includes all sectors of the community |
| Task 4: | Create teams to solicit donors and raise minimum of $65,000 per year for three years. |

| Date: | 3/1/2013 |

Financial Resources: Minimum $65,000 per year
Human Resources: Full time Executive Director
Technical Resources: CPA, Attorney
Performance Measures: Reaching or exceeding fundraising goal
## Downtown Development

Consider implementation of the Main Street Approach developed by the National Main Street Center of the National Trust for Historic Preservation.

**Lead Organization:** Downtown Jonesboro Board  
**Lead Contact:** Jared Woodard

**Task 1:** Secure minimum of $65,000

**Task 2:** Apply for proper IRS status, write bylaws

**Task 3:** Organize Four Point Committees: Design, Organization, Promotion, Economic Restructuring

**Task 4:** Hire Executive Director

Date: 12/31/2013

**Financial Resources:** $65,000  
**Human Resources:** Board members and ASU intern  
**Technical Resources:** Attorney  
**Performance Measures:** Securing Main Street status

---

Create a downtown development strategic plan as either a stand-alone document or a subset of a broader economic development strategic plan.

**Lead Organization:** Downtown Jonesboro Board

**Lead Contact:** President of Board in 2013

**Task 1:** Complete steps to become Main Street program

**Task 2:** Form task force

**Task 3:** Produce/evaluate Four-Point Approach

Date: 12/31/2013

**Task 4:**

**Financial Resources:** 0  
**Human Resources:** Task Force Members  
**Technical Resources:** Executive Director  
**Performance Measures:** Visible changes in downtown
Downtown Development

Consider establishing a building façade improvement program/fund.

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Establish the Design Committee of Four-Point Approach</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Organization:</td>
<td>Downtown Jonesboro Board</td>
<td></td>
</tr>
<tr>
<td>Lead Contact:</td>
<td>Kyle Krennerich</td>
<td>Date:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3/1/2014</td>
</tr>
<tr>
<td>Task 2:</td>
<td>Consult with owners of Downtown Properties</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5/1/2014</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Adopt a Design Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>9/1/2014</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Research/catalogue funding grants available to building owners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>9/30/2014</td>
</tr>
</tbody>
</table>

Financial Resources: Architect supplies and fees
Human Resources: Design Committee of Four Point Approach
Technical Resources: Architect and Designer
Performance Measures: Completion of detailed design plan

Explore and promote the availability of historic preservation incentives.

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Hire Executive Director</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Organization:</td>
<td>Downtown Jonesboro Board</td>
<td></td>
</tr>
<tr>
<td>Lead Contact:</td>
<td>Shelli Wood</td>
<td>Date:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 2:</td>
<td>Become Main Street Program</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td>Catalogue Historic Preservation Incentives</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 4:</td>
<td>Publicize to developers/owners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Financial Resources: Salary ($35,000/year)
Human Resources: Executive Director
Technical Resources: Office equipment
Performance Measures: Grants received by owners/developers
# Downtown Development

Identify gaps between local demand for downtown business activity and existing business activity.

<table>
<thead>
<tr>
<th>Execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Organization: Downtown Jonesboro Board</td>
</tr>
<tr>
<td>Lead Contact: TBD</td>
</tr>
</tbody>
</table>

**Task 1:** Building consensus among stakeholders

**Task 2:** Manage time, resources and individual talents

**Task 3:** Monitors activity

**Task 4:** Inventory empty space

| Financial Resources: 0 |
| Human Resources: Organization committee of Four Point Approach |
| Technical Resources: 0 |
| Performance Measures: Number of empty buildings |

Foster the expansion of existing businesses or recruitment of new businesses that can fulfill unmet demand for downtown services in the community.

<table>
<thead>
<tr>
<th>Execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Organization: Downtown Jonesboro Board</td>
</tr>
<tr>
<td>Lead Contact: TBD</td>
</tr>
</tbody>
</table>

**Task 1:** Plan to support existing businesses

**Task 2:** Work with downtown merchants to write wish list for new businesses

**Task 3:** Engage downtown owners and developers

**Task 4:**

| Financial Resources: 0 |
| Human Resources: Economic Restructuring Committee |
| Technical Resources: Executive Director |
| Performance Measures: # of Jobs created, # of Jobs retained, # of New businesses |
Downtown Development

Develop an annual calendar of promotional events designed to promote and celebrate the downtown.

Lead Organization: Downtown Jonesboro Board
Lead Contact: Cari White

Task 1: Work with downtown merchants

Task 2: Work with area organizations

Task 3: Design calendar and log all events

Task 4: Determine procedure for updating website and printing brochure

Financial Resources: Cost of brochure
Human Resources: Promotions Committee
Technical Resources: Provided by Executive Director (when hired)
Performance Measures: Completed product each year
EDUCATION DEVELOPMENT

Score: 95 | Rank: 2

Summary
The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

By developing a community development—and a political—strategy to create or enhance provision of educational services at all levels, communities can derive economic benefit. Wages associated with the delivery of educational services tend to meet family-wage levels.

Such a strategy might simply entail the augmentation or expansion of existing post-secondary educational services. Alternatively, a strategy could be more ambitious such as the creation of an institute dedicated to researching and resolving emerging issues or perhaps the establishment of a four-year educational institution.

Communities desiring to pursue an Education Development Strategy must be cognizant of the budget dynamics and emerging educational trends associated with the educational institution they are trying to attract/expand.

Objectives of Strategy Implementation
Education Development is designed to increase employment and workforce training opportunities in a community. Jonesboro has a number of incredible resources that give them a major comparative advantage with this strategy.
Strategy Selector Findings

Jonesboro is the home base for Arkansas State University, a large state institution for higher learning. They also enjoy exceptional relationships with University of Arkansas-Little Rock, as well as a large number of community and technical colleges in the region. This is reflected in the scores for the Key Success Factor test and the resulting high ranking of this strategy.

Essential Action Steps – Overview

Essential Actions Steps:

1. Coordinate with all education interests (K-12, community college, four-year institutions, specialized training centers, etc.) to determine interest in this prospective strategy
2. Determine the interests, if any, by other relevant (generally nearby) communities in a similar strategy (determine competitive or collaborative posture)
3. Develop a plan to expand and or create one or more educational institutions

Essential Action Steps – Detail on the following pages

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expandable educational institution</td>
<td>4</td>
</tr>
<tr>
<td>Cooperation of economic development staff and educational</td>
<td>4</td>
</tr>
<tr>
<td>Land/Buildings/Campus for education development</td>
<td>4</td>
</tr>
<tr>
<td>Local government support</td>
<td>4</td>
</tr>
<tr>
<td>Advantageous location for government or education expansion</td>
<td>3</td>
</tr>
</tbody>
</table>
## Education Development

Coordinate with all education interests (K-12, community college, four-year institutions, specialized training centers, etc.) to determine interest in this prospective strategy.

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Chamber</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Workforce Development Center</td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** Continue financial support for Chamber program and staff regarding workforce development and existing industry committees

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

Determine the interests, if any, by other relevant (generally nearby) communities in a similar strategy (determine competitive or collaborative posture).

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>ASU</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td></td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** Develop and expand international collaborative research program with universities

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**
Education Development

Develop a plan to expand and or create one or more educational institutions.

Lead Organization: ASU
Lead Contact: 

Task 1: Institutional re-evaluation with state development of new degree program.

Task 2: Evaluate Arkansas’ gap or need for professional/doctoral degree program and identify opportunities to supply state need for such program.

Task 3:

Task 4:

Financial Resources: 
Human Resources: 
Technical Resources: 
Performance Measures: 

Planning
ENTREPRENEURIAL DEVELOPMENT

Score: 90 | Rank: 6

Summary
Small businesses represent over 99% of all employers in the United States. People establish businesses based on unique skills, passion or a perceived market opportunity.

Frequently missing in a community-based economic development strategy is a concerted approach to facilitating the start-up and growth of entrepreneurial ventures.

Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

One approach used by several communities in the United States is Enterprise Facilitation® advanced by the Sirolli Institute. Ernesto Sirolli presents the Trinity of Management approach that recognizes that individuals have passions (and therefore business ability) either with their product/service or marketing their product/service or financial management. Sirolli asserts that no one individual possesses all three skills/passions and very few possess two of the three skills/passions. Enterprise Facilitation engages an Enterprise Facilitator advised by a local board to respond to the passion and interests of local entrepreneurs to facilitate their successful establishment and expansion.

Objectives of Strategy Implementation
Small businesses and entrepreneurs are the backbone of the American economy. In Jonesboro, the pro-business climate lends itself well to establishing a program designed to capture and cultivate emerging entrepreneurs. The location of Arkansas State University is especially valuable to this initiative. Forming a strong business coaching and mentoring program utilizing the assets the community already has will make the strategy a success for the long term.

Strategy Selector Findings
Once again, Jonesboro has all the makings for a very strong Entrepreneurial Development strategy. This community has already accomplished a great deal on this front and only needs to harness the energy to deliver a sound, cohesive product to those would-be business owners who need assistance.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to small business financing</td>
<td>4</td>
</tr>
<tr>
<td>Dedicated business coaching staff</td>
<td>4</td>
</tr>
<tr>
<td>Supportive post-secondary education training program</td>
<td>4</td>
</tr>
<tr>
<td>Sufficient local entrepreneurial base</td>
<td>3</td>
</tr>
<tr>
<td>High-speed telecommunications</td>
<td>3</td>
</tr>
<tr>
<td>Local pro-business climate</td>
<td>3</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:

1. Create a new organization or expand the functionality of an existing organization to foster entrepreneurial development.
2. Inventory local resources for start-up businesses for business finance, workforce training and business planning.
3. Promote the availability of business coaching services within the community.
4. Establish a part-time or full-time position dedicated to business coaching.

Essential Action Steps – Detail on the following pages
## Entrepreneurial Development

*Create a new organization or expand the functionality of an existing organization to foster entrepreneurial development.*

| Task 1: | Survey Chamber re: formation of a new committee or add entrepreneurial focus to an existing committee. |
| Task 2: | Formation of private sector group of professionals to serve as entrepreneurial mentors. |
| Task 3: | |
| Task 4: | |

**Lead Organization:** Jonesboro Chamber of Commerce  
**Lead Contact:**  
**Phone:**  
**Email:**  
**Organization**  
**Financial Resources:** TBD  
**Human Resources:** Staff of Jonesboro Chamber of Commerce  
**Technical Resources:** Survey software  
**Performance Measures:**

## Inventory local resources for start-up businesses for business finance, workforce training, and business planning.

**Lead Organization:** Delta Center, Chamber of Commerce  
**Lead Contact:**  
**Phone:**  
**Email:**  
**Planning**  
**Date:**

| Task 1: | Continue to coordinate "one stop" approach to entrepreneurial support |
| Task 2: | |
| Task 3: | |
| Task 4: | |

**Financial Resources:**  
**Human Resources:**  
**Technical Resources:**  
**Performance Measures:**
# Entrepreneurial Development

**Promote the availability of business coaching services within the community.**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>College of Business</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td></td>
<td>Email:</td>
</tr>
<tr>
<td>Task 1:</td>
<td>Establishment of degree focus in entrepreneurship.</td>
<td>Date:</td>
</tr>
<tr>
<td>Task 2:</td>
<td>Develop and support professional network for key services: financial, management, intellectual property, legal</td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td>Develop competitive teams for statewide business plan competition</td>
<td></td>
</tr>
<tr>
<td>Task 4:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Establish a part-time or full-time position dedicated to business coaching.**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Chamber, ASU Coll. of Business, Delta</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td></td>
<td>Email:</td>
</tr>
<tr>
<td>Task 1:</td>
<td>Dedicated faculty position for entrepreneurship program at ASU--endowed Chair</td>
<td>Date:</td>
</tr>
<tr>
<td>Task 2:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 4:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Financial Resources:** TBD

**Human Resources:** Staff, College of Business

**Technical Resources:** TBD

**Performance Measures:**
ENVIRONMENTAL RESTORATION

Score: 88 | Rank: 8

Summary

Communities have the opportunity to “turn lemons into lemonade” by focusing on derelict industrial buildings and sites for redevelopment.

Frequently, communities may have industrial sites from a bygone era that are not currently in use. These sites relate to natural resource-based extraction industries that may have utilized chemicals or compounds that have left the industrial land unusable for future use without first completing clean-up activities.

The benefits of this strategy are twofold: 1) jobs can be created initially by clean-up activities; and 2) the residual industrial site becomes available for promotion and development thus creating jobs in the long-term.

First and foremost, communities must have an eligible site for an environmental restoration strategy. One or more former industrial sites that have environmental contamination preventing future redevelopment are essential to advance this strategy. These sites are frequently referred to as brownfield sites.

A community must then mobilize itself by first assessing the condition of the property, and then developing a specific action plan to remediate the environmental problem.

Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

Finally, communities must have the local sophistication to redevelop and market the restored site for future use.

Objectives of Strategy Implementation

An Environmental Restoration strategy can yield long-term benefits to any community. Jonesboro has a number of sites that are in need of redevelopment, so this strategy is a natural fit for their plan. Additionally, through some initial work being done by the East Arkansas Planning and Development District, there is an excellent source of information regarding the status of such properties. Putting a strong plan together for implementation is the next step.

Strategy Selector Findings

Jonesboro has tremendous resources and relationships that will allow an Environmental Restoration strategy to succeed. Partnerships between the City, state and federal agencies may need to be focused, but the foundation is already there.
Essential Action Steps – Overview

Essential Actions Steps:

1. Locate and evaluate potential brownfield sites (industrial, commercial, or agricultural that have or may have been contaminated, and propose a safe and effective clean-up or alternative use for the site(s).
2. Form a committee (including environmental assessment agent) that is able to locate and evaluate brownfield sites.
3. Develop a list of potential brownfield sites
4. Conduct environmental assessment in order to determine the ecological impact and financial costs.
5. Contract with third party to remove hazardous waste materials or contaminants.
6. Execute alternative use project for the brownfield

Essential Action Steps – Detail on the following pages
## Environmental Restoration

Locate and evaluate potential brownfield sites (industrial, commercial or agricultural that have or may have been contaminated, and propose a safe and effective clean-up or alternative use for the site(s).)

**Lead Organization:**

**Lead Contact:** John Mixon, Jerry Ferris, Levi McCollum

| Task 1: | Assess chosen brownfield site(s) by third party in order to determine the ecological and monetary costs of the cleanup and subsequent environmental restoration. |
| Task 2: | Contract with third party for decontamination, if necessary, to legally remove any hazardous waste or contaminant from the site. |
| Task 3: | Choose an alternative use based on the environmental assessment and funding. |

**Financial Resources:** Public/private funds; Government grants; property owner; Brownfield Revolving Loan Fund;  
**Human Resources:** Terry Sligh, Voluntary Cleanup Program  
**Technical Resources:** Arkansas DEQ, Environmental Protection Agency, The Wilderness Society  
**Performance Measures:** List of potential sites, alternative use plan, environmental assessment of brownfield

---

Form a committee (including environmental assessment agent) that is able to locate and evaluate brownfield sites.

**Lead Organization:**

**Lead Contact:** John Mixon, Jerry Ferris, Levi McCollum

| Task 1: | Select a group of knowledgeable persons from the community who are able to contribute accurate and reliable information concerning brownfields and environmental restoration. |
| Task 2: | Define: parcel of property where commercial, industrial, or agricultural use may have contaminated the site with a hazardous substance, thereby complicating prospects for expansion, redevelopment, or reuse. |
| Task 3: |

**Financial Resources:**  
**Human Resources:**  
**Technical Resources:**  
**Performance Measures:**
## Environmental Restoration

### Develop a list of potential brownfield sites

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Phone:</th>
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<tbody>
<tr>
<td>John Mixon, Jerry Ferris, Levi McCollum</td>
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</tbody>
</table>

**Lead Contact:** John Mixon, Jerry Ferris, Levi McCollum  
**Email:**

**Task 1:** Prioritize selected brownfield sites based on expert knowledge given by the Environmental Restoration committee.

**Task 2:** Base prioritization on current or potential hazards to surrounding community, amount of funds required for restoration, severity of degradation.

**Task 3:** Narrow list to one brownfield site that is deemed to be in the worst overall condition.

**Task 4:** Develop alternative uses for the selected site.

### Conduct environmental assessment in order to determine the ecological impact and financial costs.

**Lead Organization:**

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**Lead Contact:** John Mixon, Jerry Ferris, Levi McCollum  
**Email:**

**Task 1:** Contract with third party to conduct evaluation of top selected brownfield site.

**Task 2:** Use results to develop a better understanding of the brownfield and its future use.

**Task 3:**

**Task 4:**

**Financial Resources:**

<table>
<thead>
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<th>Human Resources:</th>
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<th>Technical Resources:</th>
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<tr>
<th>Performance Measures:</th>
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</table>
### Environmental Restoration

**Contract with third party to remove hazardous waste materials or contaminants.**

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<th>Lead Organization</th>
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<tr>
<td>John Mixon, Jerry Ferris, Levi McCollum</td>
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**Execution**

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<tr>
<th>Task 1:</th>
<th>Date</th>
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<tbody>
<tr>
<td>If contaminants are found, hire a contractor to safely remove any hazardous waste and dispose of it correctly and safely.</td>
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<table>
<thead>
<tr>
<th>Task 2:</th>
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<th>Task 3:</th>
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<table>
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<th>Task 4:</th>
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</table>

**Financial Resources:**
- Public/private; government grants, property owner, Brownfield Revolving Loan Fund, Sustain

**Human Resources:**
- Terry Sligh, Voluntary Cleanup Program

**Technical Resources:**
- Arkansas DEQ, EPA, The Wilderness Society

**Performance Measures:**
- List of potential sites, alternative use plans, environmental assessment of brownfield

---

### Execute alternative use project for the brownfield

**Execution**

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<tr>
<th>Lead Organization</th>
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<td>John Mixon, Jerry Ferris, Levi McCollum</td>
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<tr>
<th>Task 1:</th>
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<tbody>
<tr>
<td>Conduct additional planning as necessary for the alternative use that is selected. Consider using sites for greenspace, park, community garden, etc.</td>
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</table>

| Task 2: | |
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| Task 3: | |
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| Task 4: | |
|---------| |

**Financial Resources:**
- Public/private; government grants, property owner, Brownfield Revolving Loan Fund, Sustain

**Human Resources:**
- Terry Sligh, Voluntary Cleanup Program

**Technical Resources:**
- Arkansas DEQ, EPA, The Wilderness Society

**Performance Measures:**
- List of potential sites, alternative use plans, environmental assessment of brownfield
HEALTH CARE

Score: 90 | Rank: 7

Summary
Communities that have established notable centers of excellence for broad-based health care or specific health care specialties benefit from an unusually large cadre of well-paid professionals.

Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. (“Location factors” are an economic term referring to a high density of employment in an industry within a specific region.)

National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

Additionally, federal policies on Medicaid and Medicare reimbursements have created a significant financial challenge for rural hospitals.

Communities desiring to pursue a health care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health care professionals and facilities, a realistic assessment may prove otherwise.

It may be more realistic to target a specialty area of health care. For example, many rural hospitals have targeted orthopedic care based upon the superiority of one or more orthopedic surgeons and the investment in state-of-the-art orthopedic assessment and surgery equipment.

Objectives of Strategy Implementation
A Health Care strategy is an excellent choice for a community like Jonesboro that serves as a hub for health and social services covering a broad area. Many people come to Jonesboro to receive health care, resulting in the opportunity for expansion of this industry.

Strategy Selector Findings
Much of the work has been completed in this industry, as will be demonstrated in the subsequent Essential Action Steps. As the center of two regional hospitals -- St. Bernard’s Regional Medical Center and NEA Baptist Health -- Jonesboro is already seeing growth in this

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
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<tbody>
<tr>
<td>Financially-sound existing health care facility</td>
<td>4</td>
</tr>
<tr>
<td>Prospect of an expanded geographic market for health care</td>
<td>4</td>
</tr>
<tr>
<td>Competent, strategic-minded hospital and health-care executives</td>
<td>4</td>
</tr>
<tr>
<td>Existing excellence in local health care</td>
<td>4</td>
</tr>
<tr>
<td>Strong community support</td>
<td>3</td>
</tr>
<tr>
<td>Available local labor force</td>
<td>3</td>
</tr>
<tr>
<td>Sufficient marketing, promotion, or public relations budget</td>
<td>2</td>
</tr>
</tbody>
</table>
industry. Both medical centers are in expansion mode, investing hundreds of millions of dollars in new facilities. Economic development staff and community leaders will engage in continued communication with hospital officials to make sure that expansion continues.

**Essential Action Steps – Overview**

Essential Actions Steps:

1. Coordinate with hospital and health care leaders to determine interest in strategy
2. Inventory current status and comparative strengths of local health care services
3. Determine needed investments in facilities and/or equipment to expand market
4. Assess potential to increase existing market and expand market service territory
5. Develop and implement marketing plan designed to capture increasing market
6. Consider physician recruitment effort

**Essential Action Steps – Detail on the following pages**
Health Care

Coordinate with hospital and health care leaders to determine interest in strategy.

| Task 1: | As Jonesboro has a robust and thriving healthcare industry, much of this strategy has already been completed. Continued communication will need to occur. Date: 4/30/2012 |
| Task 2: | City and Chamber ED Team will hold regular meetings with representatives from NEA Baptist Health to ensure that needs of all parties are being met. |
| Task 3: | City and Chamber ED Team will hold regular meetings with representatives from St. Bernard's Regional Medical Center to ensure that needs of all parties are being met. |
| Task 4: | City and Chamber ED Team will identify additional healthcare business representatives to meet with regularly |

Financial Resources:  
Human Resources:  
Technical Resources:  
Performance Measures: Ongoing and regular contact with hospital and other representatives

Inventory current status and comparative strengths of local health care services.

| Task 1: | Complete |
| Task 2: |  |
| Task 3: |  |
| Task 4: |  |

Financial Resources:  
Human Resources:  
Technical Resources:  
Performance Measures:
Health Care

Determine needed investments in facilities and/or equipment to expand market

Lead Organization: Phone: 
Lead Contact: Email: 
Task 1: Complete 

Task 2: 

Task 3: 

Task 4: 


Assess potential to increase existing market and expand market service territory.

Lead Organization: City of Jonesboro, Chamber Phone: 
Lead Contact: TBD Email: 
Task 1: Assess needs for additional veteran’s health care Date: 4/30/2013 

Task 2: Develop plan to implement findings of above assessment 

Task 3: 

Task 4: 

Financial Resources: Staff time, possible cost of funding study 
Human Resources: City and Chamber staff; health care industry staff 
Technical Resources: TBD 
Performance Measures: Completed assessment and implementation plan for development of new veteran health care services
Health Care

Develop and implement marketing plan designed to capture increasing market.

Lead Organization: 
Lead Contact: 
Task 1: Complete

Task 2:
Task 3:
Task 4:

Financial Resources: 
Human Resources: 
Technical Resources: 
Performance Measures: 

Consider physician recruitment effort.

Lead Organization: 
Lead Contact: 
Task 1: Complete

Task 2:
Task 3:
Task 4:

Financial Resources: 
Human Resources: 
Technical Resources: 
Performance Measures:
INFRASTRUCTURE DEVELOPMENT

Score: 81  |  Rank: 11

Summary

The term infrastructure describes all of the basic utilities and public services needed by communities and businesses. Infrastructure includes, but is not limited to, power, water, sewer, storm sewer, street/roads, and telecommunications.

Although “infrastructure development” is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment for toward the betterment of communities and the businesses that they support.

Communities need to examine the infrastructure requirements both of their current residents, as well as their projection of future residential, commercial, and industrial demands.

The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

Communities pursuing an infrastructure development strategy should strategically assess their needs, and engineer solutions consistent with long-term projections.

Objectives of Strategy Implementation

Infrastructure development is especially important in a community like Jonesboro that is growing and expanding. They have a proven track record of acquiring funding to complete capital projects. This strategy is designed to create immediate construction jobs, as well as improve the prospect of longer term recruitment and expansion efforts.

Strategy Selector Findings

The City of Jonesboro has done an excellent job of raising funds to complete large-scale projects, whether through rate increases or grants. They also have a good idea of what needs to be done. Leaders and staff should ensure that the capital plans they have are integrated fully into the economic development strategic plan in order to prioritize projects that can better facilitate future growth.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
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<tbody>
<tr>
<td>Access to long-term infrastructure loans and grants</td>
<td>4</td>
</tr>
<tr>
<td>Accurate, long-term analysis of infrastructure needs and costs</td>
<td>3</td>
</tr>
<tr>
<td>Team approach to infrastructure finance</td>
<td>3</td>
</tr>
<tr>
<td>Community support for needed infrastructure rate increases</td>
<td>3</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:

1. Assess the current infrastructure capacity and capital improvement needs for infrastructure system (sewer, water, storm water, street/roads, power, telecommunications, etc.)
2. Determine the short-term and long-term requirements of respective infrastructure systems
3. Develop preliminary engineering and cost estimates for infrastructure improvements
4. Examine various funding sources for infrastructure development
5. Inventory existing City street sidewalk and storm water drainage systems.
6. Identify capital improvement needs for respective infrastructure systems.
7. Present Capital Improvement needs to respective Boards and Committees
8. Secure funding for selected Capital Improvement Projects
9. Prepare Final Engineering Plans and Construction Documents

Essential Action Steps – Detail on the following pages
## Infrastructure Development

**Assess the current infrastructure capacity and capital improvement needs for infrastructure system (sewer, water, storm water, street/roads, power, telecommunications, etc.).**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>City of Jonesboro - Engineering Dept.</th>
<th>Phone:</th>
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</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Craig Light, PE</td>
<td>Email:</td>
</tr>
<tr>
<td>Task 1:</td>
<td>Complete</td>
<td>Date:</td>
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<td>Task 2:</td>
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<td>Task 3:</td>
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<tr>
<td>Task 4:</td>
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</table>

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

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**Determine the short-term and long-term requirements of respective infrastructure systems.**

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<tr>
<th>Lead Organization:</th>
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<td>Task 2:</td>
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<td>Task 3:</td>
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<tr>
<td>Task 4:</td>
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</tbody>
</table>

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**
Infrastructure Development

Develop preliminary engineering and cost estimates for infrastructure improvements.

Task 1: Develop preliminary engineering cost estimates for infrastructure improvements.

Task 2: Develop preliminary engineering cost estimates for sidewalk improvement projects.

Task 3: Develop preliminary engineering cost estimates for drainage improvement projects.

Task 4: 

Financial Resources: n/a
Human Resources: 320 hours
Technical Resources: City engineering staff
Performance Measures: Preliminary cost estimates for listed projects.

Examine various funding sources for infrastructure development.

Task 1: Examine alternative funding sources to supplement annual Capital Improvement Budget.

Task 2: Identify possible alternative funding sources

Task 3: Prepare preliminary engineering reports for select project or projects

Task 4: Submit applicable Grant Applications or low interest loan applications

Financial Resources: n/a
Human Resources: n/a
Technical Resources: City Engineer, Chief Financial Officer, Grants Coordinator, Mayor
Performance Measures: Successful application and award of grant(s) or alternative funding source(s)
## Infrastructure Development

### Inventory existing City street sidewalk and storm water drainage systems.

| Lead Organization: | City of Jonesboro - Engineering Dept. | Phone: |
| Lead Contact:      | Craig Light, PE                      | Email: |
| Task 1:            | Inventory existing streets and street conditions, and place data in GIS database | Date: 2/29/2012 |
| Task 2:            | Inventory sidewalks and sidewalk conditions, and place data in GIS database | 2/29/2012 |
| Task 3:            | Inventory storm sewer system and place data in GIS database | 2/29/2012 |
| Task 4:            | |

**Financial Resources:** n/a  
**Human Resources:** n/a  
**Technical Resources:** City Engineering staff  
**Performance Measures:** All complete

### Identify capital improvement needs for respective infrastructure systems.

| Lead Organization: | City of Jonesboro-Engineering Dept. | Phone: |
| Lead Contact:      | Craig Light, PE                      | Email: |
| Task 1:            | Develop list of potential street improvement projects. | Date: 2/29/2012 |
| Task 2:            | Develop list of potential sidewalk improvement projects. | 2/29/2012 |
| Task 3:            | Develop list of potential drainage improvement projects. | |
| Task 4:            | |

**Financial Resources:** n/a  
**Human Resources:** n/a  
**Technical Resources:** City Engineering Staff, Corps of Engineers  
**Performance Measures:** Complete list of potential Capital Improvement Projects. (Task 1 and 2 are complete; Task 3 is underway)
Infrastructure Development

Present Capital Improvement needs to respective Boards and Committees

Lead Organization: City of Jonesboro-Engineering Dept.
Lead Contact: Craig Light, PE

Task 1: Present street and sidewalk needs to Transportation Management Board for their consideration and selection of priority projects. 7/31/2012

Task 2: Present drainage needs to Stormwater Management Board for their consideration and section of priority projects. 7/31/2012

Task 3: 

Task 4: 

Financial Resources: n/a
Human Resources: n/a
Technical Resources: City Engineer and Chief Financial Officer
Performance Measures: Plans Approved by respective Boards or Commissions

Secure funding for selected Capital Improvement Projects

Lead Organization: City of Jonesboro-Engineering Dept.
Lead Contact: Craig Light, PE

Task 1: Update current 5-year Capital Improvement Plan 8/31/2012

Task 2: Present updated 5-year plan to Capital Improvement Subcommittee 9/30/2012

Task 3: Adopt new 5-year Capital Improvement Plan as part of budget process 12/31/2012

Task 4: 

Financial Resources: n/a
Human Resources: n/a
Technical Resources: City Engineer, Chief Financial Officer, Grants Coordinator, Mayor
Performance Measures: Adopted Capital Improvement Budget
## Infrastructure Development

### Prepare Final Engineering Plans and Construction Documents

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<tr>
<td>Lead Contact:</td>
<td>Craig Light, PE</td>
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<tr>
<th>Task 1:</th>
<th>Establish project timeline for design and construction.</th>
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<tr>
<th>Task 2:</th>
<th>Prepare final design and construction documents.</th>
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<tr>
<th>Task 3:</th>
<th>Obtain necessary approvals and permits from funding and regulatory agencies.</th>
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<tr>
<th>Task 4:</th>
<th>Construct Capital Improvement Project.</th>
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**Financial Resources:** Varies  
**Human Resources:** Varies  
**Technical Resources:** Varies  
**Performance Measures:** Complete Capital Improvement Construction Project on time and in budget.

**Execution**

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<th>Date:</th>
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LEADING EDGE DEVELOPMENT

Score: 85 | Rank: 9

Summary

Since the invention of the wheel, mankind has developed business applications of new inventions. From the cotton gin to the automobile to the telephone to the steam engine, leading edge thinking has transformed America and established the nation as a world leader in business and economics.

For communities, this creates an opportunity for economic development. Fostering and harnessing the creative and intellectual capacity of its citizenry can generate new and expanded businesses, creating high-wage jobs.

Of the 25 strategies, however, Leading Edge Development is the most complex strategy to implement. Communities must have extraordinary competitive advantages with respect to the intellectual and creative capacity of its citizenry, and structures such as higher education institutions must be available and focused in order to cultivate such opportunities.

Leading Edge Development comes with many different titles, depending upon the regions and institutions advancing similar efforts. This strategy is often referred to as technology-led development, entrepreneurial development, and high tech, among other monikers. Building Communities coins the name Leading Edge Development to describe efforts that typically:

- Focus on the application of technology (although not exclusively)
- Require sophisticated management teams
- Need the transfer of technology from educational institutions
- Need angel investors or venture capital
- Have national and/or international markets

Leading Edge Development is distinguished from Entrepreneurial Development and Business Cultivation generally by the level of sophistication of the product or service, and distinguished from Business Recruitment by the specificity of focus on one application.

Objectives of Strategy Implementation

Leading Edge Development poses a tremendous opportunity for Jonesboro. This community has a wealth of resources at its disposal that are necessary for implementation. With a robust economy already, Jonesboro can focus on encouraging innovators to develop new processes through coordination with Arkansas State University or other local institutions.
Strategy Selector Findings

The Key Success Factors needed to implement a robust Leading Edge Development strategy are mostly in place in Jonesboro. Those that are on the low end of the scale vary in their level of importance. For example, though Jonesboro's local scheduled air service is limited, an international airport is an hour away in Memphis, TN. Funding for local staffing may need to be enhanced as well, especially as more demands are placed on the existing staff.

Essential Action Steps – Overview

Essential Actions Steps:

1. Establish the entity that will lead the strategy
2. Build the board of directors/advisors
3. Determine the focus and scope of the strategy
4. Identify the business capital requirements for the strategy
5. Design the incubator facility, if required
6. Ensure long-term operational budget
7. Establish public relations effort for program visibility

Essential Action Steps – Detail on the following pages
Leading Edge Development

Establish the entity that will lead the strategy.

Lead Organization: ASU Office of Provost
Lead Contact: ASU RDI

Task 1: Form Research Development Institute (RDi)

Task 2: Increase regional understanding of value and benefit of technology focused sector development

Task 3:

Task 4:

Financial Resources: TBD
Human Resources: Chamber staff in coordination with RDI and ASU
Technical Resources: Performance Measures:

Build the board of directors/advisors.

Lead Organization: RDI, Chamber
Lead Contact: Chair, RDI

Task 1: Board has been established. Re-evaluate to identify additional members.

Task 2:

Task 3:

Task 4:

Financial Resources:
Human Resources:
Technical Resources:
Performance Measures:
## Leading Edge Development

**Determine the focus and scope of the strategy.**

| Task 1: | Develop strategic area for focus of technology development |
| Task 2: | Facilitate study of high value, high return opportunities |
| Task 3: | Initiate in-depth study of region’s best opportunities |

**Financial Resources:** $50,000-$100,000  
**Human Resources:**  
**Technical Resources:** ASU  
**Performance Measures:**

## Identify the business capital requirements for the strategy.

| Task 1: | Formation of Angel Investment Group |
| Task 2: | Formation of Regionally focused Venture Capital Group |
| Task 3: |  |
| Task 4: |  |

**Financial Resources:** $1m - $10 m  
**Human Resources:** RDI and Jonesboro Chamber  
**Technical Resources:**  
**Performance Measures:**
Leading Edge Development

Design the incubator facility, if required.

Lead Organization: ASU, RDI
Lead Contact: Director, Catalyst Innovation Center

Task 1: Incubator established at ASU within Arkansas Biosciences Institute

Task 2: Development of Research Park adjacent to ASU

Task 3:

Task 4:

Financial Resources: 
Human Resources: 
Technical Resources: 
Performance Measures:

Ensure long-term operational budget.

Lead Organization: RDI
Lead Contact: 

Task 1: Secure endowment for Research Foundation

Task 2:

Task 3:

Task 4:

Financial Resources: 
Human Resources: 
Technical Resources: 
Performance Measures:
## Leading Edge Development

Establish public relations effort for program visibility.

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<thead>
<tr>
<th>Lead Organization:</th>
<th>Chamber, RDI</th>
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<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Develop outreach program for region and state</th>
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<tbody>
<tr>
<td>Task 2:</td>
<td>Develop marketing program for Chamber/ASU to collaborate regarding new catalyst innovation center</td>
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<td>Task 3:</td>
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<td>Task 4:</td>
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<th>Financial Resources:</th>
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<td>Human Resources:</td>
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<td>Technical Resources:</td>
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<td>Performance Measures:</td>
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**Execution**
LOCAL/REGIONAL TOURISM

Score: 58 | Rank: 19

Summary

While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

Many communities have successful weekend events designed to celebrate the community’s history and/or culture. These events have potential to draw people from a county or two away.

By investing in the local tourism “product” and marketing efforts, tourism expenditures can be maximized.

Communities should understand that employing a local/regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

Objectives of Strategy Implementation

Local and regional tourism is a good choice for communities who serve as a hub for activity within their region. This is the case in Jonesboro, a city that draws visitors from many surrounding counties for community events, sporting activities, shopping and other recreational opportunities. Targeted marketing campaigns that are focused on these local attractions can draw even more visitors and create additional jobs.

Strategy Selector Findings

Finding local marketing dollars is always a challenge in any community, and Jonesboro is no different. The community does have a number of assets in its favor, such as close proximity to state parks and other outdoor recreational opportunities, a large cadre of community events, sporting and collegiate activities and much more.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
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<tbody>
<tr>
<td>Relative sophistication in coordinating and marketing local</td>
<td>3</td>
</tr>
<tr>
<td>Strong community support</td>
<td>3</td>
</tr>
<tr>
<td>Local recreational and visitor attractions</td>
<td>2</td>
</tr>
<tr>
<td>Sufficient marketing, promotion, or public relations budget</td>
<td>2</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:
1. Develop/support local tourism advocacy organization (visitor and convention bureau)
2. Coordinate between local government and local tourism industry advocates
3. Inventory local/regional visitor attractions
4. Determine if existing visitor expenditure patterns are above or below average per capita
5. Determine the regional market to be captured in terms of tourism promotion
6. Develop a regional tourism marketing plan
7. Consider investments in tourism product development
8. Establish, fund, and implement a tourism marketing/promotion plan

Essential Action Steps – Detail on the following pages
Local/Regional Tourism

Develop/support local tourism advocacy organization (visitor and convention bureau).

Organization

Lead Organization: City of Jonesboro, Craighead County
Lead Contact: Mayor Perrin, Judge Ed Hill, A&P Board

Task 1: Establish the Jonesboro Convention & Visitors' Bureau (JCVB) and Tourism Board of Directors (see Cultural Tourism Strategy as well)

Task 2: Hire an Executive Director

Task 3: Establish a budget; hire personnel

Task 4: Identify the types of tourism that may be exploited in the region (e.g. archaeological, agritourism/culinary, festivals, conferences, concerts, sports, etc.)

Financial Resources: Grants, City of Jonesboro, Craighead County
Human Resources: Consultant, Community volunteers, City, County, Chamber, A&P Board
Technical Resources: Other CVBs in Arkansas, SE Missouri, Arkansas Parks & Tourism
Performance Measures: Meet established deadline to create the JCVB

Coordinate between local government and local tourism industry advocates.

Organization

Lead Organization: JCVB
Lead Contact: Executive Director

Task 1: Establish relationship with City and County Governments

Task 2: Establish relationship with local and regional Chambers of Commerce.

Task 3: Establish relationships with local and regional civic groups, ASU Heritage Studies, Foundation of the Arts, Downtown Associates

Task 4: Establish relationships with all of the other CVBs in the State of Arkansas, Hotel Owners/Operators, Venue Owners/Operators

Financial Resources: JCVB Budget, A&P Board
Human Resources: JCVB personnel, event planners from the various organizations listed above.
Technical Resources: Database software for collecting information, ASU, Local Chambers, downtown associations.
Local/Regional Tourism

Inventory local/regional visitor attractions.

Lead Organization: JCVB
Lead Contact: Executive Director

Task 1: Contact local civic groups, Craighead County Fair Board, Chambers, downtown associations, ASU for a list of past and present events.

Task 2: Contact ASU, Craighead Library and other historians to establish the anniversaries of special events that have taken place.

Task 3:

Task 4:

Financial Resources: JCVB Budget
Human Resources: JCVB Executive Director and personnel
Technical Resources: Database software, Arkansas Parks & Tourism,

Determine if existing visitor expenditure patterns are above or below average per capita.

Lead Organization: JCVB
Lead Contact: Executive Director

Task 1: Research and establish the national average as a benchmark.

Task 2: Research and establish the averages for areas of the approximate same size (population, etc.)

Task 3: Review the demographics information of the local/regional area to the averages

Task 4:

Financial Resources: JCVB Budget
Human Resources: JCVB Executive Director and personnel
Technical Resources: Database software, Arkansas Parks & Tourism,

Performance Measures:
### Local/Regional Tourism

**Determine the regional market to be captured in terms of tourism promotion.**

**Lead Organization:** JCVB  
**Lead Contact:** Executive Director  
**Task 1:** Review the demographics information of the local/regional areas

**Task 2:** Identify the types of tourism that may be exploited in the region (e.g. archaeological, agritourism, culinary, festivals, conferences, concerts, sports, etc.)

**Task 3:**

**Task 4:**

**Financial Resources:** JCVB Budget  
**Human Resources:** Consultant, JCVB Executive Director and personnel  
**Technical Resources:** Software, Chamber, City of Jonesboro, Consultant, Arkansas Parks and Tourism  
**Performance Measures:**

---

### Develop a regional tourism marketing plan.

**Lead Organization:** JCVB  
**Lead Contact:** Executive Director  
**Task 1:** Determine who to market.

**Task 2:** Establish an event calendar.

**Task 3:** Determine how to use print, email, website, Twitter and Facebook effectively.

**Task 4:**

**Financial Resources:** JCVB Budget  
**Human Resources:** Consultant, JCVB Executive Director and personnel  
**Technical Resources:** Photoshop software, Chamber, City of Jonesboro, Consultant  
**Performance Measures:**
Local/Regional Tourism

Consider investments in tourism product development.

**Execution**

**Lead Organization:** JCVB  
**Lead Contact:** Executive Director

**Task 1:** Help organizations' efforts to create tourist attractions, festivals, events.

**Task 2:** Write grants to help fund the establishment of an attraction, festival, event.

**Task 3:** Establish what kind of attraction the local/region is missing; fund studies/focus groups.

**Task 4:**

**Financial Resources:** JCVB Budget  
**Human Resources:** Consultant, JCVB Executive Director and personnel  
**Technical Resources:** Photoshop software, Chamber, City of Jonesboro, Consultant, Ark. Parks & Tourism  
**Performance Measures:**

Establish, fund, and implement a tourism marketing/promotion plan.

**Execution**

**Lead Organization:** JCVB  
**Lead Contact:** Executive Director

**Task 1:** Develop, publish and distribute attraction brochures

**Task 2:** Create announcements, purchase ads in travel magazines or publications with travel information, purchase ads in publications that cater to a certain demographic that is a desirable tourist.

**Task 3:**

**Task 4:**

**Financial Resources:** JCVB Budget  
**Human Resources:** Consultant, JCVB Executive Director and personnel  
**Technical Resources:** Photoshop software, accounting software, Chamber, City of Jonesboro, Consultant, Craighead  
**Performance Measures:**
VALUE-ADDED AGRICULTURE

Score: 91  |  Rank: 5

Summary

Counties—and frequently clusters of counties—may produce an inordinate amount of one or more agricultural products based upon competitive advantages such as soil types, climate, and elevation.

If sufficient volumes of individual raw materials are produced, communities may have an opportunity to “add value” to the raw commodities through processing. Examples include producing french fries from potatoes, sugar from sugar beets/sugar cane, steaks from cattle, and wine from grapes.

Advantages from value-added agricultural business include retaining profits and job-creation opportunities locally, providing jobs consistent with skill levels of the local labor force, and reinforcing the culture and economy of local communities.

Drawbacks from a value-added agriculture strategy typically include a high demand on local utilities (typically water, sewer, and power), frequently below-to-average wage levels, and sometimes undesirable wastewater and air emissions.

Objectives of Strategy Implementation

Value-Added Agriculture is already a primary focus in the Jonesboro area. With the high level of agricultural commodities being produced in the region, Jonesboro is on the right track to expand this industry broadly. The area already boasts one of the largest rice mills in the world. The rich, fertile lands that surround the community provide a tremendous resource to create new jobs and industry.

Strategy Selector Findings

As one of the selected strategies, Value-Added Agriculture is something that has been a long-standing tradition in Jonesboro. One of the foundations of their economy is agriculture. The Arkansas Delta has unequaled conditions for growing commodity products. They have capitalized on those conditions, as well as their ability to access markets, to develop a strong base for agriculture. Jonesboro only needs to continue to use these assets to their advantage to expand an already thriving industry.

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTOR</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to large volumes of agricultural commodities</td>
<td>4</td>
</tr>
<tr>
<td>Access to large-scale capital</td>
<td>4</td>
</tr>
<tr>
<td>Ability to successfully market materials</td>
<td>4</td>
</tr>
<tr>
<td>Excess water and sewer infrastructure capacity</td>
<td>4</td>
</tr>
<tr>
<td>Proximity and access to markets</td>
<td>3</td>
</tr>
<tr>
<td>Ability to understand industry trends and opportunities</td>
<td>3</td>
</tr>
<tr>
<td>Availability of local land, buildings, and infrastructure</td>
<td>3</td>
</tr>
<tr>
<td>Available local labor force</td>
<td>3</td>
</tr>
</tbody>
</table>
Essential Action Steps – Overview

Essential Actions Steps:

1. Convene producers to determine existing and projected volumes of one or more commodities

Essential Action Steps – Detail on the following pages
## Value-added Agriculture

Convene producers to determine existing and projected volumes of one or more commodities.

<table>
<thead>
<tr>
<th>Lead Organization</th>
<th>Jonesboro Chamber</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact</td>
<td>Mark Young, President &amp; CEO</td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** This strategy is a priority for Jonesboro and has been included in the Business Recruitment, Retention and Expansion Essential Action Steps

**Task 2:**

**Task 3:**

**Task 4:**

Financial Resources:
Human Resources:
Technical Resources:
Performance Measures:
QUALITY-OF-LIFE INITIATIVES

Summary

Although Quality-of-life Initiatives are not regarded as Building Communities strategies in traditional economic development strategic planning, the broadening of objectives from “economic development” to “quality-of-life” brings a new set of considerations for communities.

Quality-of-life Initiatives have been added to the traditional Building Communities approach and include the additional Key Success Factors and Essential Action Steps that this broader approach requires.

These initiatives are included, in part, to surface considerations encompassed in the U.S. Department of Housing and Urban Development’s Livability Principles (see table above).

Quality-of-life Initiatives differ from the traditional twenty-five strategies in that they encompass a critical set of disciplines and values (housing, transportation, and environmental quality). Discussions related to Quality-of-life Initiatives will be widely divergent from one community to the next, based upon the specific interests and opportunities of the communities themselves.

These broader considerations will help each community identify issues, challenges, opportunities, and potential development projects that can be supported by programs aimed at improving quality of life, as well as those that promote community and economic development.

Example Projects and Initiatives

- New or expanded transit services connecting housing to jobs and services
- Affordable housing development strategically situated to minimize traditional transportation time and costs
- Mixed-use development projects combining housing, services, and work opportunities
- Proactive zoning to facilitate growth

<table>
<thead>
<tr>
<th>Housing and Urban Development’s Livability Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide more transportation choices</strong></td>
</tr>
<tr>
<td><strong>Promote equitable, affordable housing</strong></td>
</tr>
<tr>
<td><strong>Enhance economic competitiveness</strong></td>
</tr>
<tr>
<td><strong>Support existing communities</strong></td>
</tr>
<tr>
<td><strong>Coordinate and leverage federal policies and investment</strong></td>
</tr>
<tr>
<td><strong>Value communities and neighborhoods</strong></td>
</tr>
</tbody>
</table>
• Health and fitness walking path systems/promotional campaigns urging pedestrian and bicycle transportation activity
• Sustainable local foods initiatives Forest stewardship initiatives
• Energy conservation activities
• Establishment of arts and crafts coops
• Green jobs initiatives
• Strategic use of treated wastewater
• Development of Parks and Recreational Facilities

Potential Advantages to Implementing this Strategy

• Improve local quality of life
• Long-term perspective on infrastructure investments
• Reduction of traffic congestion
• Upgrading historically blighted areas
• Air quality improvement
• Short-term job creation from development projects
• Forest sustainability
• Support for local farmers and growers
• Engagement of cross-section of local population focused on sustainability
• Support for other strategies related to community livability

Potential Drawbacks to Implementing this Strategy

• Effort-to-visible-benefit ratio sometimes challenging
• Perception that local resources are being redirected to benign initiatives

Brief Overview of Selected Initiatives

The City of Jonesboro thoroughly evaluated the Quality-of-life Initiatives and found them to be in line with what we want for our community. Additionally, the community input received during the Voice of the Community session was substantially focused on these quality-of-life initiatives.

Both the Steering Committee and the community participants acknowledged that in order to achieve their vision for Jonesboro, the focus needs to be on more than just the economy. Affordable housing, a strong arts community, efficient use of energy, an urban forest initiative, the pursuit of green jobs, appropriate mixed-use development policies, multi-modal transportation choices, expanded parks and recreation opportunities and healthy local food options are issues that the citizens feel need to be pursued as part of the overall planning process. In fact, the participants felt like the accomplishment of these strategies is crucial to the continued success of Jonesboro on all fronts.

Key Considerations

With ever-increasing focus and attention being placed on livability and environmental issues, communities that proactively address quality-of-life projects are riding a popular wave. State and federal agencies, as well as foundations, are redirecting funding and technical resources toward these initiatives.
Quality-of-life initiatives may be viewed by traditional community and (especially) business development activists as peripheral to the essential development activity needed by the community. Alternatively, many communities advance these initiatives as a central cornerstone to their economic development program.

**Land Use Implications**

**Industrial** - With the exception of forest stewardship initiatives, this strategy has little consequence for industrial land.

**Commercial** - Under this strategy, some future commercial development may be redirected toward mixed-use developments.

**Residential** - Under this strategy, some of the future housing development would be redirected toward mixed-use developments. Certain residential neighborhoods would also benefit from new transit projects. Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly well positioned to benefit from this strategy.

**Essential Action Steps – Detail on the following pages**
Affordable Housing

Completion of a current housing assessment determining supply and demand of affordable housing.

Lead Organization: City of Jonesboro -- Grants
Lead Contact: Heather Clements

Task 1: J-Quad Planning has conducted such a study. Preliminary results are ready for review with Mayor James Gilleylen, Heather Clements, Otis Spriggs will meet with Mayor on March 13th to discuss results and future moves.

Task 2: 3/13/2012

Task 3: City Council will review results at Council on March 20th

Task 4: Task Force should be established to implement appropriate changes in policy to accommodate such results.

Financial Resources: $80,000 was the cost of said study, funded by the Residential Housing and Health Facilities
Human Resources: Grants Administrator, Director of Planning, Consultant, Vision 2030 Committee Members
Technical Resources: N/A
Performance Measures: # of policy changes as a result of study

Development of new affordable housing stock, as appropriate.

Lead Organization: City of Jonesboro -- Grants
Lead Contact: Heather Clements

Task 1: Task Force will identify stakeholders, developers, architects, and funding resources.

Task 2: Coordinate with stakeholders and policy makers in the community to develop new affordable housing stock.

Task 3: 3/20/2012

Task 4: None

Financial Resources: None
Human Resources: Grants Administrator, Director of Planning, Task Force Members, Mayor, CFO, Habitat CEO,
Technical Resources: N/A
Performance Measures: # of affordable houses developed as a result of task force


## Arts and Crafts

### Establishment/expansion of local arts and crafts advocacy organization.

**Lead Organization:** Foundation of the Arts  
**Lead Contact:** New Executive Director  
**Organization**

**Task 1:** Recommit to the vision of the FOA as more than a provider of programming and education.  
**Date:** 6/30/2012

**Task 2:** Engage FOA in discussion of path forward to achieve this goal.

**Task 3:** Set a budget to support the goal.

**Task 4:** Fund the budget.

**Financial Resources:** Chamber, City, Advertising and Promotion Commission, County, grant funding, local support,  
**Human Resources:** FOA, ASU, local arts community  
**Technical Resources:** Delta Made, ASU, City of Jonesboro  
**Performance Measures:** Plan for funding this goal.

---

### Development of a community-wide marketing plan for the promotion of local arts and crafts.

**Lead Organization:** FQA  
**Lead Contact:** Executive Director  
**Planning**

**Task 1:** Create a list of local arts and crafts providers  
**Date:** 9/30/2012

**Task 2:** Invite all providers to participate in designing a promotional campaign

**Task 3:** Fund the marketing plan

**Task 4:** Hire a local advertising and marketing firm.

**Financial Resources:** Chamber, City, Advertising and Promotion Commission, County, grant funding, local support,  
**Human Resources:** FOA, ASU, local arts community  
**Technical Resources:** Delta Made, ASU, City of Jonesboro  
**Performance Measures:** Involvement of multiple providers, advertisement campaign
Arts and Crafts

Marketing of aggregated arts-and-crafts products.

Lead Organization: FOA
Lead Contact: Executive Director
Phone: Email:

Task 1: Assess existing marketing efforts at FOA and elsewhere in the community.

Task 2: Develop a unified approach over multiple media.

Task 3: Target many markets.

Task 4: Fund the effort.

Financial Resources: Chamber, City, Advertising and Promotion Commission, County, grant funding, local support,
Human Resources: FOA, ASU, local arts community
Technical Resources: Delta Made, ASU, City of Jonesboro
Performance Measures: Involvement of multiple providers, advertisement campaign

Establishment and marketing of local/regional events promoting area artisans.

Lead Organization: FOA
Lead Contact: Executive Director
Phone: Email:

Task 1: See Task 3

Task 2:

Task 3:

Task 4:

Financial Resources:
Human Resources:
Technical Resources:
Performance Measures:
Energy Conservation

**Establishment/operations of local government agency or nonprofit advocating energy efficiency initiatives.**

**Organization**

Lead Organization: City Water & Light (CWL)  
Lead Contact: Kevan Inboden  
Phone:  
Email:  
Date:  

**Task 1:** CWL, as a municipal utility improvement district, continue to work closely with the City of Jonesboro to provide water, wastewater and electricity service to community.

**Task 2:** Evaluate and advocate for energy efficiency measures, keeping the consumers’ best interests at heart.

**Task 3:** Determine energy efficiency measures that are both good for the environment and economically sound.

**Task 4:** Continually evaluate additional conservation measures.

**Financial Resources:** CWL  
**Human Resources:** CWL  
**Technical Resources:** CWL  
**Performance Measures:** Continuous implementation of CWL energy efficiency program

---

Inclusion of energy efficiency initiatives in local/regional electric utility planning.

**Planning**

Lead Organization: CWL  
Lead Contact: Kevan Inboden  
Phone:  
Email:  
Date:  

**Task 1:** Continue offering programs to customers, such as installation of high efficiency HVAC equipment, that would encourage consumers to reduce their load.

**Task 2:** Continue to evaluate energy efficiency initiatives, ensuring a return on investment for ratepayers.

**Task 3:**

**Task 4:**

**Financial Resources:** CWL  
**Human Resources:** CWL  
**Technical Resources:** CWL  
**Performance Measures:** CWL through monitoring overall system load growth.
Energy Conservation

Implementation of energy efficiency investments.

Lead Organization: CWL
Lead Contact: Kevan Inboden

Task 1: Continue to evaluate energy efficiency programs for Jonesboro.

Task 2: Offer educational programs in schools, such as the Living Wise Program and kits to children that are fun and informative.

Task 3: Continue energy audits of industrial customers and city-owned facilities.

Task 4: Offer energy efficiency education for utility customers through state-assisted programs, public service announcements, printed information, notes on customer bills, presentations to civic groups, etc.

Financial Resources: CWL
Human Resources: CWL
Technical Resources: CWL
Performance Measures: CWL through monitoring customer energy usage growth patterns.
**Forest Stewardship**

**Compile advocacy organization contacts and historical information concerning natural resource environmental advocacy**

**Lead Organization**: Natural Resource Conservation Service

**Lead Contact**: Nelson Childers, Bob Young

**Task 1**: Compile regional stewardship advocacy directory for public access and information

**Task 2**: Assess ongoing or collaborative opportunities between various existing advocacy groups

**Task 3**: Search grant opportunities and organization contacts that can serve as lead on those grants or programs requiring regional collaboration

**Task 4**: Establish strategic planning for areas where urban development and rural conservation and development have commonality to meet economic challenges

**Financial Resources**: Tax and conservation credits, cost and multiple use sharing, habitat restoration and incentives, Net present value vs. Cost-effectiveness ($/tCO2e).  Reduction of fire risk; expanded sustainable biomass fuel production; expanded production of purpose-grown

---

**Expand use of biomass energy from residue removed from forested areas during treatments to reduce fire risk and crop residues**

**Lead Organization**: Arkansas Forestry Commission

**Lead Contact**: John Shannon

**Task 1**: Assess area economic forecast for forest biomass contribution to regional, statewide and national energy sector strategies involving biomass fuel production and carbon storage

**Task 2**: Assess and report possible opportunities for land use and incentives program planning with urban planning included with riparian design

**Task 3**: Assess grant and incentive opportunities for forest management related to the Mississippi River Basin Healthy Watersheds Initiative for L'Anguille, Cache and Lower St. Francis Rivers

**Task 4**: Wetland and Riparian Zones Tax Credit Programs, Farm Bill

**Performance Measures**: MMtCO2e = million metric tons of carbon dioxide equivalent; $/tCO2e = dollars per metric ton of carbon dioxide equivalent.  Reduction of fire risk; expanded sustainable biomass fuel production; expanded production of purpose-grown
Forest Stewardship

Successful execution of forest stewardship contracts.

Task 1: Compile directory and resources for contract execution and planning

Task 2: Establish component in existing regional business and conservation conferencing to feature stewardship contract planning and improvements from this region

Task 3: Include area inventory among agency planning and land owner management and planning

Task 4: Provide workshops for regional forest planning that includes land owners, bankers, conservation personnel, land managers and investment managers as "customers" for those plans.

Financial Resources: TBD
Human Resources: AR For., AR G&F, Ducks Unltd, Farm Service, NRCS, Non-ind. Private Landowners, Partners for CRP, EQIP, WRP, WHIP
Technical Resources: CRP, EQIP, WRP, WHIP
Performance Measures:

Execution

Date: 4/30/2014
Green Jobs

Establishing/supporting a new or existing organization focused on advocating for green jobs.

Lead Organization: JEDC, JU, Jonesboro Regional Chamber
Lead Contact: Mark Young, President & CEO, Chamber

Task 1: Develop supply chain for wind industry.

Task 2: Work with wind energy companies to determine key suppliers needed in Arkansas that could locate in Jonesboro.

Task 3: Educate the public regarding value of green jobs.

Task 4: Support appropriate legislation regarding green jobs.

Financial Resources: TBD
Human Resources: Economic Development staff of Jonesboro Regional Chamber.
Technical Resources: Performance Measures: Completion of above-stated tasks

Defining the specific nature and outcomes of green job creation in the community/region.

Lead Organization: JEDC, JU, Jonesboro Regional Chamber
Lead Contact: Mark Young, President & CEO, Chamber

Task 1: Work with companies to increase the employment and investment by companies in these industry sectors.

Task 2:

Task 3:

Task 4:

Financial Resources: TBD
Human Resources: Staff of Jonesboro Regional Chamber
Technical Resources: Performance Measures: Completion of above-stated tasks
Green Jobs

Research and promotion of incentives and resources for green job development.

Lead Organization: JEDC, JU, Jonesboro Regional Chamber  
Lead Contact: Mark Young, President & CEO, Chamber

Task 1: Utilize existing incentives at state level to market to green companies.

Task 2: Work with Arkansas Economic Developers to develop and implement appropriate incentives.

Task 3: Encourage further research and program development of the Arkansas State University Environmental Sustainability Program.

Task 4:

Financial Resources: TBD  
Human Resources: Staff of Jonesboro Regional Chamber, Faculty and staff at Arkansas State University  
Technical Resources:  
Performance Measures: Completion of above-stated tasks

Delivery of education forums and events advocating green job creation.

Lead Organization: Jonesboro Regional Chamber  
Lead Contact: Cari White, COO

Task 1: Conduct and support Paint the Town Green Week, a designed program to educate on green initiatives.

Task 2: Attend appropriate American Wind Energy Association forums and conferences.

Task 3:

Task 4:

Financial Resources: TBD  
Human Resources: Staff of the Jonesboro Regional Chamber and the Environment Committee  
Technical Resources:  
Performance Measures: Completion of above-stated tasks
## Green Jobs

**Consideration of facility development (incubator) for green job start-ups and expansions.**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Arkansas Biosciences Institute (ABI)</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Alan McVey, Brian Rogers</td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** Provide assistance to ABI as companies mature.

**Task 2:** Consider formation of an angel network mentioned in leading development section.

**Task 3:**

**Task 4:**

**Financial Resources:** TBD

**Human Resources:** Directors of the Incubator (Brian Rogers) and Delta Center for Economic Development at ASU

**Technical Resources:**

**Performance Measures:** Number of companies "graduating" from the incubator
Local Foods

Revise City ordinances to promote opportunities for physical activity and better access to healthy foods.

Lead Organization: City of Jonesboro Planning/Zoning  
Lead Contact: Planning Director  
Task 1: Provide means for new neighborhood developments to consider healthy living.

Task 2: Revise Comprehensive Plan and zoning ordinances to increase opportunities for physical activity and access to healthy foods wherever possible, including compact, mixed-use and transit-oriented development.

Task 3: Create policies and incentives for development project proposals to demonstrate favorable impact on resident and employee activity and access to healthy foods.

Task 4:

Financial Resources: City budget, Grant opportunities  
Human Resources: City staff, volunteers  
Technical Resources: Research, professions in medicine/agriculture  
Performance Measures: Yearly reporting, accountability

Develop local coalitions to address food security issues, assuring that people have sufficient healthy food to eat, gathering and evaluating data on the causes of hunger, and advocating for the elimination of hunger in the community.

Lead Organization: Community Services Center, Inc.  
Lead Contact: Donn Mixon, Chair  
Task 1: Identify appropriate partners and convene a citywide meeting about food security and advocacy training.

Task 2: Operate food pantry and gather data from persons facing food security crises.

Task 3: Conduct inventory of all current groups, their activities and resources (food pantry, school backpack program, farmers’ market, community garden, available land). Keep inventory current.

Task 4: Compile results into database. Conduct gap analysis of findings through small groups of people committed to specific aspects of food security and healthy foods.

Financial Resources:  
Human Resources:  
Technical Resources:  
Performance Measures:
Local Foods

Local Foods cont.

Lead Organization: Community Services Center, Inc.
Lead Contact: Donn Mixon, Chair

Task 1: Reconvene all necessary and interested parties to discuss findings and establish goals.

Task 2: Determine next steps based on findings; begin work in specific areas with small groups. Reconvene larger coalition at regular intervals discuss goals and data and to permit interaction of the small groups.

Task 3: Monitor and evaluate progress using established data to ensure that goals are being met.

Task 4: Develop and implement advocacy plans to systematize successful strategies for the elimination of hunger in Jonesboro.

Financial Resources: Administrative facility, existing and donated funds, grants and alliances with public funding
Human Resources: Established volunteer board, paid administrative director, organizational volunteers and intern
Technical Resources: Expertise of existing and recruited individuals in area of food security and people support and
Performance Measures: Data and experience driven, reviewed quarterly.
### Mixed-use Development

Evaluate innovative zoning techniques such as Form-Based Codes or Smart Codes for a complete rewrite of Jonesboro Zoning Code to allow for a mix of housing types and quality mixed-use neighborhoods with quality service-oriented commercial planning.

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Jonesboro Planning</th>
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</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Otis Spriggs</td>
</tr>
<tr>
<td>Task 1:</td>
<td>Develop a process for Incentivized Zoning to promote the rebuilding of older declining neighborhoods. Includes the overhaul of Zoning Code w/landscaping, signage, parking, lighting, density, etc.</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Establish a Growth Management Plan that addresses future annexation processes and the effective and efficient development of land around the City limits.</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Establish a Historic/Conservation Overlay District Process to preserve distinct character areas designated in certain Jonesboro neighborhoods to preserve our rich heritage of quality neighborhoods.</td>
</tr>
</tbody>
</table>

**Financial Resources:** public/private funds; government grant opportunities  
**Human Resources:** Planning Department  
**Technical Resources:** Consultants, research, city codes  
**Performance Measures:** Yearly accountability assessments; Reports to the Steering Committee
### Formation of New Multimodal Transportation Planning

**Establish Jonesboro Metropolitan Transportation Planning Commission (MTPC) for the purpose of defining the authority for multi-modal transportation planning within the City of Jonesboro**

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Jonesboro MPO</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Amin Ulkarim</td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** Create the Jonesboro MTPC by the City of Jonesboro City Council  
**Date:** 12/31/2013

**Task 2:** Appoint: MPO Dir, CoC Trans Chair, Ch. Engineer, Planning Dir, JETS Chair, CDBG Coord, JETS Dir, NEABC Chair, Senior Adv, Disabilities Adv, JTRIP Rep, NJ Coal, CoC Chair, ASU Parking Serv Dir, ASU SGA Pres.

**Task 3:** Develop comprehensive strategic plan for multi-modal transportation using resources provided by transportation grant funds

**Task 4:** Use Strategic Plan to develop appropriate ordinances to empower MTPC to produce a Master Multi-modal Transportation Plan for City of Jonesboro (transit, bike/ped and other)

**Financial Resources:** TBD  
**Human Resources:** MTPC  
**Technical Resources:** MPO/JETS/COJ/Planning Department  
**Performance Measures:** Development of strategic plan and master plan

### Develop comprehensive pedestrian mobility plan that incorporates multi-modal transportation needs and opportunities into its framework

**Lead Organization:** MTPC  
**Lead Contact:** Chair of MTPC  

**Task 1:** Identify pedestrian advocates to serve on MTPC; Educate MTPC and public regarding pedestrian connectivity and safety concerns that impact planning, design, funding, economic development and place-making  
**Date:** 4/30/2013

**Task 2:** Identify a methodology for prioritizing projects that are identified

**Task 3:** Adopt a pedestrian facility design guide that is ADA compliant and includes standards for sidewalks, greenways and other facilities used by pedestrians

**Task 4:** Renew and update City's sidewalk inventory

**Financial Resources:** Continued on following Essential Action Step...
Formation of New Multimodal Transportation Planning

Develop comprehensive pedestrian mobility plan that incorporates multi-modal transportation needs and opportunities into its framework (continued)

Lead Organization: MTPC
Lead Contact: MTPC Chair

Task 1: Assist with the creation of a right-of-way map for pedestrian and other modality projects

Task 2: Adopt a pre-construction design audit for sidewalks and greenways

Task 3: Ensure pedestrian mobility strategic plan outcomes include pedestrian connectivity to a variety of destinations, including jobs, education, medical, services, retail and residential areas

Task 4: Ensure pedestrian mobility outcomes are consistent with plans for transit and bicycling for a comprehensive mobility plan

Financial Resources: Grants, City budget
Human Resources: MPO/JETS/NEA Bicycle Coalition/MTPC/COJ/others to be identified
Technical Resources: MPO/JETS/NEA Bicycle Coalition/MTPC/COJ/others to be identified/GIS and design resources
Performance Measures: Deliverables will be the completion of each task. Performance measures should be assigned to each prior to implementation

Completion of Updated Public Transit Development Plan

Lead Organization: JETS Community Advisory Board (CAB)
Lead Contact: Steve Ewart, JETS Transit Director

Task 1: Lead a study designed to produce a JETS Transit Development Plan (TDP) that will be created by 9/12 by a committee of Jonesboro citizens who have an interest in improving the city’s public transit system.

Task 2: Present a completed TDP by late September 2012 so as to help inform the 2013 COJ planning and budgeting process.

Task 3: Assess existing service using a detailed analysis of trip-level and stop level ridership data; identify unmet service opportunities and facility/staffing needs; discover efficiencies in existing services

Task 4: Define cost-feasible transit expansion opportunities; develop a schedule for providing sustainable funding to implement service improvements and facility/staffing needs identified within this plan

Financial Resources: MPO/JETS
Human Resources: JETS CAB and CAB TDP Committee
Technical Resources: MPO/JETS/COJ Planning Department
Performance Measures: The TDP will be completed by late September 2012 and will contain the deliverables identified in Task 3 and 4
## Formation of New Multimodal Transportation Planning

### Form Advocacy Organization for bicycle projects

**Lead Organization:** NE Arkansas Bicycle Coalition  
**Lead Contact:** Sally Broadaway

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1:</td>
<td>Complete</td>
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<tr>
<td>Task 2:</td>
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<td>Task 3:</td>
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<td>Task 4:</td>
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</table>

**Organization**

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<th>Organization</th>
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<tbody>
<tr>
<td>Phone:</td>
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<td>Email:</td>
<td></td>
</tr>
</tbody>
</table>

**Financial Resources:**  
**Human Resources:**  
**Technical Resources:**  
**Performance Measures:**

## Revise Greenway/Multi-use Trail Project

**Lead Organization:** MTPC  
**Lead Contact:** MTPC Chair

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1:</td>
<td>Identify potential connectors between facilities</td>
</tr>
<tr>
<td>Task 2:</td>
<td>Identify potential private partnerships for future development</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Revise Greenway map</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Prioritize phases of development</td>
</tr>
</tbody>
</table>

**Planning**

<table>
<thead>
<tr>
<th>Planning</th>
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<tbody>
<tr>
<td>Phone:</td>
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<td>Email:</td>
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</tbody>
</table>

**Date:** 11/30/2013

**Financial Resources:** TBD  
**Human Resources:** MTPC  
**Technical Resources:** GIS  
**Performance Measures:** Completion of phased Greenway plan
Formation of New Multimodal Transportation Planning

**Determine existing and potential funding sources for development and maintenance of Greenway and bicycle infrastructure**

**Execution**

Lead Organization: MTPC  Phone:  
Lead Contact: MTPC Chair  Email:  

Task 1: Hold stakeholder meeting to coordinate and clarify current efforts and future opportunities  
Date: 4/30/2013  

Task 2: Seek potential private partnerships for future funding opportunities  

Task 3: Secure non-motorized easements or land dedications through the development review process, donation, tax-deduction or exemption programs  

Task 4:  

Financial Resources: TBD  
Human Resources: MTPC  
Technical Resources: land acquisition resources and assistance  
Performance Measures: Database of funding sources, % budget allocated to bikeways/Greenway

Creation of Bicycle Transportation Plan

**Planning**

Lead Organization: MTPC  Phone:  
Lead Contact: MTPC Chair  Email:  

Task 1: Educate the MTPC and public regarding the need for bicycle connectivity and safety concerns that impact planning, funding, design, construction and intersection with other transportation modes  
Date: 10/31/2014  

Task 2: Conduct bikeability survey  

Task 3: Ensure that bicycle master plan outcomes are consistent with plans for pedestrian mobility and transit for a comprehensive mobility plan  

Task 4: Ensure that bicycle master plan outcomes include connectivity to jobs, education, medical, services, retail and residential areas  

Financial Resources: Continued in following EAS...  
Human Resources:  
Technical Resources:  
Performance Measures:
### Formation of New Multimodal Transportation Planning

#### Creation of Bicycle Transportation Plan (continued)

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>MTPC</th>
<th>Phone:</th>
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<tbody>
<tr>
<td>Lead Contact:</td>
<td>MTPC Chair</td>
<td>Email:</td>
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</table>

**Task 1:** Identify methodology for prioritizing projects that are proposed  
**Task 2:** Adopt bicycle facility design guide  
**Task 3:** Refine Greenway map; assist in creation of a right-of-way map  
**Task 4:** Adopt pre-project design audit for bicycle facilities and adopt bicycle parking standards

**Financial Resources:** TBD  
**Human Resources:** MTPC/COJ Planning Department  
**Technical Resources:** GIS  
**Performance Measures:** Bikeability score, tangible framework for choosing and planning projects  
**Date:** 10/31/2014

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### Construct and maintain Greenway and bicycle infrastructure

<table>
<thead>
<tr>
<th>Lead Organization:</th>
<th>Engineering Dept. &amp; Street Dept.</th>
<th>Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Contact:</td>
<td>Craig Light</td>
<td>Email:</td>
</tr>
</tbody>
</table>

**Task 1:** Develop inventory of facility conditions and impediments  
**Task 2:** Develop system for reporting conditions by users  
**Task 3:** Establish debris removal program  
**Task 4:**

**Financial Resources:** TBD  
**Human Resources:** Engineering staff, MTPC  
**Technical Resources:** COJ  
**Performance Measures:** $ bikeways in good repair/condition  
**Date:** 4/1/2013
Formation of New Multimodal Transportation Planning

Promote the use of bicycles as transportation by increasing and enhancing safety of bicycles, pedestrians, automobile drivers and all other modes with enforcement that emphasizes education and compliance

| Lead Organization: | Jonesboro Police Department | Phone: |
| Lead Contact: | Chief of Police | Email: |

**Task 1:** Identify training opportunities for JPD related to laws and safety issues pertaining to bicycles and pedestrians

**Task 2:** Develop/publish educational materials for distribution to the public

**Task 3:** Develop policies that encourage education over punishment

**Task 4:** Coordinate efforts with driver's education facilities and schools (all levels)

| Financial Resources: | TBD |
| Human Resources: | JPD, NEABC, MTPC, area school administration (all levels) |
| Technical Resources: | Expertise of individuals and organizations in area of bicycle and traffic safety |
| Performance Measures: | Creation of multi-media educational materials; % educational materials distributed by JPD; % drivers receiving bicycle/pedestrian educational materials |

**Develop interactive website for multi-modal transportation**

**Execution**

| Lead Organization: | MTPC |
| Lead Contact: | MTPC Chair |

**Task 1:** Create promotion/marketing committee of MTPC

**Task 2:** Identify elements to be included in website that aid in the promotion and use of multi-modal transportation for residents and visitors of Jonesboro

**Task 3:** Discover funding for the design, creation and maintenance of website

**Task 4:** Contract design, creation and maintenance of website

| Financial Resources: | TBD |
| Human Resources: | MTPC promotion/marketing committee |
| Technical Resources: | COJ, IT expertise |
| Performance Measures: | Creation and maintenance of website |
### Parks & Recreation

**Update the long-term master plan for parks and recreation**

#### Planning

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1:</td>
<td>Update master plan in next two years</td>
</tr>
<tr>
<td>Task 2:</td>
<td>Develop private/public participation in creating parks and recreational facilities</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Seek funding mechanisms for future park/recreation demand in under-served areas</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Enhance citywide planning for parks, recreation and open space</td>
</tr>
</tbody>
</table>

**Financial Resources:** Budget, donations, grants

**Human Resources:** Parks Advisory Committee, contract labor, city staff, Jonesboro Baseball Boosters, Volunteers

**Technical Resources:** Instructors, City staff

**Performance Measures:** Yearly reporting/accountability

**Lead Organization:** Parks & Recreation

**Lead Contact:** Wixson Huffstetler

**Date:** 4/30/2014

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### Assess current and future recreation programming that will promote healthy living

#### Planning

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1:</td>
<td>Conduct a feasibility study to evaluate water, sport and national competition sport activities and opportunities. Seek funding mechanisms for future parks/recreation demand in under-served areas.</td>
</tr>
<tr>
<td>Task 2:</td>
<td>Develop private/public participation in creating parks and recreation facilities and enhance citywide planning for parks, recreation and open space.</td>
</tr>
<tr>
<td>Task 3:</td>
<td>Enhance programs/facilities for all ages. Dog Park facilities should be considered.</td>
</tr>
<tr>
<td>Task 4:</td>
<td>Promote recreation to boost economic development activity and tourism; perform feasibility studies for state-of-the-art water park, banquet rooms, racquet ball courts, basketball courts to host events, etc.</td>
</tr>
</tbody>
</table>

**Financial Resources:** Budget, donations, grants

**Human Resources:** Parks Advisory Committee, contract labor, city employees, Jonesboro Baseball Boosters,

**Technical Resources:** instructors, City staff, Research

**Performance Measures:** Yearly Reporting/Accountability

**Lead Organization:** Parks & Recreation

**Lead Contact:** Wixson Huffstetler

**Date:** 4/30/2013
### Public Health and Wellness

City and community leaders will incorporate social determinants of health into short and long range plans to promote "Healthy People in a Healthy Community"

**Lead Organization:** City and various partners  
**Lead Contact:** B. Parker, Dr. Hanrahan, Dr. Sanders  
**Phone:**  
**Email:**

| Task 1: | Monitor local health indicators and formulate overall plan to improve general health of the community | Date: 12/31/2013 |
| Task 2: | Work in coordination with schools, neighborhood associations, UA Extension Service, churches, health care leaders, ASU, civic leaders and groups |
| Task 3: | | |
| Task 4: | | |

**Financial Resources:** Staff and volunteer time  
**Human Resources:** Staff and volunteers from above groups  
**Technical Resources:** TBD  
**Performance Measures:** Overall plan developed to determine public health and wellness initiative

### Develop land use policies and local regulations to promote and support active/healthy lifestyles

**Lead Organization:** City and various partners  
**Lead Contact:** B. Parker, Dr. Hanrahan, Dr. Sanders  
**Phone:**  
**Email:**

| Task 1: | Develop pedestrian and bike routes for neighborhood access to trails, walking paths, school tracks (see Multi-Modal Transportation Initiative) | Date: 12/31/2014 |
| Task 2: | Maximize opportunities for leisure and health -- access to school gyms, lighting for parks |
| Task 3: | Conduct aggressive clean up of neighborhoods that present hazards, waste, trash and graffiti |
| Task 4: | | |

**Financial Resources:** TBD  
**Human Resources:** Staff and volunteer time from above organizations  
**Technical Resources:** TBD  
**Performance Measures:** Citizens will use parks, bike lanes and other amenities to maintain and improve fitness levels; Overall obesity rates of area children will stabilize or decrease; Neighborhood pride associations launched
Public Health and Wellness

Make healthy foods available and reduce food insecurity through public policy

Lead Organization: City and various organizations
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Create zoning to limit number of fast food restaurants in overburdened locations such as schools
Task 2: Provide incentives for smaller scale markets to locate in underserved areas
Task 3: Advocate for community gardens through use of abandoned lots and adoption by church groups
Task 4: Increase fruits and vegetable choices in schools and provide healthy vending machine options

Financial Resources: TBD
Human Resources: Staff and volunteer time
Technical Resources: TBD
Performance Measures: Farmers market concept expanded to downtown/north Jonesboro location; minimum of two community gardens added to downtown/N. Jonesboro; schools providing salad bars and more fruits and vegetable choices daily

Partner with various health care providers/public health officials to develop and implement strategies for accessible and wide ranging preventive/early intervention health services for all ages

Lead Organization: City and various partners
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Work with healthcare partners and physician groups to increase number of people in county who indicate choice of a primary care provider
Task 2: Encourage access to preventive services by promoting & publicizing access to and means of care for the underinsured and uninsured

Task 4:

Financial Resources: TBD
Human Resources: Staff and volunteer time
Technical Resources: TBD
Performance Measures: Decrease in unnecessary ER visits; decreased infant mortality; decreased teen pregnancy; lower death rate from top 4 killers; lower incidence of chronic illness
Public Health and Wellness

Acknowledge known public health problems and accelerate efforts to control and eliminate these problems

Execution

Lead Organization: City and various partners
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Engage public health officers, schools, churches to decrease infant mortality and teen pregnancy
Date: 12/31/2014

Task 2:

Task 3:

Task 4:

Financial Resources: TBD
Human Resources: Staff and volunteer time
Technical Resources: TBD
Performance Measures: Teen pregnancy reduced; Decrease in infant mortality thorough improved access to prenatal care

Initiate city/state interagency collaboration to address high risk behaviors among youth regarding substance abuse, gang activity, teen sexual activity and truancy

Execution

Lead Organization: City and various partners
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Engage local police/school resource officers as advocates
Date: 5/30/2015

Task 2: Support local efforts through sports and extracurricular activities as avenue for positive influences on children and teens

Task 3: Support efforts of City Youth, church supported youth programs, school sponsored mentoring opportunities

Task 4:

Financial Resources: TBD
Human Resources: Staff and volunteer time
Technical Resources: TBD
Performance Measures: High risk behaviors minimized/decreased; Increased high school graduation rate
Public Health and Wellness

Support and encourage healthy habits of exercise, healthy diet, decrease tobacco use, decreased drug and alcohol use

Lead Organization: City and various partners
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Increase sidewalks/walking trails/bike areas & other outdoor recreation for low income children

Task 2: Incorporate into school curriculum information on negative effects of tobacco, drugs (illicit and prescription), and alcohol

Task 3: Support activities of community groups and health facilities that offer assistance with drug, awareness, treatment and rehab (Out of the Dark, John 3:16)

Task 4:

Financial Resources: TBD
Human Resources: Staff and volunteer time
Technical Resources: TBD
Performance Measures: Number of children who indicate tobacco use, and use of alcohol and drugs by x grade will decrease.

Reduce obesity rate

Lead Organization: City and various partners
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Launch community campaign and interagency outreach to teach long term effects of obesity on overall health

Task 2: Offer counseling for children/families of those with BMI over XXX (TBD)

Task 3:

Task 4:

Financial Resources: TBD
Human Resources: Staff and volunteers
Technical Resources: TBD
Performance Measures: Reduction in overall obesity rate
### Public Health and Wellness

**Improve overall public health by establishing campaign for “Healthy People in a Healthy Community” to stress public health and safety as well as injury prevention education and intervention with targeted populations**

#### Execution

| Task 1: | Increasing homes/ apts. with smoke alarms through code enforcement |
| Task 2: | Hold car seat clinics to teach parents to properly install |
| Task 3: | Enforce seat belt laws and no smoking in cars with children; increase usage of bike helmets; instruct teens on safe driving habits |
| Task 4: | Raise community awareness concerning signs of possible teen suicide through schools and mental health professionals |

**Financial Resources:** TBD

**Human Resources:** Staff and volunteers

**Technical Resources:** TBD

**Performance Measures:** Improved overall health

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### Prevent/reduce child neglect and maltreatment

**Lead Organization:** City and various partners

**Lead Contact:** B. Parker, Dr. Hanrahan, Dr. Sanders

**Task 1:** Support services that assist families with major family stressors or crises (substance abuse, domestic violence, financial distress, unemployment, adequate housing)

**Execution**

| Task 2: |
| Task 3: |
| Task 4: |

**Financial Resources:** TBD

**Human Resources:** Staff and volunteers

**Technical Resources:** TBD

**Performance Measures:** Reduce need for foster care

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**Date:** 4/30/2013

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**Date:** 12/31/2012
Public Health and Wellness

Establish and activate plan to prepare for, respond to and recover from natural or man-made disaster in collaboration with other county, city, state, and national response partners.

Lead Organization: City and various partners
Lead Contact: B. Parker, Dr. Hanrahan, Dr. Sanders

Task 1: Hold meeting with all partners responsible for emergency management

Task 2: Develop plan to respond to and prevent disasters

Task 3: Promote awareness of plan to ensure community knowledge of what to do when disaster strikes

Task 4:

Financial Resources: TBD
Human Resources: Staff and volunteers
Technical Resources: TBD
Performance Measures:
   a. Age appropriate preparedness education
   b. Professional preparedness for earthquake, chemical contamination, mass flooding, etc conducted.

Date: 12/31/2012
Overview

Recognizing that the successful implementation of an economic development strategic plan takes more than simply selecting the right strategies, Building Communities presents the Community Organizer tool. This tool helps Steering Committee members to ask and answer the right questions with respect to the identification of the current and desired levels of capacity to implement business and community development strategies. The Jonesboro Steering Committee met to consider both the business development and community development approaches to the Community Organizer tool.

The tool is organized by presenting a series of scenarios that describe alternate levels of capacity with respect to seven elements relevant to business development and community development. The Steering Committee was asked to consider each scenario, and then to come to a consensus as to which scenario best describes the current capacity of their community. Each of the members were also then asked to identify their desired level of capacity. The tables below present the results of the Community Organizer tool for Business and Community Development Capacities, respectively.

### Business Development Capacity Report

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>SCENARIO SCORES</th>
<th>ASSESSED Capacity</th>
<th>PRESCRIBED Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Development Strategy</td>
<td>A 7 B 10 C 7 D 7 E 7 F 7 G 7 H 7 I 7 J 7</td>
<td>31 / 37</td>
<td>37 / 37</td>
</tr>
<tr>
<td>Local Staff and Team Development</td>
<td>A 10 B 2 C 7 D 10 E 5 F 5 G 5 H 5 I 5 J 5</td>
<td>34 / 37</td>
<td>37 / 37</td>
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<tr>
<td>Industrial Land and Infrastructure</td>
<td>A 5 B 3 C 10 D 7 E 2 F 8 G 10 H 8 I 2 J 4</td>
<td>59 / 68</td>
<td>68 / 68</td>
</tr>
<tr>
<td>Targeted Industries</td>
<td>A 5 B 4 C 8 D 4 E 4 F 4 G 4 H 4 I 4 J 4</td>
<td>17 / 19</td>
<td>19 / 19</td>
</tr>
<tr>
<td>Marketing</td>
<td>A 4 B 3 C 3 D 4 E 4 F 4 G 4 H 4 I 4 J 4</td>
<td>21 / 33</td>
<td>33 / 33</td>
</tr>
<tr>
<td>Prospect and Lead Management</td>
<td>A 12 B 10 C 5 D 5 E 5 F 5 G 5 H 5 I 5 J 5</td>
<td>27 / 27</td>
<td>27 / 27</td>
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<tr>
<td>Closing the Deal</td>
<td>A 5 B 6 C 6 D 3 E 3 F 5 G 5 H 5 I 5 J 5</td>
<td>25 / 26</td>
<td>26 / 26</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
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<td>214 / 247</td>
<td>247 / 247</td>
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</table>

### Community Development Capacity Report

<table>
<thead>
<tr>
<th>ELEMENT</th>
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<th>ASSESSED Capacity</th>
<th>PRESCRIBED Capacity</th>
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</thead>
<tbody>
<tr>
<td>Strategic Plan/Vision</td>
<td>A 10 B 3 C 3 D 7 E 2</td>
<td>25 / 32</td>
<td>32 / 32</td>
</tr>
<tr>
<td>Project and Issue Development</td>
<td>A 2 B 2 C 4 D 3 E 2</td>
<td>13 / 16</td>
<td>16 / 16</td>
</tr>
<tr>
<td>Organizational Capacity</td>
<td>A 10 B 5 C 2 D 7 E 3</td>
<td>27 / 38</td>
<td>38 / 38</td>
</tr>
<tr>
<td>Staffing</td>
<td>A 8 B 1 C 2 D 3 E</td>
<td>14 / 23</td>
<td>23 / 23</td>
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<tr>
<td>Civic Volunterism</td>
<td>A 5 B 3 C 3 D 3 E</td>
<td>8 / 8</td>
<td>8 / 8</td>
</tr>
<tr>
<td>Community Attitude</td>
<td>A 5 B 3 C 3 D 3 E</td>
<td>8 / 13</td>
<td>13 / 13</td>
</tr>
<tr>
<td>Maintaining Community as the Goal</td>
<td>A 3 B 2 C 2 D 2 E</td>
<td>5 / 9</td>
<td>9 / 9</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
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<td>100 / 139</td>
<td>139 / 139</td>
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</table>
The Community Organizer tool not only presents a description of the current level of capacity, but also prescribes the steps necessary in order for the county to achieve its desired level of business and community development capacity.
BUSINESS DEVELOPMENT CAPACITY

The information below itemizes the specific “capacity building action steps” needed in order for the community to reach its desired level of capacity for both business development and community development activities.

1 - Business Development Strategy
Assessed score: 31/37 | Prescribed score: 37/37

Definition

A business development strategy, which can be viewed as a subset of a community and economic development strategy, should be very clear in its scope. In addition to answering the question “What types of business development activities should we engage in?”, the strategy should be equally clear in identifying “What business development activities are beyond the scope of our community?” That is, many communities, due to limitations in factors such as labor force, proximity to markets, and available infrastructure, ought to conclude that the recruitment of large-scale business development opportunities is beyond the realistic grasp of the community.

Business development strategies should also assess the desirability of business growth for a community. Many urban and suburban cities experienced such dramatic growth in the 1990s that they became very selective about new job creating possibilities. Times of economic recession cause communities to rethink these policies.

Often overlooked, and frequently most important, are activities to support existing businesses within a community. In the end, a large percentage of jobs created in any community will come from the expansion of existing businesses. Additionally, communities can often offset the threat of curtailment of business operations with proactive business retention efforts.

Communities must also assess the business development climate that they offer. What is the condition of the state and national economy? How competitive is the state’s business climate? How streamlined is the community’s regulatory process for businesses?

1a. Relationship with Community’s Strategic Plan

Capacity achieved. No further action necessary at this time.

1b. Desirability of Business Development

Capacity achieved. No further action necessary at this time.

1c. Appropriateness of Business Development

☐ While being mindful of any invitations, conduct a broad array of business development activities based upon relative strengths of the community.

1d. A Foundation of Support for Existing Businesses

☐ Proactively engage existing business community in business development activities; reinforce the symbiotic relationship between new and prospective businesses.
2 - Local Staff and Team Development

Assessed score: 34/37 | Prescribed score: 37/37

Definition

Similar to the community development capacity requirements, business development requires strong staffing, organization, and volunteerism to succeed. Communities must be careful not to assume that simply because they have broader community development organizations in place (that advocate for community livability, tourism development, downtown development, historic preservation, arts and culture, and/or other priorities), that they have a business development organization. Business development advocacy can be coordinated through an organization with broader purposes, but in order to be effective, the specific skills and focus of business development cannot be lost.

2a. Focused Business Development Organization

Capacity achieved. No further action necessary at this time.

2b. Stability of Business Development Organization

Ensure that no more than four percent of the time of the staff and volunteers is committed toward budgeting and fundraising.

2c. Frequency of Meetings

Capacity achieved. No further action necessary at this time.

2d. Business Development Staff

Capacity achieved. No further action necessary at this time.

2e. Business Development Training

Capacity achieved. No further action necessary at this time.

3 - Industrial Land and Infrastructure

Assessed score: 59/68 | Prescribed score: 68/68

Definition

Many communities get geared up to conduct business development—and particularly business recruitment—activities without first conducting an objective analysis of the existing availability of land and infrastructure.

Frequently, communities confuse the availability of land “zoned industrial” with the true availability of such land for business expansion and business recruitment endeavors. Simply because land exists does not mean that it is for sale. It does not mean that it is for sale at a competitive price. It does not mean that the land is necessarily served by infrastructure. It does not mean that the land is served by specialized infrastructure requirements of a particular industry. And it does not mean that the land is clear from environmental constraints.

Indeed, the availability of land, or lack thereof, that is truly available, appropriate, and competitive for business development uses becomes a huge opportunity or constraint for a community.
Issues of land ownership must also be considered. Although the community may think it has land available, what really happens when the existing expanding business or the industrial prospect comes seriously knocking on the door? Will the price of the land suddenly escalate? Is the landowner truly motivated to sell? Are they legally empowered to sell?

Communities may wish to consider the public ownership of industrial land to ensure that the public interest, rather than an individual or corporation’s private interest, dominates the motivations of a future transaction.

Perhaps this public ownership is in place through a port, county, city, or other public entity. Even if the land is publicly owned, does the public body have a strategy for its ultimate use?

3a. Availability of Industrially-Zoned Land
   Capacity achieved. No further action necessary at this time.

3b. Potential for Land
   Capacity achieved. No further action necessary at this time.

3c. Land Ownership
   Capacity achieved. No further action necessary at this time.

3d. Environmental Considerations
   Capacity achieved. No further action necessary at this time.

3e. Land Price
   Ensure that the available industrial land is competitively priced.

3f. Availability of Buildings
   Not only document the availability of competitive industrial buildings, but also outline the expandability of such buildings.

3g. Basic Infrastructure
   Capacity achieved. No further action necessary at this time.

3h. Access Infrastructure
   Ensure the availability and document scheduled air service and/or barging services within 30 minutes of the community.

3i. Special Infrastructure
   Ensure that availability of all of the needed specialized infrastructure based upon the business development priorities being selected.

3j. Land/Target Compatibility
   Capacity achieved. No further action necessary at this time.
4 - Targeted Industries

Assessed score: 17/19 | Prescribed score: 19/19

Definition

Similar to communities being focused on specific objectives within the context of a strategic plan, communities must also have a focus in their business development activities in order to be successful.

The concept of “targeted industries” is the most often used procedure to identify, on a selective basis, the types of industry that are consistent with the development and recruitment desires of a particular community.

Typically, businesses are targeted based on the type of industry they represent utilizing the North American Industry Classification System (NAICS). This system replaced the U.S. Standard Industrial Classification (SIC) system. There are additional methods for targeting industries that can be done either in addition to, or in replacement of, the industry selection process. Communities may target industries based upon a geographic region or based upon other factors such as the size of typical companies.

Communities may wish to begin their Targeted Industry Analysis by analyzing the types of companies that could locate in their community to produce products that are typically imported into their community. That is, they can substitute the local manufacturing of goods and services that have historically been imported into the community. This is a process known as “import substitution.”

Still other communities may wish to conduct their Targeted Industry Analysis to be consistent with other objectives and priorities within a community. For example, communities that have historic strength—or current strategies—to expand the visitor industry, may wish to recruit businesses consistent with this focus.

Targeted Industry Analysis is a very sophisticated field, and communities can initiate fairly complex strategies and contract with specialized consultants to conduct such industry targeting.

4a. Import Substitution

Capacity achieved. No further action necessary at this time.

4b. Connection with Strategic Plan

Capacity achieved. No further action necessary at this time.

4c. Targeted Industry Analysis

Ensure that the target industry analysis provides sufficient background information about targeted businesses that the community has a “running start” with recruitment activities.
5 - Marketing

Assessed score: 21/33 | Prescribed score: 33/33

Definition

Once the business development strategy is in place, a local development team is poised, land and infrastructure is ready, and some level of Targeted Industry Analysis has been completed, the community is only then prepared to conduct specific business development marketing activities.

The sequential nature of the elements of business development capacity must be recognized. Conducting marketing activities without land to be offered is a waste of resources. Conducting a marketing strategy without some form of targeting, or market segregation, can be very inefficient—if not completely unproductive.

The community needs to take a holistic, sophisticated approach to marketing techniques including direct mail, industry trade shows, web sites, cold calling, alliances with site selectors, and other methods.

Finally, communities may wish to conduct business development—and, in particular, business recruitment—activities in concert with other communities and counties in their region. By conducting a regional approach, costs can be shared, and the possibility of attracting a company to the region increases.

5a. Marketing Track Record

☐ Build upon recent successes in business marketing to launch continued successful efforts.

5b. Professional Marketing Assistance

☐ Collaborate with a business marketing consultant to ensure success.

5c. Diversification of Marketing Techniques

Capacity achieved. No further action necessary at this time.

5d. Financial Resources

☐ Dedicate at least $50,000 cash toward business marketing efforts on an annual basis.

5e. Use of the Internet

☐ Create a client-specific business development reporting system allowing business development prospects to download relevant community-based reports.

6 - Prospect and Lead Management

Assessed score: 27/27 | Prescribed score: 27/27

Definition

All of the activities thus far in this business development capacity assessment tool are designed to ultimately generate business development leads or prospects (these terms are used interchangeably here, although prospects can refer to a more developed stage of relationship between a community and a business).
Businesses can take two years—or more—to make a business location decision after they have made preliminary contacts with cities and states for site information. Generally, however, this process takes between six and twelve months. Regardless of the duration of this period, communities must be prepared to address each and every concern and need of a prospect.

Business development—and particularly business recruitment—is a process of elimination. Companies come to their ultimate site decision through a process of eliminating other communities that have one or more significant variances from the ideal conditions being sought by the company. Given this, communities must manage prospects by addressing each and every need.

Prospect management requires a very steady, professional approach to businesses. The combination of a strong network of civic advocates and, especially, a well-trained business development professional maximizes the likelihood of business development success.

6a. Community Profile
   Capacity achieved. No further action necessary at this time.

6b. A Professional Community Response
   Capacity achieved. No further action necessary at this time.

6c. Availability to Travel
   Capacity achieved. No further action necessary at this time.

7 - Closing the Deal

Assessed score: 25/26 | Prescribed score: 26/26

Definition

All of the prior steps in this business development capacity assessment mean virtually nothing if the community is not capable of “closing the deal.” Generally, closing the deal is the process of eliminating any remaining uncertainties in the minds of the company decision makers. Almost always, these details—as well as the overall commitment by all parties (the company, the community, the state, and possibly other entities)—are formalized in a contract or memorandum of understanding.

Communities, therefore, have to be willing to put their commitment in writing. Both the company and the community may have to back up their commitment with potential penalties in the event that either party does not perform. Typically, performance from a community would be the guarantee of the delivery of land, infrastructure, and local incentives. Communities, and particularly the State, typically require a guarantee by the company to create the jobs negotiated in the site location process.

It is typical—and most preferable from the State’s perspective—for the topic of incentives to be seriously discussed late in the site location process. Companies that insist upon detailed incentive commitments early in the process may have the importance of incentives out of balance with respect to other site location factors (access to markets, cost of labor, etc.). Nonetheless, incentives of some form almost always become a required provision of the memorandum of understanding.
7a. **Deal Making Experience**
   Capacity achieved. No further action necessary at this time.

7b. **Expertise with Incentives**
   Capacity achieved. No further action necessary at this time.

7c. **A Winning Attitude**
   Capacity achieved. No further action necessary at this time.

7d. **Community Sophistication**
   - Recognize capability of in-house attorney with expertise in negotiating business development deals.

7e. **Project/Contract Monitoring**
   Capacity achieved. No further action necessary at this time.
COMMUNITY DEVELOPMENT CAPACITY

1 - Strategic Plan/Vision

Assessed score: 25/32 | Prescribed score: 32/32

Definition

Communities are in various stages of commitment to a strategic planning process. Some communities have never engaged in such an effort to collectively envision the future and set specific projects in motion to capture that vision. Conversely, some communities not only have a strategic planning process in place, but have engaged in professional strategic planning consultants, widely participated in the development of the plan, reviewed the plan regularly, and have even engaged one or more times in updating their strategic plan.

1a. Existence of Community-wide Strategic Planning Document

Capacity achieved. No further action necessary at this time.

1b. Acceptance of Plan

Capacity achieved. No further action necessary at this time.

1c. Professional Development of Plan

Capacity achieved. No further action necessary at this time.

1d. Use of Strategic Plan

☐ Make widespread and very regular use of economic development strategic plan; recognize plan as an essential guidebook for community and economic development activities.

1e. Plan Updating

☐ Recognize that the existing strategic plan has been updated twice.
☐ Recognize that the existing strategic plan has been updated on three or more occasions.

2 - Project and Issue Development

Assessed score: 13/16 | Prescribed score: 16/16

Definition

Typically, a strategic planning process yields an overall vision statement and then a series of goals and objectives related to projects and issues.

For the purposes of this evaluation tool, projects and issues are separated from the strategic planning process.

Ultimately, it is the success, or lack thereof, of a community in advancing projects and issues that reinforces the community’s commitment to long-term strategic planning. Communities must see this “pay-off” to reinforce a long-term outlook.
2a. Community Wish List

- Recognize that an existing “wish list” exists, and that the list is less than two years old.

2b. Identification of Strategic Issues

- Demonstrate action toward addressing key strategic issues within the community.

2c. Large Project Advocacy

Capacity achieved. No further action necessary at this time.

2d. Coordinating Projects with State and Federal Processes

Capacity achieved. No further action necessary at this time.

2e. Incorporation into Community Facilities Plan

Capacity achieved. No further action necessary at this time.

3 - Organizational Capacity

Assessed score: 27/38 | Prescribed score: 38/38

Definition

Strategic planning and project identification means very little to a community if it does not have the organizational capacity to carry out the city’s priorities. Although there is not “one correct way” to organize a community to conduct community development activities, there are some basic principles that apply. First of all, the scope of the community development activities needs to be defined. Communities may desire to implement projects and address issues that deal with the following types of community development activities: tourism development, historic preservation, arts and culture development, infrastructure improvements, and community facilities. A community’s priority list may even stretch longer than this.

A community may seek to empower one organization to advance the full gamut of community development priorities. Conversely, a community may wish to have more than one organization focused on specific priorities (a visitor and convention bureau, a downtown development association, a business recruitment organization, etc.). This Continuum is designed so as not to advocate for one form of organizational structure over another, but rather to simply advance the notion that the community must be specific in the priorities that it tends to advance and to empower one or more organizations to successfully advance these priorities.

This process advances, therefore, the following specific principles with respect to a community’s “organizational structure”:

- A community must have one or more organization(s) dedicated to advancing specific priorities identified in the strategic plan.
- If a community has more than one organization serving a community development advocacy role, the organizations must avoid duplication of services and serve to reinforce each other.
- Organizations should have adequate, stable funding and dedicate a majority of their time to reaching stated objectives rather than simply keeping the organization afloat.
- Organizations must meet frequently enough to advance identified priorities.
3a. Connectedness and Focus of Organization(s)

Capacity achieved. No further action necessary at this time.

3b. Organizational Stability

☐ Ensure that a long-term sustainable, adequate funding stream is committed to one or more community development organization(s).

3c. Focus on Business of Community

☐ Ensure a complete, holistic approach to how community development is executed through completion of all of the activities identified in the strategic plan through one or more organization(s).

3d. Frequency of Meetings

☐ Commit to regular (at least monthly) activity by one or more community development organization(s) with regular sub-committee activity advancing community priorities.

3e. Organizational Board Training

Capacity achieved. No further action necessary at this time.

4 - Staffing

Assessed score: 14/23  |  Prescribed score: 23/23

Definition

For community development organizations to reach optimal effectiveness, a professional staff person must serve them. Community development organization staffing requires a talented individual (or team of individuals), strong staff support, a connection to organizational objectives, and long-term staff training and development.

4a. Skill Level of Staff Person

☐ Recognize that the staff displays excellence in terms of skills, accomplishments, and credentials.

4b. Support Staff

☐ Recognize the effectiveness of the staff support.

4c. Staff Focused on Organizational Objectives

☐ Recognize and ensure that the staff does not spend more than four percent of his/her time on fundraising and budgeting matters.

4d. Staff Training

Capacity achieved. No further action necessary at this time.
5 - Civic Volunteerism

Assessed score: 8/8 | Prescribed score: 8/8

Definition
Individuals are frequently motivated to commit time to their community because they are willing to give to a greater cause. Volunteers appreciate being a part of a “winning team” and desire to see their community succeed. Successful communities inspire civic volunteerism, and often reward volunteers for their time and service.

5a. Opportunities for Service
Capacity achieved. No further action necessary at this time.

5b. Celebration of Volunteerism
Capacity achieved. No further action necessary at this time.

6 - Community Attitude

Assessed score: 8/13 | Prescribed score: 13/13

Definition
Although it is intangible, the attitude of a community is a major factor in the community’s capacity for community development. Like individuals, communities can be either proactive or reactive. They can believe that they are in charge of their destiny or be resigned to the fact that too many issues are uncontrollable.

Success is contagious. Failure is contagious. Communities that have established a track record of envisioning and completing community development projects believe that their next success is imminent. Likewise, communities that have either tried and failed—or have not tried at all—do not sense a control of their destiny. It’s all about attitude.

6a. Proactive vs. Reactive Communities

- Recognize that one of the hallmarks of the community is a deep and growing cadre of elected and non-elected individuals that regularly succeed with projects and initiatives.

6b. Viewing the Glass Half-Full
Capacity achieved. No further action necessary at this time.

7 - Maintaining the “Community” as the Goal

Assessed score: 5/9 | Prescribed score: 9/9

Definition
A community completes a strategic planning exercise. The exercise yields a series of community development projects. Local organizations, equipped with staff and volunteers, focus on the implementation of the strategic projects. How does the community, at that point, view the importance of the projects? Do the projects become of paramount importance over the broader, strategic direction of the community? Or do civic leaders maintain the appropriate perspective of successful projects fitting into the broader community development vision?
Ideally, civic leaders will view their efforts to advance a project in the broader context. Even the chairperson for the largest community development project should view their project as subordinate to the community’s strategic plan.

7a. Depth of Community “Vision” or “Mission Statement”

☐ Keep the community strategic plan and mission statement so visible to a broad array of its citizenry that the mission and vision statements are virtually memorized.

7b. Formal or Informal Subordination of Projects to Community

☐ Formalize a “teaming of projects” to ensure coordination and potential collaboration.
Appendix A - Prioritized Strategy Report w/ Community Input
Appendix B - Strategy Recommendations
Appendix C - Strategies by Group
Appendix D - Alphabetical Listing of Strategies
Appendix E - Key Success Factor Report
# APPENDIX A

## Prioritized Strategy Report w/ Community Input

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<tr>
<th>STRATEGY</th>
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APPENDIX B

To aid communities in determining which community and economic development strategies are most viable for them, Building Communities answers three questions using input gathered from the community:

- What should we do?
- What do we want to do?
- What can we do?

The “Recommended Strategies” report is based on the findings of the Key Success Factor (KSF) Analysis and answers the question “What should we do?”

In the KSF analysis, the steering committee considered Jonesboro’s comparative advantage relative to a host of specific factors in categories such as community assets, public- and private-sector expertise, access to funding, etc. Responses were run through Building Communities’ strategy-selection algorithm which returned a rank-based list of strategies—the Prioritized Strategy Report—from which the recommendations below are drawn. Recommendation thresholds used in the Prioritized Strategy Report are:

Score of 85 and above: **Recommended** - It is highly recommended that these strategies be considered for implementation.

Score between 70 and 84: **Borderline** - These strategies may be pursued with a degree of confidence, although existing obstacles may make successful implementation more challenging.

Score under 70: **Not Recommended** - Serious impediments exist which are likely to make successful implementation of these strategies very difficult. Higher-ranking strategies should be considered.

### Strategy Recommendation Report

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As indicated on the previous page, the recommendations given are viewed in reference to the question, “What should we do?” Strategies are not selected on the basis of these recommendations alone, but are determined after considering the other two questions as well. Material examined and data gathered in the Voice of the Community and Community Organizer Assessment sessions of Plan Week were also considered before final selection of strategies took place.
## APPENDIX C

### Strategies by Group

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<tr>
<th>STRATEGY</th>
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## APPENDIX D

### Alphabetical Listing of Strategies

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APPENDIX E - KEY SUCCESS FACTOR REPORT

Key Success Factors with a Score of “4”:

- Expandable educational institution
- Financially-sound existing health care facility
- Proximity to large volumes of agricultural commodities
- Proximity to travel routes
- Sufficient base of local businesses
- Absence of industrial business activity
- Ability to secure power-purchase agreements
- Access to small business financing
- Access to large-scale capital
- Access to long-term infrastructure loans and grants
- Ability to build a team comprised of energy-development experts
- Ability to compete in a global market
- Ability to successfully market materials
- Capable, experienced economic development professionals
- Competent, strategic-minded hospital and health-care executives
- Cooperation of economic development staff and educational community
- Dedicated business coaching staff
- Existing excellence in local health care
- Local ability to identify and advance a funding proposal
- Relationship with site selectors
- Support from local education professionals at all levels
- Supportive post-secondary education training program
- Active engagement of downtown building and business owners
- Local focus on revenues from visitors
- Local government support
- Strong relations between economic development organization and local businesses
- Support from local businesses
- Adequate telecommunications bandwidth
- Availability of industrial-zoned land
- Excess water and sewer infrastructure capacity
- Land/Buildings/Campus for education development
- Proximity to transmission lines with excess capacity
- Prospect of an expanded geographic market for health care

Key Success Factors with a Score of “3”:

- Quality residential neighborhoods
- Accurate, long-term analysis of infrastructure needs and costs
- Available, desirable housing
- High availability of urban services
- Proximity to urban population and workforce centers
- Recognizable central business district/downtown
- Sufficient local entrepreneurial base
- Availability of appropriated funds
- Ability to identify product and service gaps
- Ability to network and attend relevant trade shows
- Ability to understand industry trends and opportunities
Relative sophistication in coordinating and marketing local events
Sophisticated use of the internet for marketing
Staff focused on recruitment objectives
Team approach to infrastructure finance
Community support for needed infrastructure rate increases
 Favorable state policies with respect to office locations
Local pro-business climate
Strong community support
Strong state and/or federal legislative delegation
Supportive state energy policies and incentives
Availability of brownfield sites
Availability of local land, buildings, and infrastructure
High-speed telecommunications
Available local labor force
Advantageous location for government or education expansion
Proximity and access to markets

Key Success Factors with a Score of “2”:
Desirable climate
Local recreational and visitor attractions
Competitive recruitment incentives
Dedicated local financial resources for staffing recruiters
Sufficient marketing, promotion, or public relations budget
Implementation of national Main Street Four-Point Approach™
Community acceptance of the visitor industry
Supportive local government policy and focus
Adequate housing for labor force
Proximity to scheduled air service
Strategic location for distribution centers

Key Success Factors with a Score of “1”:
Availability of energy resources
Existence of recreational amenities
Existing or prospective cultural attraction
Cultural development and advocacy organization
Downtown organization and staff
Projected growth in government budgets
Support for attracting retirees

Key Success Factors with a Score of “0”:
Proximity and access to forests and forest products
Proximity to fisheries commodities
Proximity to nationally-recognized attractions
Proximity to raw materials and minerals
Ability to secure long-term contracts for forest materials
Local funding for downtown development
Sophisticated tourism development & promotion
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