



University of Arkansas

# DRB

Delta Research Bulletin

SPRING 2003

**REGIONALISM**

*A Policy Focus for the Arkansas Delta*

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## EDITOR'S NOTE

*Regionalism is a matter not only of development but in many ways, a sense of survival* -Governor Mike Huckabee, Regionalism: Key to the Future, City & Town, November 1999

Rural community and economic development issues present complex challenges for all involved. In general, economic development activities are increasingly organized at the regional level, reflecting the widespread recognition that industrial activities, labor markets, economic resources, and other components of economic activity are typically regional in nature. Not only a source of economic prosperity, regional diversity also adds to the cultural and intellectual capacity of a region and is a source of pride. In order to do justice to these issues as well as bring you examples of successful initiatives, we are devoting this inaugural issue of the *Delta Research Bulletin* to regional development issues and initiatives. Whether the practice involves tourism, information technology, or workforce development, regionalism has had its successes in the Arkansas Delta. Through this issue, we hope to enhance community understanding of the important role of regionalism in achieving community and economic development goals.

The *Delta Research Bulletin* represents a level of communication and collaboration among community members, university staff and students, and state agencies that is remarkable in terms of its breadth, depth and genuine sense of pride in our state and its citizens. I hope you are as enriched by this issue as I am.

If you have an idea/comment, practice, or initiative regarding regionalism, please send an e-mail describing such to [vhunt@uark.edu](mailto:vhunt@uark.edu).

Valerie H. Hunt  
Editor

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# DIRECTOR'S CHAIR

*Susan B. Thomas*

In recognizing the distinct needs of communities in eastern Arkansas, the University of Arkansas, with financial support from The Winthrop Rockefeller Foundation, opened the Delta Research and Design Center (DRDC) in November 2001. Its mission is to help improve the quality of life in these communities. Through four interrelated project/program areas, the DRDC serves primarily as a conduit bringing timely research and information to communities as well as providing an outlet for communities to voice their concerns and their development needs. The primary mechanism for this communication is the *Delta Research Bulletin*, along with the Annual Economic Development Seminar.



*DRDC office in the Clarendon Welcome/Tourist Center*

Since the DRDC opened, we have experienced first hand the challenges and opportunities faced by communities in the Arkansas Delta in their efforts to improve their economies and quality of life. Focusing on issues such as affordable housing, workforce training, and strategic planning for non-profits, the DRDC has worked at the grass roots level to help build the capacity of cities, community groups, and individuals across our 22 county service area. It is clear that the piecemeal development approach of the past that focused primarily on financial inputs into the region but included no plan for capacity building is not an effective development approach. Instead, as a state, we must understand that economic development is only one piece of the overall community building process. When we undertake the larger and more complex task of community development, we must form partnerships that allow us to work in our individual areas of expertise, but also be fully aware of the direct and indirect impact our work has on related issue areas. The DRDC will continue to work in our four project-program areas in collaboration and partnership with citizens, communities, state agencies, and our University of Arkansas counterparts.

With this goal in mind, and with research contributions from the DRDC staff, Winthrop Rockefeller Fellowship holders, representatives from various state agencies, and other non-profit groups such as the Good Faith Fund, we present the inaugural issue of the *Delta Research Bulletin*. The research presented here will be highlighted at our Second Annual Economic Development Seminar to be held at Phillips Community College in Stuttgart, Arkansas on March 13, 2003. In early 2004, be sure to look for the second issue of the *Delta Research Bulletin* where we will focus our research on the financing, development, and implementation of affordable housing projects in the Arkansas Delta.



Director, UA Delta Research & Design Center (DRDC)

# Developing a Stronger Tourism Base in the Arkansas Delta

Jennifer Thomas

When businesses leave and rural economies erode, rural Arkansas must seek new types of development for survival. One possibility is to develop a tourism base and during the 1990s,<sup>1</sup> many American rural areas began to explore this possibility. The State of Arkansas enacted the Arkansas Tourism Development Act which offers tax incentives to qualified private developers.<sup>2</sup> However, with this opportunity, questions arise. Is there a consensus within the community to build a stronger tourism base and, if so, how does a rural community attract tourism?

The importance of addressing the question of consensus cannot be overstated. On the one hand, by building a consensus, the community may create a marketing team to aid in the development of tourism.<sup>3</sup> Moreover, a community spirit may build in support of attracting tourism. In fact, community involvement may be essential for a successful tourism program.<sup>4</sup> On the other hand, community solidarity may suffer if tourism is introduced at a fast pace.<sup>5</sup> Also, the community may lose access to its own resources. For example, local residents may have difficulty accessing the lakes with the new crowds.<sup>6</sup> Thus, assessing the level of community consensus is a critical initial step in tourism development.

## HOW CAN A RURAL TOWN DEVELOP TOURISM?

One way to develop tourism is by recognizing, preserving, and marketing an attractive identity. This has occurred in the eastern counties of the Arkansas Delta where the National Scenic Byways program has funded preservation and promoted tourism along Crowley's Ridge.<sup>7</sup> Designated in 2002, Crowley's Ridge Parkway is Arkansas' first National Scenic Byway.<sup>8</sup> Also linking a number of eastern Arkansas counties is the Great River Road—part of a 10-state route extending from the Gulf of Mexico to Canada.<sup>9</sup> Although quite impressive, the Arkansas Delta Byways program and tourism promotion does not include all of our study area. Lincoln, Jefferson, Lonoke, White, Prairie, Woodruff, Jackson, and Lawrence Counties and their communities within those counties are not included. This discussion will focus on those communities and counties.

## DEVELOPING AN IDENTITY

Identifying and maintaining the historical and cultural aspects of life in eastern Arkansas counties and communities is core to developing an identity. The Arkansas Delta Byways capitalizes on the culture of the Delta and recreational opportunities (e.g., fishing, bird-

watching, hunting) available in that region. To preserve the historical setting in Jonesboro, a historic district was formed. It is also important to find structures that may qualify for the national, state, or local historic registers.

Daily life activities may also form an identity. If fishing is good around the area, it can be marketed to potential tourists.<sup>10</sup> Organizing sport activities for vacations or holidays and recognizing companion are also important.<sup>11</sup> For example, golf may be a suitable counterpart to fishing. Residents gain from the use of "built" tourism as well.<sup>12</sup> A built environment is one which is manufactured to attract tourists. Questions regarding what to maintain, what should be constructed, and what ultimate identity is desired are best answered by the community participants.<sup>13</sup>

## MARKETING FOR TOURISM

To market a product, such as tourism, the community must develop a marketing plan. Susan Briggs, in her recent book *Successful Tourism Marketing*, identifies eight components to a successful marketing plan.<sup>14</sup> While the components are geared to a single business entity, they still have an application to a community seeking tourism.

- **Status Quo Survey** – what is being done? A status quo survey asks questions like: What are you selling or offering as a service to tourists? Who are your current tourism targets? What general trends might affect tourism and your business?
- **Marketing Objectives** – define basic targets. Try to ensure that the objectives are measurable [realistic and in line with general market trends and demands], including a time period for action so that you can monitor results.
- **SWOT Analysis** – analyze success and failure. Identify the strengths, weaknesses, opportunities and threats of the developed plan.
- **Competitor Analysis** – determine how the community can compete against other jurisdictions. What methods do they use? How are they perceived? Who visits them? What promotional material do they use? How do they market the "product"?
- **Market Research** – learn about the existing potential consumer base.
- **Target Markets** – decide what markets are important to your community.
- **Marketing Tools** – identify what tools to use and where the budget stops.
- **Monitoring** – monitor the performance to learn how the marketing is working. Susan Briggs also lists important marketing tools to attract a consumer base: 1) promotional print, 2) public relations, 3) advertising, 4) the Internet, 5) direct mail, 6) sales activities, 7) exhibition attendance, and 8) joint promotions with other organizations.<sup>15</sup>

## FUNDING

Funding sources should also be sought. Some rural economies may be unable to support a tourism effort due to lack of manpower. Thankfully, funding sources for rural tourism are broad and diverse.<sup>16</sup>

## CONCLUSION

The most important question to ask is whether the community wants change. Tourism will bring in nonresidents and change the environment of a rural small town. In communities with consensus to seek change, a community identity must be identified and marketed. Measures must be taken to preserve the desired identity. Examples include preservation measures for a recreational lake or zoning for historic preservation. Once the identity is established, then a marketing plan must be put in to place. See the Arkansas Delta Byways website as an example of a good marketing scheme, [www.deltabyways.com](http://www.deltabyways.com). With community consensus, community identity, a good marketing plan and funding, some rural economies can be developed through tourism development.

<sup>1</sup> Lewis, James B. "The Development of Rural Tourism." *Parks and Recreation*, 00312215, Sept. 1998, Vol. 33, Issue 9.

<sup>2</sup> Ark. Code Ann. § 15-11-501 et seq.

<sup>3</sup> Ibid.

<sup>4</sup> Wilson, S., Fessenmair, D.R., Fesenmair, J. and van Es, J.C. *Factors for Success in Rural Tourism Development*, Journal of Travel Research, November 2001, vol. 40, no.2.

<sup>5</sup> Huang, Yueh-Huang, Stewart, William P., Journal of Travel Research, 00472875, Spring 96, Vol. 34, Issue 4.

<sup>6</sup> Orbasli, Aylin, *Tourists in Historic Towns: Urban Conservation and Heritage Management*, E & FN Spon, New York, 2000, p. 40.

<sup>7</sup> [www.deltabyways.com](http://www.deltabyways.com).

<sup>8</sup> [www.deltabyways.com](http://www.deltabyways.com).

<sup>9</sup> [www.deltabyways.com](http://www.deltabyways.com).

<sup>10</sup> Standeven, Joy and Paul DeKnop, *Sport Tourism*, Human Kinetics, 1999.

<sup>11</sup> Ibid.

<sup>12</sup> Lewis.

<sup>13</sup> Community 'participants' includes business interests. Business interests are found to play an important role in the success of tourism. Wilson, et al.

<sup>14</sup> Briggs, Susan. *Successful Tourism Marketing: A Practical Handbook*, 2 Ed., p. 43.

<sup>15</sup> Ibid.

<sup>16</sup> Arkansas Historic Preservation Program gives grants for historic preservation. AHPP, 1500 Tower Bldg. 323 Center Street, Little Rock, AR 72201. See also *Promoting Tourism in Rural America*, a compiled bibliography listing public and private funding sources at [www.nal.usda.gov/ric/ricpubs/tourism.html](http://www.nal.usda.gov/ric/ricpubs/tourism.html).

## THE LOUISIANA PURCHASE BICENTENNIAL (1803-2003)

What has been referred to as one of the greatest real estate deals in history took place 200 years ago. In 1803, Napoleon, representing France, sold Louisiana to Thomas Jefferson, representing the United States. Covering over 800,000 square miles of land and costing about four cents per acre, the Louisiana Purchase doubled the size of the United States and would eventually become all or part of the following 15 states—Arkansas, Colorado, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, and Wyoming.

In 1815, surveyors began mapping the wilderness territory in a headwater swamp at the corners of Lee, Phillips and Monroe counties in Arkansas. The initial survey point is now the Louisiana Purchase Historic State Park. Here, a boardwalk leads through the swamp and to the initial survey point marked by a monument dedicated in 1926 by the L'Anguille Chapter of the National Society of the Daughters of the American Revolution in nearby Marianna.

Arkansas will celebrate the bicentennial of the Louisiana Purchase throughout 2003. For information regarding the history, partners, resources, and calendar of events, please visit the official web site of the Arkansas Bicentennial Commemoration of the Louisiana Purchase: <http://www.lapurchase.org/index.html>. In addition, Bicentennial Commemoration of the Louisiana Purchase festivities (e.g., exhibits, concerts, films, commemorative items, re-enactments) are planned in more than 10 states throughout 2003. The following website contains links to participating states and their activities: <http://www.louisianapurchase2003.com/hom.cfm>



*Initial survey point and monument in the Louisiana Purchase Historic State Park*



## ***The Workforce Investment Act and Workforce Development in Arkansas***

*Valerie H. Hunt*

Workforce development is a policy issue often found on national, state and local agendas. To be successful, workforce development systems should link skill development and job placement into a system of lifelong learning, opportunity, commitment, and investment. Through resources and services created for employers, employees, and the unemployed, communities can take control of their economic future. Such control can only improve the state and national economies.

In Arkansas, one of the greatest concerns of employers is the lack of a capable workforce.<sup>1</sup> Combine this concern with the competitive nature of rapidly changing workplaces and local economies and the necessity for a responsive training system is clear. In this article, I will briefly review national and state policy relative to the Workforce Investment Act (WIA). In addition, I will present information regarding WIA challenges, several responsive recommendations and an update of the Arkansas Workforce Investment Board's efforts\* in this regard.

### **Federal**

In 1998, Congress passed the Workforce Investment Act (WIA) in an effort to strengthen the nation's workforce. By streamlining and coordinating multiple employment, education, and training programs, the WIA replaced the Job Training Partnership Act (JTPA) with a new emphasis on universal access to services, sequenced service delivery, inter-agency coordination, consumer choice, service provider accountability, and local governance.<sup>2</sup> These emphases are best demonstrated by reviewing the WIA process.

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\* I would like to acknowledge and thank Ms. Cindy Varner, Deputy Director of the Arkansas Workforce Investment Board, for providing the update information and invaluable assistance.

From a procedural standpoint, the process is as follows. Anyone seeking employment assistance can go to one place (One-Stop Centers), known in Arkansas as Arkansas Workforce Centers, and access information and services from the participating federal agencies. The WIA requires certain program partners to participate (e.g., Employment Service, Welfare-to-Work, Unemployment Insurance, Vocational Rehabilitation) while other agencies or partners can participate at the will of the workforce center in its effort to deliver services.<sup>3</sup> Further, those services are sequenced or tiered (core-intensive-training) based on the abilities of the applicant. That is, although core services are available for all individuals seeking employment, individuals can only seek intensive, then training services after they are unable to gain employment in each prior service package.<sup>4</sup> At the Arkansas Workforce Centers, individuals are assisted by career counselors to prepare a "Personalized Employment Plan" which incorporates the participant's interests. They are given Individual Training Accounts (ITA), which they can redeem for skills training services from any eligible training provider approved through their local Workforce Investment Board (LWIB). These training providers must achieve and maintain extensive program performance proficiency through their LWIB in order to receive the vouchers. This training stage should conclude with job placement.

In a major departure from the JTPA, the states are given more autonomy in governance as a result of the devolutionary nature of WIA workforce policies. The theory behind this shift from federal to state responsibilities is that states are in the best position to align their workforce development systems with the specific conditions of their local labor markets. Accordingly and under the WIA guidelines, state activities must occur at the direction of the State Workforce Investment Board, which in turn, oversees the LWIBs located in the state's workforce investment areas. In demonstrating the critical importance of local employer participation, the WIA requires employers to occupy 51% or greater majority on LWIBs.<sup>5</sup> Collectively, these state and local bodies, armed with WIA funds, must create and implement a workforce development plan to provide a system that increases occupational skills attainment, employment opportunities, earnings, and employment retention.

Continued WIA funding is not likely to be addressed until after the 108th Congress convenes in January 2003.<sup>6</sup> Those congressional members in opposition to reauthorization are relying on U.S. Department of Labor (DOL) statistics to justify cuts to the system. That is, because the DOL data show a large amount of carry-over WIA funding, many use this rationale to argue that large system cuts can be made without affecting the service delivery.<sup>7</sup> However, a recent General Accounting Office (GAO) Report,

*Workforce Investment Act: Interim Report on Status of Spending and States' Available Funds*,<sup>8</sup> states that data used by DOL and many Congressional leaders are inaccurate and inconsistent, concluding that DOL is overestimating the funds states have available to spend.<sup>9</sup> Further, the GAO Report concludes that states are spending their funds within the WIA timeframe and in fact, states are spending "far faster than the 3 years the law allows."<sup>10</sup> It would seem that this report refutes the opposition's arguments. Regardless, this critical aspect of WIA will not be addressed until January 2003.

## Arkansas

Under WIA guidelines, each state is responsible for submitting (to the DOL) for approval, a five (5) year workforce investment plan. The current Arkansas State Unified Plan (Plan) is active for the period of July 1, 2000- June 30, 2005 and essentially models the federal plan vision and guidelines previously presented.<sup>11</sup> The "unified" plan allows each state to include up to seventeen (17) partner programs funded by five federal departments.<sup>12</sup> As the only state to take full advantage of the federal partners, Arkansas includes all seventeen (17) eligible programs in its plan.<sup>13</sup>

In terms of governance, the Arkansas Workforce Investment Board (AWIB) and LWIBs function collectively to develop and continually improve the statewide workforce system by delivering employment and training services through the "one-stop" center framework. Currently, Arkansas has 67 workforce offices statewide supported by WIA funds.<sup>14</sup> Specifically, there are ten (10) main workforce centers providing a full range of services while the remaining offices serve as satellite centers.<sup>15</sup> WIA funds are allocated to the states through three avenues—youth, adults, and dislocated workers.<sup>16</sup> State funding allocations are primarily based on rates of disadvantaged youth, poverty, and unemployment.<sup>17</sup> All WIA funding is allocated by local Workforce Investment Areas. Currently, Arkansas has ten (10) local Workforce Investment Areas, each headed by a LWIB.

The Arkansas Workforce Investment Board has identified the following five priority goals that will remain its focus for the advancement of the workforce system in Arkansas.

- **Prepare the State's unemployed and underemployed for well-paying jobs.** Factors to be considered are the need for basic education and skill mastery, eliminating substance abuse as a barrier to employment, and improving character and work ethic by minimizing the breakdown of the traditional family. Effectively market the state's Adult Education programs.

- **Support the workforce training needs of employers, including facilitating communication with training providers.** Identify potential new employers and the types of skills needed for their workers. Develop a systematic, statewide framework to determine the training needs of employers. Inform and educate trainers, local boards, parents, students, and counselors about jobs and job skills needed. Measure the effectiveness of the system through performance criteria. Stress continuous learning for all Arkansas. Promote work-based programs for team development. The Arkansas Workforce Investment Board released the Arkansas' Incumbent Workforce Training Program in August 2002, which provides funding to support training projects that will benefit business and industry by assisting the skill development of existing employees and thereby increase employee productivity and the growth of the company. Applications can be obtained online at [www.arworks.org](http://www.arworks.org).
- **Ensure that high school graduates have the basic skills needed for further education or work.**
- **Eliminate duplication among new and existing programs and providers.** The Strategic Planning Committee of the Arkansas Workforce Investment Board has been researching the funding structure, guidelines, outcomes and clientele served by employment and training programs in the State to determine if duplications exist.
- **Create an integrated system that upgrades skills of existing employees.** Assess current employee skill levels in various categories. Identify programs available to serve existing employee needs and make sure these programs respond to and address skill-training needs. Ensure that the needs of the employers are also being met.

The Arkansas Workforce Investment Board has implemented a public information campaign to get the word out about the Arkansas Workforce Centers and how they can benefit employers and jobseekers. This campaign includes television and radio spots, brochures, newspaper and magazine ads. The campaign includes a toll-free number, 1-866-ARWORKS, that participants may call to find the Center nearest them and a website that provides valuable information and links to local workforce investment areas and participating partners.

In compliance with federal guidelines and vision, the Arkansas Plan involves developing and implementing a workforce development system which relies on the Arkansas Workforce Centers delivering employment services and opportunities to Arkansas. Although the Arkansas Plan is still in its infancy or implementation stage, several evaluative reports exist.<sup>18</sup> In addition, because the Arkansas Plan so closely models WIA, several WIA challenges and responsive recommendations also apply to the Arkansas Plan. In the following section, I will present several challenges and recommendations which apply to both.

### **WIA Challenges and Recommendations**

As is the case with new legislation, WIA implementation has had some growing pains. Specifically, the core goal, increasing the workforce base through increased services and training delivery, has been compromised due to such challenges as limited multi-agency coordination, limited funds, and decreasing service delivery as a result of the work first/training last model. Although there are others,<sup>19</sup> these challenges will be examined in this section.

WIA multi-agency coordination involves agencies at the national, state, and local level. According to a recent U.S. General Accounting Office (GAO) report, inconsistencies in reporting requirements (e.g., programmatic definitions) and eligibility criteria of the participating federal agencies complicate efforts of many workforce centers.<sup>20</sup> The GAO report recommends that the participating agencies address these inconsistencies and work together to promote successful coordination strategies in state and local areas.<sup>21</sup> The impact of this lack of coordination on the state and local levels is clear in the following example: In response to questions regarding limited coordination among Welfare-to-Work programs, Arkansas leaders state that local Temporary Assistance for Needy Families (TANF) implementation "has been fraught with conflicting information about how funds can be spent, and an absence of clear guidance regarding what is 'permitted' and 'required.'<sup>22,23</sup> In general, bureaucratic requirements associated with the one-stop center programs are viewed by many as nuisances or hindrances to effective business and industry partnerships.<sup>24</sup> Thus, improved federal coordination and guidance is imperative for the state workforce investment systems in general, and specifically in Arkansas.

As compared to its predecessor (JTPA), training has actually fallen off under the WIA because state and local areas must use WIA funds to create the one-stop centers and labor market systems.<sup>25</sup> This decline in service delivery is a result of funding allocation differences between the JTPA and WIA. That is, unlike JTPA, WIA funds must be used for both infrastructure development and training service delivery. As the focus of

future WIA fund allocations shifts more towards services and less towards infrastructure, skills training service delivery should increase.<sup>26</sup> In Arkansas, this shift is already occurring. According to Cindy Varner, Deputy Director of the Arkansas Workforce Investment Board, with all of the Arkansas Workforce Centers operating, the majority of WIA funds are being used to provide services.

Another reason for the decrease in actual training services is the inherent lag time in an employment service delivery system that allows movement between tiers only when an applicant is unable to secure employment. Most states interpreting the relevant federal guidelines as a work first policy have complained of decreasing service delivery due to this factor.<sup>27</sup> This approach places emphasis on job placement over skills or other service development regardless of individual training needs and is ill suited for the unskilled and inexperienced workforce characterizing the Arkansas Delta.<sup>28</sup> After an applicant enters the WIA system and obtains an employment plan (following an applicant needs assessment), he or she should be allowed to choose to access training immediately. This allowance not only saves resources but more importantly, puts that individual into the workforce more quickly than in the current system. However, putting the applicant in the system is not the end of the process. It is important to remember the need for a *skilled* workforce in Arkansas generally, but specifically in the Arkansas Delta. Although an individual may enter an Arkansas Workforce Center needing only core or intensive services to get a job, he or she should be provided the training necessary to secure a livable wage and meet the critical need of Arkansas employers.

### **The Arkansas Delta, Regionalism and Sectoral Training**

Currently, twenty-one (21) states have included a regional context in their plans ranging from establishing an intrastate regional plan to offering incentive grants for local collaboration.<sup>29</sup> WIA promotes regional planning and its corresponding workforce development initiatives in an effort to limit duplication of services and tailor services to functioning labor markets.<sup>30</sup> Because areas like the Arkansas Delta lack the number of living-wage jobs its citizens need, the state needs both the flexibility and creativity to develop responsive regional workforce development policies. Further, these regional policies can only raise individual skills and education levels through collaboration among workforce development, economic development, and education initiatives. An Arkansas example of such a regional context is the Industry Partners (IP) program sponsored by the Good Faith Fund (GFF).

As a collaborative effort between GFF, local employers, and area community colleges, IP provides sectoral training to low-income, low-skilled adults such that each can enter the workforce at a job that can support his/her family (please see Angela Duran's article *Good Faith Fund's Industry Partners Program* for information regarding IP's history, programs, and future plans [this issue, page 10]). Sectoral occupational training identifies workforce education and training needs of emerging and existing high-skill, high-wage industries and addresses those needs through responsive training targeting low-income individuals and dislocated workers.<sup>31</sup> Through this collaboration, both the employer and employee's needs are met, the overall goal of a workforce investment system.

### Conclusion

In the final analysis, states should be afforded (without fear of funding reductions) the time, resources, and creativity necessary to develop responsive and comprehensive plans for their workforce development systems. In addition, complications relative to inter-state agency coordination can be addressed by enhanced federal agency coordination and clearer guidelines with respect to eligibility, reporting and performance requirements. Future WIA funds should shift more towards service delivery and less towards infrastructure. Whether at the federal or state level, the work-first service delivery policy must be addressed to expedite training and job placement for applicants. Finally, the overall purpose of a workforce development system is best served by promoting and expanding a regional context (such as the IP program), which essentially matches the needs of both the employer and the employee, furthering the local and state economies.

### Additional Reading

*The Workforce Investment Act of 1998*

Available at:

<http://www.arworks.org/bginfo.html>

The Arkansas State Unified Plan

Available at:

<http://www.arworks.org/bginfo.html>

*WIA Summaries and Analyses:*

- The following **Policy Points** are available at

[www.arenterprise.org/public\\_policy](http://www.arenterprise.org/public_policy)

(soon [early 2003] to be

[www.goodfaithfund.org](http://www.goodfaithfund.org)).

Duran, Angela. (August 1998).

*Summary of the Workforce Investment Act of 1998.*

Pine Bluff, AR: Good Faith Fund.

Duran, Angela (February 2000).

*Workforce Investment Act Unified Plan: Summary*

*and Analysis.* Pine Bluff, AR: Good Faith Fund.

Duran, Angela (2002). *The Workforce*

*Investment Act*

*(WIA) in Arkansas: An Assessment of Performance and a Vision for the Future.*

- Workforce Alliance (December 2001). *Report from the Field: Workforce Stakeholders on the Local Impact of Federal Policies.*

Available at

[www.workforcealliance.org](http://www.workforcealliance.org)

<sup>1</sup> See Arkansas Department of Economic Development *Arkansas Community of Excellence Workbook* (October 2000). Available at [www.1800Arkansas.com](http://www.1800Arkansas.com).

<sup>2</sup> For a full report of each, see

[www.workforcealliance.org/policy/wia.shtm](http://www.workforcealliance.org/policy/wia.shtm)

<sup>3</sup> See the Arkansas State Unified Plan, available at <http://www.arworks.org/bginfo.html>.

<sup>4</sup> See [www.workforcealliance.org/policy/wia.shtm](http://www.workforcealliance.org/policy/wia.shtm).

This format or framework is commonly referred to as a "work-first" service delivery system in which skills training is the last option. Alternatively, Cindy Varner, Arkansas Workforce Investment Board Deputy Director, states:

*WIA is developed to identify those individuals who already have the skills to obtain self-sustaining employment. However, if they do not possess those skills they are then offered training.*

*"Work first" insinuates that individuals are forced into employment which may not lead to self-sufficiency. This is not the case with WIA.*

<sup>5</sup> See The Workforce Investment Act of 1998. Available at: <http://www.arworks.org/bginfo.html>

<sup>6</sup> See [www.workforcealliance.org/news/updates/july\\_august\\_2002.shtm](http://www.workforcealliance.org/news/updates/july_august_2002.shtm)

<sup>7</sup> See note 3.

<sup>8</sup> Available at [www.gao.gov/new.items/d021074.pdf](http://www.gao.gov/new.items/d021074.pdf)

<sup>9</sup> See note 3 and note 5.

<sup>10</sup> See [www.gao.gov/new.items/d021074.pdf](http://www.gao.gov/new.items/d021074.pdf), Executive Summary, p.3.

<sup>11</sup> See note 3.

<sup>12</sup> The five federal departments include: US Department of Labor, US Department of Education, US Department of Health and Human Services, US Department of Housing and Urban Development, and the US Department of Agriculture.

<sup>13</sup> For a complete list of covered programs see the *Arkansas State Unified Plan* (see note 3.) or see Angela Duran's (1999) *Summary of Act 1125: The Arkansas Workforce Investment Act* available at [www.arenterprise.org/public\\_policy](http://www.arenterprise.org/public_policy).

<sup>14</sup> See August 15, 2002 Arkansas Democrat-Gazette article posted at [www.workforcealliance.org/news/press/Arkansas\\_Democrat-Gazette\\_8-15-02.shtm](http://www.workforcealliance.org/news/press/Arkansas_Democrat-Gazette_8-15-02.shtm).

<sup>15</sup> See Angela Duran (2002). *The Workforce Investment Act (WIA) in Arkansas: An Assessment of Performance and a Vision for the Future*. Available at:

[www.arenterprise.org/public\\_policy](http://www.arenterprise.org/public_policy)

<sup>16</sup> See The Workforce Investment Act of 1998, available at:

<http://www.arworks.org/bginfo.html>

<sup>17</sup> See The Arkansas State Unified Plan, available at:

<http://www.arworks.org/bginfo.html>

<sup>18</sup> See note 15, and Workforce Alliance (December 2001). Report from the Field: Workforce Stakeholders on the Local Impact of Federal Policies. Available at:

[www.workforcealliance.org](http://www.workforcealliance.org).

<sup>19</sup> For a complete analysis of AWIB, challenges and recommendations, please see Angela Duran (2002). *The Workforce Investment Act (WIA) in Arkansas: An Assessment of Performance and a Vision for the Future*. Available at

[www.arenterprise.org/public\\_policy](http://www.arenterprise.org/public_policy).

<sup>20</sup> See

[www.gao.gov/new.items/d021074.pdf](http://www.gao.gov/new.items/d021074.pdf).

<sup>21</sup> See note 20.

<sup>22</sup> See Workforce Alliance (December 2001). Report from the Field: Workforce Stakeholders on the Local Impact of Federal Policies. Available at [www.workforcealliance.org](http://www.workforcealliance.org).

<sup>23</sup> See *Workforce Development in the Mid-South: A Report to the Enterprise Corporation of the Delta*. (September 2001). Chapel Hill, NC: MDC, Inc.

<sup>24</sup> See note 22.

<sup>25</sup> See Workforce Alliance (December 2001). *Report from the Field: Workforce Stakeholders on the Local Impact of Federal Policies*. Available at

[www.workforcealliance.org](http://www.workforcealliance.org); see also the GAO WIA

report available at

[www.gao.gov/new.items/d021074.pdf](http://www.gao.gov/new.items/d021074.pdf).

<sup>26</sup> See note 25.

<sup>27</sup> See

[www.workforcealliance.org/news/press/E&T\\_Report\\_r\\_4-29-02.shtm](http://www.workforcealliance.org/news/press/E&T_Report_r_4-29-02.shtm)

<sup>28</sup> See *Workforce Development in the Mid-South: A Report to the Enterprise Corporation of the Delta*. (September 2001). Chapel Hill, NC: MDC, Inc.

<sup>29</sup> See *WIA Implementation Summary of Selected Elements of Strategic Plans*. Available at

<http://www.nga.org/cda/files/WIAI0901SURVEY.PDF>.

<sup>30</sup> See note 29.

<sup>31</sup> See note 28.

## Good Faith Fund's Industry Partners Program

Angela Duran\*

**Background.** Good Faith Fund (GFF) is a 501(c) 3 non-profit affiliate of Southern Development Bancorporation (Southern), a \$400 million multi-bank holding company with operations in Arkansas and Mississippi. GFF and Southern have been in operation since 1988. GFF's affiliation with Southern, its subsidiary banks, and its other affiliate nonprofits allows GFF to be part of a comprehensive effort to community and economic development in South and East Arkansas and the Mississippi Delta.

GFF began as a micro-loan fund that operated as a program of Southern Financial Partners, one of the other Southern nonprofit affiliates, and formerly known as Arkansas Enterprise Group. Over its history, GFF has evolved to provide a range of programs to achieve its mission that includes Industry Partners, Rapid Assets Individual Development Accounts, and Public Policy.

The mission of the Good Faith Fund is to increase the incomes and assets of low-income and low-skilled residents of the Delta in Arkansas and Mississippi.

Industry Partners began as Careers in Health Care in Pine Bluff in 1996. In 1998 and 1999, manufacturing was added as a focus, and two new sites were added in Helena and Stuttgart. Over the past several years, GFF has worked to make the operation of its various workforce development efforts more efficient by merging them into one program at multiple sites that is now called Industry Partners.

At the present, Industry Partners is focused on the Careers in Health Care portion of the program. For a range of reasons including the downturn in the economy, which has slowed the demand for manufacturing employees, GFF is not currently operating the manufacturing part of the program.

**Outcomes.** To date, 541 individuals have graduated from the Industry Partners program. There have been 373 graduates from Careers in Health Care and 168 graduates from the manufacturing program. Over the past two years, there has been an 86% job placement rate for Careers in Health Care. The job placement rate for 2002 has been 96%. We strongly encourage and support our graduates to move up the career ladder to other occupations in the health care field. About 20% of our graduates have gone on to further education.

As described below, we are working to help more graduates take this step.

**Program Description.** Industry Partners is a program of Good Faith Fund that provides workforce training designed to help low-income, low-skilled adults take the first step on a career ladder that will lead them to jobs that can support their families. We work with students who set their own career goals and a plan for getting there. We work with them to gain the skills they need and to overcome the barriers that stand in their way. The specific components of the program are as follows:

Adult Education – Upon entry into the program, students are tested so that we know their functional education levels. Based on those scores, students are placed into Adult Education classes. If they are below an 8th grade level, they take Adult Education classes to prepare them for the next level of our program. If they are at an 8th grade level or higher, they are eligible for the next phase of the program, but will also continue with their Adult Education classes until they are ready to take their GED exam.

Careers in Health Care. Students who are interested in the health care field can enroll in Careers In Health Care (CHC). This 8-week course provides 240 hours of instruction including 4 weeks of clinical experience in local hospitals and nursing homes. CHC provides 165 more hours than is required by the Office of Long Term Care, which regulates the program. Local employers rave about the level of preparation that CHC graduates bring to their jobs. Southeast Arkansas College provides college credit hours for our Pine Bluff CHC students. Phillips Community College provides college credit hours for all other CHC students. Upon completion of CHC, graduates can find employment at a local nursing home or hospital or enroll at a local college to obtain their LPN or RN.

Supportive Services. All of our students have low incomes, and many come from families and neighborhoods that are not supportive of their desire to make a better life for themselves and their children. We work with them to identify and address their barriers to employment including transportation, childcare, mental health and substance abuse issues, education levels, etc. We work closely with local government agencies and community based organizations to provide these needed services. Our support does not end when the students graduate. We can work with them for up to two years to help them address barriers, but the focus is on them resolving their barriers.

Employer Relations. We work closely with local employers to ensure that our students are learning the skills that employers say they will need on the job. We do this work through regular employer advisory com-

mittees and through regular visits with the employers at their sites. These relationships also help us to match our graduates with the employers that have the jobs. This helps employers because they have someone who can vouch for the employee, and this helps our students because it provides more access to jobs than they might have on their own.

The employer partners for Careers in Health Care include the following. In the Pine Bluff area, the partners are: Area Agency on Aging, Arkansas Convalescent Center, Davis Life Care Center, Diane's Adult Day Care Center, Garden Pointe, Hospice Home Care, Jefferson Regional Medical Center, Pathfinders, Pine Bluff Nursing Home, and Sheridan Nursing Home. In the Helena area, they include: Crestpark Skilled Nursing Home, Crestpark Nursing Home in Marianna, and Helena Regional Medical Center.

**Future Plans.** Industry Partners will be working on several new directions in 2003. First, we will work to expand career ladder opportunities for Careers in Health Care graduates so that higher percentages go on to obtain their LPN or RN degrees or other training in the health care field. Currently, about 20 percent of former CHC graduates are enrolled in further education. In recent years, GFF has been limited in the number of graduates that it could help with further education because the Helena campus of Phillips Community College had stopped offering an LPN program. In the spring of 2003, the college will resume this program, and GFF will build on this opportunity. We will also be exploring other opportunities in the health care field such as Emergency Medical Technician (EMT), respiratory therapist, and x-ray technician so that our graduates will have additional options for moving up the career ladder.

We are finding that many of our partner community colleges are having difficulty retaining their nursing students and adequately preparing them for the workforce. A recent LPN class at Phillips Community College in DeWitt started with ten students, was down to three after the first semester, and graduated one student. And Coahoma Community College in Clarksdale, MS recently graduated 36 students, only three of whom passed the state board exam. We plan to work with our partner colleges to design a "bridge" program to better prepare our CHC graduates for college. We expect this program to include remedial classes, "intros" to some of the nursing or other health care professions classes, study skills classes, and classes to prepare for the college entrance exams.

Second, we will explore opportunities for other sector- or occupation-specific career tracks. The CHC program

has been successful, but GFF has had difficulty finding additional training opportunities that meet both student and employer needs. We will engage in a research-driven process to identify one or more additional training tracks that provide career ladder opportunities similar to what is offered by CHC. We will examine data on occupations and job sectors from the Census, Employment Security Department, want ads, and other sources that quantify job demand. Once we have identified several potential opportunities in each of our target communities, we will interview employers that employ people in those occupations to identify their demand for individuals in those occupations, the training needed, and their interest in partnering with us to meet those demands. We will work closely with our college partners in this process to identify the potential opportunities for additional training tracks and to design the training for the tracks that we do identify.

\* Angela Duran is the Director of the Good Faith Fund. To review her work regarding many policy issues, please see *Policy Points* available at: [www.arenterprise.org/public\\_policy](http://www.arenterprise.org/public_policy) (soon to be [www.goodfaithfund.org](http://www.goodfaithfund.org)).

## Smart Development in the Arkansas Delta

Jennifer Thomas

As recognized by the University of Arkansas Delta Research and Design Center (UADRDC), the Arkansas Delta study area<sup>1</sup> is primarily an unplanned environment outside municipal boundaries. Of the twenty-two counties in the study area, only one, Crittenden County, has a zoning ordinance in place. However, even the Crittenden County ordinance is outdated, originally enacted in the 1970s, reenacted in the 1980s and currently operating without a Planning Board.<sup>2</sup> Basic zoning should be considered for the future economic and community development of the Arkansas Delta.

There are many benefits to instituting basic zoning measures in these counties. Some advantages of rural zoning<sup>3</sup> are: 1) aiding economic growth by setting aside select land for industrial and commercial uses, 2) shielding public property and individual property owners from harmful uses inconsistent with their area, 3) eliminating attempts by businesses to circumvent municipal regulation by locating in the unplanned areas of the county, 4) providing systematic development, and 5) increasing the pleasantness of land development by providing green areas and open space. However, to achieve the full benefit of zoning, the plan must be tailored to and closely suit the needs, goals, and objectives of the community and its landscape.<sup>4</sup> The primary foci for zoning in the Arkansas Delta region are adopting zoning ordinances and building the appropriate public bodies to implement the zoning ordinance. It is recommended that the counties experiencing population decline adopt basic zoning that divides land uses and places the appropriate uses next to each other. Smart development measures may be needed if these counties are anticipating large rates of growth. Smart development is recommended for areas experiencing population increase. The following offers a discussion of "smart development."

### Population Trends

The Arkansas Delta has been characterized as an area of decline, but there are areas of population growth as well.<sup>5,6</sup> Only one-half of the counties in the Arkansas Delta study area lost population between 1990 and 2000 as seen in Table 1.<sup>7</sup> Moreover, only six of the eleven counties realized a decline greater than 5%.<sup>8</sup> Taken together, all of the counties in decline lost less than 10.2% decline of their population.<sup>9</sup> Eleven counties in the study area experienced growth in population with four of these counties experiencing greater than 17% growth.<sup>10</sup> Smart Development measures are recommended for these intense growth areas, Craighead, Greene, Lonoke, and White counties.



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**Table 1: Population Change by Arkansas Delta Counties**

County	% Change in Population (1990-2000)
Arkansas	- 4.2
Chicot	- 10.2
Clay	- 2.8
Craighead	+ 19.1
Crittenden	+ 1.9
Cross	+ 1.6
Desha	- 8.7
Greene	+ 17.8
Jackson	- 2.8
Jefferson	- 1.4
Lawrence	+ 1.8
Lee	- 3.6
Lincoln	+ 5.9
Lonoke	+ 34.5
Mississippi	- 9.6
Monroe	- 9.5
Phillips	- 8.3
Poinsett	+ 3.9
Prairie	+ 0.2
St. Francis	+ 2.9
White	+ 22.8
Woodruff	- 8.2

**What is ‘Smart Development’?**

Smart development, also termed smart growth or growth management, became a public issue as early as the mid-1970s, when population growth, urban blight, and land consumption became a concern.<sup>11</sup> The American Planning Association (APA),<sup>12</sup> the national planning association for urban planners, lists the following six principles of what they term "smart development":<sup>13</sup>

Principle One: Efficient Use of Land Resources:

The preservation of land and natural resources

Principle Two: Full Use of Urban Services:

Efficient use of public and private infrastructure

Principle Three: Mix of Uses: Locating stores, offices, residences, schools, and recreation spaces within walking distance from each other

Principle Four: Transportation Options:

Transportation must be safe, convenient, and interesting

Principle Five: Detailed, Human-Scale Design:

Community acceptance of compact, mixed-use development requires compatibility between buildings to ensure privacy, safety, and visual coherency

Principle Six: Implementation: A community’s ability to adopt smart development principles will, of necessity, require an examination of its development review process

**Why Smart Development Governed by a County?**

While these measures are well suited to an urban application, county-wide or regional measures may also stem from these principles:

Efficient Use of Land Resources: Farmland is a resource that needs to be preserved. Arkansas lost 735,726 acres of farmland between 1978 and 1997.<sup>14</sup> It has been shown that a growth management mechanism, transfer of development rights, has had "moderate" success in preserving agricultural land in rural Wisconsin counties.<sup>15</sup>

Full Use of Urban Services: Providing urban services to county users is easier when development is clustered in the county’s unincorporated areas. Zoning for development aids in clustering growth and prevents the need for long urban service lines such as water lines.

Mix of Uses: Clustering compatible land uses in mixed-use development, provides a way of life suitable to a rural setting (e.g., a trip to the corner store for milk).

Transportation Options: Transportation options in the developed areas of the county would include walking and biking paths. The scale of the buildings would be designed to provide pedestrian sidewalks and human scale access.

Detailed, Human Scale Design: Human-scale development is well suited to rural life. The design of structures and placement of street lighting are two concepts by which a development can be sized to fit a person. For example, windows on shops promote window shopping. Street lights which are lower are pleasing to the eye.

Implementation: The development review process in Arkansas Delta counties must be fashioned to attract business in areas where growth is desired. There are no planning boards at the county level in the study area counties. When a zoning ordinance is adopted, the review process may require administrative review, planning board review, or even county commission review. It is difficult to implement a successful zoning ordinance without the appropriate bodies in place.

**Conclusion**

One-half of the Arkansas Delta counties are increasing in population. Future growth trends cannot be determined without population projections, but based on the population trend between 1990 and 2000, it appears that the creation and application of zoning tools are needed. Basic zoning can aid rural communities. Smart development will provide a planned environment, preserve the rural character of the community, and provide avenues for development that fit with the character of the community.

### **Why Not Develop a Regional Plan?**

The importance of and the need for regional planning in the development of our communities cannot be overstated. If not the county, what level of government can act as an informed mediator among communities and between urban and rural areas of a county? Who is more knowledgeable about the particular amenities of one town and the complementary amenities in another and plan development such that both towns and regions thrive? Why is there *any* opposition to regional planning?

In his article\* regarding regional planning, Jim vonTungeln, Arkansas Municipal League Staff Planning Consultant, states that while certain planning elements (e.g., economic development and transportation) adapt well to a regional approach, true regional planning relative to municipal development (e.g., zoning mechanisms, master plans), although logical, is hampered by several disincentives. To summarize, individual cities or towns have the tendency, fiscal responsibility and regulatory authority to fashion a plan for their maximum benefit. Because these interests create and maintain a competitive rather than cooperative form of governance, creating a regional planning context is difficult but not impossible.

Of course, a regional planning body could be formed through legislation and operated through a state planning office, but that is not likely to happen. Thus individual communities must take the lead in maintaining and improving relations with adjacent communities. One relatively simple way to begin this regional practice is by retaining positions on their planning commissions for residents in adjacent towns. As vonTungeln states, this simple step is the essence of real regional planning: "...thinking beyond our boundaries in terms of how we and our neighbors can share limited resources and support one another through complementary, not competing, projects." \*What Happened to Regional Planning? *City & Town*, Arkansas Municipal League (December, 1999).

<sup>1</sup> See Blair, D.D. (1988). *Arkansas Politics and Government: Do the People Rule*. Lincoln, NE: University of Nebraska Press. According to noted Arkansas historian Diane Blair, there are approximately 22 counties which follow the Mississippi Alluvial Plain, and as such, comprise the Arkansas Delta. Those counties are Arkansas, Chicot, Clay, Craighead, Crittenden, Cross, Desha, Green, Jackson, Jefferson, Lawrence, Lee, Lincoln, Lonoke, Mississippi, Monroe, Phillips, Poinsett, Prairie, St. Francis, White, and Woodruff.

<sup>2</sup>Honorable Crittenden County Judge Milton Holt is advocating the reconstitution of a Planning Board and redrafting of the zoning ordinance.

<sup>3</sup>Taken from Ohio State University Fact Sheet, CDFS-301, found at <http://ohioline.osu.edu/cd-fact/0301.html>.

<sup>4</sup>A source of assistance to draft ordinances for the Arkansas Delta Region is the East Arkansas Planning and Development District found online at [www.eapdd/comm\\_planning.htm](http://www.eapdd/comm_planning.htm).

<sup>5</sup>See *The Delta Vision, Delta Voices: Mississippi Delta and Beyond 2000*.

<sup>6</sup>2000 U.S. Census Statistics.

<sup>7</sup>Ibid.

<sup>8</sup>Ibid.

<sup>9</sup>2000 U.S. Census Statistics.

<sup>10</sup>Ibid.

<sup>11</sup>See *Growth Management Policies for the South*, the Report of the Growth Management Policies Committee of the Southern Growth Policies Board (December 1974).

<sup>12</sup>APA is found at [www.planning.org](http://www.planning.org).

<sup>13</sup>American Planning Association Planning Advisory Report No. 479 (1998).

<sup>14</sup>Arkansas Agriculture Statistics, Division of Agriculture.

<sup>15</sup>*Growth Management and Agriculture: An Examination of Local Efforts to Manage Growth and Preserve Farmland in Wisconsin Cities, Villages, and Towns*, Rural Sociology 66(3), 2001, pp. 317-341.



*Helena, Arkansas*



## Arkansas Department of Economic Development

Jan Partain

Good news! Arkansas' ranking in growth of population, personal income and employment has risen substantially in several national indexes during 2002. The Arkansas Department of Economic Development (ADED) works everyday, with the valuable assistance of its many economic development partners throughout the state, to ensure that this upward trend continues.

### Priorities

ADED's mission is to develop and diversify the state's economy to enhance the quality of life for current and future Arkansas by stimulating job creation and retention in both new and existing business and industry. The agency's top priorities are to bring more, better-paying jobs to the dedicated, skilled workforce of our state and to raise the average wage of Arkansas to the national average. While ADED targets quality companies that pay higher wages, the agency does not ignore the need for jobs in all wage scales, especially in today's still-recovering economy. ADED also recognizes that a job saved is as good as a job created.

Diversity is a key to long-term economic success. ADED pursues job growth not only in advanced manufacturing, but also in high-tech, research and development, aerospace, biotechnology, transportation, agriculture and other industries. By following this strategy, if there is a downturn in any one particular industry, the state will realize less negative impact.

Another top priority is to work with local leaders throughout the state in a regional approach to economic development. With the assistance of many local partners, ADED sponsored the Opportunity Arkansas conferences in five cities in July 2001. This strategy-building process provided a forum to discuss future growth sectors of the economy, the importance of a well-trained workforce, the value of a regional approach to economic development, and the need for strategic planning at the local level. Follow-up analysis and planning have been conducted throughout the state, and a compre-

hensive plan will be formulated by early 2003. Since the beginning of 2001, ADED has helped create more than 12,000 new jobs from diverse, world-class companies that are new to our state or expanding here. They represent a variety of sectors, including:

- **Food processing:** Nestlé and Frito Lay in Jonesboro; McKee Foods in Gentry; Pinnacle Foods in Fayetteville
- **Aerospace:** Lockheed Martin in Camden; Raytheon in Little Rock
- **Distribution:** Scholastic in Maumelle
- **Telecommunications:** GC Services in Little Rock
- **Manufacturing:** Whirlpool in Fort Smith; Superior Industries in Heber Springs, Rogers and Fayetteville; Southwest Steel Processing in Newport.

Diversity is also evident in the five Fortune 500 companies headquartered in Arkansas: ALLTEL, Dillard's, Murphy Oil, Tyson and Wal-Mart, the world's No. 1 Fortune 500 company ([www.fortune.com/fortune/fortune500](http://www.fortune.com/fortune/fortune500)). Some 80 other Fortune 500 companies have investments and jobs here. Arkansas' pro-business environment, central location, quality of life and responsiveness to business needs are key advantages ADED has stressed to site consultants and relocation decision-makers across the U.S. The agency's national television and trade publication advertising, targeted direct mail and Web site were cited by Site Selection ([www.siteselection.com](http://www.siteselection.com)) magazine when it chose ADED as one of the top economic development agencies in the nation in 2002.

### Programs

#### BUSINESS DEVELOPMENT

The Business Development Unit recruits new companies and works with existing companies as they expand. Business Finance and International Marketing are components of this unit.

#### COMMUNITY DEVELOPMENT (DIVERSIFYING LOCAL ECONOMIES)

The cornerstone of ADED's economic development partnership with local communities is the Arkansas

Community of Excellence (ACE) strategic planning process. The approach is highly customized, allowing communities to determine their own best route to economic and community development. For instance, while attracting biotechnology or manufacturing companies may suit one community, tourism development or retiree relocation may be more suitable for another. More than 60 communities have completed the required self-analysis, organization and goal-setting to achieve ACE certification. One county and two regional groups that encompass several towns have also certified.

#### COMMUNITY DEVELOPMENT GRANTS

ADED also works with communities through the Community Development Block Grants program that the agency administers for the U.S. Housing and Urban Development Department. These funds go to small, rural, low- and moderate-income communities for projects such as fire stations, childcare and senior centers, wastewater plants and streets.

#### WORKFORCE DEVELOPMENT

ADED's Customized Training Incentives Unit offers two major programs: The Existing Workforce Training Program helps companies upgrade their current workers, while the Business and Industry Training Program provides pre-employment training and on-the-job training for new and expanding companies.

#### SMALL AND MINORITY BUSINESS DEVELOPMENT

ADED's Small and Minority Business Development Unit works with small businesses to secure capital, identify government procurement opportunities and financial resources, and provide marketing and business-plan assistance.

#### ENERGY

The Energy Unit offers a variety of programs, including promoting energy conservation in public buildings and schools, providing energy information to builders, and teaching school students about energy usage.

#### FILM

ADED's Film Unit assists the formation of local film commissions and promotes Arkansas locations for film and video production.

ADED welcomes the opportunity to work with economic development partners throughout the state. For more information, contact the agency by phone: 1-800-ARKANSAS or e-mail: [info@1-800-ARKANSAS.com](mailto:info@1-800-ARKANSAS.com). Or visit the Web site: [www.1-800-ARKANSAS.com](http://www.1-800-ARKANSAS.com).



## **The Department of Information Systems: Your IT Solutions Provider**

*BJ Wyrick*

Today's environment calls for innovative and responsive solutions to the public's technology needs. As a State agency, the Department of Information Systems (DIS) offers the security of years of experience and the agility necessary in bringing new services to citizens. Citizens demand the same level of customer service from the public sector as they enjoy from the private sector; they want convenience and greater accessibility at Internet speed. The DIS vision is to enable governments everywhere to better and more efficiently interact with citizens and other businesses.

What is now DIS was created in the late 1970s by the Arkansas State Legislature to address several needs:

- to plan and manage infrastructure
- increase the awareness of opportunities to share information
- increase the capabilities for communications and exchange of information
- develop mechanisms for more timely acquisition of information technology
- establish policies and procedures that maximize the return on investment of information technology expenditures; and
- to provide IT resources and solutions to the Arkansas public sector – state, county, cities, and towns.

Our vision is to be the information technology service provider of choice for the Arkansas Public Sector. Our mission is to design, build and manage the state's core shared information technology infrastructure and other technology solutions in a reliable, customer oriented and value focused manner.

We strive to understand the mission of our customer and respond promptly and effectively. Approximately 400 DIS employees help provide communications, computing and IT solutions for over 300 State agencies, as well as commissions and legislators and representatives.

We provide business and communication solutions

## DRDC NOTES

### **Regional Information Technology Development**

by leveraging dollars to provide an economy of scale for the citizens of this state. We are a cost-recovery, not-for-profit organization using non-revenue receipts to deliver IT services such as Email, internet access, and connectivity, wireless, even basic dial tone, long distance and voicemail. DIS offers it all and provisions services for locations with multiple departments.

Our goal is to maintain the quality of service for 240 products and services provided to various public sector entities. For years, the focus of computerizing government has been at the federal and state levels.

We are focused now on providing IT solutions to cities and counties in the state of Arkansas and want to move cities and counties into the online world. When you consider civic government, the county clerk, the county assessor, county treasurer, county judge, and others, this could function as a digital courthouse.

The city of Little Rock and the Baxter County Sheriff's Department are new customers taking advantage of the volume discounts we can provide. Many customers use our procurement services to take advantage of vendor contracts for local and state government purchasing of computers, desktop services, and software. We competitively "pre-bid" to follow state purchasing laws then no further bids are required.

Think about this concept all-for-one and one-for-all: 75 counties buy separate systems that cost on an average of \$150,000. That is an aggregate cost of \$11 million to the taxpayers before operational or disaster preparedness expenses. Consider this option: 75 counties use a centrally managed/remotely administered system. Cost to the taxpayers is \$6.5 million including disaster preparedness. Can you afford not to explore options with the Department of Information Systems?

We have perfected a similar solution for the schools across the state: 1,100 Arkansas public schools use a common system to manage their finances and student information, a single system operated and supported by the Department of Information Systems.

This includes a staff of field support technicians. The APSCN model can be imitated and successfully repeated for IT service to counties and cities throughout the state of Arkansas. There is a need to move the county government to "on-line" government and we recognize that need and have a plan to leverage dollars and provide the solution that is needed in your county or your city.

Visit our web site at [www.dis.state.ar.us](http://www.dis.state.ar.us). Our state contact for City and County services is BJ Wyrick. She can be reached at 501-682-4907 or [bj.wyrick@mail.state.ar.us](mailto:bj.wyrick@mail.state.ar.us). Let us know what we in DIS can do for you.

Individuals and organizations with a regional focus in their information technology development efforts provide the necessary support (e.g., money, capacity, amenities) for effective overall development in the Arkansas Delta. However, many Arkansas Delta communities continue to suffer from lack of necessary economic resources and capacity to benefit from technological progress. Improving access to and use of information technology can allow businesses, health care providers, governmental agencies, and school districts to improve the services each provides. Because information technology development is such a critical component of economic development efforts, several initiatives of the past and present are highlighted here.

#### **Delta Compact Technology Project**

The Delta Compact,<sup>1</sup> recognizing that information technology is a driving force in many development efforts, sought to improve access to technology in the Lower Mississippi Delta region (Arkansas, Louisiana, and Mississippi) through the creation of the Delta Compact Technology Project. From 2000 to 2001, this project, managed by the Housing Assistance Council (HAC) and funded through the Fannie Mae Foundation, provided computer equipment, internet access and computer skills training, as well as web page placement on the Delta Compact web site to twenty-two (22) non-profit, housing, community and economic development organizations in the Lower Mississippi Delta region. The purpose of this project was to improve community and economic development efforts not only by building the capacities of organizations working to improve the overall quality of life in their communities, but also through the resulting regional communications network (the *Delta Community Network*) currently linking these groups and the Delta Compact.

According to Renee Wilburn, Chair of the Delta Compact Technology Subcommittee, this website:

Provide[s] a central communications venue and a forum for participants, supplying information about issues and events in the Delta with respect to housing, community development, economic development, and related policies. It also include[s] links to other on-line resources, "pop-up scrapbooks" in which each participating organization can describe its work, and a listserv enabling participants to share ideas and concerns.<sup>2</sup>

In addition to her work on the Delta Compact

Technology Subcommittee, Ms. Wilburn also acts as the Executive Director of the Lee County Community Development Corporation (LCCDC), headquartered in Marianna. Since its start in July 1996, the LCCDC has been active in improving the quality of life for Lee County residents through the promotion of housing, small business/micro-enterprise development, community outreach and technology initiatives. By providing computer access and technology training to Lee County youths and adults, the Lee County Technology Learning Collaborative Community Technology Center promotes local technology awareness and education.<sup>3</sup> This collaborative operates through various centers<sup>4</sup> throughout Lee County. As part of the Lee County Technology Program, this project is funding through the Winthrop Rockefeller Foundation.

### **NETMobile**

Funded by a two-year grant through the Economic Development Administration (EDA), NETmobile is a wireless mobile van equipped with Internet access via satellite link.<sup>5</sup> With a mission "to assist businesses and educational institutions in the Arkansas Delta by providing Internet access and local, statewide, national, and international information resources,"<sup>6</sup> NETMobile ensures that technology is made available to the Arkansas Delta region. Its mobility allows NETMobile to travel as an information technology resource center among the forty-two (42) counties throughout the Arkansas Delta<sup>7</sup> delivering information technology, enhancing business, schools, local governments and providing access to any individuals interested in the Internet.<sup>8</sup> Project partners include EDA, Arkansas State University Delta Center for Economic Development, Arkansas State Library, Environmental and Spatial Technology (EAST) and Arkansas Science and Technology Authority (ASTA).<sup>9</sup> Ramona Clower, the NETMobile Director, can be reached at [rclower@astate.edu](mailto:rclower@astate.edu). Also visit the Arkansas State University Delta Center for Economic Development website ([http://deltaced.astate.edu/rc\\_sevices.htm](http://deltaced.astate.edu/rc_sevices.htm)) for more information regarding this project.

<sup>1</sup> Beginning in 1998, the Delta Compact "...is a collaborative effort to devise comprehensive community development solutions to the problems arising from the persistent poverty, sluggish economy, and legacy of racial segregation in the Lower Mississippi Delta region. The partnership is directed by local leadership from the states of Arkansas, Louisiana, and Mississippi and engages the participation of a broad range of public and private stakeholders. The partners are supported by the Housing Assistance Council through grants from USDA. The primary objectives of the Compact working groups are to: create a regional identity for the Delta; facilitate a comprehensive approach to community

development; undertake capacity development initiatives like the Delta Community Network; and to developing policies to support change in the Delta" <http://www.deltacompact.org/default.asp>.

<sup>2</sup> See Housing Assistance Council, *Rural Voices*, Vol. 5, No. 2, Spring 2000. Available at <http://www.deltacompact.org/about/docs/publications/WilburnLRS.doc>

<sup>3</sup> For more information regarding this project, please see the LCCDC website at [www.delta.compact.org/network/partners/lee\\_county.asp](http://www.delta.compact.org/network/partners/lee_county.asp)

<sup>4</sup> Satellite centers include: Haynes City Hall, Rondo City Hall, Marianna City Hall, Marianna/Lee County Public Library, Marianna Chamber of Commerce, and Our House Development Center.

<sup>5</sup> [http://deltaced.astate.edu/rc\\_sevices.htm](http://deltaced.astate.edu/rc_sevices.htm)

<sup>6</sup> See Arkansas State University's NewsPage at [www.asunews.astate.edu/newspage.htm](http://www.asunews.astate.edu/newspage.htm)

<sup>7</sup> Counties include: Arkansas, Ashley, Baxter, Bradley, Calhoun, Chicot, Clay, Cleaveland, Craighead, Crittenden, Cross, Dallas, Desha, Drew, Fulton, Grant, Greene, Independence, Izard, Jackson, Jefferson, Lawrence, Lee, Lincoln, Lonoke, Marion, Mississippi, Monroe, Ouachita, Phillips, Poinsett, Prairie, Pulaski, Randolph, Searcy, Sharp, Stone, St. Francis, Union, Van Buren, White, and Woodruff.

<sup>8</sup> See note 6.

<sup>9</sup> See note 6.

# CONFERENCE CORNER

## 2002 National Rural TeleCongress Conference

Aaron J. Scott

With over 250 participants, the 2002 National Rural TeleCongress Conference in Des Moines, Iowa was the largest turnout ever for the Rural TeleCongress ([www.ruraltelecon.org](http://www.ruraltelecon.org)). Individuals attending the conference were from backgrounds and disciplines ranging from Internet Service Providers and former employees of the FCC and the NTIA (National Telecommunications and Information Administration) to community technology consultants, economic development professionals, nonprofit technology providers, and professors. Such an interdisciplinary gathering for the sole purpose of defining telecommunications issues relevant to rural areas was beneficial to all in attendance.

The conference was divided into breakout sessions covering various telecommunications-related topics. Such topics included:

- Health and Telecommunications
- E-government
- Education and Telecommunications
- Community and Economic Development and Telecommunications
- Telecommunications Policy and Legislation
- Telecommunications Infrastructure
- Universal Service

Some common themes arising from the various conference groups include:

### Public Ownership of Telecommunications Infrastructure:

Cities that own their own fiber networks place themselves in an advantageous position with telecommunications providers. Andrew Cohill, a Rural TeleCongress regional representative, presented actions cities could take to protect themselves from high costs associated with after-the-fact installation of fiber networks, including the following:

- require all new subdivisions to set aside proper telecom rights of way including NSAP's (Neighborhood Service Access Rights)
- require all new buildings to have structure wiring meeting Cat 5e/Cat 6 standards
- require the use of *Corning* or *Emtelle* systems to install duct and/or fiber prior to paving streets make this part of the street maintenance budget

- require the use of light poles with built-in mounting brackets for wireless access points when installing or replacing street lights

Defining Broadband: This topic was at least mentioned in almost every session I attended. An accurate definition of Broadband is especially important when determining funding for the underserved areas of the nation. The term Broadband is commonly defined as access that operates at 200kbps or faster.

Defining Rural: As expected, this topic was also discussed frequently in the sessions. It is important because those areas not defined as rural will be unable to receive funding or attention as telecommunications policy continues to change in favor of rural areas. Moreover, as the definition of rural changes, so does the community's access to funding. In this regard, the Federal Communications Commission (FCC) definition of "rural area" for the purposes of Universal Service is: a nonmetropolitan county or county equivalent, as defined by OMB and identifiable from the most recent MSA list released by OMB, or any census tract or block numbered area, or contiguous group of such tracts or areas, with in an MSA-listed metropolitan county identified in the most recent Goldsmith Modification published by ORHP/HHS, see <http://www.fcc.gov/rural/>.

*Rural* then, is defined by what it is not. As the definition of metropolitan changes (based on the U.S. Census Bureau), so will the definition of rural. For clarity's sake, *Metropolitan* is defined as:

-Places of 2500 or more people incorporated as cities, villages, boroughs (except in Alaska and New York), and towns (except in the six New England states, New York, and Wisconsin), but excluding the rural portions of "extended cities" -Census designated places of 2,500 or more people-Other territory, incorporated or unincorporated, included in urbanized areas, see [http://www.census.gov/geo/www/ua/ua\\_2k.html](http://www.census.gov/geo/www/ua/ua_2k.html).

### Making Use of Rather than Access to Broadband the Primary Focus:

In conjunction with the primary conference theme, *building demand for broadband*, this distinction was commonly heard throughout the conference. As it becomes more useful, broadband will be used by more businesses, governments, schools, and households. Currently, the cost is not worth the relatively few benefits that come with broadband access. As many presenters stated, the "build it and they will come" or the "field of dreams" mentality toward Broadband is not realistic. The simple existence of Broadband does not

guarantee the use of it. We must make it useful to all sectors of communities before there will be significant demand for it.

Other themes arising from discussion and presentations include:

- Creating a demand for broadband through business entrepreneurship
- Building economic development through telecommunications investment
- Developing infrastructure over a long period of time utilizing existing budgets.
- Developing telecommunications policy that protects and benefits the town including zoning and development requirements (Cohill)
- Creating vital economic stability through collaboration among primary community leaders (e.g., schools, government, telecommunications providers, businesses)
- Increased Bandwidth (the ability of wireline or wireless technology to handle data-intensive technology) can be wireline or wireless. Wireline technology or fiber optics is in use through our telephone lines and high-speed internet (e.g., DSL and Cable) access. While it has physical limitations, which in turn limit data transfer speed, wirelines are already underground in most communities. Wireless, on the other hand, has no real limit to the speeds it can carry. Currently, wireless is the fastest service available for data, voice, and video. Information is literally carried through the air from access point to access point (satellite or tower to computer). The drawback of wireless technology, and the reason for recommending both wireline and wireless, is that if there are any major problems with the wireless technology, wireline will always be available as a back-up (including for national security purposes). Thus, if a community has wireless, the prudent call is to have wireline as a backup (For more information, see *Blacksburg Electronic Library* [[http://www.bev.net/about/research/digital\\_library/technical.php](http://www.bev.net/about/research/digital_library/technical.php)] for articles by Andrew Cohill. Cohill has written extensively on this subject).
- Rural communities must change dramatically in order to take advantage of the telecommunications benefits. The old economic model, based upon manufacturing and face-to-face business practices, has been replaced by a new economy. The new economy, also referred to as *Third Wave* economy, is based

upon the ability of employees and employers to manipulate, transform, and transfer information in order to create knowledge for clients. This kind of economy is less concerned with any particular location or physical labor than it is with mental ability and customer service skills. While it requires more education, jobs that are associated with the *new economy* are more likely to pay higher and are less likely to require the employee to work away from home. The argument then is that rural communities have to adjust to this change by re-training their workforce. If they do not, the argument goes, they will not survive and rural inhabitants will be forced to find places to live and work near urban centers.

- Tele-work is a viable option for rural communities. Tele-work involves the use of information and computer technology which allows employees to work from a location remote from the central office. It includes a broad range of jobs from occupations such as data management, customer service, medical transcription, to high skilled jobs like software engineering, writing, and nursing. It is especially useful to rural residents to be aware of tele-work opportunities so that, while gaining greater skills through education and training, they are not forced to seek employment outside of their communities. In addition, communities benefit by seeing a reduction in transportation, out-migration, and unemployment as a result of tele-work. For more information, see the *Rural Telework Project* research at Washington State University <http://cbdd.wsu.edu/telework/project.html>.

The 2003 National Rural TeleCongress Conference will be held in Washington D.C.

# National Rural Housing Conference 2002

Valerie H. Hunt

Sponsored by the Housing Assistance Council (HAC) with the support of over 40 cosponsors and major contributors, the National Rural Housing Conference was held in Washington, DC from December 5-7, 2002. HAC representatives expected to draw more than 800 participants for workshops, training, policy roundtables, and networking opportunities for people interested in rural affordable housing [Given the standing room only capacity in most workshops and seminars I attended, it is likely that HAC's expectation was surpassed]. With the theme, *Building Communities, Changing Lives*, the conference was designed to provide technical knowledge and skills as well as renew the spirits and commitment level of those in attendance. With the purpose of increasing capacity as an avenue towards increasing both affordable housing stock as well as access to such stock, the conference was divided into four tracks:

- Development Capacity
- Resource Capacity
- Organizational Capacity
- Community Capacity

Each track offered training, workshops, and panel discussions in order to provide participants with resources and knowledge to more effectively work with members of their communities to address affordable housing needs.

In addition to the tracks, the conference format included four rural housing seminars:

- Affordable Housing Construction Management
- Financial Literacy and Rural Residents
- Raising Money from Private Sources: A Conversation with Funders
- Nonprofit Financial Management: Establishing Sound Practices

Following panel discussions, seminar participants were led through a series of exercises to enable each to become more acquainted with the seminar area as well as provide them the tools to help their respective clientele.

On the final day of the conference, participants were grouped by issue area in order to facilitate roundtable discussions. These issue areas or roundtables included:

- Appalachia
- Colonias
- Farmworkers
- Mississippi Delta
- Native Americans
- Advocacy for Rural Housing
- Community Reinvestment
- Economic Development
- Media Strategies

- Elderly Housing Issues
- National Housing Trust Fund Update
- Fundraising for Rural Housing
- Welfare Reform
- YouthBuild
- Fair Housing

These roundtable discussions were designed to initiate planning for future collaborative efforts on a range of issues related to rural housing and special needs groups.

## Lessons

The belief that capacity building plays a critical role in increasing the availability of, and access to affordable housing was refreshing. The record low level of affordable housing stock, both in-state and nationally, is not novel; however, the barriers which exist for certain individuals and communities needing access to affordable housing are not as apparent. For example, because low-income individuals do not typically have access to traditional banking systems, predatory lenders such as pawnshops or payday loan companies fill this void and represent a barrier to the capital building necessary to access affordable housing. In addition, rural areas do not receive a fair share of federal housing assistance because often there are no regulatory set-asides and these rural areas must compete with larger jurisdictions for funding.

Explaining these limitations to the appropriate individuals and agencies is a critical step in producing a responsive initiative. By educating and empowering each other, we combine to generate ideas, recommendations, and *informed* initiatives. From this education and empowerment, we can see the larger picture. That is, we cannot effectively address *the* issue of affordable housing without addressing the community and its particular condition (e.g., culture, education, workforce, income level). This comprehensive, yet focused analysis is necessary to make the conference theme, *Building Communities, Changing Lives*, a reality.

If you are interested in learning more about this conference, you can access workshop and seminar notes from this HAC conference site:

<http://www.ruralhome.org/nrhc2002>.



Clarendon, Arkansas

# DRDC BACKGROUND

## University of Arkansas Community Design Center

The Delta Research & Design Center (DRDC) is a unit of the University of Arkansas Community Design Center (UACDC), which is an outreach of the School of Architecture. Initiated in early 1995, UACDC provides long-range physical and economic planning assistance for communities and organizations that otherwise would not have access to these valuable services. Using teams of students and professional staff, UACDC provides research, planning, high-quality design, sound economic advice and documentation. In partnership with the community, UACDC offers the following interdisciplinary services:

- Prepare community-wide plans, including urban design recommendations for public open space and improved pedestrian circulation
- Recommend the preservation of structures and spaces
- Prepare plans for phased development linked to community resources
- Offer recommendations to improve local legislation, zoning and other public policies affecting community character and quality
- Accompany planning recommendations with business and economic analyses and research through the Center for Business and Economic Research at the Sam M. Walton College of Business, University of Arkansas-Fayetteville
- Encourage planned growth and responsible development
- Recommend broad-based public commitment to civic action and investment
- Encourage preservation of the natural environment

For more information regarding UACDC and its projects/services, call (479) 575-5772 or email David Glasser, UACDC Director ([dglasser@uark.edu](mailto:dglasser@uark.edu))

## Ph.D. Program

In 1999, an interdisciplinary group of University of Arkansas faculty in the social sciences, behavioral sciences, agriculture, engineering, and the schools for the professions created a new educational and outreach program. Located in the Graduate School, the policy Ph.D. program draws upon the strengths of many academic departments and disciplines to meet its education, outreach and service goals. The program focus is on training leaders who will directly affect policy issues relevant to the people of Arkansas, the region, and the nation.

As part of the educational and service mission of the University of Arkansas, the new Ph.D. program provides a forum for the consideration of policy issues by students, faculty, and the larger community. Accordingly, among the fields of specialized study are: Community Development Policy, Family Policy, Environmental Policy, Education Policy, Health Policy, Transportation Policy, Recreation Policy, Public Policy Management, and program analysts, teachers and researchers, advocates, lobbyists and in many other capacities in the non-profit, public and private sectors (\* information taken from the following website <http://policy.uark.edu/policyphd>).

For more information regarding this program, call (479) 575-6442 or email Will Miller, Director of the Public Policy Ph.D. program ([policy@comp.uark.edu](mailto:policy@comp.uark.edu))

# DRDC PROJECTS & PROGRAMS

From the initial seed grant as well as subsequent grants from the Winthrop Rockefeller Foundation, the DRDC has developed a group of projects and programs that we believe will have lasting and measurable effects on the people and communities of the Arkansas Delta. Our work is accomplished through four specific, yet interrelated annual program/projects.

- **Annual DRDC Summer Workshop**

During the summers we will conduct small town workshops. Typically, six to ten students (architecture, landscape architecture and public policy students) will live and work in a community to develop comprehensive development and revitalization plans. These workshops serve several purposes. First, the workshop provides the community with a comprehensive and holistic development and revitalization plan that includes short, medium, and long-range development goals. Second, it is an opportunity for students who are committed to community work to develop not only their professional skills in architecture or policy, but to enhance their notions of community and sense of place and to improve their capacity for community leadership when they enter the public or private workforce. Finally, the workshop allows concerned community members and stakeholders to participate in planning for the future of their communities. Our work is based solely on community input gathered at the beginning of the workshop. This participatory approach fosters community ownership, which in turn increases the likelihood of successful implementation of the community plan.

- **Delta Research Bulletin (DRB)**

By conducting informal surveys of community groups and local government officials, the DRDC plans to put together a research priority list. This list will dictate the research projects conducted at DRDC. With contributions from DRDC staff, Rockefeller Fellowship recipients, and local business, industry, and education personnel, a collection of relevant and timely research essays and articles will be published in the *Delta Research Bulletin*. Each issue will also address different organizations and work underway in the Delta. By publishing this information, the bulletin will serve as an information clearinghouse and can potentially help address issues such as program and service duplication. The 2003 DRB will focus on regionalism and such policy issues as tourism development, information technology, planning, and workforce development. The *Delta Research Bulletin* will be mailed to various government officials, organizations, and individuals throughout the Arkansas Delta.

- **Annual Economic Development Seminar**

The University of Arkansas possesses a huge amount of intellectual capital that must be shared with the Arkansas Delta. Through this annual conference, the DRDC hopes to provide Delta communities with timely research and economic development project ideas and practices. Also, through this seminar, we hope to bring various stakeholders such as state and local government officials, community and civic groups, and concerned citizens together to share information. This process is intended to not only create new capacity building opportunities for Delta communities, but also to help identify where possible partnerships could exist and where potential duplication of programs or services could be eliminated. The 2003 seminar will be held in March in Stuttgart, Arkansas. In addition to other relevant issues, the seminar's program will revolve around issues presented in the *Delta Research Bulletin*.

- **Elementary and Secondary Education Outreach Program**

Through projects and research presentations to elementary and high school students, the DRDC hopes to provide opportunities for young people to participate in community development projects and programs and help to instill the values of community pride, participation, and social and economic justice. During the first year of this program, the outreach will focus on high school students in over thirty schools in our twenty-two county service area. While visiting these schools, the DRDC director will give a short presentation on community service and community participation and conduct a survey to gauge students' current levels of participation in community affairs and understanding of community related issues. Because of the tremendous impact of the loss of young people and the attendant "brain drain" characterizing the Arkansas Delta, we hope this program will give students a new perspective on their hometown and their ability to improve their community and enhance their personal role in the growth and development of their town.

# Submissions & Subscriptions

SUBSCRIPTIONS are free. Please fill out the following form and return to:

**UADRDC  
P.O. Box 202  
Clarendon, AR 72029**

NAME \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY/ST/ZIP \_\_\_\_\_

PHONE \_\_\_\_\_

**SUBMISSIONS:** If you would like to submit your organizational profile or an article for a future edition of the *Delta Research Bulletin*, or simply comment on information presented here, please forward information either through e-mail ([vhunt@uark.edu](mailto:vhunt@uark.edu)) or to the UADRDC address listed above.

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