



**Impact Evaluation and Analysis  
2016**



## Table of Contents

**Overview ..... 3**

**Methodology ..... 4**

**History of Little Rock Port ..... 5**

**Major Announcements/Company Locations ..... 9**

**Economic Impact ..... 13**

**Infrastructure Projects ..... 16**

**Imports and Exports..... 17**

**Economic Development Resource ..... 18**

**Culture..... 18**

**Sustainability ..... 18**

**Philanthropy ..... 20**

**Other Contributions ..... 21**

**End Notes ..... 23**



## Overview

The Port of Little Rock is located on the Arkansas River as part of the McClellan-Kerr Navigation System and provides year-round access to the Mississippi River, the Port of New Orleans and the world. The lock and dam system along the Arkansas River, managed by the U.S. Army Corps of Engineers, provides for a flood-controlled nine-foot channel, year-round, ice-free commerce.

The Port of Little Rock is located along Interstate 440 in Little Rock, in close proximity to Interstates 30 and 40. Moreover, the Bill and Hillary Clinton National Airport is located one mile from the Port. Within 60 miles, Port users can access more than one million people, with nearly 12 million people within 250 miles. The Port of Little Rock is also within less than a day’s drive of major population centers, such as Dallas, Houston, New Orleans, St. Louis and Atlanta.<sup>1</sup>

In 1967, with the initial purchase of land for the Little Rock Port, embarked on the task of creating one of the most prolific economic development catalysts for the City of Little Rock. In 2015, the McClellan-Kerr Navigation System was upgraded from a connector to corridor and designated as Marine Highway 40. Since the 1970s, the Port has grown, with significant company investment and employment. The Impact Evaluation and Analysis focused on the time period of 2005 to 2015.

# Port of Little Rock Major Milestones

1959	Little Rock Port Authority Created and Bonds Issued
1967	Initial Land Acquisition
1968	Port of Little Rock Begins Operation
1972	Foreign Trade Zone Created
1985	Slackwater Harbor Study Completed
1992	Mauney Road and Sloane Drive Improved
1995	Frazier Pike and Rail Line Extended
2000	First Slackwater Harbor Shipment
2009	South Port Site Purchased
2014	Arkansas River Resource Center Opens
2015	First Strategic Growth Plan Adopted



The total impact of the Little Rock Port from 2005 to 2015 is \$5.1 billion including water and rail operations of the terminal; construction of new and expanding facilities; employment at all companies located at the Little Rock Port Authority Park and infrastructure upgrades during that time period.

<b>By the Numbers</b>	
<b>2015 JOBS</b>	<b>3,298</b>
<b>2005 – 2015 CONTRIBUTION TO GRP</b>	<b>\$2,473,937,246</b>
<b>2005 – 2015 TOTAL IMPACT</b>	<b>\$5,106,091,889</b>

## Methodology

The economic impact evaluation and analysis measures the effect of the Port of Little Rock on the City of Little Rock and Pulaski County. For the City of Little Rock geography, all Zip Codes with boundaries in the city were used. In addition to the economic impact, the Port has had additional non-economic impact on the city and county. The evaluation for the non-economic and social contributions of the Port include infrastructure, sustainability, presence of international companies and philanthropy.

## Data Parameters

The employment data utilized for this analysis is reported by the Arkansas Economic Development Commission (AEDC). The AEDC uses a number range for reporting company employees. Applying these employment codes to the Little Rock Port Industrial Park (Park), the median of each employment code was used to determine the total number of employees at the Park in 2015.

To determine the number of workers for each year from 2005 to 2014, additional research was completed to identify any new locations, expansions, layoffs or closures that occurred at the Park during the time period, with each company's employment adjusted accordingly. If no change in employment was identified through this research, an assumption was made that employment remained constant from 2005 to 2015. Sources for this additional research included the Little Rock Regional Chamber of Commerce and various news media outlets.

Capital investment in the Park over the last 10 years was determined using several sources including The Dodge Reports, data provided by the Little Rock Port Authority (LRPA) and information available in the public domain.

Qualitative research was completed to determine infrastructure investments since the establishment of the Little Rock Port Authority (LRPA) and the Park. Data related to investments was also provided by the LRPA.



## History of Little Rock Port

Established by Arkansas Code Annotated 14-186-209 and created by Little Rock City Code, Section 25-1.2, the LRPA was established in 1959. Beginning with the support of city leaders, the Little Rock Board of Directors voted to issue \$3.15 million in general obligation bonds to allow the LRPA to purchase six parcels of land, totaling 1,200 acres, and build warehouse space between the years of 1968 and 1972.<sup>ii</sup> With the purchase of these parcels of land, the LRPA embarked on the task of creating one of the most prolific economic development catalysts for the City of Little Rock.

With the political leadership of two distinguished United States Senators, Senator John L. McClellan of Arkansas and Senator Robert S. Kerr of Oklahoma, federal legislation and designated funding was approved to enhance the Arkansas River System and lead to the establishment of the McClellan-Kerr Arkansas River Navigation System (MKARNS). This was the impetus for city leaders to enhance the quality of life of its citizens through economic development using the Arkansas River as an asset.

Initial funding for construction of the MKARNS was authorized in 1946; however, the project was delayed in 1950 due to the Korean War. Moreover, a series of engineering challenges prevented work from resuming until 1955. Beginning in 1963 and culminating in 1970, the seven-year MKARNS project consisted of deepening and widening the river channel, as well as the construction of locks from the Port of Catoosa in Oklahoma to the confluence of the Arkansas and Mississippi Rivers. The full system consists of 443 miles and 17 locks and dams.<sup>iii</sup> While this construction was taking place, the LRPA embarked on developing its newly acquired assets.

The land that was purchased by the LRPA consisted of prior converted cropland, along with wetlands. With a mission to create infrastructure to support commerce, the LRPA identified the 151 acres purchased in 1967 as an ideal location for a port terminal on the banks of the Arkansas River. The activities that resulted in creating trade and development included clearing and draining the land, infilling the dock area, building a transit shed and connecting the Little Rock Port Railroad from the dock area to the then Missouri-Pacific Railroad main line. Notably, the Little Rock Port Railroad was established in 1968 to support and serve the river dock facility, a decision that remains lucrative for the Authority 40 years later.

With many upgrades taking place, existing county roads such as Lindsey Road, Frazier Pike, Fourche Dam Pike and Mauney Road were identified as roads that would need to become incorporated into the preliminary plat of the Port. Road upgrades have been made as needed to improve these streets to Industrial Street Typical Section.



In 1969 an additional \$1.09 million of general obligation bonds were issued, with the funds used to lay four miles of railroad track, enlarge warehouse space and extend utilities.<sup>iv</sup> With upgrades such as improved sanitary sewer including a lift station and 17,000 LF of force main, the first commercial barges docked at the Port of Little Rock on January 4<sup>th</sup> of the same year. Additional improvements to the Port terminal to support additional growth included mooring dolphins, pipelines to transport various liquids from tank farms to barge and pier replacements.

When dedicated by President Richard Nixon in 1970, the MKARNS was the largest civil works project ever undertaken by the U.S. Army Corps of Engineers. MKARNS is responsible for imports of up to \$2 billion and exports of \$1 billion in Arkansas, annually.<sup>v</sup> In 2015, MKARNS' status was upgraded from connector to corridor and designated as Marine Highway 40. This upgrade increased the opportunity for federal funding to complete system maintenance and improvements.<sup>vi</sup>

As the Port continued to grow under the leadership of the LRPA, many additional investments created significant competitive advantages for economic growth. The major improvement projects identified below are crucial to the history of the Port.

#### *Little Rock Port Authority*

The Little Rock Port Authority is made up of a seven-member board of directors. Directors are appointed by the Mayor of Little Rock and have the responsibility to develop and improve the harbors, ports, river, rail or barge terminals and increase the movement of commerce through them.<sup>vii</sup> Current directors are:

Christopher Mathews, Chairman  
 Virgil Dexter Doyne, Vice Chairman  
 Melissa Hendricks, Treasurer  
 Joseph Bailey

Greg Joslin  
 Frank Scott, Jr.  
 Jon Wickliffe

#### *Little Rock Port Authority Offices*

The Little Rock Port Authority established offices within the Little Rock Port Industrial Park in 1973. The construction of this facility was accompanied by a fire station to support the tenants at the Port.

With grant funding from the Economic Development Administration, the LRPA began construction of new offices that would be known as the Arkansas River Resource Center in 2012. The building was opened in 2014 and received the designation of LEED Silver by the U.S. Green Building Council in 2015.



### *Little Rock Port Authority Railroad*

In 1970, the Little Rock Port Authority Railroad (LRPARR) established connections to Rock Island Railroad (now Union Pacific Railroad [UP]) and Missouri Pacific Railroad (now Burlington Northern Santa Fe [BNSF]). The LRPRR serves the Park with a line extending from the junction with UP and BNSF near the Bill and Hillary Clinton National Airport to the Arkansas River at the Port dock facilities. With a total of 17 miles of mainline track, the system includes several spur lines to facilities located in the park and a marshaling yard that was completed in 1974. Additionally, the LRAPRR operates two locomotives to serve customers, and an engine storage facility was constructed in 1977.<sup>viii</sup>

### *Foreign Trade Zone No. 14*

A Foreign Trade Zone (FTZ) was established in 1972 to assist businesses at the Little Rock Port and the State of Arkansas. In 1975, the FTZ became operational in a section of the Transit Shed. With increased use, the FTZ Warehouse was built in 1979 to continue to provide duty-free storage of imported goods until the goods are removed from the zone.

### *Land Improvements*

Consistently, the LRPA made improvements to the land to increase the value for purchase or lease by businesses, including industrial prospects. In 1981, a master drainage plan was designed to determine the development requirements for businesses locating at the Park in an effort to protect those businesses from any 100-year flood events.

Additionally, the LRPA monitored potential utility capacity, including water, sewer and electricity, to ensure that the Port was a viable industrial park. Partnerships with key utility companies have proven invaluable throughout the history of the port.

In 2011, Little Rock residents voted to approve a sales tax increase that will provide up to \$10 million to the Little Rock Port Authority to acquire additional property.

### *Little Rock Port Terminal*

The Port Terminal has experienced many upgrades since its inception. Supporting industrial sectors such as agriculture, petroleum, chemical and steel among others, the Port Terminal and the adjacent warehouses are invaluable to commerce in central Arkansas and around the state. Today, the terminal is operated by Logistics Services, Inc. (LSI).



### *Slackwater Harbor*

In September of 1987, the LRPA realized the long-time goal of a dedicated slackwater harbor just off the main river channel. Construction of the Fred I. Brown Jr. Industrial Harbor was financed with a \$2.5 million tax-supported bond issue, grants and aid from the U.S. Army Corps of Engineers.<sup>ix</sup> The development followed a 1985 Corp of Engineers study to determine the potential for constructing a slackwater harbor.

In 2000, the first outbound shipment of manufactured goods departed the Port in route to a location on the Upper Mississippi River.

The LRPA was awarded an Economic Development Administration (EDA) grant of \$3 million, along with \$750,000 in matching funds from the Arkansas Economic Development Commission, to complete infrastructure upgrades to the slackwater harbor. These upgrades included repairing a fuel pier; extending water lines; expanding the harbor dock; and extending a rail loop into the harbor area. In addition, funds were used to develop a 30,000-square-foot warehouse and terminal building.<sup>x</sup> The EDA grants to fund these improvements were awarded in 2001, 2002 and 2003.

### *Interstate 440*

Interstate 440, originally called the East Belt Freeway, connects Interstate 40 with Interstate 30 and Interstate 530 and is 9.96 miles long.<sup>xi</sup> Interstate 440 also provides direct access from Interstate 30 to the Little Rock Port and Bill and Hillary Clinton National Airport.<sup>xii</sup>

Interstate 440 was one of three projects in the U.S. funded as part of the Federal Highway Administration Urban Density Funds authorized in 1974.<sup>xiii</sup> The Urban High Density funding was created for expressways in urban areas that would not be eligible for interstate funds and provided 90 percent of the cost of the project.<sup>xiv</sup>

As one of two interstates completed in Arkansas during the 1980s, the first five-mile section of the East Belt Freeway was dedicated in 1980.<sup>xv</sup> At the dedication, Highway Commissioner George Kell noted how the new interstate increased the opportunity for multi-modal transportation. "From this spot where we are standing, we can see the skyline of Little Rock, the airport, rail facilities, adjacent highways, the industrial park and not too far away the unique Little Rock river port," Kell said.<sup>xvi</sup> The total project cost of the nearly ten-mile partial loop was in excess of \$152 million and was completed over a four-year period.<sup>xvii</sup>

The Arkansas River Bridge on Interstate 440 runs through the Park. The six-lane bridge is over 4,000 feet long and serves as the river crossing for Interstate 440.<sup>xviii</sup> Designed to carry 47,000 vehicles per day by the year 2000, the Arkansas Highway Department reported 2014 annual average traffic of 54,000 vehicles per day.<sup>xix</sup> In 1982, the bridge won second place in the





engineering excellence competition held by the American Consulting Engineers Council of Arkansas.<sup>xx</sup>

In January of 2016, the Arkansas State Highway Commission approved a \$33.8 million bid for improvements along Interstate 440 near the Port. The project includes rehabilitation of 2.8 miles from Bankhead Drive to the Arkansas River bridge and should be completed by mid-2017.<sup>xxi</sup>

### *Bill and Hillary Clinton National Airport*

The Bill and Hillary Clinton National Airport is a mixed-use airport with commercial and private air traffic, as well as a military presence. The airport was opened in 1917 by the U.S. Army Signal Corps and was expanded in 1926 to meet the needs of the Arkansas National Guard's 154<sup>th</sup> Observation Squadron. In 1928 the first aircraft manufacturing company, Arkansas Aircraft Company, located adjacent to the airport.<sup>xxii</sup>

During the 1950s, major renovation and construction projects at the airport resurfaced and improved the runways and installed the first Instrument Landing System. The current terminal opened in 1972.

A second commercial runway opened in 1991. In 2014, a \$20.6 million renovation was approved by the Little Rock Airport Commission. Improvements included a modernized interior, additional gate seating, improvements to baggage claim areas, improved Wi-Fi service, new jet bridges, new signage and new monitors for arrivals and departures. The project is expected to be complete in 2020.<sup>xxiii</sup>

### *Commercial and Industrial Developments*

The pinnacle of success of the Little Rock Port Authority is the commercial and industrial companies that are located within its boundaries. The Park is home to companies such as Skippy Peanut Butter, Safety Kleen, Wheatland Tube, Lexicon, Interstate Signways, Ring Container, LM WindPower, Welspun, Delta Plastics, Ryerson, Novus, Sage V Foods and many others.

## Major Announcements/Company Locations

### *Delta Plastics*

Delta Plastics manufactures polyethylene irrigation tubing for the agricultural industry.<sup>xxiv</sup> In 2009, Delta Plastics purchased the former Vinyl Building Products facility on Frazier Pike for \$3.3 million. The 21.4-acre site was acquired by the city in 1995 for \$856,000.<sup>xxv</sup>



### *LM Windpower*

LM Glasfiber, a Danish company, announced in 2008 it would open a new facility in the Little Rock Port Authority Industrial Park. Now known as LM Windpower, the company produces windmill blades and was LM Glasfiber's third facility in North America. The company cited several reasons for choosing the location, including "excellent logistical options, whether by road, rail, air or marine."<sup>xxvi</sup>

### *Lexicon*

Schueck Steel, now a subsidiary of Lexicon, was formed in 1968 and relocated from North Little Rock to the Park in 1996.<sup>xxvii</sup> At that time, Schueck Steel purchased the closed Babcock & Wilcox steel mill located at 8900 Fourche Dam Pike. The 35-acre property was purchased for more than \$4 million. The company provides steel mill construction and industrial fabrication services.<sup>xxviii</sup>

Lexicon is a holding company that includes Custom Metals and Prospect Steel, which are also located at the Park.<sup>xxix</sup>

### *Novus*

Novus International Inc. (Novus) located at the Park in 2006. The company manufactures feed supplements that provide essential amino acids to farm feed mixes. In 2011, Novus expanded its facility which allowed Novus to begin producing an additional product line in Little Rock and create 30 new jobs. MINTREX® is a trace mineral product for aquaculture, poultry, beef, dairy and pets. The expanded facility has hosted customers from Germany, Italy, Spain, France, Portugal and Belgium.<sup>xxx</sup>

### *Ring Container Technologies LLC*

Ring Container Technologies, one of the largest plastic container manufacturers in North America, opened a facility in the Park in 2005. The Little Rock location produces peanut butter jars for nearby Skippy Foods. The 84,000-square-foot facility is located on a 14.3-acre site and cost an estimated \$8 million to construct.<sup>xxxi</sup>

In 2014, Ring Container expanded their facilities by 50,000 square feet and invested an additional \$250,000.<sup>xxxii</sup>

### *Ryerson, Inc.*

Ryerson is a leading processor and distributor of metals, including stainless and carbon steel and aluminum products. In 2011, the company announced an expansion of its facility at the



Park. While the investment amount was not disclosed, the facility added heavy plate leveling, straightening and forming equipment and shot-blasting capability. The expansion also increased the company's workforce from 150 to 170. <sup>xxxiii</sup>

### *Sage V Foods*

In 2007, Sage V Foods announced the relocation of its individually quick frozen rice plant from Texas to Little Rock. Sage V constructed a 100,000-square-foot facility at a cost of \$20 million. The Little Rock Regional Chamber of Commerce, Arkansas Economic Development Commission, Arkansas Development Finance Authority and LRPA provided bond guarantees and assistance with infrastructure. <sup>xxxiv</sup> The facility, designed to meet strict food safety guidelines, was completed in July 2009. <sup>xxxv</sup>

The company cited rail access in the Port; proximity to rice production; incentives; and a central location within the U.S. as reasons for choosing to relocate the facility to Little Rock. Another selling point for the site was access to waste treatment facilities for cooking water. <sup>xxxvi</sup> Sage V was Central Arkansas Water's seventh largest customer in 2014. <sup>xxxvii</sup>

In 2015, Sage V sold its interest in the facility to Best Rice, LLC, which is jointly owned by Riceland Foods and Producers Rice Mill. There are now plans to expand capacity at the facility. <sup>xxxviii</sup>

### *Skippy Foods (Hormel)*

Skippy Foods produces one of the best-selling peanut butter brands in the U.S. and the leading brand in China. <sup>xxxix</sup> All of its peanut butter sold in the U.S. is manufactured at the facility located at the Little Rock Port. <sup>xl</sup> Skippy was one of the first companies located in the Park when the plant opened in 1977. <sup>xli</sup>

Hormel Foods purchased Skippy from Unilever in 2013 for \$700 million. At that time, total sales for Skippy were estimated at \$370 million, with almost \$100 million worth of sales being generated outside of the U.S. <sup>xlii</sup>

### *Welspun Tubular*

In 2007, the Little Rock Regional Chamber of Commerce announced the largest manufacturing investment in the organization's history. Welspun Tubular (Welspun) chose a 740-acre site at the Park for its \$100 million manufacturing facility. The company produces tubular steel for the oil and gas industry. <sup>xliii</sup> Logistics was a major selling point for the site, according to CEO of parent company Welspun-Gujarat Stahl Rohren Ltd, B.K. Goenka. In an interview after the facility opened, he said, "Logistics for road, rail and water are ideal. The Little Rock Port facility



has natural waterways and connections with important rivers like the Mississippi, and by being adjacent to the port, intermodal transfer is very easy.”

By 2009, Welspun had completed construction of the facility and had a workforce of 300. <sup>xliv</sup> The company announced an expansion in 2012 that resulted in an additional \$100 million investment; 200 new jobs; and the production of a new product line. <sup>xlv</sup> In 2014, the company employed 800 workers.

#### *Companies Currently Located at the Park*

AAA Cooper Transportation	Interstate Signways
Access Control Devices, Inc.	J&M Foods
Admiral Moving Services Inc.	Lexicon
Balcones Resources	Little Rock Central Laundry
Baptist Health Occupational Health Clinic	Little Rock Harbor Service
Ben E. Keith Foods	Logistics Services, Inc.
Boyd Metals	LM Windpower
Bulk Transportation Inc.	Novus International
Burlington Northern Santa Fe	O'Neal Steel
Buzzi Unicerm USA	Orbit Fluid Power Company, Inc.
Cammerzell Tool & Die Works	Prospect Steel
Central Pipe Supply	Ring Container Technologies
Central Transport	Southeastern Freight Lines
Con-way Freight	Ryerson
Custom Metals	Safety Kleen
Delta Plastics	Sage V Foods
Democrat Printing and Lithographing	Schiabo-Larovo Co.
Fastenal Company	Tri-State Mack
GF, Inc.	Waste Management Recycle America
Griffin Industries	Welspun Pipes, Inc.
Hi-Speed Industrial Services	Yourga Transportation
Hormel Foods	



## Economic Impact

An input-output model was used to estimate inter-industry spending related to the River Port and Little Rock Port Authority Railroad, construction projects and employment of companies and facilities located at the port from 2005 to 2015. Following the inter-industry spending from purchaser to producer estimates the economy-wide impact. The impact values reported include the payroll generated; contribution to the gross regional product (GRP); and the total impact that includes direct investment.

A Social Accounting Matrix was applied to account for household, government, inventory, capital and export transactions. Data used in the model is 2014 and all funds were adjusted for inflation/deflation. All dollar values are presented as 2016 values.

The economic impact of the LRPA was analyzed based on direct effects, which capture the change in final demand of directly impacted industries; indirect effects to identify business-to-business spending; and induced effects of increased household spending. Employment data represents all full- and part-time employment according to the Bureau of Economic Analysis and Bureau of Labor Statistics Quarterly Census of Employment and Wages data.

While the Little Rock Port has been a driver of the local economy since its inception, the following economic impact focuses on 2005 to 2015.

### *Port Water and Rail Operations*

The operations of the River Port and the Little Rock Port Authority railroad operations had an impact of \$38 million and made a contribution of nearly \$19 million to the GRP of the City of Little Rock, from 2005 to 2015. As part of this contribution, the operations of the Port supported 123 jobs in the city with a combined payroll of \$9.1 million. Historical revenue data was provided to complete this model.

<b>2005 – 2015 Port Water and Rail Operations Impact on City of Little Rock</b>			
<b>Jobs Supported</b>	<b>Payroll</b>	<b>Contribution to GRP</b>	<b>Total Impact</b>
123	\$9,171,221	\$18,937,736	\$38,889,912

When the geography is expanded to Pulaski County, the impact of operations of the Little Rock Port Authority River Port and railroad is \$45 million, with a contribution to the GRP of \$22.8 million and a total payroll of \$11.4 million supporting 164 jobs.

<b>2005 – 2015 Port Water and Rail Operations Impact on Pulaski County</b>			
<b>Jobs Supported</b>	<b>Payroll</b>	<b>Contribution to GRP</b>	<b>Total Impact</b>
164	\$11,374,338	\$22,772,537	\$45,292,509



### *Facility Construction and Investment at the Park*

Using data from 2005 to 2015, the economic impact of construction projects at the Park was modeled. During this period, more than \$143.8 million was invested in construction projects at the Park. The Little Rock economy benefitted more than \$124 million from those construction projects, beyond the initial investment of \$143.8 million for a total impact of \$222 million.

In addition to contributing more than \$124 million to the city's GRP, construction activity at the Park supported 1,539 jobs. Construction is a one-time event, and associated jobs are likely temporary or an existing employee working additional hours. For that reason, jobs are considered supported rather than created. In addition to employment in the construction industry for projects at the Park, 329 jobs were created/supported in other industries.

<b>2005 – 2015 Construction Activity Impact on City of Little Rock</b>				
<b>Impact</b>	<b>Jobs Supported</b>	<b>Payroll</b>	<b>Contribution to GRP</b>	<b>Total Impact</b>
Direct	1,211	\$70,812,166	\$94,989,766	\$172,478,408
Indirect	123	\$7,286,819	\$13,295,172	\$22,381,767
Induced	206	\$8,902,003	\$16,217,855	\$27,081,533
<b>Total</b>	<b>1,539</b>	<b>\$87,000,988</b>	<b>\$124,502,793</b>	<b>\$221,941,708</b>

The construction activity at the Park contributed more than \$146 million to the Pulaski County GRP, beyond the \$143.8 million investment for a total impact of more than \$257 million. Payroll in Pulaski County associated with construction activity at the Park is more than \$98 million, supporting a total of 1,749 jobs.

<b>2005 – 2015 Construction Activity Impact on Pulaski County</b>				
<b>Impact</b>	<b>Jobs Supported</b>	<b>Payroll</b>	<b>Contribution to GRP</b>	<b>Total Impact</b>
Direct	1,215	\$71,854,313	\$96,901,296	\$175,695,388
Indirect	197	\$11,578,423	\$21,549,379	\$35,434,529
Induced	336	\$15,023,476	\$27,749,171	\$46,227,093
<b>Total</b>	<b>1,749</b>	<b>\$98,456,213</b>	<b>\$146,199,847</b>	<b>\$257,357,010</b>

State and local taxes generated as a result of construction at the Park in between 2005 and 2015 totals more than \$4.7 million for the Little Rock study area. When the geography is expanded to Pulaski County and Arkansas, the taxes generated are \$6.6 million. It should be noted incentives are not accounted for in this data. Incentives would only have an impact on the direct taxes, and indirect and induced tax impacts, which are not affected by incentives, are \$2.6 million for the Little Rock study area and \$4.3 million for the county.



<b>2005 – 2015 Construction Activity Tax Impact</b>			
<b>State and Local Tax Impact</b>	<b>Total Taxes</b>	<b>Direct Taxes</b>	<b>Indirect &amp; Induced Taxes</b>
Little Rock	\$4,693,145	\$2,050,282	\$2,642,863
Pulaski County	\$6,645,649	\$2,314,720	\$4,330,929

#### *Employment at Little Rock Port Industrial Park*

One of the most significant contributions the Port of Little Rock makes to the City of Little Rock and Pulaski County is the workforce employed by companies and facilities located in the Park. It is estimated that 3,298 were employed in the Park in 2015 and 1,652 in 2005.

More than \$1.8 billion has been contributed to the Little Rock GRP by facilities at the Park from 2005 to 2015 resulting in a total impact of \$4.1 billion. Total payroll for this time period was nearly \$900 million, and state and local taxes generated were more than \$135 million. Some companies located in the Park have received performance-based incentives, such as payroll rebates, sales tax refunds and income tax credits based on employment. The estimate of taxes generated for this report does not account for any incentives that may have been provided to these companies, which would effectively reduce the total taxes collected. However, the estimate includes \$37.5 million of induced and indirect taxes that would not have been reduced due to incentives.

<b>2005 – 2015 Employment Impact on Little Rock</b>			
<b>Total Payroll</b>	<b>Contribution to GRP</b>	<b>State and Local Taxes</b>	<b>Total Impact</b>
\$925,369,661	\$1,867,339,284	\$135,794,189	\$4,103,210,321

From 2005 to 2015, employment at the Park has contributed nearly \$2.2 billion to the GRP in Pulaski County for a total impact of \$4.7 billion. In addition to more than \$1.1 billion in payroll, the employment at the Park has also generated more than \$167 million in state and local taxes in Pulaski County. While this number does not account for incentives, \$62 million of taxes are induced or indirect and would not have been abated or refunded as part of any incentive agreements.

<b>2005 – 2015 Employment Impact on Pulaski County</b>			
<b>Total Payroll</b>	<b>Contribution to GRP</b>	<b>State and Local Taxes</b>	<b>Total Impact</b>
\$1,164,501,672	\$2,275,646,709	\$167,895,797	\$4,748,427,026



Between 2005 and 2015, \$33.5 million has been invested in infrastructure. These infrastructure improvements were modeled, using data provided by LRPA.

Spending on infrastructure created an impact of more than \$25 million to the Little Rock economy. Over the measured time period, nearly 300 jobs were supported with a total payroll of \$18 million.

<b>2005 – 2015 Infrastructure Impact on Little Rock</b>		
<b>Total Payroll</b>	<b>Contribution to GRP</b>	<b>Total Impact</b>
\$18,354,455	\$25,058,372	\$48,151,180

The impact of infrastructure spending from 2005 to 2015 on Pulaski County was \$55 million resulting in generating a GRP of \$29.3 and a payroll of \$20.6 million and supporting an estimated 340 jobs.

<b>2005 – 2015 Infrastructure Impact on Pulaski County</b>		
<b>Total Payroll</b>	<b>Contribution to GRP</b>	<b>Total Impact</b>
\$20,581,349	\$29,318,153	\$55,015,344

## Infrastructure Projects

More than \$1.5 billion of infrastructure investment has been made in or around the Little Rock Port. The largest project is the development of the McClellan-Kerr Arkansas River Navigation System that allowed for the creation and development of the Little Rock Port Authority. The following list, while not comprehensive, includes many notable projects.

<b>Project</b>	<b>Expenditure</b>
McClellan-Kerr Arkansas River Navigation System	\$1,300,000,000 <sup>xlvi</sup>
Slackwater Harbor	\$12,000,000
Interstate 440	\$152,000,000 <sup>xlvii</sup>
Rail 1968-2000	\$1,541,000
Rail 2001-Present	\$10,023,225
Dock/Harbor 1968-2000	\$15,618
Dock/Harbor 2001-Present	\$1,741,666
Water/Sewer/Electric Utilities 1968-2000	\$692,000
Water/Sewer/Electric Utilities 2001-Present	\$7,645,440
Roads 1968-2000	\$2,370,400
Little Rock Regional Waste Water Infrastructure	\$1,690,000
1990 City of Little Rock Appropriation	\$150,000
Roads 2001-Present	\$2,350,750
Land Improvements 2001-Present	\$2,005,506





<b>Project</b>	<b>Expenditure</b>
Warehousing/Foreign Trade Zone 1968-2000	\$198,000
Warehousing/Foreign Trade Zone 2001-Present	\$743,343
Multiple Projects 2001-Present	\$3,500,000
Entergy Infrastructure Investment	\$10,000,000
2016 I-440 Upgrades (announced)	\$33,800,000
<b>TOTAL</b>	<b>\$1,542,466,948</b>

### Imports and Exports

In 2014, the Little Rock Port Terminal handled more than 729,000 tons of commodities, up from 610,000 in 2013.<sup>xlviii</sup> In 2015, companies located at the Port exported products to more than 60 countries.<sup>xlix</sup>

Georg Fischer Harvel LLC, located in the Park, received the 2015 Governor's Award for Excellence in Global Trade for a large manufacturer. Twenty percent of gross revenue for Georg Fischer Harvel is attributed to exports to 50 international markets. The company produces plastic pipe and fittings for the transportation of water and gases.<sup>i</sup>

#### *Foreign Trade Zone*

The Foreign Trade Zone at the Little Rock Port currently has four subzones active:

<b>Company</b>	<b>Location</b>
Husqvarna	DeQueen, Arkansas
Husqvarna	Nashville, Arkansas
Lion Oil	El Dorado, Arkansas
Shaw Mid State Pipe Fabricating, Inc.	El Dorado, Arkansas

#### *Logistic Services, Inc.*

Logistic Services, Inc. (LSI) is a professional stevedoring company that leases the Port's river terminal. LSI typically handles steel coils, steel pipes and scrap metal. Many of their customers are located outside of the Little Rock Port Authority Industrial Park. Facilities all over Arkansas utilize the river terminal as an efficient mode of obtaining supplies. Shipping via barge to the terminal and trucking to the final destination, even up to several hours, is very cost effective. This multi-modal transportation is so cost effective that facilities as far as Clarksville, Tennessee, and Florence, Alabama, use the terminal.<sup>ii</sup>

LSI is a subsidiary of SSA Marine, the largest marine terminal operator in the U.S.<sup>iii</sup>



## Economic Development Resource

The Port of Little Rock is viewed as a valuable economic development resource throughout the Central Arkansas area. The Port is identified as a key transportation asset by economic development organizations within at least a 90-mile radius of the Port, including promotion on websites in communities such as Clarksville, Prescott, and Searcy.

## Culture

### *Presence of International Companies*

The Port is home to a number of facilities whose parent companies are located outside of the U.S. The following table lists the companies and their headquarters location.

Company	Headquarters
LM Windpower	Denmark
Georg Fischer Harvel	Switzerland
Novus International	Japan
Welspun	India

### *Shri Radha Madhav Welspun Temple*

The Shri Radha Madhav Welspun Temple is a spiritual home for people of all religions, nationalities and cultures in the devotion of Lord, Krishna. As part of a company tradition of constructed temples at all company facilities, Welspun Tubular Company built the temple. It is one of the first temples built by Welspun outside of India. <sup>lviii</sup>

Prayers and blessings are offered weekly, and the temple is open to all community members and celebrates several festivals related to Indian culture. <sup>liv</sup> As one of two Hindu temples in the city, the Shri Radha Madhav Welspun Temple is listed as a resource on websites including the Arkansas Nepali Society <sup>lv</sup> and American Association of Physicians of Indian Origin (Arkansas). <sup>lvi</sup>

## Sustainability

### *Little Rock Port Authority*

The Little Rock Port Authority's office is located in the Arkansas River Resource Center. In March of 2015, the building was awarded Silver LEED (Leadership in Energy and Environmental Design) certification by the U.S. Green Building Council (USGBC). <sup>lvii</sup> The \$2.1 million project was funded in part by a \$960,000 grant from the U.S. Department of Commerce, Economic Development Administration. <sup>lviii</sup>



In January of 2015, the Little Rock Port Authority Board of Directors adopted a Sustainability Resolution. As part of the resolution, the Port staff and Board commit to apply sustainability principles in decision making; planning; policy making; and operations.<sup>lix</sup>

Additionally, the Little Rock Port Authority Board of Directors unanimously voted to adopt land use guidelines that will protect and preserve any cultural or archeological artifacts found on future land purchases.<sup>lx</sup>

In September of 2015, the Arkansas River Trail's Southeast Trail was completed. This portion of the 13-mile Arkansas River Trail allows cyclists to travel from Clinton Presidential Park in the downtown River Market District past the Little Rock Port to the David D. Terry Lock and Dam.<sup>lxi</sup>

### *Delta Plastics*

Delta Plastics also has the distinction of being the largest plastic recycler in Arkansas. The irrigation tubing they sell is used in row crops in Arkansas, Texas, Louisiana, Colorado and Missouri. After harvest farmers collect the tubing, Delta Plastics operates 20 specially equipped tractor-trailers that travel to 2,500 rural locations to pick up the tubing. The tubes are recycled into pellets at a facility in Stuttgart, Arkansas. These were sold to other companies until the launch of their subsidiary Revolution Bag.<sup>lxii</sup> In 2011, more than 101 million pounds were recycled. The company passed the one billion pound milestone in 2015.<sup>lxiii</sup>

Revolution Bag was the first company to offer a complete line of EPA-compliant trash can liners in 2012. With all Revolution Bag products containing a minimum of 10 percent post-consumer recovered resin, they are used by many large consumers like universities, schools, hospitals and government agencies looking for LEED points or tax credits.<sup>lxiv</sup> One of the most noteworthy customers of Revolution Bags is Kum & Go convenience stores.<sup>lxv</sup>

### *Georg Fischer Harvel*

In 2014, Georg Fischer Harvel participated in the Quick Start Program, which provides incentives for large electricity users to make upgrades to more efficient equipment. The company replaced two 1,100-ton injection molding machines with one 1,500 servo hydraulic hybrid injection molding machine saving an estimated \$58,000 in utility costs annually. Beyond cost savings the upgrades save 968,000 kilowatt hours of energy and avoid 660 tons of carbon in the atmosphere.<sup>lxvi</sup>

### *LM Windpower*

With more than 175,000 wind blade produced since the late 1970's, LM Windpower has working to reduce consumption of fossil fuels. In addition to their products contributing to sustainability the company focuses on sustainability with their operations.<sup>lxvii</sup>



LM Windpower has shown their commitment to sustainability by signing the UN Global Compact in 2010. The company measured their corporate carbon footprint in their blade manufacturing locations in 2009.<sup>lxxviii</sup>

#### *Novus International Inc.*

In 2011, Novus expanded its facility and earned Silver LEED Certification from the USGBC. Sustainable features of the building include water re-use; renewable energy sources; use of recycled materials; management of construction waste; and indoor environmental quality.<sup>lxxix</sup>

The expansion has allowed Novus to begin producing an additional product line in Little Rock. MINTREX® is a trace mineral product for aquaculture, poultry, beef, dairy and pets. The trace mineral technology allows farmers to reduce their levels of mineral inclusion that results in low costs and less waste.<sup>lxxx</sup>

“We believe that a culture that emphasizes sustainability will help us achieve our global vision,” said Thad Simons, president and CEO of Novus, during the ribbon cutting ceremony of the expanded facility.<sup>lxxxi</sup>

“Our decision to invest in a facility that is geared towards reducing our environmental footprint underscores Novus’ commitment to creating environmental, social and economic sustainability in Arkansas and the communities we serve around the world,” Simons said.<sup>lxxxii</sup>

## Philanthropy

At Arkansas’s largest industrial park, companies are very philanthropic following are some known examples of support to the local community.

#### *Arkansas Rice Depot*

The Arkansas Rice Depot is a foodbank that feeds 15 percent of the state’s population annually, for free.<sup>lxxxiii</sup> After an EF-4 tornado hit Vilonia and Mayflower,<sup>lxxxiv</sup> 20 miles from Little Rock, Hormel donated one semitrailer of food to the Arkansas Rice Depot. Products donated included *Hormel*® *Compleats*® microwave meals, *SKIPPY*® Natural dark chocolate peanut butter spread, and *Hormel*® *2Good*® smoothies. In addition to this donation, Skippy Foods donated more than 4,000 pounds of peanut butter.<sup>lxxxv</sup>

In 2015, Skippy Foods made a \$10,000 donation to the Arkansas Rice Depot. Hormel Foods, parent company to Skippy, provided funds to manufacturing facilities to be donated to local organizations that fight hunger in their communities. In addition to the \$10,000 donation, Skippy employees donated 390 pounds of food and an additional \$1,200 to the Arkansas Rice Depot.<sup>lxxxvi</sup>



### *The Nature Conservancy*

Delta Plastics owner and chairman, Dhu Thompson, has been a past Chair of the Board of Trustees of The Nature Conservancy in Arkansas. Delta Plastics has also made financial contributions to the organization for the last five years.<sup>lxxvii</sup> Thompson says, "It is important for us to demonstrate that 'green can be green'."<sup>lxxviii</sup>

### *Red Cross*

Skippy Foods employees collected food and financial donations of \$1,000 for the American Red Cross after a 2014 tornado in Central Arkansas.<sup>lxxix</sup>

Vice President of Lexicon, Patrick Schueck, has served as Vice Chairman of the Red Cross Chapter of Greater Arkansas and chaired the organization's 2006 annual fundraising event, which raised more than \$250,000.<sup>lxxx</sup>

After Moore, Oklahoma, was hit by a deadly tornado in 2013, Revolution Bag partnered with Thompson Transportation to provide a truckload of can liners to the Red Cross of Oklahoma City to be used in clean-up efforts.<sup>lxxxi</sup>

### *Easter Seals*

Easter Seals is a non-profit organization focused on providing services, education, outreach and advocacy for children and adults living with autism and other special needs.<sup>lxxxii</sup> Several companies located at the Park are donors to Easter Seals of Arkansas. In 2014, Lexicon donated at the Opportunity level that ranges from \$5,000 to \$9,999. Other donors located at the Park include Delta Plastics and Sage V Foods.<sup>lxxxiii</sup>

Additional local organizations that receive support from companies located at the Port include the ALS Association, American Cancer Society, Arkansas Hunger Relief Alliance, Harmony Clinic, Historic Arkansas Museum, IndiaFest, Komen Race for the Cure and Museum of Discovery.

## Other Contributions

### *Baptist Health Occupational Health Port Clinic*

Baptist Health Occupational Health Port Clinic is located on Lindsey Road and provides treatment for job-related injuries and illnesses.<sup>lxxxiv</sup> The clinic also provides pre-employment; post-offer; fit-for-duty and functional capacity testing. The occupational health program at Baptist Health was developed more than a decade ago and is designed to reduce workforce injury incidence and cost.<sup>lxxxv</sup>



### *Manufacturing Day*

With the goal of inspiring the next generation of manufacturers, Manufacturing Day is celebrated on the first Friday in October. National support from industry sponsors and co-producers provide materials and encouragement for hosting local events.<sup>lxxxvi</sup> In 2015, the Little Rock Regional Chamber of Commerce partnered with Pulaski Technical College and the City of Maumelle to host a regional Manufacturing Day event. More than 800 high school students attended the event and experienced interactive exhibits designed to change perceptions about the manufacturing environment.<sup>lxxxvii</sup> Lexicon, Inc.; LM Wind Power; and Welspun Tubular all participated in the event by providing exhibits.<sup>lxxxviii</sup>



## End Notes

- <sup>i</sup> <http://www.lrpportauthority.com>
- <sup>ii</sup> <http://www.littlerock.org/citymanager/divisions/cityclerksoffice/ourhistoricalcity.aspx>
- <sup>iii</sup> <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=2309>
- <sup>iv</sup> <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=7770>
- <sup>v</sup> <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=2309>
- <sup>vi</sup> <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=2309>
- <sup>vii</sup> <http://www.littlerock.org/CityCommissions/?ID=25>
- <sup>viii</sup> [https://customer.bnsf.com/\\_layouts/Bnsf.SharePoint.Shortline/ShortlineDetail.aspx?SLNID=86](https://customer.bnsf.com/_layouts/Bnsf.SharePoint.Shortline/ShortlineDetail.aspx?SLNID=86)
- <sup>ix</sup> <http://www.aopoa.net/history/hallfame2006.htm>
- <sup>x</sup> <http://www.arkansasbusiness.com/article/57908/little-rock-port-gets-3-million-from-eda>
- <sup>xi</sup> <http://roadnow.com/i440ar/>
- <sup>xii</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf)
- <sup>xiii</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf)
- <sup>xiv</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf)
- <sup>xv</sup> [https://www.arkansashighways.com/historic\\_bridge/Historic\\_Documents/History%20Book%202004.pdf](https://www.arkansashighways.com/historic_bridge/Historic_Documents/History%20Book%202004.pdf)
- <sup>xvi</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2027%20%20E2%80%93%201981/Vol.%2027,%20Spring%20%28January-February-March%29%201981,%20No.1.pdf)
- <sup>xvii</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2029%20%20E2%80%93%201983/Vol.%2029,%20Spring%201983,%20No.%201.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2029%20%20E2%80%93%201983/Vol.%2029,%20Spring%201983,%20No.%201.pdf)
- <sup>xviii</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2029%20%20E2%80%93%201983/Vol.%2029,%20Spring%201983,%20No.%201.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2029%20%20E2%80%93%201983/Vol.%2029,%20Spring%201983,%20No.%201.pdf)
- <sup>xix</sup> [http://www.arkansashighways.com/System\\_Info\\_and\\_Research/traffic\\_info/TrafficCountyMaps/2014ADT/Counties/Pulaski\\_60A.pdf](http://www.arkansashighways.com/System_Info_and_Research/traffic_info/TrafficCountyMaps/2014ADT/Counties/Pulaski_60A.pdf)
- <sup>xx</sup> [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2028%20%20E2%80%93%201982/Vol.%2028,%20Spring%20%28January-February-March%29%201982,%20No.%201.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2028%20%20E2%80%93%201982/Vol.%2028,%20Spring%20%28January-February-March%29%201982,%20No.%201.pdf)
- <sup>xxi</sup> <http://ualrpublicradio.org/post/highway-commission-oks-338-million-project-near-little-rock-airport#stream/0>
- <sup>xxii</sup> <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=4589> and
- <http://www.encyclopediaofarkansas.net/encyclopedia/entry-detail.aspx?entryID=2311>
- <sup>xxiii</sup> <http://www.arktimes.com/ArkansasBlog/archives/2014/08/19/clinton-national-airport-concourse-renovation-to-be-unveiled-today>
- <sup>xxiv</sup> <http://www.arkansasbusiness.com/article/97275/delta-plastics-ceo-dhu-thompson-on-arkansas-naturally-being-in-the-middle-of-manufacturing>
- <sup>xxv</sup> <http://www.arkansasbusiness.com/article/39263/delta-plastics-buys-little-rock-plant-in-33-million-deal?page=all>
- <sup>xxvi</sup> <http://www.arkansasbusiness.com/article/45158/lm-glasfiber-announces-blade-plant-at-little-rock>
- <sup>xxvii</sup> <http://www.bloomberg.com/research/stocks/private/snapshot.asp?privcapId=34279105>
- <sup>xxviii</sup> <http://www.arkansasbusiness.com/article/77761/steel-of-a-deal?archives=success>
- <sup>xxix</sup> <http://www.lexicon-inc.com/#>
- <sup>xxx</sup> <http://www.novusint.com/en-us/Media/NovusBlog/Article/697/European-customers-get-a-quality-look-at-Little-Rock>
- <sup>xxxi</sup> <http://www.arkansasbusiness.com/article/50328/ring-container-to-open-in-little-rock-hire-35>
- <sup>xxxii</sup> <http://www.littlerock.org/BoardOfDirectors/MeetingAgendas/Agendas/AGENDA%20-%20WEB%20-%20201-21-2014/Res-TaxBack-Ring.pdf>
- <sup>xxxiii</sup> <http://talkbusiness.net/2011/12/ryerson-to-add-20-jobs-at-little-rock-factory/>
- <sup>xxxiv</sup> <http://www.littlerock.org/citymanager/divisions/publicrelations/MediaReleases.aspx?ID=203>
- <sup>xxxv</sup> [http://www.sagevfoods.com/MainPages/About\\_Sage\\_V.htm](http://www.sagevfoods.com/MainPages/About_Sage_V.htm)
- <sup>xxxvi</sup> <http://www.littlerock.org/citymanager/divisions/publicrelations/MediaReleases.aspx?ID=203>
- <sup>xxxvii</sup> [http://www.carkw.com/wp-content/uploads/2013/07/CAW\\_2014\\_Financial\\_Report.pdf](http://www.carkw.com/wp-content/uploads/2013/07/CAW_2014_Financial_Report.pdf)
- <sup>xxxviii</sup> <http://www.stuttgartdailyleader.com/article/20150606/NEWS/150609707>
- <sup>xxxix</sup> <http://www.hormelfoods.com/Newsroom/Press-Releases/2013/01/20130131>
- <sup>xl</sup> <http://www.bloomberg.com/news/articles/2013-01-03/hormel-to-buy-unilever-s-skippy-peanut-butter-for-700-million>
- <sup>xli</sup> <https://books.google.com/books?id=0PQYBQAAQBAJ&pg=PA92&lpg=PA92&dq=skippy+peanut+butter+little+rock+1977&source=>



- bl&ots=YKzi0ecr4B&sig=i0inyJdj-kpj76TWOyyCx4NGDtQ&hl=en&sa=X&ved=0ahUKEwiG2-gJku7KAhXi74MKHW5vDaQQ6AEINTAE#v=onepage&q=skippy%20peanut%20butter%20little%20rock%201977&f=false
- xliii <http://www.hormelfoods.com/Newsroom/Press-Releases/2013/01/20130131>
- xliiii [http://www.littlerockchamberweb.com/annual\\_reports/07\\_report.pdf](http://www.littlerockchamberweb.com/annual_reports/07_report.pdf)
- xliiv <http://www.pipelineandgasjournal.com/welspun-tubular-plant-finds-hearty-welcome-little-rock>
- xliv <http://talkbusiness.net/2012/02/welspun-expansion-could-position-arkansas-for-major-steel-mill/>
- xlvi <http://www.aopoa.net/history/factsheet.pdf> and [25 years later a history of the McClellan-Kerr Arkansas River navigation system in Arkansas 1995.pdf](#)
- xlvii [https://www.arkansashighways.com/historic\\_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2029%20%E2%80%93%201983/Vol.%2029,%20Spring%201983,%20No.%201.pdf](https://www.arkansashighways.com/historic_bridge/Early%20Arkansas%20Highway%20Magazines/1980-89%20Volumes%2026-35%20pdfs/Volume%2029%20%E2%80%93%201983/Vol.%2029,%20Spring%201983,%20No.%201.pdf)
- xlviii Data provided by LRPA
- xlix Data provided by LRPA
- l <http://www.arkansasbusiness.com/article/105038/arkansas-export-awards-winners-announced?page=all>
- li Data provided by LRPA
- lii <http://www.ssamarine.com/news/pr/061203.html>
- liiii <http://radhamadhavwelspun.com/index.php/about-us>
- liiv <http://radhamadhavwelspun.com/index.php/about-us>
- liv <https://arnepalesesociety.wordpress.com/community-resources/resources/>
- lvi <http://aapiarkansas.org/resources.html>
- lvii <https://lrmayorssustainability.wordpress.com/2015/03/30/the-little-rock-port-authority-sustainability-and-economic-development-in-motion/>
- lviii <http://ualpublicradio.org/post/little-rock-port-authority-opens-resource-center#stream/0>
- lix <https://lrmayorssustainability.wordpress.com/2015/03/30/the-little-rock-port-authority-sustainability-and-economic-development-in-motion/>
- lx <http://talkbusiness.net/2015/05/little-rock-port-authority-adopts-land-use-guidelines/>
- lxi <http://www.metroplan.org/files/53/2015-09PressRelease-SoutheastTrail.pdf>
- lxii <http://www.arkansasgreenguide.com/post/29437/delta-plastics-turns-trash-into-treasure>
- lxiii <http://www.plasticsnews.com/article/20150408/NEWS/150409935/arkansas-recycler-hits-milestone>
- lxiv <http://www.arkansasgreenguide.com/post/29437/delta-plastics-turns-trash-into-treasure>
- lxv <http://www.revolutionbag.com/announcements/press-release-kum-go-to-use-revolution-bags-recycled-can-liners>
- lxvi Georg Fischer Harvel, LLC., of Little Rock Reduces Electricity Consumption With Help from Entergy Arkansas, October 20, 2014 News Release from Entergy
- lxvii <http://www.lmwindpower.com/Wind-Technology>
- lxviii <http://www.lmwindpower.com/Sustainability>
- lxix <http://www.novusint.com/en-us/Media/Press/Article/413/Novus-Commemorates-the-Expansion-of-Its-LEED-Silver-Certified-Manufacturing-Fac>
- lxx <http://www.novusint.com/en-us/Media/Press/Article/413/Novus-Commemorates-the-Expansion-of-Its-LEED-Silver-Certified-Manufacturing-Fac>
- lxxi <http://www.novusint.com/en-us/Media/Press/Article/413/Novus-Commemorates-the-Expansion-of-Its-LEED-Silver-Certified-Manufacturing-Fac>
- lxxii <http://www.novusint.com/en-us/Media/Press/Article/413/Novus-Commemorates-the-Expansion-of-Its-LEED-Silver-Certified-Manufacturing-Fac>
- lxxiii <http://www.ricedepot.org/about-us/how-foodbanking-works/debunking-myths/>
- lxxiv <http://www.af.mil/News/ArticleDisplay/tabid/223/Article/484670/president-lands-at-little-rock-afb-to-view-arkansas-tornado-damage.aspx>
- lxxv <http://phx.corporate-ir.net/mobile.view?c=71258&v=203&d=1&id=1925453>
- lxxvi <http://www.hormelfoods.com/Newsroom/Press-Releases/2015/05/20150513>
- lxxvii <http://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/arkansas/arkansasarpdf-2014.pdf>
- lxxviii <http://www.arkansasbusiness.com/article/97275/delta-plastics-ceo-dhu-thompson-on-arkansas-naturally-being-in-the-middle-of-manufacturing>
- lxxix <http://phx.corporate-ir.net/mobile.view?c=71258&v=203&d=1&id=1925453>
- lxxx <http://www.arkansasbusiness.com/people/lists/profile/602/patrick-schueck>
- lxxxi <http://www.revolutionbag.com/announcements/revolution-bag-partners-with-thompson-transportation-the-red-cross>
- lxxxii <http://www.easterseals.com/who-we-are/>
- lxxxiii <http://www.easterseals.com/arkansas/shared-components/document-library/12013-2014-annual-report.pdf>
- lxxxiv <https://www.baptist-health.com/location/baptist-health-occupational-health-port-clinic-port-clinic>
- lxxxv <https://www.baptist-health.com/page/occupational-health>
- lxxxvi <http://www.mfgday.com/>
- lxxxvii <http://www.arkansasbusiness.com/article/107252/pulaski-technical-college-to-host-manufacturing-day-for-students> and [http://www.pulaskitech.edu/current\\_news/default.asp?ID=1804](http://www.pulaskitech.edu/current_news/default.asp?ID=1804)
- lxxxviii <http://www.mfgday.com/events/2015/little-rock-regional-chamber-of-commerce>