

**AN ECONOMIC ANALYSIS OF
MADISON COUNTY IN
NORTHWEST ARKANSAS**



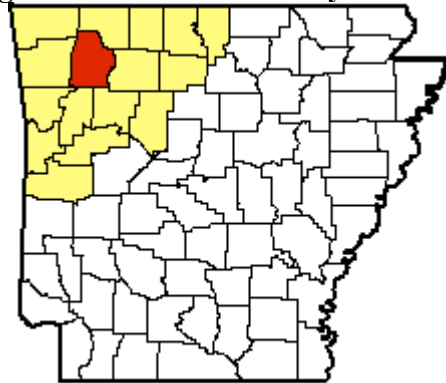
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An Economic Analysis of Madison County in Northwest Arkansas

I. Geographic Description

Madison County is comprised of 837 square miles and is located in the central portion of Northwest Arkansas in the two physiographic regions of the Boston Mountains in the southern portion of the county and the Springfield Plateau in the northern portion of the county. Figure 1 highlights the counties that comprise the Northwest Arkansas region, as defined by the Arkansas Department of Economic Development. Madison County is shown in red; all other counties in the region are shown in yellow.

Figure 1 – Madison County’s Location



The headwaters of the Kings River are found in the southeastern portion of Madison County; the river flows north through Carroll County into Table Rock Lake in Barry County, Missouri. The headwaters of the White River are found in Madison County; the river flows northwest into Washington County, into Beaver Lake, and eventually into the Mississippi River in Desha County in southeastern Arkansas. The Ozark National Forest and White Rock Wildlife Management Area are found in the extreme southern portion of the county.

Sources:

United States Census Bureau. State and County QuickFacts.

<http://quickfacts.census.gov/qfd/states/05/05087.html>

Chart 2-5: Physiographic Regions. Arkansas Statistical Abstract – 2000. April 2000.

Census State Data Center, University of Arkansas at Little Rock. Page 72.

The Rand McNally Road Atlas, 2002 Edition. Page 10.

II. Demographic Characteristics

Population

In 1980, the population of Madison County was 11,373 persons. The county ranked 58th in terms of population among Arkansas’ 75 counties and 12th among the 16 counties in Northwest Arkansas. By 1990, the population of the county had increased 2.2 percent to 11,618 to rank 58th among Arkansas’ counties and 13th among the counties in Northwest

Arkansas. From 1980 to 1990, the population of the state of Arkansas increased 2.8 percent from 2,286,435 to 2,350,725; from 1990 to 2000, the state's population increased 13.7 percent to 2,673,400 persons. In 2000, the population of Madison County stood at 14,243, an increase of 22.6 percent from 1990. The county was the 54th most populous county in Arkansas and the 13th most populous county in Northwest Arkansas in 2000. The three most populous cities in Madison County and their populations in the year 2000 were Huntsville (1,931), St. Paul (163), and Hindsville (75). Huntsville is the county seat for Madison County.

DRI-WEFA, an economic analysis consulting firm, projects the population of Madison County will increase by 6.0 percent to 15,100 people in the year 2010. If the projections are realized, Madison County will be the 51st most populous county in Arkansas and the 13th most populous county in Northwest Arkansas.

The gender makeup of Madison County is similar to that of the state on the whole. In the year 2000, the proportions of males and females in the county were 49.9 percent and 50.1 percent, respectively, compared to 48.8 percent and 51.2 percent, respectively, for the state.

In the year 2000, Madison County had the 35th oldest median age, the 14th highest proportion of residents under age 18, and the 30th lowest proportion of residents age 65 and older among all Arkansas counties. In the year 2000, the median age of residents in Madison County was 37.7 years, compared to 36.0 years for the state. In 1990 and 2000, the proportion of the county's population under 18 years of age was 26.8 percent; for the same period, the proportion of Arkansans under 18 years of age decreased from 26.4 percent to 25.4 percent. From 1990 to 2000, the proportion of the county's population that was 65 years of age or older decreased from 16.4 percent to 14.4 percent; for the same period, the proportion of Arkansans age 65 or older decreased from 14.9 percent in 1990 to 14.0 percent in 2000.

The racial composition of Madison County is decidedly more Caucasian than the population for the state on the whole. In 2000, the proportions of Madison County's population comprised of Caucasians, African Americans, American Indians and Native Alaskans, and Asians were 95.9 percent, 0.1 percent, 1.2 percent, and 0.1 percent, respectively. For the state, in 2000, the proportions of Caucasians, African Americans, American Indians and Native Alaskans, and Asians were 80.0 percent, 15.7 percent, 0.7 percent, and 0.8 percent, respectively. In 2000, the proportion of residents in Madison County who were Hispanic was 3.1 percent, compared to the state's proportion of 3.2 percent.

Sources:

United States Census Bureau, Population of Counties by Decennial Census: 1900 to 1990. <http://www.census.gov/population/cencounts/ar190090.txt>

United States Census Bureau, Census 2000, Redistricting Data (Public Law 94-171) Summary File.

http://factfinder.census.gov/servlet/BasicFactsTable?_lang=en&_vt_name=DEC_2000_PL_U_GCTPL_ST7&_geo_id=04000US05

The Rand McNally Road Atlas, 2002 Edition. Page 10.

DRI-WEFA, U.S. Regional Analysis. Data supplied by the Institute for Economic Advancement, University of Arkansas-Little Rock.

United States Census Bureau, Census 2000, Table DP-1. Profile of General Demographic Characteristics: 2000. <http://censtats.census.gov/data/AR/04005.pdf>

United States Census Bureau, 1990 Census, Table DP-1. Profile of General Demographic Characteristics: 1990.

http://factfinder.census.gov/servlet/BasicFactsTable?_lang=en&_vt_name=DEC_1990_STF1_DP1&_geo_id=04000US05

United States Census Bureau, Census 2000, Table DP-1. Profile of General Demographic Characteristics: 2000. <http://censtats.census.gov/data/AR/05005087.pdf>

United States Census Bureau, 1990 Census, Table DP-1. General Population and Housing Characteristics: 1990.

http://factfinder.census.gov/servlet/BasicFactsTable?_lang=en&_vt_name=DEC_1990_STF1_DP1&_geo_id=05000US05087

Income

Table 1 presents median household income and median family income for the year 1999 and per capita personal income for the year 2000 for Madison County. The table also ranks Madison County in terms of these income statistics among the 75 counties in Arkansas and the 16 counties in Northwest Arkansas.

Table 1 – Madison County Income Statistics

Income Statistic	Madison County	Percent of State	Arkansas			Northwest Arkansas		
			Rank	Range		Rank	Range	
				Low	High		Low	High
1999 Median Household Income	\$27,895	86.7%	46	\$20,510	\$42,569	12	\$21,397	\$40,281
1999 Median Family Income	\$32,910	85.1%	48	\$25,846	\$48,717	12	\$27,580	\$45,235
2000 Per Capita Personal Income	\$17,901	81.4%	53	\$14,303	\$30,447	11	\$14,303	\$25,358

Table 2 presents poverty statistics for different resident groups in Madison County and for the State of Arkansas in 1999. The table ranks the county among the 75 counties in Arkansas and among the 16 counties in Northwest Arkansas in terms of the three poverty rates presented. For example, the county ranked 28th among the counties in Arkansas and 3rd among the counties in Northwest Arkansas in terms of the poverty rate for individuals in 1999.¹

¹ Note: Rankings are from highest poverty rate to lowest. Hence, a ranking of one indicates relatively high levels of poverty, and a ranking of 75 indicates relatively low levels of poverty.

Table 2 – Madison County Poverty Rates, 1999

Poverty Statistic	County Rate	Arkansas Rate	Arkansas			Northwest Arkansas		
			Rank	Range		Rank	Range	
				Low	High		Low	High
Individuals	18.6%	15.8%	28	7.2%	32.7%	3	10.1%	23.8%
Families with Related Children	21.1%	18.1%	27	7.8%	40.8%	3	11.2%	26.4%
Individuals 65 and Older	18.0%	13.8%	25	7.3%	27.6%	3	8.6%	26.6%

Table 3 presents average weekly earnings for covered employment in Madison County in the year 2001. The table also displays average weekly earnings as a proportion of the state’s figure and ranks Madison County in terms of average weekly earnings relative to the counties in Arkansas and Northwest Arkansas for which data were available. For example, in terms of average weekly earnings in the manufacturing sector, Madison County ranked 47th among the 71 counties in Arkansas for which data were available and 9th among the 15 counties in Northwest Arkansas for which data were available.

Table 3 – Madison County Average Weekly Earnings, by Sector, Calendar Year 2001

Sector	Average Weekly Earnings	Percent of State	Arkansas			Northwest Arkansas		
			Rank	Range		Rank	Range	
				Low	High		Low	High
Manufacturing	\$456.57	79.5%	47 / 71	\$260.75	\$894.22	9 / 15	\$312.98	\$587.60
Wholesale Trade	\$995.14	138.8%	1 / 68	\$214.77	\$995.14	1 / 14	\$214.77	\$995.14
Retail Trade	\$286.41	84.3%	45 / 73	\$215.61	\$439.32	9 / 15	\$244.32	\$358.05
Information	\$794.33	117.7%	6 / 56	\$306.77	\$869.54	2 / 12	\$348.10	\$832.62
Financial Activities	\$465.79	73.6%	37 / 73	\$282.76	\$829.55	10 / 14	\$282.76	\$622.20
Professional and Business Services	\$396.39	63.4%	45 / 68	\$218.14	\$955.05	10 / 15	\$256.91	\$955.05
Education and Health Services	\$333.58	61.5%	60 / 74	\$231.49	\$668.35	14 / 16	\$231.49	\$649.85
All Sectors	\$413.62	79.8%	48 / 75	\$316.63	\$681.93	9 / 16	\$316.63	\$631.34

Table 4 presents the share of personal income in Madison County in 2000 attributable to different sectors of the economy. The table displays how this share compares to the proportion for the state in aggregate and ranks Madison County in terms of the share of personal income attributed to the sectors relative to the counties in Arkansas and Northwest Arkansas for which data were available. For example, in terms of the share of personal income attributed to the manufacturing sector, Madison County ranked 46th among the 73 counties in Arkansas for which data were available and 12th among the 15 counties in Northwest Arkansas for which data were available.

Table 4 – Disposition of Personal Income in Madison County, by Sector, Year 2000

Sector	Share of Personal Income	Greater or Less than State	Arkansas			Northwest Arkansas		
			Rank	Range		Rank	Range	
				Low	High		Low	High
Farm Earnings	14.8%	12.2%	2 / 75	0.1%	15.9%	2 / 16	0.4%	15.9%
Manufacturing	10.4%	-3.9%	46 / 73	1.3%	77.9%	12 / 15	3.4%	27.1%
Transportation and Utilities	3.0%	-2.7%	51 / 71	1.3%	14.5%	9 / 15	1.8%	14.5%
Wholesale Trade	0.7%	-2.8%	57 / 67	0.2%	11.4%	11 / 15	0.4%	5.9%
Retail Trade	3.1%	-4.7%	67 / 75	1.4%	24.4%	15 / 16	2.4%	24.4%
Finance, Insurance, and Real Estate	1.4%	-2.0%	63 / 71	0.8%	8.0%	14 / 15	1.1%	3.5%
Services	6.4%	-8.5%	55 / 75	3.3%	29.0%	12 / 16	4.8%	29.0%
Business Services	1.3%	-1.3%	21 / 65	0.1%	10.5%	7 / 14	0.2%	5.5%
Health Services	1.6%	-4.6%	65 / 72	0.5%	14.4%	15 / 16	0.5%	14.4%
Hotel and Lodging	0.1%	-0.2%	46 / 55	0.04%	1.9%	13 / 14	0.05%	1.9%
Amusement and Recreation Services	N/A	N/A	N/A	0.03%	1.0%	N/A	0.03%	1.0%

The sale of livestock accounted for 99.4 percent of Madison County’s cash receipts from farm marketings in the year 2000. Livestock cash receipts and total cash receipts for Madison County in the year 2000 were \$110.8 million and \$111.5 million, respectively; the county ranked eighth in terms of the former and 11th in terms of the latter among Arkansas’ counties. Cash receipts for crops and government payments for Madison County in the year 2000 totaled \$718,000 and \$878,000, respectively; the county ranked 51st in terms of the former and 42nd in terms of the latter among Arkansas’ counties. The county ranked 27th among Arkansas’ counties in terms of total production expenses in the year 2000, \$83.4 million. As of January 1, 2002, Madison County had a total of 66,000 cattle and calves and 35,000 beef cows; the county ranked 4th in terms of the number of cattle and calves and in terms of the number of beef cows among the counties in Arkansas.

Sources:

United States Census Bureau, Census 2000, Table DP-3. Profile of Selected Economic Characteristics: 2000. <http://censtats.census.gov/data/AR/04005.pdf>

United States Census Bureau, Census 2000, Table DP-3. Profile of Selected Economic Characteristics: 2000. <http://censtats.census.gov/data/AR/05005087.pdf>

U.S. Commerce Department, Bureau of Economic Analysis, Regional Accounts Data, Local Area Personal Income, Table CA1-3: Personal Income Summary Estimates. <http://www.bea.gov/bea/regional/reis/>

Arkansas Employment Security Department, Covered Employment and Earnings, Annual 2001. Table 6: County Summary Employment and Earnings, by Industry, Calendar Year 2001. <http://www.accessarkansas.org/esd/01antb6.htm>

Arkansas Employment Security Department, Covered Employment and Earnings, Annual 2001. Table 1: Average Covered Employment and Average Weekly Earnings, by Industry, 2001. <http://www.accessarkansas.org/esd/01antb1.htm>

U.S. Commerce Department, Bureau of Economic Analysis. Regional Accounts Data, Local Area Personal Income. Table CA05 – Personal Income by Major Source and Earnings by Industry. <http://www.bea.gov/bea/regional/reis/>
 Arkansas Agricultural Statistics Service, National Agricultural Statistics Service, United States Department of Agriculture, 2001 County Profiles. <http://www.nass.usda.gov/ar/madison.PDF>

Education

Madison County contains the following three school districts, with October 1, 2000 enrollment found in parentheses: Huntsville (2,045), Kingston (271), and St. Paul (347). Table 5 displays the average ACT composite score for high school seniors (which ranges from 1 to 36, with 36 being the best), the attendance rate, the dropout rate (percentage of students dropping out of school in Grades 7-12 from October of one school year to October of the next school year), the graduation rate (percentage of students enrolled in Grade 9 and completing Grade 12), and the college remediation rate (percentage of freshmen entering an *Arkansas* college or university who are required to take at least one remedial class) for the above school districts and for the state in aggregate.

Table 5 – Educational Statistics for Madison County Schools, 2000-2001 School Year

School District	ACT Composite Score	Attendance Rate	Dropout Rate	Graduation Rate	College Remediation Rate
Huntsville	19.3	91.9%	4.0%	80.3%	26.0%
Kingston	20.3	96.1%	0.8%	95.0%	67.0%
Saint Paul	19.4	90.5%	0.6%	96.4%	80.0%
State Average	20.1	93.2%	3.0%	84.3%	41.0%

Among the 301 school districts in Arkansas for which data were available, the ACT composite scores for the school districts in Madison County ranked as follows: Huntsville (tied for 175th), Kingston (tied for 101st), and St. Paul (tied for 166th); because of ties, the rankings ranged from 1 through 299. Among the 72 school districts in Northwest Arkansas, the ACT composite scores for the school districts in Madison County ranked as follows: Huntsville (57th), Kingston (tied for 41st), and St. Paul (tied for 55th). District-wide average ACT composite scores for the 301 school districts in Arkansas for which data were available ranged from 24.0 to 14.0; for the school districts in Northwest Arkansas, the district-wide average ACT composite scores ranged from 24.0 to 15.8.

Among the 307 school districts in Arkansas for which data were available, the dropout rates for the school districts in Madison County ranked as follows: Huntsville (tied for 56th), Kingston (tied for 250th), and St. Paul (tied for 264th); because of 27 districts' being tied for last place with a 0.0 percent dropout rate, the rankings ranged from 1 through 285.² Among the 72 school districts in Northwest Arkansas, the dropout rates for the school districts in Madison County ranked as follows: Huntsville (tied for 9th), Kingston

² Note: Rankings are from highest dropout rate to lowest. Hence, a ranking of one indicates a relatively high dropout rate, and a ranking of 285 indicates a relatively low dropout rate.

(62nd), and St. Paul (tied for 64th); because of four districts' being tied for 0.0 place with a zero percent dropout rate, the rankings ranged from 1 through 69. For the state, dropout rates ranged from 15.4 percent to 0.0 percent; for the districts in Northwest Arkansas, dropout rates ranged from 12.5 percent to 0.0 percent.

Among the 307 school districts in Arkansas for which data were available, the graduation rates for the school districts in Madison County ranked as follows: Huntsville (tied for 236th), Kingston (tied for 36th), and St. Paul (28th). Among the 72 school districts in Northwest Arkansas, the graduation rates for the school districts in Madison County ranked as follows: Huntsville (59th), Kingston (tied for 7th), and St. Paul (4th). For the state, graduation rates ranged from 100.0 percent to 23.6 percent; for the districts in Northwest Arkansas, graduation rates ranged from 100.0 percent to 63.2 percent.

Among the 307 school districts in Arkansas for which there were data available, the college remediation rates for the school districts in Madison County ranked as follows: Huntsville (tied for 262nd), Kingston (tied for 45th), and St. Paul (tied for 17th); because of 31 districts' being tied for last place with a 0.0 percent college remediation rate, the rankings ranged from 1 through 281.³ Among the 72 school districts in Northwest Arkansas, the college remediation rate for the school districts in Madison County ranked as follows: Huntsville (tied for 64th), Kingston (tied for 6th), and St. Paul (1st); because of three districts' being tied for last place with a 0.0 percent college remediation rate, the rankings ranged from 1 through 70. For the state, college remediation rates ranged from 100.0 percent to 0.0 percent; for the districts in Northwest Arkansas, college remediation rates ranged from 80.0 percent to 0.0 percent.

In the Huntsville School District, all three of the district's schools are accredited by the North Central Association of Secondary Schools and Colleges (NCASSC). In the Kingston School District, neither of the district's schools is accredited by the NCASSC. In the St. Paul School District, neither of the district's schools is accredited by the NCASSC.

Table 6 displays the proportion of persons 25 years of age or older in Madison County with various levels of education in the year 2000. The table also presents the proportions for the state in aggregate and ranks the county among the 75 counties in Arkansas and among the 16 counties in Northwest Arkansas in terms of the four levels of education presented. For example, Madison County ranked 50th among Arkansas' counties and 12th among the counties in Northwest Arkansas in terms of the proportion of the persons 25 years of age or older with a bachelor's degree in 2000.

³ Note: Rankings are from highest remediation rate to lowest. Hence, a ranking of one indicates a relatively high dropout rate, and a ranking of 281 indicates a relatively low remediation rate.

Table 6 – Educational Attainment in Madison County, 2000

Level of Education	County	Arkansas	Arkansas			Northwest Arkansas		
			Rank	Range		Rank	Range	
				Low	High		Low	High
Bachelor's Degree	7.0%	11.0%	50	4.2%	18.0%	12	5.4%	14.8%
Graduate or Professional Degree	3.1%	5.7%	56	1.8%	10.1%	13	2.8%	9.8%
Bachelor's Degree or Higher	10.1%	16.7%	51	6.3%	28.1%	12	8.4%	24.5%
High School Diploma or Higher	67.8%	75.3%	55	56.2%	84.4%	14	65.4%	80.4%

There are eight Arkansas colleges and universities within 100 miles of Huntsville, Arkansas. The institutions, the number and type of degree programs offered at the institutions, and their enrollment statistics are presented below.

Arkansas State University – Mountain Home (ASUMH) is a two-year public college; the Arkansas Higher Education Coordinating Board (AHECB) of the Arkansas Department of Higher Education has approved the dissemination of the following academic degrees and certificate programs at ASUMH: certificates of proficiency in 5 program areas, technical certificates in 9 program areas, and associate degrees in 14 program areas. Opening fall enrollment for ASUMH was 1,238 persons in 2001, 8.5 percent greater than fall 2000. Opening fall enrollment for the two-year public institutions in Arkansas stood at 43,387 in 2001, 6.3 percent greater than fall 2000. ASUMH ranked 13th among the 23 two-year public institutions in Arkansas in terms of fall enrollment in 2001. Since 1997, fall enrollment at ASUMH has increased 45.3 percent, compared to a 16.6 increase percent for two-year public institutions in Arkansas.

Arkansas Tech University (ATU), located in Russellville, Arkansas in Pope County, is a four-year public university. The AHECB has approved the dissemination of the following academic degrees and certificate programs at ATU: technical certificates in 3 program areas, associate degrees in 10 program areas, baccalaureate degrees in 54 program areas, master’s degrees in 20 program areas, and a specialist degree in educational leadership. Opening fall enrollment for ATU was 5,576 in 2001, 7.8 percent greater than fall 2000. Opening fall enrollment for the four-year public universities in Arkansas stood at 65,704 in 2001, 2.4 percent greater than fall 2000. The school ranked fifth among the ten four-year public universities in terms of fall enrollment in 2001. Since 1997, fall enrollment at ATU has increased 31.6 percent, compared to a 4.8 percent increase for four-year public universities in Arkansas.

John Brown University (JBU), located in Siloam Springs, Arkansas in Benton County, is a private, four-year Christian college (interdenominational) that offers associate degrees in 6 program areas, baccalaureate degrees in 50 program areas, and master’s degrees in 6 program areas. Opening fall enrollment for JBU was 1,684 persons in 2001, 9.0 percent greater than fall 2000. Since 1997, fall enrollment has increased 27.1 percent.

North Arkansas College (NAC), located in Harrison, Arkansas in Boone County, is a two-year public college. The AHECB has approved the dissemination of the following academic degrees and certificate programs at the NAC: certificates of proficiency in 5 program areas, technical certificates in 25 program areas, an advanced certificate in electronics, and associate degrees in 26 program areas. Opening fall enrollment for NAC was 1,889 persons in 2001, 4.0 percent greater than fall 2000. The school ranked eighth among the 23 two-year public institutions in Arkansas in terms of fall enrollment in 2001. Since 1997, fall enrollment at NAC has decreased 14.6 percent.

Northwest Arkansas Community College (NWACC), located in Bentonville, Arkansas in Benton County, is a two-year public college. The AHECB has approved the dissemination of the following academic degrees and certificate programs at the NWACC: certificates of proficiency in 4 program areas, technical certificates in 3 program areas, associate degrees in 26 program areas, and an advanced certificate in medical dosimetry. Opening fall enrollment for NWACC was 4,292 persons in 2001, 5.8 percent greater than fall 2000. The school ranked third among the 23 two-year public institutions in Arkansas in terms of fall enrollment in 2001. Since 1997, fall enrollment at NWACC has increased 32.5 percent.

The University of Arkansas (UA), located in Fayetteville, Arkansas in Washington County, is the flagship institution of the University of Arkansas system. The AHECB has approved the dissemination of the following academic degrees and certificate programs at the UA: associate degrees in 2 program areas, baccalaureate degrees in 123 program areas, post-baccalaureate certificates in 2 program areas, master's degrees in 101 program areas, specialist degrees in 8 program areas, doctoral degrees in 42 program areas, and a professional degree in law. Opening fall enrollment for the UA was 15,752 in 2001, 2.6 percent greater than fall 2000. The school ranked first among the ten four-year public institutions in Arkansas in terms of fall enrollment in 2001. Since 1997, fall enrollment at the UA has increased 7.5 percent.

In January 2002, Westark College, located in Fort Smith, Arkansas in Sebastian County, joined the University of Arkansas system, changed its name to the University of Arkansas at Fort Smith (UAFS), and became a four-year institution. The AHECB has approved the dissemination of the following academic degrees and certificate programs at UAFS: certificates of proficiency in 28 program areas, technical certificates in 17 program areas, associate degrees in 34 program areas, an advanced certificate in industrial automation, and baccalaureate degrees in 8 program areas. Opening fall enrollment at UAFS was 5,673 in 2001, 8.3 percent greater than fall 2000. Since 1997, fall enrollment at UAFS has increased 0.7 percent.

The University of the Ozarks, located in Clarksville, Arkansas in Johnson County, is a four-year private liberal arts university and offers baccalaureate degrees in 25 program areas. Opening fall enrollment for the University of the Ozarks was 654 persons in 2001, 5.1 percent greater than fall 2000. Since 1997, fall enrollment at the University of the Ozarks has increased 22.5 percent.

Sources:

- Arkansas Department of Education, Arkansas School Information Site, Performance Report, 2001. <http://www.as-is.org/reportcard/rc2001/>
- North Central Association Commission on Accreditation and School Improvement. <http://www.ncacasi.org/>
- United States Census Bureau, Census 2000, Table DP-2. Profile of Selected Social Characteristics: 2000. <http://censtats.census.gov/data/AR/05005087.pdf>
- United States Census Bureau, Census 2000, Table DP-2. Profile of Selected Social Characteristics: 2000. <http://censtats.census.gov/data/AR/04005.pdf>
- Arkansas Department of Higher Education, Arkansas State Colleges and Universities. <http://www.arkansashighered.com/colleges.html>
- Arkansas Department of Higher Education, Approved Academic Degree and Certificate Programs. http://www.arkansashighered.com/pdfs/RP/degrees_2003.pdf
- Arkansas Department of Higher Education, Opening Fall Enrollment at Public Colleges and Universities. October 29,2001. <http://www.arkansashighered.com/Research/Enrollment/Actual%20Enroll%20Fall%202001.xls>
- John Brown University, "Catalog for 2001-2003." <http://www.jbu.edu/academics/catalog/03catalog.pdf>
- University of the Ozarks. <http://www.ozarks.edu/academics/programs.html>

III. Infrastructure

Ports

There are no navigable waterways in Madison County.

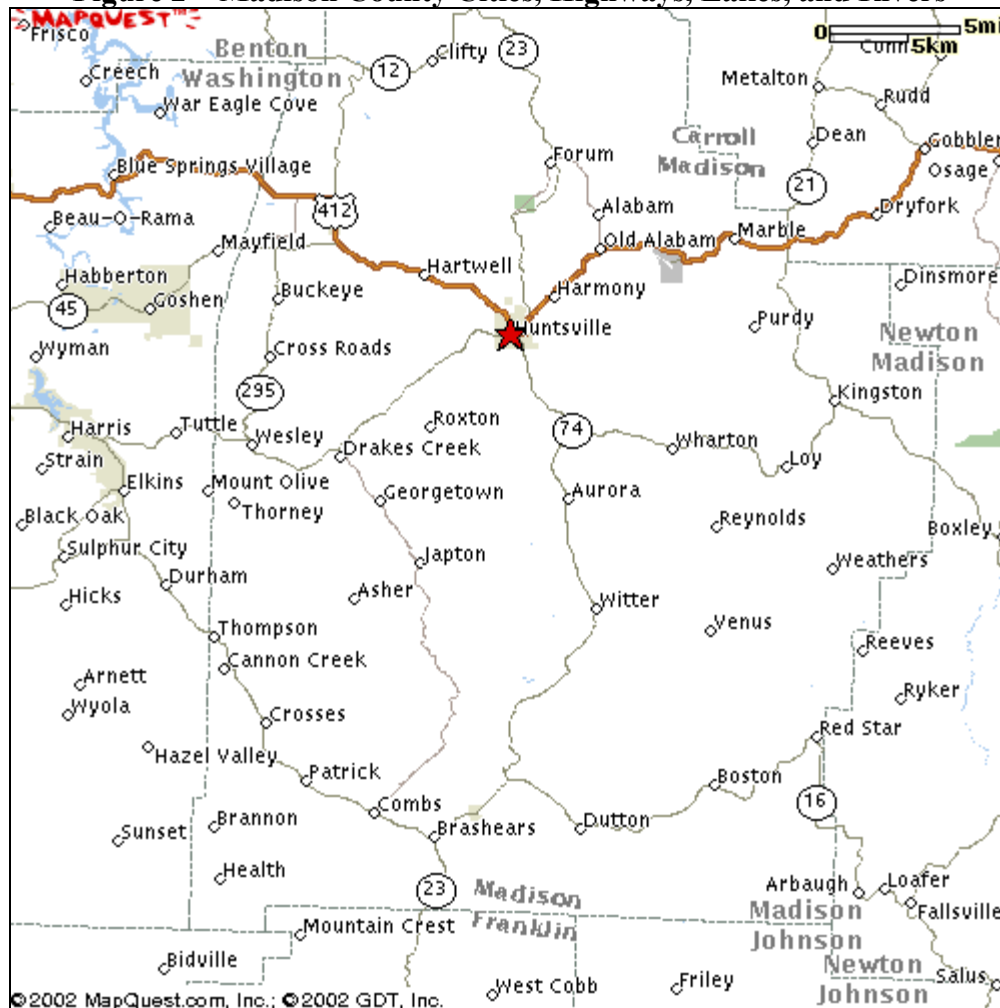
Source:

Arkansas Waterways Commission. <http://www.waterways.dina.org/waterways.html>

Highways

Figure 2 displays the major cities, highways, lakes, and rivers found in Madison County. In 2004, a major widening of 4.89 miles of U.S. Highway 412 near the junction of Arkansas State Highway 45 is planned. Also in 2004, one mile of passing lanes will be added to Arkansas State Highway 23 at the border of Madison County and Carroll County.

Figure 2 – Madison County Cities, Highways, Lakes, and Rivers



Sources:

Arkansas State Highway and Transportation Department. Statewide Transportation Improvement Program 2003-2005 Preliminary.

<http://www.ahtd.state.ar.us/contract/progcon/stip/stip%20by%20ffy%202003%2D2005%20prelim.xls>

MapQuest.com, Inc. <http://www.mapquest.com>

Utilities

Table 7 displays the surplus water capacity, the surplus wastewater capacity, the electricity provider, and the natural gas provider for the City of Huntsville in Madison County.⁴

⁴ GPD = Gallons Per Day

Table 7 – Utilities for the City of Huntsville, Arkansas

City	Water Surplus Capacity	Waste Water Surplus Capacity	Electricity Provider	Natural Gas Provider
Huntsville	0.2 million GPD	At Capacity	Carroll Electric Cooperative	Arkansas Western Gas

The city is in the preliminary stages of planning to double their wastewater capacity from 2.0 million gallons per day to 4.0 million gallons per day.

Sources:

Larry Garrett, City of Huntsville Water Department.

Paul Richmond, Madison County Regional Water.

Railroads

The Arkansas & Missouri Railroad passes through Fayetteville, Greenland, Springdale, West Fork, and Winslow in Washington County west of Madison County and junctions with the Kansas City Southern Railroad in Fort Smith, with the Union Pacific Railroad in Van Buren, Arkansas, and with the Burlington Northern Santa Fe Railroad in Monette, Missouri.

The Missouri and Northern Arkansas Railroad passes through Bergman in Boone County northeast of Madison County in its 527-mile route from Kansas City, Missouri to Newport, Arkansas. The railroad has interchanges with the Union Pacific Railroad in Kansas City, Missouri and Newport, Arkansas; with the Burlington Northern-Santa Fe Railroad in Lamar, Aurora, and Springfield, Missouri; and with the Kansas City Southern Railroad in Joplin, Missouri.

The Union Pacific Railroad has a line running from its hub in Little Rock along the Arkansas River south of Madison County through Russellville, Clarksville, Ozark, Van Buren, and Fort Smith to a mainline junction in Muskogee, Oklahoma.

Sources:

Arkansas & Missouri Railroad. <http://www.arkansasmissouri-rr.com/map.html>

RailAmerica, Inc., North American Rail Group.

http://www.railamerica.com/html/missouri_northern_arkansas_r.html

RailAmerica, Inc. North American Rail Group.

<http://www.railamerica.com/railmaps/MNA.htm>

Union Pacific Railroad. <http://www.uprr.com/aboutup/usguide/usa-ar.shtml>

Airports

The Huntsville Municipal Airport is the only airport serving Madison County. The airport, located two miles southwest of Huntsville, has two turf runways, each 1,250 feet in length, and two asphalt runways, each 3,600 feet in length, that can accommodate a

12,500-pound single-wheel aircraft. There is no control tower at this airport. Services offered at the Huntsville Municipal Airport include aircraft parking (tie-downs) and flight instruction.

The four major airports closest to Madison County are the Northwest Arkansas Regional Airport in Bentonville, Arkansas (roughly 40 miles northwest of Huntsville), Springfield-Branson Regional Airport in Springfield, Missouri (roughly 110 miles northeast of Huntsville), Tulsa International Airport in Tulsa, Oklahoma (roughly 130 miles west of Huntsville), and Adams Field Airport in Little Rock, Arkansas (roughly 170 miles southeast of Huntsville).

Sources:

AirNav, LLC. Huntsville Municipal Airport: Huntsville, Arkansas.

<http://www.airnav.com/airport/H34>

IV. Labor Force

A breakdown of covered employment for Madison County in 2001 is provided in Table 8 below.

Table 8 – Covered Employment for Madison County, 2001 Annual Averages

North American Industry Classification System Industry Group	Average Employing Units	Average Covered Employment
Natural Resources & Mining	16	61
Construction	26	73
Manufacturing	22	951
Trade, Transportation & Utilities	64	522
Wholesale Trade	13	36
Retail Trade	38	373
Transportation, Warehousing & Utilities	13	113
Information	5	36
Financial Activities	11	98
Professional & Business Services	24	132
Education & Health Services	21	199
Leisure & Hospitality	10	118
Other Services	12	29
Local Government	8	470
State Government	9	60
Madison County - Total	226	2,749

The manufacturing sector accounted for 34.6 percent of total covered employment in Madison County in 2001, compared to the state's figure of 20.5 percent. In terms of the proportion of covered employment attributed to the manufacturing sector, the county ranked 14th among the 71 counties in Arkansas for which data were available and 5th among the 15 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 62.4 percent (Calhoun County) to 5.1 percent (Perry County); for Northwest Arkansas, the proportions ranged from Marion County's 48.2 percent to Newton County's 8.3 percent.

The wholesale trade sector accounted for 1.3 percent of total covered employment in Madison County in 2001, compared to the state's figure of 4.1 percent. In terms of the proportion of covered employment attributed to the wholesale trade sector, the county ranked 58th among the 68 counties in Arkansas for which data were available and 12th ahead of Marion County and Carroll County among the 14 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 23.0 percent (Woodruff County) to 0.3 percent (Marion County); for Northwest Arkansas, the proportions ranged from Boone County's 7.5 percent to Marion County's 0.3 percent.

The retail trade sector accounted for 13.6 percent of total covered employment in Madison County in 2001, compared to the state's figures of 11.9 percent. In terms of the proportion of covered employment attributed to the retail trade sector, the county ranked 20th among the 74 counties in Arkansas for which data were available and 5th among the 15 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 18.9 percent (Saline County) to 2.7 percent (Calhoun County); for Northwest Arkansas, the proportions ranged from Baxter County's 14.5 percent to Benton County's 8.6 percent.

The transportation, warehousing, and utilities sectors accounted for 4.1 percent of total covered employment in Madison County in 2001, compared to the state's figure of 5.5 percent. In terms of the proportion of covered employment attributed to the transportation, warehousing, and utilities sectors, the county ranked 27th among the 69 counties in Arkansas for which data were available and 7th among the 14 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 18.4 percent (Little River County) to 0.8 percent (Marion County); for Northwest Arkansas, the proportions ranged from Crawford County's 17.7 percent to Marion County's 0.8 percent.

The information sector accounted for 1.3 percent of total covered employment in Madison County in 2001, compared to the state's figure of 1.9 percent. In terms of the proportion of covered employment attributed to the information sector, the county ranked 13th among the 56 counties in Arkansas for which data were available and 6th among the 12 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 3.6 percent (Pulaski County) to 0.3 percent (Little River County); for Northwest Arkansas, the proportions ranged from Boone County's 3.2 percent to Johnson County's 0.4 percent.

The financial activities sector accounted for 3.6 percent of total covered employment in Madison County in 2001, compared to the state's figure of 4.3 percent. In terms of the proportion of covered employment attributed to the financial activities sector, the county ranked 37th among the 73 counties in Arkansas for which data were available and 9th among the 14 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 7.5 percent (Pike County) to 1.9 percent (Nevada County); for Northwest Arkansas, the proportions ranged from Marion County's 5.0 percent to Scott County's 2.3 percent.

The professional and business services sector accounted for 4.8 percent of total covered employment in Madison County in 2001, compared to the state's figure of 9.2 percent. In terms of the proportion of covered employment attributed to the professional and business services sector, the county ranked 18th among the 68 counties in Arkansas for which data were available and 6th among the 15 counties in Northwest Arkansas for which data were available. For the state, the proportions ranged from 23.3 percent (Benton County) to 0.5 percent (Woodruff County); for Northwest Arkansas, the proportions ranged from Benton County's 23.3 percent to Scott County's 0.6 percent.

The education and health services sector accounted for 7.2 percent of total covered employment in Madison County in 2001, compared to the state's figure of 11.3 percent. In terms of the proportion of covered employment attributed to the education and health services sector, the county ranked 61st among the 74 counties in Arkansas for which data were available and 12th among the 16 counties in Northwest Arkansas. For the state, the proportions ranged from 19.9 percent (Baxter County) to 2.2 percent (Little River County); for Northwest Arkansas, the proportions ranged from Baxter County's 19.9 percent to Crawford County's 6.6 percent.

The leisure and hospitality sector accounted for 4.3 percent of total covered employment in Madison County in 2001, compared to the state's figure of 7.8 percent. In terms of the proportion of covered employment attributed to the leisure and hospitality sector, the county ranked 65th among the 73 counties in Arkansas for which data were available and last among the 16 counties in Northwest Arkansas. For the state, the proportions ranged from 16.7 percent (Carroll County) to 1.9 percent (Woodruff County); for Northwest Arkansas, the proportions ranged from Carroll County's 16.7 percent to Madison County's 4.3 percent.

A summary of Madison County's largest employers is presented in Table 9 below.

Table 9 – Madison County's Largest Employers

Company Name	City	Product	Employees
Butterball Turkey	Huntsville	Poultry	D
LaBarge Electronics	Huntsville	Electronic Assemblies	B
Meadowview Health & Rehabilitation	Huntsville	Skilled Care	A
Wal-Mart	Huntsville	Retail	A

Employee Codes – A: Less than 100; B: 100-250; D: 501-1,000

Figure 3 displays the annual unemployment rates for Madison County, the State of Arkansas, and the United States for the period 1995 through 2001. For the period, Madison County experienced unemployment rates well below the state and national averages; the annual unemployment rate in Madison County was between 1.0 percent below and 2.1 percent below the annual unemployment rate for the state and between 0.2 percent below to 2.6 percent below the annual unemployment rate for the U.S. for the period. In 2001, the unemployment rate in Madison County was 3.0 percent, compared to the state and national figures of 5.1 percent and 4.8 percent, respectively. Madison County had the 3rd lowest unemployment rate among Arkansas' 75 counties and the 16 counties in Northwest Arkansas in 2001 behind Benton County and Washington County. Unemployment rates in Arkansas ranged from 2.2 percent in Benton County to 13.9 percent in Mississippi County; unemployment rates in Northwest Arkansas ranged from Benton County's 2.2 percent to Newton County's 6.7 percent.

Figure 3 – Historical Unemployment Rate Comparisons: 1995-2001

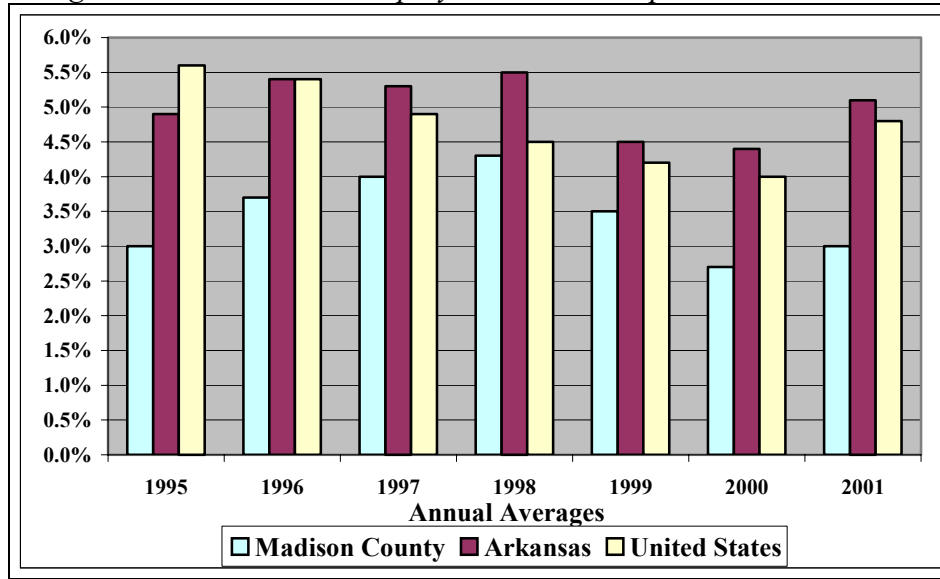
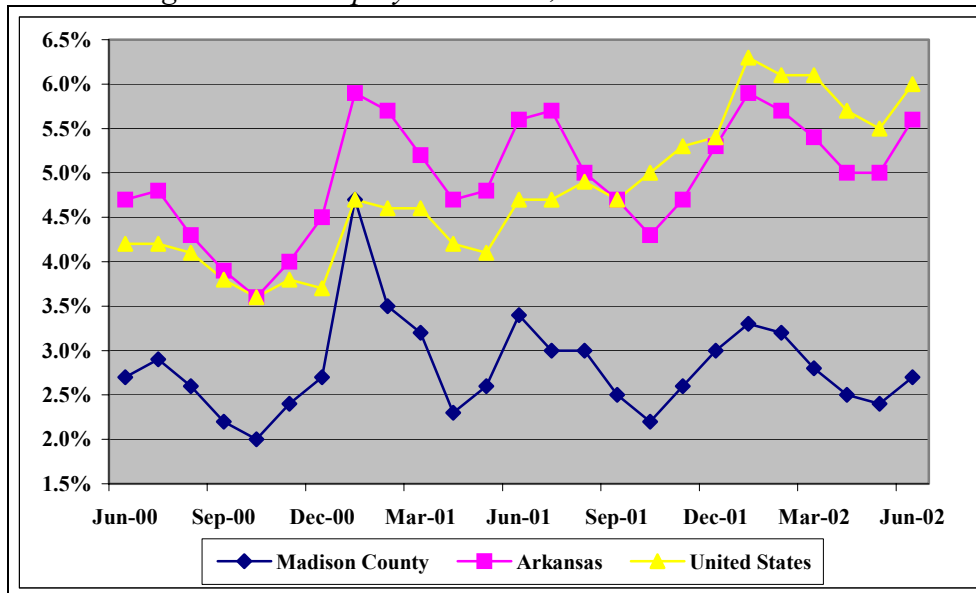


Figure 4 displays the monthly unemployment rates for Madison County, the State of Arkansas, and the United States from June 2000 to June 2002.⁵

Figure 4 – Unemployment Rates, June 2000 – June 2002



Sources:

Arkansas Employment Security Department, Covered Employment and Earnings, Annual 2001. Table 6: County Summary Employment and Earnings, by Industry, Calendar Year 2001. <http://www.accessarkansas.org/esd/01antb6.htm>

Arkansas Employment Security Department, Covered Employment and Earnings, Annual 2001. Table 1: Average Covered Employment and Weekly Earnings, by Industry, 2001. <http://www.accessarkansas.org/esd/01antb1.htm>

Largest Employers by County data from Arkansas Department of Economic Development.

Arkansas Economic Security Department, Arkansas Revised Labor Force Statistics, Annual Average, 2001. <http://www.accessarkansas.org/esd/lmiaa01.htm>

Arkansas Employment Security Department, Arkansas Labor Force Statistics. <http://www.accessarkansas.org/esd/lmilaborforcestats.htm>

V. Available Industrial Sites and Buildings

There are no available industrial sites or industrial buildings in Madison County.

Source:

Available Building and Site Database for Arkansas Communities, Arkansas Department of Economic Development. http://www.1800arkansas.com/Buildings_Sites/

⁵ Note: Data are not seasonally adjusted.

VI. Economic Goals

Madison County is home to an economy primarily composed of agriculture and manufacturing. The area also serves as home to a skilled nursing facility and has rural characteristics that are appealing to a retiree population. Madison County faces challenges if it is to take advantage of opportunities in the new economy. Low per capita personal income and high poverty rates are characteristics of the county. The population is relatively less educated at all levels than state averages.

Madison County is relatively isolated from major transportation corridors. Although U.S. Highway 412 runs east-west through the county, there is no major north-south highway to connect with larger routes. Therefore, Madison County needs to focus on home-grown industry to support rural development. Investing in education and skills training will make the available labor pool more able to adapt to changing economic conditions. There are eight postsecondary institutions within a hundred mile radius of Madison County, including the University of Arkansas. Madison County should encourage its population to seek out the skills that are necessary to compete in the knowledge-based jobs of the future.

VII. Opportunities for Future Business Development

Poultry

The domestic market for the U.S. agribusiness industry is relatively mature, with consistent but modest growth likely in the future. Demand for protein-rich foods is growing more rapidly in developing countries than in the United States, because of their higher population growth, rapid industrialization, and rising disposable income. Furthermore, agricultural output in such countries is growing less rapidly than consumption. Consequently, the U.S. agribusiness industry is strongly positioned to take advantage of future increases in worldwide food demand.

With the world's gross domestic product expected to rise to nearly \$10.1 trillion in 2009 (a 34 percent increase over the preceding 10 years), there is ample reason to expect ever-growing demands on the world's agriculture. Whenever incomes begin to rise, one of the first things people do is to upgrade their diets. With increasing prosperity, people consume more food grains, meat, sweeteners, and vegetable oils. Since 1990, worldwide consumption of beef, pork, and poultry has surged approximately 29 percent.

Another trend in the U.S. agribusiness industry is the number of market participants, ranging from farmers to processors, has steadily declined, as agriculture has moved toward vertical integration and consolidation. According to the Center for Rural Affairs, a private nonprofit group focused on rural development and agricultural policy, as of 2000, an estimated 80 percent of the U.S. beef market was controlled by 4 firms: Tyson Foods, ConAgra, Excel Corp., and Farmland National Beef Inc. These same firms, plus Smithfield Foods, controlled approximately 58 percent of the U.S. pork market. In 1999-2000, 24 percent of pork producers went out of business. Today, 35 producers account

for 95 percent of the pork slaughter capacity, although they operate only about 5 percent of the estimated 800 pork slaughterhouses in the United States. According to the National Chicken Council, during 2000, the top 8 chicken producers raised 64 percent of the broilers sold in the United States. Further consolidation in the poultry industry is expected to cut the number of broiler suppliers almost in half by 2010.

For the past three decades, much of the consolidation among meat processors occurred at the slaughter capacity level. Today, however, more and more companies are focusing on acquisitions that will expand their final offerings to include higher-margin processed and prepackaged meat that is ready for the consumer to heat and eat. These can include freshly cooked and frozen meats that have been marinated or seasoned. Advocates of consolidation believe that the process will lead agricultural producers toward more efficiency, less dependence on government assistance, and greater global competitiveness. Furthermore, as larger and more specialized producers realize lower production costs through economies of scale, these savings can be passed through to consumers in the form of lower commodity and processed food prices.

In the mean time, agribusiness is being transformed by modern technology. Technological developments have changed the way things are done on the farm, in assembly, in processing, and in distribution. An increasing number of farmers and ranchers are doing business over the Internet. According to the U.S. Department of Agriculture, 55 percent of all farms were using computers in 2001, up from 38 percent in 1997. In 2000, 24 percent of farms used the Internet as a management tool in their farming operations, including \$665 million in online buying and selling. Use of this technology allows farmers to receive and manage timely information in rural locations. In addition, nearly all farms that used the Internet in 2000 to purchase inputs indicated that they are likely to maintain or increase purchases in the future. Thus, with decreasing costs of computers and Internet access, growth in Internet use is likely to continue.

In April 2000, the world's leading meat and poultry processors took the next step toward realizing "seamless" trade — the transacting of wholesale business without intermediaries, and the streamlining of the purchase and sales process to facilitate higher volumes. Tyson Foods Inc., Cargill, Smithfield Foods, Gold Kist Inc., and Farmland Industries Inc. launched an online marketplace, or portal, for meat and poultry products called Provision X; the venture is headquartered in Chicago. Provision X agreed to be acquired by iTradeNetwork (ITN) in February 2002. ITN provides online e-business solutions for 38 percent of the U.S. retail grocery and food service industries, including seven of the top fifteen food retailers in the nation.

Skilled Care

As cost pressures throughout the healthcare industry have grown, nursing homes have converted segments of their facilities to provide sub-acute care, rehabilitation, or other higher-margin business lines. Many nursing home chains have developed expertise in skilled rehabilitation therapies, e.g., occupational, physical, speech, and respiratory. In addition, many now offer complex and intensive medical services to patients whose

health problems are more serious than those of the typical nursing home resident. This sub-acute care market niche provides a cost-efficient alternative to general acute-care hospitals.

The growth of assisted-living facilities will be driven by change in U.S. demographics. Individuals aged 85 and older — a group representing the largest number of users of long-term healthcare services — is currently the fastest-growing segment of the U.S. population. At present, 3.6 million people are over the age of 85, and that number is expected to reach 5.7 million by 2010. Industry sources project that expenditures for senior living approximated \$18 billion in 2000 and could reach \$30 billion by 2005. Assisted-living services are provided largely to private-pay, long-term clients, but many states are developing regulatory structures to provide some reimbursement under Medicaid.

Beginning in the 1980s, the assisted-living industry emerged as an attractive housing alternative for frail and elderly persons who do not require intensive medical care. However, financial struggles have reduced the projected growth rate of this housing model over the past few years. Standard & Poor's believes that assisted living remains desirable for individuals able to pay for the bulk of their housing needs. However, the industry will continue to struggle unless additional state and/or federal payment reimbursements are instituted.

Retail

Retailing is a mature business, and growth opportunities are limited, given the large number of retail outlets spread across the country. Demographic trends primarily affect retail sales. As demographic trends influence consumers' preferences and shopping patterns, they are important to retailers' understanding of target markets. For example, the Baby Boom Generation, comprising individuals born between 1946 and 1964, constitutes some 78 million Americans - about 30 percent of the U.S. population. As the Baby Boomers entered adulthood and formed households, they fueled much of the boom in retail sales in the 1970s and 1980s. Today, having swollen the ranks of Americans in their 40s and 50s, their priorities have shifted from youthful spending to tuition payments for children and to saving for retirement.

Shopping trends also affect all aspects of retailing, from store layout to merchandise assortment. Current shopping trends in the U.S retail market can be summarized as Price + Quality = Value, "cross shopping," "precision shopping," and "going casual."

Although the American retail landscape is saturated with stores, sales can be increased by developing new markets overseas. Discount stores, like Wal-Mart, are expanding overseas more rapidly than other types of retailers, such as department stores. This is because discount stores offer low prices to attract customers; merchandising and cultural differences have made it unattractive for department stores, whose mainstay is apparel, to allocate the capital for overseas expansion.

Source: Standard and Poor's NetAdvantage.

<http://0-www.netadvantage.standardpoor.com.library.uark.edu/>