



CREATE Academy—Arkansas Data Examples



# Today's Agenda



- Highlight the process to date
- Overview of the data used for the CREATE Academy
- Walk through an example
  - CREATE Businesses
    - What you likely will learn
    - What additional data do you think you need or do you have?
    - Opportunities for action
  - CREATE Employees
    - What you likely will learn
    - What additional data do you think you need or do you have?
    - Opportunities for action
- Q&A





# CREATE BRIDGES PROCESS

Form a regional steering committee

Conduct an asset map of CREATE businesses and existing training programs

Host a CREATE BRIDGES forum

Business Retention and Expansion program

Employee engagement

CREATE Academy New strategies & actions

Workforce development

Business support



# Data-driven Planning



- Secondary economic data (regional data profile)
- CREATE Forum perspectives
- Business owner perspectives (BR&E)
- Employee perspectives (survey)



- Initial reactions & groundtruthing
- Themes & commonalities across datasets
- Prioritization & strategy development



# CREATE Businesses



# Business data



- Employment and wage data (JobsEq)
- Customer draw: pull factors (Woods and Poole) and BRE interviews
- Online presence (pre/post COVID): BRE interviews
- Future plans/succession planning: BRE interviews
- Workforce and training needs: BRE interviews

# Top 3 Industry Subsectors



Industry	Subsector	Employment	Average Annual Wages
Retail	General Merchandise Stores	340	\$25,852
	Supermarkets & Other Grocery Stores	197	\$17,004
	Gasoline Stations with Convenience Stores	166	\$14,643
Arts & Entertainment	Nature Parks & Other Similar Institutions	15	\$18,719
	Independent Artists, Writers & Performers	10	\$19,267
	Museums	5	\$21,212
Accommodation & Food	Restaurants & Other Eating Places	560	\$13,116
	Hotels & Motels	60	\$16,381
	RV (Recreational Vehicle) Parks & Recreational Camps	8	\$16,802
Tourism	All Other Amusement & Recreation Industries	32	\$13,891
	Golf Courses & Country Clubs	16	\$15,089
	Marinas	16	\$16,670

Data Source: JobsEQ, 2018 data

# Source of Sales



## BR&E

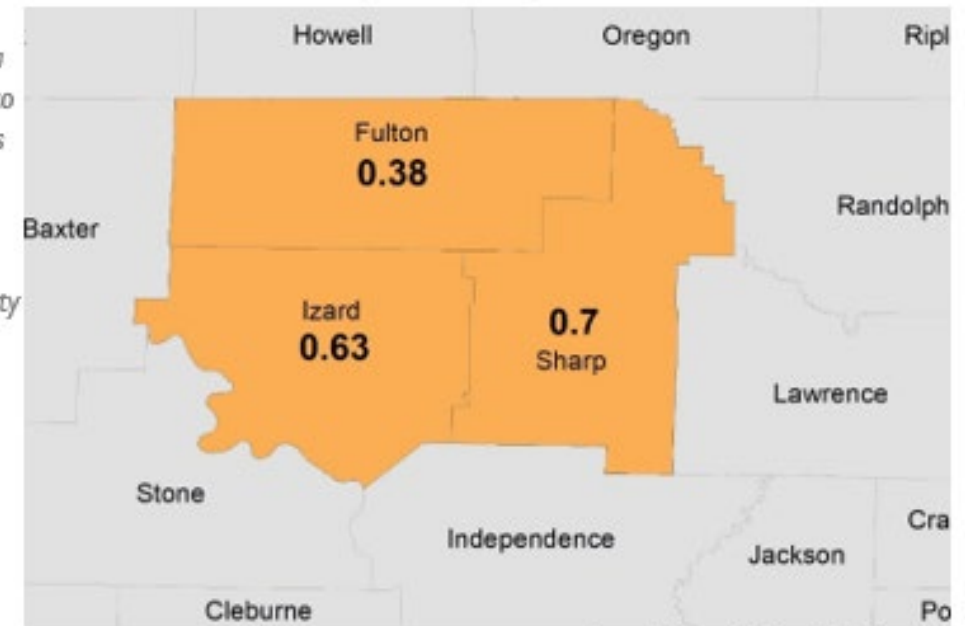
Range (N=35)	In Region	Outside Region	Outside U.S.
100%	5	1	0
75-99%	13	5	0
50-74%	8	7	0
1-49%	8	18	7
0%	1	4	28

## PULL FACTORS (2018)

A Pull Factor (PF) measures a county's ability to attract shoppers in the retail sector.

$PF > 1$ : the county is pulling retail shoppers from another county.

$PF < 1$ : the residents are shopping in another county.



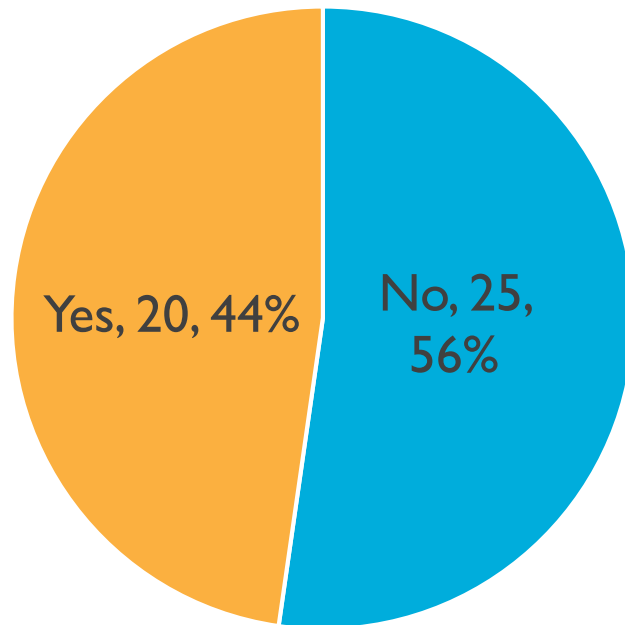
Data Source: Woods & Poole



# Online Presence



## Selling Online



## Obstacles to Selling Online

Time Constraints (2)

Advertising (2)

Internet Service (2)

Cost

Staying Current

# Future Plans & Customer Changes



	Expanding Locations	New Equipment	Renovating	Going Online	Down-sizing	Moving	Closing
Yes	2	6	9	6	1	2	1
No	39	36	32	36	40	41	41

	Changing Client Base?
Yes	15
No	26

## Common Changes in Client Base

- Trending Younger
- Online/Younger Generation
- More Diverse
- More Lower Income Customers

# Information/Training Desired



- Market Research (21)
- Available Economic Incentives (19)
- Creating/Updating Business Plan (12)
- Energy Efficiency Upgrade (9)
- Support in Hiring Employees (7)
- Selling/Transitioning My Business (6)
- Identifying Financing Options (9)
- Disaster Relief Support (8)

	Have Succession Plan?
Yes	11
No	26

# Infrastructure Factors Impacting Business



## Frequently Cited as Needing Some Work

- Cost/Availability of Land
- Cost/Availability of Buildings
- Signage
- Sidewalks
- Internet Service (CenturyLink worst)
- Telephone Service (doesn't work on river)
- Cell Service

## Mostly Cited as Working Well

- Electric
- Water
- Sewer
- Street/Sidewalk Cleaning
- Solid Waste
- Gas Service

# Other Factors Impacting Business



## Frequently Cited as Needing Some Work

- Internet and Cell Service– spotty and limited outside of main town
- Aging pipes and infrastructure
- Need sidewalks outside of main square
- Solid waste – unlocked dumpsters
- Taxes – hit hard by franchise and sales taxes, unclear on how taxes used, would have stayed open if property taxes were low\*
- Insurance rates – too high
- Mixed feelings on Chambers and elected officials

## Mostly Cited as Working Well With a Few Exceptions

- Local government, regulations
- Other economic development
- Quality of education, although some cited need for more life skills ed
- Quality of Healthcare
- Recreation \*\*

# Other Business Perspectives



- Ways community can be more supportive
  - Spend more money, shop local, use services after purchase
  - Bring in more customers, advertising, word of mouth
- One thing CB could do to benefit you?
  - Advertising/Marketing (brochures, billboards, encourage shopping local, online mapping)
  - Consistent Internet
  - Beautification
  - Attract/incentivize more industry, trade skills workers, CREATE activities
  - Cut red tape, taxes, expenses
  - Funds to support businesses
  - Facilitate working/ideas sharing/problem solving together
  - More awareness of existing available resources
- Benefit from regional branding? 30 yes, 4 no, 19 n/a

## CREATE FORUM

- Marketing (Google, online, social media, billboards, regional calendar, radio, print, brochure, shop local, self promote & train others to do same)
- Space for more festivals and arts
- Promotion of natural resources assets
- Retirement tourism
- Beautification
- Get more people involved/engaged
- Development/promotion of ratings/trainings/licensing options/workforce soft skills
- Strong Chambers of Commerce

# Opportunities for Action - Businesses



- What surprised you?
- What perceptions did you have that were reinforced?

# Opportunities for Action - Businesses



- What needs seem really important to you (overall region perspective)?
- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?



# Opportunities for Action - Businesses



If we were to tackle these, who is missing today that needs to be involved?



# CREATE Employees

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# Employee data



- CREATE occupations and wage data: JobsEq
- Employee draw: Census OnTheMap
- Barriers to work (Perceptions vs Reality): BRE & Employee perspective survey
- Costs of Turnover:
- Training needs: Employee perspective survey

# Top CREATE Occupations



Industry	Subsector	Employment	Avg Ann Wages	Annual Demand
Retail	Cashiers	286	\$19,100	51
	Retail Salespersons	232	\$24,300	33
	First-Line Supervisors of Retail Sales Workers	147	\$34,200	15
	Stock Clerks and Order Fillers	111	\$20,400	14
	Pharmacy Technicians	39	\$24,200	4
Entertainment	Writers & Authors	3	\$36,400	0
Accommodation & Food	Combined Food Preparation and Serving Workers	186	\$18,500	36
	Waiters and Waitresses	107	\$19,100	20
	First-Line Supervisors of Food Prep & Serving Wkrs	57	\$20,600	8
	Cooks, Restaurants	50	\$25,000	7
Tourism	Landscaping and Groundskeeping Workers	12	\$23,000	1
	Amusement and Recreation Attendants	12	\$19,500	3
	Waiters & Waitresses	6	\$19,100	1

Data Source: JobsEQ,  
2018 data

# Commuting Patterns



8,129 work in the region

11,492 live in the region



IN-COMMUTERS  
**4,014**



WORK & LIVE IN REGION  
**4,115**



OUT-COMMUTERS  
**7,377**

*In your region, the highest percentage of workers are most likely:*

- Workers ages 30-55 (55%)
- Workers earning between \$15K - \$40K income (44%)
- Workers in all other services (62%)

- Workers ages 30-55 (56%)
- Workers earning between \$15K - \$40K income (46%)
- Workers in all other services (70%)

- Workers ages 30-55 (54%)
- Workers earning between \$15K - \$40K income (46%)
- Workers in all other services (56%)

Data Source: On The Map

# Barriers to Employee Ability to Work



## Business Perspective (N=53)

- Transportation Availability (10)
- Child or Elder Care (7)
- Broadband Access (5)
- Housing Availability (5)
- Healthcare Access (5)

## Employee Perspective (N=24)

- Broadband Access (5)
- Transportation Availability (2)
- Walkability (2)
- Safety Concerns (2)
- Low pay (2)
- Healthcare Access (1)
- Housing Availability (1)
- Child or Elder Care (1)

# Top Five Skills Needed



## Retail

Customer and Personal Service  
Sales and Marketing  
Administration and Management  
Oral Expression  
Persuasion

## Accommodation

Customer and Personal Service  
Food Production  
Public Safety and Security  
Oral Comprehension  
Oral Expression

## Entertainment

Customer and Personal Service  
Public Safety and Security  
Problem Sensitivity  
Static Strength  
Far Vision

## Tourism

Customer and Personal Service  
Stamina  
Gross Body Coordination  
Instructing  
Administration and Management

Data Source: JobsEQ, 2018

# Employee Skills



## Employer Preferred (N=53)

- Teamwork (41)
- F2F Communication (40)
- Customer Service (39)
- Appropriate Dress, Time Mgmt, On Time (38)
- Reading/Writing (36)
- Phone Etiquette, Math, English (33)
- Cash Handling (29)
- Inventory Control, Recording Keeping (21)
- Sales (20)
- Marketing (18)

## Employee Current Skills (N=24)

- Math, Reading & Writing, English (23)
- Teamwork, On Time, Appropriate Dress, Customer Service (21)
- F2F Communication, Phone Etiquette (20)
- Record Keeping (19)
- Cash handling, Word processing (18)
- Sales (16)

## Employee Needs (N=24)

- Time Management (12)
- Marketing, Basic accounting, Sales, (8)
- Specialized equipment, database management (6)
- Teamwork, spreadsheets, inventory control (4)



# Employee Training



## Employer Offered (N=53)

- Orientation (18) – primarily shadowing, on-the-job
- Beyond Orientation (20)
- Related to Changes (11)
- Cross-training/Advancement (9)

## Employee Received (N=24)

- Orientation-Informal by supervisor/co-worker (19)
- Orientation-Written (11)
- Formal training class (8)
- Orientation-Online (7)
  
- To Stay Current (14)
- No Additional (8)
- To Move Up (7)
  
- Post-promotion (6/8)

# Employer Support for Employees



## Employer Offers (N=53)

- Health Insurance (10)
- Flexible Schedule (6)
- Discounts/Free Product (3)
- Paid Time Off (4)
- Retirement (1)
- None (20)

## Employee Receives (N=45)

- Flexible Schedule (17)
- Paid Holidays (12)
- Health insurance, paid sick leave, paid vacation, opportunities for learning (11)
- Periodic pay raises, Bonus (10)
- Higher wages, cross training (8)

## Employee Would Benefit (N=45)

- Higher wages (12)
- Child care assistance (11)
- Debt relief (10)
- Periodic pay raises (9)
- Transportation assistance, Tuition support (8)
- Bonus, Health insurance (7)

# Employee Turnover & Recruitment



- 28% of employers say turnover is a problem. Common reasons: higher paying jobs, work ethic/desire to work, consider job temporary
- Recruitment barriers: same as above + job hopping, moved out of area, school, lack of experience/skills, no insurance, substance abuse

# Costs of High Turnover



- National average restaurant turnover in 2018 was 74.9% (on the rise since 2010)
- It can cost anywhere approximately 16% to 20% (over 200% for higher level positions) of a worker's annual salary to replace an employee in the CREATE sector.
- Compare the costs of turnover to entry/mid-level wages
- Costs associated with turnover:
  - Advertising
  - Time interviewing and screening
  - Onboarding and training new employees
  - Lost productivity because person is new
  - Paying overtime to cover shifts
  - Poor customer service and lower return rates
  - Limited capacity
  - Cultural impact

<https://pos.toasttab.com/blog/on-the-line/restaurant-turnover-rate>



# Other Employee Perspectives



- 54% love working for current employer
  - 50% want to stay in current position
  - 4% want to move up career ladder
- 4% state position is temporary until going on for further education
- 71% have not/are not considering leaving current position
- 37% feel very or somewhat valued by employer
- 67% feel valued by community
- 54% have some college; 25% have college degrees; 8% high school graduates

# Opportunities for Action - Employees



- What surprised you?
- What perceptions did you have that were reinforced?

# Opportunities for Action - Employees



- What needs seem really important to you (overall region perspective)?
- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?

# Opportunities for Action - Employees



If we were to tackle these, who is missing today that needs to be involved?



# Next Steps



- Review reports on your own
  - Think about opportunities identified today
  - Is there something else that should be on the list? Let Brandon or Hazelle know.
- Schedule next meeting
- Reach out to others that need to be involved about strategy decisions by October 14
- Next meeting:
  - Prioritize areas of focus
  - Strategy & action planning

# Questions?

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