

January 31, 2009

The Honorable Lioneld Jordan
Mayor, City of Fayetteville
113 West Mountain Street
Fayetteville, Arkansas 72701

Dr. G. David Gearhart
Chancellor, The University of Arkansas at Fayetteville
Fayetteville, Arkansas 72701

Dear Mayor Jordan and Chancellor Gearhart:

I am pleased to enclose herewith the deliverables for *Economic Development Strategy, Phase I*, the work that was sponsored jointly by the City of Fayetteville and The University of Arkansas at Fayetteville. The three volumes are:

- *Phase I SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)*
- *Executive Summary of the Phase I SWOT Analysis*
- *Economic Development Strategy, Phase I—A Framework*

These deliverables are dated December 2008, when they were essentially completed, as of review meetings with you on December 15, although we have made final edits to the documents in the last few weeks.

With these deliverables, EKA has completed its tasks under its contract with The University of Arkansas Technology Development Foundation. But this work represents the beginning of a larger strategic process that you may continue, in one form or another. As the intent of Phase I was to seek initial consensus on a common vision for future economic development, many refinements and details remain to be developed. In particular, there is the challenge of defining the "Fayetteville Strategy," nested within a larger regional strategy that would require the buy-in of other stakeholders.

We hope you will find this work useful and also that you will contact us if you find that we can assist further. My colleagues and I extend our thanks to the two of you, to Mayor Emeritus Dan Coody, to City and UATDF staff who managed this project, and to all the many participants in Phase I, whose candid, apt, and spirited ideas we greatly enjoyed.

Finally, we express our warm best wishes for Fayetteville's and Northwest Arkansas's great success in navigating challenges and seizing opportunities in the *Global Knowledge Economy*.

Very truly yours,



Eva Klein

cc: Mr. Don Pederson, Vice Chancellor for Finance and Administration, The University of Arkansas
Mr. Phillip Stafford, President, The University of Arkansas Technology Development Foundation
(contracting entity in behalf of the City and the University)