



BACKGROUND

In 2000 numerous Garland County community leaders received several hours of Vision 2010 planning and development training through the University of Arkansas Cooperative Extension Service. After receiving this training they became very enthusiastic about developing a long-range strategic plan for Garland County. However, no one organization had the resources to implement such a long-range strategic planning process. Through the development of a strong collaborative Focus Garland County/Vision 2010 was undertaken through shared resources provided by each of the following organizations: Garland County Government, the City of Hot Springs, the University of Arkansas Cooperative Extension of Garland County, National Park Community College (Garland County Community College), Garland County Economic Development Corporation, Greater Hot Springs Chamber of Commerce, Hot Springs Advertising and Promotion Commission, Hot Springs Village Property Owner's Association. This is the first time that all of these organizations have come together to plan collaboratively for the long term. This framework provided a strong foundation for undertaking a community development process in Garland County. All of these organizations and their key leadership stayed engaged and supportive of the process from the beginning (October 2001) through the end of the project's second year (October 2003).

Executive leaders of the collaborating organizations formed the "Leadership Team" for Focus Garland County. This team provided insight, guidance, and defined the parameters for this community development process countywide. These parameters are clearly reflected in the mission statement of this project, created by the Leadership Team.

The Program Mission and description: Focus Garland County is a citizen-based community planning process to develop the visions that express the values and desires of Garland County residents. Focus Garland County is a long-range citizen based strategic planning process. It was the expressed desire of the "Leadership Team" that Focus Garland County carry out this planning process with active engagement of the citizens.

Demographics of the audience: Garland County is growing at the rate of approximately 20% every ten years. By 2010 it is expected that the population will increase to 102,000 (US Census Bureau). Although much of the county is still rural in nature it also has a rich cosmopolitan core in the county seat of Hot Springs. Through various reasons, which include a strong retirement relocation initiative, a growing medical sector, and the development of Hot Springs Village, residents of Garland County can be described as an interesting eclectic mix. Hot Springs Village boasts of a population where 70% of its residents have post graduate (US Census 2000) degrees while the city boasts of 27

not-for profit arts organizations, the oldest gallery walk in the United States, and ranked tenth in the country as a thriving small arts community. (The 100 Best Small Arts Towns in America: Where to Discover Creative Communities, Fresh Air, and Affordable Living, 1990, by John Villani).

Much of the rural aspect of Garland County is made up of residents who have lived here all of their lives, in many cases owning family land handed down from the 1800's. Generally, they are a group who thrive on their privacy, and are resistant to the growth happening all around them. Garland County is a religious and spiritual community and many decisions about future development have been upset due to a lack of understanding of this relevant aspect of the residents who live here. Examples of this has been the opposition to gambling, and as discovered through Focus Garland County a large sector of the population desires to have prayer in the public schools, and a strong desire to ban pornographic businesses.

Historically Hot Springs has a colorful past with gambling and casinos in the twenties, thirties, forties, fifties, and even into the sixties. Al Capone and Ownie Madden are still memorable figures here. The current success of Oaklawn Horse Racing and the movement towards skilled gambling ventures still express this part of the community's cultural heritage.

Demographically the community is made up of 27% 60 years of age and older, 21% 18 years of age and younger, 5% between 20 and 24, and the bulk of the work force ages 25 to 59 making up 46% of the population. (US Census Bureau 2000) Garland County has an older than average population according to comparisons with state and national data. This may be due to the retirement relocation initiative that has been in place for several years.

Culturally and ethnically we are 87.3% white, 7.8% African American, 2.6% Hispanic or Latino, .6% American Indian, .5% Asian and the remainder mixed between two or more races or other. 51.4% of our population is female and we have a large percentage of disabled individuals.

METHODOLOGY

The Community Development Process

Community Development Society Principles of Good Practice

- Promote Active and representative participation toward enabling all community members to meaningfully influence the decisions that affect their lives.
- Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative course of action.
- Incorporate the diverse interests and cultures of the community in the community development process; and disengage from the support of any effort that is likely to adversely affect the disadvantaged members of the community.
- Work actively to enhance the leadership capacity of community members, leaders, and groups within the community.
- Be open to using the full range of action strategies to work toward the long term sustainability and well being of the community.

(Revised, July 2000)

Engaging The Community

Thirty-two community volunteers were trained to facilitate "Voicing Your Vision," meetings ("Voicing Your Vision" slogan was created by Stacy Hoover, Hot Springs Village POA, Public Relation Director). Facilitators received four hours of training in order to conduct these meetings. Collectively these 32 facilitators conducted 68 Voicing Your Vision meetings, within all county zip codes. Facilitators were selected through articles appearing in the newspaper, suggestions made by the Leadership Team, and residents who heard in some other way and took advantage of the opportunity to get involved. These facilitators along with other Garland County residents organized sixty-four meetings. The Project Coordinator organized only four, "Voicing Your Vision" meetings. These volunteers spent an average of two or three hours contacting people to attend the meeting, sent out meeting notices, occasionally provided snacks, and made lots of telephone calls. Facilitators dedicated a minimum of 300 volunteer hours organizing and facilitating these meetings. There were untold numbers of additional volunteer hours dedicated to organizing and implementing these meetings.

1297 documented Garland County Residents attended the "Voicing Your Vision" meetings held throughout the county. This is the number of attendees that completed attendance cards. It is estimated that two of three hundred more people attended these meetings without completing attendance cards. These meetings were held in various venues, including churches, neighborhoods, public facilities, schools, and senior centers. The attendance cards that were completed additionally provided the data to engage community members for the next phase of the project, development of the Study Action Teams.

Those attending volunteered two to four hours of their time (est. 3200+ volunteer hours) to provide input to a visioning process related to Garland County's future. Attendees provided visions in eight categories: Economic Development, transportation, cultural issues, youth programs, education, recreation and entertainment, environment, and infrastructure. Facilitators of the "Voicing Your Meetings" documented 6,789 individual visions.

Analysis Of The Visions

Twelve (12) students from Fountain Lake and Lakeside High School EAST labs (Environmental and Spatial Technology labs) were hired through a \$12,000 grant from the State Department of Education to do the data analysis. These twelve students developed a computer program to analyze the data, input all of the data, sorted and categorized the visions by categories and zip code. The sorted and categorized visions were then presented to Garland County residents at the "Vision Fair."

The presentation of the visions was also a monumental undertaking for these EAST Lab students. These students volunteered an additional 1728 hours beyond their paid time to finalize the presentation of the vision data and then worked at the Vision Fair everyday. Through this presentation of the vision data at the Vision Fair, Garland County residents were able to vote for their top ten visions for future development

Prioritizing the Visions

The Vision Fair was held for five days at the Civic and Convention Center. The Advertising and Promotion Commission donated the Grand Lobby of the Civic and Convention Center for this event. 337 Garland County residents attended the Vision Fair and spent an average of one hour reviewing the categorized visions and voting for the top ten priorities. There were approximately 954 different visions available to review and vote on at the Vision Fair.

All visions that received five or more votes at the Vision Fair were made available for additional residents to vote on. This second phase of voting to prioritize visions was conducted at the Business Expo in a booth donated by the Greater Hot Springs Chamber of Commerce (105 people voted) and at the County Fair over a five-day period (210 residents voted). Overall 652 Garland County residents participated in defining priorities for Garland County's future development.

The Planning, Study Action Teams Develop The Plan

The next phase of Focus Garland County consisted of reviewing all of the priority visions and developing the long-range strategic plan. Study Action Teams were organized to review the data, research the current situation related to each vision and priority, interview key organizations and key stakeholders regarding the topic, and develop strategies for implementing the visions defined by Garland County residents.

A Study Action Team was formed for each category used during the visioning/data collection phase of the project. These eight categories and corresponding Study Action Teams are: Cultural Issues, Economic Development, Education, Environment, Infrastructure, Transportation, Recreation and Entertainment, and Youth.

Each Study Action Team met for seven months, a minimum of eight hours per month, to analyze, discuss, and research the numerous visions developed by Garland County residents. Members of Study Action Teams are attached in Attachment 1.

THE PLAN

(Alphabetically by Category)

CULTURAL ISSUES/VISUAL AND PERFORMING ARTS

Comments of the Cultural Issues Study Action Team:

We started out with two distinct aspects of Cultural Issues, cultural and racial diversity and the visual and performing arts. In our initial meetings we struggled to bring these two aspects together in one plan. However, membership of the Focus Garland County Cultural Issues Study Action Team soon became a venue for local arts organizations coming together and racial and cultural diversity issues were placed under the responsibility of R.E.G.A.R.D. (Recognizing Everyone's Gifts and Respecting Diversity), The mission of R.E.G.A.R.D. is to build connections and promote understanding, appreciation, respect, cooperation, and fellowship, and celebrate the richly diverse population in the City of Hot Springs and Garland County. The R.E.G.A.R.D. long-range plan represents the racial and cultural diversity component of Focus Garland County. See Attachment 2.

As a Study Action Team now focusing on the arts the first step was to understand the current situation in Hot Springs and Garland County related to the arts. We discovered that there were 27 not for profit organizations related to the ARTS, numerous for profit entities, and numerous local artists constantly being identified. We discovered that we had no comprehensive Arts and Events calendar, and that the Old Hot Springs High School had just been renamed the "Cultural Center of Arkansas." We began to understand that the economic impact of the ARTS in our community was considered irrelevant in the "big picture" and yet felt that the magnitude of the presence of the ARTS in our community was far from that.

The following plan demonstrates the visions of the people of Garland County related to the visual and performing arts. We met twice a month over the last ten months in formal meetings and on numer-

ous other occasions with many different people and organizations in order to best understand how to bring the visions into reality.

Vision

By 2012, through cooperation and collaboration of the arts and business communities promote, elevate, educate and expand participation pertaining to the arts for all citizens within the Central Arkansas Region.

Strategies

I. Engage and educate the community in all forms of the arts

- A. Develop an Arts Constituency that consists of a broad based membership of community residents that sign on to support the arts both in Garland County and regionally. With a minimum of 2000 members this is a strategy focused on expressing the relevance and importance of the arts in our community and providing a substantial constituency for moving all aspects of this plan forward.
- B. Develop a strong educational curriculum for the K through 12 students related to the arts including career development related to the "business" of being an artist and making a living through the arts. Continue on going connections between the arts organizations and all education systems.
- C. Develop and implement the residential Arkansas School for Arts and Humanities

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Arkansas Department of Education, Arkansas Arts Council, Fine Arts Center, local artists, Gallery Central, Arts Cooperative Team, Cultural Center of Arkansas (when established), Garland County Schools, community development organizations, National Park Community College, University of Arkansas, other colleges and universities, other arts organizations, local artists, local state and federal elected officials

II. Elevate the importance of the visual and performing arts in our economic development strategies, express the importance of all forms of the arts in all public dollar budgets and through marketing done for the area

- A. Do an impact study depicting the relevance of the arts as it relates to economic development
- B. Develop a comprehensive arts and event calendar for Garland County
- C. Develop a line item related to arts and culture on the Chamber's survey regarding why people come to Hot Springs
- D. Develop and implement a national marketing campaign for the arts and museums
- E. Seek, dedicate, and budget local, state, and national funds for the arts
- F. Develop a substantial endowment for the ARTS in this region

RESPONSIBLE ORGANIZATIONS AND GROUPS:

The Arkansas ARTS Council, Arts Committee of the Greater Hot Springs Chamber of Commerce, Advertising and Promotion Commission, national state and local government, all art affiliated organizations, coalition volunteers

III. Do on going long range planning for the development and expansion of all cultural (museums) and art venues.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Arts Cooperative Team, Cultural Center of Arkansas, for profit Arts organizations, Not For Profit Arts Organizations, community development corporations, University of Arkansas, Arkansas Arts Council, Artists, private foundations and benefactors

IV. Continue to further develop coordination and cooperation among all arts organizations and venues to increase efficiency and effectiveness of currently available resources and to expand the scope and impact of current activities.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Arts Cooperative Team, Cultural Center of Arkansas, for profit Arts organizations, Not For Profit Arts Organizations, community development corporations, University of Arkansas, Arkansas Arts Council, Artists, private foundations and benefactors

V. Continue to support and develop arts and cultural facilities and venues.

- A. Move forward and complete the development of the "Cultural Center of Arkansas" (Old Hot Springs High School)
- B. Include in this development a performing arts theater/auditorium as part of the Cultural Center and current Youth Center
- C. Develop the William Jefferson Clinton museum as part of the Cultural Center
- D. Develop a multi-cultural center/museum
- E. Increase access to the visual and performing arts through supporting artists in Street venues, increased public art, and increased art events and musical performances for all cultural sectors.

RESPONSIBLE ORGANIZATIONS AND GROUPS: Advertising and

Promotions Commission, City of Hot Springs and Garland County Government, Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, Arkansas Arts Council, local, state, and national foundations and benefactors, Hot Springs Community Foundation, local, state, and federal elected officials

ECONOMIC DEVELOPMENT

Comments of the Economic Development Study Action Team:

The Economic Development Study Action Team did extensive research to gain an understanding of current priorities in Garland County with regard to economic development. Additionally exercises were undertaken to understand the County's current economic assets to build upon and future trends impacting our community locally, statewide, nationally, and globally. Members of this team received training in Strategic Thinking Principles and dedicated an average of 10 hours per month for 10 months to develop strategies to bring the economic development visions into reality.

The focus of this team was higher paying jobs that build on current assets. Although seemingly an obvious conclusion the strategy to build upon the medical sector was arrived at through a systematic strategic analysis. Small business development became apparent as well when we learned that SCORE is working with approximately 600 clients per year. Although there are numerous resources related to small business development it was discovered that there is no coordinated approach for serving this clientele. Advancement of Information Technology (IT) is considered to be relevant as well. It is defined in this plan as development of IT and knowledge based industries and advancement of IT within current businesses and industries as well.

Vision

Garland County will have a clean, cooperative diverse economy sustained by a well trained, well paid, multicultural work force serving a growing population, which preserves and utilizes our unique history, cultural and natural resources, and quality of life.

Strategies

I. Pro-active economic development cooperation regionally with Hot Springs and Garland County actively involved with Central Arkansas Economic Development Alliance.

RESPONSIBLE ORGANIZATIONS AND GROUPS: Greater

Hot Springs Chamber of Commerce, Garland County Economic Development Corporation

II. Continue to advance, promote, and monitor the development of the Bath Houses.

- A. Arrange for biannual updates for members of these organizations as to the accomplishments toward rehabilitation of the Bath Houses.
- B. Encourage all downtown business and property owners, and improvement districts to get involved in bath house renovation, remodels, and business development
- C. Support for profit and not for profit organizations desiring to raise capital to develop the Bath Houses for profitable appropriate use ventures.
- D. Research funding strategies and resources for rehabilitation of the Bath Houses
- E. Develop a time line for accomplishment

RESPONSIBLE ORGANIZATIONS AND GROUPS:

The Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, Fifty for the Future, Cultural Issues Study Action Team, National Park Service, City and County and State government, paid lobbyist, all Central Business Improvement Districts,

III. Develop jobs for well trained, well paid work force within the medical sector.

- A. Organize a stakeholders' collaborative to develop a career ladder initiative and employee pipeline for professionals, paraprofessionals, unskilled labor, and high school students for and within the medical sector of Garland County.
- B. Develop a plan for this initiative and develop resources to support and sustain it.
- C. Develop baccalaureate program for nursing and other medical professions that require this degree for advancement.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Focus Garland County Economic Development Study Action Team, The Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, National Park Community College, Mercy Health Center, National Park Medical Center, Garland County Public health Department, local high schools and other stakeholders seen as appropriate.

IV. Encourage and expand a small business growth program. Develop and make available an entrepreneurial and small business development guide of existing resources. Make resources apparent, accessible, and sequenced to be of service for new and more established small businesses and entrepreneurs. Provide training in web presence, global marketing, and business transformation through high-speed connectivity.

- A. Organize a stakeholder collaborative to focus efforts currently being undertaken by many organizations individually.

- B. Define a strategic organization to coordinate this effort
- C. Design measures of success based on current data
- D. Provide on-going evaluation of the collaborative efforts
- E. Develop a Chamber Affiliated Association of self-employed entrepreneurs, or a committee within the Chamber focused on small business development.
- F. Market the Coordinated Small Business Development Services
- G. Affordable insurance developed for small businesses

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Focus Garland County Economic Development Study Action Team, The Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, SCORE, UALR Small Business Development Center, Small Business Administration, Arkansas Procurement Assistance Program, National Park Community College Work Force Development, Arkansas Department of Economic Development, City and County Government.

V. Develop knowledge-based businesses and industries. Continue to develop and market the Hot Springs Office and Technology Park. Focus IT development on Garland County's current assets, which include tourism, retirement relocation, medical sector, wood products industry, aeronautics, the arts, the environment, and small business development.

- A. Develop an Internet portal for Garland County and Hot Springs whereby all relevant organizations services are accessed immediately when the portal is accessed. (See Little Rock.org)
- B. Develop a network of community assets that include leaders, businesses, organizations, and policies that nurture the full development of the community in a connected world. For example organize a group that can press for high-speed connectivity countywide.
- C. Encourage businesses, organizations, and governments to fully participate in creating a networked connected economy by providing goods, services and programs through technology applications.
- D. Training in and development of technology applications that enables organizations, businesses, and community members to thrive in this new environment.
- E. Proactive advancement of high-speed connectivity throughout the community, at work, at home, and in public places.
- F. Increase market desire for high-speed infrastructure. This will in turn to make it affordably priced, widely available across the community, and preferably with choices.
- G. Develop access to computers for all community members through libraries, youth serving organizations, and other public facilities as appropriate.
- H. Create a wireless community as appropriate

RESPONSIBLE ORGANIZATIONS AND GROUPS:

The Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, Arkansas Procurement Assistance Program, National Park Community College Work Force Development, Arkansas Department of Economic Development, City and County Government, local internet providers, Resort Cable, Southwestern Bell Corporation, Dr. Mark Peterson of the University of Arkansas Cooperative Extension, Jeff Jones of CenturyTel.

VI. Work force development

- A. Create a comprehensive strategic plan for work force development that relates to initiatives defined in this plan and economic development indicators locally, nationally, and globally.
- B. Employment for handicapped workers
- C. Further development of education and training geared to business and industry Needs
- D. Journeyman and apprenticeship opportunities developed around the skilled trades and local needs

RESPONSIBLE ORGANIZATIONS AND GROUPS:

The Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, Arkansas Procurement Assistance Program, National Park Community College Work Force Development, Arkansas Department of Economic Development, Arkansas Work Force Investment Board trades organizations, local businesses

VII. Downtown development

- A. Work to develop more collaboration and planning between downtown businesses and property owners, including all central business improvement districts.
- B. Develop an overall vision for downtown, which given current strategic assets may focus on the arts, historical and cultural venues, the water, alternative medicine.
- C. Enhance the sense of a "safe downtown"
- D. Renovation of Malvern Ave. to include more restaurants, jazz bars, clubs, and adult entertainment NOT strip clubs.
- E. Baptist Hotel renovated with African American museum, art gallery, jazz club, hotel and restaurants

RESPONSIBLE ORGANIZATIONS AND GROUPS:

All Central Business Improvement Districts, Malvern Avenue Community Association, City of Hot Springs, National Park Service, local, state and federal government, Arkansas Department of Economic Development, Arkansas Department of Parks and Tourism,

VIII. Design and develop new economic development initiatives for Mountain Pine, Fountain Lake, and Lonsdale

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Local governments of incorporated areas, Garland County Economic Development Corporations, other community development corporations

IX. Aeronautics industry developed in collaboration with airport utilization long range plan. Collaboration should include airline parts manufacturing and repair industries currently existent in Garland County.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Local aeronautics industries, Hot Springs Airport, Arkansas Department of Economic Development, Garland County Economic Development Corporation, other industries as appropriate, private investors, venture capitalists

XI. Complete Arkansas Community of Excellence process.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, Arkansas Department of Economic Development, other local community development corporations

POTENTIAL RESOURCES

Health Sector

University of Arkansas, Fayetteville, Henderson State, University of Arkansas Medical Sciences, Arkansas Center for Health Improvement, Office of Rural Health, Work Force Investment board, Department of Human Services, private sector medical organizations to include nursing homes, UAMS School of Public Health

Small Business Development

UALR Small Business Development Center, Chamber of Commerce membership, National Park Community College, Arkansas Department of Economic Development Minority Business development programs, Small business revolving loan fund through ADED, Small business Administration, Work Force Development, University of Arkansas Fayetteville,

Bath Houses

Economic Development Administration grants, National Park Foundation, local, state, national foundations, Central Business Improvement Districts,

Aeronautics Industry

Aeronautics Commission of Arkansas through ADED, National Bureau of Aviation and Aeronautics, Homeland Security, local private sector industries, Hot Springs Memorial Airport

EDUCATION

Comments of the Education Study Action Team:

Team members initially represented an excellent sampling of Garland County residents, including educators, administrators, parents, and citizens, all of whom were passionate about improving the quality of education in Garland County. Unfortunately, pending action by the Arkansas State Legislature as dictated by the State Supreme Court created a mood of apathy and pessimism among some team members, and a few team members were skeptical and resistant to any sweeping changes in current practices, especially regarding the issue of school district consolidation.

Nevertheless the team forged ahead, charged with designing a ten-year plan to bring into fruition the prioritized visions of residents of Garland County expressed by the Focus Garland County process. The Team analyzed data detailing student proficiency on a local, state, and the national level. Reports prepared by professional consultants in the field of education were examined. The current trend in education reform structured around "Best Practices" were also reviewed, as well as other reports, study results, testing data, and additional information available on the Internet. The mandates of the State Supreme Court, the standards as set by the Arkansas Department of Education and the Adequacy Report prepared by the consultants hired by the state were also considered. The results of these inquiries in light of the visions of the residents of Garland County are contained within the framework of the following plan.

Vision

By 2012 Garland County's education system is seen as an exemplary model. This model is characterized by: A broad rich academic and occupational curriculum for all pre K through post-secondary students. All Garland County stakeholders share responsibility for outstanding performance and character education, state of the art education infrastructure, including a strong emphasis on technology.

Strategies

I. **Create a paradigm shift in the community's perception toward education and the necessity for higher educational standards.**

- A. Motivate parents and vested community residents to get involved in public education to strengthen, improve, enhance, and elevate student academic performance.
- B. Engage Garland County businesses as stakeholders in public education to advance resources, student support, and educational relevance as it relates to economic growth.
- C. Create compensation parity between academic and non-academic instructors and between Arkansas and other surrounding states.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Garland County School Boards and Superintendents, Arkansas Department of Education, Local elected officials (municipal, county and state) Voters, parents, Parent Teacher Organizations, educators and Teacher Unions

II. **Require all seven Garland County school districts to collaboratively plan to efficiently and effectively utilize all available resources to support all Garland County students, OR consolidate certain Garland County School districts where appropriate as an alternative OR consolidate all districts under one administration.**

- A. Enlist the support of local legislators to assist with the organization and attendance of Garland County School District Superintendents and School Board Presidents for collaborative planning purposes.
- B. Examine and identify district assets that can be effectively developed and shared

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Garland County School Boards and Superintendents, Arkansas Department of Education and appropriate resources, Parent Teacher Organizations, parents and voters.

III. **Develop strategies for the development of additional educational resources countywide to include foundations, grants, private benefactors, endowments, and specific project funding streams.**

- A. Increase financial support from alternative funding sources and the private sector to increase teacher development and training.
- B. Increase financial support for technology to include hardware, training, maintenance, distance learning
- C. Increase locally funded scholarships

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Greater Hot Springs Chamber of Commerce, Hot Springs Community Foundation, Civic organizations, other community development organizations and foundations (local, state, and national), corporate sector partners where appropriate

- IV. Improve and expand character development and life skills training. Classes exploring religion and religious diversity should be made available for students and parents, especially for those desiring prayer in school. Classes and educational materials related to cultural diversity should be offered in all school districts at all grade levels.**

RESPONSIBLE ORGANIZATIONS AND GROUPS:

R.E.G.A.R.D. (Recognizing Everyone's Gifts and Respecting Diversity), YMCA, Boys and Girls Clubs, Faith based youth organizations/clubs and congregations

- V. Grow imaginative use of technology to improve education and to make available the same high quality curriculum in every Garland County public school.**

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Garland County School Boards and Superintendents, Arkansas Department of Education, Arkansas Science and Technology, Greater Hot Springs Chamber of Commerce, private benefactors and foundations

- VI. Expand post-secondary educational opportunities in Garland County.**

- A. Further develop seamless educational and career paths for all high school graduates leading them to technical certifications, associate degrees and four-year colleges.
- B. Develop and expand Baccalaureate programs that relate to the economic development strategies defined in this planning document. Specifically consider those baccalaureate degrees related to medical and information technology occupations, small business development and the visual and performing arts. .
- C. Define clear strategies for technical training, which are readily responsive to the manufacturing, trade, and technical sectors.
- D. Hire more high school career counselors, above state requirements of 2 for every 250 students (See Employment Center under Youth Issues)

RESPONSIBLE ORGANIZATIONS GROUPS:

National Park Community College, University of Arkansas, other universities as appropriate, Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, Arkansas Work Force Investment Board, other community development corporations.

- VII. Advance education in the visual and performing arts**

- A. Develop music technology curriculum
- B. Continue development of the Arkansas School for Arts and Humanities

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Arkansas ARTS Council, local for profit and not for profit ARTS organizations, foundations, all educational institutions, State of Arkansas, local arts not for profits and for profits entities.

- VIII. Increase pay for teachers based on accountability standards and objective/subjective teacher evaluations beyond tenure.**

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Garland County School Boards and Superintendents, Arkansas Department of Education, Teacher Unions, Parent Teacher Organizations, Voters

ENVIRONMENT

Comments of the Environmental Study Action Team:

This Study Action Team was difficult to organize because there are no relevant stakeholder organizations prepared to engage in the magnitude of environmental issues identified in Focus Garland County. As committee members we spent a significant amount of time educating ourselves as to who was responsible for enforcement of environmental issues related to the lakes, the trees, and recycling. These are three key areas identified in this plan.

Upon gaining an understanding of current environmental laws and concurrent enforcement organizations it was understood that many of the laws to protect our environment are in place, but enforcement was not always carried out.

This Study Action Team felt that our efforts would be best spent developing an organization that could watch over our environment and assist enforcement agencies in identifying problem areas.

We met once or twice a month for eight months and discussed issues with most of the organizations that oversee our lakes, trees, and environmentally friendly development.

Vision

By the year 2012 and for future generations Garland County's overall natural beauty will be preserved, reclaimed, conserved, and protected by all residents, leaders, decision makers, businesses, and developers.

Strategies

- I. **Environmental Education expanded for all county residents, to include education on all existent trash, litter, and dumping laws.**

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Beautification Commission, new environmental organization, public schools, environmental volunteers

- II. **In collaboration with local, state and national environmental organizations, develop a local organization to ensure that existing environmental laws and regulations are being enforced, especially those relating to lakes, rivers, and trees. Engage businesses in membership.**

RESPONSIBLE GROUPS AND ORGANIZATIONS: *Residents of Garland County*

- III. **Promote and expand recycling countywide, eventually moving toward mandatory recycling countywide, including the city.**

RESPONSIBLE GROUPS AND ORGANIZATIONS:

City and County Government, Voters, all Garland County Residents

- IV. **Develop a substantial constituency to assist in countywide environmentally related initiatives**

RESPONSIBLE GROUPS AND ORGANIZATIONS:

All Garland County residents, especially those interested in the environment

V. Develop countywide ordinances that model those of the City of Hot Springs especially the Hot springs "Public Tree Code" and the "Unsightly Property Code."

RESPONSIBLE GROUPS AND ORGANIZATIONS: *County government, voters,*

VI. Increase funding and staffing within City and County governments for enforcement of environmental regulations.

RESPONSIBLE GROUPS AND ORGANIZATIONS:
City and County government, voters,

VII. Maintain and beautify all entrances/gateways to Hot Springs National Park.

This includes Scenic 7 from north to south in Garland County, Highways 70 and 270. Control obtrusive signage, beautify enhance and preserve green space. Engage strong interaction with the Beautification Commission, National Park Service, and other relevant organizations to plan and implement this strategy. Engage all High Schools to compete in this beautification effort.

Bring back "Don't be a litter Bug" campaign for an education component in this effort.

RESPONSIBLE GROUPS AND ORGANIZATIONS:
County Government, voters, State of Arkansas, Department of Highways and Transportation, Beautification Commission,

VIII. Work closely with Hospitality Association to move toward smoke free restaurants.

RESPONSIBLE GROUPS AND ORGANIZATIONS:
County government, voters, Restaurant and business owners, Hospitality Association

INFRASTRUCTURE

Comments of the Infrastructure Study Action Team:

Unlike the past, the population within Garland County has now become significant. The county has been recognized by the Federal Government as no longer a RURAL area, but instead as an URBAN area. It was recently designated as such for most federal funding opportunities. We must recognize this in our local thinking. As more and more people live in the county, the smaller each person's living space becomes. We will have more and more contact with our neighbors and thus, the importance of controls and standards by which our leaders guide the development of this community become more important.

The infrastructure planning process must incorporate standards that can be maintained in order to develop systems capable of providing adequate services at affordable rates or costs to all residents countywide. The tools for the enforcement of such standards are essential for planned development. A primary recommendation for the function of county government in the infrastructure planning process is to enable the Quorum Court to establish standards in unincorporated areas, including steps for implementation and enforcement.

Also identified through the process was the value of a fire district's input regarding infrastructure issues. Both police and fire departments have first hand experience with faulty infrastructure. They could be a driving force in the commitment to properly construct and safe roads. Fire district personnel understand the need for proper distribution of water as well as proper building and road construction.

Vision

By 2012 Garland County has high quality, well maintained, and properly constructed roadway systems with controls of roadway frontage, improved traffic flow, and advanced plans in place for future road development.

Garland County has dedicated funding for all emergency services to insure well trained and properly equipped fire departments, law enforcement, sheriff's substations and local presence of ambulance service in remote areas. Countywide there will be enhanced cooperative services among all emergency service providers.

Garland County will provide and maintain high quality water systems for all county residents with adequate facilities to serve a growing population.

All media and communications systems are expanded throughout all of Garland County and accessible to all desiring residents.

Garland County and all local municipal governments will have knowledgeable elected officials, and open visible governance.

Strategies

I. Roads: Develop and or upgrade a ten-year county road master plan for the tentative location and upgrading of principal roads (arterials and collectors) based upon population increases in census tracts over the last 10 years.

- A. Develop incentives for Right-of-way (ROW) dedication necessary for the ultimate road classification, although it may be initiated as a local road.
- B. Recognize that elevating road classifications from local to collector or arterial will require ROW expansions that should be allowed for during the initial construction.
- C. Follow the well established and existing roadway construction standards for ROW, geometric design, drainage, signage, roadway surfacing and subsurface design and entrance geometry as well as special bridge standards. Insist that developers abide by these standards as well.
- D. Include in roadway standards the granting of easements for future water, power, cable, telephone, storm water drainage and sewer.
- E. A commitment to condition developers to road construction standards, control the frontage and provide for appropriate and acceptable entrances and exits that are acceptable and safe within specified standards.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Quorum Court, County Roads Department, Arkansas Department of Highways, Metropolitan Planning Organization

II. Police and Fire: Planned development of emergency services countywide to increase our fire ratings and increase safety for all county residents, tourists and visitors.

- A. Establish a dedicated revenue stream to maintain emergency services throughout the county. For example, consider development of Fire/Emergency Services Improvement Districts or innovative taxation to support these services.
- B. Develop Sheriff sub stations physically located within the county

- C. Engage county Fire Districts to act as neighborhood planning groups or sounding boards for certain projects and utilize them as a means to communicate with segments of the public countywide.
- D. Focus on increasing safety and perceived safety in downtown Hot Springs
- E. Fire districts and neighborhoods should be developed as conduits for development efforts throughout Garland County. Smaller geographic designations could serve to develop a stronger sense of community, assist in specific area small business development, and clearly identify an area's needs.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

County and City emergency service providers, County and City government, Voters, and all Garland County Residents

III. Water: All five water districts in cooperation with Mid Arkansas Water Alliance and where appropriate, West Central Arkansas Regional Planning and Development Corporation and State, County and City governments develop a 20 year water master plan to provide access to water by all Garland County residents. This is a basic infrastructure. Even though access to water in Garland County is both privately and publicly owned our population is growing at a rate of over 20% every ten years and more and more of the county residents want access to affordable water.

- A. Based upon anticipated future population growth and anticipated development needs logical water districts should be established based upon compatible service areas and potential supply sources. Make a commitment to designing a plan which insures every county resident has access to affordable water.
- B. County government must be engaged with regional planning initiatives related to water: Pulaski County (Little Rock) and Saline County increased demand for water will eventually impact water supply for Garland County. Garland County needs to be involved as these larger communities plan utilization and consumption of resources currently supplying Garland County.
- C. If local governments determine that water is a basic service in a district, the service area should be established and provided with an equitable means of financing and should be a prerequisite to outside financing sources.
- D. Pre-determined connection fees should be established and published that are not unreasonable, but equitable.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

All five water districts in cooperation with Mid Arkansas Water Alliance and where appropriate, West Central Arkansas Regional Planning and Development Corporation and State, County and City governments, Garland County residents and Voters

IV. Storm Water Drainages

- A. Accommodations for storm water runoff onto public thoroughfares or adjacent properties must be considered as infrastructure, and resolved prior to development. Engineering consultants should approve drainage designs, particularly if retention systems are recommended.
- B. City and County governments develop the capability to enforce Storm water regulations coming into effect in September of 2003.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

City, County and State governments, Garland County residents

V. Communication: Encourage expansion of high-speed connectivity throughout Garland County. Encourage competition among communication service providers to allow choices in access and competitive pricing. Make provisions as necessary for simplified access to easements for communications systems.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Local cable providers Southwestern Bell Corporation, all communication infrastructure utilities, consumers, Garland County Economic Development Corporation, city, county state governments, local community development corporations.

VI. Government: On-going initiatives to allow public input to decision making.

- A. Countywide community meetings to allow community residents to voice their concerns, provide recommendations, and plan for strategies to solve problems. Quorum Court, City Board, and committee meeting schedules published on line and in the local newspaper.
- B. Bi-annual meetings within JP districts and City Board districts hosted by the elected official to hear what their constituents' concerns are.
- C. E-Government developed for all government entities. (See attached)
- D. Municipal and County governments will continue and expand provisions for cooperative animal controls

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Municipal and local governments, local newspapers and magazines, Garland County Residents and Voters, state and federal grants,

VII. Planning and development must become an ongoing process countywide.

- A. Do long-range countywide infrastructure planning. By doing so annexation becomes less of an issue as it relates to provision of services, and more of a logical undertaking for appropriate development.
- B. It is this committee's recommendation to create a position within the county's government for a countywide planner. Someone who will be there through different administrations. Someone to provide a consistency to help guide the county growth and assist elected officials in their duties to their constituents. Such a component/department in county government may additionally take on the responsibility of enforcement of development standards.
- C. Geographic Information Systems and GPS technology is relevant for future planning. County government should staff, purchase and implement this technology for future development purposes.

RESPONSIBLE ORGANIZATIONS AND GROUPS:

Quorum Court, City Government, West Central Arkansas Planning and Development District, Arkansas' Counties Association, University of Arkansas Institute of Government, Garland County Residents and Voters

RECREATION AND ENTERTAINMENT

Comments of the Recreation and Entertainment Study Action Team: The Recreation and Entertainment Study Action Team consisted of individuals whose interests were very closely tied to Parks in Garland County. It was after only two meetings that the commitment to develop a Countywide Parks Master Plan became the focus. The Regional Park (Humphrey's Dairy) was additionally considered important but movement to pass a sales tax to purchase land for this park was instigated in the middle of the Study Action Team' planning processes. This effort failed toward the end of this Study

Action Team's process. The Regional Park is still considered a high priority and strategies to both purchase the land for this park and develop it should still be advanced.

In beginning the process of developing a Countywide Parks Master Plan all public organizations affiliated with Parks and Parks services in Garland County were called together. These organizations included the National Park Service, the Corp of Engineers, State Parks, Forest Service, the county and city parks services resources. The magnitude of the resources available if these organizations worked together collaboratively is felt to be immeasurable in developing parks and park services throughout in Garland County.

Vision

To foster a better quality of life through developing a parks, recreational and entertainment *Mecca in Garland County for residents/visitors of all ages by 2012.

Strategies

I. Develop a countywide parks master plan to complement current City Parks Master Plan. This plan would utilize available resources from the following organizations: City, County, State and National Parks services, Corp of Engineers, Forest Service, and other organizations providing park services. The plan should be developed collaboratively, provide some sort of recreational web of activities countywide, and effectively and efficiently use all available resources to promote the following priority projects.

A. Currently identified priority projects to be included in Countywide Parks Master Plan. Additional projects could be included as they are identified.

1. Completed Greenway to Lake Hamilton
2. Visionary hot water thermal pool
3. Biking trails, hiking trails
4. Develop bass fishing facilities and ponds
5. High quality 18 hole public golf course
6. Multi-Sport outdoor sports complex
7. Public swimming pool, aquatic center
8. More Soccer fields, some lighted, especially in area of Jessieville and Lake Hamilton
9. More Public tennis courts

B. Develop Regional Park

C. Develop park resources and funding streams through countywide parks organizations

RESPONSIBLE GROUPS AND ORGANIZATIONS:

City, County, State and National Parks services, Corp of Engineers, Forest Service, other local organizations providing park services, Entergy Corporation, private benefactors, investors, and foundations, local community development corporations.

II. Develop bike trails as a viable form of alternative transportation, develop trails around schools, and parks with bicycle lanes on major highways, begin implementation of trails master plan

RESPONSIBLE GROUPS AND ORGANIZATIONS: City,

County, State and National Parks services, Corp of Engineers, Forest Service, Arkansas Department of Highways, Bicycle manufacturers, Environmental organizations

III. Improve Movie theaters, "Rave" or "Tinsel Town" quality, and build a drive-in movie theater

RESPONSIBLE GROUPS AND ORGANIZATIONS: *Private investors*

IV. Build a planetarium on the mountain, possibly supported by the University of Arkansas, similar to Garvan Woodland Gardens

RESPONSIBLE GROUPS AND ORGANIZATIONS:

University of Arkansas, Fayetteville, private investors, National Park Service, National Park Foundation

V. Enhance and expand restaurants, to include but not limited to Macaroni Grill, Olive Garden, Chili's, Kings Inn, Hooters, Chuck E. Cheese, restaurants in renovated bath houses. Keep restaurants clean, hire more health inspectors.

RESPONSIBLE GROUPS AND ORGANIZATIONS: *Private Investors*

VI. Increase the size of the fairgrounds, arena for big rodeos, monster trucks, and chuck wagon races, possibly even to become a 100 acre multipurpose entertainment complex.

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Garland County Fair Board, private investors, USDA,

* *Mecca: a place sought as a goal by numerous people, practitioners, or connoisseurs*

TRANSPORTATION

Comments of transportation Study Action Team: Focus Garland County reviewed the plans for roads developed by the Greater Hot Springs Chamber of Commerce Transportation Committee. (See Attachment 3) Due to their already established relationship with the State Department of Highways Focus Garland County did not include a strategy on roads except with regard to a County Roads Master Plan as developed by the Infrastructure Study Action Team. All of the issues related to main arteries defined through Focus Garland County are included in Greater Hot Springs Chamber of Commerce's priority list of roads for construction. .

Additionally, the Metropolitan Planning Organization has come into existence. 95% of their work plan is related to roads. Consequently Focus did not include documentation on roads. See Attachment 3 for a list of the Chamber's Transportation Committee's priorities.

Vision

By the year 2012 Garland County will have a well-planned well-designed transportation network serving the citizens of the county. This network will include:

1. Safe attractive access routes to Hot Springs (e.g., Highways 7, 70, 270)
2. Improve traffic flow on Central Ave. through the downtown area.
3. A completed expressway to facilitate traffic flow in and around the city.
4. An enhanced system of public and alternative transportation throughout the county.
5. A comprehensive plan for development and improvement of state, county and city roads and streets. (See Infrastructure plan)

Strategies

- I. **Develop a countywide community Transportation network in collaboration with the Community Transportation Association of America, and already existent community transportation providers. This system initially focuses on seniors, handicapped, youth, and welfare to work participants. Eventually develop a countywide transportation system for all county residents.**

YOUTH PROGRAMS

Comments from the Youth Study Action Team: This group started out with all adults and ended with all youth. Of course the thinking and strategies changed as the group changed. Our focus towards the end revolved around our "Youth Hangout," and we named it "The Mix." Our vision was to develop the old K-Mart store with everything that is listed under Strategy II below. We made our way through development of a business plan based on the Small Business Administration guidelines and realized that if we serve only 3% of Garland County Youth between 8-20 years of age we could generate \$370,000. We decided at this point that this could be a for profit venture, and not a not-for-profit grant driven project. These figures did not include any youth business generated through tourism. We also discovered that ironically, most kids consider Wal-Mart as the closest thing they have to a "hangout."

We discussed at length the Youth Employment Center but never developed the plans beyond a clear definition of the concept. We attempted to do an online employment email system but as youth our follow through and time-commitments to the project became a challenge. We have all seriously investigated a Youth Newspaper to inform and bring together all youth of Garland County. We have several interested youth involved but are not yet ready to take it to publication.

The full Study Action Team and committees met two or three times a month. We feel we have strongly expressed our commitment to work with any adults that will work with us to bring our visions into reality.

Vision

By 2012 young people are valued by all individuals and sectors of the community and are active participants in determining and meeting their own needs.

Strategies

- I. **Engage youth in the community, local government, planning for youth recreational activities, youth leadership, more representation on boards of youth serving organizations, commissions, and even school boards, awards given for participation**

RESPONSIBLE GROUPS AND ORGANIZATIONS:

"Youth Roundtable," youth serving organizations, local government, Hot Springs and Garland County Volunteer Center, Hot Springs Community Foundation, Garland County residents, other organizations as appropriate

- II. **Develop and implement a "Youth Hangout (s)" of Orlando, Florida quality, a mall of activities that will be a place for youth of all ages, and exclusively for teenagers to 20 year olds after 8:00 PM.**
 - A. Place to have bands, leisure activities, not a sports focus, "cruise zone" with security,
 - B. Large arcade, paintball laser tag, rock climbing, virtual reality simulators
 - C. Cyber café, homework center, tutoring

D. More Youth festivals, street dances, evening entertainment

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Garland Economic Development Corporation, Greater Hot Springs Chamber of Commerce, youth countywide, other community development corporations, Magic Springs, local, state, national investors, venture capitalists and private benefactors.

III. Increase youth communication outlets, develop a countywide youth newspaper, youth web site, and/or develop a youth television show through public access or local programming initiatives available through cable.

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Local media outlets, youth countywide, Technology labs, journalism and media classes at high schools, Youth Round Table, Juvenile Justice System

IV. Reduce Child Abuse Rates, and provide facilities to more than adequately care for children 0-18 who have "bad" parents.

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Youth Round Table, CASA, Juvenile justice system, Faith based organizations, Department of Human Services, Department of Public Health, hospitals, All residents of Garland County.

V. Develop a comprehensive mentoring program and youth "help center" Coordinate current mentoring initiatives and market the resources available. Provide more drug prevention and rehab services, child abuse prevention, TEEN HOTLINE, child abuse hotline

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Youth Round Table, CASA, Juvenile justice system, Faith based organizations, Department of Human Services, Department of Public Health, hospitals, Community Counseling, All residents of Garland County.

VI. Develop a Youth Employment Center.

A. Increase job opportunities for youth, job shadowing, summer youth employment, internships, teach interview skills, resume writing, appropriate dress

B. Provide career counseling and college and financial aid counseling

C. Drop-out prevention program

D. Work force preparation, life skills training,

E. Manners, etiquette,

RESPONSIBLE GROUPS AND ORGANIZATIONS:

All high schools, National Park Community College, Employment Security, private foundations and benefactors, Greater Hot Springs Chamber of Commerce, Garland County Economic Development Corporation, other community development corporations

VII. Expand Boy and Girl Scout programs, 4-H programs, FFA programs, FHA programs, countywide and in all school districts

RESPONSIBLE GROUPS AND ORGANIZATIONS:

Aforementioned organizations and educational institutions (K-12), parents

Other

Comprehensive planning and expanded services related to seniors

- A. Expanded recreation services for retirees
- B. Senior medication assistance developed as an economic opportunity
- C. Transportation systems developed

Develop Alternative Medicine programs.

Attachment 1

Focus Garland County

Study Action Team Participants

(This is just the initial stage, all sign-up sheets have not been reviewed.)

Cultural Issues

Marilyn Garrett - R Fenimore, Chair
Joann Mangione
Rosalind Hudson
Mark Britton
Linda Merritt
Laura Rosenberg
Diane Harry
D. Foster
Rebecca McCormick
Kathryn Lundberg
Hazel Wright
Vernon McCarthy
MariLee Kinsey
Diane Silberstein
Marie Martin
Chuck Dodson
Carol Ketchan
Melanie Messino
Carolyn Bean

Economic Development

Bill Fenimore
Rebecca McCormick
Barbara Thexton
Jay Chesshir
Jeff Stamps
Alette Little
Peter Trenchi
Denise (Smith) Bloomfield
Robin Pelton
Jim Mays
Consultants:
Ken Wheatley
Joe Bailey
SBS
Mark Peterson

Education

Peter Thexton
Tom Spencer
Mozella Anderson
Luke Robbins
Bob Bronaugh
Bree Anderson

Youth

Megan Alexander
Jordan Steinhaus
Ian Garrett
Tierney Garrett
Kale Anderson
Brett Anderson
Brandon Spicer
Buddy Pedigrew
Rosalind Hudson
Fred Leonard
Gladys Ugbade
Katie Watson

DRAFT

Attachment 2
R.E.G.A.R.D.'S
(Recognizing Everyone's Gifts and Respecting Diversity)
Long Range Plan

Committee: Marketing - Kent Myers, Elmer Beard, David Lundberg, Ann Caruso, Rosalind Hudson

Goal #1 Increase Community Awareness of R.E.G.A.R.D. and make logo identifiable

Strategies	By Whom	Starting Date	Completion Date	With What Resources	Cost
A. Develop a Web Site	Kent Myers	01/04	04/04	East Lab	
B. Develop a Brochure Develop "Conversations" Brochure Postage for distribution	Ann Caruso	01/04	03/04	Coming Together Project Coming Together Project	\$2,000. 500. 200.
C. Develop a Power Point Presentation LSD projector, digital Camera Lap top computer	Members	02/04	05/04	Coming Together Project	2,500.
D. Develop Speakers Bureau Groups for speakers include: Hospitals Realtors Police Departments Chamber of Commerce Leadership Hot Springs Programs	members	03/04	06/04	Membership	0.
E. Golf shirts and gadgets (\$2,000 per year)	members	01/05	12/06	Membership Dues	250.
F. 60 second PSA on cable	Kent Myers	06/05	12/05	Resort Cable City of Hot Springs	250. 500.
G. Special Events Flyers	Committees	as needed	as needed	Coming Together Project R.E.G.A.R.D. membership Partnerships related to event	500.
H. Frequent Press Releases	Committees	as needed	as needed	R.E.G.A.R.D. membership Partnerships related to event	
I. Evaluation		04/04	04/06	Coming Together	10,000.

Committee: Events/Programs - Mary Waterman, Jorge Garcia, Katherine Lundberg, Rosalind Hudson, Melanie Masino, Hot Springs Documentary Film Festival, NAACP

Goal #1 Teach acceptance of diversity through sponsoring events with culturally diverse organizations.

Strategies	By Whom	Starting Date	Completion Date	With What Resources	Cost
A. Co-sponsor Black History month	PHOEBE	02/04	03/04	Coming Together Project REGARD	\$150. 150.
Co-sponsor program to highlight historical African American neighborhoods			07/04	Coming Together Project REGARD	150. 150.
B. Sponsor film at Documentary Film Festival Sponsor attendance of filmmaker Sponsor Reception	11/04 REGARD	11/04	REGARD	Coming Together Alcoa	1,000. 1,000.
C. September 11, A Day of Peace	REGARD		09/11/04	Numerous congregations, public schools REGARD	300.
D. Co-sponsor miscellaneous events Art on the Corner Multi-cultural Weekends, guest speakers, festival, training Quarterly potlucks with program Sponsor three community dinners, around cultural diversity with small group breakouts	REGARD		2004	Coming Together REGARD	500. 500.
E. Co-sponsor Black History Month	PHOEBE	02/05	03/05	Coming Together Project REGARD	150. 100.
F. Sponsor film at Documentary Film Festival Sponsor attendance of filmmaker Sponsor Reception Supporting sponsor dependent on film	REGARD	11/05	11/05	REGARD Coming Together Alcoa	900. 900.
G. September 11, A Day of Peace	REGARD		09/11/06	Numerous congregations, public schools REGARD	300.

Strategies	By Whom	Starting Date	Completion Date	With What Resources	Cost
H. Sponsor and Co-sponsor events Art on the Corner (Hot Springs Fine Arts Center) Multi-cultural weekends, guest speakers, festival, training Quarterly potlucks with cultural diversity program	REGARD		2006	Coming Together REGARD	500. 500.
I. Sponsor film at Documentary Film Festival Sponsor attendance to filmmaker Sponsor Reception Supporting sponsor dependent on film	REGARD	11/06	11/06 11/06	REGARD Coming Together Alcoa	1,000. 1,000.
J. September 11, A Day of Peace	REGARD		09/11/06	numerous congregations, public schools REGARD	200.
K. Sponsor and Co-sponsor events Art on the Corner (Hot Springs Fine Arts Center) Multi-cultural weekends, guest speakers, festival, training Quarterly potlucks with cultural diversity program	REGARD		2006	Coming Together REGARD	450. 500.

Committee: Membership/Resource Development - Jerry Tanenbaum, Mae Robinson, Wanda Rapper, Charles Smith, Darlene Garrett

Goal #1 Through conversation, dialogue, education and advocacy engage the community to understand and accept cultural diversity in our community.

Strategies	By Whom	Starting Date	Completion Date	With What Resources	Cost
A. Continue to develop memberships	REGARD	on going	on going	Brochures, press releases, Web site, speaker's bureau	noted earlier
B. Grant Writing	REGARD	ongoing	dependent on event		
C. In-kind contributions	See Community Resources List	as needed			

Committee: Education and Advocacy - Conversations, Teaching Tolerance- Fred Leonard, Ann Caruso, Elmer Beard, Darlene Garrett
Goal #1 Through conversation, dialogue, education and advocacy engage the community to understand and accept cultural diversity in our community.

Strategies	By Whom	Starting Date	Completion Date	With What Resources	Cost
A. Have two ongoing Conversations groups activated per month	REGARD Conversations Facilitators		on-going	Volunteer Facilitators	none
B. Train 20 facilitators offer some scholarships for training Fee for service for use with businesses and organizations \$250.00 per group		4/04	04/04		
C. Hold four Culturally appropriate with youth in the following locations: Lake Hamilton High School, Hot Springs High, Lakeside High School, and Job Corp.		9/04	1/05	Coming Together	\$700.
D. Provide Culturally appropriate Educational Materials to schools through mini grants to schools		9/04	1/05	Coming Together REGARD Foundation Support	\$700. 700. 700.
E. Incorporate Teaching Tolerance Curriculum in all county schools Juvenile courts, parochial and home schools		9/04	6/05	Southern Poverty Law Center Garland County school districts Garland County Juvenile courts REGARD volunteers Coming Together Dr. Alan Ward REGARD University of Arkansas Extension	750. 500.
F. Develop a program for training high school students as diversity facilitators and counselors		9/05	6/06		
G. Conduct workshops for businesses on advocacy		6/05	on-going	REGARD	300.
H. Refer and link people and issues to solutions related to discrimination, education on resources		6/06	on-going	REGARD	300.
I. Provide Culturally appropriate education materials to schools through mini grants to schools		9/06	1/07	Coming Together	\$300.

Attachment 3

Public Sector Opportunities

e-Governance

and e-Government

Focus Garland County

Mark Peterson and Darlene Garrett

e-Governance is a special kind of on-line community, in which technology is used to facilitate thoughtful dialogue and decision-making between citizens and their government. Community networks often sponsor and mediate such discussions. For more information, check the Knowledge Democracy Center at www.knowledgedemocracy.org.

e-Government refers to public sector institutions - local, state, or federal governmental agencies - providing goods and services to their constituents. Use the following checklist of local government information and services to guide your content development process. Start with the elements that are most important to your constituents.

e-Government Checklist

- 1. Applications and Forms** - Making all local government forms and applications available online.
Example: West Des Moines' "24-Hour Virtual City Hall" provides easy access to applications for building, electrical, mechanical and plumbing permits, requests for approval to hold a dance or reserve a park shelter, employment registrations, and voter registration forms. See www.city.west-desmoines.ia.us/asp/forms/forms_list.asp
- 2. Brief Overview of Local Government** - providing basic information on how your local government works for new (and old) residents of your community.
Example: See "How the County Government Works" in Morris County, NJ:
www.co.morris.nj.us/generalinfo.html
- 3. Budget, Fee and Tax Data** - provide a summary of all spending proposals online as soon as the budget process begins, as well as status reports of projects funded by bond issues.
Example: See www.ci.salisbury.nc.us/finance/index.htm
- 4. Calendar of Events** - keeps citizens up to date on upcoming activities.
- 5. Citizen-Participation Opportunities** - you can nurture citizen involvement by posting legislative actions, citizen advisory opportunities, board members and rules of citizen boards. Feature meeting announcements, agendas, minutes proposed ordinances, application for appointment to an advisory group, and procedural ordinances, application for appointment to an advisory group, and procedural rules.

Examples: See the home pages of

Jones County IA (<http://minutes.co.jonesia.us/jones-default.html>),

Bedford, NH (www.ci.bedford.nh.us/meetings.html)

Bonner County, ID (www.co.bonner.id.us/commissioners/index.html)

Portsmouth, NH Live webcast of local meetings are shown at Portsmouth, NH (www.cityofportsmouth.com/webcast/webcastlive.html) and to solicit help in solving local crimes (www.cityofportsmouth.com/police/crimeline/index.html)

In Merrimack, NH, online forums discuss critical issues (www.ci.merrimack.nh.us) see community input section.

- 6. Contact Information/Departmental Directory** - provide easy to find contact information for citizens who want to contact city government by phone or e-mail.

Example: See Hamilton County IA: www.hamiltoncounty.org

- 7. Directions to Government Facilities** - even with a “virtual government”, some citizens will need to come to local government offices. Providing directions and maps can be very helpful, and reduce aggravation.

Example: See Morris County, NJ (www.co.morris.nj.us/maps/maps.html)

- 8. Documents (Ordinances, Plans, and Rules)** - providing ordinances, zoning plans, and procedural rules can save time of citizens and city employees, it also saves postage.

Example: Salem, NH processes requests for information through its online data request form (www.ci.salem.nh.us/data-request.asp)

- 9. Economic Development/Tourism** - if your local chamber of commerce or economic development organization does not have economic development, industrial relocation, tourism, or retiree information, build this into your government web page. If they have, link to their site(s) and display a prominent link on your web page.

Example: To attract and accommodate new and relocating companies, Monmouth County, NJ hosts online videos (www.visitmonmouth.com/econdev)

- 10. Election/Voter Registration Information** - provides information to voters on how and where to register to vote, where elections are held, upcoming elections, how to file for office, sample ballots, ballot initiatives, and referendum options. Don't forget to post election results as soon as possible.

Example: Laramie County, WY (www.laramiecountyclerk.com/elections.html),
Nez Perce County, ID (www.co.nezperce.id/us/clerk/elections/elections.htm)

- 11. Emergency Preparedness Information** - provides valuable information to prepare residents for emergencies and disasters, as well as up-to-date information during and after a disaster.

Example: Yellowstone County, MT (www.co.yellowstone.mt.us/des/index.asp)
Blackburg, VA (www.blackburg.va.us/emergency.php)

- 12. Job Postings** - makes it easy for interested citizens to access information and applications for jobs. The internet also attracts former residents and qualified candidates from other communities.

Example: See Lenexa, KS (www.ci.lenexa.ks.us/vshrapps/hrapps/applformreturnnew.asp)

- 13. Links** - provide an easy way to connect your citizens with other valuable resources, such as other local governments, education institutions, local organizations, and state governmental agencies. Developing and publishing your policy on links is also helpful.
- Example:** Cheshire County, NH (www.co.cheshire.nh.us/CountyInfo/county_map.htm)
- 14. Maps** - two kinds of maps are most useful: maps that help citizens find key locations, and maps that delineate important boundaries (voting precincts, schools, zoning, water, and sewer districts.)
- Examples:** Jefferson County, MT (www.co.jefferson.mt.us/maps/index.shtml)
 Temple, Texas (www.ci.temple.tx.us/chtml/maps/index.htm)
 Bonner County, ID (www.co.bonner.id.us/map.htm) Crime and floodplain maps are offered on Lincoln/Lancaster County, NE (www.ci.lincoln.ne.us/main/s_map.htm)
- 15. Newsletters** - Electronic newsletters can be effective way to communicate with citizens. In rural areas without daily newspapers, a newsletter can be more current, while in metro areas newsletters get the word out in highly competitive media markets.
- Examples:** Village of Buffalo Grove, IL (www.vbg.org), and Lakewood, CA (www.lakewoodcity.org)
- 16. Procurement Information** - makes it easy for companies to do business with the local government by posting open bids.
- Examples** - Mobile County, AL (www.mobilecounty.org/economic/htm), Ada County, ID (www.adaweb.net)
- 17. Public Information** - Notices, and Records - press releases, speeches, public notices, accident reports, building permits, and fire department reports are some of the reports that can be useful to citizens.
- Examples:** Matanuska-Susitna Borough, AK (www.co.mat-su.ak.us)
 Burlington, VT (www.ci.burlington.vt.us/city/plans.html) The sheriff of Latah County, ID posts photos of the county's "Most Wanted Criminals" on it's website (www.latah.is.us)
- 18. Service Hours and Schedules** - reduce calls to city hall by posting hours that services are available, including trash collection and other services.
- Example:** Battle Creek MI (<http://ci.battle-creek.mi.us/Services/Default-high.htm>)
- 19. Transactions** - provide a mechanism for residents and businesses to complete transactions, such as paying parking tickets and taxes online.
- Examples:** Paying taxes online Cass County, ND (<http://cass.nd.ezgov.com/property/index.jsp>), Florida (www.myfloridacounty.com) - for retrieving court and property records.
- 20. Frequently Asked Questions (FAQ)** - inform and educate your citizens and visitors by publishing a list of frequently asked questions. Keep track of questions that come into your local government, and add these to your FAQ.
- Examples:** Laconia, NH (www.cityflaconinh.org/faq.htm) and Washington County, OH (www.co.washington.oh.us/howdoi.htm)

Additional Sources of eGovernment Assistance:

- * The National League of Cities and the National Association of Counties joined with IBM Corporation to establish the Totally Web Government program. TWG offers local governments a one-stop shop for e-government services and applications.
See www.nlc.org/nlc_org/site/programs/e-government/index.cfm

- * The International City/County Management Association, in partnership with the League of Minnesota Cities offers a similar program. See www.govoffice.com

- * Several commercial Internet service providers, such as AOL (www.governmentalguide.com), have developed their own portals of government information. These are helpful for citizens who want to search for information from multiple governmental agencies. To submit your government web page to be included, send an e-mail to govguide@aol.com.

- * Local e-Government Services (best practices review), Joint Legislative Audit Committee, Wisconsin State Legislature (www.legis.state.wi.us)

Source: Getting Online 2.0, National Center for Small Communities

Attachment 4
Garland County Transportation Issues
As Defined by the
Grater Hot Springs Chamber of Commerce
Transportation Committee
Highway Transportation Issues
Transportation Committee

- *1. Construction of East-West Arterial, beginning on U.S. 270 West and ending at the Hwy 7 North and Hwy 5 Intersections.
 - A. Improve the Hwy 7 South and U.S. 270 intersection to eliminate public safety hazards that currently exist.
- *2. Four laning of U.S. 70 West to Lake Hamilton School.
- *3. Four laning of Higdon Ferry road.
- *4. Four laning of Hwy 7 North to the entrance of Hot Springs Village.
- *5. Four laning of U.S. 70 East to I-30.
- *6. Four laning of Hwy 7 South from new bridges to Hwy 290 (Fish Hatchery road).
 7. Rework bridges on Hwy 270 West to four lanes and improve two-lane highway.
 8. Improve Hwy 128 (Carpenter Dam Road) from Hwy 270 to Hwy 290.
 9. North Loop Planning: Begin acquisition of right of way by local government for a loop from the entrance of Hot Springs Village to tie into the current by-pass ending at Music Mountain.
10. Four laning of U.S. 270 West.
11. Support the construction of Interstate 49.

Note * designates those priorities that are part of the 1991 Highway Plan.