

City & Town

JANUARY 2009 VOL. 65, NO. 1

OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE



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FEATURES

- 7 Little Rock's friendship crosses oceans**
Officially started in 1992 and stretching back even further, Little Rock's sister cities program has connected Arkansas's capital with communities across the globe.

- 8 Building a legacy starts here and now**
As newly elected officials take office, many for the first time, it's an ideal time to look at the big picture of public service and focus on what you'd like to accomplish and how you'd like to be remembered.

- 20 The right people make all the difference**
In a new regular feature in *City & Town*, human resource experts share with us ways to make the municipal workplace more productive by making sure the right people are placed in the right positions.

- 44 City & Town index**
The annual index offers topic-by-topic and name-by-name references to help keep track of five years' worth of information, and a five-year legal index covering articles and attorney general opinions helpful to municipalities.

City & Town

Publisher
Don Zimmerman

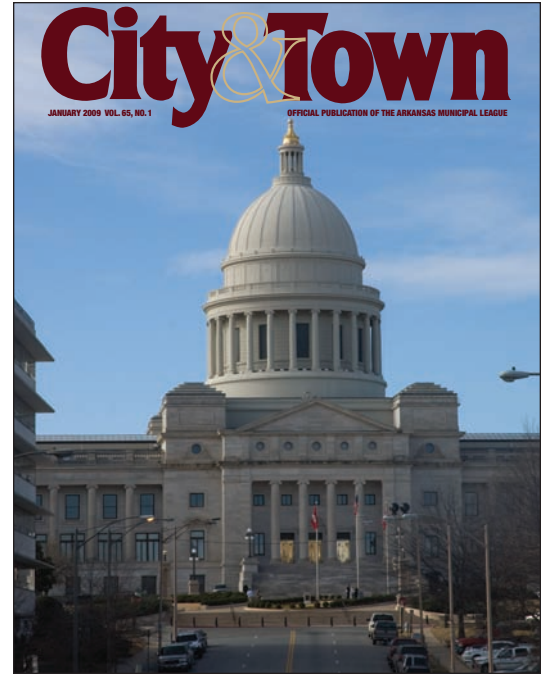
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ON THE COVER—All eyes will be on the state capitol starting Jan. 12 when the 87th General Session of the Arkansas State Legislature convenes. The session will also be the focus of the League's Winter Conference, Jan. 14-16, as municipal leaders from across the state gather in Little Rock to discuss how legislation will affect local governments. We'll see you there!—atm

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Cover Photo by Andrew Morgan, League staff

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ELEMENTS



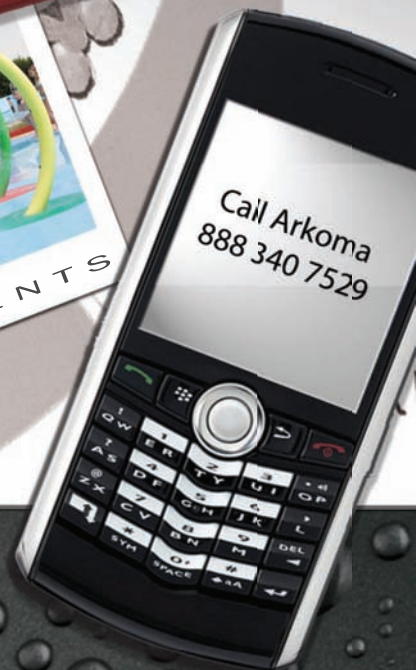
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Dear Friends:

I hope this finds each of you looking forward to the New Year! What an exciting time for all the newly elected officials. Your task ahead will be challenging, but it will also be one of the most rewarding experiences of your life. Congratulations to you as you begin your public service. Congratulations also to those veteran officials who were re-elected as you begin your service in 2009.



As I write this letter, I am not certain if you will read it before or after the League's Winter Conference. Regardless, the Conference promises to be one of the best yet. Wednesday evening's opening night banquet is always one of the highlights of the Conference. All of our state legislators have been invited to attend. The attendance of elected municipal officials filling the Wally Allen Ballroom will make a great and lasting impression on our state's elected officials.

Networking opportunities and great programming for elected officials fill the three-day Conference. Newly elected officials will find great wisdom, ideas and problem solving strategies in the veteran officials returning to the Conference. The Arkansas City Clerks, Records and Treasurers Association is providing training for new clerks, recorders and treasurers on Wednesday of the conference, and a general session on Friday will focus on the duties of a new mayor, alderman, clerk, recorder or treasurer. This training is invaluable as you begin your public service.

January also marks the beginning of a new legislative session. The League will present its legislative packet to the General Assembly and begin working to see to it that our municipalities are represented. Your attendance at the Wednesday evening banquet with the state legislators will reinforce that message. Continue to stay in contact with your legislators and the League as the session moves forward. Working together will ensure a successful session.

In closing, let me ask you to never forget that we are placed in our elective positions to serve those who have entrusted us with running the cities and towns that make up our great state. If we can end each day by helping or enriching the life of just one of those individuals whom we have publicly declared to serve, then we have accomplished that which we set out to do.

Warmest regards,

A handwritten signature in cursive script that reads "JoAnne H. Bush".

JoAnne H. Bush
Mayor of Lake Village
President, Arkansas Municipal League

Little Rock's international family continues to grow

By Sherman Banks, guest writer

Little Rock has quite a history of sister city relationships, going back to 1983, when the city developed an unofficial partnership with the city of Kaohsiung Province of Taiwan, People's Republic of China. In 1992 Little Rock passed a resolution to create the Little Rock Sister Cities Commission (LRSCC) and formalized their relationship.

The LRSCC is unique in its governance, not only in Arkansas, but also throughout the sister cities network. The Commission is appointed by the City Board for a five-year term with the possibility of being appointed for an additional five-year term for a maximum of 10 years.

At the request of Sister Cities International, the city took a delegation of five people under the leadership of then-mayor Jim Dailey in 1997 to bid for hosting the annual Sister Cities International conference in Little Rock. We were delighted to learn that we won the bid over such cities as Kansas City, Mo.; Memphis, Tenn.; Boston; and Fort Worth, Texas, to hold the four-day conference in July 1999. This conference was the first opportunity for the Commission since its inception to have a financial impact on the city of Little Rock. More than 900 delegates representing 25 countries attended the conference. It's estimated that delegates spent \$1,124 per person in Little Rock during the conference, making it a profitable event for the city.

Although Little Rock provides a small annual budget for the Commission, it is not enough to accommodate all of the various activities approved within the group's five-year strategic plan. As a result the LRSCC created a nonprofit foundation to act as the fundraising umbrella of the Commission.

Since the LRSCC's inception, the City Board has

authorized the following sister city relationships:

- Hanam City, Korea—May 19, 1992
- Changchun, People's Republic of China—April 5, 1994
- Ragusa, Italy—May 21, 1997
- Pachuca, Mexico—April 25, 2007

In 1992 Sister Cities International adopted the policy that no international city could become sister cities with more than one U.S. city, so the category of "Friendship Cities" was created. Little Rock has two such cities: La Petite Pierre, France, and Newcastle-upon-Tyne, England.

In addition to an appointed Commission there is an established community committee for each sister city and friendship city composed of volunteers who have an interest or who may have personal connections to a city. Delegations from sister and friendship cities visit their respective cities in alternating years. Although they do not limit who can participate in these delegations, they do make every effort to take those individuals who can contribute culturally, educationally or economically. Persons invited to accompany the delegation are required to cover their own trip expenses. Commissioners traveling either as the sister city's assigned liaison or as a fact-finder are given a one-time stipend to defray expenses each year to travel to a sister city. If a Commissioner is not traveling as a liaison or a fact-finder, all expenses related are paid by the Commissioner.

Little Rock will continue to grow with its sister cities through citizen diplomacy. To learn more about the success of Little Rock's programs, contact Sherman Banks, international economic and tourism consultant, at 501-376-8193, or e-mail sbanks@aristotle.net.



Leaving a Leadership Legacy

By Randy Garner, PhD

How do you want your service as a leader to be remembered? When should you begin thinking about the legacy you are leaving as a leader? Unfortunately, many people do not reflect on their lasting contributions in the early part of their career—when it can matter most. In reality, it is never too early to think about what long-term impact you might have in your organization. The time to consider what others will think about and remember regarding your season of leadership service is now, not at the end of your career.

What is it about those leaders who tend to leave a positive, personal stamp on the lives of those they touch, while others fade into the background at the end of their career or are remembered negatively? Why are some remembered with affection—as individuals who displayed courage, character and fairness—while others leave a legacy of apathy, buck-passing, malaise, or worse?

Regardless of what you do as a leader, you will leave a legacy—the important thing is to consider how you would like to be remembered and to work toward those things that ensure the realization of that vision. When you think of your legacy now, it is much more likely that the legacy you actually leave will better match your goal. Legacy leadership is not accidental; it is intentional. It begins with self-reflection on how you see yourself, your role, and the way you want to influence others. Perhaps it might be more appropriate to talk about living your legacy rather than leaving a legacy, since the real challenge is to daily lead our lives in a way that positively influences those around us.

One of the biggest “secrets” in considering your lasting legacy long before the end of your career is the impact this can have on your ongoing personal and professional development. Acting with intentionality as a leader in your current leadership role—specifically identifying the long-term impact you want to have—can focus your thinking in such a way as to help you better develop your leadership impact not only in the future, but also right now. Too often we are concerned only with the immediacy of

the moment or the crisis of the day; however, when we take time to reflect on what is truly important, we can focus more on what it means to leave something lasting. This does not just happen. It takes thought, hard work, self-reflection, sacrifice and determination. History is filled with leaders whose contributions are little more than a footnote. Thinking about how you will be remembered requires you to think about your actions every day. It allows you to be more fulfilled in your role as a leader—now.

Interestingly, many leaders will tell you that once they begin to think in this way—considering their lasting legacy—they begin to behave differently. Thinking about how we would like to be remembered prompts us to consider how we are interacting with others every day. As a result, many of us come to realize that the most important influence we can have is with the individuals with whom we work. Organizations are, of course, influenced by the actions of leaders; however, what is remembered most, what lives on in the tales that are told within the organization, are often the stories that involve personal interactions and influences. A lasting legacy of leadership is more often found in the collegial rather than the corporate. Leaving a legacy of leadership is more about what you give than what you get; it is focused on what we do for others rather than the model of self-serving leadership that we see all too often in the media today. Those who truly begin to understand legacy leadership realize that people do not remember us for what we do for ourselves; they remember us for what we do for them.

So, when will you begin to consider your legacy of leadership? Thinking about the legacy you are leaving for others now can make you a better leader now.



Dr. Randy Garner is a professor of behavioral sciences and former associate dean in the College of Criminal Justice at Sam Houston State University. Reprinted with permission from Texas Town & City.

League follows law enforcement trends

With new issues facing police officers, the League can help local law enforcement agencies review and update their policies and procedures.

By Ed Piker, League staff

Trends in law enforcement was the focus of the annual meeting of the National League of Cities' Risk Information Sharing Consortium, Oct. 22-25 in San Diego, Calif. Thirty-four members attended the conference.

The loss control session topics were trends in law enforcement liability, staff development and property surveys and self-inspections.


Trends in law enforcement liability focused on issues such as written policies and procedures, and the consequences of failing to have required programs in place.

We discussed also many areas that have caused legal concerns in communities across the United States. Examples include:

- Dealing with the mentally ill, emotionally disturbed persons and persons with diminished capacity
- Use of force issues concerning the mentally ill and emotionally disturbed
- Training and policy
- The Americans with Disabilities Act

- Off-duty conduct of officers and off-duty paid details
- Selection and hiring
- Taser operations
- Special operations policy
- Response to resistance

From a loss control standpoint, consortium members agreed that many of these areas should be covered with written policies. The need for some of these programs has arisen as a result of court decisions. Others are a result of operational changes.

As a group loss control specialist, I recommended that law enforcement departments review their policies and procedures manuals and include these programs. The League's Loss Control Department either has or has access to sample policies for any program you may need. For help with these or other loss control issues, the League can help. 

Ed Piker is League loss control specialist. Contact Piker at 501-340-3484, Ext. 103, or e-mail him at epiker@arml.org.



City of Little Rock

Mark Stodola
Mayor

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Dear Delegates,

It is my pleasure to welcome you to Little Rock for the annual Arkansas Municipal League's Winter Conference. While you are attending the conference, I hope you will visit some of Little Rock's attractions, including a variety of museums and exhibits.

During your visit, the William Jefferson Clinton Presidential Library will feature the *Art of the Chopper* exhibit in addition to displaying thousands of presidential records. German Ambassador Klaus Scharioth will give a lecture at the Clinton School of Public Service. The Old State House Museum will host an exhibit called *A Circus Hitched to a Tornado: Arkansas Politics in the 20th Century* and the Arkansas Arts Center will display an exhibit called *Andy Warhol: 15 Weeks of Fame*. The museum at Central High School also offers a great history of one of our nation's defining events.

Little Rock's newest attraction, the Witt Stephens Jr. Central Arkansas Nature Center, features many exhibits of wildlife and marine life native to Arkansas. This interactive museum gives visitors an opportunity to learn about the outdoors and the benefits of fish and wildlife management while in a unique, urban setting.

Little Rock offers an assortment of shops and restaurants in the vibrant River Market District in addition to Midtown and West Little Rock. Midtowne Little Rock on University Avenue, Pleasant Ridge Town Center on Highway 10 and Shackelford Crossings on I-430 are three of our newest shopping centers.

For more information about restaurants, shopping and attractions, please visit our visitors' center at historic Curran Hall at 615 East Capitol Avenue. I hope you enjoy your visit and see that Little Rock is quickly becoming the next great American city in the South.

Sincerely,

Mark Stodola

OFFICE OF THE MAYOR



PATRICK HENRY HAYS
MAYOR
mayor@northlittlerock.ar.gov

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Arkansas Municipal League Winter Conference
January 14-16, 2009



Greetings!

As Mayor, it is my pleasure to welcome you to North Little Rock for the 2009 Arkansas Municipal League Winter Conference. During your stay, I hope that you have an opportunity to visit our community as it offers delightful diversions and points of interest.

Located in downtown North Little Rock, the Alltel Arena is a beautiful state-of-the-art multi-purpose facility, which has all the amenities to make it a point of pride for everyone in the State. Take time to visit the Arkansas Sports Hall of Fame which is located near the Alltel Arena and a wonderful experience for everyone. Our Northshore Riverwalk not only provides a panoramic view of Little Rock, but enables visitors to take a leisure stroll along the bank of the Arkansas River. The newest addition to our downtown is Dickey-Stephens Park which is the new home to the Arkansas Travelers, and the finest facility in minor league baseball. It's great family entertainment.

Take a step back in time and come aboard the River Rail, an electric street car trolley which operates between downtown North Little Rock and downtown Little Rock. It's a wonderful way to see the sites offered by both communities.

The Arkansas Inland Maritime Museum located on our North shore is home to the submarine, USS Razorback (SS394). The Museum has a research library and a number of permanent and rotating exhibits on submarines and naval history. We hope that you will take the time to visit the Museum and tour this historic vessel. For tour hours and prices, you can call the Museum at 371-8320 or visit the City's website: www.northlittlerock.ar.gov.

Want a special way to enjoy lunch or spend an evening, then take a leisurely cruise along the beautiful Arkansas River aboard the Arkansas Queen. The Arkansas Queen offers a wide variety of cruises which provides passengers a scenic view of both outstanding riverfronts. For information and cruise schedules, visit their website: www.ArkansasQueen.com. You'll be glad you did.

Naturally, we want to show you our beautiful Burns Park. At 1,575 acres, it's one of the largest city parks in the nation. Located a short distance from Burns Park, you'll find Wild River Country, the state's largest water theme park (26 acres), a place for the whole family to enjoy during the summer months.

If you're a *Gone with the Wind* fan, you will want to visit our Old Mill Park. The photogenic Old Mill, a replica of the old grist mills seen throughout the Old South, is shown in the opening scenes of the 1939 movie classic. It's one of our most popular tourist attractions.

For non-stop shopping, visit McCain Mall, the largest shopping center (56.6 acres) in Central Arkansas. Other shopping opportunities are located in close proximity.

We believe North Little Rock has it all and we hope you have the opportunity to sample a little or all of what our community has to offer.

On behalf of the City of North Little Rock, I welcome you and extend our best wishes.

Sincerely,

Patrick H. Hays
Mayor

"An Equal Opportunity Employer"

ARKANSAS MUNICIPAL LEAGUE 2009 Winter Conference Little Rock, January 14-15

WEDNESDAY, JANUARY 14

- 8:30 A.M.-
2:30 P.M. **ACCRTA Training**Arkansas Room, Peabody Hotel
- 2:00 P.M.-
7:00 P.M. **REGISTRATION**Osage Room, SCC
- 2:00 P.M.-
6:45 P.M. **VISIT WITH GOVERNMENTAL AGENCIES**Governor's Hall II
Different state agencies have been invited to set up in this area. Take time to visit with them about how their agencies might best assist your city.
- 2:00 P.M.-
2:45 P.M. **MLWCT Board of Trustees**Manning Room, Peabody Hotel
- 3:00 P.M.-
4:00 P.M. **Workers' Compensation Compliance Issues**Grand Ballroom A
Peabody Hotel
This session is especially important to those city officials who are responsible for filing Workers' Compensation claims. Representatives from the Arkansas Workers' Compensation Commission will discuss how to best meet the timely reporting standards of Workers' Compensation claims and the importance of complying with Rule 32.
- 4:15 P.M.-
5:15 P.M. **GENERAL SESSION:**.....Governor's Hall I
Governmental Agencies: How Can They Help?
A panel of governmental agencies explains funding sources and assistance programs available to municipalities.
Presiding: Mayor JoAnne Bush, Lake Village
Arkansas Municipal League President
- 5:15 P.M.-
5:30 P.M. **BREAK**
- 5:30 P.M.-
6:30 P.M. **Governmental Agencies: How Can They Help?**
continuedGovernor's Hall I
Presiding: Vice Mayor Gary Campbell, Fort Smith
Arkansas Municipal League First Vice President
- 7:00 P.M. **OPENING NIGHT BANQUET**Wally Allen Ballroom, SCC
We are honored to have our Constitutional officers and legislators in attendance. Our after-dinner guest speaker is Dave Horsager, who will speak on the Trust Edge. Tonight's speaker is sponsored by Stephens Inc.
Presiding: Mayor JoAnne Bush, Lake Village
Arkansas Municipal League President
Invocation: Councilmember Dorothy Henderson, Warren
Speaker: Dave Horsager, Business Strategist
Horsager Leadership Studio
Speaker sponsored by Stephens Inc.
- 8:30 P.M. **PRESIDENT'S RECEPTION**Peabody Ballrooms A, B and C
After the Opening Night Banquet, stroll over to the Peabody Ballrooms and enjoy delicious desserts while visiting with fellow municipal officials and enjoying easy-listening music.

THURSDAY, JANUARY 15

- 7:15 A.M.-
5:00 P.M. **REGISTRATION OPENS**.....Osage Room, SCC
- 7:30 A.M.-
8:45 A.M. **HOST CITY BREAKFAST BUFFET**Governor's Hall II
Enjoy a traditional Arkansas breakfast before the Opening Session. Courtesy of our Host City, Little Rock.
- 7:30 A.M.-
4:30 P.M. **VISIT WITH GOVERNMENTAL AGENCIES**Governor's Hall II
- 9:00 A.M.-
10:15 A.M. **OPENING GENERAL SESSION**.....Governor's Hall I
The Winter Conference officially begins with the singing of our National Anthem and the Pledge of Allegiance followed by welcome remarks from Mayor Stodola.
Presiding: Mayor JoAnne Bush, Lake Village
Arkansas Municipal League President
National Anthem: Matt Mosler, TV Anchorman
Channel 4 News
Address of Welcome: Mayor Mark Stodola, Little Rock
- The 87th General Assembly and the State of the Economy:
What to Expect**
The 2009 Legislative Session promises to be another important session for municipalities. Business and political analyst Roby Brock discusses economic and political issues that could impact Arkansas municipalities.
Speaker: Roby Brock, Founder and President
River Rock Communications
- Understanding the Freedom of Information Act (FOIA)**
It is essential that municipal officials understand the FOIA. Attorney General Dustin McDaniel explains the significance of this important law.
Speaker: Attorney General Dustin McDaniel
State of Arkansas
- 10:15 A.M.-
10:30 A.M. **BREAK**.....Governor's Hall II
- 10:30 A.M.-
12:00 P.M. **GENERAL SESSION II**.....Governor's Hall I
Health, Water and Orderly Growth
Clean, safe, orderly growth is one of the Municipal League's fundamental goals. This morning's discussion focuses on ways that we can work together to accomplish this goal.
Moderator: Vice Mayor Gary Campbell, Fort Smith
Arkansas Municipal League First Vice President

MUNICIPAL LEAGUE

Conference Tentative Program

Little Rock, Arkansas

January 14-16, 2009

Speakers: Jim von Tungeln, Staff Planner
 Arkansas Municipal League
 Randy Young, Executive Director
 Arkansas Natural Resources Commission
 Mary Leath, Deputy Director for Administration
 Arkansas Department of Health
 Lindsey Williams, State Fire Marshal
 Arkansas State Police
 Teresa Marks, Director
 Arkansas Department of Environmental Quality

12:00 P.M. **VOLUNTEER COMMUNITY OF THE YEAR AWARDS LUNCHEON**.....Peabody Ballroom
Gov. Mike Beebe has been invited to address our Luncheon attendees. At the conclusion of his remarks, the 2008 Volunteer Community of the Year Awards will be announced and the winners recognized.
 Presiding: Mayor JoAnne Bush, Lake Village
 Arkansas Municipal League President
 Invocation: Mayor Tommy Swaim, Jacksonville
 Speaker: Gov. Mike Beebe, State of Arkansas

2:00 P.M.-
 3:00 P.M. **GENERAL SESSION**.....Governor's Hall I
Understanding the New Constitutional Amendments and Other Municipal Topics of Interest
The Arkansas voters passed two constitutional amendments that will have significant impact on Arkansas municipalities. Key members of the Legislature share their views.
 Presiding: Vice Mayor Gary Campbell, Fort Smith
 Arkansas Municipal League First Vice President

Amendment 2—Annual Sessions
 Speaker: State Senator Bill Pritchard, District 35

Amendment 3—Lottery
 Speaker: Lieutenant Governor Bill Halter, State of Arkansas

3:00 P.M.-
 3:15 P.M. **BREAK**.....Governor's Hall II

3:15 P.M.-
 4:15 P.M. **GENERAL SESSION II**.....Governor's Hall I
Important Issues Facing the House and Senate
There will be numerous issues of interest discussed and debated during this Legislative session. Legislators share their insights and opinions.
 Presiding: Mayor JoAnne Bush, Lake Village
 Arkansas Municipal League President

Issues Facing the House
 Speakers: State Representative Robbie Wills, Speaker of the House
 District 46
 State Representative Robert Moore, District 12

Issues Facing the Senate
 Speakers: State Senator Gene Jeffress, District 25
 State Senator Sue Madison, District 7

4:15 P.M.-
 4:30 P.M. **BREAK**

4:30 P.M. **GENERAL SESSION III**
Understanding the Legislative Process (panel discussion).....Governor's Hall I
Three Arkansas Municipal League past presidents and current House members discuss the finer points of the Legislative process.
 Presiding: Mayor JoAnne Bush, Lake Village
 Arkansas Municipal League President

Speakers: State Representative Gregg Reep, District 8
 State Representative Tommy Baker, District 55
 State Representative George Overbey Jr., District 69

The AML Legislative Package and Action Center Demonstration
 Speakers: Don Zimmerman, Executive Director
 Whitnee Bullerwell, Communications Coordinator

DINNER ON YOUR OWN

8:30 P.M.-
 10:00 P.M. **INVESTMENT MANAGERS' DESSERT RECEPTION**.....Peabody Ballroom
After dinner at some of Little Rock's finest restaurants, save room for dessert and attend this reception sponsored by our investment managers. Enjoy tasty desserts while listening to the Tommy Henderson Band.
 Sponsors:
 Horrell Capital Management
 Morgan Keegan & Co. Inc.
 Metropolitan National Bank
 Bank of the Ozarks

FRIDAY, JANUARY 16

7:15 A.M. **REGISTRATION OPENS**.....Osage Room, SCC

7:30 A.M.-
 8:45 A.M. **BREAKFAST BUFFET**.....Governor's Hall II

8:30 A.M.-
 4:30 P.M. **CITY ATTORNEYS**.....Riverview Room
City Attorneys will meet for six hours of CLE. Peabody Hotel

9:00 A.M.-
 10:00 A.M. **GENERAL SESSION**.....Governor's Hall I
Understanding Your Role as a Municipal Official
As an elected official, what are some of the survival skills that you will need? The next two sessions are designed to assist you in understanding your role as a public official.
 Presiding: Mayor JoAnne Bush, Lake Village
 Arkansas Municipal League President

The Role of the City Clerk/Recorder/Treasurer
 Speaker: City Clerk/Treasurer Donna Jones, DeQueen
 ACCRTA President

(see AGENDA, page 14)

AGENDA continued from page 13

The Role of the Council

Speaker: Chris Bradley, Legal Counsel
Arkansas Municipal League

The Role of the Mayor

Speaker: Don Zimmerman, Executive Director
Arkansas Municipal League

Questions and Answers

10:00 A.M.-

10:15 A.M. **BREAK**

10:15 A.M.-

11:45 A.M. **GENERAL SESSION II**.....Governor's Hall I

Understanding Your Role as a Municipal Official continued

Presiding: Vice Mayor Gary Campbell, Fort Smith
Arkansas Municipal League First Vice President

The Importance of Procedural Rules and Public Official Liability

Speaker: Mark Hayes, General Counsel
Arkansas Municipal League

Federal Laws That Impact Your Municipality

Speakers: AML Staff Attorneys

Preparing for the 2010 Census

Speaker: Mary McFarland, Associate Research Specialist
Arkansas Census State Data Center

11:45 A.M. **CLOSING REMARKS**

Speaker: Mayor JoAnne Bush, Lake Village
Arkansas Municipal League President

12:00 P.M. **LUNCH BUFFET**.....Peabody Ballrooms A, B and C
Before you depart, join us for a buffet of Southwest cuisine.

Other Friday Meetings:

1:00 P.M. **MHBF Board Meeting**.....Fulton Room, SCC



Visit the NLC website at www.nlc.org for regular updates on key issues and advocacy priorities.

Municipalities must publish semiannual financial statements

The time is rapidly arriving for the semiannual reporting of each city's financial statement. Refer to the *Handbook for Arkansas Municipal Officials*, 2007-'08 ed. Section 14-59-116, pg. 615, and Section 14-237-113, pg. 872.

The first reference provides that the governing body of each municipality shall publish semiannually in a legal newspaper of general circulation in the municipality a **FINANCIAL STATEMENT OF THE MUNICIPALITY** by March 1 covering the final six months (July through the end of December) of the last calendar year.

The financial statements should include the receipts and expenditures for the six-month period and also a statement of the indebtedness and financial condition of the municipality.

The latter law, 14-237-113, provides a similar publication requirement for the operating authority of the **WATER and SEWER DEPARTMENTS**. Water and sewer departments administered by one or two commissions must comply with the law. If the water and sewer departments are administered by the city council, then it is the responsibility of the city council to comply with Section 14-237-113.

Suggested Forms A, B and C follow. For additional information, call the League at 501-374-3484.

Form A		
City of _____		
(first or second class)		
Financial Statement July 1, 2008-Dec. 31, 2008		
GENERAL FUND		
Balance July 1, 2008		\$ _____
Cash Receipts		
General Turnback	\$ _____	
5-Mill Tax	\$ _____	
Franchise Tax	\$ _____	
Occupation Tax	\$ _____	
Liquor and Beer Tax	\$ _____	
Local Sales Taxes	\$ _____	
Other City Taxes	\$ _____	
Court Fines and Fees	\$ _____	
Sanitation Charges	\$ _____	
Other Permits and Charges	\$ _____	
Total Receipts		\$ _____
Total General Fund Available		\$ _____
Expenditures		
Administrative Expense	\$ _____	
Salaries	\$ _____	
Social Security	\$ _____	
Utilities	\$ _____	
Supplies	\$ _____	
Fixed Assets	\$ _____	
Other	\$ _____	
Total Expenditures		\$ _____
Balance General Fund Dec. 31, 2008		\$ _____
STREET FUND		
Balance July 1, 2008		\$ _____
State Highway Revenue	\$ _____	
County Road Tax	\$ _____	
Other Street Revenues	\$ _____	
Total Street Revenues		\$ _____
Total Available Street Fund		\$ _____
Expenditures		
Salaries	\$ _____	
Supplies	\$ _____	
Other	\$ _____	
Total Expenditures		\$ _____
Balance Street Fund Dec. 31, 2008		\$ _____
<p>In the event a municipality maintains a police, fire, parks or other department, the city should publish financial statements for these departments in the same manner as they separate those departments on their Cash Receipts and Disbursements Journals.</p>		
BONDED INDEBTEDNESS		
Type of Debt	Amount	Date Last Payment Due
General Obligation	\$ _____	
Water Revenue		
Sewer Revenue		
Other		Date Free of Debt
Total	\$ _____	
<p>All financial records for the City of _____ are public records and are open for public inspection during regular business hours of ____ A.M. to ____ P.M., Monday through Friday, at City Hall in _____, Arkansas.</p> <p>If the record is in active use or in storage and, therefore, not available at the time a citizen asks to examine it, the custodian shall certify this fact in writing to the applicant and set a date and hour within three (3) days at which time the record will be available for inspection and copying.</p>		

The suggested **FORM A** is for use by cities of the first class and second class to comply with 14-59-116.

The suggested **FORM B** is for use by incorporated towns to comply with 14-59-116. It may be posted in five (5) public places rather than published in towns where no newspaper is published.

Form B		
Incorporated Town of _____		
(incorporated town)		
Financial Statement July 1, 2008-Dec. 31, 2008		
GENERAL FUND		
Balance July 1, 2008		\$ _____
Cash Receipts		
State General Turnback	\$ _____	
Local Sales Taxes	\$ _____	
City General Taxes	\$ _____	
Other Receipts	\$ _____	
Total Receipts		\$ _____
Total General Fund Available		\$ _____
Expenditures		
Salaries	\$ _____	
Utilities	\$ _____	
Supplies	\$ _____	
Fixed Assets	\$ _____	
Other	\$ _____	
Total Expenditures		\$ _____
Balance General Fund Dec. 31, 2008		\$ _____
STREET FUND		
Balance July 1, 2008		\$ _____
State Highway Revenue	\$ _____	
County Road Tax	\$ _____	
Other Street Revenues	\$ _____	
Total Street Revenues		\$ _____
Total Available Street Fund		\$ _____
Expenditures		
Salaries	\$ _____	
Supplies	\$ _____	
Other	\$ _____	
Total Expenditures		\$ _____
Balance Street Fund Dec. 31, 2008		\$ _____
BONDED INDEBTEDNESS		
Type of Debt	Amount	Date Last Payment Due
Water Revenue	\$ _____	
Sewer Revenue		
Other		Date Free of Debt
Total	\$ _____	
<p>All financial records for the Town of _____ are public records and are open for public inspection during regular business hours of ____ A.M. to ____ P.M., Monday through Friday, at Town Hall in _____, Arkansas.</p> <p>If the record is in active use or in storage and, therefore, not available at the time a citizen asks to examine it, the custodian shall certify this fact in writing to the applicant and set a date and hour within three (3) days at which time the record will be available for inspection and copying.</p>		

(see **Semiannual** page 16)

Semiannual continued from page 15

The suggested **FORM C** is for use by Water and Sewer Departments to comply with 14-237-113.

Form C		
City or Town of _____		
Financial Statement July 1, 2008-Dec. 31, 2008		
WATER AND SEWER DEPARTMENTS		
Balance July 1, 2008		\$ _____
Cash Receipts		
Water Payments	\$ _____	
Sewer Payments	\$ _____	
Sanitation Funds	\$ _____	
Other	\$ _____	
Total Receipts		\$ _____
Total Funds Available		\$ _____
Expenditures		
Salaries	\$ _____	
Social Security	\$ _____	
Supplies	\$ _____	
Fixed Assets	\$ _____	
Other	\$ _____	
Total Expenditures		\$ _____
Balance Water and Sewer Fund Dec. 31, 2008		\$ _____
BONDED INDEBTEDNESS		
Type of Debt	Amount	Date Last Payment Due
General Obligation (Water or Sewer)	\$ _____	
Water Revenue		
Sewer Revenue		
Other		Date Free of Debt _____
Total	\$ _____	
<p>All financial records of the Water and Sewer Department of (City or Town) of _____ are public records and are open for public inspection during regular business hours of _____ A.M. to _____ P.M., Monday through Friday, at the Water Department in _____, Arkansas.</p> <p>If the record is in active use or in storage and, therefore, not available at the time a citizen asks to examine it, the custodian shall certify this fact in writing to the applicant and set a date and hour within three (3) days at which time the record will be available for inspection and copying.</p>		

Obituary

Vernon Yarberro, 55, died Saturday, Dec. 27, 2008. Yarberro, a former Bonanza alderman, became mayor of the town in 2007.

WHO you gonna CALL?

We don't know either, without your help. Fill out the Directory Information Request Forms and return them to the League. Watch for the new Directory in early 2009.

2009 CALL FOR NOMINATIONS

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- Nominations must be postmarked by **May 1, 2009**.



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HR resolutions you can keep

From hiring the right people for the right positions, to keeping employees informed and motivated, you can resolve to make your municipal workplace more productive in 2009.

By Dr. Melanie Kennon

This is the time of year when some folks actually look forward to change. We want to change our weight (most of us wanting to lower it significantly), our exercise habits, our vices, our body shape and our relationships. We make promises to ourselves to work on these changes and resolve every New Year's Eve to do better in the coming year than we did in the previous one.

Sadly, by the middle of February we usually lose our enthusiasm for change and resolve that we'll do better ... next year.

But what if I told you that there are some resolutions that you might actually be able to keep this year? What about making some HR resolutions that would strengthen your skills as a leader and manager in such a way that you would begin to see the positive workplace changes everyone talks about? Are you game?

Resolution No. 1: The Plan (some folks call this The Mission)

To keep everyone focused and on the same page, all employees should know the master plan and what their part is in it. They should know that if they don't do their part, big things don't get accomplished. Important things. So keep the plan in front of your employees, and make sure they understand their important job, and plan all their work with the master plan as the focus. Make sure everyone knows what values are important to the mission of your agency, and help everyone turn those good beliefs into everyday behaviors.

Do your employees know what the plan is and how they contribute to its success? Have you told them lately?

Resolution No. 2: The People

You can't run a successful workplace without the right people. Have you got the right people in the right positions? What about the proper tools and training to get the job done? Is everyone equipped

with what they need to be successful? Another leadership trick is management by walking around. Be a hands-on kind of leader. Mentor new employees. Teach employees how to be more effective. Ask for employees' opinions, because we tend to support what we help create.

Are you visible to the employees in your agency, or are you hidden away in your office and only come out to clean up when someone messes up? To be a successful HR leader, you must be visible, accessible, and demonstrate an interest in your employees. Solicit and listen to staff members' ideas and concerns. Keep employees in the information loop. Communicate. Communicate. Communicate.

Are the right people in the right jobs? Bringing on new staff can be tedious, bureaucratic and tiring work, but hiring the wrong people for the job can cause even more headaches. Clear job descriptions, careful hiring practices and a support system set up—especially for new employees—can help you avoid problems. Thorough review of the application, resume and background information, as well as using behavioral interview questions will keep you from hiring folks that aren't quite right for the position. Don't grab the first warm body that appears halfway decent. Do your homework. Because employees make the mission happen, staffing is your single most important responsibility. The time spent hiring the right way is nothing compared to the time spent dealing with the wrong hire.

If you don't have direct control of hiring in your agency, train those that do the hiring. Provide support and guidance in the hiring process. Establish clear procedures and enlist the support of the leaders in your organization.

Make sure employees have the training and resources to be successful. Give everyone the opportunity to develop and grow. Regularly ask for feedback as to what tools or updates would make the workplace run more smoothly. Effective leaders take full advantage of the variety of skills and experiences that different employees bring to the table.

They build teams that are diverse, because not everyone is cut out for the same tasks. Your workplace needs employees with many different talents and strengths. The secret to developing a high-performance team is choosing employees with a variety of talents, opinions and skills.

Resolution No. 3: The Performance

Monitor performance consistently, both formally and informally. Provide feedback frequently. Talk about the things employees are doing well (so they will continue to do them) as well as the opportunities for growth. Encourage innovation, disseminate necessary information, fine tune and keep a watchful eye on workers. By not overlooking little problems when they occur you help avoid bigger problems.

Resolution No. 4: The Passion

Keep the fires of passion for the job burning. Managers always complain about their employees not being motivated to do their best work, to come to work on time, or to come to work at all. Well, what have you done lately to fuel the fire? You see, it's not always about money when it comes to enthusiasm for your job. Many times, what motivates us has more to do with purpose, inspiration and acknowledgement. So, recognize others' contributions.

Show your appreciation for their input and efforts.

Resolution No. 5: The Promotion

Upgrade your skills as an HR professional. Go to conferences. Join your local human resource association. Read books on topics about which you may not feel comfortable. Network with other human resource professionals. Stay on top of the latest trends. Resolve to model daily the leadership skills we have talked about here. Promote your ideas to make your agency or organization the best workplace ever.

Now you may be saying to yourself that you really don't have much control as a part of a human resource staff over some of these things, but here is a big secret: You really do. All of these things—the plan, the people, the performance, the passion and the promotion—are within your circle of influence. You, as the human resource professional for your agency or municipality, can take on the challenge of making sure your workplace runs smoothly and successfully all year long. Resolve to make it happen.

Melanie Kennon, Ed.D., is president of Kennon & Associates Consulting (www.kennonconsulting.com) in Benton. You can reach Kennon at 501-951-3758 or by e-mail at mkennon@kennonconsulting.com.



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Municipal Notes

NLC calls for nominations for Awards of Municipal Excellence

The National League of Cities (NLC) is celebrating the 20th anniversary of the Awards for Municipal Excellence in 2009. Since 1989 this prestigious award has honored outstanding programs across the country that improve the quality of life in America's communities.

You are invited to celebrate the 20th anniversary of the Awards for Municipal Excellence by nominating an innovative program in your city that has improved the quality of life for residents, by forming successful and productive partnerships or collaborations, effectively managing resources, creating innovative government policies, or implementing projects with tangible positive results.

Cities and towns of all sizes are welcome to submit nominations beginning in February, and two winners will be selected in each of four population categories. **The deadline for all submissions is May 1.**

The eight winning programs will receive awards of \$1,000 or \$2,000 and have the honor of being publicly recognized for their outstanding achievements at a ceremony at the NLC's Congress of Cities Conference and Expo, Nov. 10-14, in San Antonio.

To learn more about the awards and to obtain a copy of the 2009 nomination packet, e-mail awards@nlc.org, or visit the NLC Web site at www.nlc.org.

Visit Us.
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DeQueen completes new wastewater plant

DeQueen has completed construction of a new \$7.2 million wastewater treatment plant, the city has announced. The new plant uses the activated sludge process with a special "cannibal" technology that is designed to digest the sludge and eliminate the need for sludge disposal.

Mayor Billy Ray McKelvy said the new plant was needed to enable the city to meet state environmental discharge limits. It also will greatly reduce the city's expenses for electric power and chemicals.

The project began in 2005, and the city broke ground in 2007. The plant has been treating water since July. Financing for the project came from city funds and loans from the USDA Rural Development and the Arkansas Natural Resources Commission.

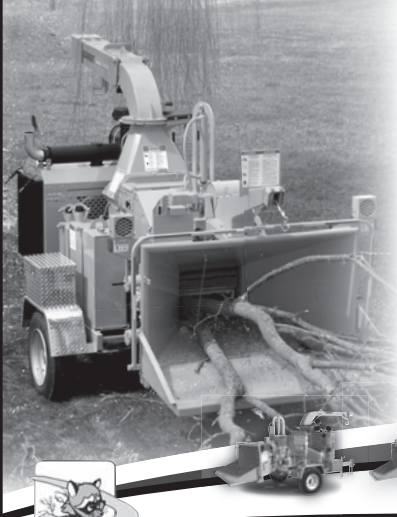
Governor and AEDC release plan to bolster state economy

Gov. Mike Beebe has released a long-term strategic plan to help achieve economic improvement for Arkansans through collaboration and cooperation. The plan was researched and drafted by the Arkansas Economic Development Commission (AEDC) in cooperation with the Governor's Office.

The key to the success of the plan will be strong regional empowerment. At the plan's core is a call to action for communities across the state to form strong regional alliances to more effectively utilize their strengths and promote themselves. In addition, the plan calls upon the private sector to work with public agencies in an effort to create an environment that will systematically transition Arkansas to a state focused on knowledge-based job growth. Finally, the plan asserts that education is vital to economic success, especially in the growing knowledge-based economy.

To receive a copy of the plan, call Laken Escobar at the AEDC at 501-682-2769, or e-mail lescobar@arkansasedc.com. Please specify if you would prefer a hard copy, a CD or a PDF of the plan.

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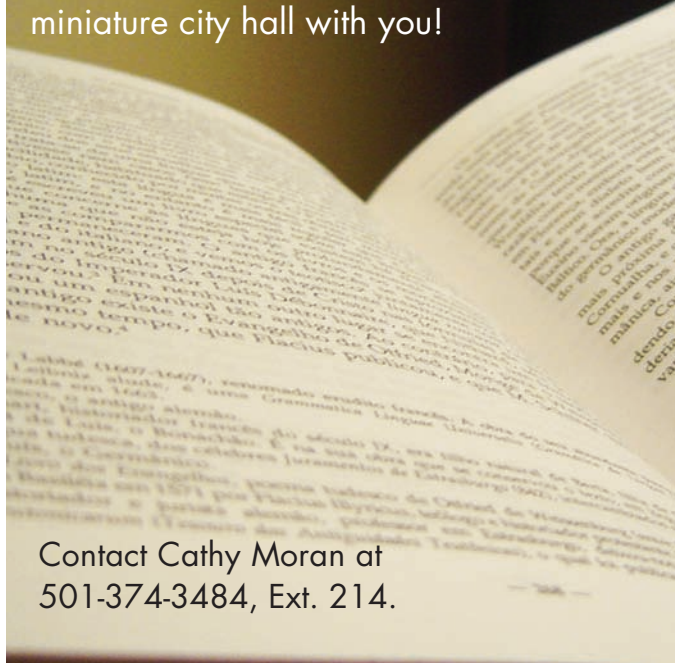
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How do I subscribe?

Step 1:

Choose the lists from which you would like to receive information.

Discussion lists:

Mayors/City Managers Clerks/Recorders/Treasurers City Attorneys

Aldermen/City Directors



Announcement lists (choose all that apply):

General Arkansas City Management Association Fire Chiefs Police Chiefs

Legislative Advocacy Loss Control Meetings Technology

Municipal Health Benefit Fund Municipal League Workers' Compensation Trust

Municipal Vehicle Program/Municipal Property Program

Step 2:

Subscribe to the list servs by using one of the following options:

Option A: Visit www.arml.org and click on the Discussion List and Announcement List links.

Option B: Complete Step 3 and fax to 501-374-0541, attn: Whitnee Bullerwell.

Option C: Complete Step 3 and mail to Arkansas Municipal League, attn: Whitnee Bullerwell, P.O. Box 38, North Little Rock, AR 72115.

Step 3:

Complete the following information:

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Title

Member City

E-mail Address

Daytime Phone Number

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The Arkansas Municipal League.

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Clip and mail to: **Arkansas Municipal League**
2009 Directory
P.O. Box 38
North Little Rock, AR 72115-0038

CALENDAR

**Arkansas Municipal League
Winter Conference
January 14-16, 2009
Statehouse Convention Center/
Peabody Hotel
Little Rock**

**NLC Congressional
City Conference
March 14-18, 2009
Washington, D.C.**

**Arkansas Municipal League
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LECC studies deception detection

Communication Analysis: The Art of Detecting Deception is the title of the next training opportunity offered by the U.S. Attorney's Office and the Law Enforcement Coordinating Committee, Jan. 27-28 in Little Rock.

The course is led by Joelle Fisher, senior analyst trainer at the National Intelligence Center, who will discuss using communication and analytical tools to produce intelligence and solve crimes.

Conference check-in and breakfast begins at 8 a.m., Jan. 27 at the Hilton Little Rock Metro Center, 925 South University Ave., Little Rock. Refreshments and conference materials will be provided. Registration for the conference is \$20 and is required in advance (checks or cash only). **Registration deadline is Jan. 22.** To register, complete and mail the registration form below. For more information, call Mandy Warford, 501-340-2648.

REGISTRATION FORM

Name(s): _____

Agency/Department: _____

Office Address: _____

Phone: _____ **Ext.:** _____

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ACCRTA scholarships available

The executive board of the Arkansas City Clerks, Recorders and Treasurers Association (ACCRTA) awards scholarships for tuition to attend the Municipal Clerks' Training Institute, the Academy for Advanced Education and the International Institute of Municipal Clerks' annual conference, all of which will enable Arkansas clerks to further educational training.

A scholarship honoring the memory of Bill S. Bonner will be awarded to a first-year attendee in the certification program at the Municipal Clerks' Institute in September 2009.

Scholarships include: four local \$400 scholarships to attend the Municipal Clerks' Institute, Sept. 13-18, 2009, in Fayetteville; one \$400 scholarship for the Academy for

Advanced Education, Sept. 16-17, 2009, in Fayetteville; and one \$400 scholarship to attend the International Institute of Municipal Clerks (IIMC) annual conference, May 19-23, 2009, in Chicago.

These scholarships are in addition to the 11 regional scholarships awarded by the IIMC.

Fill out the scholarship application below and return it to:

Judy Reddick, CMC
City Clerk
City of Paragould
P.O. Box 1175
Paragould, AR 72451.

For more information, contact Scholarship Chairman Judy Reddick at 870-239-7500.

2009 APPLICATION FOR SCHOLARSHIP ASSISTANCE

I, _____, am a member of the Arkansas City Clerks, Recorders and Treasurers Association and the International Institute of Municipal Clerks, and do hereby apply for assistance from ACCRTA. (Applicant must be a City Clerk, Deputy City Clerk, Recorder, Treasurer or related title at the time of application.)

Name _____ Title _____

Street Address or P.O. Box _____

City, State, Zip _____

Telephone _____ Date assumed present position _____

Other related experience:

Title	Municipality	Years
_____	_____	_____
_____	_____	_____
_____	_____	_____

Education: H.S. ___ Graduate College (years) ___ Degree _____

Check one: This application is for a ___ First ___ Second ___ Third year Institute

What are the approximate costs of the institute you plan to attend?

Travel/Transportation _____ Registration Fee/Tuition _____

Lodging and Meal _____ Total Amount _____

How much does your municipality budget your department yearly for education? _____

What is your reason(s) for applying for this scholarship? _____

I understand that if a scholarship is awarded to me, it must be used between Jan. 1, 2009, and Dec. 31, 2009, and that I must attend all sessions. Yes. _____

Have you attached written evidence that your Chief Executive or legislative body supports your attendance at the institute and that in the event that a scholarship is awarded, you will be given the time to attend the institute? Yes ___ No ___

I do hereby attest that the information submitted with this application is true and correct to my best knowledge.

Signature: _____ Date: _____

CHECK THE SCHOLARSHIP FOR WHICH YOU ARE APPLYING:

___ Municipal Clerks' Institute, Fayetteville—Sept. 13-18 **DEADLINE: April 2, 2009**

___ Academy for Advanced Education, Fayetteville—Sept. 16-17 **DEADLINE: April 2, 2009**

___ IIMC Conference, Chicago, Illinois—May 19-23 **DEADLINE: March 2, 2009**

DISCLAIMER: ACCRTA will not be responsible for applications that do not reach the chairman by the deadline. Please feel free to call after a few days to be sure your application was received.

Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

Undesignated tax dollars can pay interest on debt

Opinion: 2008-152

Requestor: Lowrey, John—State Representative

Can the city of El Dorado spend general purpose sales tax dollars (eight-year levy to fund city clean-up, street improvements, infrastructure improvements and a conference center) to pay interest on a loan the city plans to get to fund construction of a conference center? Q2) Can these sales tax dollars be spent any way the city is allowed to spend public funds? **RESPONSE:** Q1) If in fact the sales tax is a general purpose tax, then the answer to both of your questions is clearly “yes.” It seems clear that the city can spend so-called “undesignated” sales tax dollars to pay interest on debt incurred pursuant to Amendment 78 to the Arkansas Constitution. Indeed, it appears that such revenues are pledged as a matter of constitutional law to secure the Amendment 78 debt. If, however, the tax was levied to fund specific improvements, then spending the sales tax revenues to pay interest on the Amendment 78 loan is constitutionally suspect, in my opinion, if the voters did not approve any debt in connection with such improvements. See opinion for discussion. Q2) This requires determining the intent of the local officials involved and the intent of the local electorate, matters that are outside the scope of an opinion from this office. ACA 16, sec. 11, provides that “no moneys arising from a tax levied for one purpose shall be used for any other purpose.” As a general matter, absent some ambiguity in the texts of the levying ordinance or the ballot title, the express terms of one or both of those texts will control in determining the permissible uses of the tax revenues. Op. Att’y Gen. Nos. 2007-216; 2006-199; 2005-278. Generally, the recommendations contained in a county resolution do not qualify as a levying ordinance. See Op. 2006-103. In the event of an ambiguity, a finder of fact might look to extrinsic evidence of the voters’ intent in approving the levy. Ops. 2004-121; 97-260.

Municipal property not for donation, sale, lease

Opinion: 2008-179

Requestor: Pennartz, Tracy—State Representative
Pursuant to provisions of Article 12, Section 5 of the

Arkansas Constitution, can a county, city, town or other municipal corporation give or loan surplus furniture to a non-profit corporation? Q2) Can a county, city, town or other municipal corporation give or loan surplus office equipment such as computers or telephones to a non-profit corporation? Q3) Can a county, city, town or other municipal corporation lease, for a minimal sum, surplus furniture, office equipment, computers or telephones to a nonprofit corporation? **RESPONSE:** Q1 and 2) Generally “no.” But see ACA 14-16-106(c) (regarding authority of the county judge to dispose of property that is “of no value to the county.”) Q3) This cannot be answered with a simple yes or no because it may depend upon a number of factors, including the identity of the nonprofit corporation, the purpose of the lease, and the existence of any non-money consideration supporting the lease. As a general matter, municipal corporations may not lease public personalty to private interests. A county, city, town generally may lease out its property only if doing so would serve some legitimate public purpose, and only if the lease is supported by adequate consideration. See Op. 2001-083. Regarding a county’s lease of its personalty, see ACA 14-16-110.

Dual service OK for some fire chiefs

Opinion: 2008-184

Requestor: Harrelson, Steve—State Representative

Is it permissible for a person to serve as an alderman on a city council and still maintain a position as fire chief of the same municipality? Q2) Does such an arrangement violate ACA 4, sec. 2, and does it matter that the position of fire chief is an unpaid position with the city’s volunteer fire department? **RESPONSE:** See Op. Att’y Gen. 2004-249. If the fire chief is either unpaid or receives a small amount of pay only when called upon to render fire service duties, then it will be permissible for the chief to also serve as alderman. This is pursuant to ACA 14-42-115, which expressly sanctions dual service by fire fighters, thereby superseding the common law principle of “incompatibility” which would otherwise prohibit dual service as a city alderman and fire chief of the same municipality. See Op. Att’y Gen. 2002-023 (opining that a fire chief who is paid a salary and a per-fire amount does not fall within the purposes of 14-42-115). ACA 4, sec 2 (“separation of powers”) does not bear on the question.

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Winter blahs: Let's do some housecleaning

Dusty, outdated zoning codes may require a going-over to make sure they reflect the needs of your changing community.

By Jim von Tungeln

Between winter and the economy, we may find ourselves with time on our hands about now. One way to make productive use of slow time is to give your system of municipal governance a going-over. The land development regulations would be a good place to start, particularly zoning codes. Some of them, I know, haven't been rejuvenated since the 1970s. Lots of water has flowed down the old Arkansas River since then.

For example, many zoning codes still refer to "boarding houses" and "service stations." The young folks look at these and say "Huh?" On the other hand, many codes

don't define such modern terms as "convenience store" or "adult day-care center." It's hard to regulate without understanding the names of things we are regulating.

On a deeper level, there are fundamental changes that have occurred over the last 30 years. Many times, our planning and regulating documents don't reflect these changes. One of the most dramatic involves the shift to sales-tax revenue as the lifeblood of cities in our state. Has this affected the way we zone? Sure. Do we take this into consideration when we plan for future zoning? We're only beginning to. So far, it has been my experience that most zoning codes are not for taking us to



PHOTOS BY JAMES WALDEN

Does your zoning ordinance allow flexibility in front yard setbacks as exemplified by this Fayetteville neighborhood?



Batesville ordinances allow for re-use and re-purposing of older buildings. Do yours?

heaven, but are simply designed to keep us from heading in the other direction.

If you think it might be a good idea to spend some time reviewing and renewing your development regulations, you might ask where to start. A good place would be to read Donald L. Elliot's new book: *A Better Way to Zone: Ten Principles to Create More Livable Cities* (Island Press, 2008). (See December 2008 *City & Town*, page 22, for a review.) Elliot offers 10 principles for improving your zoning code. I'll add some of my own.

You may want to consider combining the regulations governing land use and development into one code. A number of the state's cities have done this and refer to it as "The Unified Development Code." It offers a number of advantages. It reduces the amount of repetition in your land use regulations. It creates unified language and definitions throughout the codes. It simplifies the referencing of one code to another. Finally, it allows easier Web access.

This last item can help pay for the cost of assembling the code. Think about how much staff time can be saved by having your codes directly accessible on the Web.

Next, consider simplifying both the language and requirements of your codes. Here is a typical statement from a zoning code in our state:

"Before any action shall be taken as provided in this section, any private party or parties proposing a change in zoning regulations or district boundaries shall deposit with the City Clerk the sum of twenty-five dollars (\$25.00) to cover the approximate cost of this procedure, and under no condition shall said sum or any party thereof be refunded for failure of said change to be adopted by the City Council."

That is no doubt a relic from the days when planning consultants were paid by the pound. Couldn't we just say: "An application to change the zoning code or map costs

\$25.00. This fee is non-refundable, no matter the council decision, and is payable beforehand to the City Clerk?"

As author Francine Prose once said about writing fiction, "Make every word fight for its life!"

Next, consider the city. How is it unique? How must the zoning code be shaped to reflect the uniqueness? Most zoning codes are prepared for so-called "green-field" development or the development of undisturbed land. The same codes then govern zoning in parts of the city that have existed since the early 1800s. Do you ever wonder why there are so many requests for variances and re-zonings in your city?

Finally, understand that planners follow fads and bandwagons as fast as the next person. Every time a new idea comes out, every city in the country must adopt it or else. Problem is, cities are different and attitudes change. I remember the '60s, when a French architect named Le Corbusier said we should level our cities and leave nothing but a lot of green space and a few mega-structures for people and their needs. We laugh about it now. Then we think about all the (long-since demolished, with all their attendant human misery) high-rise public housing units that our country built because of this man's teachings. Sometimes it pays to be a little cynical toward the gurus.

So form your zoning code to meet your needs and not someone else's idea of how your city should look. Maybe then we can create a few spots of heaven right here on earth.



Jim von Tungeln is staff planning consultant available for consultation as a service of the Arkansas Municipal League and is a member of the American Institute of Certified Planners. Persons having comments or questions may reach him at 501-372-3232. His Web site is www.planyourcity.com.

Diamonds in the 'ruff'

Money for grooming may not be the top budget priority for many animal control departments, but partnering with local pet stores and groomers can help make rescued animals more attractive to people looking to adopt.

By Julia Coulter

Here at North Little Rock Animal Control, we inevitably see a wide range of dog breed. Most we recognize. However, we occasionally see a dog whose breed is unrecognizable because of a lack of grooming.

I'm sure you know what I'm talking about. You know it is a dog, or at least that there is a reasonable suspicion that somewhere under that tangle of muddy, matted fur is ... well, something! But is it a Pomeranian or a Poodle, a Schnauzer or a Shih Tzu?

Maybe it is just a cute little (or large) mixed-breed dog that you just know will find a good home if only it didn't look like a dirty mop. Although bathing and dipping a dog goes a long way toward improving its acceptability in polite society, long-haired dogs that haven't received care require special attention. Radical steps must be taken to encourage a family on the look-out for the perfect pet to adopt one in this state.

Unless you or members of your animal control staff have the good fortune to possess better-than-average grooming skills (and I'm speaking from experience here), you need help. The one time I attempted to "groom" a very matted Australian shepherd, I had to make an emergency call to a groomer friend and beg for a mercy clip, ASAP. It wasn't pretty.

I'm well aware that funding is always a problem, and

money for grooming incoming animals is usually not a priority budget item. So to whom do we turn for help with these poor, unfortunate, miserable dogs?

If your agency is in a larger city or town in which there is a PetSmart or Petco, I have good news. They are usually willing to work with local rescue agencies at low or no cost, and when training new grooming staff, the employees are often required to do a set number of free grooms.

If you live in a smaller town, contact your local groomers and broach the subject of *pro bono* clips. You may find willing, grooming shear-wielding hands. And you might just find a family willing to adopt right there in the shop. If you don't get any immediate takers, offer to help send business their way by handing out business cards or flyers for the shops with each adoption. The local businesses will get a little free advertising and you will get a diamond in the "ruff."



Julia Coulter is an officer with North Little Rock Animal Control.



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Tree City USA status within reach

With budgets tighter than ever, creative funding ideas can help communities meet Tree City USA requirements.

By Christina Fowler

Bryant, a sixth year Tree City USA, has placed an emphasis on their tree program from the very beginning. As a result, the community easily meets the \$2 per capita requirement each year.

A community of 3,000 residents would need to dedicate a minimum of \$6,000 per year to the program. Two dollars per person can add up quickly, so it's important to keep the amount in mind when planning for the year's projects. A sample annual budget can be found online at www.arkansasforestry.org under the Community Forestry Link/Arkansas Tree City USA Manual. To request a copy to be mailed to you, call 501-296-1940.

This requirement does not mean that the community must spend \$6,000 a year out of its budget. This require-

ment can be met through donations, volunteer hours, professional consulting, city employees' time and equipment. The key is to make sure you document the employees' time and donations appropriately so the budget shows an accurate account of how much money was dedicated to the program. For instance, be sure to include all volunteer hours spent on projects and multiply them by the current value of one volunteer hour. In 2008 it was \$17.56, however this amount can change from year to year.

One of the many projects the city of Bryant conducts is the removal of underbrush, which allows for better tree growth. The Parks Department brings in Department of Corrections prisoners to do the work, and the city can



Bryant 4th graders assist with tree planting during the city's 2008 Arbor Day celebration.

count the labor hours for minimal cost (lunch for the prisoners).

“A crew of 14 can get a lot done in eight hours,” Bryant Park Superintendent Ken Palmquist said.

The town of Dell and the city of Melbourne have also seen the benefits of having state prisoners do tree work. They have provided services such as pruning trees along walking trails and applying mulch to the base of newly planted trees.

The bulk of the budget can come from existing work being performed in the community, such as the proper pruning of trees by certified arborists when clearing right of ways. Bryant includes projects such as tree plantings in their parks and around public buildings, and providing advice to citizens about tree care.

If your program receives donated labor and equipment, be sure to include the workers’ salaries and cost of the equipment should it have been rented. A good example of this is when city crews work on a project together with volunteers. The individuals on the crew are normally paid by the hour, so the amount they are paid and the cost for using the equipment is considered part of the forestry budget. If the workers bring equipment that would otherwise be billed by the work hour, if contracted out, the amount can be included as well. Another example would be the hours spent by city crews picking up leaves and branches then grinding them into mulch and compost for the community.

Sometimes an area forester or landscape architect will volunteer their time and ideas for a community project. Those hours can be counted as donated consultations and the value would be the rate they are normally paid or would charge a client. Often local nurseries will donate trees to a project and that would be counted as well.


Also, don’t forget the importance of coming up with innovative projects that will be continued through the years. For instance, the Bryant Parks Department is currently working to create a tree farm on approximately three acres owned by the city. The property had previously been a city park that was underutilized. Funds for the project were provided through the Urban Forestry program, and the trees grown will be used to replace trees cut down or damaged.

“The plan is to plant a tree for every tree removed,” Palmquist said.

The city will begin buying seedlings for the tree farm in 2009, which will provide a constant supply of trees in Bryant for years to come.

Mammoth Spring, Fort Smith, Plainview and McCrory all have commemorative tree programs to help fund their tree planting projects. Plainview managed to plant the complete set of trees needed by local Future Farmers of America students who participate in the state


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tree identification contest. The team from Hermitage placed first in the national forestry career development event at the 80th National FFA Convention this past year. This is a true example of how your community forests can provide real benefits to the community.



Christina Fowler is the conservation education manager for the Arkansas Forestry Commission. She can be reached at 501-296-1937 or e-mail christina.fowler@arkansas.gov.

ANGELS takes high-risk pregnancies under its wing

High-risk pregnancies across the state, especially in rural areas, are receiving help through UAMS's award-winning ANGELS program.

By Curtis Lowery, M.D.

Rural areas in all states often find themselves lagging behind when it comes to the latest and greatest in health care, technological and educational infrastructure.

Arkansas has emerged as a national leader with a unique program started at the University of Arkansas for Medical Sciences (UAMS) called ANGELS, which is the only one of its kind in the nation. ANGELS (Antenatal and Neonatal Guidelines, Education and Learning System) stretches from El Dorado to Jonesboro, from Marianna to Fort Smith to provide obstetric physicians in rural areas with the information needed to ensure high-risk pregnancies have the best possible outcome.

This groundbreaking high-risk obstetrical care program came to fruition through a dedicated partnership of physicians, state and federal entities, nonprofit organizations and health care pioneers at UAMS. And with its creation more than six years ago, Arkansans in rural areas have enjoyed the same world-renowned health care as those within closer reach of a major medical center.

Established in 2002 by the UAMS Division of Maternal-Fetal Medicine and the Arkansas Department of Human Services, ANGELS encompasses several complex women's health issues including poor health, poverty, low birth weight and the medically underserved.

By developing a clinical telemedicine system that includes more than 40 sites statewide, rural communities are equipped for medical consultations and education, while an additional 12 fully operational community sites have also since been established.

This revolutionary system was created to ensure local access to specialized high-risk obstetrical care services that has allowed thousands of patients to remain at home during difficult pregnancies, eliminating the need to make an unnecessary trip to a faraway medical site.

The program's telemedicine network was established through funding provided by a federal Medicaid contract with Arkansas Medicaid oversight.

Through the use of a vast array of the latest in technological devices that are distributed across the state, telemedicine consults have grown from a mere 213 in the program's initial year to more than 1,300 in 2007.

In addition to all of the high-tech equipment that keeps skilled specialists in touch with the entire state, those efforts are supported by a call center staffed by registered nurses that operates 24 hours a day, seven days a week.

Several UAMS graduates are also finding that the program's telemedicine efforts make it easier to set up practice in their rural hometowns. Like Shannon Case, M.D., who opened an ANGELS obstetrical telemedicine site in Clarksville that provides patients expert care at the click of a button.

The eyes of the nation are on the award-winning ANGELS program at UAMS, which has been recognized as the OB/GYN telemedicine model for the nation.

The distinction, as recognized by the Agency for Healthcare Research and Quality, means ANGELS is a model to be replicated in other states based upon the program's ability to decrease disparity, save state money and increase quality of care.

Arkansans in all parts of the state, no matter how rural, can be proud to have access to this model program that reduces the stress placed on both mother and the fetus and improves the chances that these babies will be born as healthy, viable infants.

For more information or to donate to the ANGELS Fund, contact Ashley East at 501-526-6144 or Cathy Sanders at 501-526-7399.



Curtis Lowery, M.D. is chairman, Department of Obstetrics and Gynecology, University of Arkansas for Medical Sciences.



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The Municipal Property Program's 2008 annual meeting in November adopted rates according to the following scale for 2009. See the new reduced rates below.



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For more information, call Linda Montgomery at League headquarters, 501-978-6123 or 501-374-3484, Ext. 233.

Resolve to plan in 2009

Use the momentum of the new year to plan to meet your community's funding needs.

By Chad Gallagher

As a new year begins, it is easy to set new goals, make plans and think toward the future. It is a natural time for planning. Planning is essential to good leadership and it is crucial to successful grant applications. Overall, planning does no harm and certainly has the capacity to significantly improve your success as a municipal official. The old saying is simple and still holds true: Failing to plan is equivalent to planning to fail.

We recommend that each city engage in a deliberate community development process that includes three major stages, each with multiple phases.

First, conduct a community needs assessment to evaluate the strengths, weakness, preferences, challenges and opportunities before your community. This document becomes very beneficial in the future, specifically in grant acquisition. In addition, the process itself is beneficial beyond measurement. It serves to unify a community.

Second, develop a community blueprint or strategic plan. Using the findings of the needs assessment, this blueprint should address every key component of your community. It becomes the guiding star for your community's development. The blueprint becomes the architectural plan to be followed in building your community's future. Ultimately, this plan offers the community a picture of the desired future. Like any good blueprint, it shows what the building efforts will one day produce and it is honest in describing the necessary steps that should be taken to get there.

Lastly, the work begins with a thorough implementation process. Implementation is where many great plans die. It is here that you must deliberately begin to implement each strategy to achieve the desired goals. The journey of a thousand miles is achieved one step at a time

and the implementation process is no different. It requires long hours, hard work, collaboration, leadership, sacrifice, grit, determination and patience, but there are great examples of these very things in municipalities across the states. Municipalities that have defied the odds, overcome challenges and pulled off the impossible show us that there is still no substitute for hard work.

As you begin your new year, think about specific things you want to achieve as a community and give some thought to your community's own planning and development process. Give us a call to discuss your community development efforts, strategic planning and your pursuit of grant funds. Our services are available to help League members with each kind of project.

Finally, consider how your municipality communicates with its citizens. It's important for residents to get more than a water bill from city hall. All across the state municipalities are communicating in innovative ways, such as running columns in the local paper or newsletter, interactive Web sites and blogs. These media outlets can highlight community projects, articulate goals, share achievements, review budgets and solicit community input. Most citizens only think of city hall when they have a problem. These types of venues allow municipal government to strengthen its relationship with the people it serves. Effective communication is crucial for municipal success. Start 2009 off right with effective planning and communications.



Chad Gallagher is principal of Legacy Consulting and a former mayor of DeQueen. Contact him at 501-580-6358 or by e-mail at chad.gallagher@legacyincorporated.com.

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Get land priorities in order

Using aerial photography and GIS can help cities and towns focus on areas with the most potential for recreation and conservation purposes.

By Jennifer Bouldin and Jason Wilkie

Finding a suitable location for a park within a community can be a difficult task. Conserving land within a quickly growing city can be even more difficult. It may seem easy for a parks or planning department to look at a map and assess where a park needs to go or where land can be preserved for conservation. However, the public can easily scrutinize decisions regarding land use. One way to strengthen decision making regarding land is to support judgments with scientific investigations. When science is incorporated into city planning, it gives city administrators greater confidence in the decisions they are making for their communities.

An example of science-strengthened planning was seen when Jonesboro created an inventory of land for conservation and recreation.

In November of 2007 Jonesboro was awarded an Arkansas Urban Forestry Grant that used Geographic Information System (GIS) data layers and aerial photography to prioritize parcels of land within the planning area of Jonesboro for conservation. The project was a collaborative effort between the Arkansas Forestry Commission, the city of Jonesboro, The Nature Conservancy and Arkansas State University's Department of Biological Sciences.

Ethan Inlander, a GIS specialist with The Nature Conservancy, utilized aerial photography and GIS data layers of Craighead County to identify 39,984 total land parcels within the study area. Initial screening of these land parcels produced 2,816 suitable for further review. Most unsuitable parcels were eliminated due to row crop agriculture and urban growth.

Parcels were then identified and ranked for the ecological features described as desirable by a Science Advisory Committee. Desirable characteristics included the presence and quality of riparian and wetland areas, large continuous forested areas, the diversity of land features that enhanced the habitat aesthetically, wildlife and recreation potential. Aerial photographs were overlaid with the Jonesboro city limits, the anticipated city growth planning area, the

five-mile city perimeter and the outline of the surrounding watershed drainage. Using the described ecological characteristics and the perimeters described above, 40 parcels of land were selected for further assessment.

ASU graduate students Jaimie Conrad and Wes Klasky, undergraduate Josh Bednarz and I performed habitat assessments to "ground truth" the data provided by GIS data layers. Landowner permission was sought prior to entering land parcels for assessments. Change in ownership, land cover changes and unwillingness of landowners to allow access decreased the top-ranking 40 parcels to an available 15 for site evaluation. A Site Conservation Worksheet was developed by the Science Advisory Committee and completed on-site for each property by the ASU investigators. Eleven of the 15 parcels were confirmed to have conservation and recreation value. The need for conservation was emphasized when it was discovered that the highest ranking parcel assessed was slated for sale to a gravel mining company.

Jonesboro will use data from this study in several ways. The city can encourage landowners of high ranking parcels to consider conserving land that possesses valuable natural resources to Jonesboro. City planners can use the data to identify and rank future park land and to modify zoning requirements for development of highly ranked parcels.

There is a great deal at stake, both financially and environmentally, when making decisions regarding land. This process, while used to identify park land for conservation, can be used to identify land for many purposes. It is Jonesboro's hope that the science behind the decision making will be strong enough to uphold future financial and environmental decisions.

Dr. Jennifer Bouldin is the director of the Ecotoxicology Research Facility and Assistant Research Professor at ASU.

Jason Wilkie is the director of Parks, Recreation and Cemeteries for the city of Jonesboro.



Photos by Jennifer Bouldin.

Land features such as rock formations and water increase the aesthetic value of land parcels identified as prime conservation areas.



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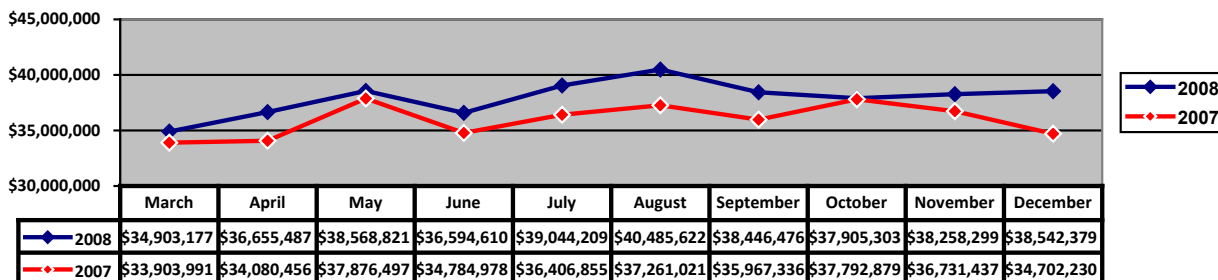
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Sales tax watch

The new Streamline Sales Tax has many cities and towns concerned about its effect on local sales tax revenues. Keeping in mind that the new tax system is

one of many factors that affect local tax revenues, the League each month will provide a comparison of 2007 and 2008 revenues.

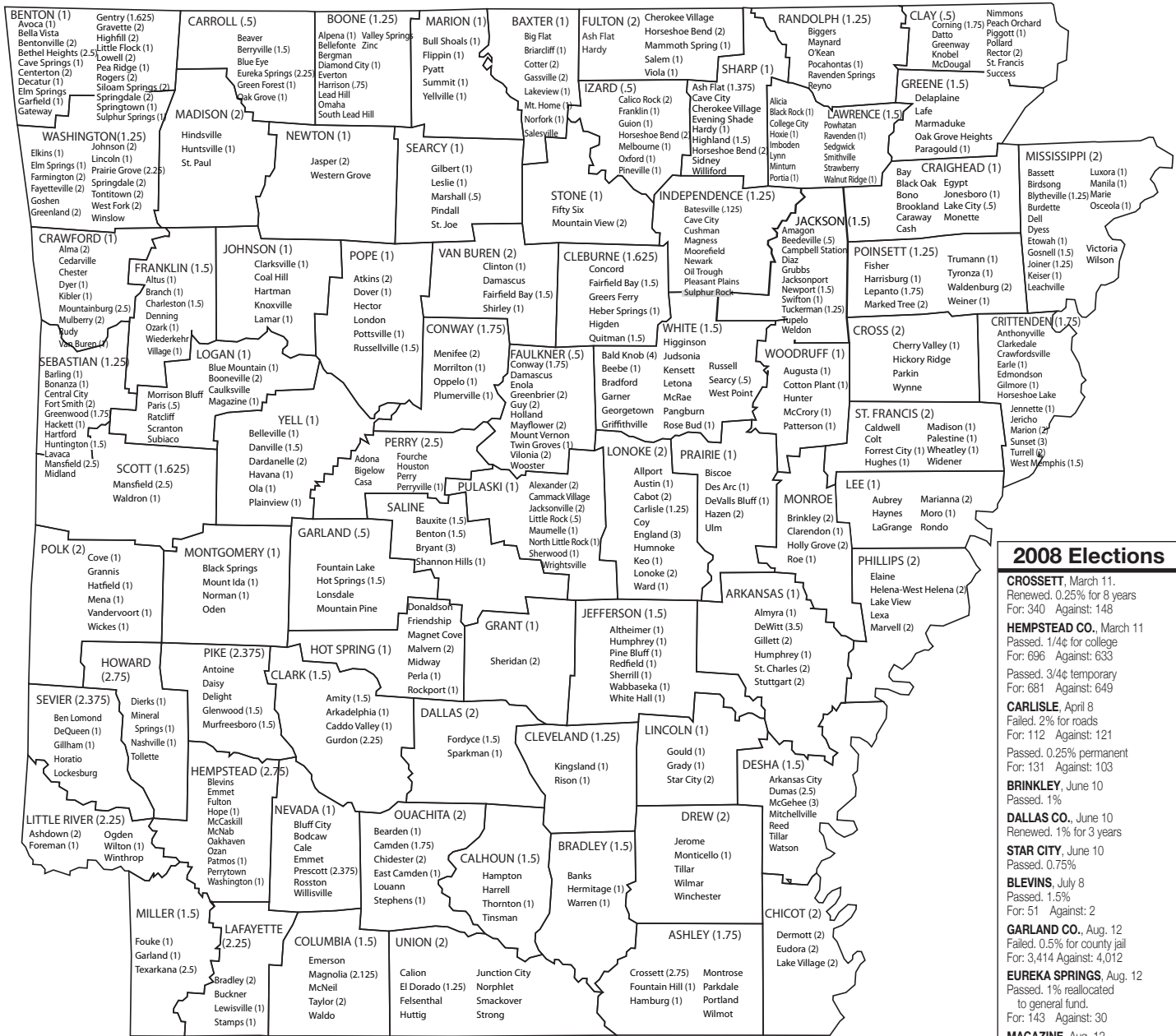
2007-2008 Municipal Sales and Use Tax Comparison



WHO you gonna CALL?

We don't know either, without your help. Fill out the Directory Information Request Forms and return them to the League. Watch for the new Directory in early 2009.

Local Option Sales and Use Tax in Arkansas



2008 Elections

- CROSSETT**, March 11.
Renewed. 0.25% for 8 years
For: 340 Against: 148
- HEMPSTEAD CO.**, March 11
Passed. 1/4c for college
For: 696 Against: 633
- CARLISLE**, April 8
Failed. 2% for roads
For: 112 Against: 121
- DALLAS CO.**, June 10
Renewed. 0.25% permanent
For: 131 Against: 103
- BRINKLEY**, June 10
Passed. 1%
- DALLAS CO.**, June 10
Renewed. 1% for 3 years
- STAR CITY**, June 10
Passed. 0.75%
- BLEVINS**, July 8
Passed. 1.5%
For: 51 Against: 2
- GARLAND CO.**, Aug. 12
Failed. 0.5% for county jail
For: 3,414 Against: 4,012
- EUREKA SPRINGS**, Aug. 12
Passed. 1% reallocated
to general fund.
For: 143 Against: 30
- MAGAZINE**, Aug. 12
Passed. 0.25% for police.
For: 126 Against: 14
- RISON**, Aug. 12
Failed. 2% for civic center.
For: 103 Against: 342
- HOT SPRING CO.**, Sept. 9
Passed. 0.5% for 5 years
For: 4,844 Against: 633
- CHICOT CO.**, Sept. 9
Passed. 1% for 5 years
For: 1,244 Against: 586
- ELKINS**, Sept. 9
Passed. 1% for water/sewer
For: 249 Against: 20
- MOUNTAIN HOME**, Nov. 4
Failed. 0.75% for 2 years for pool
For: 1,822 Against: 3,692
- SALINE CO.**, Nov. 4
Failed. 1/8% for animal control
For: 14,447 Against: 28,363
Failed. 1/8% for 911 operations
For: 18,423 Against: 24,090
- JACKSON CO.**, Nov. 4
Failed. 0.5% for jail.
- INDEPENDENCE CO.**, Dec. 9
Passed. 0.25% for 5 years
For: 1,674 Against: 855
- JEFFERSON CO.**, Dec. 9
Failed. 0.5% for econ. dev.
For: 3,348 Against: 4,525

Source: Debbie Rogers, Office of State Treasurer
See also: www.arkansas.gov/dfa

Sales and Use Tax Year-to-Date 2008 with 2007 Comparison (shaded gray)

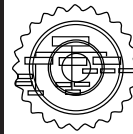
Month	Municipal Tax		County Tax		Total Tax		Interest	
Jan.	\$34,813,382	\$33,890,076	\$35,667,309	\$32,664,439	\$70,480,691	\$66,554,515	\$100,697	\$244,719
Feb.	\$40,909,946	\$41,087,573	\$41,931,827	\$39,706,942	\$82,841,773	\$80,794,515	\$372,742	\$209,743
March	\$34,903,177	\$33,903,991	\$35,942,013	\$33,441,917	\$70,845,190	\$67,345,908	\$95,225	\$217,856
April	\$36,655,487	\$34,080,456	\$38,133,946	\$33,492,256	\$74,789,433	\$67,572,712	\$347,059	\$260,149
May	\$38,568,821	\$37,876,497	\$39,392,769	\$37,104,109	\$72,630,352	\$67,521,344	\$115,346	\$314,008
June	\$36,594,610	\$34,784,978	\$38,926,734	\$33,994,936	\$75,521,444	\$68,779,914	\$144,715	\$107,240
July	\$39,044,209	\$36,406,855	\$39,322,938	\$35,855,841	\$78,367,147	\$72,262,696	\$97,342	\$372,404
Aug.	\$40,485,622	\$37,261,021	\$42,047,239	\$36,979,140	\$82,532,861	\$74,240,161	\$76,180	\$269,694
Sept.	\$38,446,476	\$35,967,336	\$40,091,511	\$35,453,871	\$78,537,987	\$71,421,207	\$108,861	\$185,317
Oct.	\$37,905,303	\$37,792,879	\$39,732,227	\$36,789,413	\$77,637,530	\$74,582,292	\$105,188	\$405,158
Nov.	\$38,258,299	\$36,731,437	\$40,732,841	\$35,645,991	\$78,991,140	\$72,376,928	\$83,876	\$122,624
Dec.	\$38,542,379	\$34,702,230	\$40,306,250	\$36,156,252	\$78,848,629	\$70,858,482	\$113,176	\$368,138
Total	\$455,127,711	\$434,485,329	\$472,227,604	\$427,284,607	\$927,355,315	\$861,769,936	\$1,760,404	\$2,708,912
Averages	\$37,927,309	\$36,207,111	\$39,352,300	\$35,607,051	\$77,279,610	\$71,814,161	\$146,700	\$256,421

PROFESSIONAL DIRECTORY

MCE McCLELLAND
CONSULTING
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To place a classified ad in *City & Town*, please contact the League at 501-374-3484 or e-mail citytown@arml.org. Ads are FREE to members of the League and available at the low rate of \$.70 per word to non-members. For members, ads will run for two consecutive months from the date of receipt unless we are notified to continue or discontinue. For non-members, ads will run for one month only unless otherwise notified.

CERTIFIED POLICE CHIEF—Coal Hill is accepting applications for a certified Police Chief. Paid medical insurance, 15 vacation days annually. Send resumé to: Mayor Ronnie Garner, P.O. Box 218, Coal Hill, AR 72832.

COMPUTER EQUIPMENT—Little Rock has for sale (17) Data 911 MDS 2000 System Mobile Data Terminals. They are unused and still packaged and include the following: 1 computer P/N P3M-1.0M256; 1 power supply P/N M2C-100wa; 1 keyboard P/N M2C-TG3-TP; 1 screen P/N M2C-1210S Rev C; Operating System Windows 2000 Professional. Box also contains a complete wiring harness for this system and cooling fans. Bids must be received no later than 5:00 pm 1/14/09. Quotes may be mailed to City Hall Purchasing, Room 300, 500 West Markham, Little Rock, AR 72201. Further information or questions should be addressed to Tim Welter at 501-371-4655.

FIREFIGHTER/PARAMEDIC—**Bella Vista Fire Department:** Applications are now being accepted to fill full-time vacancies. The successful applicant must have a high school diploma or equivalent; willingness to work nights, weekends and holidays; have current EMT certification. EMT-Paramedic experience preferred. Application forms are available from the Bella Vista Fire Department, 103 Town Center, Bella Vista, AR 72714, or Bella Vista City Hall, 416 Town Center East, Bella Vista, AR 72714. Phone 479-855-8248. Or you may apply on line by visiting our Web site at: www.bellavistafiredepartment.com. EOE.

NARCOTIC DETECTOR DOG—Due to k-9 handler retirement, Jasper P.D. has a male 4-year-old yellow Labrador drug dog for sale, only \$2,000. "Duffy" is certified on methamphetamine, marijuana, cocaine and heroin. Great nose and drive, friendly, good with people and excellent in schools. Call Chief Mike Liles, Jasper P.D. at 870-446-2633, or e-mail at jasperpolice@ritternet.com.

PATROL OFFICER—The Lewisville Police Department is now taking appli-

cations for the position of Patrol Officer. Applicants should be at least 21 years of age, be of good legal and moral character, possess good people skills, a clean work and driver history and have a strong work ethic. All applicants **must** complete an application, and a resumé may be included. Applicants will be required to possess a valid driver's license, pass a pre-employment physical, polygraph test, drug test and a very intensive background check. Must meet all state requirements for certification as a police officer. Preference may be given to certified officers. Salary dependant on qualifications. Interested applicants may pick up an application at: Lewisville City Hall, 330 West 1st Street, Lewisville, AR 71845. Attention: Chief Jason Tomlin. EOE. Applications will be accepted until position is filled.

PARKS AND RECREATION DIRECTOR—A job description packet is available Monday through Friday from 8:00 a.m. to 4:30 p.m. at the Nashville City Hall of Nashville, AR, 426 North Main Street, for Park Director of the City's Parks and Recreation. A Bachelor's Degree in Recreation Administration is preferred or closely related field with five years of experience, or any equivalent combination of education, training and experience. EOE.

PATROL OFFICER—The Berryville Police Department is accepting applications for the position of patrol-level officer. Applicants must meet minimum standards and be capable of passing a physical and psychological exam. Applications and Job Descriptions are available at the Berryville Police Department. Applications must be received by Feb. 23, 2009, at the Berryville Police Department located at 303 E. Madison Berryville, AR, 72616. For more information, please call 870-423-3343 Monday-Friday 8:00 a.m.-4:00 p.m. or E-mail berryvillepd@hbeark.com.

POLICE OFFICER—Hermitage is taking applications for a police officer. Annual salary of \$21,000 for certified, \$20,000 for uncertified; 15

days' vacation, 11 paid holidays, insurance coverage, LOPFI retirement, free apartment and utilities. Send resumé to P.O. Box 120, Hermitage, AR 71647, or call 870-463-2209.

FOR SALE—Calico Rock has 1,100 feet of 10" SDR-21 Class 200 water pipe for sale. If interested, please call City Hall at 870-297-3772.

FOR SALE—50-foot Tele-Squirt 1984 Pierce Truck #E-2257. 1984 Ford D803 Cat 225 hp, Allison MT-643 transmission, Waterous 1250 pump. Swivel rebuilt 6/08; hydraulics partially rebuilt 2006. Did not pass pump test 9/08 due to engine overheat. Truck to be sold as is, where is. Truck can be seen at 812 West School, Ozark, Ark. For further information, contact: Ozark Fire Department, P.O. Box 253, Ozark, AR 72949, or ozarkfd@centurytel.net, or call 479-213-2596. City of Ozark reserves the right to reject any and all offers.

CITY ENGINEER—St. Charles, Mo.—Bachelor's degree in Civil Engineering, Registered Professional Engineer with ability to obtain Missouri registration within one year and six years' progressive civil engineering experience, preferably in a local government setting to include project development, design, construction, water, wastewater, storm water or any combination of education and experience that provides equivalent knowledge, skills, registrations and abilities. Valid motor vehicle operator's license required. Starting salary: \$89,276.30-\$99,183.14 plus generous fringe benefits package. Interested applicants forward resumé to: Director of Human Resources, 200 N. Second Street, St. Charles, MO 63301. Fax: 636-940-4606. E-mail: human.resources@stcharlescitymo.gov. EOE M/F/D.

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