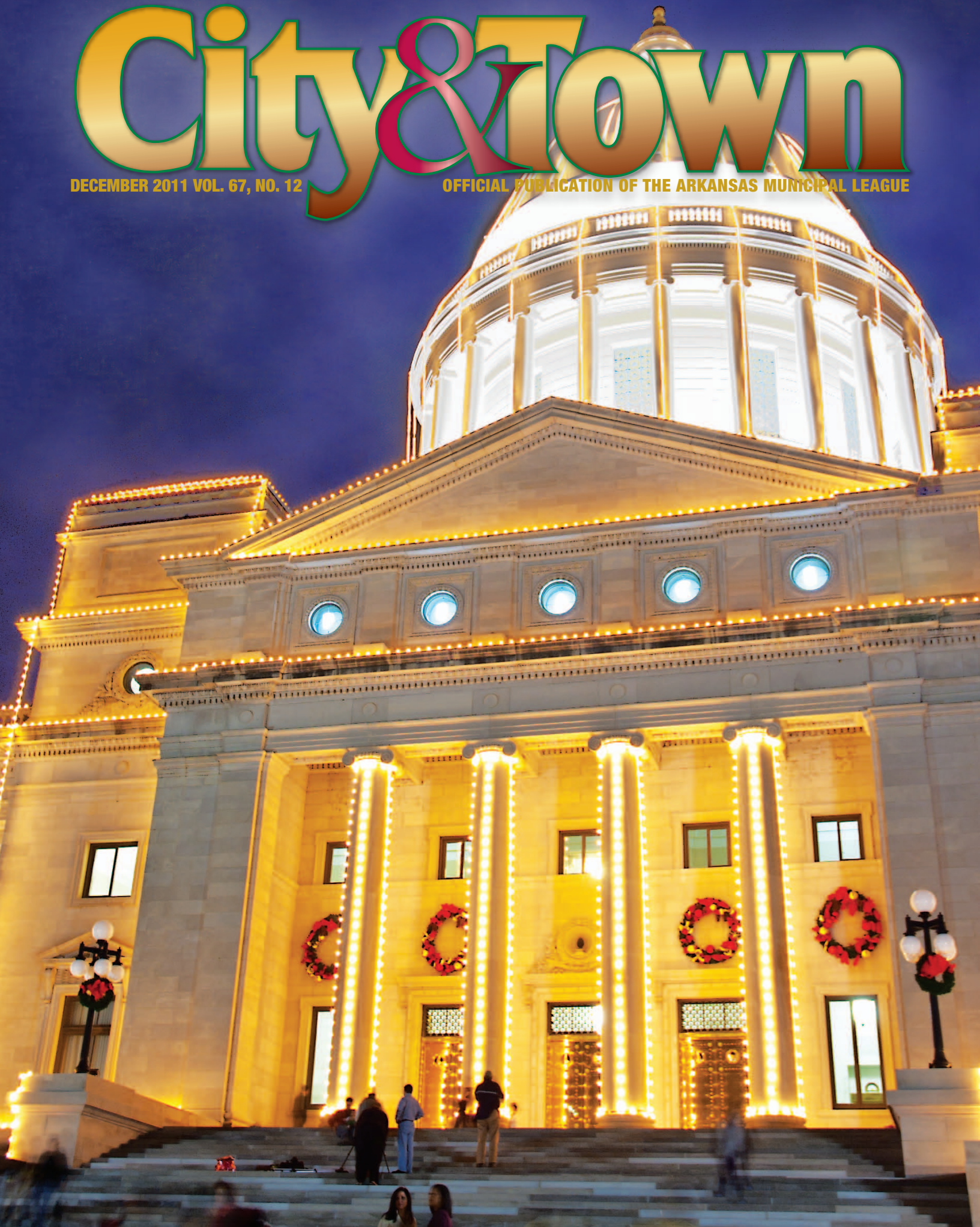


City & Town

DECEMBER 2011 VOL. 67, NO. 12

OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE





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FEATURES

6 Youth and seniors priority for League District 4 VP

A career with the U.S. Postal Service prepared Arkadelphia Mayor C.T. (Chuck) Hollingshead well for a second career in public service, where he has made youth and seniors a priority. He is the League's 2011-2012 District 4 Vice President.

8 DRA policy conference talks economy

Getting much-needed capital to the Delta region's small businesses is one of the keys to growth for the Delta Regional Authority, which held its 2011 policy conference Nov. 13-15 in Little Rock.

12-13 Two Arkansas cities celebrate the season in style

Jonesboro and West Memphis each year celebrate the holiday season with unique local traditions that include carriage rides, Christmas-themed decorations, and thousands of lights.



ON THE COVER—The fire marshal called off the fireworks on account of wind, but the Capitol lighting ceremony still helped fill the air with Christmas cheer Dec. 3 in Little Rock. Read more about celebrating the holidays in Arkansas inside this issue, which includes glad tidings from Jonesboro and West Memphis. Read also inside about your 2011-2012 League District 4 Vice President, the Delta Regional Authority's recent policy meeting in Little Rock, the Marketplace Fairness Act and more. Merry Christmas and Happy New Year!—atm

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Cover photo by Andrew Morgan, League Staff

Dear Friends:

Congratulations to everyone who assisted in “getting the vote out” on behalf of the GARVEE bond issue. The GARVEE bonds were good for Arkansas in the late 1990s and will be good for us again.

Now it is time to focus more attention on collecting signatures on the petitions for the severance tax initiative. I trust that some of you were able to be at the polls on November 8 and collect signatures. I’ve heard a story or two about some of the ways people are collecting the signatures and they sound encouraging. Keep up the good work. Petitions should be turned into the League, or sent to the address at the bottom of second page of the petition, which is the Committee for a Fair Severance Tax, 2800 Cantrell Road, Suite 500, Little Rock, AR 72202.



Congratulations are in order for immediate past president and North Little Rock Alderman Murry Witcher regarding his election to the NLC Board of Directors. I know that Murry will continue to serve our state well in this position. During the NLC business session Nov. 9-12 in Phoenix, many resolutions and amendments were adopted as policy positions of the NLC in areas such as community and economic development, public safety and crime prevention, and transportation infrastructure and services, among others. Each city in Arkansas is a member of the NLC and as such you should be receiving news information from the NLC. Please refer to this information or check the NLC website at www.nlc.org for detailed information concerning the resolutions, amendments and positions that the NLC membership has established.

Don’t forget that Winter Conference is getting closer. I trust that you are making plans to attend and have already registered. If not, please do so. You’ll miss quite a bit if you don’t attend. Conference general sessions will cover roads and infrastructure, ballot questions, FOIA, the upcoming legislative fiscal session, information on becoming a healthier municipality and more. Also, two hours of the League’s voluntary certification program for mayors and aldermen will be offered on Wednesday, Jan. 11. The topic will be “Yes, You Can Be Sued: What Can Be Done to Reduce Your Risks?” Those of you who are working on your certification will not want to miss this training session.

There are articles in this month’s *City & Town* highlighting Christmas activities in both Jonesboro and West Memphis. Check out the articles and then visit Jonesboro and West Memphis to enjoy these Christmas events.

Merry Christmas and Happy New Year!

Frank Fogleman
Mayor, Marion
President, Arkansas Municipal League

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Youth, seniors focus of League District 4 Vice President

By Andrew Morgan, League staff

Despite several moves around the state and a stint in the Navy, Arkadelphia Mayor and 2011-2012 League District 4 Vice President C.T. (Chuck) Hollingshead knew he'd end up back in Arkadelphia. He was born in the small Richwoods community just south of Arkadelphia. As a child he moved to Little Rock with his family in 1946. He graduated from Central High School in 1957. After graduation he joined the Navy and spent 1957-1959 aboard the *U.S.S. Midway* in the South Pacific.

In 1961 Hollingshead married Betty Manning. They have two children and four grandchildren.

After the Navy he returned to Arkansas and joined the staff at the Little Rock Post Office as a distribution and window clerk. It was during his time at the Little Rock branch when, in 1971, the Post Office became the U.S. Postal Service.

"In the past, any time they needed money they'd just appropriate it from Congress," Hollingshead says. "Well in 1971 Congress said, 'you will be self-supporting in 10 years.'"

Before 1971, he said, postmasters were handpicked by your Congressmen. After the change, Hollingshead applied for the position and spent time as a postmaster at several different post offices, including stints at Perryville from 1972-1975, Lonoke from 1975 to 1978, back home to Arkadelphia from 1978-1989, and finally to Jonesboro, where he retired in 1995 and moved back to Arkadelphia.

In Arkadelphia, Hollingshead came out of retirement to work in real estate, which he did until retiring a second time last December.

Arkadelphia operates under the city manager form of government. A seven-person city Board of Directors appoints a city manager, who handles the day-to-day

business of keeping the city running. Jimmy Bolt, who is an Arkadelphia native, has now been city manager for about six years. "He worked his way up through the city and just does an outstanding job," Hollingshead says.

Five members of the Board are elected by ward. Two are elected as at-large members, one of which is named the mayor. Hollingshead has held the position of mayor since 1999.

During his time as a postmaster, Hollingshead was always interested in local government and wanted to run for something. The Hatch Act of 1939, which prohibits civil servants from engaging in partisan political activities, kept him out of local politics. So his plan was to retire to Arkadelphia and "then run for county judge or something."

That "something" ended up being Arkadelphia's mayor.

It's an unpaid position and it's one he enjoys, especially the public relations aspect of the job. His calendar stays full, whether it's attending the opening of a senior citizens center or welcoming a new pastor at one of

the city's churches.

Of course dealing with the challenges facing a city and its residents is always a challenge, and his years of managing post offices prepared Hollingshead well for handling complex municipal issues and occasionally irate residents.

"Like in anything else, at the Post Office, we needed to break even. In Jonesboro, at the mail processing center, it took 5,796 hours a week just to manage that, because we had 62 offices we did processing for. And we had seven labor unions to deal with. And I enjoyed all of it."



Arkadelphia Mayor C.T. (Chuck) Hollingshead, the League's 2011-2012 District 4 Vice President, has made his city's youth and seniors a priority.

As postmaster he sometimes had the difficult task of explaining the reasons for the occasional hike in postage. That prepared him well for when, as mayor, he has to explain the occasionally difficult decisions the city must make. He's never shied away from those tough conversations. For example the city recently had to raise the sanitation rate by a nickel for a period of five years. The public wasn't happy, but ultimately they accepted that it was necessary in order to maintain the service, he says.

Overall he's pleased with the direction of the city.

"We're doing pretty well. We're still in the black. Of course like most cities it's getting to be more and more of a struggle."

The population has dropped slightly in Arkadelphia in recent years—Hollingshead would like to see it jump back up about 5,000 people, he says—but the city has seen numerous improvements in recent years, including a new city pool, a 70-acre park and sports complex, a community center, city hall, and more.

Hollingshead focuses much of his efforts as mayor on the city's youth and the city's elderly.

"My goal is to pay more attention to the young people, who are the leaders of tomorrow, and the people who were the leaders of yesterday. I've been able to do that. I really enjoy doing that."



Arkadelphia, which started as a hotspot for traders and trappers as far back as the 18th Century, is one of the oldest cities in the state. The city celebrated its sesquicentennial in 2007.



Despite a struggling economy, Arkadelphia's downtown has remained vibrant. One downtown anchor has been the Dawson Education Cooperative, which works to improve the quality of education in 24 school districts in the state.



Arkadelphia is home to two four-year universities, Ouachita Baptist University and Henderson State University. The schools give the city a vibrant college-town atmosphere.

Delta conference encourages public-private partnerships, nurturing small businesses

By Andrew Morgan, League staff



DRA Federal Co-Chair Chris Massingill, at right, moderates a panel discussing funding options for small businesses. Companies like Acción Texas (www.acciontexas.org), which recently opened a North Little Rock office, are working in the Delta to fill the funding gap left by traditional banks.

Connecting communities, businesses, local governments and nonprofits is the key to get capital flowing, create jobs and lift the economy in the hard-hit Mississippi Delta region, Delta Regional Authority Federal Co-Chairman Chris Massingill told community and business leaders from across the eight-state region at the DRA's 2011 Policy Conference, Nov. 13-15 in Little Rock. Encouraging public-private partnerships, nurturing small businesses and innovative entrepreneurs, and expanding the sustainable bio-economy in the region will translate into growth, he said.

The economy is slowly turning around, Massingill said, but the Delta still lags behind the rest of the nation.

"Economic struggles is the only world our people have ever known," he said, "and not just for a few years, but for generations."

With more than 55 percent of the Delta population in the highest quintile of poverty, the struggle is more intense in the region.

"In fact, I think we are a poor nation within a nation. It's not right. It's not right politically, it's not right economically, and sometimes it's not right morally. We can do better, and we will do better."

Despite the challenges, Massingill is optimistic, citing resilient people, innovative businesses and the "Delta spirit."

The DRA has been very effective since its inception in the late 1990s at partnering with other agencies, businesses, nonprofits and schools across the region. It has invested more than \$94 million in 652 projects to date, saving or creating an estimated 40,000 jobs; leveraged an additional \$634 million from federal, state and local stakeholder funds; and has attracted \$2.3 billion in private resources.

"For every one taxpayer dollar we spend, we attract 24 private dollars," Massingill said. "That means more working capital for small businesses, better access to quality healthcare, particularly in our rural communities, and better roads and rails to make us more efficient and more competitive."

Developing a cutting edge workforce and keeping that talent in the region is a priority for the DRA, he said, citing the innovative program at West Memphis's Mid-South Community College, where students receive training repairing sophisticated jet engines.

"When these students graduate, they don't have to move to Denver, Chicago or Atlanta, because they can



Despite the many challenges, “this is truly an exciting time to be in the Delta,” Massingill said.

go to work in a little bitty, Delta-based company right across the river called Fed-Ex. It just happens to be the world’s largest cargo shipping company. That is a partnership for success.”

Increasing access to high-speed broadband Internet in the Delta will be another key to growth, Massingill said. A new partnership with the FCC, through a pilot program called Connect to Compete, will offer eligible families a 70 percent discount on broadband services.

Focusing local economic development efforts on recruiting large manufacturing—“smokestack chasing”—while letting small businesses fend for themselves is a mistake, Massingill said.

“From my position, those days are over,” he said.

He encouraged all local leaders to see the shrinking manufacturing market in the region as an opportunity to reinvent the Delta and increase support for small businesses, the number of which has increased 26 percent between 2001-2009, he said.

Capital is the “lifeblood” of small businesses Massingill said, but it is often difficult for small businesses to access capital through traditional lenders. The DRA is partnering with the Small Business Administration and institutions like Acción Texas and Southern Bancorp that focus on targeted microloans.

“All ideas and partnerships are on the table” to get resources to business owners, grow the economy and create jobs, Massingill said.



“The Delta Regional Authority in the last 10 years has done a tremendous job coordinating the activities of the federal government working in partnership with the state governments of the region,” former U.S. Secretary of Transportation Rodney Slater told the DRA policy conference. Slater, a Marianna native, praised Arkansas Speaker of the House Robert Moore and Gov. Mike Beebe for their support of the DRA’s efforts.

Reminder to All City Councils Regarding First Council Meeting of 2012

ACA § 14-43-501. Organization of city council

(a)(1) The aldermen elected for each city or town shall annually, at the first council meeting in January, assemble and organize the city council.

(2)(A) A majority of the whole number of aldermen constitutes a quorum for the transaction of business.

(B)(i) They shall be judges of the election returns and of the qualifications of their own members.

(ii) These judgments are not subject to veto by the mayor.

(C)(i) They shall determine the rules of their proceedings and keep a journal of their proceedings, which shall be open to the inspection and examination of any citizen.

(ii) They may also compel the attendance of absent members in such a manner and under such penalties as they shall think fit to prescribe.

(iii) They may consider the passage of rules on the following subjects, including without limitation:

(a) The agenda for meetings;

(b) The filing of resolutions and ordinances; and

(c) Citizen commentary.

(b)(1)(A) The mayor shall be ex officio president of the city council and shall preside at its meetings.

(B) The mayor shall have a vote to establish a quorum of the city council at any regular meeting of the city council and when his or her vote is needed to pass any ordinance, bylaw, resolution, order, or motion.

(2) In the absence of the mayor, the city council shall elect a president pro tempore to preside over council meetings.

(3) If the mayor is unable to perform the duties of office or cannot be located, the city clerk or other elected official of the city if designated by the mayor may perform all functions of a mayor during the disability or absence of the mayor.

League holds Health Benefit Fund seminar

League Assistant Director Pat Planek (at podium) covered changes for the coming year in the Municipal Health Benefit Fund at a Nov. 16 seminar held at the League's North Little Rock headquarters. The seminar drew 117 attendees from municipalities across the state. In addition to the program changes, the seminar covered many health and wellness topics, including an overview of the MHBF prescription drug program, guidance on properly filling out medical forms, recognizing the symptoms of a stroke, preventative care, privacy issues, COBRA and retiree coverage and combating obesity. MHBF partners Restat, EBRx, and eDoc America also participated in the seminar.





Support a family on \$20 a week?

Volunteer firefighters who are injured in their firefighter duties receive only \$20 a week for a compensable injury.

Solution: The Arkansas Municipal League's Volunteer Firefighters Supplemental Income Program protects the earnings of volunteer firefighters who are injured in their duties.

What they get: Weekly temporary total disability benefits payable up to a MAXIMUM of \$575 allowed under Arkansas Workers' Compensation Law; weekly benefits go for 52 weeks; \$10,000 death benefit.

How? Cost is only \$20 a firefighter a year. All volunteer and part-paid firefighters in the department must be covered. The minimum premium for each city or town is \$240.

**Call: Sheryll Lipscomb
at 501-374-3484, ext. 234,
or Andrea Ross, ext. 237.**

**Protect your loved ones'
financial security.**

**Arkansas Municipal League's Volunteer
Firefighters Supplemental Income Program**

Keep up with the IRS

To help cities and towns keep up with changes in W-2 reporting, implementation of the federal healthcare law and more, the IRS has set up a Federal, State and Local Governments (FSLG) website at www.irs.gov/govt/fslg. This page stays current on all the recent developments, and it offers links to the IRS archive of webinars on numerous tax topics.

On the FSLG site you will find:

- FSLG Newsletters
- FSLG Fact Sheets
- FSLG FAQs
- FSLG Toolkit
- FSLG Work Plan

Information on the Affordable Care Act is also available at www.irs.gov. On the site's front page look for "Hot Topics" and click "*Affordable Care Act Tax Provisions*."

Cities and towns should also check out changes in Form W-2 reporting. Go to the section of the site titled "Employer-Provided Health Coverage—Not Taxable" for information. Reporting is voluntary for all employers for 2011 and small employers for 2012. In this section you will also find helpful links on topics such as notices, helpful Q&As, and a video on W-2 reporting.

For more information on how the IRS can assist your municipality, contact Jan F. Germany, FSLG Specialist, at 501-396-5816.

Jonesboro's Winter Wonderland a downtown tradition

Jonesboro resident Donna Chetister had a dream, and in 1995, with the help of her friend Libby Donahue, the dream came true. The ladies designed, raised money, lined up volunteers and opened a seasonal attraction in downtown Jonesboro called "Winter Wonderland." The idea was to create a holiday oasis that

year when the city evaluated its properties not currently in use. Mayor Harold Perrin met with Libby to discuss where to move and store the Winter Wonderland fixtures, and he was moved by the story. He could see that Libby and other friends of Donna's still had a passion to keep the legacy alive.

Perrin committed to helping find a new home and do whatever he could to bring back the downtown tradition. After appointing a project manager from his administration to work with Libby and other volunteers, work began on another city owned building just blocks away from the original location. Several local businesses donated resources to support the project.



families and children could enjoy at no cost. The attraction had a host of themed sets, decorations and interactive displays for people to enjoy.

Donna passed away in 2006, but her vision became an iconic symbol of downtown Jonesboro. Winter Wonderland's downtown home was threatened this

Winter Wonderland covers all aspects of the holiday season, with displays ranging from Santa's workshop to the nativity scene. Visitors are greeted by the smell and taste of fresh baked cookies and steaming hot chocolate to help set the mood for Christmas 2011.

"Many of the original decorations and sets that Donna built and painted were re-incorporated" Mayor Perrin said. "This is a tribute to the season, but it's also a tribute to what can happen when citizens who are willing to dream and then step up and do whatever it takes to help make a community better. It makes me proud to be mayor."

Winter Wonderland, which opened the day after Thanksgiving, has attracted new volunteers and organizations, breathing new life into an already great effort. Winter Wonderland is open until December 23. For more information, call 870-932-1052.



West Memphis celebrates season with lights, tours

Christmas festivities in West Memphis are under way, as the city hosts its 12th annual “It’s a Wonderful Life in West Memphis” celebration. This year’s festivities began in Washington Park with the city Christmas tree lighting on Nov. 22. Thousands of colored lights and displays transformed the park into a winter wonderland, with a 45-foot spruce as the centerpiece.

Beginning Thanksgiving weekend, the “clop clop” of horses is a familiar sound, as families take holiday carriage tours. The horse-drawn coaches take visitors on nostalgic rides through the park and nearby historic neighborhood, with houses lit and yards decorated for the season. While at the ticket depot, riders can enjoy hot cocoa by the fire. Carriage rides are \$40. The final weekend of carriage rides in 2011 will be Dec. 16-17.



Now in its 12th year, “It’s a Wonderful Life in West Memphis” is sponsored by the West Memphis Advertising & Promotion Commission with support from Mayor Bill Johnson and the West Memphis Utility Department. The city’s Parks Department, Street and Sanitation Department, Purchasing and Finance, Police Department and Fire Department also help make the event a success.

For more information about the festivities or to make a carriage reservation, call 870-514-6340, or visit www.westmemphis.org.



Prenatal test calculates abnormalities

While most new parents-to-be would agree that they can never be fully prepared for the birth of a baby, advances in medicine are removing some of the guesswork.

By Kate Zellmer

While First Trimester Screening (FTS) is not entirely new, it has rapidly expanded in the last five years. Without causing any harm to the mother or the baby, FTS combines two evaluations to give parents crucial information about potential chromosome abnormalities, including Down syndrome. This can provide crucial information to doctors and new parents regarding the future care of their newborn.

The University of Arkansas for Medical Sciences (UAMS) is the only facility in the state to offer FTS. Available by physician referral, it's a service that gives parents more options if a condition is found and could reduce the number of more invasive procedures down the line.

Why FTS?

An FTS will help calculate a baby's chance of having chromosome abnormalities such as Down syndrome, Trisomy 13, and Trisomy 18, and can identify risk factors associated with other birth defects or pregnancy issues. It may also help detect certain heart defects or skeletal problems. However, it doesn't evaluate the risk of neural tube defects, such as spina bifida.

Because FTS is done much earlier than other prenatal screening tests, parents and doctors will have the results early in a pregnancy. If a baby is suspected to have or is diagnosed with a genetic condition, parents will have more time to prepare for the possibility of caring for a child who has special needs.

It's important to note that FTS is optional and that test results only indicate whether mothers have an increased risk of carrying a baby who has Down syndrome or other chromosomal defects, not whether the baby actually has one of these conditions.

How is it done?

FTS is performed from the 11th through the 13th week of pregnancy and combines two non-invasive routine procedures to give doctors and genetics counselors the information they need.

The first part includes an ultrasound exam, which measures the size of the clear space in the tissue at the back of a baby's neck. That is called nuchal translucency. It is a routine ultrasound exam, performed by a certified ultrasonographer. It may take up to an hour, poses no harm to the mother or the baby, and mothers can resume usual activities immediately.

The second part is a simple blood test on the mother that measures levels of two pregnancy-specific hormones. During the blood test, a trained specialist simply takes a sample of blood by inserting a needle into a vein in the arm and it is sent for analysis.

Then what?

If an expectant mother's risk level turns out to be low, FTS can offer reassurance of a seemingly healthy pregnancy.

If the risk level is determined to be higher, mothers can choose to follow FTS with more specialized diagnostic testing. These tests are more invasive but can reliably determine whether a baby actually has Down syndrome or other chromosome defects.

Through its award-winning Antenatal and Neonatal Guidelines, Education and Learning System (ANGELS), UAMS will soon make FTS accessible on a routine basis to Arkansans statewide.

The innovative consultative service will be available in 2012 to connect patients in 16 cities to the specialty FTS staff at the Little Rock campus. Those sites include Batesville, Blytheville, Clarksville, Crossett, Fayetteville, Fort Smith, Hope, Hot Springs, Johnson, Jonesboro, Lake Village, Mena, Mountain Home, Newport, Searcy and Texarkana.



Kate Zellmer is Certified Genetic Counselor, Department of Obstetrics and Gynecology in the College of Medicine, University of Arkansas for Medical Sciences.

Advertise in the 2012 Directory

The *Arkansas Municipal League Directory* reaches municipal officials and many more.

The *Directory* is a working reference of state and federal agencies, legislators, city and town elected and appointed officials, municipal department heads and others. It is a one-stop information guide to all of Arkansas's 500 incorporated cities and towns.

- Published in early 2012
- More than 1,200 copies distributed
- 100-110 pages

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For more information, contact Tricia Zello
at 501-374-3484, Ext. 285, or e-mail citytown@arml.org.

Look back to push forward

By Chad Gallagher

There is a wide array of views on New Year resolutions. Some feel they are pointless to make because they don't hold much meaning and they are too easy to break. However, whether it is the beginning of the New Year or not, reflecting upon the past and setting goals for the future is an important responsibility for leaders. When it comes to municipal leadership you can't wait until January to make your New Year's goals. That's why we are tackling it in this December issue.

The end of a year creates a natural time to look back over the previous year. It doesn't do any good to look back in order to complain about failures or frustrations, nor does it help to spend your time constantly looking back to admire a success. Many communities and businesses have tried to live in the past and it has caused tremendous failures. Successful leaders are always looking ahead.

There is, however, one reason worthy of looking back. Look back to gain forward strength. It's wise to pause now and again and look over the events and activities of the year for assessment. Looking at failures and successes with the purpose of learning from them will provide you great lessons and momentum for the future. Taking time to understand why a project failed, why a grant request wasn't funded or why what seemed to be a great idea flopped is the exercise of a good leader. The same is true about success. Instead of basking in it, study it. Look for the principles that can be found and unlock the reasons success was had. This will allow you to carry these concepts forward.

Receiving word from a funding agency that your grant request was not funded is always disappointing. After all, grant applications are a lot of work and it's impossible not to set your hope on the funding at least a little. It's up to you to turn that rejection letter into a lesson and make it become a portal to your future success. One of the most important calls you can ever make as a

grant writer is to the funding agency after your funding request has been denied. Ask why it wasn't funded, what you could do better and how you could improve future applications. Most funding agencies are glad to help you. It may be that your application was worthy of funding but simply didn't make the cut due to limited funding. A call of this nature allows you to learn ways you can improve your skills and better position future requests for funding.

It's also helpful to request copies of successfully funded applications. This allows you to learn lessons from others. You cannot only see the type of project that was funded but how the request was made. Almost every time I review a successful application, I feel like a student that has learned a new tip. These applications are like gold mines, and it is up to you to dig out from them the items you can use in your next application.

Setting goals is important. The New Year provides a perfect opportunity to look ahead and set clear, measurable goals for your community. I encourage you to write them down, make them plain and begin working to put them in the minds and hearts of your constituents. Once they can understand your vision and capture it, then mutual ownership begins and they can run with it. A shared vision for a community begins with leadership setting great goals and painting a future worthy of effort and journey.

This year, before you sit down to write out new goals, take a few moments to reflect upon the past year—the good and the bad. It all becomes good if you can learn from it, and it provides you strength for the days ahead.



Chad Gallagher is principal of Legacy Consulting and a former mayor of DeQueen. Contact him in DeQueen at 870-642-8937, 501-246-8842 in Little Rock, or e-mail chad.gallagher@legacyincorporated.com.

Bipartisan Marketplace Fairness Act aims to close sales-tax loophole

WASHINGTON—A bipartisan group of 10 senators have introduced legislation that would give states the option to collect the sales taxes they are owed under current law from out-of-state businesses, rather than rely on consumers to pay those taxes to the states—the method of tax collection to which they are now restricted.

Under the current tax loophole, while brick-and-mortar retailers collect sales taxes from customers who make purchases in their stores, many online and catalog retailers do not collect the same taxes. Under the Marketplace Fairness Act, states would have the option to collect sales and use tax revenues from out-of-state sellers through a new, simplified tax system.

“For over a decade, Congress has been debating how to best allow states to collect sales taxes from online retailers in a way that puts Main Street businesses on a level playing field with online retailers,” Sen. Mike Enzi (R-Wyo.) said. “This bill empowers states to make the decision themselves. If they choose to collect already existing sales taxes on all purchases, regardless of whether the sale was online or in store, they can. If they want to keep things the way they are, it’s a state’s choice.”

“Most small business people don’t want a government handout,” Sen. Dick Durbin (D-Ill.) said. “They don’t want special treatment. They just want to be able to compete fairly against other businesses.”

“This legislation would give states the ability to close the online sales-tax loophole, created when out-of-state sellers don’t collect, and purchasers don’t pay, the state sales tax—even though they still owe it,” Sen. Lamar Alexander (R-Tenn.) said. “This loophole subsidizes out-of-state businesses at the expense of Tennessee

businesses and subsidizes some taxpayers at the expense of others. Tennessee is losing hundreds of millions of dollars that could be used to improve services or avoid a state income tax. The legislation addresses a states’ rights issue: preserving the right of states to collect—or to decide not to collect—taxes that are already owed under state law.”

The legislation would streamline the country’s more than 7,500 diverse sales tax jurisdictions and provide two options by which states could begin collecting sales taxes from online and catalog purchases.

States that voluntarily become member states of the Streamlined Sales and Use Tax Agreement (SSUTA) would be able to require remote sellers to collect and remit sales and use taxes after 90 days. A total of 24 states have permanently changed their tax laws and implemented the requirements of the agreement. The agreement would help harmonize states’ sales and use tax rules, bring uniformity to the definitions of items in the sales tax base, reduce the paperwork burden on retailers, and incorporate new technology to modernize administrative procedures.

States that do not wish to become members of SSUTA would be allowed to collect the taxes only if they adopt certain minimum simplification requirements and provide sellers with additional notices on the collection requirements. The legislation exempts sellers who make less than \$500,000 in total remote sales in the year preceding the sale to qualify for an exemption and not be required to collect the tax.

Arkansas Sens. John Boozman and Mark Pryor are among the legislation’s cosponsors.



The deadline for enrollment in the Arkansas Municipal League 2011 Municipal Officials and Department Heads Accidental Death and Dismemberment Plan is **Dec. 31, 2011**.

Contact Tammie Williams at 501-374-3484, Ext. 216, or e-mail twilliams@arml.org.

Planning and zoning for annexed land

By Jim von Tungeln

When a city annexes new territory, it inherits not only existing streets and utilities; it inherits land that will fall under municipal zoning authority. Some of this may be developed and some may be vacant. One question confronts us in either case. What zoning classification does it warrant?

A well-crafted land-use plan can help solve this question. Many times, however, planners give too little thought to large areas outside the existing corporate limits but within the city's planning area. There has been a tendency in the past to note it as low-density residential for the present time to avoid controversy.

Along this same line, there has been a tendency to bring all annexed land into the city as low-density residential. As we moved into the computer age, we began calling this the "default zoning." This seemed a safe approach until problems began to emerge.

The first problems occurred when property owners began to request perfectly reasonable transitions from the default zoning to a more productive one. Opponents used the argument that the city had a reason for zoning the property low-density residential and it should stay that way.

Over the years, I have heard perfectly sincere people claim, "Our wise city leaders had a reason for zoning the property that way and we should respect that reasoning." Often, nothing could be further from the truth. There have been more cases than can be documented where city leaders had no reason whatsoever in zoning property

as they did. In an equally large number of cases, they actually had rather poor reasons.

Nonetheless, things have a tendency to become "etched in stone" and it proves difficult at times to change them. Property remains zoned for low-intensity uses when it could return rewards to the community, as well as its owners, if re-zoned.

Another problem lurking with default zoning is that we forget about it. Consider the case in which a city annexed an area surrounding a freeway interchange. The annexed properties included a brand new convenience store situated, quite properly, at the intersection of two major traffic arteries. There was no argument from anyone as to whether this was an appropriate use at this location. It simply fell under the default zoning classification.

Time passed and nobody noticed that the property remained zone residential. That is to say nobody noticed until the property was sold and the owners went to close (and receive a hefty check) whereupon a title clerk informed them of the problem. Any number of folks found this less than amusing, including the mayor and council members who heard about it. (Oh, did they hear about it.)

As an alternative to using low-density residential as a default zoning, some municipalities resort to a "non-urban" or "transitional" designation. This can head off the etched-in-granite problem but it raises others. What, exactly, should a planning commission allow to happen in a "non-urban" zone?



This is the type of development that can be annexed with a default zoning that is not changed until an emergency occurs.



PHOTOS BY JIM VON TUNGELN

How does a city plan and zone for a magnificent structure that is no longer in use, like St. Joseph's Orphanage in North Little Rock?

This practice of annexing “non-urban” land into the city can also raise problems when a legal challenge emerges. There are specific criteria in our state that apply when annexing land by election, or sometimes by other means. These constitute the so-called “Vestal Criteria,” named after the landmark case from whence they emerged. Simply stated, they require that annexed territories represent parcels of a suburban nature ripe for full urbanization. If we cannot prove this to the satisfaction of the court, problems may lurk. (Have your city attorney explain this. It will make her day.)

Another remedy is simply to allow the property owner(s) of annexed properties to choose what zoning classification they wish. Certainly, the municipality should respect and consider such wishes. The planning commission’s responsibility, however, applies to the entire community and its health, safety and welfare. While I may determine that a hazardous waste landfill will bring me the optimum return on my property, others in the vicinity, as well as the planning commission, may not agree.

In the end, there is no substitute for the diligent analysis involved in preparing a sound future land-use plan. In modern times, this involves suitability analysis, a process that can factor in such diverse factors as topography, the availability of utilities, proximity to transportation, environmental restraints, adjacent land-uses and local preferences. It represents a complicated process simplified somewhat by the use of computer programs and good databases.

A final complication exists in zoning annexed property. In our state, there are three ways for a municipality to receive annexed land. These are (1) election, (2) petition and (3) ordinance. These include different time-lines, so one methodology cannot fit all three.

Years ago, a rather brilliant city attorney and I devised a method that zoned annexed property as part of the final municipal action. (It was a not self-initiated move; see the convenience store case mentioned earlier.) It seems to work fairly well procedurally but it cannot work from a planning standpoint without a great deal of forethought applied to land-use planning.

The cities of our state must bear increasing responsibility as we become increasingly urbanized. The proper allocation of resources and the proper utilization of land represent major factors in dealing with this responsibility. The process will require increased hard work and the use of professional techniques to meet both present challenges and those of which we may now be unaware.

Please be assured that your Municipal League is equipped to help cities address those challenges.



Jim von Tungen is staff planning consultant and available for consultation as a service of the Arkansas Municipal League. He is a member of the American Institute of Certified Planners. Contact him at 501-944-3649. His website is www.planyourcity.com.

Integrate green with the grid

Creating and connecting greenways and parks in our cities and towns should be a planning priority, not an afterthought.

By Dave Roberts

As Americans, we view parks as an amenity that we may or may not be lucky enough to live near. The nearest park or greenway may be located miles from our homes, across town or even further. Why do our cities have so few parks? What happened to the common open spaces?

At the turn of the 20th Century, the majority of Americans lived in rural areas and small towns, close to the land. Now, 85 percent of us live in cities and metropolitan areas, and each year that percentage increases. Prominent park designers of the 19th century like Frederick Law Olmsted worked on a grand scale, giving us parks like New York's Central Park and San Francisco's Golden Gate Park. They didn't view parks as an afterthought. According to William Rogers, president of the Trust for Public Land, "In the view of these park visionaries, parks were not 'amenities.' They were necessities, providing recreation, inspiration, and essential respite from the city's blare and bustle. And the visionaries were particularly concerned that parks were available to all the city's residents—especially those who did not have the resources to escape to the countryside."

Many post-World War II planners, on the other hand, did treat parks like afterthoughts, relegating open

space to portions of land deemed unfit for development. Open space was left open because it wasn't profitable.

If we are to learn lessons from these early park planners, should we not set aside parks in today's cities for all to enjoy before the land is fully developed?

Green infrastructure leads the way

According to the August 2011 *Planning* magazine, "...the best community design begins by identifying the green infrastructure first, and carefully interweaving a more modern grid-like street network into the greenway fabric to achieve the best of both worlds." Urban planning that respects environmental ecosystems by melding nature with an architectural order creates balance. The most livable communities tend to be ones that balance conservationism with urbanism. Trails and paths intertwine the grid and nature, linking residential and commercial areas to the environment via greenways. The greenways become the lifeblood of the community.

This balance results in increased recreational opportunities, as well as alternate transportation options. Creating greenways creates value for the community, economically and beyond.



The community benefits

The benefits of parks and open space in a community are numerous. According to the Trust for Public Land parks:

- Attract investment—Parks and open space create a high quality of life that attracts tax-paying businesses and residents to communities.
- Revitalize cities—Urban parks, gardens and recreational open space stimulate commercial growth and promote inner-city revitalization.
- Boost tourism—Open space boosts local economics by attracting tourists and support outdoor recreation (especially in Arkansas).
- Prevent flood damage—Floodplain protection offers a cost-effective alternative to expensive flood-control methods.
- Protect farms and ranches—Protecting agricultural lands safeguards the future of farming economies and communities.



- Promote sustainable development—Open space preservation helps communities prevent the higher costs of unplanned development.
- Safeguard the environment—Open space conservation is often the cheapest way to safeguard drinking water, clean the air and achieve other environmental goals.

Another important bi-product is what a park or open space means to families. Parks offer a variety of recreational options that promote exercise, improve physical and mental health, increase family interaction, and help fight chronic disease and childhood obesity. Furthermore, a sense of community is nurtured as families socialize on the greenway. Parks have the ability to act as ties that bind a community together.

Lost and found

As our communities grow and our cities take on new shapes, we must strive to find and preserve the open space in and around the grid. Once open space is lost to development, linking parks via greenways, trails and bike paths is difficult if not impossible. It is easier—and more profitable—to do it the right way first than to try to bring nature back into the grid after the open space is lost. Plan to find ways to integrate the grid with the green—our community's health depends on it.



Dave Roberts is Landscape Architect and Director of Planning at Crafton & Tull Associates. Contact Dave at 501-748-8252 or visit www.craftontull.com.

League explores international relationships

By Sherman Banks

Over the past several months, League Assistant Director Ken Wasson and I have been discussing the possibility of the League establishing sister city league relationships with similar entities in foreign countries. The purpose of developing such relationships would be to (1) exchange methods of how other countries service their municipalities, (2) to encourage in-service exchange programs of personnel, and (3) to examine new ways to best provide services on the local level from an international perspective.

A delegation from Hanamaki, Japan visited Hot Springs in November. They have been sister cities for 18 years. The visit provided the perfect opportunity to initiate a dialogue about establishing a sister city league relationship. League Executive Director Don Zimmerman, Assistant Director Wasson, Hot Springs Sister Cities Coordinator Mary Neilson and I met with former Hanamaki Mayor Tsutomu Watanabe and sister city board member Ichiro Fudai to discuss what is required to establish a sister city league relationship with a Japanese Prefecture. During our meeting we discussed the pros and cons of developing a sister city league relationship. Mayor Watanabe pointed out the definitive difference between our organizations is tradition and history and it is the politics of the history that dictate the traditions.

Zimmerman indicated that he understood the Japanese customs and traditions since he had the opportunity on the behalf of the National League of Cities to take a fact finding mission to Japan several years ago with other state municipal league directors. He indicated his familiarity with the Prefecture structure and how impressed he was with the system. Zimmerman thought that a sister city league relationship would be of an enormous benefit to both organizations, especially as we work to solve high unemployment and our international economic difficulties on the local level.



Sherman Banks, fourth from left, and Hot Springs Sister Cities Coordinator Mary Neilson, fourth from right, meet with a delegation from Hanamaki, Japan.

Fudai pointed out that since the Japanese system operates and responds out of tradition and any suggested change creates uncertainty. Therefore, since we are in the age of communication, it is imperative for the Arkansas Municipal League to present the concept at the next level with the utmost clarity. Fudai suggested to us that our next step should be to communicate directly with the leadership of the Prefecture. Fudai said that he would be our facilitator as we proceed in developing a sister city league relationship.

Before we make a formal presentation to a Japanese Prefecture, we must first make a formal presentation to the League's Executive Committee about the benefits of developing such a relationship. The League leadership recognizes the importance of developing sister city league relationships to work toward innovative solutions to solve the problems that affect our cities and towns on both the national and international levels.



For more information on this initiative, please contact Sherman Banks at 501-374-8493, email sbanks@aristotle.net, or write to P.O. Box 165920, Little Rock, AR 72216.

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2012 Winter Conference

Peabody Hotel/Statehouse Convention Center
January 11-13, 2012

REGISTRATION

Registration and payment must be received in League office by Friday, December 9, 2011, to qualify for advance registration.

Advance registration for municipal officials	\$150
Registration fee after December 9, 2011 , and on-site registration for municipal officials	\$175
Spouse/guest registration	\$75
Child registration	\$75
Other registrants.	\$200

- Registration will be processed **ONLY** with accompanying payment in full. Make checks payable to the Arkansas Municipal League.
- Registration includes meals, activities and a copy of **Handbook for Arkansas Municipal Officials, 2011-2012 edition**.
- No daily registration is available.
- Registration must come through the League office. No telephone registrations will be accepted.
- **No refunds after December 9, 2011.**
- Cancellation letters must be postmarked by **December 9, 2011.**

HOTEL RESERVATION

Hotel Room Rates

Peabody Hotel (headquarters hotel)		
Single	\$129	Check-in..... 3 p.m.
Double	\$139	
Capital Hotel		
Single/Double.	\$155	Check-in..... 3 p.m.
Doubletree Hotel		
Single/Double.	\$134	Check-in..... 3 p.m.
Wyndham Hotel		
Single/Double.	\$94	Check-in..... 3 p.m.

- Cut-off date for hotel reservations is **December 9, 2011**.
- Rooms in Little Rock are subject to an 11.5 percent tax.
- Rooms will be held until 6 p.m. and then released unless guaranteed by credit card.
- Contact the hotel directly to make changes or cancellations in hotel accommodations.
- Hotel confirmation number will come directly from the hotel.
- Please check on cancellation policy for your hotel.

TWO WAYS TO REGISTER OR

2

Complete the steps and **mail with payment** to:
 ARKANSAS MUNICIPAL LEAGUE
 Attn: 2012 Winter Conference
 P.O. Box 38
 North Little Rock, AR 72115-0038

1 Register online at www.arml.org
 and pay by credit card.

Step 1: Delegate Information

I am a newly elected official.

Name:
 Title: City of:
 Address:
 City: State: Zip: Telephone:
 Spouse/Guest will attend: Yes No Name:
 Children will attend: Yes No Name(s):

Step 2: Payment Information

• **WHAT IS YOUR TOTAL?** (see opposite page for fees)

Advance Registration Regular Registration Spouse/Guest Child Other Registrants Total
 \$150 \$175 \$75 \$75 \$200 \$_____

• **HOW ARE YOU PAYING?**

Check

Mail payment and form to: Arkansas Municipal League
 2012 Winter Conference
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 North Little Rock, AR 72115

Credit Card Complete information below and send to address above.

Credit Card: Visa MasterCard

Card Number: _____ Exp. Date: ____/20__

Card Holder Name (as it appears on card):

Billing address (as it appears on statement):

City: State: Zip: Telephone:

E-mail address (**required for credit card payment**):

Step 3: Hotel Reservations

To obtain hotel reservations, registered delegates must directly contact participating hotels listed below. Please mention that you are with the Arkansas Municipal League to get the negotiated hotel rate.

SOLD OUT
Peabody Hotel Reservations _____ 501-906-4000 (Monica Gowie, lead reservationist)
Capital Hotel Reservations _____ 877-637-0037 or 501-374-7474
Doubletree Hotel Reservations _____ 800-937-2789 or 501-372-4371
Wyndham Hotel Reservations _____ 800-996-3426 or 501-371-9000

Step 4: Hotel Payment

Payment Options: Credit Card or Direct Bill (Note: only two payment options.) To obtain direct billing as a payment option, registered delegates must directly contact hotel accounting offices listed below:

Capital Hotel Accounting _____ 501-370-7062
Doubletree Hotel Accounting _____ 501-372-4371
Wyndham Hotel Accounting _____ 501-371-9000

2012 WINTER CONFERENCE TENT

WEDNESDAY-JANUARY 11

1:00 P.M. – 7:00 P.M.

REGISTRATION Osage Room & Caddo Room

1:00 P.M. – 6:45 P.M.

VISIT WITH STATE AGENCIESGovernor's Hall I & 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.

2:30 P.M. – 3:15 P.M.

MLWCT Board of Trustees Manning Room, Peabody Hotel

2:30 P.M. – 6:00 P.M.

ARKANSAS CITY CLERK, RECORDERS, AND TREASURERS ASSOCIATION Arkansas Room, Peabody Hotel

Presiding: Diane Whitbey, President,
Arkansas City Clerks, Recorders, Treasurers Association

3:30 P.M. – 6:00 P.M.

YES YOU CAN BE SUED: WHAT CAN BE DONE TO REDUCE YOUR RISKS Governor's Hall III

This two-hour workshop is part of the voluntary certification program for mayors, aldermen, city directors and city managers. The workshop will include information on the latest trends in lawsuits filed against cities and how to avoid them.

Presiding: Mayor Chris Claybaker, Camden
Arkansas Municipal League First Vice President

Speaker: Arkansas Municipal League Staff

7:00 P.M.

OPENING NIGHT BANQUETPeabody Ballroom

Presiding: Mayor Frank Fogleman, Marion
Arkansas Municipal League President

After the conclusion of tonight's meal, we will recognize those city officials who have completed the required 21 hours of course work to become certified municipal officials. We will also honor this year's Main Street Award winners.

8:30 P.M.

PRESIDENT'S POST BANQUET RECEPTIONGovernor's Hall I & II, SCC

After the Opening Night Banquet, stroll to the Exhibit Hall and enjoy delicious desserts while visiting with fellow municipal officials and listening to piano music.

Sponsored by The Friday Law Firm

THURSDAY A.M.-JANUARY 12

7:15 A.M. – 5:00 P.M.

REGISTRATION OPENS Osage Room

7:30 A.M. – 8:45 A.M.

HOST CITY BREAKFAST BUFFETGovernor's Hall I & 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 AGENCIESGovernor's Hall I & II

9:00 A.M. – 10:15 A.M.

OPENING GENERAL SESSION.....Peabody Ballrooms A, B, & C

The Winter Conference officially begins with the singing of our National Anthem and the Pledge of Allegiance followed by welcome remarks from Little Rock Mayor Mark Stodola. Our opening keynote address will be given by former Razorback football quarterback Kevin Scanlon. At the conclusion of Kevin's speech, we will recognize the recipients of this year's Arkansas Business City of Distinction Awards.

Presiding: Mayor Frank Fogleman, Marion
Arkansas Municipal League President

National Anthem: Park Hill Baptist Church Choir Ensemble

Address of Welcome: Mayor Mark Stodola, Little Rock

Speaker: Kevin Scanlon, Executive Vice President
Stephens, Inc.

10:30 A.M. – 11:30 A.M.

GENERAL SESSION:Peabody Ballrooms A, B, & C
ROADS, STREETS, HIGHWAYS AND BALLOT QUESTIONS

Moderator: Mayor Frank Fogleman, Marion
Arkansas Municipal League President

Speakers: State Representative Robert Moore,
Speaker of the House, Dist. 12

State Representative Kathy Webb,
Dist. 37 (Invited)

Scott Bennett, Director,
Arkansas State Highway & Transportation Department

Robbie Wills,
Wills Law Firm, PLLC (Invited)

11:30 A.M. – 12:00 P.M.

THE FOIA, ETHICS AND OTHER AG OPINIONS.....Peabody Ballrooms A, B, & C

Moderator: Mayor Frank Fogleman, Marion
Arkansas Municipal League President

Speaker: Attorney General Dustin McDaniel

ACTIVE AGENDA Little Rock, AR

THURSDAY P.M.-JANUARY 12

12:15 P.M.

VOLUNTEER COMMUNITY OF THE YEAR

AWARDS LUNCHEONGovernor's Hall, I & II

Governor Beebe has been invited to address our Luncheon attendees. At the conclusion of his remarks, the 2011 Volunteer Community of the Year Awards will be announced and the winners recognized.

Presiding: Mayor Frank Fogleman, Marion
Arkansas Municipal League President

Invocation: TBA

Speaker: Honorable Governor Mike Beebe (Invited)

2:00 P.M. – 3:00 P.M.

THE FISCAL SESSION:

WHAT TO EXPECT.....Peabody Ballrooms A, B, & C

Arkansas's second fiscal session begins in a matter of weeks. What legislative actions might impact municipalities? Legislative leaders share their insight with us.

Moderator: Mayor Chris Claybaker, Camden
Arkansas Municipal League First Vice President

Speakers: Richard Wilson, Assistant Director,
Bureau of Legislative Research

State Senator Larry Teague
Dist. 20

State Representative Darrin Williams,
Dist. 36

State Representative Terry Rice,
Dist. 62

3:15 P.M. – 4:00 P.M.

SEVERANCE TAX ACT OF 2012.....Peabody Ballroom, A, B, & C

The Severance Tax Act of 2012 if approved by the voters could potentially bring in additional revenue for municipal streets. How might your municipality benefit?

Moderator: Mayor Chris Claybaker, Camden
Arkansas Municipal League First Vice President

Speakers: Sheffield Nelson, Partner,
Jack Nelson Jones & Bryant

4:00 P.M.

WHAT OPTIONAL PROGRAM CHANGES
CAN YOU EXPECT IN 2012 AND VARIOUS

TYPES OF ASSISTANCE.....Peabody Ballroom A, B, & C

Moderator: Don Zimmerman, Executive Director
Arkansas Municipal League

Speaker: TBA

DINNER ON YOUR OWN

8:30 P.M. – 10:00 P.M.

STEPHENS DESSERT RECEPTIONCapital Hotel

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FRIDAY-JANUARY 13

7:15 A.M. – 12:00 P.M.

REGISTRATION OPENS.....Osage Room

7:30 A.M. – 8:45 A.M.

BREAKFAST BUFFET.....Governor's Hall I & II

8:30 A.M. – 4:30 P.M.

CITY ATTORNEYS.....Arkansas Room, Peabody Hotel

City Attorneys will meet for six hours of CLE.

8:45 A.M. – 9:00 A.M.

THE IMPORTANCE OF CELEBRATING

MARTIN LUTHER KING, JR. DAY.....Peabody Ballrooms A, B, & C

Speaker: DuShun Scarbrough, Executive Director
Arkansas Martin Luther King Jr. Commission

9:00 A.M. – 10:30 A.M.

UPDATE FROM WASHINGTON D.C.Peabody Ballrooms, A, B & C

Health care, jobs, Internet sales, are issues of interest to municipalities. Members of our Congressional Delegation give us an update of these and other important topics.

Presiding: Mayor Frank Fogleman, Marion
Arkansas Municipal League President

Speakers: Congressman Tim Griffin (Invited)

Congressman Mike Ross

Senator John Boozman (Invited)

Senator Mark Pryor (Invited)

10:30 A.M. – 11:00 A.M.

BREAK..... Governor's Hall I, II & Peabody Foyer

11:00 A.M. – 12:00 P.M.

BECOMING A HEALTHY

MUNICIPALITYPeabody Ballrooms, A, B, & C

Arkansas continues to rank high in the category of almost all unhealthy statistics. There are things that you can do to encourage your citizens to adopt healthy lifestyles.

Moderator: Mayor Chris Claybaker, Camden
Arkansas Municipal League First Vice President

Speaker: Dan Burden, Executive Director and Co-Founder
Walkable and Livable Communities Institute, Inc.

NOON

Concluding Remarks:

Mayor Frank Fogleman, Marion,
Arkansas Municipal League President

NOON LUNCH BUFFET.....Governor's Hall I & II

Before you depart, join us for a buffet of Southwest cuisine.

Other Friday Meetings:

1:00 P.M.

MHBF Board Meeting Manning Room, Peabody Hotel

Speakers bring passion, expertise to League's 2012 Winter Conference

Kevin Scanlon is executive vice president at Little Rock-based Stephens Inc. He will address the League at the Winter Conference Opening General Session, 9 a.m. Thursday, Jan. 12 at the Peabody Hotel in Little Rock.



Kevin Scanlon

Kevin is a native of Beaver Falls, Pa. After a record setting high school career at Beaver Falls, he began his college football career in 1975 at North Carolina State University where he played for then Head Coach Lou Holtz. After two seasons at NC State, Kevin followed Coach Holtz to the University of Arkansas in 1977. He lettered for the Razorbacks in 1978 and 1979 and was the starting quarterback for the 1979 season.

Kevin led the 1979 Razorbacks to a 10-2 record, a Southwest Conference Championship, a No. 6 regular season national ranking, and a berth in the Sugar Bowl. He was named the Southwest Conference Player of the Year, Offensive Player of the Year, and was a unanimous choice as the All Conference Quarterback. He was also named an honorable mention All American by the Associated Press. He led the Southwest Conference in passing, total offense, and touchdown responsibility, and he set school records for passing accuracy and pass efficiency. He played in the 1980 Japan Bowl College All Star Game and was selected as a finalist for the Davey O'Brien Award.

At the end of the 1979 season, Kevin ranked in the top 10 single season all time rankings at the University of Arkansas for completions, yards passing, touchdown passes, pass completion percentage, total offense, and touchdown responsibility. Kevin was selected in the 1980 NFL draft by the Los Angeles Rams. He was with the Hamilton Tiger-Cats of the Canadian Football League in 1980.

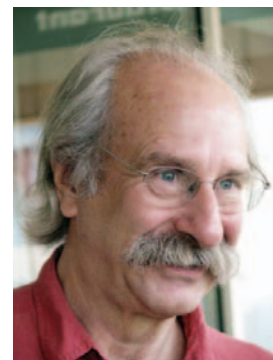
In addition to his athletic success, Kevin also excelled in the classroom during his college career. He was named the Southwest Conference 1979 Football Player of the Year for Academics, Athletics and Service, and received the Southwest Conference Sportsmanship-Leadership Award. He graduated from the University of Arkansas in December 1979, and received the Delbert Schwartz Award as the Most Outstanding Scholar-Athlete at the university for 1979-80.

Kevin was inducted in the Beaver County, Pa., Sports Hall of Fame in 2005 and the University of Arkansas Sports Hall Of Honor in 2010.

Kevin began his business career as an aide on the staff of then Gov. Bill Clinton. He began a career in investments in 1981. He joined Stephens Inc. in 1987 and is in his 24th year with the firm. He is an executive vice president and is the manager of the Private Client Group for Stephens.

Kevin and his wife Vicki have been married for 32 years and have a son, Bryan, 31, and two daughters, Leigh, 30, and Laura, 24. They live in Little Rock.

Dan Burden is the executive director and co-founder of Walkable and Livable Communities Institute, Inc. He will address the League during the Becoming a Healthy Municipality session, 11 a.m. Friday, Jan. 13, at the Peabody Hotel in Little Rock.



Dan Burden

Dan has focused nearly his entire career on helping the world get back on its feet. By inspiring residents, policy makers, planners and designers to change their built environments to accommodate people, not just cars, Dan has helped more than 3,000 communities become more walkable and livable. Dan does more than analyze and design; he motivates and ignites passion. Dan illustrates the benefits of sometimes-simple and oft-difficult changes, and provides a road map for inspired citizens to create neighborhoods, commercial centers and entire cities that are more healthy and connected.

Dan has created successful traffic calming plans, connectivity and mobility plans, main street corridor and economic development plans, trails and open space plans, Safe Routes to School programs and more for communities across the nation, from West Ossipee, N.H., to Savannah, Ga., to Honolulu, Hawaii. He received a Bachelor of Science in Recreation Planning from the University of Montana in 1979. In 2009 Dan was named one of the Top 100 Urban Thinkers of all time by a Planetizen poll. In 2001, TIME Magazine named him "one of the six most important civic innovators in the world." He served in 2001 as a distinguished lecturer for the Transportation Research Board of the National Academy of Sciences, and he has received lifetime achievement awards from the New Partners for Smart Growth and the Association of Pedestrian and Bicycle Professionals.

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Spider's web work leads to epiphany

By John Slater

I am a very lucky man. For over 30 years, I have been doing a job that I truly love. I have many wonderful memories about what I have done and where I have been. I want to share one of those memories with you.

I started my career with a large timber company, which hired me as a forest technician. My job was to work in the forest or woods gathering information about timber. I spent many days working by myself, often leaving my truck early in the morning and returning at the end of my workday. There were few roads, except for old logging roads, where trees had grown up until they were impassible. I would walk for miles, surveying the trees.

I felt almost like an early settler, seeing areas that few people had seen. There were clear-running streams from which you could drink, and I did, something I would not do today. I saw old pine stumps cut by a two-man crosscut saw from the old logging days when they still used mules to skid the logs to the banking grounds. Sometimes I saw remnants of old stills and not-so-old stills. When I was coming up on an old home site, I

could always tell it by the presence of large trees that had shaded the now-deserted site. I had to watch out for hand-dug wells that a person could fall into. People who had reared families while trying to scratch out a living farming and raising cattle once called these places home. The timber company that now owned the land probably bought it for a small sum of money or for back taxes.

If I had extra time, I would occasionally look around the old home places for discarded bottles of unique shapes and colors to add to my bottle collection. I purchased the bottle shown on the far left in the accompanying photo. It once contained Golden Rod Oil, approved by the FDA in 1906. The label says it says it's "A Lightning Relief" for neuralgia, headache, lumbago, rheumatic pains, pleurisy, sciatica and other aches and pains. It contained 70 percent absolute alcohol, along with ether, opium and chloroform. It sounds like you could either sniff it or rub it on.

One day, I had worked through lunch and my workday was nearly over. I came across a stream with a little waterfall, where I decided to stop to eat my lunch. I



PHOTOS BY JOHN SLATER.

Bottles like these are among the interesting items recovered at old home sites deep in the woods.



Access to nature improves our physical and emotional well-being, and studies show that it can even help treat ADHD in children.

could not have asked for a nicer day. It was one of those times when you could lose yourself in the moment. I felt the spring sun, smelled the scent of the woods, and heard the sound of the waterfall. I hadn't been there long when I noticed a spider web about three feet away from me.

This spider knew what he was doing. I was amazed that he had designed the web so beautifully and was captivated by the intricacy of his work. It was then that I saw the spider, camouflaged in a crevice. I wondered what he would do if something fell into his web, so I broke off a tiny piece of bark and threw it in. He immediately perked up like it was dinnertime. He came out of his hiding place, headed straight for the bark. When he realized it was not a meal, he nonchalantly proceeded to cut the bark out of his web and repair the opening. Never before had I seen anything like it, nor have I since. I pestered that poor spider for almost an hour, throwing pieces of bark into his web. I watched him repair his web over and over again. Knowing I might not ever get to witness a similar event, I reluctantly left him to his work. I did not want to leave.

You're probably wondering what this has to do with urban forestry. Everyone should have the opportunity to observe nature like I did that day. I'm glad we have our National Parks and our National Forest Lands, but they are often overcrowded and not always available to our children due to transportation issues.

City and town leaders, you have influence to provide these "spider opportunities" by advancing programs for protecting nature within your boundaries. City parks, even pocket parks and green spaces in subdivisions make it possible for nature to thrive. City leaders should jump at the chance to provide them, to expand them, or to save what is already there. Let's protect and cultivate

nature where we live so that our children can go out their back doors to embrace the natural world.

Research at the University of Illinois at Urbana-Champaign has shown additional benefits for children who have the opportunity to enjoy nature. Kids with attention deficit hyperactive disorder (ADHD) should spend some quality after-school hours and weekend time outdoors enjoying nature, researchers say.

"The advantage for green outdoor activities was observed among children living in different regions of the United States and among children living in a range of settings, from rural to large city environments," wrote co-authors Frances E. Kuo and Andrea Faber Taylor in a 2003 article. "Overall, our findings indicate that exposure to ordinary natural settings in the course of common after-school and weekend activities may be widely effective in reducing attention deficit symptoms in children."

The National Urban and Community Forestry Advisory Council, U.S. Forest Service, and the U.S. Department of Agriculture's Cooperative State Research, Education, and Extension Service supported the project.

Funny how a clear-running stream, a small waterfall, a spring day and a little spider can create such lasting and meaningful memories.

Make a Memory...Plant a Tree

A version of this column appeared originally in the April 2007 issue of City & Town.



John Slater is urban forestry partnership coordinator with the Arkansas Forestry Commission. Contact him at 501-984-5867, or at john.slater@arkansas.gov.

Fairs & Festivals

Dec. 16-17, **WEST MEMPHIS**, It's a Wonderful Life in West Memphis, 870-514-6340, www.westmemphis.org

Dec. 24, **MAYNARD**, Christmas in the Park, 870-647-2701

Dec. 17, **AMITY**, 10th Christmas Program, 870-342-6267

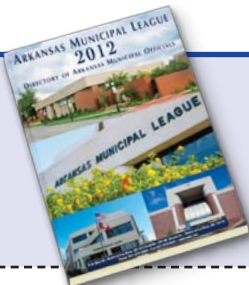
Jan. 9, **EL DORADO**, 15th Martin Luther King Jr. Day Celebration, 870-862-0521

CALENDAR

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Wednesday-Friday
January 11-13, 2012
Little Rock, AR**

**NLC Congressional City
Conference
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**Arkansas Municipal League
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Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

Law silent on penalty for permanent dash lights on private vehicles

Opinion: 2011-119

Requestor: Rice, Terry—State Representative

May either professional or volunteer fire fighters permanently affix a red emergency light to either the roof or dash of their personal, private vehicles under ACA 27-36-301 et seq., or any other applicable law? If not, what, if any, penalty is there under Arkansas law for permanently affixing a red emergency light to a vehicle? **RESPONSE:** I opined in Attorney General Opinion 2011-115 that state law generally authorizes either dash-mounted or roof-mounted lights for use on the private vehicles of volunteer firefighters. The relevant Code section, § 27-36-304, does not distinguish between categories of firefighters when addressing emergency lights on firefighters' privately owned vehicles. It seems that dash-mounted lights should be more in the nature of temporary than permanent lighting. But the statute imposes no penalties in the event lights are somehow permanently affixed to the dash. The statutes are simply silent as to the consequences, if any, of such action.

Court would remove FOIA violator, not city council

Opinion: 2011-124

Requestor: Hutchinson, Jeremy—State Senator

Is it a violation of the FOIA if the mayor is meeting with one or more alderman to “strategize” on upcoming legislation? 2) Since two or more Advertising and Promotion (A&P) Commissioners were asked to be there by the mayor and to assist in the strategy to extend the A&P tax, is this a violation of the FOIA laws? 3) If the answer to either questions (1) or (2) is yes, does that make their plan void or “poisoned fruit”? If so, should the A&P Commission and/or the city council reject such based on their violation of the law? 4) If the mayor and/or any alderman or commissioner knowingly violated the FOIA law, could this

violation result in removal from office by the court or the city council? **RESPONSE:** Q1-3) I am unable to opine on your first three questions because of pending litigation. See *Harris v. City of Fort Smith*, Case No., CV-2009-935 (IV) (Circuit Court of Sebastian, Arkansas, Fort Smith Civil Division Oct. 4, 2011) (judgment recently appealed to the Arkansas Supreme Court). This case involves the FOIA open meeting provision, and your questions relate directly to the legal issues before the court. Q4) Removal from office is not an immediate consequence of a FOIA violation. A “knowing violation” of the FOIA could conceivably be the underlying grounds for a claim that an elective city official was guilty of the criminal offense of “nonfeasance in office” (ACA § 14-42-109(a)(1) (A)). But it would be the court, not the council, that removed the official, if such a removal was warranted.

Redistricting won't affect terms of sitting aldermen

Opinion: 2011-127

Requestor: Holland, Bruce—State Senator
Do ACA 14-43-311(b), (c)(1)(A) and (B), which require elections for aldermen in each new ward after redistricting, conflict with subsections 14-43-311(c)(2)(A), (B)(i) and (ii), which provide that cities may lawfully reapportion wards without affecting terms of incumbent aldermen? **RESPONSE:** In my opinion, there is no conflict between these provisions. Pursuant to subsection (c)(2)(B)(i), redistricting does not affect the terms of those “who remain in their old ward, or part thereof.” I believe the quoted language refers to incumbents who continue to meet the residency requirement following reapportionment. See Op. Att’y Gen. 97-052. Subsection (c)(2) was enacted to address the factual scenario where ward boundaries are redrawn in such a way that redistricting does not result in incumbent aldermen being removed from their current wards.

Local vote won't override state fluoride mandate

Opinion: 2011-135

Requestor: Altes, Denny—State Representative

Is it constitutional for [Fort Smith] to fluoridate [municipal] water when [Fort Smith residents] have already voted down this issue twice? **RESPONSE:**

In 2011, the General Assembly enacted Act 197, which is now codified at ACA § 20-7-136 (Supp. 2011). This Act requires all water systems in the state that serve more than 5,000 people to fluoridate their water systems according to regulations to be promulgated by the Department of Health.

Accordingly, Fort Smith is under a state mandate to fluoridate water. Therefore, I take your question as asking whether Act 197 of 2011 is constitutional as applied to Fort Smith given that this city's residents have, according to you, "already voted down this issue twice." In my opinion, the statute is constitutional as applied.

Top administrator may attend board's executive session

Opinion: 2011-137

Requestor: Lea, Andrea—State Representative

Does the Arkansas Freedom of Information Act (specifically, ACA § 25-19-106(c)(2)) allow a public entity's top administrative official to attend an executive session of the entity's board of directors when the latter meets to consider filling a vacant director's position? **RESPONSE:** Yes.

For full Attorney General opinions online, go to www.arkansasag.gov/opinions.

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The new 2011-2012 edition of the *Handbook for Arkansas Municipal Officials* has arrived. The *Handbook* compiles state laws affecting Arkansas municipalities, including the newest laws from the 2011 legislative session.

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AHPP preservation tours set for 2012

The Arkansas Historic Preservation Program (AHPP) has announced its 2012 "Sandwiching in History" and "Walks Through History" tour schedules.

The "Sandwiching in History" tours target Pulaski County structures and sites. The free tours begin at noon on Fridays, and participants are encouraged to bring their lunches. The 2012 tours are:

- Jan. 6—James H. Hornibrook House, 2120 South Louisiana, Little Rock
- Feb. 3—H.A. Bowman House, 1415 South Broadway, Little Rock
- March 2—Karl L. Stahl House, 1504 Martin Luther King Jr. Blvd., Little Rock
- April 6—Mosely W. Hardy House, 2400 South Broadway, Little Rock
- May 11—Cole-Rainwater House, 712 Ash St., Little Rock
- June 1—Arkansas Baptist College Main Building, 1621 Martin Luther King Jr. Blvd., Little Rock
- July 6—Dr. Albert G. McGill House, 2209 South Battery, Little Rock
- Aug. 3—Gus Blass Wholesale Company Building, 313-315 South Main St., Little Rock
- Sept. 7—J. Rogers Young House, 2021 South Arch St., Little Rock
- Oct. 5—Fred and Lucy Alexander Schaer House, 13219 Hwy. 70, North Little Rock
- Nov. 2—Faucette Brothers Bank Building, 405 Main St., North Little Rock
- Dec. 7—Tower Building, 323 Center St., Little Rock

The "Walks Through History" tours highlight historic sites and structures throughout Arkansas. The tours are free and begin at 11 a.m. on Saturdays. The 2012 schedule includes:

- March 10—Arkadelphia Commercial Historic District
- April 14—Harrison Courthouse Square Historic District
- May 19—Historic downtown Texarkana
- June 9—Calico Rock Historic District
- July 14—Historic downtown Warren
- Aug. 11—Frenchman Mountain Methodist Episcopal Church and Cemetery at Cato

- Sept. 15—East Hamilton Avenue Historic District, Wynne
- Oct. 13—Stuttgart Commercial Historic District
- Nov. 10—De Queen Commercial Historic District
- Dec. 15—Historic downtown Prairie Grove

For more information contact AHPP at 501-324-9880; write to 1500 Tower Building, 323 Center St., Little Rock, AR 72201; email info@arkansaspreservation.org; or visit www.arkansaspreservation.org.

Fayetteville among top digital cities in U.S.

The Center for Digital Government and Digital Communities program named Fayetteville among its top 10 digital cities with populations between 30,000 and 75,000 people, the *Fayetteville Flyer* reported Nov. 9. The Center is a national research and advisory institute on information technology policies and best practices in state and local government. The Center each year honors cities that show great strides in enabling shared services, communications and government transparency.

Fayetteville was ranked seventh on the list and was honored at an awards ceremony at the National League of Cities' Congress of Cities and Exposition, Nov. 11 in Phoenix.

East, central Arkansas groups receive HUD grants

The East Arkansas Planning and Development District and central Arkansas's Metroplan will receive \$4 million in U.S. Department of Housing and Urban Development grants, the *Arkansas Democrat-Gazette* has reported. The grants, announced at the development district's Jonesboro office on Monday, Nov. 21, will fund studies to provide better housing, transportation and workforce education in the region.

The development district will receive \$2.6 million. The district includes Clay, Craighead, Crittenden, Cross, Greene, Lawrence, Lee, Mississippi, Poinsett, Randolph and Saint Francis counties.

Metroplan, which encompasses Faulkner, Lonoke, Pulaski and Saline counties, received \$1.4 million.

Booneville gets grant for trails and police

Booneville has received a grant to begin constructing a walking trail to connect trails at Marcelle Phillips City Park and Veterans Park, *The Booneville Democrat* reported Nov. 22. The grant of \$47,000 comes from the Arkansas Highway and Transportation Department's Recreational Trails Program.

The Booneville Police Department also has received an Edward R. Byrne Memorial Grant to purchase equipment, including a new radar system, computers and cameras.

Obituaries

DEAN DAVIDSON, 43, chief of police in Parkin, died Nov. 24.

TALMADGE FAULK, 89, an Emerson alderman, died Sept. 20.

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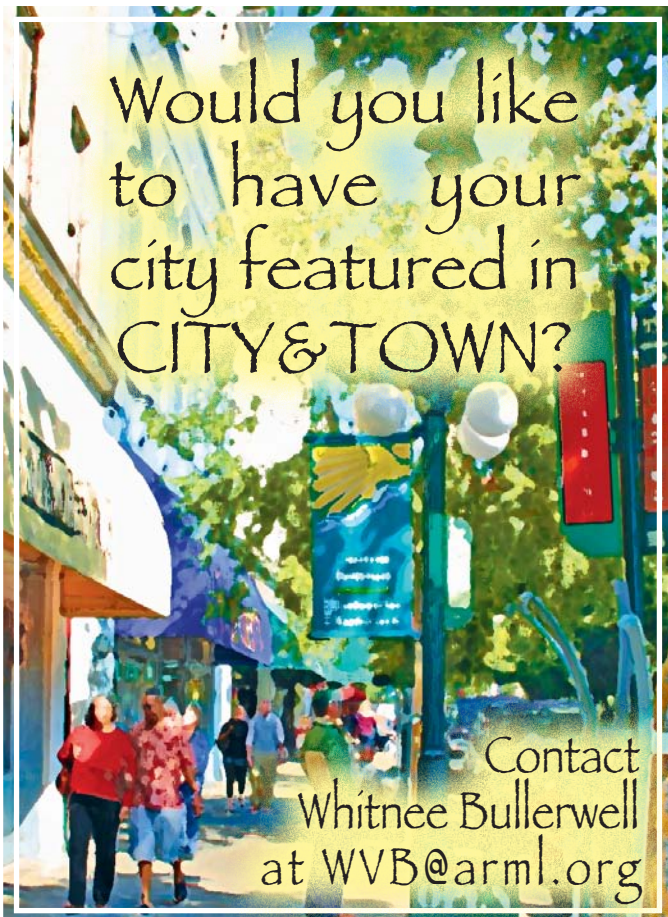
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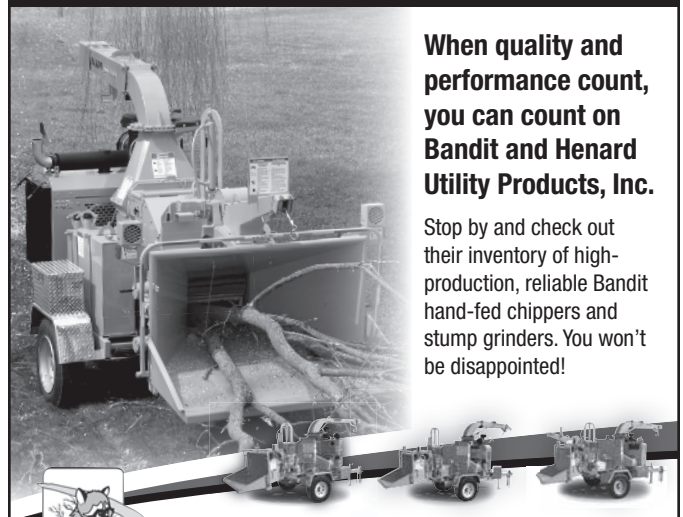
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Make supporting existing industry a priority

Developing and maintaining a positive, active relationship with your community's existing industries can pay great dividends.

By Mark S. Goodman, CEcD

In economic development, we focus much attention on “business development,” which involves everything from recruiting new business to the retention and expansion of existing business. Historically, communities and local economic development leaders have placed great emphasis on recruiting new industry in town. Though industry attraction is a legitimate component of economic development plan, do not forget about our established industries and the economic impact they offer our communities and regions. Perhaps supporting existing industry should be the cornerstone of a community's overall economic development program.

What do our existing industries mean to us?

When it comes to growing an economy, economic developers focus on two things: 1) bringing new money into the community and 2) keeping that money circulating in the community as long as possible. Our existing industries are critical to both processes, but especially the first. They bring new money into the community by selling their product outside of the community. The economic energy generated by this process is referred to as economic impact.

Local spending by an existing industry's employees and by the industry itself generates other economic activity in the community and beyond. Those existing industry jobs and incomes are responsible for the existence of many other jobs in the community in construction to manufacturing, retail, service, transportation, finance, and even government. It is not unreasonable to assume that for every 100 jobs in a community's existing industry base, another 100–250 jobs in the community and region are directly linked. From a local government's perspective, this economic activity equates to city revenues.

It is important to note that economic impact can run the other way too. The loss of an industry will be felt in the other sectors of the local and regional economy, which is why it is critical to do everything in our power to keep our existing industries. It all starts with building relationships.

What is an existing industry program?

Quite simply, an existing industry program reminds businesses that the community cares about them and is responsive to their needs. Working with partners in your programming, such as the Arkansas Economic Development Commission (AEDC), electric and other utilities, community colleges and others also reminds local industry that you are “connected” and can deliver better through these partnerships in addressing their potential needs.

Much is published on tactics that communities can employ in their existing industry programming. As stated earlier, it starts with relationship building, but it continues with data, information, facilitation, partnerships, and other methods to cultivate a lasting positive relationship.

Relationship building starts with knowing your companies, both by visiting with them and by gathering information about them from your partners, such as AEDC. You should be able to answer these questions about your existing industries:

- What do they make?
- Who works there and where are the workers from?
- Who does the company serve?
- Where are their suppliers?
- Where are their headquarters?
- What are their utility and infrastructure needs?

A quick conversation with the plant manager in the parking lot of the local grocery store doesn't constitute an industry visit. Industry visits are about information sharing, identifying needs and concerns, problem solving and open dialog.

The second phase of an existing industry program is to offer companies value-added deliverables, either directly or indirectly, through statewide and regional partners. Deliverables generally offered include:

- Technical assistance—Provide data and analysis to companies from surveys and other studies.
- Ally speaker sessions—Develop a speaker series through the chamber of commerce, economic development office or city hall with topics pertinent to existing industry leaders. Your partners can be your speakers.

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- Industry appreciation events and initiatives—Offer events such as golf tournaments and banquets to thank industries for their community involvement, as well as facilitating positive media coverage for existing industry.
- Local existing industry councils or roundtables—Convene regular programs for local industry leaders to come together and explore avenues for both the community and its partners to support industry and to identify issues and solutions.

The best industry recruitment program is a strong business retention program. If a community and its partners are actively engaged, the existing industries in town will be the community's best ambassadors with future prospective industries and businesses.

Where do I get help and get started?

The Arkansas Economic Development Commission has staff to assist communities in developing and implementing an existing industry program. Additionally, the utilities' economic development offices are very engaged with the state's existing industries and provide training and support. Your local community colleges are also working with existing industry, especially with workforce issues. For further information on partners and existing industry programming in general, call us at 501-569-8519.



Mark Goodman is Director of the Center for Economic Development Education, Institute for Economic Advancement, UALR. Email Mark at mgoodman@ualr.edu.



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Municipal Property Program



Your Municipal Property Program offers broad coverage for your municipal property. The limits of coverage are \$250 million per occurrence per member for damages from fire, windstorm and other incidents in excess of \$5,000.

Coverage is \$50 million for losses exceeding \$100,000 on earthquakes and flooding.

The Municipal Property Program’s 2011 annual meeting in November adopted rates according to the following scale. See the new rates below.

FIRE CLASS I	—	.0021	X	covered value	=	Premium
FIRE CLASS II	—	.0022	X	covered value	=	Premium
FIRE CLASS III	—	.0023	X	covered value	=	Premium
FIRE CLASS IV	—	.0024	X	covered value	=	Premium
FIRE CLASS V	—	.0025	X	covered value	=	Premium
FIRE CLASS VI	—	.0026	X	covered value	=	Premium
FIRE CLASS VII	—	.0027	X	covered value	=	Premium
FIRE CLASS VIII	—	.0028	X	covered value	=	Premium
FIRE CLASS IX	—	.0029	X	covered value	=	Premium
FIRE CLASS X	—	.003	X	covered value	=	Premium
FIRE CLASS Unincorporated	—	.003	X	covered value	=	Premium

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

Local Option Sales and Use Tax in Arkansas



2011 ELECTIONS

- CLARKSVILLE**, Nov. 8
Passed. 1%
- DIAMOND CITY**, Nov. 8
Failed. 1%
- GREENE CO.**, Nov. 8
Passed. 3/8%
- LEAD HILL**, Nov. 8
Failed. 1%
- LOWELL**, Nov. 8
Passed. 1%
- NORTH LITTLE ROCK**, Nov. 8
Failed. 1%
- FAYETTEVILLE**, Oct. 11
Passed. 1%
- GARLAND CO.**, Oct. 11
Passed. 3/8%
Passed. 5/8%
- MANILA**, Oct. 11
Passed. 1%
- CARLISLE**, Sept. 13
Passed. 7/8%
- CHEROKEE VILLAGE**, Sept. 13
Passed. 1%
- LITTLE ROCK**, Sept. 13
Passed. 3/8%
Passed. 5/8%
- RODGERS**, Sept. 18
Passed. 1%
- WHITE CO.**, Sept. 13
Failed. 1%
- MARMADUKE**, Aug. 9
Passed. 1.25%
- NEWPORT**, July 12
Passed. 1/2% extension
- BERRYVILLE**, June 14
Passed. 1/2%
- PARAGOULD**, June 14
Passed. 1/4%
- BAY**, May 10
Passed. 1%
- BONO**, May 10
Passed. 1%
- BROOKLAND**, May 10
Passed. 1%
- CONWAY**, May 10
Failed. 1/4% extension
- WYNNE**, May 10
Passed. 1%
- LAKE CITY**, April 1
Passed. 1%
- GREENLAND**, Mar. 8
Passed. 1%
- PINE BLUFF**, Feb. 8
Passed. 5/8%
- JEFFERSON CO.**, Feb. 8
Passed. 3/8%

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

Sales and Use Tax Year-to-Date 2011 with 2010 Comparison (shaded gray)								
Month	Municipal Tax		County Tax		Total Tax		Interest	
January	\$35,123,247	\$34,674,109	\$35,666,555	\$35,450,558	\$70,789,802	\$70,124,667	\$27,640	\$60,271
February	\$42,235,810	\$41,006,941	\$42,753,266	\$42,937,896	\$84,989,076	\$83,944,837	\$34,351	\$59,485
March	\$33,606,662	\$33,818,100	\$34,174,199	\$34,971,579	\$67,780,861	\$68,789,679	\$35,321	\$76,714
April	\$35,244,719	\$34,427,642	\$35,257,864	\$36,042,561	\$70,502,583	\$70,470,203	\$23,355	\$78,790
May	\$39,976,322	\$38,636,249	\$40,107,935	\$38,049,255	\$80,084,257	\$76,685,474	\$9,286	\$49,923
June	\$37,765,150	\$37,512,337	\$37,056,613	\$38,602,771	\$74,821,762	\$76,115,108	\$25,409	\$63,686
July	\$37,831,729	\$36,860,261	\$36,634,846	\$37,359,158	\$74,466,575	\$74,219,419	\$14,470	\$52,871
August	\$40,620,093	\$37,616,032	\$40,946,986	\$39,562,409	\$81,567,078	\$77,178,441	\$22,415	\$58,934
September	\$39,596,088	\$36,434,296	\$39,895,996	\$38,376,562	\$79,492,083	\$74,810,859	\$14,702	\$51,022
October	\$39,356,921	\$38,103,354	\$40,657,852	\$40,272,526	\$80,014,774	\$78,375,881	\$24,979	\$66,397
November	\$39,576,203	\$36,678,265	\$40,429,029	\$39,093,545	\$80,005,232	\$75,771,810	\$13,218	\$44,867
Total	\$420,932,944	\$405,767,586	\$423,581,141	\$420,718,820	\$844,514,083	\$826,486,378	\$245,146	\$662,960
Averages	\$ 38,266,631	\$36,887,962	\$38,507,376	\$38,247,165	\$76,774,008	\$75,135,125	\$22,286	\$60,269

November 2011 Municipal Levy Receipts and November 2011 Municipal/County Levy Receipts with 2010 Comparison (shaded gray)

CITY SALES AND USE . . . AMOUNT	LAST YEAR	Gilmore . . .	2010	Patterson . . .	2010	Garfield . . .	2010
Alexander . . . 44,830.33	45,830.52	Glenwood . . . 60,115.34	57,065.64	Pea Ridge . . . 26,341.97	49,389.88	Gateway . . . 4,773.92	9,114.20
Alma . . . 178,439.06	161,450.12	Gosnell . . . 16,846.00	14,401.86	Perla . . . 2,172.06	2,210.79	Gentry . . . 37,224.76	44,943.70
Almyra . . . 2,553.69	1,827.35	Gould . . . 3,615.26	3,965.00	Perryville . . . 22,057.36	18,964.88	Gravette . . . 27,405.81	34,907.01
Alpena . . . 3,421.71	2,479.30	Grady . . . 4,073.37	4,270.17	Piggott . . . 63,599.83	33,816.88	Highfill . . . 6,872.08	12,066.17
Alzheimer . . . 3,131.37	2,070.45	Gravette . . . 58,820.52	52,336.85	Pine Bluff . . . 957,640.58	586,501.48	Little Flock . . . 30,470.55	47,692.72
Altus . . . 6,268.88	7,700.04	Green Forest . . . 27,007.04	25,962.78	Pineville . . . 1,210.28	1,193.95	Lowell . . . 86,366.62	99,296.79
Amity . . . 10,441.84	7,780.01	Greenbrier . . . 143,359.32	115,223.32	Plainview . . . 3,268.84	2,891.75	Pea Ridge . . . 56,509.02	43,283.22
Anthonyville . . . 427.30	NA	Greenland . . . 13,015.70	8,198.95	Plumerville . . . 5,618.26	5,598.54	Rogers . . . 659,672.68	730,538.06
Arkadelphia . . . 159,402.75	153,115.64	Greenwood . . . 144,800.92	143,625.22	Pocahontas . . . 111,442.56	105,904.28	Siloam Springs . . . 177,271.42	200,051.12
Ash Flat . . . 73,689.88	72,700.44	Guion . . . 5,425.56	2,049.24	Portia . . . 3,396.96	2,875.45	Springdale . . . 71,361.20	37,102.54
Ashdown . . . 104,988.07	104,433.31	Gurdon . . . 35,036.39	29,529.83	Pottsville . . . 26,108.91	23,804.11	Springtown . . . 1,025.51	2,103.28
Atkins . . . 47,597.73	53,054.53	Guy . . . 4,990.10	5,579.18	Prairie Grove . . . 73,036.82	61,600.58	Sulphur Springs . . . 6,023.40	12,379.81
Augusta . . . 21,523.95	24,883.84	Hackett . . . 4,535.02	4,814.26	Prescott . . . 43,215.08	43,275.83	Boone County . . . 373,676.22	309,667.72
Austin . . . 7,774.87	9,189.00	Hamburg . . . 31,572.09	31,668.45	Pyatt . . . 951.90	1,251.48	Alpena . . . 3,943.09	3,242.48
Avoca . . . 2,532.00	3,341.85	Hardy . . . 21,360.73	18,318.47	Quitman . . . 28,367.51	26,883.18	Bellefonte . . . 5,611.80	4,503.44
Bald Knob . . . 50,495.64	53,035.83	Harrisburg . . . 25,008.57	23,241.41	Ravenden . . . 2,861.34	2,872.28	Bergman . . . 5,426.39	4,582.25
Barling . . . 18,725.55	20,901.02	Harrison . . . 235,626.51	219,893.30	Rector . . . 24,269.91	22,329.55	Diamond City . . . 9,666.14	8,218.78
Batesville . . . 341,251.49	296,058.02	Hartford . . . 1,190.67	1,749.97	Redfield . . . 15,112.55	13,756.06	Everton . . . 1,643.99	1,913.96
Bauxite . . . 12,770.79	8,485.02	Haskell . . . 15,956.86	12,379.44	Rison . . . 12,081.64	10,301.86	Harrison . . . 159,985.82	136,814.47
Bay . . . 160.08	NA	Hatfield . . . 2,346.71	2,409.32	Rockport . . . 6,558.78	2,800.15	Lead Hill . . . 3,349.78	3,231.22
Bearden . . . 10,032.20	8,572.27	Havana . . . 2,352.53	2,375.83	Roe . . . 762.30	469.79	Omaha . . . 2,088.98	1,857.67
Beebe . . . 77,982.64	77,598.36	Hazen . . . 4,538.16	31,573.28	Rogers . . . 2,053,570.26	1,887,485.19	South Lead Hill . . . 1,260.80	990.76
Beehive . . . 136.32	58.78	Heber Springs . . . 140,026.77	135,287.05	Rose Bud . . . 19,686.97	18,670.07	Valley Springs . . . 2,262.03	1,880.19
Bella Vista . . . 112,490.59	97,463.77	Helena-West Helena . . . 243,778.80	251,985.84	Russellville . . . 945,361.50	877,247.89	Zinc . . . 1,273.16	855.64
Belleville . . . 5,706.12	1,926.71	Hermitage . . . 4,051.13	2,632.10	Salem . . . 21,549.11	20,599.86	Bradley County . . . 121,215.58	125,996.02
Benton . . . 670,641.16	636,574.52	Highfill . . . 67,463.38	74,780.57	Searcy . . . 269,380.14	264,916.34	Banks . . . 935.97	846.13
Bentonville . . . 1,355,180.22	1,880,323.89	Highland . . . 25,346.95	26,511.92	Shannon Hills . . . 9,965.29	8,259.98	Hermitage . . . 6,264.96	5,422.29
Berryville . . . 162,104.50	146,789.85	Holly Grove . . . 8,721.12	5,370.99	Sheridan . . . 177,386.08	167,739.46	Warren . . . 45,311.48	45,423.17
Bethel Heights . . . 33,502.20	38,776.41	Hope . . . 162,084.42	156,950.18	Sherrill . . . 1,016.09	979.52	Calhoun County . . . 60,471.13	49,282.48
Black Rock . . . 7,446.52	6,776.54	Horseshoe Bend . . . 20,585.31	19,899.03	Sherwood . . . 380,700.89	359,485.85	Hampton . . . 13,315.11	12,649.06
Blevins . . . 1,672.99	1,890.91	Hot Springs . . . 1,489,440.02	1,376,650.12	Shirley . . . 3,683.97	3,083.94	Harpell . . . 2,554.41	2,347.17
Blue Mountain . . . 208.54	136.57	Hoxie . . . 23,230.42	17,325.06	Siloam Springs . . . 468,177.46	468,254.48	Thornton . . . 4,093.09	4,141.59
Blytheville . . . 326,132.49	286,132.49	Hughes . . . 11,231.87	12,361.71	Sparkman . . . 3,666.99	3,586.85	Tinsman . . . 543.07	600.81
Bonanza . . . 1,379.29	1,753.84	Humphrey . . . 2,171.68	2,341.59	Springdale . . . 1,580,062.58	1,580,090.33	Carroll County . . . 153,296.86	150,422.89
Bono . . . 97.02	NA	Huntington . . . 921.89	1,934.41	Springtown . . . 60.79	260.08	Beaver . . . 566.49	566.49
Booneville . . . 73,529.28	42,424.60	Huntsville . . . 45,260.94	42,199.06	St. Charles . . . 2,748.54	2,540.99	Blue Eye . . . 168.36	214.67
Bradley . . . 3,617.72	5,513.82	Imboden . . . 7,403.16	5,850.78	Stamps . . . 15,788.91	11,715.62	Chicot County . . . 237,188.07	249,381.99
Branch . . . 1,493.29	1,820.40	Jacksonville . . . 580,397.39	548,251.59	Star City . . . 69,770.17	65,601.74	Dermott . . . 19,452.11	28,230.93
Briarcliff . . . 632.47	964.94	Jasper . . . 27,003.47	21,541.77	Stephens . . . 6,141.30	6,034.33	Eudora . . . 19,057.36	21,318.77
Brinkley . . . 103,776.10	103,693.83	Jennette . . . 136.80	122.32	Stuttgart . . . 382,987.02	325,765.54	Lake Village . . . 21,627.45	21,349.02
Brookland . . . 157.26	NA	Johnson . . . 40,619.07	44,685.51	Sulphur Springs . . . 1,596.42	1,630.49	Clark County . . . 375,356.82	373,955.24
Bryant . . . 884,284.41	832,575.95	Joiner . . . 2,608.35	2,376.93	Summit . . . 2,829.81	2,557.58	Clay County . . . 49,541.75	49,276.20
Bull Shoals . . . 12,834.36	11,756.53	Jonesboro . . . 1,842,292.91	1,182,917.72	Sunset . . . 2,059.97	785.15	Datto . . . 342.23	303.48
Cabot . . . 653,896.74	607,307.74	Keiser . . . 2,642.76	2,622.40	Swifton . . . 3,165.15	3,062.74	Greenway . . . 715.27	763.39
Caddo Valley . . . 36,220.73	16,500.03	Keo . . . 1,595.54	1,337.25	Taylor . . . 6,240.45	8,621.98	Knobel . . . 982.21	1,120.06
Calico Rock . . . 22,396.04	18,590.67	Kibler . . . 1,949.33	1,957.96	Texarkana . . . 345,637.84	353,156.32	McDougal . . . 636.55	610.09
Camden . . . 272,569.49	254,533.38	Kingsland . . . 1,289.18	864.04	Texarkana Special . . . 172,567.32	176,061.08	Nimmons . . . 326.14	312.86
Carlisle . . . 32,812.46	30,081.02	Lake City . . . 11,418.83	1.98	Thornton . . . 1,330.62	902.88	Peach Orchard . . . 462.02	610.09
Cave Springs . . . 11,848.68	7,310.48	Lake Village . . . 78,391.37	68,584.31	Tontitown . . . 106,870.27	98,181.30	Pollard . . . 759.76	750.88
Centerton . . . 66,940.00	59,673.30	Lakeview . . . 5,980.81	3,999.39	Trumann . . . 65,560.08	63,604.10	St. Francis . . . 855.58	782.16
Charleston . . . 24,757.10	23,143.34	Lamar . . . 8,142.76	8,149.45	Tuckerman . . . 20,106.12	16,103.05	Success . . . 509.94	563.15
Cherry Valley . . . 5,289.87	4,370.14	Lepanto . . . 20,737.71	21,320.76	Turrell . . . 5,265.13	5,157.77	Cleburne County . . . 365,509.93	380,922.28
Chidester . . . 2,397.09	2,828.04	Leslie . . . 5,124.63	4,732.98	Twin Groves . . . 865.36	551.76	Concord . . . 2,715.56	3,181.97
Clarendon . . . 51,910.73	30,246.99	Lewisville . . . 8,116.65	33,620.51	Tyronza . . . 2,705.28	2,273.79	Fairfield Bay . . . 2,035.17	1,821.83
Clarksville . . . 197,841.62	157,944.40	Lincoln . . . 20,901.75	17,370.86	Van Buren . . . 302,049.75	275,668.78	Greers Ferry . . . 9,908.93	11,604.83
Clinton . . . 80,222.75	83,379.44	Little Flock . . . 6,216.38	4,342.46	Vandervoort . . . 393.95	257.63	Heber Springs . . . 79,682.92	80,260.49
Conway . . . 1,827,680.36	1,710,175.64	Little Rock . . . 2,066,797.36	1,770,043.91	Vilona . . . 116,271.32	76,473.08	Higden . . . 1,334.54	1,260.31
Corning . . . 73,732.10	76,354.69	Lonoke . . . 119,171.72	116,295.82	Viola . . . 2,171.49	2,067.35	Quitman . . . 8,140.66	8,535.17
Cotter . . . 9,322.28	8,104.96	Lowell . . . 177,039.93	185,434.07	Wabbaseka . . . 956.52	689.16	Cleveland County . . . 41,747.94	30,617.12
Cotton Plant . . . 1,952.47	1,657.63	Luxora . . . 4,084.98	3,328.89	Waldenburg . . . 7,380.31	7,271.83	Kingsland . . . 2,057.42	1,528.52
Cove . . . 10,255.33	9,395.13	Madison . . . 1,323.52	1,157.19	Waldron . . . 41,073.13	40,460.81	Rison . . . 6,186.08	4,326.82
Crossett . . . 391,275.68	344,062.63	Magazine . . . 5,692.16	7,055.50	Walnut Ridge . . . 66,260.12	61,082.09	Columbia County . . . 401,353.93	408,807.85
Danville . . . 44,693.75	32,447.83	Magnolia . . . 416,011.57	386,428.44	Ward . . . 21,225.14	17,767.69	Emerson . . . 715.01	681.09
Dardanelle . . . 150,158.88	143,538.88	Malvern . . . 144,087.10	128,593.67	Warren . . . 66,053.87	66,594.48	Magnolia . . . 22,493.55	22,322.39
Decatur . . . 16,145.78	14,362.88	Mammoth Spring . . . 8,397.35	7,551.47	Washington . . . 944.12	1,332.18	McNeil . . . 1,002.56	1,255.94
Delight . . . 3,275.63	NA	Manila . . . 17,653.10	17,111.85	Weiner . . . 10,127.23	9,697.49	Taylor . . . 1,099.71	1,073.81
DeQueen . . . 153,964.47	90,529.82	Mansfield . . . 24,055.77	27,495.01	West Fork . . . 23,718.77	23,007.22	Waldo . . . 2,665.73	3,024.13
Dermott . . . 27,960.03	23,899.97	Marianna . . . 80,189.70	80,610.63	West Memphis . . . 553,625.70	470,580.22	Conway County . . . 354,064.59	336,720.80
Des Arc . . . 17,932.38	16,833.68	Marion . . . 163,562.64	170,451.14	Wheatley . . . 6,838.62	3,612.71	Menifee . . . 3,745.04	3,857.38
DeValls Bluff . . . 9,494.94	4,770.59	Marked Tree . . . 163,736.46	54,134.64	White Hall . . . 58,828.01	52,558.90	Morrilton . . . 83,916.23	81,240.66
DeWitt . . . 180,585.46	155,904.99	Marshall . . . 13,129.30	11,927.34	Wickes . . . 2,799.66	2,457.34	Opello . . . 9,685.03	8,922.29
Diamond City . . . 2,391.32	1,986.89	Marvell . . . 23,910.00	25,624.39	Wiederkehr Village . . . 2,317.39	2,240.69	Plumerville . . . 10,243.06	10,592.29
Diaz . . . 3,530.33	2,080.67	Maumelle . . . 201,384.39	178,637.35	Wilton . . . 1,142.04	1,399.72	Craighead County . . . 259,065.57	278,303.31
Dierks . . . 16,413.13	13,622.00	Mayflower . . . 65,613.67	51,903.50	Wynne . . . 221.50	3.07	Bay . . . 25,880.69	29,775.67
Dover . . . 18,892.15	17,394.28	McCrary . . . 32,153.91	18,090.43	Yellville . . . 19,514.29	17,876.86	Black Oak . . . 3,764.99	4,731.02
Dumas . . . 140,141.20	142,527.42	McGehee . . . 171,514.51	206,645.83			Bono . . . 30,622.85	25,011.57
Dyer . . . 1,274.41	1,369.76	Melbourne . . . 30,069.37	29,250.78			Brookland . . . 23,595.83	22,034.00
Earle . . . 21,906.59	28,643.58	Mena . . . 118,884.81	118,059.21			Caraway . . . 18,379.46	22,315.21
East Camden . . . 3,966.89	2,997.41	Menifee . . . 5,754.03	5,621.78			Cash . . . 4,914.60	4,863.36
El Dorado . . . 475,435.05	449,372.68	Mineral Springs . . . 3,870.30	4,124.08			Egypt . . . 1,609.46	1,670.75
Elkins . . . 33,363.97	33,900.36	Monticello . . . 168,374.49	163,618.03			Jonesboro . . . 966,581.29	918,331.44
Elm Springs . . . 3,821.60	3,470.92	Moro . . . 2,522.14	2,547.13			Lake City . . . 29,918.71	32,356.23
England . . . 77,450.04	60,979.37	Morrilton . . . 141,525.77	139,931.56			Monette . . . 15,699.64	19,503.07
Etowah . . . 634.11	455.28	Mount Ida . . . 18,960.80	21,273.75				

Sunset	1,062.71	1,738.86	Humphrey	3,132.69	4,135.51	Mount Ida	6,415.21	6,214.67	Huntington	9,141.73	10,568.27
Turrell	3,300.84	4,781.88	Pine Bluff	499,226.90	571,457.21	Norman	2,253.67	2,679.72	Lavaca	32,953.42	28,033.57
West Memphis	156,514.22	153,599.92	Redfield	13,191.89	11,991.95	Oden	1,383.20	1,393.71	Mansfield	10,408.62	10,844.77
Cross County	261,359.97	233,331.11	Sherrill	854.37	1,305.95	Nevada County	28,824.70	32,158.97	Midland	4,678.84	3,886.30
Cherry Valley	6,713.17	5,920.15	Wabbaseka	2,593.62	3,347.80	Bluff City	799.25	1,026.70	Sevier County	333,587.62	245,680.17
Hickory Ridge	2,804.89	3,229.17	White Hall	56,205.37	49,045.71	Bocaw	889.49	1,000.70	Ben Lomond	1,519.61	1,044.53
Parkin	11,394.86	13,471.71	Johnson County	120,837.77	103,181.43	Cald	509.20	487.36	DeQueen	69,105.40	47,791.61
Wynne	86,281.28	72,446.22	Clarksville	88,759.09	69,023.09	Emmet	3,061.66	3,119.08	Gillham	1,558.51	1,558.51
Dallas County	138,310.57	134,390.16	Coal Hill	9,786.94	8,950.92	Prescott	21,244.68	23,951.90	Horatio	10,941.16	8,265.09
Desha County	105,130.06	125,757.70	Hartman	5,019.19	5,329.42	Rosston	1,682.30	1,721.99	Lockesburg	7,744.75	5,894.16
Arkansas City	4,055.40	6,428.96	Knoxville	7,069.42	4,569.35	Willisville	979.74	1,221.63	Sharp County	67,682.20	64,287.70
Dumas	52,143.98	57,173.01	Lamar	15,521.78	12,652.88	Newton County	52,413.23	41,772.13	Ash Flat	8,095.76	7,934.24
McGehee	46,747.87	49,881.76	Lafayette County	86,939.93	116,885.52	Jasper	2,097.43	1,732.53	Cave City	14,390.63	15,331.40
Mitchellville	3,988.91	5,424.78	Bradley	4,097.35	4,421.67	Western Grove	1,728.35	1,415.95	Cherokee Village	32,036.08	31,240.57
Reed	1,562.32	3,001.64	Buckner	1,794.22	3,110.09	Ouachita County	351,190.01	314,824.10	Evening Shade	3,568.74	3,784.02
Tillar	232.69	360.20	Lewisville	8,351.30	10,092.08	Bearden	9,214.23	8,703.85	Hardy	6,030.51	5,916.10
Watson	2,337.95	3,143.52	Stamps	11,045.90	16,736.35	Camden	116,208.05	101,769.30	Highland	8,632.72	8,023.76
Drew County	384,191.56	290,385.95	Lawrence County	143,869.58	136,609.90	Chidester	2,737.56	2,785.23	Horseshoe Bend	66.09	40.69
Jerome	417.55	489.56	Alicia	775.91	861.39	East Camden	8,880.38	6,978.55	Sidney	1,495.24	2,237.86
Monticello	101,356.90	97,338.09	Black Rock	4,142.38	4,259.41	Louann	1,564.32	1,508.67	Williford	619.57	512.66
Tillar	2,184.09	2,203.04	College City	2,847.11	1,598.02	Stephens	8,498.84	8,912.74	St. Francis County	142,009.20	147,583.72
Wilmar	5,470.94	6,076.98	Hoxie	17,395.50	16,734.66	Perry County	104,948.95	94,402.38	Caldwell	9,343.82	7,285.18
Winchester	1,787.95	2,032.76	Imboden	4,236.24	4,063.37	Adona	935.27	774.01	Colt	6,363.90	5,765.48
Faulkner County	679,139.23	638,658.21	Lynn	1,802.12	1,871.29	Bigelow	1,409.61	1,361.76	Forrest City	258,781.69	231,465.16
Damascus	806.14	882.16	Minturn	682.05	677.23	Casa	765.22	865.07	Hughes	24,260.26	29,250.40
Enola	2,064.20	1,421.41	Portia	2,734.47	2,869.31	Fourche	277.45	244.21	Madison	12,946.66	15,463.38
Holland	3,401.65	4,362.51	Powhatan	450.53	297.03	Houston	774.17	658.12	Palestine	11,465.12	11,609.30
Mount Vernon	885.53	1,088.74	Ravenden	2,940.97	3,035.64	Perry	1,208.24	1,299.68	Wheatley	5,976.68	5,828.14
Wooster	5,252.09	3,901.31	Sedgwick	951.12	665.35	Perryville	6,533.43	6,034.79	Whitener	4,596.14	5,248.47
Franklin County	159,816.08	139,041.76	Smithville	488.08	433.66	Phillips County	109,445.19	116,477.50	Stone County	81,542.93	81,772.08
Altus	6,252.26	6,126.64	Strawberry	1,889.73	1,681.19	Elaine	12,251.50	14,755.86	Fifty Six	1,489.17	1,575.51
Branch	3,027.15	2,677.12	Walnut Ridge	30,598.58	29,257.41	Helena-West Helena	194,137.18	210,391.11	Mountain View	23,654.60	27,798.64
Charleston	20,571.41	22,234.39	Lee County	36,381.41	30,436.46	Lake View	8,533.66	9,058.22	Union County	500,962.67	429,637.24
Denning	3,884.97	3,037.08	Aubrey	1,127.39	1,056.95	Lexa	5,509.32	5,646.46	Calion	14,604.68	12,521.27
Ozark	30,386.96	26,433.80	Haynes	994.75	1,023.48	Marvell	22,846.35	23,797.02	El Dorado	621,850.14	556,700.60
Wiederkehr Village	313.43	344.95	LaGrange	590.22	583.48	Pike County	160,017.16	164,656.45	Felsenthal	3,578.62	2,992.28
Fulton County	98,895.53	88,862.86	Marianna	27,289.37	24,778.65	Antoine	832.90	1,147.30	Huttig	20,017.36	18,533.60
Ash Flat	489.99	9.20	Moro	1,432.44	1,152.61	Daisy	818.66	867.83	Junction City	17,855.61	16,726.77
Cherokee Village	3,809.40	3,721.02	Rondo	1,313.07	1,133.47	Delight	1,986.14	2,287.24	Norphlet	22,528.95	18,530.43
Hardy	201.76	124.19	Lincoln County	48,476.70	44,646.05	Glenwood	15,561.69	15,495.87	Sackover	59,270.98	51,600.44
Horseshoe Bend	81.66	32.20	Gould	3,837.24	5,715.99	Murreesboro	11,681.94	12,973.28	Strong	16,864.00	15,304.43
Mammoth Spring	4,693.30	5,275.66	Grady	2,058.45	2,290.78	Poinsett County	116,985.04	115,898.70	Van Buren County	300,918.55	300,810.01
Salem	7,854.19	7,317.85	Star City	10,425.20	10,823.15	Fisher	1,741.88	1,921.91	Clinton	26,730.51	25,190.71
Viola	1,618.87	1,752.40	Little River County	152,936.43	189,608.87	Harrisburg	17,871.82	15,897.50	Damascus	2,568.27	2,074.40
Garland County	679,888.67	635,475.63	Ashdown	31,195.27	37,901.16	Lepanto	14,786.43	15,469.60	Fairfield Bay	22,138.45	25,537.77
Fountain Lake	3,612.88	2,995.42	Foreman	6,677.62	8,918.39	Marked Tree	20,043.31	20,307.02	Shirley	2,989.46	3,718.47
Lonsdale	675.17	864.20	Ogden	1,188.89	1,696.48	Trumann	56,575.87	49,962.53	Washington County	1,083,291.38	1,181,925.28
Mountain Pine	5,530.64	5,653.95	Wilton	2,470.26	3,480.15	Tyronza	5,952.07	6,657.80	Elkins	32,264.22	19,295.23
Grant County	169,330.41	166,749.85	Winthrop	1,268.17	1,474.51	Waldenburg	476.48	580.20	Elm Springs	18,240.01	15,901.98
Greene County	136,908.51	333,316.36	Logan County	88,237.95	78,460.91	Weiner	5,592.75	5,511.91	Farmington	72,789.45	55,602.96
Delaplaine	1,184.91	1,340.34	Blue Mountain	869.41	831.47	Polk County	223,205.29	245,701.88	Fayetteville	896,526.25	895,307.85
Lafe	4,678.36	4,063.22	Booneville	27,975.32	25,933.17	Cove	6,695.28	7,566.44	Goshen	13,049.46	11,598.73
Marmaduke	11,348.61	12,221.34	Caulksville	1,493.42	1,467.68	Grannis	9,709.92	11,359.54	Greenland	15,340.13	13,989.43
Oak Grove Heights	9,080.93	7,672.63	Magazine	5,938.62	5,763.63	Hatfield	7,238.62	7,941.80	Johnson	40,866.39	35,767.89
Paragould	266,738.20	232,363.69	Morrison Bluff	448.73	466.13	Mena	100,551.92	111,363.00	Lincoln	27,402.66	27,824.61
Hempstead County	542,586.74	506,396.50	Paris	24,764.12	23,350.56	Vandervoort	1,524.84	2,370.68	Prairie Grove	53,367.56	39,176.56
Blevins	3,371.58	3,497.06	Ratcliff	1,416.29	1,203.12	Wickes	13,215.30	13,335.12	Springdale	776,668.56	675,363.84
Emmet	460.25	249.11	Scranton	1,570.54	1,398.39	Pope County	323,935.53	324,339.35	Tontitown	29,973.56	31,410.40
Fulton	2,151.39	2,347.34	Subiaco	4,010.51	2,765.27	Atkins	38,903.74	39,092.41	West Fork	28,231.19	31,495.49
Hope	108,051.22	101,711.88	Lonoke County	247,610.08	251,253.42	Dover	17,774.98	18,052.06	Winslow	4,764.09	6,154.12
McCaskill	1,027.53	804.80	Allport	1,001.24	1,328.61	Hector	5,804.60	6,873.09	White County	903,828.58	892,918.18
McNab	727.83	718.57	Austin	17,743.65	6,329.20	London	13,402.18	12,564.45	Bald Knob	35,173.10	43,642.87
Oakhaven	674.32	517.37	Cabot	207,003.42	159,652.68	Pottsville	36,607.69	17,264.23	Beebe	88,813.00	67,027.84
Ozan	909.79	776.06	Carlisle	19,275.97	24,103.26	Russellville	360,143.37	321,677.04	Bradford	9,215.18	10,876.73
Patmos	685.02	584.44	Coy	835.81	1,213.53	Prairie County	37,737.42	32,661.44	Garner	3,448.11	3,861.24
Perrytown	2,911.34	2,443.15	England	24,595.59	31,551.83	Biscoe	3,128.98	3,451.02	Georgetown	1,505.51	1,713.08
Washington	1,926.62	1,418.02	Humnoke	2,472.62	2,929.22	Des Arc	14,800.17	14,014.33	Griffithville	388,220.25	2,731.77
Hot Spring County	277,317.35	241,136.41	Keo	2,228.84	2,458.45	DeValls Bluff	5,335.65	5,676.78	Higginson	7,539.70	5,139.25
Donaldson	2,243.92	2,293.56	Lonoke	36,958.68	44,848.37	Hazen	12,653.85	11,868.32	Judsonia	24,513.12	26,947.09
Friendship	1,312.06	1,449.30	Ward	35,408.94	26,990.62	Ulm	1,465.36	1,486.27	Kensett	20,008.72	24,350.27
Magnet Cove	37.27	137.06	Madison County	170,352.51	152,403.15	Pulaski County	856,399.63	966,498.96	Letona	3,096.01	2,732.78
Malvern	76,919.33	63,466.76	Hindsville	359.39	436.24	Alexander	4,145.68	3,104.17	McRae	8,280.31	8,986.90
Midway	2,899.94	2,406.12	Huntsville	13,821.92	11,900.50	Cammack Village	13,491.03	14,997.49	Pangburn	7,296.87	8,891.73
Perla	1,796.62	809.08	St. Paul	665.76	948.08	Jacksonville	498,254.82	539,909.67	Rose Bud	5,852.07	5,832.65
Rockport	5,628.42	5,572.07	Marion County	78,455.13	71,427.48	Little Rock	3,399,529.89	3,305,968.88	Russell	2,622.50	3,099.87
Howard County	293,423.96	262,740.97	Bull Shoals	13,515.99	13,436.32	Maumelle	301,493.00	190,527.69	Searcy	277,523.93	257,343.39
Dierks	14,374.45	13,599.20	Flippin	9,391.88	9,116.54	North Little Rock	1,094,460.17	1,090,665.91	West Point	2,246.13	2,827.95
Mineral Springs	15,325.98	13,975.11	Pyatt	1,531.81	1,699.69	Sherwood	518,614.34	388,220.25	Woodruff County	22,100.75	13,556.32
Nashville	58,703.06	53,932.44	Summit	4,186.49	3,936.84	Wrightsville	37,135.48	24,689.02	Augusta	22,859.62	13,648.50
Tollette	3,044.90	3,582.22	Yellville	8,345.26	8,814.24	Randolph County	116,308.01	114,421.20	Cotton Plant	6,746.66	4,916.53
Independence County	521,599.08	476,569.78	Miller County	399,499.98	411,323.39	Biggers	2,819.88	2,769.31	Hunter	1,091.52	778.45
Batesville	128,715.16	115,695.77	Fouke	7,910.89	8,145.02	Maynard	3,461.87	2,972.13	McCrary	17,973.76	9,474.57
Cave City	2,034.72	759.46	Garland	7,910.89	8,145.02	O'Kean	1,576.53	1,567.97	Patterson	4,698.75	2,391.69
Cushman	5,677.13	5,646.98	Texarkana	177,995.04	183,262.90	Pocahontas	53,699.68	50,846.07	Yell County	96,208.83	88,954.76
Magness	2,537.13	2,339.64	Mississippi County	734,811.75	707,164.44	Ravenden Springs	958.92	1,068.72	Belleville	2,738.13	2,227.34
Moorefield	1,720.72	1,959.91	Bassett	2,279.24	1,898.82	Reyno	3,705.69	3,775.62	Danville	14,957.26	14,360.66
Newark	14,770.59	14,932.04	Birdsong	540.17	452.10	Saline County	NA	NA	Dardanelle	29,461.28	25,383.30
Oil Trough	3,265.61	2,670.37	Blytheville	205,790.50	206,519.55	Scott County	133,3				

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ASSISTANT FINANCE DIRECTOR—The City of Jacksonville is accepting applications for the position of Assistant Finance Director. Duties include but are not limited to assisting in the preparation of financial statements, the city's annual budget, and payroll/unemployment taxes; oversees year-end closing and AP/AR; directly manages a department of six employees. Successful candidates will have a BA/BS or at least 10 years of accounting experience in lieu of degree. Governmental accounting experience is preferred. Salary up to \$50,000 DOE. Applications may be obtained from City Hall, #1 Municipal Drive or online at www.cityofjacksonville.net. Position open until filled. EOE.

DISTRICT MANAGER—The Holiday Island Suburban Improvement District, a planned community of 3,300 in Northwest Arkansas on Table Rock Lake, is seeking applicants for District Manager. The District Manager is the chief executive and operational officer for the District. The Manager is responsible to an elected Board of Commissioners for the overall affairs of the District's service offerings, finances, programs, policies and priorities. The Manager will work closely with the Board of Commissioners, department heads, District personnel and the general public to accomplish short and long-term objectives. A Bachelor's Degree in Public Administration, Business Administration or related field is required. Applicants should have substantial management and administrative experience in municipal government or a public agency. Competitive compensation package, commensurate with qualifications and experience, includes base salary, health and life insurance, vacation and sick leave, and employee retirement savings plan. General information about Holiday Island can be found online at www.holidayislandark.org. Send resumes to Holiday Island Suburban Improvement District, ATTN: District Manager Search, 110 Woodsdale Drive, Holiday Island, AR 72631.

MAUMELLE CIVIL SERVICE EXAMS—Civil Service exams for the position of entry level police officer and firefighter will be given on Saturday, Jan. 21, 2012. To qualify one must be a U.S. citizen; be between the ages of 21 and 35 on the date of exam; be able to pass a background check, drug test and physical exam; possess a HS diploma or equivalent; and possess a valid Arkansas DL. Beginning salary is \$30,334 plus excellent employee benefit package.

Applications will be accepted between Monday, Nov. 28, 2011, and Tuesday, Jan. 10, 2012. A completed City of Maumelle application is required. Applications may be obtained at the city's website, www.maumelle.org, or from the city's Human Resources Office. No applications will be accepted after 5 p.m. on Tuesday, Jan. 10, 2012, regardless of post mark date or any other form of verification that the application was sent prior to the deadline. EOE. Minority, Women, and disables individuals are encouraged to apply. This ad is available from the Title VI Coordinator in large print, audio, and in Braille at 501-851-2784 Ext. 233 or email vernon@maumelle.org.

Central Baptist College is offering tutorial classes to assist applicants preparing for taking the fire and police exams. The cost is less than \$60. For information contact Lisa Padgett, CBC Office of Admissions, at 501-329-6872 Ext. 168.

STREET SUPERINTENDENT—Bella Vista seeks an experienced street superintendent to organize and form a new Street Department for the city and to manage its programs, activities and staff. Activities would include day-to-day street maintenance and repair, planning for and overseeing street resurfacing contracts, street cleaning, snow and ice control and removal, right of way and drainage maintenance. Position reports to the mayor. Requires 5 years experience and/or education including direct supervisory experience and managerial experience involving budgetary, planning, program development and evaluation responsibilities. Full job description and application are available at www.bellavistacityar.com or at Bella Vista City Hall, 406 Town Center NE, Bella Vista, AR 72714; 479-876-1255. Application deadline is Dec. 30, 2011.

WATER - SEWER UTILITIES DIRECTOR—The city of Mountainburg is accepting applications for the position of City Utilities Manager. Position will oversee all operations of the city water distribution system and wastewater system. Requirements include Class 2 wastewater certification and Class 2 water distribution certification for the state of Arkansas. Benefits include salary, health insurance compensation, paid sick leave, paid holidays, and annual paid vacation. Please send complete resume including experience record to Mayor Ralph Bryant, P.O. Box 433, Mountainburg, Arkansas 72946

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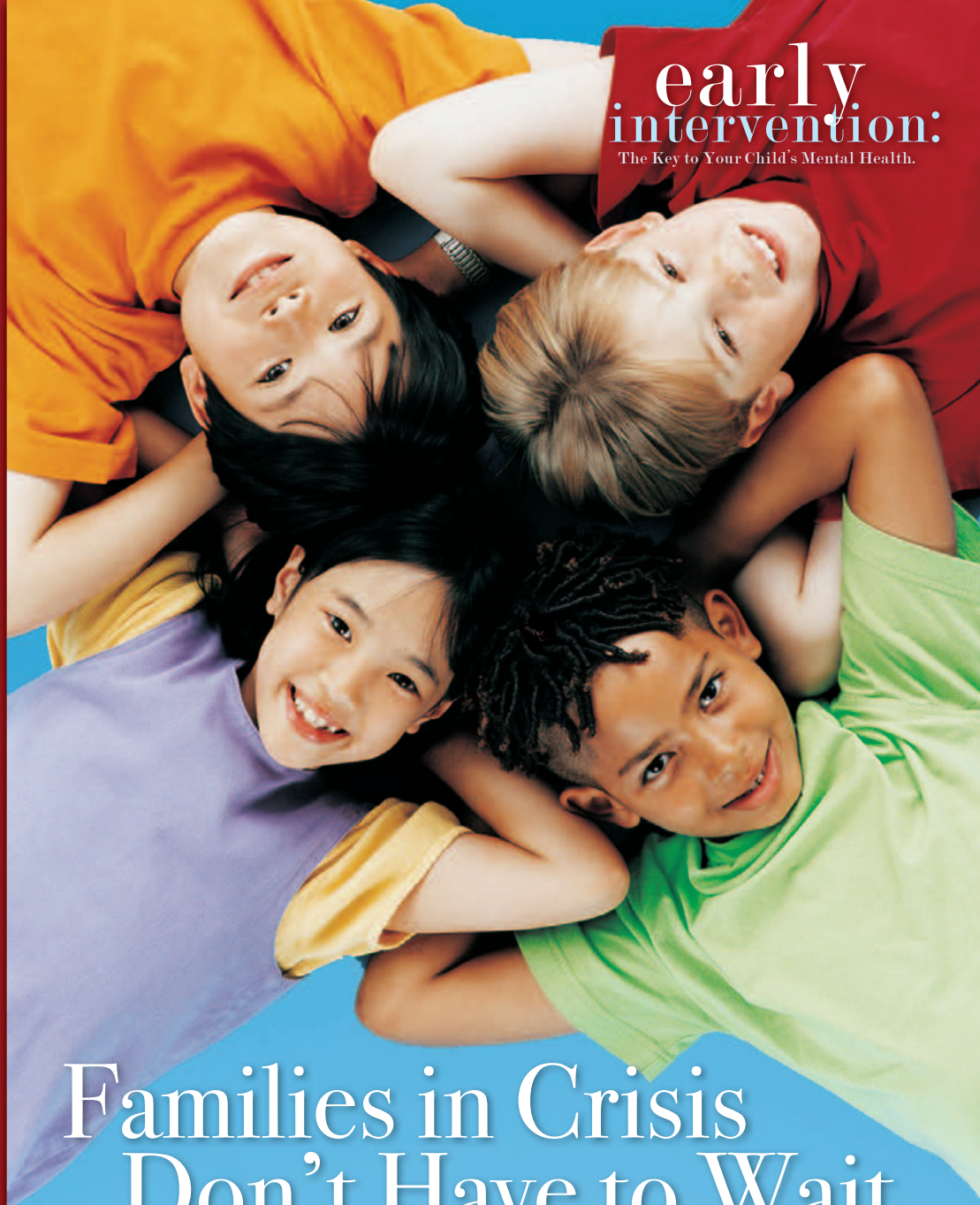


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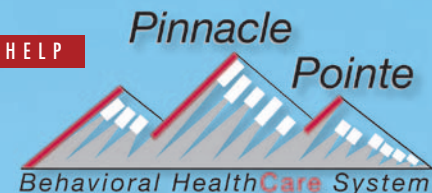
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