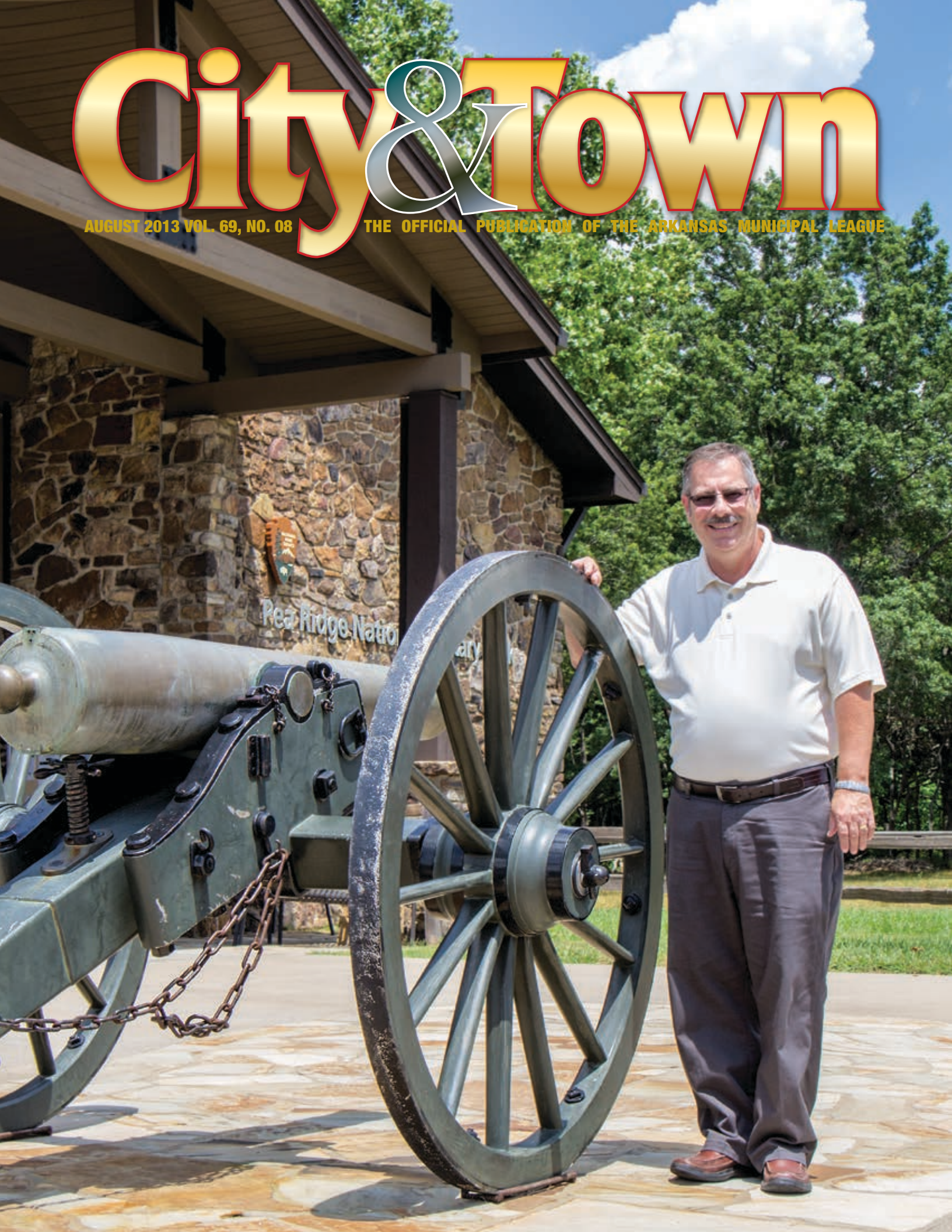


City & Town

AUGUST 2013 VOL. 69, NO. 08

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE



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FEATURES

6 Pea Ridge mayor helps city survive and thrive

Pea Ridge’s population has doubled twice in new League President Jackie Crabtree’s nearly two decades as mayor, and with a calm nature and persistent spirit he has overseen the growth with aplomb.

10 New initiative spreads good word about cities

The League’s new Great Cities Great State Educational Initiative is designed to highlight the great work our municipalities do to make life better for Arkansans, and there are multiple ways all our cities and towns can participate in the effort.

14 Busting construction management myths

Construction management is a broad concept, and cities should know when and how to use this service and what guidelines state law gives.

28 Helena-West Helena makes historic sister city connection

In Sister Cities International’s first ever match in sub-Saharan Africa, Helena-West Helena is now sister cities with Moshi, Tanzania in East Africa.



ON THE COVER—Pea Ridge Mayor Jackie Crabtree, our 2013-2014 League president, helps keep his city connected to history as it grows and moves forward. Read about our new president and Pea Ridge inside beginning on page 6. Read also inside tips for when it’s appropriate to utilize construction management, Helena-West Helena’s new sister city relationship, and more. Check out also the League’s new Great Cities Great State Educational Initiative and learn how your city can get involved.—atm

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City & Town

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Cover photo by Andrew Morgan

City & Town (ISSN 0193-8371 and Publication No. 031-620) is published monthly for \$20 per year (\$1.67 per single copy) by the Arkansas Municipal League, 301 W. Second St., North Little Rock, AR 72114. Periodicals postage paid at North Little Rock, Ark. POSTMASTER: Send address changes to *City & Town*, P.O. Box 38, North Little Rock, AR 72115.

Greetings,

One of the perks as League president is the opportunity to highlight your city, which again is an honor. In this issue you will be introduced to some of our staff and points of interest. I am fortunate to have a group of dedicated individuals working for Pea Ridge. I hope you enjoy getting acquainted with our city.

Our Annual Planning Meeting is Aug. 14-16 in Stuttgart. We appreciate Mayor Maynard and her city for hosting the event. We are looking forward to visiting the Grand Prairie Center. At our Planning Meeting we will create and approve the meeting calendar for the 2013-2014 year. Once finalized, the calendar will be featured in the September issue.

It is that time of year again to begin preparing our annual budgets. This is an excellent time to look at the programs offered by the League for the savings opportunities. Just as an example, we began using the vehicle insurance program and were able to save in excess of \$15,000 in premiums each year.

The *2013-2014 Policies and Goals* publication, which we adopted at our Convention in June, is included in this issue. Please take the time to read and familiarize yourself with them. Policies and goals are an important part of our League, as they are our directives for the year.

The Executive Committee officers will be included in this issue. The advisory councils and various boards are also included. I appreciate everyone who has accepted appointments and those who have volunteered for the councils and boards.

In this issue you will find a brief bio of our district vice presidents. We will begin feature articles for them in September. I look forward to serving with them this year.

Thank you for allowing me to serve you.

Sincerely,



Jackie Crabtree
Mayor, Pea Ridge
President, Arkansas Municipal League



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Pea Ridge mayor takes role to heart

By Andrew Morgan, League staff

Pea Ridge Mayor Jackie Crabtree, the League's 2013-2014 president, takes his responsibilities as a municipal leader very seriously, and it shows in everything he does, from the way he speaks and carries himself to his relationships with his citizens and other local leaders.

"I really take what I do to heart," he says.

He likens it to a spiritual calling, and his is rooted in his love for his city.

Crabtree's connection to his city and the region runs deep, back to the mid-1800s when kin from both his father and mother's side of the family moved to the area from Tennessee, he says.

Crabtree grew up about five miles west of Pea Ridge. Despite the close proximity to town, he went to and graduated from Bentonville High School.

"There was a school here at that time," he says, "but we lived on the west side of the road, which was in the Bentonville School District."

After graduation, Crabtree felt led to become an ordained minister and spent a year at Bible college in Houston. After that he returned to Pea Ridge to marry his high school sweetheart, Freida. Then his professional life took a turn away from the ministry. He took a job with Walmart and ended up working for them for 31 years, retiring in 2004. His career arc with the company was a true start-from-the-bottom success story.

"I retired as a business analyst in information systems. I started sweeping floors on the building crew in the warehouse."

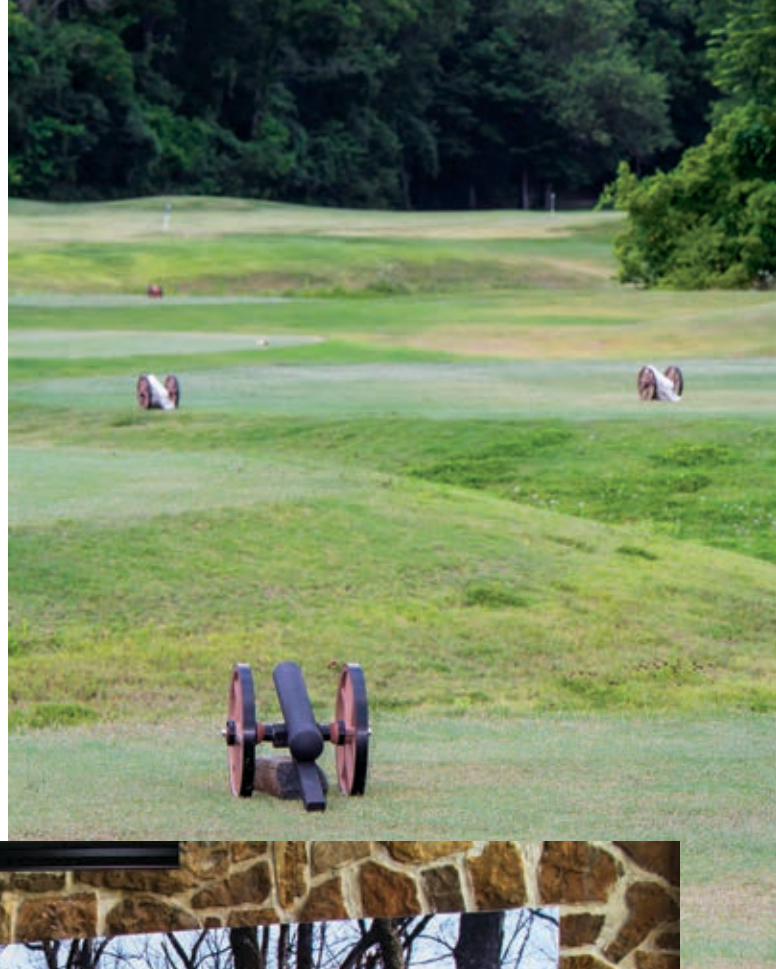
He never really dreamed he'd end up in a leadership position in his community, much less in political office, he says.

"In school, I was the quiet one. Didn't talk much. Was always in the back of the class and kept my head down and studied."



With 12 officers, a new headquarters, a new resource officer vehicle and more, Pea Ridge's police department, which includes, from left, officers Chris Olson, John Langham, and Lon Brown, has grown to keep up with the city.

Miniature cannons at the local golf course are a reminder of the city's connection to Civil War history, the Battle of Pea Ridge.



His career in local politics began when his wife and some friends decided, with his deliberative and caring nature, he'd make a great candidate for the school board and set about getting the petitions signed to get him on the ballot. He won and served on the board from 1990-1994. From there he went straight to the mayor's office, where he has served now for 19 years.

There wasn't a particular issue that drove him to seek the office, he says, just a desire to serve his hometown and find ways to benefit the community as a whole. Teamwork has been the key to his longevity in office, he says.

"It's like that old saying: It's really amazing what can get done if you don't care who gets the credit."

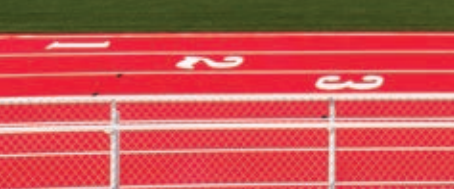
Crabtree's leadership in Pea Ridge coincides with the city's rapid growth over the last two decades. He recalls driving into town with his father and seeing the



The visitor center at Pea Ridge National Military Park features exhibits telling the story of the battle that took place there in March of 1862. It seems appropriate that, as the state marks the 150th anniversary of the Civil War, this year's League president represents a city with such a direct connection to those events.



Pea Ridge High School's new stadium, featuring the first all-turf track and field in the state, is expected to be ready for this fall's opening kickoff.



population on the sign change over the years—180, 320, and on up from there. Even though Pea Ridge isn't right on nearby I-540, it has grown along with the Northwest Arkansas corridor in recent years. As Bentonville, Rogers, and Springdale have grown, Pea Ridge has become a popular bedroom community, a scenic and serene spot to raise a family and still be within a short drive of jobs, shopping, and other opportunities in the region. The city's population doubled between 1990 and 2000, and it has more than doubled in the last decade, going from 2,346 in 2000 to 4,794 at the time of the 2010 Census.

"When I was a kid growing up, it was so funny when we'd make our trip to town once a week on Saturdays, and I'd get so tickled at my mom or dad. One of them would invariably say, 'I don't want to go to town because there's too much traffic.' We might meet five or six cars, and usually we knew everybody that was in those cars."

The strip of retail businesses along South Curtis Avenue heading towards the historic downtown, which includes gas stations, restaurants, banks, and other shops, has popped up just since 2006, Crabtree says, and there's more retail on the way. He's especially proud of a new hardware retailer, which opened up shop in one of downtown's buildings.

"You can do a lot of stuff locally right here in Pea Ridge," he says, "but if you need something else, it's not that far to go get it."

The key to maintaining Pea Ridge's identity and quality of life through these periods of rapid growth is to anticipate what future problems may be as you make decisions that affect the city in the present, Crabtree says. Band-Aids will only get you so far.



To the mayor's left and right are two members of the municipal team that keep Pea Ridge growing strong, City Clerk/Treasurer Sandy Button and Court Clerk Jennifer Carney.

"You can put a patch on a pothole, but if you don't fix all the underlying issues, you're just covering it up. It's either going to come back worse, or it's going to spread."

Thinking in a regional way has also been a key for Crabtree and Pea Ridge, and it's a mentality he wants to bolster across the state as the League's president this year. Cities must have the vision to take into account how their actions affect not only their close neighbors, but cities and towns across the state.

"I know I'm a little duck in a big pond up here, but still, the decisions that we make have ripple effects."



The water department is another city entity that has worked hard with the mayor to keep up with Pea Ridge's growth. With the mayor, from left, are Angie Jennings, Kim Thornhill, and Amanda House.

Meet your

2013-2014 LEAGUE VICE PRESIDENTS



First Vice President
Little Rock Mayor Mark Stodola

Little Rock Mayor Mark Stodola has served the League for six years on the Executive Committee. He was District 1 Vice President in 2007-2008.



District 1 Vice President
Piggott Mayor Gerald Morris

Piggott Mayor Gerald Morris has served the League on the Executive Committee and the First Class Cities Advisory Council for seven years combined.



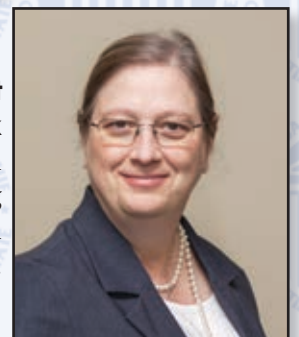
District 2 Vice President
Jacksonville Mayor Gary Fletcher

Jacksonville Mayor Gary Fletcher has served one year on the League's Executive Committee. For the last two years he has chaired the Large First Class Cities Advisory Council.



District 3 Vice President
Bentonville Mayor Bob McCaslin

Bentonville Mayor Bob McCaslin has served one year on the League's Large First Class Cities Advisory Council and the last five years on the Executive Committee.



District 4 Vice President
Hope City Manager Catherine Cook

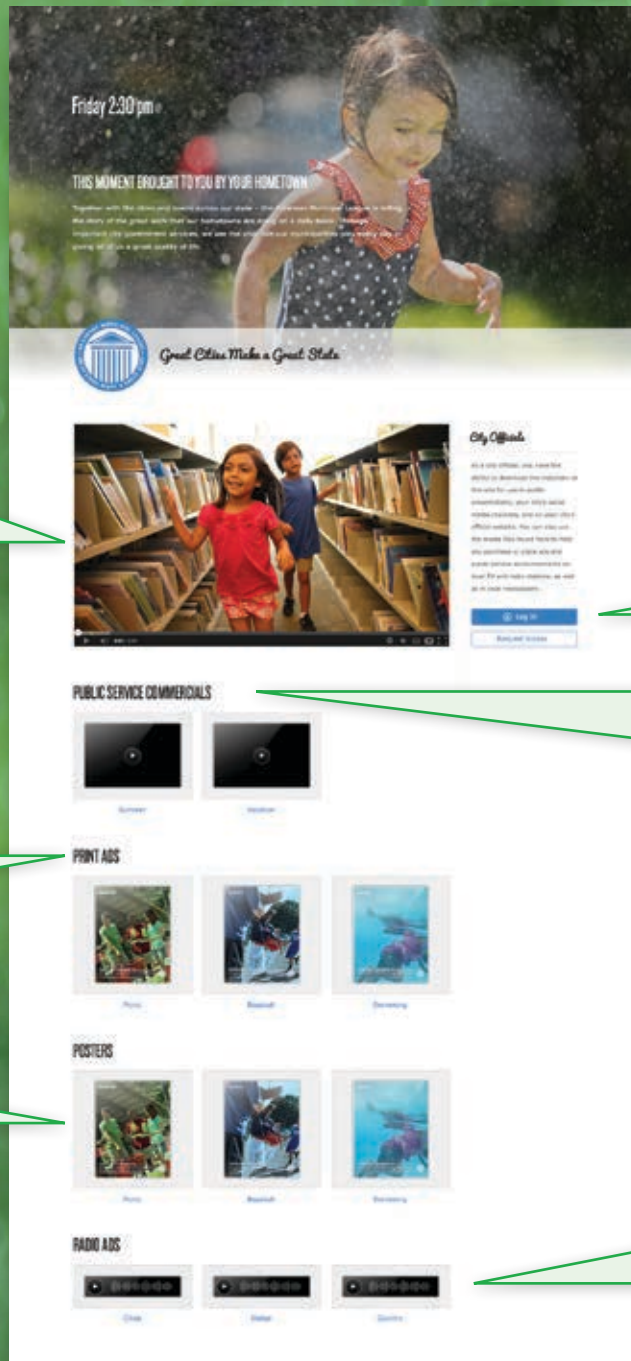
Hope City Manager Catherine Cook has served a combined nine years on the Large First Class Cities and Public Safety Advisory Councils, including chair of Public Safety last year. She also represented the League for several years on the Arkansas Fire and Police Pension Review Board.

League introduces Great Cities Great State Educational Initiative

Together with the cities and towns across our state, the Arkansas Municipal League is telling the story of the great work that our hometowns are doing on a daily basis. Through important city government services, we see the vital role our municipalities play every day in giving all of us a great quality of life.

With the Great Cities Great State Educational Initiative, the League will build awareness, create goodwill, and highlight the important work our cities do. The initiative features a full-length promotional video, which premiered at the 79th Convention in June, shorter public service announcements, posters and print ads, and radio spots that our members will have access to via a unique micro-site, greatcitiesgreatstate.com. The site goes live Aug. 15 and can also be accessed by following the link on the League's homepage, www.arml.org. Join the initiative today and help spread the word in your city.

Video—Download the promotional video, which premiered at the 79th Convention. The video highlights the great work cities do behind the scenes to make life better for all residents. Show the video at meetings and civic events. Place it on your city's website or Facebook page. Have a summer movie series in your city park? Share the video on the big screen before the feature presentation.



Log in—City officials will all have access to the materials on the microsite. A log-in and passcode will allow you to download video PSAs, radio spots, hi-resolution poster art, and more. To receive the log-in and password, email info@arml.org or use the request access button.

Public service commercials—A series of 60- and 30-second television spots will run as PSAs across Arkansas to show how our hometown governments make a real impact on our lives. Share these ads with your local station. Include them in the lineup on your local government access channel.

Print ads/posters—Download hi-res, printable ads to share with local media, feature on your municipal website, or hang in city hall and other public buildings.

Radio spots—Like the television ads, the radio spots remind residents that cities work hard behind the scenes to ensure our quality of life. Share these PSAs with your local stations.

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THIS MOMENT BROUGHT TO YOU BY YOUR HOMETOWN. You never really think about it, but we're there, behind the scenes. Making life for your family safer, better, more fun. Whether it's providing enough water pressure to fight fires or giving your daughter some weekend fun in the front yard. A better life starts inside the city limits. From small towns to big cities, Arkansas's municipal communities improve our quality of life, every day. *Great Cities Make a Great State.*



greatcitiesgreatstate.com

Great Arkansas Cleanup set for September, October

Each year, thousands of Arkansans volunteer to pick up litter along the state's roadways and waterways during Keep Arkansas Beautiful's (KAB) Great Arkansas Cleanup to improve the appearance and environmental quality of their communities. This year's fall litter-pickup campaign will run from Sept. 7 through Oct. 31.

All Arkansas communities are encouraged to get involved in this annual cleanup effort. Those who would like to learn more about organizing a litter-pickup event in their community or to volunteer with a local event can visit KeepArkansasBeautiful.com, email info@keeparkansasbeautiful.com, or call toll-free 888-742-8701.

Last year's Great Arkansas Cleanup featured 93 local events across the state involving more than 11,000 Arkansans who picked up 800,000 pounds of litter from roughly 1,000 miles of roadway and shoreline. The volunteer effort provided the state and participating communities a cost-saving value estimated at nearly \$850,000.

"By working together, we can build and sustain vibrant communities across Arkansas," said Robert Phelps, director of KAB. "Everyone is encouraged to participate in a local Great Arkansas Cleanup."

Once a community signs on to host a Great Arkansas Cleanup event, Keep Arkansas Beautiful will help organize and publicize the effort. KAB can furnish local volunteers with cleanup materials and supplies, such as trash bags, gloves, and safety vests. Other available promotional items and incentives include T-shirts and an opportunity to win a Troy-Bilt trimmer/blower.

KAB is publicizing this year's GAC using TV, radio, and newspaper announcements to increase volunteerism at events around the state and is also providing local coordinators with customizable promotion materials, including posters, public service announcements, and news releases.

The Arkansas Department of Environmental Quality, the Arkansas State Highway and Transportation Department, Keep Arkansas Beautiful Foundation, and Keep America Beautiful Inc. sponsor the Great Arkansas Cleanup by providing needed cleanup supplies and support for GAC participants.



Volunteer Community of the Year nominations open now

It's time to consider nominating your city or town for the annual Arkansas Volunteer Community of the Year Awards. The awards, co-sponsored by the Arkansas Municipal League, the Governor's Office and the DHS Division of Community Service and Nonprofit Support, honor 12 communities each year for outstanding citizen volunteerism.

For nomination details and to download an entry form online, visit www.humanservices.arkansas.gov/dcsns and click the Volunteer Community of the Year Award link.

Nominations were accepted beginning in July. The nomination deadline is Sept. 30. If you have any questions about the nomination process, please call Dekritra Ross-Larry at 501-682-7540, or email dekritra.ross-larry@arkansas.gov.

Fairs & Festivals

Sept. 2, **RECTOR**, 72nd Rector Labor Day Picnic, 870-595-3035

Sept. 6-7, **COLT**, 22nd Colt Pioneer Days, 870-633-4480

Sept. 14, **CONWAY**, 5th Conway EcoFest, 501-548-2957, www.conwayecofest.com

Sept. 21, **BATESVILLE**, 70th White River Carnival, 870-793-2378, www.whiterivercarnival.com; **BRYANT**, 26th Fall Fest, 501-847-4702, bryantchamber.com; **COTTER**, 3rd Bridge Bash, 870-499-7565, www.foodbanknca.org; **MARIANNA**, 19th Autumn on the Square, 870-295-2469, www.mariannaarkansas.org; **SHERWOOD**, 37th Sherwood Fest, 501-833-0476

Sept. 24-29, **DUMAS**, 34th Ding Dong Days, 870-382-5447, www.dumasar.net Sept. 28, Jonesboro, BBQ Fest, 70-932-1052 www.jonesboro.org, email jack@ericburch.com.

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Construction management: Four myths busted

By Jeffrey H. Moore, JD, CPA, CFE

Much has been discussed about the use of construction management in Arkansas. Construction management is a broad concept having varied meanings in both the private and public sectors. Most importantly, the phrase has a unique meaning to government purchasers of construction services in Arkansas.¹ Whether an Arkansas city, county, school district, state agency, or institution of higher education, the constitutional, statutory or local rules vary. These variations create difficulty when communicating. What is truly meant when one refers to “construction management” and municipal governments in Arkansas?

As this delivery method of providing or purchasing construction services becomes more a part of the tools used by municipalities and other governments, the miscommunication and the learning curve leave the potential for municipalities to appreciate the relatively new delivery method or suffer the consequences of the misuse of construction management in violation of the Arkansas laws.

The following are only a few myths surrounding the phrase. These myths are described to better understand the nature of construction management as it applies to cities and towns in Arkansas. While a discussion of myths may prove helpful, this discussion should not be considered for all things construction management.

Myth #1—Construction management means no-bid contracts

Construction management is not all that different from the traditional method known as “design, bid, build.” Private industry has used the traditional method, also known as “hard bid,” less and less as the benefits of construction management services have been proven over time. Construction management, however, is not building a project without bidding. Depending upon the type of owner (municipalities as opposed to counties), some construction managers report taking bids for 90 percent or more of the value of the project.

Myth #2—Construction management is design-build

Construction management in Arkansas is not “design-build.” Confusion with construction management arises because construction managers often provide valuable services during the design and in some instances during the concept phase of a project. Design-build is a term used in the construction industry to describe one contract between the owner and the provider of the construction services. The provider of the construction services is hired to not only build the structure, but to also hire an architect or design engineer (i.e. a design professional) to design the building for construction.² This may sound foreign, and it is not the best option for most owners.

Typically, design-build is used by the federal government or private owners who have already enjoyed the type of building they seek. In an effort to obtain the least expensive option and still maintain quality, the owner hires and pays the builder to design and build another building based upon very strict performance requirements developed by the owner from building similar buildings in the past.

Myth #3—Construction management is right for every project

Apart from the fact the law only permits municipalities to use construction management for projects exceeding \$2 million³, the construction management delivery system is not ideal for every project in the private industry or in the public sector. Often, construction managers, similar to architects and engineers, are willing to consult briefly or by the hour in the conceptual phase of a potential project. This is the stage during which owners might want to consider whether an architect or engineer is needed, and in almost all cases a design professional is required. Owners could ask architects or engineers if it would aid in the concept phase to at least inquire whether construction management services should be considered during the concept phase.

1 ARK. CODE ANN. §19-11-801 (REPL. 2007).

2 ACA § 19-11-807 (SCHOOL DISTRICTS)

3 ACA § 14-58-1001 (SUPP. 2011).

Again, an early consultation with a professional may lead to simultaneous or near simultaneous selection of an architect or other design professional as the concept begins to form. Many design professionals, and some construction managers, work by the hour, for a fixed fee, or without compensation in the concept phase in the hope of being selected as one of the professionals during the design or pre-construction phase. This would include at least consulting with a construction manager before the government decides to proceed with a project.

For instance, when the government owner begins to wonder, “Do we need a new law enforcement facility? Do we need an aquatic center? How much would it cost before we even consider whether we want to move in that direction?” These are all good questions to pass by a construction manager. If the concept begins to move forward, other parameters may surface indicating that actually hiring a construction manager is not preferable or would not create any additional benefit when compared to the traditional “design, bid, build” model for past projects. Nevertheless, a construction manager often does provide benefit in the pre-construction phase by providing project cost estimating, scheduling advice, value analysis and other related services. The construction manager would not necessarily be hired to continue into the next phase known as the construction phase.

Myth #4—Construction managers compete for their fee

Construction managers must comply with the law that requires a building license, and the law prohibits construction managers from being selected on the basis of their fee. The General Assembly has defined “construction management” in Arkansas as a professional service.⁴ Fee may only be negotiated after the selection process is complete. The law of Arkansas for selecting architects, engineers and construction managers for municipalities requires an interview and an evaluation of the professional’s qualifications.⁵ The evaluation is based upon knowledge, experience, proven track record and other considerations.⁶ Only after the professional is selected is the government owner permitted to ask the professional for a fee quote. If agreement on what is a reasonable fee cannot be reached, the government owner moves to the next qualified professional or may choose to avoid hiring a professional altogether.

This two-step process can easily be overlooked by the government owner or its representatives who unknowingly violate the laws of Arkansas. No one would want their project halted by a taxpayer lawsuit and a request for injunction or court order to stop because the construction manager or design professional was hired contrary to state law.



Jeffrey H. Moore, PA is partner with Friday, Eldredge & Clark, LLP in Little Rock. Jeff is licensed as an attorney and CPA in Arkansas. He is listed in Best Lawyers in America for Construction and Commercial Litigation, rated AV in Martindale-Hubbell, and recognized as one of Arkansas’s top rated lawyers in the publication Arkansas’ Legal Leaders.

4 ACA § 19-11-901(D)(1).
5 ACA § 14-58-1001 (SUPP. 2011).
6 ACA 14-58-1001(SUPP. 2011).

AHPP awards more than \$2 million in preservation grants

The Arkansas Historic Preservation Program, an agency of the Department of Arkansas Heritage, has awarded \$2,009,349 in grants for projects in 41 counties through its County Courthouse Restoration Subgrant, Historic Preservation Revitalization Grant, Certified Local Government Subgrant, and Main Street Downtown Revitalization Grant programs, the agency has announced.

Eighteen counties shared \$1,399,801 in County Courthouse Restoration Subgrants for rehabilitation of historic county courthouses across the state. Counties receiving grants were Boone, Bradley, Calhoun, Conway, Crawford, Greene, Izard, Lincoln, Little River, Logan, Lonoke, Madison, Monroe, Prairie, Randolph, Saline, Searcy, and Union.

Sixteen projects shared \$440,466 in Historic Preservation Grants, which rehabilitate buildings on the Arkansas and National Registers of Historic Places and are owned by local governments or nonprofits. Municipal recipients of the grants, amounts, and properties to be restored were Guy, \$14,400 for roof restoration at the Church of Christ; Pine Bluff, \$23,967 for roof and chimney restoration at the Saenger Theater; Sherwood, \$50,000 for restoration of the Roundtop Filling Station; Twin Groves, \$10,880 for tuckpointing at the Solomon Groves Smith-Hughes Building; and Van Buren, \$10,000 for monument stabilization at Fairview Cemetery.

Seventeen recipients shared \$89,982 in grants through the Certified Local Government program, which is open to cities and counties that contain a historic district protected by local ordinance, as well as to cities and counties that are seeking to join the CLG program. The grants provide training and can fund other preservation projects. Municipal recipients and amounts include Batesville, \$1,200 for training; Blytheville, \$3,200 for website development and training; Conway, \$8,700 for survey work to expand the Asa Robinson Historic District and training; El Dorado, \$7,200 to document historic properties and for administration and training; Eureka Springs, \$3,480 for training and the Green Old House Day event; Fayetteville, \$1,200 for training; Fort Smith, \$5,200 for training and survey work to expand the Fishback Neighborhood Historic District; Helena-West Helena, \$5,000 for training and administration; Hot Springs, \$9,800 for training and to document buildings in the Pleasant Street Historic District; Little Rock, \$9,200 for training and to document buildings in the



MacArthur Park Historic District; Morrilton, \$4,100 for training, administration, and website development; North Little Rock, \$11,200 for administration, training, design guidelines, website development, and a bricks-and-mortar mini-grant program; Osceola, \$5,500 for training, design guidelines, and website development; Pine Bluff, \$2,747 for training and design guidelines; Rogers, \$5,355 for administration and training; Texarkana, \$1,200 for training; and Van Buren, \$5,700 for training, website development, and an outreach film.

Main Street programs in Blytheville, Dumas, El Dorado, Eureka Springs, Hardy, Helena, Ozark, Paragould, Rogers, Russellville, Searcy, Siloam Springs, and West Memphis each received \$5,700 grants through the Main Street Downtown Revitalization Grant program.

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Hot weather jobs have deadly risks

By Charles W. Smith, M.D.

As the temperature and humidity levels rise in Arkansas, so do the risks for people who spend their days outside. The heat combined with our state's typically high humidity is especially dangerous. Arkansans know that summertime highs are often above 95 degrees, and it's not uncommon to see temperatures cross the century mark.

For veteran outdoor workers, summertime heat is more of a nuisance than a hazard. Their bodies have been acclimatized through the increasingly warm spring and early summer, and they are prepared for the hottest weather of the season. If they are healthy, they can endure it by pacing themselves and drinking extra fluids. But many people are not so well adjusted to the heat, and some will take on jobs and activities that will put them at risk of heat exhaustion or even heat stroke.

Risk factors

For employers, workers and anyone involved in outdoor physical activity, it's important to understand the factors at play when assessing heat risks. The temperature, humidity, radiant heat from the sun, and air velocity play a role, but most important are a person's age, weight, fitness, medical condition, and acclimatization to the heat.

The body cools itself by circulating blood to the skin, which allows the release of excess heat from the skin. Physical exertion makes it difficult to cool down because more blood is directed to the muscles being used. Sweating also helps cool the body, but the higher the humidity, the less effective sweating is at providing evaporative cooling. Sweating also depletes the body's fluids and electrolytes, such as potassium, calcium, and magnesium salts, which can lead to severe muscle cramps.

Watch for symptoms

Recognizing the symptoms of heat exhaustion is important to avoiding heat stroke, the most deadly heat-related condition. During the hottest weather, communities see heat-related deaths rise among their frailest citizens. The elderly, the very young, the chronically ill, and people who attempt strenuous outdoor physical activity without being acclimatized are most at risk.

A person with heat exhaustion experiences fatigue, nausea, or headache. Heat exhaustion can be remedied in most people with fluid replacement and by resting in the shade or air conditioning. The fluids should contain electrolytes. If mental functioning is not altered, people typically recover from heat exhaustion within 24-48 hours. For infants and the elderly, heat exhaustion can quickly lead to serious problems, such as kidney failure.

Heat stroke

Heat stroke is much more serious, with mortality as high as 80 percent if not treated immediately. Signs of heat stroke include confusion, delirium, fainting, and convulsions. The skin becomes hot and dry. Victims of heat stroke will die unless treated promptly. They may go into a coma, and if their temperature remains high, brain damage can occur. First aid should include taking the patient to a cool area and soaking the clothing with cool water and elevating the person's legs. They should be fanned to increase cooling. Aggressive first aid treatment and swift medical care can reduce the mortality rate to about 10 percent.

To avoid heat-related disorders, the best rule is to drink plenty of water, as much as a quart per hour. Electrolyte solutions or foods during breaks that will restore electrolytes are necessary when strenuous activity continues for longer than two hours.

If you begin to experience any of the symptoms of heat exhaustion or stroke, try to get to a shaded, cool spot as soon as possible, turn on a fan if you are able and continue to rehydrate. If this does not result in improvement within 30 minutes, seek a physician for further evaluation and treatment.



Charles W. Smith, M.D., is Executive Associate Dean for Clinical Affairs, University of Arkansas for Medical Sciences.

Clinton alderman gives city props in letter to the editor

First-term Clinton Alderman Gayle Bradley had a great experience representing her city at the League's 79th Convention in June, and she shared highlights of her trip to Hot Springs and praised her hometown in a letter to the editor that appeared in the July 3 edition of the *Van Buren County Democrat*. "We have so much negative out there," she said, "that I just wanted to put something positive about my city out there." She'd love to see more people in her position participate in the Convention, she said. "It was really good and inspirational with lots of good information."

Clinton

Dear Editor:

I've been thinking...

I took two "golden" vacation days from work recently to attend my first state Municipal League conference in Hot Springs, alongside Dena Malone, city recorder/treasurer, and Dwight Wilson, zoning officer.

I felt proud to represent our city. It seemed everywhere I went someone said, "Oh, you're from Clinton? It's such a pretty place," or, "Boy, you've had a lot of unfortunate disasters and your share of bad luck," I always said, "Yes, we have!" I learned a lot at this conference and wanted to share my enthusiasm from this experience.

I gathered information that inspired me and kept my interest of why I ran for office. I'm even more excited about our future plans for our city.

With everyday challenges and negativity all around the city I still feel we have advantages over other cities in our state. I would now like to concentrate and focus on one area in particular: our Clinton Fire Department. At the conference I attended a seminar on how to manage the volunteer fire department. I always thought we had a good fire department, but after this seminar, I know we have a great fire department!

During the seminar I see that many of the other cities attending were larger in population than Clinton and are struggling to even get volunteers for their departments. Our ISO rating is the best for our population. We have the same ISO rating as some of the fire departments with full-time paid firefighters with three times our population. I think our firemen work hard serving our city, training and maintaining our ISO, which saves on our insurance premiums. If you see the red lights, hear the sirens or just see one of these brave men, stop and give them an encouraging word or pat on the back and tell them you appreciate them.

Secondly, no matter how big or small our city is, it's our home. Clinton is a beautiful place to live with our majestic mountains, our rivers, lakes and even our massive rocks have beauty. Let's concentrate on the good and not the negative. Everyone has a crucial part to play. Whether it's mowing your yard, planting a tree, hanging a flower basket off your front porch, just remember to have pride of ownership.

With summer upon us, let's enjoy what Clinton has to offer.

Gayla Bradley
City of Clinton, Alderman

Fidelity bond coverage clarified

Opinion: 2013-018

Requestor: Bradford, Jay—Commissioner, Arkansas Insurance Dept.

Pursuant to provisions of ACA 21-2-701 to -711 (Arkansas Fidelity Bond Program), what are the deciding factors for coverage of governmental and sub-governmental entities? **RESPONSE:** I decline to answer your question as posed, but I discuss ways in which an entity might be said to be covered, or not covered. [For more on this opinion, see article on page 22 in this issue.]

Cooperative purchasing agreement authorized

Opinion: 2013-031

Requestor: Holcomb, Mike—State Representative

Did Pine Bluff Transit violate the State of Arkansas purchasing laws when it purchased 4 buses through a “piggyback” arrangement with the City of Brownsville, Texas, where Brownsville solicited bids for the buses and Pine Bluff failed to place an advertisement in an Arkansas paper of general circulation? **RESPONSE:** The arrangement in question appears to be a “cooperative purchasing agreement” authorized by ACA 19-11-249. See ACA 19-11-206 (defining “cooperative procurement” and “external procurement activity”). The statutes that would otherwise govern the City of Pine Bluff’s purchasing procedures (e.g. ACA 14-58-303) are therefore inapplicable.

Civil Service Commission procedures defined by law

Opinion: 2013-040

Requestor: Richey, Chris—State Representative

Does a civil service commission have the right to hold a private trial/hearing after a decision has already been made in a public meeting regarding the reinstatement of the appellant? Q2) Was the civil service commission in violation of the Arkansas Freedom of Information Act (“FOIA”) when holding the private meeting? Q3) What are the remedies for the person seeking reinstatement? **RESPONSE:** I am unable to answer your first two questions because doing so would require me to engage in fact-finding and possibly engage in the private practice of law, both of which I am unable to do. Instead, regarding (Q1), I can speak more generally about the purpose, conduct, and culmination of meetings of a Civil Service Commission under ACA 14-51-308. Likewise, regarding (Q2), I will simply explain the

general procedural requirements and leave to the appropriate fact-finder the question whether the procedures were followed in this particular case. Regarding (Q3), the aggrieved former employee must appeal the Commission’s decision to the appropriate Circuit Court within 30 days of the Commission’s decision.

Treasurer not entitled to commission on collected SID funds

Opinion: 2013-050

Requestor: Baltz, Scott—State Representative

Is the Fulton County Treasurer authorized to receive a 2% commission from the tax assessments he collects on behalf of the Cherokee Village Suburban Improvement District (“SID”) before forwarding those funds to the SID? **RESPONSE:** No. ACA 14-92-230 (Supp. 2011) provides that district assessments be paid be paid over by the collector directly to the depository of the district. The statute does not contemplate that the county treasurer ever handle the funds. Accordingly, the treasurer is not entitled to the 2% commission for handling funds set forth in ACA 21-6-302(a) (Supp. 2011).

2011 fluoridation law stands

Opinion: 2013-053

Requestor: Altes, Denny—State Representative
Act 197 of 2011, requiring fluoridation of the water supply of certain Arkansas cities, was enacted without a super majority in either chamber. With regard to Ark. Const. art. 5, sec. 1, is Act 197 of 2011 properly an act or would each chamber require a 2/3 vote to override the vote of two Arkansas cities, which have voted against fluoridation? Q2) If enough cities vote against adding fluoride to the water supply, does the state improperly supersede its authority by upholding the fluoride law? **RESPONSE:** (Q1) Under art. 5, sec. 1, the General Assembly was able to enact Act 197 of 2011 by majority vote because a two-thirds vote of the General Assembly is only required when it seeks to amend or repeal a state-wide initiated act. (Q2) No, because according to art. 5, sec. 1 state law “shall have the effect of repealing any local legislation which is in conflict therewith.”

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Librarians, other city employees covered by Fidelity Bond Program, AG and Program board say

The Arkansas Attorney General's office has released an opinion—Opinion No. 2013-018—prepared by Assistant Attorney General J.M. Barker that reaffirms the League's long-held position that municipal officials and employees, including those of municipal boards and commissions, may be covered under the Arkansas Self-Insured Fidelity Bond Program. The program, established by Act 728 of 1987, insures local governmental bodies and the State itself against employee-fraud losses.

The Arkansas Insurance Department raised the question of what factors were to be used in determining entity coverage by the program. That question raised a concern by local governmental officials whether certain municipal employees, such as librarians, employees of various commissions (airport, water, parks, etc.), and others are eligible for coverage under the program. The Attorney General's office now opines that, with the exception of several specific exclusions, employees in these positions are covered.

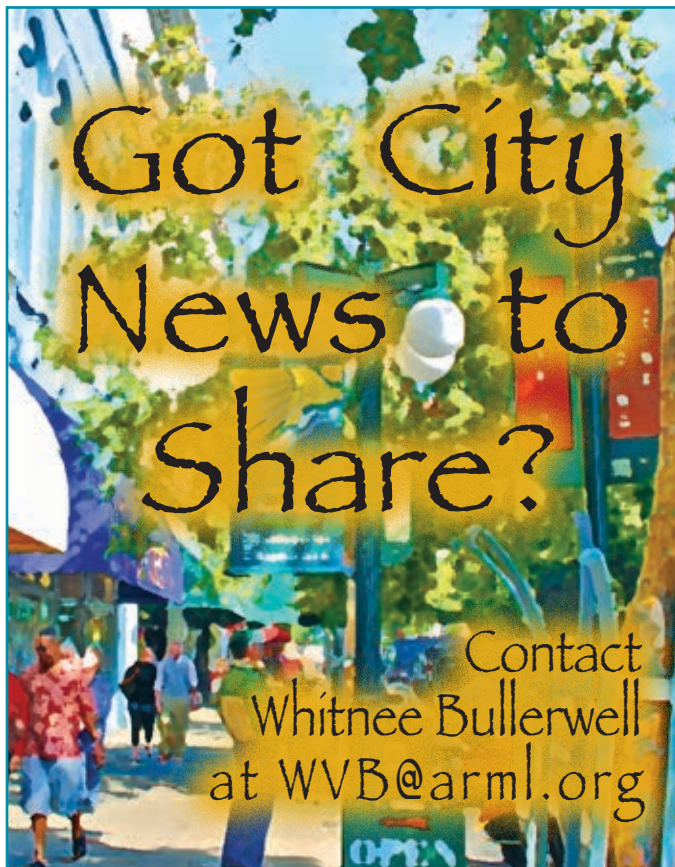
"The Program," the opinion states, "insures against losses suffered by a PGE [participating governmental entity] through certain acts committed by an official

or employee 'of' the PGE. One might read that word strictly, and conclude that a person is not an employee 'of' a PGE unless she works directly for and is paid directly by a PGE, not some segment or component or other creature of the PGE.

"In my view, however, such an interpretation may not be consistent with the legislative intent underlying Act 728."

A primary aim of the legislation was to "effectuate substantial savings," the opinion states, and that covering all employees except for those exempted specifically seems to be the law's intent. Local governmental employees excluded from coverage by the law are employees of county and municipal hospitals, nursing homes, and conservation or improvement districts.

The board for the Program, on which the current League president is one of the five members, favorably considered the issue at its meeting on July 23. Conclusive action was taken that day to confirm that city library employees are covered as municipal employees under the Fidelity Bond Program.



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Fort Smith reduces stress with green space

By Alison Litchy

It is early in the morning, the sun is just coming up, time is short, and you need to get to work. Your commute is long and you can feel your stress level increase due to heavy traffic, construction zones, pollution, or just time. This is a typical scenario in the daily life of an American. We drive more miles than ever before, and with those miles comes stress. As a result, the increased stress causes drivers to become more distracted and a hazard to others.

The environment in which you drive has more of an effect on you than you may realize. Stress affects us on many levels such as cardiovascular, skeletomuscular, and neuroendocrine. Our bodies cope with stressors such as pollution and noise on a daily basis by using stored resources. This in turn leads to fatigue.

A study reported by the University of Washington has shown that even limited contact with a natural setting can help us recover from stressful situations. It

has also been shown that a medical patient will recover more quickly with a view of green space versus rooftop or buildings. If something so basic such as visual green space and urban trees can cause lower stress levels and provide quicker healing time, more cities need to consider this in their urban environment.

Adding green space also provides many other benefits such as reduced storm water runoff, carbon sequestration, reduced heat island effect, improved aesthetics, air pollution filtration, and more. With all of these benefits coming from one basic improvement, it is an easy choice for cities.

Fort Smith is one of the cities that has chosen to increase its green space in high traffic areas. Fort Smith has transformed the streetscape in their downtown area along Garrison Avenue, which is one of the main entrances to Fort Smith as well as to the state of Arkansas from Oklahoma. As with most towns, this project was



New green space along Fort Smith's Garrison Avenue has refreshed the city's historic downtown corridor.

not done overnight. The Garrison Avenue improvements began just over a decade ago.

Prior to the enhancements, Garrison Avenue's green space had been spotty or planted with incorrect species for the site. Most of the streetscape was Green Ash, which at maturity can reach 70 feet. This species is much too large for the space provided to grow, both above and below the ground. Above the space there are power lines and below is a four-foot-square planting area. With such limited space, the ash trees and downtown area have suffered over the years. The roots caused damage to the pavers around the sidewalks and the crowns grew into the power lines or blocked store signage. Limbs became a hazard when damaged by storms. In the locations where there was no green space, the road was directly adjacent to the sidewalk creating an unsightly and abrupt transition. According to Fort Smith Communications Manager Tracy Winchell, "With limited green space, no matter how clean the area was it looked dirty, hot and distracting."

As a result of the efforts and continued support for the project, Garrison Avenue has received its much needed facelift. Now the streets are lined with Trident Maples, Crape Myrtles, and landscape beds with roses and various other annuals and perennials. New sidewalks, new lighting, and curbs have also been added to give the place a cared-for, hometown atmosphere. Each species and structure added to the area was carefully chosen to ensure long-term positive impacts and safety. The positive attitude of Fort Smith is spreading with new groups and organizations forming and volunteering both their time and money to keep improving the city. Employees, citizens, and downtown business owners have noticed the difference. A downtown employee, Caleb Pense, said, "I enjoy working in the area now. It is relaxing and inviting to both visitors and those who see it every day." Winchell added, "Downtown Fort Smith has a new attitude, people stand a little straighter and smile a little easier."

Next time while on your daily commute in your town—either to work, school, or just to the store—take a look around. What does your community provide for green space? How can you help make your community a better place? Even something as simple as planting a tree in the yard or picking up trash at a local park will always make a difference.



Alison Litchy is urban forestry partnership coordinator with the Arkansas Forestry Commission. Call Alison at 501-984-5867 or email alison.litchy@arkansas.gov.

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Professionalism development boosts economic efforts

Dr. Ron Swager, CEcD

Economic development long ago shed its image of “snake-oil salesmanship,” a stereotype that never really applied to the vast majority of economic developers, anyway. Today, the successful economic developer is a professional in the truest sense of the term. A true professional is one who understands the process and is skilled in the practices of economic development, who acts on behalf of constituents in an ethical manner, who participates in professional organizations, and who continually increases his or her knowledge base through professional education. Some reach the pinnacle of professionalism—they teach what they know to others.

And one of the most important qualities of successful economic developers is their ability to help bring together a disparate group of stakeholders who participate in the strategic planning and marketing practices that are designed to create wealth in a region. The interaction among professionals in these other groups and economic developers is fascinating to observe, especially when they achieve success.

The common bond between economic developers and stakeholders is knowledge. Success can be achieved if the participants understand how wealth is created, if they know their respective roles, and if they have the knowledge necessary to carry out their roles. Horror stories abound regarding economic development failures. Failure is not necessarily losing a prospect to another region or having a business reduce its employees. Those setbacks often happen despite our best efforts. But a true failure is when key players in the economic development process do not have the knowledge needed to perform their roles.

This is where my part of the profession comes in, because I am in the knowledge business. If knowledge is power, then delivering an educational program empowers economic developers, local leaders, and staff of key partners. It gives them the information they need to make good decisions and provides the tools to implement their plans. It prepares them for success.

Several sources of economic development training are available. One example is the program at the UALR Institute for Economic Advancement’s Center for Economic Development Education. Its Mid-South Basic Economic Development Course is an ideal starter course for all the players to understand their roles and to gain some knowledge (and confidence) on what to do. This four-day basic course provides the framework, and subsequent advanced short courses focus on specific topics. A community leader or agency staff person might participate in one or two of these courses. An economic developer can take a major step toward professionalism by participating in all of them.

My advice to mayors and other elected officials? Avail yourself of economic development training as part of your professional development, and encourage your staff along the same lines. Economic development is changing constantly, and it is important to stay on top of trends and new practices. Continued training can pay big dividends in wealth creation for your community.



Dr. Ron Swager is Senior Research Specialist in the Center for Economic Development Education at the UALR Institute for Economic Advancement. Call Dr. Swager at 501-569-8519 or email ron.swager@ualr.edu.

October is Act 833 funding deadline

The deadline to apply for 2013 State Fire Grant Act 833 funds through the office of Fire Protection Service is October 31. Applications must be postmarked by that date to qualify for the 2013 funding year. Applications and program guidance documents are available on the ADEM website, www.adem.arkansas.gov. For more information on the grant program, contact Kendell Snyder, Fire and EMS Coordinator, at 501-683-6781, or email kendell.snyder@adem.arkansas.gov.

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Helena-West Helena forges first sub-Saharan SCI relationship

By Sherman Banks

Helena-West Helena has become Arkansas's newest member of Sister Cities International (SCI), a citizen diplomacy network dedicated to creating and strengthening relationships between the United States and communities in other countries. SCI relationships focus on local interests to increase global cooperation at the grassroots level, while promoting peace through mutual respect, understanding, and cooperation. Created in 1956, after a White House summit where President Dwight D. Eisenhower called for people-to-people exchanges, SCI encompasses a global network of more than 2,300 sister city relationships in 135 countries.

Former State Sen. Kevin Smith and Helena-West Helena Mayor Arnell Willis approached me over a year ago about the possibility of establishing an international sister city relationship. After considering several possibilities and after a meeting with the local Catholic priest, Father Honest, we decided to consider the city of Moshi, Tanzania, in East Africa. After an exchange of several letters between city officials of Moshi and Helena-West Helena, all parties agreed that there was enough interest and compatibility to develop a sister city relationship between the two.

Willis, Smith, Honest, and I embarked this summer on a fact-finding trip to Tanzania. We arrived in Moshi in the early evening of Monday, July 9. Our sojourn began in earnest on Wednesday, and as we traveled, I reflected on the writings of former President Eisenhower who believed that peace and freedom are more products of our day-to-day living than any intermittently executed spectacular program. After spending the week in Moshi, our belief was once again confirmed: There is nothing in this world greater than the freedom of the human spirit as seen and experienced on a daily basis.

While in Moshi and the surrounding wilderness areas, we met with representatives of the national government, elected local officials, area business leaders, and students in both primary and secondary schools. At Moshi Secondary School, Mayor Willis participated in a moving ceremony with Headmaster Fanuel Angalo by planting a "tree of hope" marking the beginning of the sister city relationship.

While in Tanzania, we discussed the mission of SCI and how we can develop a reciprocal relationship between the two cities through citizen diplomacy, student and cultural exchanges, sustainability, and economic development.



Helena-West Helena Mayor Arnell Willis, right, meets Bernadette Kinabor, seated, director of the Moshi municipality, Dr. Debby King, third from left, and two city department heads.

To experience an important part of the unique country of Tanzania, its wildlife and its inhabitants, we traveled to the wilderness areas of Ngorongoro and the Serengeti. It was majestically stunning and the residents were gracious and accommodating. As we rode along the long, dusty, bumpy roads that led to the safari wilderness areas, we saw the heart of the people. We danced, visited, and experienced the very raw and primitive lifestyle of the people of the Masai Village. We saw their hopes and aspirations; we saw their sadness and their disappointments; and we understood their wants and needs. We saw people who believed that if you cannot be the pine on top of the hill, be the scrub in the valley...but you must aspire to be the best little scrub on the side of the hill.



From left, Dr. King, Moshi Mayor Japhery Michael, Sherman Banks, and Mayor Willis.

An anonymous poet wrote, “Fleecy locks of black complexion cannot forfeit nature’s claim. Skin may differ, but affection dwells in black and white the same. And were I as tall as to reach the pole or to grasp the ocean at a span, I must be measured by my soul. The mind is the standard of the man.” I believe these sentiments most accurately reflect what all of us saw and experienced.

The development of this sister city in Moshi with Helena-West Helena will be the very first sister city in sub-Saharan Africa.

“We are extending the hand of friendship with the expectation that it will be returned,” Willis said. “By taking the first step to develop an African sister city, we make ourselves vulnerable toward each other.”

He further expressed how this new relationship could leverage our differences into a network of cultural and educational exchanges, as well as economic development that will promote mutual trust and eliminate fear.

Mayor Willis believes that by developing this new sister city relationship, everyone involved can begin to accept and understand the diverse problems that all of us of face. He believes that this relationship will open the doors to understanding the differences that cause us to be suspicious of one another, and that this will then create bridges, upon which we can approach important issues in a completely new and understanding light.



Mayor Willis participates in a "tree of hope" planting. The tree symbolizes the growing relationship between Helena-West Helena and Moshi, Tanzania.

I urge you to involve yourself in the SCI programs and join cities like Helena-West Helena, Star City, and Harrison as they break ground to establish their sister cities programs. Although the reason and need or desire of a sister city is different for each city, the ultimate result is always based on the concept of citizen diplomacy as espoused by President Eisenhower over 56 years ago—one individual, one community at a time.



For more information on how to forge an SCI partnership in your community, please contact me at 501-374-8493, email sbanks@aristotle.net, or write to P.O. Box 165920, Little Rock, AR 72216.

Saving water saves money and waterways

By Tim Brockway, P.E.

Industries and municipalities across the country are changing their way of doing business to improve their financial bottom line and meet water resource challenges they face. Re-use of processed water and capture of rainwater are two ways such entities can save money and water, the most precious non-renewable natural resource we have. These organizations have realized the benefits of utilizing something that they have already paid for, or is an otherwise unused free resource, instead of literally flushing money down the drain. Through careful planning and creatively adapting their day-to-day operations, cities and towns can save money while also saving lakes and rivers.

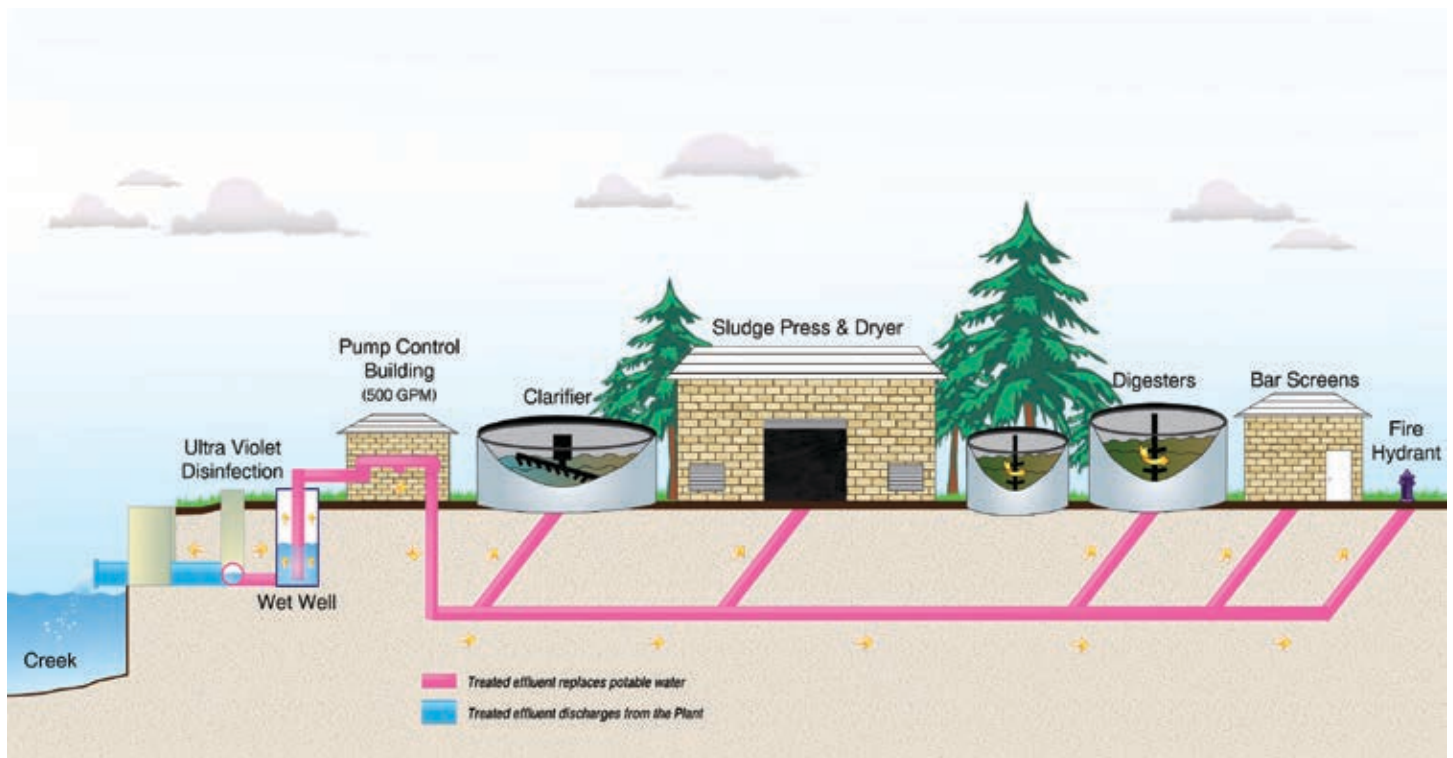
Arkansas is blessed with an abundance of clean water that allows us to enjoy low water rates, recreation opportunities, access for industry, and an agricultural bounty. Water touches every aspect of our lives and is critical to survival. Unfortunately, recent trends show that water is becoming scarcer and therefore meeting demand is more challenging. Increased demands combine with changing climate patterns to reduce the water



The purple pipe at Benton's wastewater utility carries non-potable water.

available for our use and for supporting our waterways. Available, unspoiled water needs to be used as effectively as possible to make our dollars go further and to protect our precious natural resources for future generations.

Prior to 2012, Benton's wastewater treatment plant was using approximately 460,000 gallons of potable water a day as process water in their operations. To save money and potable water, Benton Utilities wanted to



With its new system, Benton saves more than \$195,000 and millions of gallons of water per year.

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design a system that would use non-potable water that had already been treated in the wastewater plant instead of potable water during treatment phases. Treated water is now used in the plant's operations directly as well as at yard hydrants and a fire hydrant on-site (all labeled "non-potable water") for wash down purposes and for large volumes of non-potable water used by the street department. Operational savings were originally estimated to pay off the construction costs for the upgrades in three years, but it is now estimated that it will take only 26 months.

Industrial users also have opportunities to re-use water for uses that do not require potable water, such as equipment cooling, manufacturing, etc. Potential sources include water left after their processes and/or treated municipal water. Buildings of all types are now being designed with systems to capture rainwater and use it to flush their toilets in order to save money and reduce their consumption on treated potable water. Rain barrels are available for the home to hold rainwater and use it to irrigate gardens at smaller scales. Grey water systems for buildings and homes, which recycle water from hand sinks, showers and baths for flushing and irrigation are also gaining popularity. Nationally, in locations with limited water availability or with expensive potable water costs, whole systems of "purple pipe" are sometimes installed. Properties are either given this reclaimed water at no cost or purchase the water as a commodity at a reduced rate versus potable water. For a large-scale irrigation user such as a golf course, a large municipal facility or other type facility, even a sizable investment in pipes and pumps can pay for itself in a relatively short timeframe.

Water is crucial to the Arkansas economy. Recreation, agriculture and industry cannot thrive without it. By reducing our use of potable water, we can save the resource we need the most and reduce costs that help improve the bottom line for users of all types.



Tim Brockway is a Licensed Professional Engineer and LEED-Accredited Professional at McClelland Consulting Engineers. Contact Tim at 501-371-0272 or email tbrockway@mccllelland-engrs.com.

Holding the taxpayers harmless

By Jim von Tungeln

As a city grows and develops, many hours and countless resources are expended in the attempt to accommodate growth and development in an equitable manner. We consider the desires of developers, neighbors, special interest groups, and, on occasion, even competitors. Sometimes in the midst of this great balancing act, we might forget another threatened group: the taxpayers who support the city. Maybe it is time we gave them more attention.

Sometimes, as mentioned herein on past occasions, it is beneficial to borrow concepts from other professions for use in public administration. From our friends in the insurance industry, for example, we borrow the idea of “moral hazard.” Thus, penalties for breaking rules must be severe enough that their costs aren’t simply factored in as just a cost of doing business.

Also, we might borrow an idea from our friends in the legal profession, the concept known as “hold harmless.” In a legal sense, this refers to a promise by one party in a contract to pay any costs or claims that may result from the agreement. So, the other party is “held harmless.”

What if, in the administration of municipal planning, we decided to hold municipal taxpayers harmless from the aftereffects of developments within a community’s jurisdiction? It could end the far too prevalent practice of subsidizing development by using public funds to complete the necessary improvements to the existing infrastructure.

This is not a completely new concept. Some cities have been approaching this through the use of impact fees. These are fees assessed for the projected share of the cost, by a new development, of maintaining the existing levels of specified municipal services such as parks, emergency services, and utilities. They are effective but complicated to enact and limited in scope.


Our state’s statutes mandate that impact fees be paid by individual property owners at the point of sale. Thus they don’t always nudge developers toward efficiency. There is also a disconnect in the timeline. The liability to the city for services occurs when the construction plat is approved. Years may elapse before all properties are sold and fees collected.

This brings up another term we might borrow, this time an important one from our economist friends. It

Looking at Development’s Total Cost...

SOCIAL COST	=	PRIVATE COST + EXTERNAL COST
SOCIAL BENEFIT	=	PRIVATE BENEFIT + EXTERNAL BENEFIT

...if the Private Costs and External Costs exceed the Social Benefit, the taxpayers are subsidizing the development.



is “externalities.” They are defined as third-party (or spill-over) effects arising from the production and/or consumption of goods and services for which no appropriate compensation is paid.

In a planning context, externalities might include the costs to the taxpayers of upgrading streets to accommodate development. Or, they might include the costs of maintaining wastewater pump stations in perpetuity when developers use force mains instead of gravity mains for development. They would include such intangible effects as the destabilization of property values created by incompatible land uses. They could even include the cost of traffic snarls created by the improper design of school campuses.

In short, someone gains at an innocent party’s expense. In our case that innocent party is the taxpayer.

The entire cost of production of the output of a particular good or service is often called the “social cost.” It comprises the private cost (to the developer) plus the third party externalities (to the public at large). If this sounds complicated, it is. Good government is a complicated business.

Returning to planning and development, we might look at additional tools other than impact fees that would help hold the taxpayers harmless from externalities.

The concept of development concurrence has existed for some time, and some cities across the country have used it in the development process. It is a policy designed to match public facilities and private development. When implemented, concurrency policy withholds land development approval unless selected facilities and services exist in accordance with locally adopted level of service standards by the time the impacts of land development on those facilities occur. (A valuable resource on this concept is an article by Jerry Weitz: “Concurrency: Evolution and Impacts of an Infrastructure and Growth Management Policy,” *Public Works Management & Policy*, July 1997 2: 51-65.)

Concurrency is a complicated tool and not without risks. It is probably best used by a municipality that has complete control over its utilities.

Another approach would be for planning commissions and elected bodies to be on the lookout for what my legal advisor, Argumento DeMinimus, the Harvard Bred Lawyer, calls “The Rollerblading® Syndrome.” Says he, “There are some things, such as land development

and in-line skating that we watch others do and think to ourselves, “That looks easy. I could do that.”

There is hardly a municipal official of any major city who has not witnessed the havoc resulting from amateur developers who possess no experience or expertise in the field. Could cities require some proof of capabilities as part of the land development application process? I don’t see why not.

Finally, we might borrow, as I have mentioned in the past, a concept called “Changing the ‘Who Cares?’” from our psychologist friends. This, in the planning and development context, would shift the burden of worrying about externalities from the planning commission and elected body to the developer. This is done by requiring ample study, analysis, and documentation by the developer to ensure the taxpayers’ representatives (the staff, planning commission, and elected body) that potential problems have been identified. Further, the plans would contain those measures and mitigations that would address and solve those problems before construction, not afterwards when the burden has shifted to the public.

Another benefit of this approach lies in its simplicity. Instead of huge volumes of regulatory “jibber-jabber,” the municipality could say, in effect, “do no harm.” In addition to being simple, it places the “Who Cares?” on the shoulders of the entity that will profit from a successful development.

Even with new concepts in zoning, a simple approach might work. The city could simply publish schematic drawings and say, “This is how we want this area to look. Bring in your development proposal when it does.”

A general observation of mine, after 42-plus years is that we have, in the planning field, a tendency to make things more complicated than necessary. We, as those who attempt to protect the public health, safety, and welfare of the community, i.e. serve the taxpayers, also tend to shoulder unnecessary burdens. Maybe it is time to stop doing so.



Jim von Tungeln 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.

Match needs to grants for lasting success

By Chad Gallagher

The word “grant” can incite a strange sense of euphoria among some municipal officials. The idea of cash falling from the sky, outside the normal budget income streams, right into one’s very own specific pet project comes to mind. Of course, we all know it doesn’t work that way, but the idea of getting a grant is exciting. Grants are a terrific tool for advancing community causes, completing municipal projects, and serving those in need. I believe every city, regardless of population, should have a community development plan, an economic development plan, and a plan for the utilization of grants to help make these concepts realities. Failing to cast a vision for the future and develop strategies to make that vision a reality are signs of leadership weakness. Every city should build a team that can make sure the vision is cast and strategies developed to ensure it comes to pass. We are honored to be a part of that team in many cities.

Developing a thoughtful and strategic approach to pursuing and utilizing grant programs is an important part of ensuring long-term success. Too many times cities hear about available funds or read of another city receiving funds and without much thought or consideration begin filling out applications. I’ve seen cities practically create a project for the sole purpose of getting a few grant dollars. I’ve seen others put together terrible applications without putting any thought into the concept. These applications almost always fail. To effectively advocate for funding one must understand the need, have a reasonable solution, understand what it takes to implement the solution, and have a clear path to sustainability for the project.

Cities and organizations understand that available funding will allow them to meet a need or continue a noble cause. However, they often underestimate the full scope and scale of the process. The best grant applications are a result of applicants having already asked themselves the tough and skeptical questions. Putting your own budget, concept, solutions, and plans through the proverbial ringer will help you write a much better application. The funding agency’s evaluation team should never be the first ones to review your concept with a critical eye.

One of the things our firm loves doing is helping cities, nonprofits, and small businesses connect their visions to achievable strategies. Applying for grants from public and private funding sources is an especially important approach for cities and towns. Taking a municipality’s long-term vision and laying a grant application strategy over it becomes very effective in receiving funds.

Cities should develop a list of grant opportunities and look for funding sources in the private and public sector that align with the already developed strategic plan. Instead of asking for funds simply because they’re available and you could sure use them, funding requests should be a result of a well thought out strategy. When deciding to put time and energy into a grant application you should be able to easily say, “This grant is a great fit for Project Y.” In some regards, you must consider yourself a professional matchmaker looking for the greatest number of compatibility traits between a need or project and a funding opportunity. The application should not feel like a stretch nor should you rely on technicalities to justify the request or explain how it is a fit. Sometimes this means passing up funding opportunities that look good or that you desperately want the money for but you simply aren’t ready to request. Either you just don’t have a project that fits or your project and solution are not far enough along in conceptual development to make a good case.

Planning, vision, and creativity are key components to successful community development. Grants are wonderful tools to help expedite success and maximize your local dollars. Creating a grant utilization strategy that thoughtfully matches up your needs and existing opportunities creates the necessary synergy for real success. As a service provided to you by the League, we would love to look at your needs and discuss opportunities in the grant world that might just equal a match made in paradise.



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

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KaBOOM! map app connects children with play

By Heather Hurd

Since 1996, KaBOOM!, a national nonprofit, has been working to address the lack of play opportunities for children and families by ensuring there is a great place to play within walking distance of every child in America. KaBOOM! recently launched the Map of Play, a free online tool to help parents find, share, and rate playgrounds in their cities and towns. A great resource for parents, it is also an easy way for people to get involved locally in our national movement to bring play to kids who need it most.

Identifying the location and condition of play spaces is vital to our understanding of children's access to play. By mapping existing play areas and documenting their value to our communities, we can get a clearer picture of where gaps in access to play exist, allowing KaBOOM! and our strategic partners to see where more access is needed, and specifically which populations suffer from roadblocks to active, engaging play for their children.

Cities have used mapping to determine where there are gaps in their current recreational opportunities, helping them address issues and use community input to tackle areas of greatest need first. Many cities are also beginning to use mobile playgrounds, play streets and other programming to provide additional resources to residents when the creation of new infrastructure is not possible.

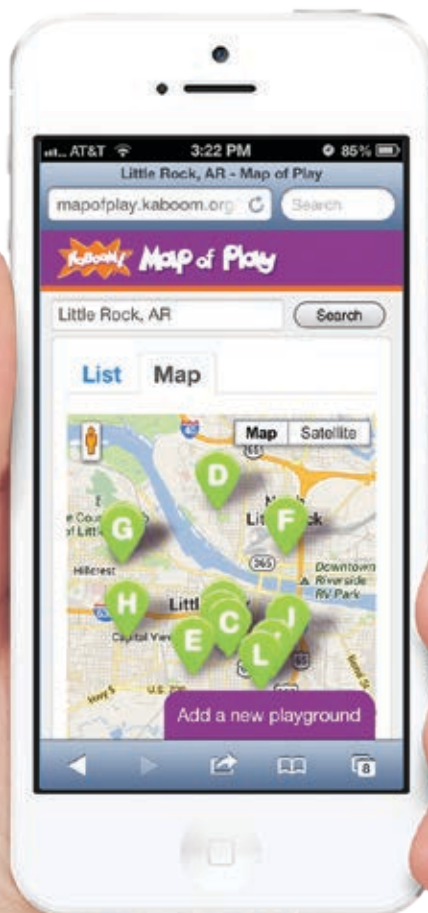
Parks and recreation departments are at the heart of bringing engaging, inspiring play to the children in their cities. You know better than anyone the importance of getting kids outside to play, and I'd like to offer up our resources here at KaBOOM! to help make sure everyone knows about the parks, facilities, and services that Arkansas works hard to be able to offer its residents. Our Map of Play is an incredible tool for helping make that goal a reality.

KaBOOM! encourages you to use our website, www.mapofplay.org, on your computer or smartphone to keep track of the play areas in Arkansas, and as we work together we'll get a clear picture of everything you have to offer your state. By helping us map, photograph, and rate the play spaces available to Arkansas kids, you'll simultaneously be creating a searchable, public record of available play spaces and providing valuable data that can help us identify resources to enhance play opportunities in Arkansas.

Sharing records, photos, and ratings of your existing parks and playgrounds can be as easy as emailing them to us at hhurd@kaboom.org.

Thanks for your commitment to raising healthier, happier kids.

Heather Hurd is Map of Play Coordinator at KaBOOM! Call Heather at 202-464-6182 or email hhurd@kaboom.org.



Changes to 2013 Directory, Arkansas Municipal Officials

Submit changes to Whitnee Bullerwell, wvb@arml.org.



Alexander

Delete AL Dan Church
Add AL (Vacant)

Alicia

Delete R/T Russell Barber
Add R/T Bonnie Wilson
Delete AL Kathy Lee
Add AL (Vacant)

Ashdown

Add CEO Spencer Nixon

Bay

Delete WS/WW Donnie Stewart
Add WS/WW James Robertson

Benton

Delete AL (Vacant)
Add AL Evelyn Reed

Brinkley

Delete CEO Don Tefteller
Add CEO Mark Hamner
Delete AM Karen Nickleson
Add AM Suzanne Aunspaugh

Fifty-Six

Delete AL (Vacant)
Add AL Carolyn McCoy

Gateway

Delete M (Vacant)
Add M Frank Hackler

Grady

Delete AL Chester Cobb
Add AL Marilyn Cobb
Delete AL B.I. Harvey
Add AL Charles Ashley
Delete AL Diane Harvey
Add AL Lyndell Bradley

Gravette

Delete PC David Smith
Add PC Andrew Bower
Delete PD Allyson Ransom
Add PD (Vacant)
Delete WS Larry Buffer
Add WS (Vacant)

Harrison

Delete DPW Frank Gelinias
Add DPW Wade Phillips
Delete WW Donnie Brown
Add WW Kathryn Catlin
Delete AL Cloyd Baltimore
Add AL Dan Roberts
Delete AL Wendell Stephens
Add AL Rick Griffin
Delete AL Dave Fitton
Add AL Dena Taylor
Delete AL James Harrison
Add AL Jason Brisco
Delete AL Shannon Snow
Add AL Wayne Cone

Holly Grove

Delete CA Craig James
Add CA Alvin Simes

Jacksonville

Delete FC John Vanderhoof
Add FC Alan Laughy

Leslie

Delete AL (Vacant)
Add AL Laura Gross

O'Kean

Add AM Karen Berry
Delete M Thomas Garrett
Add M Danny Gifford

Prattsville

Delete Class 2
Add Class Inc.

Redfield

Delete CEO Eddie Parsley
Add CEO Nathan Travis

Searcy

Delete AL Jim Dixon
Add AL (Vacant)

Siloam Springs

Add AL Dennis Brown

Trumann

Delete AL Tom Martin
Add AL William Walker

Willisville

Delete FC Josh Alphin
Add FC (Vacant)

NEWSLETTER

AUGUST 2013

The Newsletter, provided by a'TEST consultants, is included in *City & Town* as a service of the Arkansas Municipal League Legal Defense Program.

Don't fall out of your chairs with the news that I actually read and enjoy *City & Town*. Even though I am not a municipal employee, I find the magazine to be full of great information and wonderful pictures. I even put it in my reception room for others to read. Occasionally, a copy will walk away, and I think that is a compliment to the Arkansas Municipal League and its staff.

Now, I want to discuss the articles that I write. For about 18 years, I have created monthly articles for this magazine, and it is awfully difficult to find things that I feel appropriate to share with you. The good news is the staff takes my articles and makes them look really good. I can't pat my own back for looking smart either—they always help me out!

This past month, another writer wrote how much he appreciated the magazine staff and I realized that I had never said "thank you" for allowing me to be a part of this quality publication. Thank you! Thanks, too, for the calls and nice comments I have received over the years concerning my articles. You have certainly been loyal.

If any of you want me to address a specific topic, please let me know. I'll do my best to research it for you.

Tobacco facts

We have heard for years that tobacco is bad for your health, and, yet, pregnant women continue to use the drug. A SAMHSA (Substance Abuse and Mental Health Services Administration) study indicated that 16.4 percent reported using cigarettes in the past month compared to 27.3 percent of women who were not pregnant. At 5.5 percent, the lowest rate of current smoking while pregnant was seen among Hispanic women.

Alcohol facts

According to the SAMHSA survey, among youths aged 12-17 who were heavy drinkers in 2008, three in five (68.5 percent) were also current illicit drug users. Young adults aged 18-22 enrolled full time in college were more likely than their peers not enrolled full time to report any use, binge use, or heavy use of alcohol in 2008. Interestingly, the rates of current alcohol use and binge drinking among full-time college students in the 15-22 age group declined in recent years.

Marijuana

I found a fascinating statistic that is complimentary to Asian parents and their youth. This group of young people has the lowest rate of marijuana use. So, what teaching methods or drug prevention techniques are these parents using that other parents might adopt? We need to research their parenting skills.

Prescription medications

Over two-fifths of those who took pain relievers non-medically in the past year were under age 18 when they first used the drugs. In a recent study, it was noted that girls are more likely than boys to use painkillers non-medically. It is very important that parents lock up their medications in the home to avoid having them taken by their child or visitors.

Additionally, it is very important for employers to watch for drug exchanges at work, or any signs of an abusing employee on the job. There's no doubt about the tremendous increase of prescription overdoses arriving in hospital emergency rooms. Prescription abuse is rampant.

Emotional problems

Young people who have serious emotional problems are more likely to use substances and to become dependent on them. To receive affordable or inpatient care, they must present to a medical facility with a dual diagnosis—mental illness and substance abuse.



a'TEST CONSULTANTS, Inc., provides drug and alcohol testing as a service of the Arkansas Municipal League Legal Defense Program. The program helps cities and towns comply with the U. S. Department of Transportation's required drug testing for all holders of commercial drivers' licenses.

Municipal Notes

Russellville online initiative encourages community feedback

A new online initiative, involveRussellville.org, asks residents, "What would you do to make Russellville a better place to live, to work, and to play?" The idea behind the website is to create an idea-sharing community that allows city leaders to post topics and ask for feedback from residents, the *Russellville Courier* has reported. Mayor Bill Eaton described the initiative as a fairly new technology that will allow people to connect with City Hall in innovative ways.

"In order for my administration to reach out to as many Russellville residents as possible, we are expanding the way we gather input from you on important issues impacting our city," he said.

The process to sign up for the site is simple. A resident can simply visit www.involveRussellville.org and create a login using an email address or by linking to an existing social media account. Once logged in, users can navigate through different ideas posed by community leaders. Within those topics, users can add ideas and feedback, as well as view and comment on other users' ideas.

Current topics on the site include complete streets initiatives, bike-friendly streets, pedestrian-friendly streets, the future of downtown Russellville, and capital improvement programs.

Little Rock tops "Great Places to Live" list

Kiplinger's Personal Finance magazine has named Little Rock No. 1 in its annual 10 Great Places to Live list. The list ranks metro areas nationwide with populations of one million or less based on factors such as jobs, home prices, schools, healthcare, and more.

The magazine praised Little Rock and the metro area for its rolling hills and ubiquitous trees, eclectic neighborhoods, volunteerism efforts, access to outdoor activities, cultural and historical offerings, housing and employment opportunities, and more.

Rounding out the top 10 list were Burlington, Vt.; Bryan-College Station, Texas; Santa Fe, N.M.; Columbia, S.C.; Billings, Mont.; Morgantown, W. Va.; Ithaca, N.Y.; Anchorage, Alaska; and Dubuque, Iowa.

Conway wins \$25K for dog park

Conway has won one of four \$25,000 prizes in the national PetSafe Bark for your Park contest, the Log Cabin Democrat reported July 31. The money along with matching funds from another source will help the city build a dog park at the Don Owen Sports Complex. The Humane Society of Faulkner County will work with the city to design and construct the three-acre park, which will include benches, dog waste stations, lighting, and water access.

Maumelle "TNR" program controls feral cats humanely

A new trap-neuter-return initiative, or TNR for short, is helping Maumelle control its feral cat population in a humane and progressive fashion, KTHV has reported. Not only is the method more humane than euthanasia, it is more effective in the long run, maintains the local Feline Rescue and Rehome organization, one of the volunteer groups the city is partnering with. Sterilized cats fight and roam less, are less likely to contract disease, and feral colonies shrink over time. Maumelle is the first city in the state to adopt a TNR program.

Obituaries

DON TEFTELLER, 49, a Brinkley code enforcement officer for nine years, died March 18.

CALENDAR

**National League of Cities
2013 Congress of Cities & Exposition
Wednesday-Saturday
November 13-16, 2013
Washington State Convention Center
Seattle, WA**

2013 State Turnback Funds

Actual Totals Per Capita						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2012	2013	2012	2013	2012	2013
January	\$3.4786	\$3.2369	\$0.2859	\$0.3020	\$3.1339	\$3.1338
February	\$3.7795	\$3.4064	\$0.2584	\$0.3873	\$1.0053	\$1.0094
March	\$3.2521	\$3.0946	\$0.4307	\$0.3953	\$1.0055	\$1.0055
April	\$3.4633	\$3.2024	\$0.2705	\$0.3438	\$1.0017	\$1.0056
May	\$3.6848	\$3.5348	\$0.1999	\$0.3138	\$1.0053	\$1.0028
June	\$3.8035	\$3.6607	\$0.2104	\$0.3573	\$1.0056	\$1.0055
July	\$3.7480	\$3.5917	\$0.1996	\$0.4276	\$3.1087	\$2.8863
August	\$3.5350		\$0.1567		\$1.0052	
September	\$3.6430		\$0.1899		\$1.0056	
October	\$3.4734		\$0.2654		\$1.0056	
November	\$3.4269		\$0.2902		\$1.0054	
December	\$3.4321		\$0.2501		\$0.91	
Total Year	\$42.7202	\$23.7275	\$3.0077	\$2.5271	\$16.1978	\$11.0489

Actual Totals Per Month						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2012	2013	2012	2013	2012	2013
January	\$6,537,582.03	\$6,083,989.12	\$537,347.01	\$567,571.55	* \$5,889,623.14	*\$5,890,046.27
February	\$7,103,104.25	\$6,402,534.31	\$485,627.91	\$728,037.16	\$1,889,245.23	\$1,897,309.37
March	\$6,111,822.72	\$5,816,498.28	\$809,523.74	\$742,998.16	\$1,889,603.23	\$1,889,913.31
April	\$6,508,820.12	\$6,019,069.40	\$508,320.37	\$646,153.53	\$1,882,530.42	\$1,890,083.64
May	\$6,925,015.17	\$6,643,763.23	\$375,733.12	\$589,734.49	\$1,889,362.42	\$1,884,771.73
June	\$7,148,252.90	\$6,880,560.47	\$395,417.87	\$671,509.25	\$1,889,865.20	\$1,889,910.83
July	\$7,043,886.87	\$6,750,810.43	\$375,173.84	\$803,621.40	** \$5,842,460.26	** \$5,424,973.20
August	\$6,643,716.19		\$294,503.90		\$1,889,164.55	
September	\$6,846,853.12		\$356,918.13		\$1,890,041.23	
October	\$6,528,081.50		\$498,817.98		\$1,890,041.23	
November	\$6,440,629.62		\$545,491.57		\$1,889,559.03	
December	\$6,450,883.49		\$470,059.64		\$1,703,306.66	
Total Year	\$80,288,647.98	\$44,597,225.24	\$5,652,935.08	\$4,749,625.54	\$30,434,802.60	20,767,008.35

* Includes \$4 million appropriation from the Property Tax Relief Fund

** Includes \$3,516,786.65 supplemental in July 2012 and \$3,516,799.83 in July 2013

July 2013 Municipal Levy Receipts and July 2013 Municipal/County Levy Receipts with 2012 Comparison (shaded gray)

CITY SALES AND USE	AMOUNT	LAST YEAR	Gentry	15,942.79	6,914.21	Mountain Home	160,028.72	158,501.10
Alexander	59,586.32	43,919.18	Gilbert	998.82	2,565.19	Norfolk	6,569.30	6,506.59
Alma	189,897.54	199,282.05	Gillett	10,116.43	9,346.07	Salesville	5,785.11	5,729.87
Almyra	1,834.03	2,210.23	Gillham	1,962.79	2,739.76	Benton County	607,978.73	561,315.95
Alpena	3,990.73	3,136.50	Gilmore	249.97	244.97	Avoca	6,681.99	6,169.14
Alzheimer	2,558.74	2,498.61	Glenwood	69,191.20	61,591.42	Bella Vista	362,319.83	334,511.54
Altus	7,384.27	7,257.56	Gosnell	14,917.24	15,105.32	Bentonville	483,362.40	446,264.00
Amity	9,223.26	8,496.73	Gould	3,778.45	3,977.37	Bethel Heights	32,478.84	29,986.07
Anthonyville	268.17	241.85	Grady	4,341.98	4,070.39	Cave Springs	23,674.50	21,857.47
Arkadelphia	151,106.04	144,801.46	Gravette	70,849.34	60,682.37	Centertron	130,285.07	120,285.60
Ash Flat	86,267.76	80,008.40	Green Forest	24,697.22	22,025.43	Decatur	23,263.72	21,478.22
Ashdown	100,106.35	123,877.47	Greenbrier	133,697.73	144,095.76	Elm Springs	520.32	480.38
Atkins	45,378.19	49,248.05	Greenland	18,561.57	16,069.67	Garfield	6,873.68	6,346.12
Augusta	24,722.44	25,384.34	Greenwood	170,103.69	166,727.35	Gateway	5,545.50	5,119.88
Austin	20,186.25	10,100.46	Guion	6,157.38	8,538.59	Gentry	43,241.22	39,922.43
Avoca	1,165.60	2,926.22	Gum Springs	225.53	NA	Gravette	31,835.29	29,391.91
Bald Knob	56,633.82	59,235.18	Gurdon	20,717.35	17,415.07	Highfill	7,982.78	7,370.10
Barling	18,689.92	20,757.95	Guy	4,905.44	5,312.79	Little Flock	35,395.37	32,678.75
Batesville	559,425.67	284,587.99	Hackett	5,587.05	4,572.67	Lowell	100,325.66	92,625.60
Bauxite	19,602.31	15,170.85	Hamburg	28,118.84	27,803.80	Pea Ridge	65,642.31	60,604.22
Bay	5,166.75	5,319.12	Hardy	21,058.42	18,421.11	Rogers	766,292.55	707,479.07
Bearden	13,071.22	9,592.75	Harrisburg	24,933.77	24,104.19	Siloam Springs	205,922.98	190,118.25
Beebe	87,556.78	78,273.04	Harrison	254,909.92	246,929.95	Springdale	82,894.99	76,532.74
Beedeville	73.07	159.38	Hartford	1,940.75	2,399.72	Springtown	1,191.26	1,099.83
Bella Vista	118,233.90	106,416.36	Haskell	17,667.30	13,981.80	Sulphur Springs	6,996.93	6,459.89
Belleville	1,977.63	2,483.56	Hatfield	2,880.46	2,344.76	Boone County	359,512.84	353,436.13
Benton	688,129.21	668,661.89	Havana	2,399.07	2,617.84	Alpena	3,729.64	3,729.52
Bentonville	1,633,953.19	1,503,771.36	Hazen	59,736.96	52,237.41	Bellefonte	5,399.10	5,307.84
Berryville	224,854.84	222,822.46	Heber Springs	145,484.52	142,620.25	Bergman	5,220.72	5,132.47
Bethel Heights	55,177.62	51,818.30	Helena-West Helena	234,660.14	234,957.97	Diamond City	9,299.77	9,142.58
Black Rock	6,141.73	5,732.40	Hermitage	4,492.61	3,697.40	Everton	1,581.67	1,554.94
Blevins	1,642.37	1,915.65	Highfill	90,600.16	71,121.98	Harrison	153,921.91	151,320.22
Blue Mountain	104.43	130.87	Highland	25,405.41	28,099.22	Lead Hill	3,222.81	3,168.34
Blutheville	589,664.77	310,514.16	Holly Grove	7,502.62	6,111.40	Omaha	2,009.80	1,975.83
Bonanza	1,612.51	1,769.14	Hope	168,053.83	170,763.27	South Lead Hill	1,213.01	1,192.51
Bono	10,157.53	9,341.39	Horseshoe Bend	24,189.40	20,661.63	Valley Springs	2,176.29	2,139.50
Booneville	88,962.66	89,560.80	Hot Springs	1,486,873.20	1,427,359.92	Zinc	1,224.91	1,204.20
Bradley	2,575.82	3,025.65	Hoxie	14,979.36	15,806.03	Bradley County	121,489.71	112,284.78
Branch	1,941.39	1,707.81	Hughes	9,218.26	10,827.46	Banks	938.09	867.01
Briarcliff	854.45	1,269.60	Humphrey	2,383.22	3,304.32	Hermitage	6,279.12	5,803.37
Brinkley	107,957.21	107,910.68	Huntington	2,175.71	2,103.32	Warren	45,413.96	41,973.08
Brookland	12,936.93	11,216.32	Huntsville	48,495.56	47,400.24	Calhoun County	66,767.67	48,148.93
Bryant	983,741.68	967,355.28	Imboden	7,010.65	6,486.89	Hampton	14,701.55	10,601.89
Bull Shoals	14,470.80	14,555.06	Jacksonville	609,625.11	608,798.30	Harrell	2,820.39	2,033.90
Cabot	668,165.82	477,153.37	Jasper	29,478.20	25,699.11	Thornton	4,519.28	3,259.04
Caddo Valley	51,971.97	45,057.43	Jennette	87.64	95.18	Tinsman	599.60	432.41
Calico Rock	24,684.03	24,640.43	Johnson	45,481.70	43,851.79	Carroll County	150,589.48	152,854.39
Camden	276,003.96	281,995.99	Joiner	1,911.01	2,794.55	Beaver	551.29	559.58
Caraway	4,278.26	4,327.36	Jonesboro	1,873,812.95	1,858,426.82	Blue Eye	165.39	167.87
Carlisle	57,164.50	46,780.30	Junction	2,367.19	NA	Chicot County	230,838.63	224,384.94
Cave Springs	16,682.43	11,481.08	Keiser	2,259.63	3,348.81	Dermott	24,104.27	23,430.37
Centertron	85,868.71	64,196.71	Keo	1,584.07	1,391.08	Eudora	18,931.32	18,402.05
Charleston	23,943.91	25,882.75	Kibler	2,407.67	1,472.81	Lake Village	21,484.42	20,883.76
Cherokee Village	11,756.75	10,371.06	Kingsland	1,856.04	1,574.57	Clark County	365,396.91	354,277.75
Cherry Valley	5,814.14	5,471.49	Lake City	11,092.98	10,144.55	Clay County	51,513.43	49,901.18
Chidester	2,293.55	2,228.57	Lake Village	76,833.48	70,097.55	Datto	355.85	344.72
Clarendon	45,219.79	37,084.21	Lakeview	3,480.66	3,444.89	Greenway	743.73	720.46
Clarksville	364,847.49	351,806.60	Lamar	9,350.25	7,628.36	Knobel	1,021.30	989.34
Clinton	88,827.50	84,752.56	Lepanto	20,455.69	21,591.35	McDougal	661.89	641.17
Coal Hill	1,770.32	NA	Leslie	5,253.77	5,329.09	Nimmons	245.54	237.85
Conway	1,972,466.36	1,809,975.38	Lewisville	14,569.21	6,842.82	Peach Orchard	480.40	465.37
Corning	73,825.52	80,644.79	Lincoln	39,361.32	21,610.23	Pollard	790.00	765.27
Cotton	7,875.38	8,243.82	Little Flock	6,176.19	9,324.48	St. Francis	889.64	861.79
Cotton Plant	1,506.49	1,725.73	Little Rock	5,859,927.84	5,949,943.46	Success	530.22	513.63
Cove	11,213.59	9,925.65	Lonoke	152,047.91	142,790.95	Cleburne County	327,274.39	355,585.37
Crossett	180,987.94	360,858.96	Lowell	295,047.45	208,704.39	Concord	2,429.69	2,639.88
Damascus	10,923.65	NA	Luxora	2,080.36	3,423.06	Fairfield Bay	1,822.27	1,979.91
Danville	48,337.75	37,719.84	Madison	1,380.12	3,073.04	Greers Ferry	8,872.37	9,639.88
Dardanelle	151,659.45	146,682.26	Magazine	8,497.15	6,676.64	Heber Springs	71,347.39	77,519.31
Decatur	15,867.92	17,240.37	Magnolia	425,669.45	412,931.63	Higden	1,194.93	1,298.30
Delight	3,595.64	3,735.66	Malvern	150,042.39	152,400.02	Quitman	7,289.09	7,919.62
De Queen	90,737.88	97,627.47	Mammoth Spring	7,911.73	8,186.85	Cleveland County	36,011.76	34,548.18
Dermott	38,715.83	26,954.76	Manila	41,909.50	38,164.95	Kingsland	1,774.73	1,702.60
Des Arc	17,445.14	17,415.19	Mansfield	34,560.08	25,883.64	Rison	5,336.10	5,119.24
DeWitt	11,756.21	9,603.19	Marianna	79,185.62	88,877.56	Columbia County	366,905.43	435,822.72
DeWitt	164,656.36	163,428.78	Marion	177,497.39	167,379.84	Emerson	653.64	776.41
Diamond City	3,184.40	2,865.84	Marked Tree	49,024.08	51,116.47	Magnolia	20,562.91	24,425.32
Diaz	5,927.24	3,626.81	Marmaduke	17,901.87	13,943.41	McNeil	916.51	1,088.66
Dierks	17,110.15	18,301.31	Marshall	13,462.11	13,487.78	Taylor	1,005.32	1,194.15
Dover	19,068.07	18,754.61	Marvell	25,645.95	22,392.96	Waldo	2,436.93	2,894.68
Dumas	154,650.61	106,532.11	Maumelle	190,009.82	177,201.76	Conway County	365,022.44	327,114.36
Dyer	900.79	979.19	Mayflower	47,707.53	56,223.07	Menifee	3,860.95	3,459.98
Earle	21,935.81	23,365.37	Maynard	4,172.03	3,665.72	Morrilton	86,513.33	77,528.80
East Camden	5,186.55	3,527.52	McCrory	20,074.61	20,499.13	Oppelo	9,984.77	8,947.83
El Dorado	509,340.69	509,873.10	McGehee	168,966.67	164,989.23	Plumerville	10,560.06	9,463.40
Elkins	44,120.42	39,095.95	McRae	3,412.17	NA	Craighead County	260,071.53	253,350.06
Elm Springs	4,242.15	4,769.57	Melbourne	83,371.02	32,819.19	Bay	25,981.19	25,309.71
England	64,112.74	62,520.42	Mena	130,165.05	129,945.00	Black Oak	3,779.61	3,681.92
Etowah	302.25	450.37	Menifee	5,696.85	5,461.52	Bono	30,741.76	29,947.25
Eudora	33,321.06	33,329.55	Mineral Springs	4,322.42	3,978.05	Brookland	23,687.46	23,075.26
Eureka Springs	201,916.10	214,362.05	Monticello	178,641.59	169,993.46	Caraway	18,450.83	17,973.97
Fairfield Bay	28,013.86	25,196.89	Moro	3,160.25	3,060.31	Cash	4,933.68	4,806.17
Farmington	115,326.93	110,833.18	Morrilton	157,317.19	145,765.10	Egypt	1,615.71	1,573.95
Fayetteville	3,010,272.81	2,884,865.43	Mount Ida	18,569.06	18,874.58	Jonesboro	970,334.57	945,256.56
Flippin	43,987.87	42,253.08	Mountain Home	374,776.85	362,196.07	Lake City	30,034.89	29,258.64
Fordece	87,917.32	78,769.16	Mountain View	168,898.39	170,805.36	Monette	21,653.38	21,093.78
Foreman	8,074.59	8,607.48	Mountainburg	11,173.68	11,504.15	Crawford County	247,462.14	240,195.37
Forrest City	161,698.59	173,798.57	Mulberry	21,601.64	24,334.67	Alma	47,891.05	46,484.72
Fout Smith	3,212,437.87	3,251,874.56	Murfreesboro	27,426.66	26,998.35	Cedarville	12,319.64	11,957.87
Fouke	8,103.54	8,137.10	Nashville	105,222.89	93,777.53	Chester	1,405.18	1,363.92
Fountain Hill	530.12	462.38	Newport	186,342.61	161,142.92	Dyer	7,741.75	7,514.42
Franklin	2,662.55	2,527.86	Norfolk	6,498.66	5,479.39	Kibler	8,492.95	8,243.55
Garfield	7,589.34	8,433.25	Norfolk	1,737.43	2,045.65	Mountainburg	5,756.54	5,412.78
Garland								

Van Buren	201,418.15	195,503.47	Jackson County	133,460.34	121,961.08	Etowah	3,986.18	4,042.16	Searcy County	36,763.62	38,804.08
Crittenden County	666,338.76	661,989.59	Amagon	946.01	864.50	Gosnell	40,293.32	40,859.22	Big Flat	6.00	6.33
Anthonyville	973.25	968.61	Beedeville	1,032.89	943.90	Joiner	6,541.42	6,633.29	Gilbert	168.03	177.36
Clarkedale	2,242.71	2,232.02	Campbell Station	2,461.57	2,249.47	Keiser	8,619.68	8,740.74	Leslie	2,646.55	2,793.44
Crawfordsville	2,895.57	2,881.77	Diaz	12,722.92	11,626.68	Leachville	22,633.76	22,951.64	Marshall	8,131.68	8,583.01
Earle	14,592.71	14,523.16	Grubbs	3,726.14	3,405.08	Luxora	13,378.11	13,566.00	Pindall	672.14	709.44
Edmondson	2,581.23	2,568.93	Jacksonport	2,046.48	1,870.15	Manila	37,953.85	38,486.90	St. Joe	792.17	836.14
Gilmore	1,430.86	1,017.95	Newport	76,057.27	69,504.27	Marie	953.96	967.35	Sebastian County	739,411.17	770,482.57
Horseshoe Lake	1,765.14	1,756.74	Swifton	7,703.25	7,039.52	Osceola	88,093.37	89,330.61	Barling	67,578.64	70,418.42
Jennette	625.66	622.68	Tuckerman	17,974.26	16,425.56	Victoria	420.20	426.10	Bonanza	8,358.30	8,709.53
Jericho	719.36	715.93	Tupelo	1,737.58	1,587.86	Wilson	10,255.02	10,399.07	Central City	7,297.16	7,603.80
Marion	74,625.96	74,270.26	Weldon	723.99	661.62	Monroe County	NA	NA	Fort Smith	1,253,148.37	1,305,807.96
Sunset	1,077.23	1,072.09	Jefferson County	680,427.26	657,697.12	Montgomery County	44,154.97	39,823.72	Greenwood	130,127.76	135,595.97
Turrell	3,345.93	3,329.98	Alzheimer	9,803.67	9,476.17	Black Springs	570.67	514.69	Hackett	11,803.37	12,299.37
West Memphis	158,651.95	157,895.74	Humphrey	3,068.63	2,966.12	Glenwood	242.10	218.35	Hartford	9,332.22	9,724.38
Cross County	247,506.71	244,971.00	Pine Bluff	489,017.82	472,681.85	Mount Ida	6,202.45	5,594.04	Huntington	9,230.47	9,618.35
Cherry Valley	6,357.34	6,292.21	Redfield	12,922.11	12,490.44	Norman	2,178.93	1,965.19	Lavaca	33,273.28	34,671.49
Hickory Ridge	2,656.22	2,629.00	Sherrill	836.90	808.94	Oden	1,337.33	1,206.15	Mansfield	10,509.65	10,951.28
Parkin	10,790.88	10,680.33	Wabbaseka	2,540.59	2,455.72	Nevada County	32,808.55	36,992.96	Midland	4,724.25	4,922.78
Wynne	81,707.98	80,870.88	White Hall	55,055.98	53,216.79	Bluff City	909.72	1,025.74	Sevier County	231,244.11	262,838.61
Dallas County	158,515.39	134,305.26	Johnson County	112,482.11	107,297.91	Bodcaw	1,012.43	1,141.55	Ben Lomond	1,053.40	1,197.32
Desha County	108,468.02	102,815.17	Clarksville	82,621.91	78,813.94	Cale	579.58	653.50	De Queen	47,904.11	54,499.16
Arkansas City	4,197.87	3,966.10	Coal Hill	9,110.20	8,690.31	Emmet	3,484.81	3,929.26	Gilham	1,162.37	1,321.18
Dumas	53,975.94	50,995.80	Hartman	4,672.13	4,456.79	Prescott	24,180.90	27,264.94	Horatio	7,584.45	8,620.70
McGehee	48,390.25	45,718.51	Knoxville	6,580.59	6,277.29	Rosston	1,914.81	2,159.03	Lockesburg	5,368.69	6,102.20
Mitchellville	4,129.06	3,901.08	Lamar	14,448.47	13,782.57	Willisville	1,115.13	1,257.36	Sharp County	74,619.25	66,993.14
Reed	1,972.77	1,527.92	Lafayette County	85,117.96	77,217.33	Newton County	53,255.67	44,419.23	Ash Flat	8,925.53	8,013.34
Tillar	240.86	227.56	Bradley	4,011.49	3,639.14	Jasper	2,131.14	1,777.53	Cave City	15,865.58	14,244.12
Watson	2,420.09	2,286.48	Buckner	1,756.62	1,593.57	Western Grove	1,756.13	1,464.75	Cherokee Village	35,319.60	31,709.92
Drew County	415,251.27	390,666.53	Lewisville	8,176.28	7,417.36	Ouachita County	339,017.92	329,789.22	Evening Shade	3,934.52	3,532.41
Jerome	451.30	424.58	Stamps	10,814.41	9,810.63	Bearden	8,894.87	8,652.74	Hardy	6,648.61	5,969.12
Monticello	109,551.03	103,065.11	Lawrence County	125,963.74	134,911.40	Camden	112,180.33	109,126.57	Highland	9,517.53	8,544.83
Tillar	2,360.66	2,220.90	Alicia	679.35	727.60	Chidester	2,661.09	2,588.65	Horseshoe Bend	72.86	65.42
Wilmar	5,913.23	5,563.14	Black Rock	3,626.83	3,884.45	East Camden	8,572.59	8,339.23	Sidney	1,648.49	1,480.01
Winchester	1,932.51	1,818.10	College City	2,492.76	2,669.83	Louann	1,510.10	1,468.99	Williford	683.08	613.26
Faulkner County	709,472.25	654,949.67	Hoxie	15,230.48	16,312.36	Stephens	8,204.29	7,980.95	St. Francis County	132,489.88	149,063.88
Damascus	NA	776.88	Imboden	3,709.01	3,972.47	Perry County	90,840.24	104,979.27	Caldwell	8,717.48	9,808.00
Enola	2,160.34	1,989.29	Lynn	1,577.83	1,689.91	Adona	809.53	935.54	Coit	5,937.30	6,680.04
Holland	3,560.08	3,278.21	Minturn	597.17	639.59	Bigelow	1,220.11	1,410.02	Forrest City	241,434.73	271,637.32
Mount Vernon	926.77	853.39	Portia	2,394.14	2,564.21	Casa	662.35	765.44	Hughes	22,634.02	25,465.44
Twin Groves	2,141.16	NA	Powhatan	394.46	422.48	Fourche	240.15	277.53	Madison	12,078.80	13,589.82
Wooster	5,496.71	5,061.52	Ravenden	2,574.94	2,757.84	Houston	670.09	774.39	Palestine	10,696.58	12,034.68
Franklin County	169,760.42	150,990.69	Sedgwick	832.75	891.90	Perry	1,045.81	1,208.59	Wheatley	5,576.04	6,273.58
Altus	6,650.91	5,915.54	Smithville	427.33	457.68	Perryville	5,655.13	6,535.32	Widener	4,288.04	4,824.47
Branch	3,220.16	2,864.12	Strawberry	1,654.53	1,772.06	Phillips County	107,911.52	99,459.02	Stone County	83,749.01	84,078.95
Charleston	22,128.74	19,682.05	Walnut Ridge	26,790.30	28,693.32	Elaine	12,079.81	11,133.63	Fifty Six	1,529.46	1,535.49
Denning	4,132.68	3,675.75	Lee County	29,806.61	35,052.90	Helena-West Helena	191,416.72	176,423.42	Mountain View	24,294.55	24,390.26
Ozark	32,324.45	28,750.47	Aubrey	923.65	1,086.22	Lake View	8,414.08	7,755.02	Union County	576,468.76	533,442.52
Wiederkehr Village	333.42	296.57	Haynes	814.98	958.43	Lexa	5,432.12	5,006.64	Calion	16,805.93	15,551.57
Fulton County	95,282.47	89,349.50	LaGrange	483.56	568.67	Marvell	22,526.19	20,761.76	El Dorado	715,576.66	662,167.70
Ash Flat	376.96	353.49	Marianna	22,357.67	26,292.87	Pike County	152,719.80	157,176.26	Felsenthal	4,118.00	3,810.64
Cherokee Village	2,930.70	2,748.22	Moro	1,173.57	1,380.14	Antoine	979.40	818.11	Huttig	23,034.42	21,315.18
Hardy	155.22	145.56	Rondo	1,075.77	1,265.12	Daisy	962.66	804.13	Junction City	20,546.85	19,013.27
Horseshoe Bend	62.83	58.92	Lincoln County	53,438.16	50,275.82	Delight	2,335.50	1,950.88	Norphlet	25,924.56	23,989.61
Mammoth Spring	3,610.72	3,385.89	Gould	4,229.97	3,979.65	Greenwood	18,298.92	15,285.41	Smackover	68,204.42	63,113.80
Salem	6,042.50	5,666.25	Grady	2,269.13	2,134.84	Murreesboro	13,736.75	11,474.54	Strong	19,405.78	17,957.38
Viola	1,245.46	1,167.89	Star City	11,492.19	10,812.11	Poinsett County	112,477.02	112,671.96	Van Buren County	201,221.60	179,798.56
Garland County	1,855,756.03	1,498,064.05	Little River County	161,676.40	180,978.67	Fisher	1,682.28	1,683.61	Clinton	17,874.46	15,971.46
Fountain Lake	6,300.13	3,509.88	Ashdown	32,978.01	36,915.20	Harrisburg	17,365.96	17,274.04	Damascus	1,717.38	1,534.54
Hot Springs	188,912.65	NA	Foreman	7,059.24	7,902.03	Lepanto	14,280.52	14,291.85	Fairfield Bay	14,803.79	13,227.70
Lonsdale	1,177.36	655.92	Ogden	1,256.84	1,406.89	Marked Tree	19,357.54	19,372.90	Shirley	1,999.03	1,786.20
Mountain Pine	9,644.33	5,372.99	Wilton	2,611.43	2,923.20	Trumann	55,039.98	55,083.65	Washington County	1,194,891.76	1,138,558.23
Grant County	180,313.57	163,467.08	Winthrop	1,340.62	1,500.68	Tyroneza	5,748.42	5,752.98	Elkins	35,588.07	33,910.26
Greene County	471,035.74	465,735.94	Logan County	94,813.06	76,083.90	Waldenburg	460.18	460.54	Elm Springs	20,119.09	19,170.57
Delaplaine	1,215.02	1,201.35	Blue Mountain	934.19	749.65	Weiner	5,401.39	5,405.69	Farmington	80,288.20	76,502.99
Lafe	4,797.24	4,473.27	Booneville	30,059.92	24,121.95	Polk County	237,347.52	235,602.59	Fayetteville	988,886.14	942,266.80
Marmaduke	11,636.98	11,506.05	Caulksville	1,604.70	1,287.71	Cove	7,119.50	7,067.16	Goshen	14,393.82	13,715.22
Oak Grove Heights	9,311.68	9,206.91	Magazine	6,381.14	5,120.62	Grannis	10,325.12	10,249.22	Greenland	16,920.46	16,122.74
Paragould	273,516.12	270,438.67	Morrison Bluff	482.16	386.92	Hatfield	7,697.26	7,640.66	Johnson	45,076.44	42,951.29
Hempstead County	535,662.94	575,447.51	Paris	26,609.44	21,353.07	Mena	106,922.86	106,136.79	Lincoln	30,225.67	28,800.67
Blevins	3,328.56	3,575.78	Ratcliff	1,521.83	1,221.21	Vandervoort	1,621.46	1,609.54	Prairie Grove	58,865.47	56,090.24
Emmet	454.37	488.12	Scranton	1,687.57	1,354.21	Wickes	14,052.61	13,949.29	Springdale	856,680.74	816,292.26
Fulton	2,123.94	2,281.69	Subiaco	4,309.36	3,458.10	Pope County	355,177.85	289,550.97	Tontitown	33,061.43	31,502.74
Hope	106,672.40	114,595.14	Lonoke County	244,290.58	203,624.41	Atkins	42,655.85	34,774.25	West Fork	31,139.56	29,671.48
McCaskill	1,014.42	1,089.76	Allport	987.81	823.38	Dover	19,489.31	15,888.23	Winslow	5,254.89	5,007.14
McNab	718.55	771.91	Austin	17,505.77	14,591.65	Hector	6,364.43	5,188.47	White County	869,632.76	728,422.61
Oakhaven	665.71	715.16	Cabot	204,228.30	170,231.15	London	14,694.77	11,979.59	Bald Knob	33,842.35	28,347.06
Ozan	898.18	964.89	Carlisle</								

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

CHIEF OF POLICE—Pine Bluff is accepting applications for the Chief of Police. The Chief of Police is responsible for planning, organizing and directing the activities of the Pine Bluff Police Department to ensure effective enforcement of Laws and Ordinances, protection of lives and property, and initiation of crime prevention endeavors within the community. The Chief of Police develops and directs the implementation of goals, objectives, policies, procedures and work standards for the department; prepares and administers the department's budget and provides for the selection, training, professional development and work evaluation of department staff; authorizes discipline as required; provides policy guidance and interpretation to staff; ensures that laws, ordinances and policies are consistently enforced. The Chief of Police develops and conducts a sound public relations program to attain maximum public confidence, and interpret departmental policies and objectives for department personnel, the press and the public. Bachelor's degree (B.A. or B.S.) from a four-year college or university and 11-15 years of related experience and/or training; or equivalent combination of education and experience and a minimum of 5 years of management experience. Applications can be submitted online at www.cityofpinebluff.com; Resumes may be faxed to 870-730-2157 or emailed to vickiec@cityofpinebluff.com. Open until filled.

CITY ENGINEER—Siloam Springs is seeking qualified candidates for the position of City Engineer. Under the direction of the City Administrator, the City Engineer oversees engineering design, provides technical engineering support, reviews private development proposals and is responsible for the administration of capitol improvement projects. Duties also include resolving public technical questions and developing engineering solutions for road, building and utility maintenance projects, and supervision of personnel. Requirements: B.S. in Civil Engineering, two years experience as a professional engineer in a government setting is preferred. Licenses and special requirements: valid Arkansas DL or have the ability to obtain one, Arkansas registration as a P.E. in Civil Engineering or ability to obtain within three months. The city offers a generous benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, vacation and sick leave. Applications are available at City Hall, 400 N. Broadway, Siloam Springs, or online at www.siloamsprings.com. For more info call 479-524-5136 or email humanresources@siloamsprings.com. Open until filled. EOE.

CITY MANAGER—Texarkana, Ark., is accepting applications for the position of City Manager. The City Manager's objective is to plan and manage all operations of the city in accordance with policies set by the City Board of Directors. In collaboration with the Mayor and Board of Directors, the City Manager will be responsible for creating and leading the implementation of goals and objectives for the City. Applicant must have Bachelor's degree in Business Administration, Public Administration, or related field, along with at least 5 years experience of progressively responsible executive municipal work or as a private executive officer in an organization of comparable complexity. Salary is DOE. Applicants may submit applications and resumes to the Texarkana, Arkansas City Hall, 216 Walnut Street, Texarkana, AR 71854. Applications may also be emailed to kristen.cowan@txkusa.org or faxed to 870-772-8182 by 12 p.m., July 15.

CRC MANAGER—Texarkana is accepting applications for the position of CRC Manager. This is a civilian exempt salaried position that directs the activities of the Bi-State Justice Center Record/Information and Communication Center. The CRC Manager works under the direct supervision of the Law Enforcement Advisory Committee (LEAC) on day-to-day operation of Records and Communications. The CRC Manager supervises plans, organizes, coordinates, and directs a 24-7 operation of employees that provide emergency communications, records retention, and data entry/word processing for city and county law enforcement and fire services. This position and is selected by the Law Enforcement Advisory Committee and is covered under Personnel Fringe Benefit and Retire-

ment System. Salary DOE. For more info visit www.txkusa.org/ar. Submit a cover letter, resume, and application to the Texarkana, Arkansas City Hall, 216 Walnut St., Texarkana, AR 71854; email kristen.cowan@txkusa.org; or fax to 870-772-8182 by August 15.

DIVISION CHIEF FOR TRAINING—Maumelle Fire Department seeks a Division Chief for Training (DCT). Plans, directs and reviews the training operations of the Maumelle Fire Department including evaluating and implementing various programs and policies. Plans and supervises the work of Captains in daily activities and at emergency scenes. The DCT participates as an active member of the departmental management team, responsible for developing and implementing departmental goals, objectives, policies and procedures in support of the City's vision, mission, goals and objectives. A City of Maumelle Employment Application must be completed. A job description and an application may be found at www.maumelle.org Human Resources Department page. Completed applications should be mailed to: City of Maumelle Human Resources Department, 550 Edgewood Drive, Suite 590, Maumelle, AR 72113. For questions, contact the Human Resources office at 501-851-2784 ext. 242, 7 a.m.-5 p.m. Monday-Friday. EOE.

ENTRY LEVEL POLICE OFFICER—Maumelle has an opening for an Entry Level Police Officer and will be accepting applications through 5 p.m., August 15. A City of Maumelle Employment Application must be completed. A job description and an application may be found at www.maumelle.org Human Resources Department page. Completed applications should be mailed to: City of Maumelle Human Resources Department, 550 Edgewood Drive, Suite 590, Maumelle, AR 72113. For questions, contact the Human Resources office at 501-851-2784 ext. 242, 7 a.m.-5 p.m. Monday-Friday. EOE.

FINANCE DIRECTOR—Bryant is seeking qualified candidates for the position of Finance Director. Under the direction of the mayor, position plans and directs the development, implementation, and monitoring of city's financial planning and accounting operations for all city funds; provides information and guidance to mayor, council members, city departments, and state agencies. Requires Bachelor's degree in finance or accounting with minimum of 5 years related experience and/or training or CPA. Requires valid DL. Salary range: \$58,839 to \$88,258 DOE. Benefits include vacation, sick leave, paid holidays, APERS retirement, health insurance, dental, vision, and life insurance. Full description at www.cityofbryant.com. Apply in person at the City of Bryant, Human Resources Department, 210 SW 3rd St., Bryant, AR 72202; or on the website. For more information, contact the Human Resources Department at 501-943-0999.

FIRE CHIEF—Conway is accepting resumes for a Fire Chief. The Conway Fire Department consists of 107 uniformed positions and 2 non-uniformed positions. The Fire Chief reports directly to the mayor. The chief must have an established record in managerial and fiscal administration, in implementing best practices, and in building relationships with the community, the employees and local, regional and state leaders. Prefer a Bachelor's degree in Management, Public Administration, Emergency Administration Management or a related field and 10 years of progressively responsible experience in fire service including serving as Battalion Chief or higher in a multi-station fire department in a city of comparable or larger size to Conway. Preferred qualifications include continuing training and self-development from the National Fire Academy. Equivalent combinations of education, experience and certifications may be considered. Closing date August 31. Current salary is \$87,846 with a competitive benefits package. Please submit resume to: Human Resources Director, City of Conway, 1201 Oak St., Conway, AR 72032; email lisa.williams@cityofconway.org; or fax 501-513-3503. EOE.

FLEET MAINTENANCE MECHANIC II—Maumelle is taking applications for the position of Fleet Maintenance Mechanic II in the Public Works Department. Position will supervise and participate in shop repair service and maintenance of a variety of gasoline and diesel-powered automobiles, trucks, tractors, and light and heavy duties equipment. Requires HS diploma or a GED and 5 years related experience and/or training or equivalent combination of education and experience and 1 year managerial experience. Beginning salary: \$13.37/hour. A City of Maumelle Employment Application must be completed. A job description and an application may be found at www.maumelle.org Human Resources Department page. Completed applications should be mailed to: City of Maumelle Human Resources Department, 550 Edgewood Drive, Suite 590, Maumelle, AR 72113. For questions, contact the Human Resources office at 501-851-2784 ext. 242, 7 a.m.-5 p.m. Monday-Friday. EOE.

For Sale—Damascus is accepting sealed bids on a 2007 Chevy Impala, 4dr 79K miles, black. All bids must be turned in to the Damascus City Hall no later than 5 p.m. on August 26. For more information contact the Damascus City Hall at 501-335-7321 or P.O. Box 309 Damascus, AR 72039. The city reserves the right to reject all bids.

OPERATOR 1—Maumelle is accepting applications for the position of Operator I in the Maumelle Parks & Recreation Dept. Position maintains the grounds, buildings, and structures in the Parks and Recreation system. Successful candidate must be able to operate deck mowers, reel mowers, mule, weed eaters, tools used to maintain ball fields, tractor/frontend loader, sprayers, trowels, hammers, hand saws, drills, hand tools, etc. Requires HS diploma or a GED and two years related experience and/or training or equivalent combination of education and experience. Beginning salary is \$22,154. Open until filled. A City of Maumelle Employment Application must be completed. A job description and an application may be found at www.maumelle.org Human Resources Department page. Completed applications should be mailed to: City of Maumelle Human Resources Department, 550 Edgewood Drive, Suite 590, Maumelle, AR 72113. For questions, contact the Human Resources office at 501-851-2784 ext. 242, 7 a.m.-5 p.m. Monday-Friday. EOE.

PARAMEDIC/FIREFIGHTER—West Memphis is seeking Paramedic/Firefighter. This is a full-time position with benefits. Paramedic will provide 911 and ambulance transportation services to the surrounding area. They work closely with the local community to increase their level of fire safety awareness in order to help prevent fires and accidents. Requires HS diploma or GED, valid DL and clean record. Must be 18 and pass drug screen, background check, physical/psychological evaluation, and agility test. Must have current paramedic license or be able to obtain license in Arkansas. Salary: non-exempt \$ 45,336 annually. Applications available at the City of West Memphis Human Resources Department, 604 E. Cooper, West Memphis; or online at www.westmemphisutilities.com. Deadline is 4:30 p.m., August 30. Mail application to P.O. Box 1868, West Memphis, AR 72303.

POLICE OFFICER—Green Forest Police Dept. is accepting applications for a full-time Police Officer. Must have a HS diploma or GED. Applications/resumes will be accepted through Aug. 16. Applications can be picked up at the Green Forest City Hall, 203 S. Springfield; Green Forest Police Dept., 210 Phillips; or mail resumes and references to City of Green Forest, ATTN: Sandra, PO Box 1510, Green Forest, AR 72638. Arkansas Certification preferred. If you have any questions please call 870-438-5568/5517 or email sandra@greenforestar.net. EOE.

PROFESSIONAL ENGINEER—The Arkansas Municipal League is implementing an Engineering Assistance program and will be hiring a Professional Engineer. Job will include field consultation, training and crafting of engineering articles for our monthly magazine. Minimum qualifications include Bachelor of Science degree in Civil Engineering, license with P.E. designation. Position open until filled. Salary is DOQ and experience.

Applicants should submit resumes to: Executive Director, AML, P.O. Box 38, NLR, AR 72115 or email daz@arml.org.

UTILITIES DIRECTOR—Hot Springs seeks applicants for the position of Utilities Director, a department head level executive position responsible for the overall operations and management of a comprehensive municipal utility system including water treatment and distribution, wastewater treatment and collection, and stormwater system management. Must possess general administrative and managerial skills, including specialized training in municipal utilities as well as general personnel and financial management of a large utility. Must possess a Bachelor's degree in business admin., engineering, or related field; must have 9 to 10 years of managerial, administrative and professional experience and/or training in relation to municipal water and wastewater utility programs; must possess a valid DL and a clean driving record. Must have thorough and current knowledge of municipal utility infrastructure and operations, water and wastewater treatment and water distribution, and wastewater collection systems. Salary \$77,750-\$84,500 DOQ. Submit application and resume to City of Hot Springs HR, 133 Convention Blvd., Hot Springs, AR 71901; or online at www.cityhs.net by September 7. EOE.

WASTEWATER OPERATOR—The Town of Menifee is accepting applications for a Wastewater Operations and Maintenance Operator. Qualifications: HS Diploma or GED; Class I Operator's License with ability to obtain Class II License within one year. Must possess valid Ark. DL. Wastewater Treatment Facility duties: submit discharge monitoring reports; coordinate with commercial laboratory for all required testing; maintain daily operating reports; maintain facility grounds and facility operation. Sewer Collection System Duties: maintain daily pump station operating reports, provide inspection of all residential/commercial sewer service connections, maintain collection system operation; approx. 20 hrs. per wk. Send resume to: Town of Menifee Attn: Mayor Lee Smith, P.O. Box 38, Menifee, AR 72107; 501-354-0898. Open until filled.

WATER/WASTEWATER DIRECTOR—Siloam Springs is accepting applications for a Water/Wastewater Director. Requires degree in Civil Engineering, Public Admin., or related field; minimum of 5 years previous experience in Public Works with increasing supervisory experience, or equivalent combination of education and experience. Must possess valid DL, submit to a background check, and be willing to relocate, and possess or have the ability to obtain an Arkansas Class IV Water/Wastewater License within one year. The city requires a completed application be submitted for all positions. Applications are available at City Hall, 400 N. Broadway, Siloam Springs, or online at www.siloamsprings.com. Salary range: \$70,215-\$82,002. The city offers a generous benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, vacation and sick leave. For more info call 479-524-5136 or email humanresources@siloamsprings.com. Open until filled. EOE.

Arkansas Municipal League
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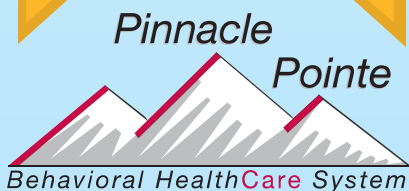
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