

City & Town


JANUARY 2017 VOL. 73, NO. 01

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE

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#2017AMLWC
in Little Rock!**

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Cover photo by Andrew Morgan.



ON THE COVER—Little Rock’s Marriott Hotel and the Statehouse Convention Center will soon be abuzz with municipal officials from across the state at the 2017 League Winter Conference, where they will gather to prepare for a successful New Year. Check out the full conference agenda covering an array of important topics for cities and towns inside this issue. Read also tips to help newly elected officials, ideas for being an effective participant in the legislative process during the upcoming General Session of the Arkansas Legislature, and much more.—atm

Features

- 6 A survival guide for newly elected officials**
Tips drawn from experience can help newly elected officials be more effective local leaders right out of the gate.
- 8 Working with the media**
Maintaining an open and honest relationship with the media, the “fourth estate,” is a key component of effective leadership and good community relations.
- 9 16 steps to being active in the legislative process**
The 91st General Assembly of the Arkansas Legislature begins in January, and it is important that municipal officials advocate for cities and towns during the session.

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www.arml.org

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Dear Friends,
As we wrap up the old year and begin the new, municipal leaders have several important events and tasks ahead of us. January brings the 91st General Assembly of the Arkansas Legislature. I urge each of you to pay attention to the Legislation Action Center on the League's website, www.arml.org, to keep up with legislation impacting the municipalities of Arkansas. Be sure to contact your state legislators prior to and during the session. We need to make sure the voices of municipal officials and leaders are heard.



We are also gearing up for the 2017 Winter Conference, which is January 11-13 in Little Rock at the Statehouse Convention Center and Marriott Hotel. The Opening Night Banquet will be a fantastic night to network with officials from across Arkansas, including our state constitutional officers and legislators. Of course, the agenda is packed with useful information for the coming year. If you haven't registered, you can do so onsite at the Convention Center. February will kick off a new round of Advisory Council and Executive Committee meetings. We will have a meeting every four weeks until the 91st General Assembly ends. We hope these meetings will be both informative and beneficial to everyone. I wish all a Happy, Healthy, and Prosperous 2017!

Sincerely,

A handwritten signature in blue ink, appearing to read 'Harry Brown'. The signature is stylized and includes a long horizontal flourish extending to the right.

Harry Brown
Mayor, Stephens
President, Arkansas Municipal League

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A survival guide for newly elected officials



The voters have spoken and you're the candidate they've elected to meet the challenges facing the city and its citizens. You may find your new position to be worlds apart from what you had imagined. Maybe you hadn't considered the amount of time your "part-time" position would take or you hadn't anticipated that your citizens would expect you to solve all their problems, which may include personal issues. Whatever your feelings are, you can rest assured that in time, you will become more knowledgeable regarding the fundamentals of your local government. Here are survival tips on how to best approach your new role as an elected official.

- 1. Know what you are getting into.** Becoming an effective municipal elected official will require much time and effort on your part. As an elected official, you can expect to be contacted at all hours by citizens – making complaints, seeking assistance, and seeking personal favors. Additionally, as an elected official, you can plan to give up certain aspects of your privacy.
- 2. Familiarize yourself with your city's operations.** Learn as much as possible about your city's operations.
- 3. Use your perspective.** Once you have become acquainted with your new responsibilities, it is

imperative that your new perspective is utilized to better communicate issues with your constituency. Being a freshman, you may have a better understanding of the citizens' needs and concerns and may be better able to express them to your more "seasoned" colleagues.

4. **Ask questions.** Don't be afraid to ask questions. The adage that you learned in first grade, "the only dumb question is the one not asked," is true.
5. **Don't try to please everyone.** It is impossible to please everyone. Accept this fact and move on to more important issues.
6. **Try to be as consistent as possible in making decisions.** Consistency is the best policy when making decisions. Be wary of setting precedents and rely strictly on policy.
7. **Don't be afraid to say, "I don't know."** Even if you "do your homework" and become familiar with your city's operations, it is impossible to know everything about a city's operations, employees, and finances.
8. **Pace yourself.** It is impossible for you to learn the workings of your government overnight.
9. **Ask for opinions, and listen.** Listen to everyone, including your adversaries and those having opinions that differ from yours.
10. **Draw the line.** Never let differences of political opinions cross over into personal attacks. Respect the seats that your colleagues occupy, and remember that, like yourself, they were elected by the citizens.
11. **Gratitude.** Always remember to show your appreciation to your staff for their hard work and dedication to the well-being of the city.
12. **Set goals.** Early in life, we learned the importance of setting goals. We also learned the importance of setting realistic goals. Don't expect to conquer the world over night.
13. **Try not to reinvent the wheel.** There are actually few new ideas. Your city's most recent innovation has probably already been implemented in other cities. Before beating your head against a wall trying to be creative or innovative, find out what other cities are doing.
14. **Use the resources that are available to you.** Don't panic—help is available! The Arkansas Municipal League is available to serve you. The League's website (www.arml.org) and monthly publication, *City & Town*, contain a variety of information on training, legislation, policy issues, and League programs and services. The League's staff is ready and willing to assist your city.
15. **Recognize the importance of training.** Take advantage of the excellent training programs available to Arkansas's municipal elected officials through the League's Voluntary Certification program. Winter Conferences, Conventions and workshops provide excellent opportunities for you to network with your peers, exchange ideas, and share common concerns.
16. **Practice what you have learned.** Once the class is over, take the information you have gained and apply that knowledge to your everyday life. By using the information, you will be able to perform at a higher level; therefore showing others the importance of municipal training.
17. **Learn from other experienced officials.** Identify an experienced and wise city official (not necessarily from your own city) who would be willing to serve as a mentor.
18. **Stay focused.** Your constituents expect you to perform the job they elected you to do. Do not lose sight of your commitment to your community.
19. **Communicate! Remember, communication is the key to any healthy relationship.** Don't be afraid to express your concerns or feelings regarding an issue. However, when speaking to others, always remember to be polite.
20. **Seek feedback from constituents.** Remember to seek out answers from your constituents by making personal calls, attending backyard barbecues, community picnics, and/or making house calls.

Edited and reprinted with permission from the Georgia Municipal Association's A Survival Guide for Newly Elected Officials.

Best practices for working with media



People in media have a job to do. They are talking with local agency officials, and probably others, to gain information on a story they are producing. They will often ask difficult questions that may seem antagonistic, but are usually not. They are simply trying to get the job done. Regardless of their demeanor, it is important to stay calm and:

- 1. Be Responsive.** Reporters operate on deadlines. To do their jobs, they need a timely response. Understand reporters' deadlines and meet or beat them. Establishing a reputation for responding quickly to reporter inquiries will earn respect and appreciation.
- 2. Be Prepared.** Find out what information the reporter is seeking and then, whenever possible, take the time to prepare for an interview by gathering facts, figures and key messages that will be responsive to the questions the reporter is likely to ask. It is okay to have this information as a reference during an interview when not on camera.
- 3. Be Accessible.** Reporters generally want access to elected officials instead of their spokespersons. Reporters not only want it, they need it to do their job. The quickest way to tick off a reporter is put up barriers.
- 4. Be Friendly.** The golden rule applies. Treat the media as one would like to be treated. Get to know the reporters that are covering local issues. The goal is not to be best friends with reporters, but to have a friendly relationship.
- 5. Be Real.** Authenticity matters to both reporters and constituents. The goal is to sound knowledgeable, use plain language and be sincere. If more information is needed to respond, make the reporter aware and follow-up promptly.
- 6. Be Concise.** Reporters want and need good quotes. To be quoted (and not misquoted), keep statements (both written and spoken) short, relevant and interesting. Do not use jargon, acronyms or wonky terms. A written quote should be one or two short sentences. Radio and television will edit down a statement to sound bites that are only three to seven seconds long, on average. Avoid the temptation to talk too much.
- 7. Be Courteous.** Sometimes one may not have much knowledge or interest in a topic to provide what a reporter needs. In this case, say, "Thank you for

thinking of me for your story, I don't think I am the best source for your topic." If possible, try to suggest another contact.

- 8. Be Proactive.** Sometimes it is appropriate to reach out to reporters if there is a story that needs to be covered. Do not hesitate to suggest stories or offer responses to newsworthy events before being asked.
- 9. Be Accurate.** Double-check and even triple-check any facts and figures used in interviews. Once inaccurate information is distributed, it's hard to pull it back. The risk is that accidental inaccuracy will be mistaken for dishonesty. Let the reporter know one needs to look up information and get back to them before the deadline.
- 10. Be Careful.** Assume that everything is "on the record" and will be attributed. Don't say anything that shouldn't be included in a news story. Never go "off the record." A reporter can get confused when reading back over his/her notes over what was "off the record" or they may just decide it's too good to pass up, and betray your trust. If one cannot say it on the record, do not say it.
- 11. Be Aware.** Be careful not to let a reporter put words in your mouth. Reporters may ask questions in a certain way, leading an official to repeat what he or she said. Any part of a response may be used in a story; be aware of tactics and say what is best for the issue at hand, not what the reporter is looking for.
- 12. Be Cool.** Temperament is important in an interview. Staying calm and avoid expressing anger and/or frustration.
- 13. Be Honest.** Honesty is critical to both the media's and public's perceptions of local officials' integrity and trustworthiness. Avoid responding with "no comment" as it sounds as though there is something to hide.
- 14. Be Mindful.** Consider the interview environment in determining time, location and topic. If it is at home or office, take into account what you leave on your desk and walls.

This is an excerpt from the Institute of Local Government and is reprinted with permission.

"Our most tragic error may have been our inability to establish rapport and a confidence with the press."

—Lyndon B. Johnson

16 steps to being an active and effective participant in the legislative process

1. Keep well informed

Closely review web-based updates that the League provides to keep you informed on legislative priorities and developments at the Capitol in Little Rock. Accessing the League's Legislative Action Center via our website, www.arml.org, is key in staying informed as well. Email us (wvb@arml.org) to be added to the League's List Serv.

2. Attend training

Attend League meetings and seminars. It's a great way to get your feet wet, learn and hear which issues will be key for cities this legislative session.

3. Put someone in charge

Make sure that one staff person is responsible for initiating a timely response to newsletters, emails, and other correspondence.

4. Follow through

Continue to respond to the League's updates as bills move through the legislative process.

5. Can't be at the Capitol in person? Send letters, emails, text messages

Send communications outlining your position and ask your legislator's stance on a bill.

6. Be able to act quickly

Establish a procedure for urgent (same day) action on bills.

7. If your municipality has special clout, use it

If your legislator is a member of a key committee, it is especially important that your municipality respond to as many bills as possible.

8. Say "thanks"

Remember to thank legislators regularly and publicly for their work, support, votes, etc. Never discount the importance of a thank you.

9. Provide input to the League on legislative solutions

The League can always benefit from your input on potential changes in state law that would help you do your job better.

10. Keep an inventory of your municipality's needs

When you meet with your legislators, let them know of your top funding and other legislative priorities.

11. Meet regularly with your legislators

Make it a point to establish an ongoing, personal relationship with your legislators and meet formally at least once a year to review key issues.

12. Know your legislators

Know who your legislators are and how to get in contact with them. Bonus points if you know their preferred method of contact.

13. Build a coalition

Establish positive links with community groups and other units of local government to explore potential collaborative legislative action.

14. Establish a working relationship with your local media

Local editorial support or opposition can be extremely helpful on many priority bills.

15. Stick with it

Your consistent participation in the process, year after year, is essential to long-term success in the Legislature.

16. Effectively utilize League publications

Each General Session the League publishes *Communicating with Your Legislator*, a booklet outlining legislators and their respective contact information. Also, accessing the Legislative Bulletin via www.arml.org can provide you with current status on important pieces of legislation.

Modified with permission from the New York State Conference of Mayors and Municipal Officials.

Annual Statements

Form A

City or Town of _____
 (Cities of the first class, second class, and incorporated towns)
 Financial Statement January 1, 2016—Dec. 31, 2016

GENERAL FUND

Balance January 1, 2016	\$ _____
Cash Receipts	
State Revenues	\$ _____
Property Taxes	\$ _____
Sales Taxes	\$ _____
Fines, Forfeitures, and Costs	\$ _____
Franchise Fees	\$ _____
Transfers In	\$ _____
Other	\$ _____
Total Receipts	\$ _____
Total General Fund Available	\$ _____
Expenditures	
*Administrative Department:	
Personal Services	\$ _____
Supplies	\$ _____
Other services and charges	\$ _____
Capital Outlay	\$ _____
Debt Service	\$ _____
Transfers Out	\$ _____
Total Expenditures	\$ _____
Balance General Fund Dec. 31, 2016	\$ _____

STREET FUND

Balance January 1, 2016	\$ _____
Cash Receipts	
State Revenues	\$ _____
Property Taxes	\$ _____
Sales Taxes	\$ _____
Franchise Fees	\$ _____
Transfers In	\$ _____
Other	\$ _____
Total Street Receipts	\$ _____
Total Street Fund Available	\$ _____
Expenditures	
Personal Services	\$ _____
Supplies	\$ _____
Other services and charges	\$ _____
Capital Outlay	\$ _____
Debt service	\$ _____
Transfers out	\$ _____
Total Expenditures	\$ _____
Balance Street Fund Dec. 31, 2016	\$ _____

The classification of expenditures shall be by department, i.e., administrative, police department, fire department, parks department, etc.

INDEBTEDNESS

Type of Debt	Amount	Date Last Payment Due
Property Tax Bonds	\$ _____	_____
Short term financing obligations	\$ _____	
Sales & Use Tax Bonds	\$ _____	
Revenue Bonds	\$ _____	
Lease Purchase Agreements	\$ _____	
		Date Free of Debt
Total	\$ _____	_____

All financial records for the City of _____ are public records and are open for public inspection during regular business hours of ____ A.M. to ____ P.M., Monday through Friday, at City Hall in _____, Arkansas.

If the record is in active use or in storage and, therefore, not available at the time a citizen asks to examine it, the custodian shall certify this fact in writing to the applicant and set a date and hour within three (3) days at which time the record will be available for inspection and copying.

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

Municipalities must publish annual financial statement


The time is rapidly arriving for the annual reporting of each city and town's financial statement. Refer to the *Handbook for Arkansas Municipal Officials*, 2015-16 ed., section 14-59-116 and section 14-237-113. Although these statements were required semiannually in the past, Acts 620 § 11 and 621 § 10 of 2011 amended the law to provide for annual publication instead.

Ark. Code Ann. § 14-59-116 now provides that the governing body of each municipality shall publish annually in a newspaper published in the municipality a FINANCIAL STATEMENT OF THE MUNICIPALITY by April 1 covering the previous calendar year (January through the end of December).

The financial statements should include the receipts and expenditures for the year. In addition, they should contain "a statement of the indebtedness and financial condition of the municipality."

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

What if no newspaper is published in the city or town? In that case, the statements may be posted in two public places in the municipality. Note that this is a change from the previous law, which only allowed incorporated towns to post and required that the postings appear in five public places.

Suggested Forms A and B appear on these facing pages. For additional information, call the League at (501) 374-3484. You can buy a copy of the *Handbook for Arkansas Municipal Officials* at www.arml.org/store. 

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

Form B		
City or Town of _____		
Financial Statement January 1, 2016—Dec. 31, 2016		
WATER AND SEWER DEPARTMENTS		
Balance January 1, 2016	\$ _____	
Cash Receipts		
Water Payments	\$ _____	
Sewer Payments	\$ _____	
Sanitation Funds	\$ _____	
Other	\$ _____	
Total Receipts	\$ _____	
Total Funds Available	\$ _____	
Expenditures		
Personal Services	\$ _____	
Supplies	\$ _____	
Other services and charges	\$ _____	
Capital Outlay	\$ _____	
Debt Service	\$ _____	
Transfers Out	\$ _____	
Total Expenditures	\$ _____	
Balance Water and Sewer Fund Dec. 31, 2016	\$ _____	
INDEBTEDNESS		
Type of Debt	Amount	Date Last Payment Due
Short term financing obligations	\$ _____	_____
Water Revenue Bonds	\$ _____	_____
Sewer Revenue Bonds	\$ _____	_____
		Date Free of Debt

Total	\$ _____	
All financial records of the Water and Sewer Department of (City or Town) of _____ are public records and are open for public inspection during regular business hours of ____ A.M. to ____ P.M., Monday through Friday, at the Water Department in _____, Arkansas.		
If the record is in active use or in storage and, therefore, not available at the time a citizen asks to examine it, the custodian shall certify this fact in writing to the applicant and set a date and hour within three (3) days at which time the record will be available for inspection and copying.		

MHBF hosts ACA workshop



The Municipal Health Benefit Fund covered the Affordable Care Act's reporting requirements and changes for 2017 during a Dec. 15 workshop held at the League's North Little Rock headquarters. The workshop drew 53 program members, who discussed the employer mandates and IRS reporting requirements that are a part of the ACA for both large and small employers. 🏛️

NOTICE: Workers' Comp payroll reports due

It is mandatory that members of the Municipal League Workers' Compensation Trust submit their 2016 actual payroll to MLWCT by Feb. 15, 2017. As a member of MLWCT, non-compliant members (cities) will be assessed a 25 percent penalty based on premium. 🏛️

ACAA to hold CLE during Winter Conference

The Arkansas City Attorney's Association (ACAA) will hold six hours of continuing legal education, including one hour of ethics, during the League's 2017 Winter Conference. The CLE will take place Friday, Jan. 13 at the League's North Little Rock headquarters.

Sessions and speakers will include:

Navigating the Arkansas Attorney Discipline System

Speaker: Stark Ligon

Executive Director and Chief Disciplinary Counsel, Arkansas Supreme Court

Due Process in Code Enforcement: You Want Me to do What?

Speaker: Sharon L. Dickgrafe

Chief Deputy City Attorney, Wichita, Kan.

Annual Review of Federal Cases: The Good, The Bad, and The Funny

Speaker: Douglas C. Haney

Corporation Counsel, Carmel, Ind.

Access to Police-Generated Digital Video

Speaker: Prof. Richard Myers

The Henry Brandis Distinguished Professor of Law, University of North Carolina School of Law

Intrastate Commerce Improvement Act

Speaker: Dean DiPippa

Dean Emeritus and Distinguished Professor of Law and Public Policy, UALR William H. Bowen School of Law

For more information about the 2017 CLE seminar, contact ACAA Secretary/Treasurer and League Director of Legal Services Mark Hayes at (501) 978-6102, or his assistant, Jamie Adams, at (501) 978-6124. 🏛️

League wraps series of regional meetings

The City of Pine Bluff hosted the fifteenth and final League regional meeting on December 20. The series of meetings has been a great success, with municipal officials and personnel from across the state taking advantage of this League outreach, which was initiated by League President and Stephens Mayor Harry Brown. Over 500 attendees from across the state gained knowledge on the array of services and benefits offered to the cities and towns of Arkansas. In addition, attendees were presented with an opportunity to ask questions of League staff. Brown was incredibly pleased with the outcome of the regional meetings and strongly feels that now, more than ever, the municipalities of Arkansas are educated on the many ways the Arkansas Municipal League can be of service to their respective hometowns. 🏛️



Pine Bluff



Pine Bluff



Arkadelphia



Arkadelphia



Pine Bluff



Arkadelphia



North Little Rock

SECOND ACTS ARE BETTER WITH A SOUTHERN ACCENT.™



Experience Little Rock's historic Robinson Center. This \$70 million project marks another milestone in the city's ongoing renaissance, and provides Arkansas with a state-of-the-art, multi-purpose performance hall and a stunning new conference center addition.

While you're here, stay an extra night and enjoy a performance of Rogers & Hammerstein's "Cinderella," playing January 13 - 15, 2017.

For more information regarding upcoming performances at the new Robinson Performance Hall, visit the Upcoming Events tab at RobinsonCenter.com.

Little Rock
RobinsonCenter.com

ARTISAN DINING WITH A SOUTHERN ACCENT.



Little Rock's dining and craft food and beverage scene is on the rise. Whether enjoying a romantic dinner for two, sampling our city's ever-expanding offerings of ales, wines and spirits with our Locally Labeled Passport program, or tasting any of the amazing products our artisan bakers and food producers are making, there's never been a better time to enjoy great food and drink in Little Rock.



Little Rock

Learn about our city's breweries, distilleries and wineries >
To see more, visit LittleRock.com



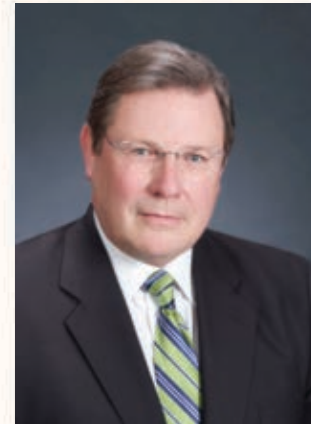
City of Little Rock

Mark Stodola
Mayor

City Hall, Room 203
500 W. Markham
Little Rock, Arkansas 72201-1427
Phone: (501) 371-4510
Fax: (501) 371-4498
www.littlerock.org

January 11-13, 2017

Arkansas Municipal League
2017 Winter Conference




Dear Delegates,

On behalf of the citizens of Little Rock and our Board of Directors, I am pleased to welcome you to Little Rock for the 2017 Winter Conference of the Arkansas Municipal League. We are fortunate to again have an informative agenda put together by our AML staff. This Winter Conference will allow us to not only gain knowledge about how prospective and recently passed legislation affects municipalities like ours, but also provide direct feedback to our state-level lawmakers on what Arkansas cities and towns need. Further, these gatherings always offer the chance to share best practices, build relationships, and find common ground that will help us to make our cities the best place they can be for all of our residents.

While you are in Little Rock, I hope you will explore many of the interesting attractions our city has to offer. You will find world-class museums a short walk from the Statehouse Convention Center, including the William J. Clinton Presidential Center, the Old Statehouse Museum, and the Museum of Discovery. Nearby, you will also find the Historic Arkansas Museum, the Witt Stephens Jr. Central Arkansas Nature Center, the Central High National Historic Site, the Mosaic Templars Cultural Center and the Arkansas Arts Center. In addition, the nearby River Market District, South Main, and Creative Corridor areas have many shops and attractions, as well as vibrant nightlife and delicious restaurants.

Welcome to Little Rock! As always, I am looking forward to meeting with you, my colleagues, from around our great state.

Sincerely,


Mark Stodola
Mayor

A destination for all seasons!



The Old Mill at T.R. Pugh Park

Enjoy the outdoors at The Old Mill from *Gone with the Wind* or take a stroll along the Arkansas River Trail. Shop and dine in the McCain Mall area or Argenta Arts District, laugh hysterically at The Joint Comedy Theater or explore a real World War II submarine & tugboat.



Call 501-758-1424 or visit www.NorthLittleRock.org for details.

   #ExploreNLR



Argenta Arts & Entertainment District • The Joint Comedy Theater • USS Hoga

OFFICE OF THE MAYOR



JOE A. SMITH
MAYOR
mayor@nlr.ar.gov

PHONE (501) 975-8601
FAX (501) 975-8633

CITY HALL
P.O. BOX 5757
NORTH LITTLE ROCK, ARKANSAS 72119-5757
website: www.nlr.ar.gov



Arkansas Municipal League
2017 Winter Conference
January 11-13, 2017

Greetings!

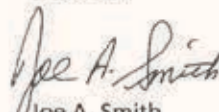
As Mayor, it is my pleasure to welcome you to the Arkansas Municipal League's 2017 Winter Conference. During your stay, we hope you can include some or all of the following points of interest in North Little Rock:

- **Argenta Arts & Entertainment District** – Stroll North Little Rock's Main Street, lined with art galleries, restaurants, The Joint Comedy Theater and the North Little Rock Heritage Center.
- **Dickey-Stephens Park** – home of the Arkansas Travelers and the finest facility in minor league baseball. Great family entertainment!
- **Arkansas Inland Maritime Museum** – Tour a real World War II-era submarine, USS *Razorback* (SS394) and learn about the McClellan-Kerr Arkansas River Navigation System, cruiser USS *Arkansas* and tugboat USS *Hoga*.
- **River Rail Trolleys** – allow visitors to travel across the Arkansas River in style and stop for shopping and dining in the Argenta Arts & Entertainment District in North Little Rock and River Market District in Little Rock.
- **Burns Park** – Encompassing 1,700 acres and one of the largest city parks in the nation, Burns Park hosts tennis, baseball, softball, and soccer tournaments.
- **The Old Mill at T.R. Pugh Memorial Park** – a 1930s replica of a 1800s gristmill, presumed to be the last standing structure from *Gone with the Wind*.

For non-stop shopping and dining, visit the newly-renovated McCain Mall – the largest enclosed shopping center in Central Arkansas. Other dining and shopping opportunities are located in close proximity.

On behalf of the City of North Little Rock, I welcome you and extend best wishes on a successful conference.

Sincerely,


Joe A. Smith
Mayor

"An Equal Opportunity Employer"

WEDNESDAY—JANUARY 11

1:00 P.M. – 7:00 P.M.

REGISTRATION Osage and Caddo, SCC

1:00 P.M. - 7:00 P.M.

VISIT WITH GOVERNMENTAL AGENCIES Governor's Hall I-II, SCC

Governmental agencies have been invited to exhibit in Halls I and II. Drop by during the breaks and exhibit hall hours to visit with them about services their agencies might offer to your municipality.

2:00 P.M. – 3:00 P.M.

MLWCT BOARD MEETING.....Arkansas Ballroom, Marriott Hotel

3:00 P.M. – 6:30 P.M.

CITY GOVERNMENT 101 Governor's Hall IV, SCC

Learn about what makes Arkansas cities unique as well as who does what at city hall. (This session is for those who have not had City Government 101. It is a core class in which you will receive 3.5 hours of certification credit. Break will be included.)

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

4:00 P.M.

MHBF SEMINAR ON 2017 PLAN CHANGESArkansas Ballroom, Marriott Hotel

Attend this seminar and learn of the anticipated plan changes for 2017. This seminar will be the same information presented at the League on October 28th, 2016.

7:00 P.M. – 8:30 P.M.

OPENING NIGHT BANQUET Wally Allen Ballroom

Legislators, constitutional officers and the Chief Justice of the Supreme Court have been invited to attend. Municipal officials that have obtained their "Certified Municipal Official" status and "Continuing Certified Municipal Official" status will be recognized after we hear from the President Pro Tempore and the Speaker of the House.

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

Speakers: Honorable Jonathon Dismang, State Senator
President Pro Tempore
Honorable Jeremy Gillam, State Representative
Speaker of the House
Chief Justice Dan Kemp
Arkansas Supreme Court
Honorable Tim Griffin, Lieutenant Governor
State of Arkansas
Honorable Leslie Rutledge, Attorney General
State of Arkansas
Honorable John Thurston, Commissioner of State Lands
State of Arkansas
Honorable Mark Martin, Secretary of State
State of Arkansas
Honorable Andrea Lea, State Auditor
State of Arkansas
Honorable Dennis Milligan, Treasurer of State
State of Arkansas

8:30 P.M.

POST BANQUET RECEPTIONCapital Hotel

After the Opening Night Banquet walk across the street to the beautiful Capital Hotel. Meet hosts from Stephens Inc. Delicious desserts and beverages will be provided as well as an opportunity for you to tour the Capital Hotel.

Reception hosted by Stephens Inc.

THURSDAY—JANUARY 12

7:00 A.M. – 5:00 P.M.

REGISTRATION Osage, SCC

7:00 A.M.

BREAKFASTGovernor's Hall I-II, SCC

7:00 A.M. - 5:00 P.M.

VISIT WITH GOVERNMENTAL AGENCIESGovernor's Hall I-II, SCC

Governmental agencies have been invited to exhibit in Halls I and II. Drop by during the breaks and exhibit hall hours to visit with them about services their agencies might offer to your municipality.

7:15 A.M. – 7:45 A.M.

VOLUNTARY PRAYER SESSION.....Arkansas Ballroom, Marriott Hotel

A time to gather and pray for those who lead our nation, state and municipalities.

9:00 A.M. – 10:15 A.M.

OPENING GENERAL SESSION.....Governor's Hall IV, SCC

The Winter Conference officially begins with the Presentation of Colors and the singing of the National Anthem by our very own Miss Arkansas, Savannah Skidmore, of Calico Rock. Host City Mayor Mark Stodola will welcome delegates and give an NLC update followed by words of motivation and inspiration from Dr Phillip Pointer.

Color Guard by: TBA

National Anthem: Savannah Skidmore, Miss Arkansas 2016

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

Speaker: Dr. Phillip L. Pointer, Sr.
Senior Pastor of St. Mark Baptist Church

10:15 A.M. – 10:45 A.M.

BREAKGovernor's Hall I-II, SCC

10:45 A.M. – 11:45 A.M.

GENERAL SESSION II: THE 91ST GENERAL ASSEMBLY- WHAT WE CAN EXPECT Governor's Hall IV, SCC

A panel of media representatives has been invited to share their thoughts and ideas about the 91st General Assembly. Q & A, time permitting.

Presiding: Mayor Doug Sprouse, Springdale
First Vice President, Arkansas Municipal League

Moderator: Roby Brock, Executive Producer and Host
Talk Business & Politics

Speakers: Andrew DeMillo, Capitol Correspondent
The Associated Press
Bill Vickery, Managing Partner
Capitol Advisors Group

NOON

VOLUNTEER COMMUNITY OF THE YEAR AWARDS LUNCHEON..... Wally Allen Ballroom

The 2016 Community of the Year Award winners will be recognized. The Honorable Asa Hutchinson, Governor of Arkansas, will speak and then present the awards.

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

Speaker: Governor Asa Hutchinson
State of Arkansas

2:00 P.M. – 3:30 P.M.

GENERAL SESSION III:

IDEAS FOR ECONOMIC DEVELOPMENT Governor's Hall IV, SCC

Attend this session and be informed on ideas and tools surrounding economic development for cities and towns. Speakers discuss ways in which you can further growth and prosperity in your municipality.

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

Speakers: Warwick Sabin, Executive Director
Arkansas Regional Innovation Hub
Lee Watson, Founder, President & CEO
The Venture Center
Brent Birch, Executive Director
Little Rock Tech Park

2:00 P.M. – 3:30 P.M.

THE CONCLUSION OF

CITY GOVERNMENT 101 Governor's Hall III, SCC

(This session is a core class in which you will receive 1.5 hours of certification credit. This will conclude the 5 core hours needed for those who have not had City Gov. 101 certification.)

Presiding: Mayor Doug Sprouse, Springdale
First Vice President, Arkansas Municipal League

3:30 P.M. – 3:45 P.M.

BREAK Governor's Hall III, SCC

3:45 P.M. – 4:45 P.M.

GENERAL SESSION IV: THE NEW AMENDMENTS — THEIR IMPACT ON ARKANSAS CITIES Governor's Hall IV, SCC

This past election the voters passed two significant constitutional amendments that will have an impact on Arkansas cities. The significance of these amendments is yet to be determined. This afternoon's speakers will inform city officials on what to expect when these amendments are fully implemented.

Presiding: Mayor Doug Sprouse, Springdale
First Vice President, Arkansas Municipal League

AMENDMENT 98 (MEDICAL MARIJUANA)

Speaker: Bud Roberts, Director
Alcohol Beverage Control Division

AMENDMENT 97 (ECONOMIC DEVELOPMENT)

Speakers: Mike Preston, Executive Director
Arkansas Economic Development Commission
Terra Aquia, Research Associate
Arkansas Center for Research in Economics

4:45 P.M. – 5:30 P.M.

GENERAL SESSION V: PREPARING FOR THE LEGISLATIVE SESSION — AML POLICIES AND GOALS Governor's Hall IV, SCC

This year's legislative session will be challenging. What will be our legislative priorities and how should we go about getting them passed? Three of our staff members will give their perspectives and advice on how you can be of assistance.

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

Speakers: Don Zimmerman, Executive Director
Arkansas Municipal League
Jack Critcher, Legislative Liaison
Arkansas Municipal League
Mark Hayes, Director of Legal Services
Arkansas Municipal League

DINNER ON YOUR OWN

7:45 P.M. – 10:00 P.M.

CONFECTIONS, CORDIALS

& ENTERTAINMENT William Grant Still Ballroom, Robinson Center

Stroll over to the recently refurbished Robinson Center Ballroom and enjoy delicious deserts and beverages. You are in for a special entertainment treat as Sonny Burgess and the Legendary Pacers perform. Formed in 1955 at Newport, Arkansas, they are one of the pioneers of Rock 'n Roll and have traveled with Johnny Cash, Roy Orbison, Elvis Presley, Jerry Lee Lewis and Patsy Cline. Look for signage directing you to the new Conference Center.

**Confections and Cordials sponsored by
Friday, Eldredge and Clark, LLP**

**Entertainment sponsored by McClelland Consulting
Engineers and American Fidelity**

FRIDAY—JANUARY 13

7:00 A.M. – NOON

REGISTRATION Osage, SCC

7:00 A.M.

BREAKFAST Gov. Hall III, SCC

8:30 A.M. - 4:30 P.M.

CONTINUING LEGAL EDUCATION League Headquarters

(City Attorneys will meet for 6 CLE hours at the AML headquarters in North Little Rock.)

8:45 A.M. – 10:15 A.M.

GENERAL SESSION I: LEADING YOUR ORGANIZATION

FROM GREAT TO AMAZING Marriott Grand Ballrooms B&C

Jim Hunt is an author, speaker and consultant who has a passion for cities. He will speak on the need for cities to "reinvent" themselves in order to capitalize on opportunities and to meet challenges. Jim will inspire us to new heights of leadership in a manner that is inclusive of all citizens. (This session will count toward 1.5 hours of continuing education credit.)

Presiding: Mayor Doug Sprouse, Springdale
First Vice President, Arkansas Municipal League

Speaker: Jim Hunt, Founder of Amazing Cities and
Past President of the National League of Cities

10:15 A.M. – 10:30 A.M.

BREAK Atrium of the Marriott Hotel

10:30 A.M. – 11:45 A.M.

GENERAL SESSION II: STEPS TO BUILDING AN

INCLUSIVE COMMUNITY Marriott Grand Ballrooms B&C

(This session will count toward 1.5 hours of continuing education credit.)

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

Speaker: Jim Hunt, Founder of Amazing Cities and
Past President of the National League of Cities

CONCLUDING REMARKS Marriott Grand Ballrooms B&C

Presiding: Mayor Harry Brown, Stephens
President, Arkansas Municipal League

NOON

LUNCH BUFFET Marriott Grand Ballroom A

Before you head home, join us for a buffet in the Marriott Grand Ballroom A.

1:00 P.M. – 3:00 P.M.

ACCRTA TRAINING Arkansas Ballroom, Marriott Hotel

City Clerk, Recorder, Treasurer 101: 20 things to know pertaining to agendas, packets, ordinances and minutes. This training session is especially helpful for individuals who are newly elected.

1:30 P.M.

MHBF BOARD MEETING Memorial Boardroom, League Headquarters



2017 Winter Conference

Marriott Hotel/Statehouse Convention Center, January 11-13, 2017

REGISTRATION

Registration and payment must be received in League office by Friday, December 30, 2016, to qualify for Pre-registration rates.

Registration fee after December 30, 2016 , and on-site registration for municipal officials	\$175
Registration fee after December 30, 2016 , and on-site registration for guests	\$100
Other registrants	\$200

- Registration will be processed **ONLY** with accompanying payment in full. Make checks payable to the Arkansas Municipal League.
- Registration includes meals, activities and a copy of **Handbook for Arkansas Municipal Officials, 2015-2016**.
- No daily registration is available.
- Registration must come through the League office. No telephone registrations will be accepted.
- **No refunds after December 30, 2016.**
- Cancellation letters must be postmarked by **December 30, 2016**.

HOTEL RESERVATION

Hotel Room Rates

Marriott Hotel (headquarters hotel)		
SOLO OUT Single/Double	\$194	Check-in 3 p.m.
Capital Hotel		
SOLO OUT Single/Double	\$189	Check-in 3 p.m.
Doubletree Hotel		
SOLO OUT Single/Double	\$138	Check-in 3 p.m.
Wyndham Hotel		
Single/Double	\$99	Check-in 3 p.m.

- Cut-off date for hotel reservations is **December 30, 2016**.
- Rooms in Little Rock are subject to an 13–15 percent tax.
- Rooms will be held until 6 p.m. and then released unless guaranteed by credit card.
- Contact the hotel directly to make changes or cancellations in hotel accommodations.
- Hotel confirmation number will come directly from the hotel.
- Please check on cancellation policy for your hotel.

Two ways to register ²

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

OR

Complete the steps and **mail with payment** to:
 ARKANSAS MUNICIPAL LEAGUE
 Attn: 2017 Winter Conference
 P.O. Box 38
 North Little Rock, AR 72115-0038

Step 1: Attendee Information

I am a newly elected official.

Name:

Title: City of:

Address:

City: State: ... Zip: Telephone:

Attendee only email (required) cc email

Guests will attend: Yes No Name:

(non-city official) Name:

Step 2: Payment Information

• **What is your total?** (see opposite page for fees)

<input type="checkbox"/> Regular Registration for Delegate \$ 175	<input type="checkbox"/> Regular Registration for Guest \$ 100	<input type="checkbox"/> Other Registrants \$ 200	Reg. Registration Total \$ _____
--	---	--	-------------------------------------

• **How are you paying?**

Check

Mail payment and form to:
 Arkansas Municipal League
 2017 Winter Conference
 P.O. Box 38
 North Little Rock, AR 72115

Credit Card Complete information below and send to address above.

Credit Card: Visa MasterCard Discover

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

Card Holder Name (as it appears on card):

Billing address (as it appears on statement):

City: State: ... Zip: Telephone:

E-mail address (required for credit card payment)

Step 3: Hotel Reservations

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

Marriott Hotel Reservations 877-759-6290

Capital Hotel Reservations 877-637-0037 or 501-374-7474

Doubletree Hotel Reservations 800-222-8733 or 501-372-4371

Wyndham Hotel Reservations 866-657-4458 or 501-371-9000

Special dietary needs:

- Gluten free
- Vegetarian
- Pescatarian
- Vegan

Jonesboro mayor a link to world trade

By Sherman Banks

The Arkansas World Trade Center Arkansas (ARWTC) was founded in 2007 through the vision of former Congressman and current Senator John Boozman, and the collective efforts of University of Arkansas, Arkansas Economic Development Commission, Hunt Ventures, Governor's Office, and the City of Rogers.

As Arkansas's global business resource, the ARWTC is a non-governmental organization helping the state's business community compete more effectively in a global market. Its mission is to partner with numerous firms across the state to establish and strengthen their global presence through comprehensive international business services, global connections, and professional development and networking events. The ARWTC brings together business and governmental agencies involved in foreign trade to further our state's economic outlook and encourage stability through world trade development.

The ARWTC is a primary economic development tool for the state of Arkansas. Their focus is to support small to medium-sized businesses that have an interest in increasing their international presence. The office is located in Rogers, and it's a full-service facility. The ARWTC works closely with the Arkansas Economic Development Commission as well state and local chambers of commerce.

Jonesboro Mayor Harold Perrin is on the ARWTC board of directors, representing northeast Arkansas. Perrin is encouraging the board and ARWTC Director Dan Hendrix to exhibit at the League's Winter Conference in January and at June's annual Convention to expose the organization to the cities and towns of Arkansas.



Perrin believes that his involvement with the ARWTC helps to break down the myths and fears that small cities and towns have about developing international business relations. He also recognizes the importance of cities and towns developing sister city relationships, which further dispel the myths and insecurities of developing international ties. The ARWTC also recognizes that sister city relationships are an asset to opening the doors to positive experiences in international business development.

As a ARWTC board member, Perrin is a conduit for our small cities and towns to get the knowledge and necessary exposure to the international market. Since Arkansas is a state with many small cities and towns, we now have available to us the avenue to expand our economic markets internationally. Contact Mayor Perrin at (870) 932-1052 to learn more.

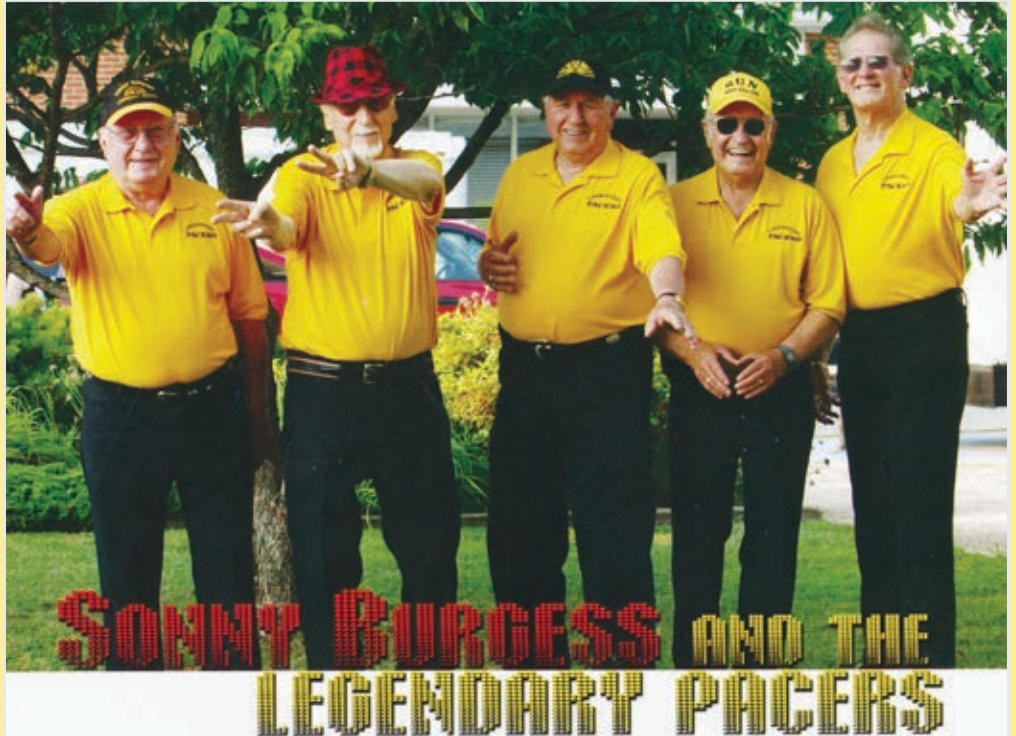


For more information contact Sherman Banks at (501) 786-2639; email sbanks@aristotle.net; or write to P.O. Box 165920, Little Rock, AR 72216.

Sonny Burgess and the Legendary Pacers to rock conference

The League is honored to welcome Sonny Burgess and the Legendary Pacers to the 2017 Winter Conference. Formed in 1955 in Newport, the band is one of the originators of rock-n-roll and rockabilly, recording hits on Memphis' Sun Records and traveling the country and the world with the likes of Elvis Presley, Carl Perkins, Johnny Cash, Roy Orbison, Patsy Cline, and Jerry Lee Lewis, to name a few. They are members of the Arkansas Entertainers Hall of Fame, The Rockabilly Hall of Fame, and appear on Hot Springs' Walk of Fame. Sonny Burgess was inducted into the Rock and Roll Hall of Fame of Europe in 1999. In 2016, the band marked 61 years in the music business.

Sonny Burgess and the Legendary Pacers will perform at 7:45 p.m. Thursday, Jan. 12, in the ballroom of the newly remodeled Robinson Center in Little Rock as part of the League's Winter Conference.



Certain municipal officials in first class cities may opt out of APERS

The Arkansas Public Employees Retirement System (APERS) provides cities with the opportunity to cover its employees and officials (Ark. Code Ann. § 24-4-303). The law states generally that the mayor and clerk "shall become participating employees upon taking office." On the other hand, the statute permits mayors and clerks of first class cities to opt out of APERS in order to participate in the local retirement plans provided for in Ark. Code Ann. §§ 24-12-121 and 24-12-123.

In order to make this election, the mayor or clerk must provide written notice to APERS within 90

calendar days of the date the official assumed office. Once made, this choice is irrevocable. Any employer contributions previously made on behalf of an official who elects not to participate will be refunded to the city and the official will forfeit service credit in the system.

Newly elected city attorneys or city treasurers in cities of the first class who are otherwise covered by a local pension fund may also take advantage of these provisions.

To contact APERS, call (501) 682-7800 or visit www.apers.org.

ACCRTA holds new clerk orientation at Winter Conference

The Arkansas City Clerks, Records and Treasurers Association (ACCRTA) will hold a New Clerk Orientation session on Friday, Jan. 13, 2017, during the Arkansas Municipal League Winter Conference.

“Clerk 101: 20 Things to Know” will be presented by North Little Rock City Attorney Jason Carter.

North Little Rock City Clerk/Treasurer and IIMC Region IV Director Diane Whitbey will be presenting “Agendas, Packets, Ordinances and Minutes.”

Clarksville City Clerk/Treasurer and ACCRTA President Barbara Blackard will be presenting “Help is on the Way! Professional Organizations & Certification.”

The ACCRTA holds four informative and instructional district meetings each year. Each is in a different district in the state. The schedule for 2017 is:

- District 1—March 23-24, Sherwood
- District 2—April 27-28, Dumas
- District 4—August 24-25, Camden/Smackover
- District 3—October 5-6, Van Buren

We also hope everyone will attend the League’s 83rd Convention in June for additional training. All of these meetings qualify toward becoming a Certified Municipal Clerk and continuing education credits. You are encouraged to attend workshops and meetings and get to know your fellow clerks, recorders, and treasurers.

At the Winter Conference, we will have a booth in the exhibit hall. Just look for the ACCRTA sign. At this booth, we will host a silent auction with all proceeds going toward funding scholarships for district workshops and the Municipal Clerks Institute. We will have forms with information and membership applications for ACCRTA. We will also have information about the International Institute of Municipal Clerks (IIMC), which is a worldwide educational organization with close to 15,000 members. New clerks can also request a mentor, who will help guide you as you become more proficient at your job.

Thank you for serving your community and we hope to see you at the New Clerk Orientation. 🏛️

ARKANSAS MUNICIPAL LEAGUE



GREAT CITIES MAKE A GREAT STATE

Voluntary Certified Continuing Education Program

The League’s Voluntary Certified Continuing Education Program continues in 2017 with a series of workshops covering topics helpful to municipal leaders. The voluntary certification plan is, approved by the Executive Committee, and consists of 21 credit hours of topics.

For those city officials who have completed the 21 hours of core curriculum, you must annually obtain 6 hours of continuing education to maintain your certification status. The required 6 hours must be gained by attending the hours of continuing education offered at the 2017 Winter Conference, the 83rd Annual Convention, or the 2017 Planning & Zoning Workshop.

The Program is for Arkansas mayors, city administrators, city managers, city directors and aldermen, city recorders, recorder/treasurers, city clerks, clerk/treasurers.

The next workshop at League Headquarters is:

- Planning & Zoning Workshop (5 continuing hours), 9:30 a.m. to 3:30 p.m. April 19, 2017, at League headquarters.

For more information contact Ken Wasson at (501) 374-3484 Ext. 211, or email kwasson@arml.org.



ARKANSAS MUNICIPAL EQUIPMENT

ametricks.com

501-425-1567

Daniel Ellison



PROVIDING QUALITY REFUSE AND RECYCLING EQUIPMENT TO MUNICIPALITIES.



Fayetteville's Frisco Trail, built on former railway right-of-way, winds through the heart of the city, connecting neighborhoods and businesses.



PHOTO BY ALISON LITCHY.

Program turns former rails into trails

By Alison Litchy

Rails to Trails Conservancy (RTC) is a very popular nonprofit organization dedicated to creating a nationwide network of trails. They build healthier places for healthier people by using former rail lines and connecting corridors. Founded in 1986, they have since helped create a powerful national movement that is connecting communities from coast to coast, including some in Arkansas.

We have several examples of this program being implemented within our borders, such as the Frisco Trail in Fayetteville, and the Delta Heritage Trail in Marvell. RTC helps communities build and maintain trails in both urban and rural areas. People are telling RTC, “We’ve got an abandoned railroad track, so let’s use it.”

Peter Harnick, an RTC cofounder, said, “Only gradually did there emerge a realization that America

desperately needs a national trails system, and that unused rail corridors are the perfect backbone for that network.”

To date Arkansas alone has 20 RTC trails that total 71 miles. All are free and available for public use. Eight of these projects are ongoing and have 205 additional miles of potential rail trail. Northwest Arkansas has more of these trails than anywhere else in the state. The Frisco Trail is an example that adds a convenient connection to the vibrant entertainment center in Fayetteville, and it has become the spine for part of Fayetteville’s extensive trail network. This area is ranked one of the best places to live, go to college, and do business, and it has a growth rate of 27 percent in the last decade. The trail is used for the great benefits it provides by connecting areas and increasing walkability, but also it increases safety in the

area. There were many instances of people crossing the tracks on their way to and from the downtown entertainment district. The need to cross the dangerous active tracks is removed by providing a safe and convenient pathway. These trails have also attracted builders to provide housing and businesses nearby.

There are great examples outside of Northwest Arkansas. Lake View has part of the Delta Heritage Trail running through their city. When the trail is complete it will be 84.5 miles long, of which 73 miles were former railroad right-of-way land. This land was donated by the state and came from the Union Pacific Railroad Company. Twenty-one miles of this trail is currently complete. This land has also been turned into the Delta Heritage State Park. The trail leads through a shaded canopy of native hardwoods, alongside agricultural fields, and across streams. These are some of the most remote and scenic areas in the state and the finest examples of wetland forest remaining in the Delta.

The health advantages of this program are great for our state. The Delta Heritage Trail will be one of the longest bike trails in our state. Getting people outside and active will help improve the health of the citizens in Arkansas.

According to RTC, trails add value to our lives in so many ways—increasing our mobility, improving our

health, spurring economic development and job creation, protecting our environment and creating powerful connections within, to and across communities. The trail has kiosks along the way to interpret the history of the site as well as benches for breaks and enjoying the scenery. The trail connects urban areas to the natural environment.

Josh Glenn, who works for Delta Heritage Trail State Park, said, “This trail when completed will be a gateway for the Delta, to connect some of the small, more forgotten about communities in our state, to tourism.”

Visitors from all over the state come to ride this trail as well as visitors from surrounding states. One visitor even came from Beijing, China, on a trip to learn about the Delta region and the blues.

Visit Traillink.com to find the nearest Rail to Trail near you. Get out, have fun, and enjoy nature. There are still lots of beautiful things to see outdoors in the winter.



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

An advertisement for Henard Utility Products. The background is a vibrant blue with splashing water. On the left, a list of services is provided: 'Water Meter Data Collection and Management' with bullet points: 'Cellular fixed based transmitters', 'Hosted and managed analytical software', 'Flexibility to keep you in step with technology advancements', and 'Powerful data tools provide greater water usage visibility to your city and your customers'. In the center, there are images of a water tower, a desktop computer monitor displaying a dashboard with charts, a tablet, and a smartphone. Below these are images of a water meter and a sensor. On the right, the text reads 'Henard Utility Products', 'Authorized Distributor of Badger Meter', 'www.henardutility.com', and '800-776-5990'. At the bottom right, the 'BEACON' logo is shown with the tagline 'Advanced Metering Analytics'. Below that is the 'Badger Meter' logo and the slogan 'Clearly Better.'.

In the frenzy over advocating for population growth and the automobile, neighborhoods like this may be neglected.



PHOTO BY JIM VON TUNGELN

The planning function: Of course we serve, but whom, and how?

By Jim von Tungeln

Municipal planners, and this includes planning commissioners, exist to serve the public. Sounds simple, right? Maybe. The difficulties exist in determining what makes up the public, what services the public needs, and how to best grant those services. Moreover, the answers shift over time. The modern planner has days when public pressure reminds one of the religious admonition to “choose this day whom you shall serve.” Choosing isn’t always easy.

Sometimes it is simple, or so it would seem. For example, those who would commit crimes or endanger property deserve no service from the planning function. Those protecting us from criminal or dangerous activities, on the other hand, should receive the highest level of attention. This, itself, can lead to conflicts. Police officers and firefighters may prefer wide streets and cul-de-sacs. Urban designers may lobby for narrow streets in a grid pattern. The elected officials may want the cheapest plans. Residents don’t care as long as there is plenty of space for all their vehicles. What’s the planner to do? Why is it so hard to serve the public? Has it always been so?

Maybe it has. During the early 1970s, professional planners seeking national accreditation faced a requirement to study Paul Davidoff’s “Advocacy and Pluralism in Planning,” a scholarly work that appeared in the *Journal of the American Institute of Planners* in 1965. In the piece, attorney and planner Davidoff argued that values exist in all stages of planning and that planners should plead for, or advocate for, interests of numerous groups, particularly minorities.

Davidoff also argued that politics is part and parcel of the planning process, no matter how hard planners might try to avoid it. In a statement that resounds even today, he observed, “The practice of plural planning requires educating planners who would be able to engage as professional advocates in the contentious work of forming social policy.”

He further added, “The city planning profession’s historical concern with the physical environment has warped its ability to see physical structures and land as servants to those who use them.”

The article made a noticeable impact on citizen participation in the planning process. For years, citizen participation meant presenting completed plans to the public. Today, most planners realize the value in

engaging the public, including interest groups, in the actual formation of plans.

At one point, then, advocacy in planning primarily meant addressing the needs of the poor and the powerless. Today, it includes the needs of a variety of groups, individuals, and interests that compete for help and attention. Further, it increasingly means combining local resources with those of private enterprise to meet the needs of business. What caused this shift in advocacy?

As far as recent history is concerned, much of the shift may date back to September 30, 1986. On this date, the State and Local Fiscal Assistance Act of 1972 ended. A report by the Congressional Research Service, Congress General Revenue Sharing: Background and Analysis, dated May 23, 2003, summarized the impact of this act as follows.

Over the almost 15-year life of the GRS program (1972 through 1986), over \$83 billion was transferred from the federal government to state and local governments. From 1972 to 1980, states received approximately one-third of the grants and local governments received two-thirds. (State governments were excluded from GRS beginning in the 1981 fiscal year). Funds amounted to a large portion of municipal revenue in those days.

Rationale for the program was based on the proposition that the federal government collects taxes most effectively, while state and local governments prove better at identifying needs. Of course, there were opponents of the program watching to see if the states and local governments were, in fact, addressing basic needs related to the health, safety, and welfare of their citizens, including “the least of those among us.” The disadvantaged, therefore, were not forgotten.

The revenue sharing program also came on the heels of the so-called “Great Society” grant programs. In fact, remnants of the era still existed then and they, as well, emphasized benefits to low and moderate income families. In essence, striving to meet the needs of the disadvantaged could be “income-positive” in terms of revenue flow from the federal to local governments.

Then general revenue sharing stopped. It wasn’t phased out. It wasn’t replaced with other sources of funds. It wasn’t reduced in scope. It stopped.

Those who were around in those days well remember the shattering effect on the cities of our state. The question was not one of whether to lay off police officers or firefighters. Rather, it was a question of how many of each a city might lose. The word “grim” hardly captured the condition of local governments.

Aggressive work by the Arkansas Municipal League, assisted at the federal level by Representative John Paul Hammerschmidt, saved the day. They helped foster legislation, as we know, making the local option sales tax available to cities and counties. Although considered

by some as regressive and unfair to the poor, the sales tax was a relatively popular method of taxation. Its use caught hold, and sales tax proceeds are now the main revenue source for Arkansas cities.

With this change came a shift the emphasis of planning. It resulted in new ordering of which needs would dominate and a new view of how decisions regarding land use and transportation would be made. The planners’ mandate, to a degree unimagined previously, was to “serve business.” Further, serving business involved serving the automobile, even at the expense of neighborhood stability.

Of course, what we now call “blowback” occurred as advocates for the poor, existing residents, and other interests fought to be heard. Planners stood in the middle of the fray trying to make sensible, defensible, and consistent decisions. There they remain today. Most planning commissions, as noted in previous columns, spend most of their time hearing appeals for rezoning, predominately involving conversion of land from non-commercial to commercial use. Denial means, according to proponents, cutting off the financial lifeblood of the city by missing out on sales tax proceeds.

Serving business, coupled with a population shift from urban centers to suburban cities, creates challenges, such as traffic complexities, that further stymie planners. Whole portions of some cities now suffer a mobility meltdown for long periods, morning and afternoon, as the workforce arrives at, then exits employment centers. As for advocacy, the local poor who can’t afford automobiles may find themselves passed over in favor of the commuters.

There are other signs that the poor may be in need of another Paul Davidoff to urge advocacy for them. The goal of decent, safe, and sanitary housing for all, a familiar refrain from the 1960s, is slipping. Some experts are urging for a new emphasis on manufactured home parks as one of few remaining sources of affordable housing for the poor. At the same time, the modern attention to “tiny homes” has tempted a few landlords into using the movement to justify housing the poor in what amounts to nothing more than metal storage buildings that meet neither existing building codes nor standards of decency.

As we deal with this and other issues involving the disadvantaged, planners and elected officials will continue to face the need to serve—and to advocate for—all of society. Only time will tell how well they succeed.



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.



Let's talk pumps!

Winter tips for protecting your fire apparatus.

By Capt. Bob Franklin, LRFD (Ret.)

We are extremely lucky in Arkansas that we do not have to contend with the severe cold our northern neighbors deal with annually. However, we do experience short periods of severe freezing temperatures that can wreak havoc on our municipalities' fire fighting equipment.

When cold weather comes to our state, so does an increase in house fires. Every year we see many fire trucks that have issues with busted piping, valves, and gauges due to responding in the severe cold. Below are listed some preventative measures that you may take to protect your fire trucks from freezing.

- Make sure the master pump drain is clear of rust and will drain the pump.
- Make sure the pump primer works properly and that the primer tank has lubrication if required.
- Check the pump gear case for water. Water in the gear case can freeze and crack the housing.
- Make sure all discharge outlet drains operate to drain water between the valve and the cap.
- If equipped with a pre-piped deck gun, be sure all water is drained from the piping between the valve and nozzle. This piping is usually mounted above the truck body and is exposed to the extreme temperatures when out on the road.

- If equipped with hose reels mounted on top of the apparatus, place a salvage cover over the reels to trap heat from the engine exhaust and to deflect cold air when responding.
- Know how many RPM are required for desired pressures in the event of gauge line freeze, preventing gauge(s) from operating. (For example: 1,300 RPM required to get 150 psi.)
- Cover front mounted pumps with an old fire coat to deflect the wind.

When using self-contained breathing apparatus (air packs) in severe freezing temperatures, the regulator may freeze in the closed position when exiting a burning structure. Change the air pack in the truck cab or place the air pack in the cab when not in use to prevent the regulator from freezing.

I hope these tips can help you prevent costly damage to your fire apparatus and keep your city's fire equipment in ready condition. If you have any questions or suggestions, please give me a call at (501) 847-9199.

Bob Franklin served 30 years with the Little Rock Fire Department, has more than 43 years of service in the Arkansas Fire Service, and is a certified fire pump specialist, an emergency vehicle technician, and instructor for the Fire Department Instructor's conference in Indianapolis.

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Reminder to All City Councils Regarding First Council Meeting of 2017

The 90th General Assembly of the Arkansas Legislature in 2015, via Act 235, amended A.C.A. § 14-43-501 regarding the organization at the beginning of a new year of the governing bodies of cities and towns.

A.C.A. § 14-43-501. Organization of governing body

- (a)(1) The members of a governing body elected for each city or town shall annually in January assemble and organize the governing body.
- (2)(A) A majority of the whole number of members of a governing body constitutes a quorum for the transaction of business.
- (B)(i) The governing body shall judge the election returns and the qualifications of its own members.
- (ii) These judgments are not subject to veto by the mayor.
- (C)(i) The governing body shall determine the rules of its proceedings and keep a journal of its proceedings, which shall be open to the inspection and examination of any citizen.
- (ii) The governing body may also compel the attendance of absent members in such a manner and under such penalties as it prescribes.
- (iii) The governing body may consider the passage of rules on the following subjects, including without limitation:
- (a) The agenda for meetings;
 - (b) The filing of resolutions and ordinances; and
 - (c) Citizen commentary.
- (b)(1)(A) In the mayor-council form of government, the mayor shall be ex officio president of the city council and shall preside at its meetings.
- (B) The mayor shall have a vote to establish a quorum of the city council at any regular or special meeting of the city council and when his or her vote is needed to pass any ordinance, bylaw, resolution, order, or motion.
- (2) In the absence of the mayor, the city council shall elect a president pro tempore to preside over council meetings.
- (3) If the mayor is unable to perform the duties of office or cannot be located, one (1) of the following individuals may perform all functions of a mayor during the disability or absence of the mayor:
- (A) The city clerk;
 - (B) Another elected official of the city if designated by the mayor; or
 - (C) An unelected employee or resident of the city if designated by the mayor and approved by the city council.
- (c) As used in this section, “governing body” means the city council in a mayor-council form of government, the board of directors in a city manager form of government, and the board of directors in a city administrator form of government.

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Pop Up in the Rock showcases neighborhoods' potential

By Adam Osweiler, P.E.

Pop Up in the Rock is an annual event that has been taking place in Little Rock since 2012. This event is designed to be a community development project focusing on enhancing local under-developed or under-utilized city areas. Through research, creativity and collaboration of young professionals and community members, these areas are brought to life to demonstrate their potential.

The idea for Pop Up in the Rock came from a national movement called The Better Block Foundation. The Better Block Foundation is a 501(c)3 nonprofit, which seeks to educate, equip and empower communities and their leaders to reshape and reactivate built environments to promote the growth of healthy and vibrant neighborhoods. The project is a demonstration tool that acts as a living charrette so that communities can actively engage in the build-out process, and provide feedback in real time to organizers. The event creates a temporary demonstration, or live rendering, of what is possible in a specific community/area of a city. It exhibits important elements of a converted city, such as various modes of transportation, a pedestrian-friendly environment, an active street edge, and provides activities that create community. More information about the project can be found at www.betterblock.org.

The first Pop Up in the Rock event took place on South Main Street, where event organizers took a three-block stretch of roadway, and with the assistance of the city, the group of volunteers converted the section of Main Street from a four-lane roadway to a two-lane vehicular roadway with a turn lane and two bike lanes. Since its inception, and the first project on Main Street, Pop Up in the Rock has held the event annually, taking on other community sections of Little Rock. The second Pop Up in the Rock event took place on West 7th Street; the following year at Park Hill in North Little Rock; in 2015, the event was located on West 9th Street; and, finally, this past year at Rock Region Metro Hub.

These events offer those living and working in the area the chance to transform their neighborhood into a thriving community. While these pop-ups occur for just a day, they are designed to create change, not just for that day, but forever. The group of young professionals who volunteer to participate in the Pop Up events engage with community members to determine specific needs and institute changes such as bike lanes, local shop vendors, dining vendors, food trucks, and live entertainment. By

transforming just a few blocks into a thriving, complete locale, Pop Up in the Rock exemplifies the idea that, by developing potential, a community can take ownership and influence change in their neighborhood.

The movement creates a temporary visual to inspire permanent change. It is effective because of the need most people have to “see it to believe it.” Pop Up in the Rock provides that for community residents. They are given the opportunity to see and experience what differences can be made, rather than just being told or shown with pictures and plans. Community members have the chance to enhance their community for a day, and possibly transform their area for a lifetime. This event creates a feeling of ownership within a community, and uses the streets for something much more than just a passageway through the community, but as a passageway to the community.

Pop Up events typically take place one Saturday each year and offer local residents demonstrations of their community's potential with just a little imagination and plenty of volunteer effort. The planning for these events typically begins in late spring, with the event to be held in the fall.

It has been very fulfilling to be involved with the project for the past three years and to serve as the co-chair of the event this year. This collaborative effort offers design professionals, vendors, landscape professionals, street developers, and many others a unique opportunity to work together for the betterment of our city. This is their home, and these events offer a sense of ownership for the local citizens.

This year, the Quapaw Quarter Association presented Pop Up in the Rock and its organizers with an award of merit for their efforts on behalf of historic preservation in Greater Little Rock. This award was given to Pop Up for its effort in bringing new ideas and people to downtown and historic neighborhoods.

Pop Up in the Rock is a partnership between Create Little Rock (the young professional's organization of the Little Rock Regional Chamber of Commerce) and studioMAIN (a nonprofit architectural design collective).



Adam Osweiler, PE, is a project engineer for McClelland Consulting Engineers, Inc. Contact Adam at aosweiler@mcclelland-engrs.com.

McClelland Consulting Engineers, Inc. wants to thank all of our employees who frequently volunteer their time, providing community services that help grow the cities and towns in which we work.



"Alone we can do so little; together we can do so much." - Helen Keller



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2017 U.S. Census Boundary and Annexation Survey News

In December the U.S. Census Bureau sent correspondence to city and county governments in Arkansas informing them of a state agreement with the Arkansas GIS Office for filing all boundary changes. The state agency will serve as the single point of contact with the federal agency. That correspondence requests cities and counties to coordinate with the GIS Office for changes to their boundaries.

Under the new law (Act 914 of 2015) the GIS Office will file the statewide Boundary and Annexation Survey report to the U.S. Census Bureau in early 2017. Any city or county that has already coordinated with the GIS Office is already set. For any new municipal boundary changes please contact the GIS Office at (501) 682-2767 or agio.all@arkansas.gov.

IMPORTANT REMINDER: Highway Revenues and Severance Turnback Reporting Due

Act 265 of the 2014 Fiscal Session of the Arkansas Legislature requires municipalities receiving \$2 million or more in total highway revenues and highway severance turnback to submit reporting for 2016 projects to the Bureau of Legislative Research. The reporting deadline is March 15, 2017.
You can access Act 265 and the required reporting document online at:
www.arkleg.state.ar.us/assembly/2013/2014F/Acts/Act265.pdf.

Please take note of Section 13 of Act 265:

SECTION 13. SPECIAL LANGUAGE. NOT TO BE INCORPORATED INTO THE ARKANSAS CODE NOR PUBLISHED SEPARATELY AS SPECIAL, LOCAL AND TEMPORARY LAW. TURNBACK REPORTING.

Each calendar year, beginning with calendar year 2013, each county and municipality receiving total highway revenues and highway severance turnback per A.C.A. § 27-70-207 and A.C.A. § 26-58-124 of \$2,000,000 or more shall report to the House Public Transportation Committee and the Senate Transportation, Technology and Legislative Affairs Committee indicating how highway revenues and highway severance turnback funds were utilized. The report shall include a general ledger accounting of the city or county street/road fund. The report shall also include the percentage of the street/road fund that is comprised of state funds. Further, the report shall include details of each contracted project including type and description of project, location of project and total amount of money spent on the project. HB1054 01-27-2014 09:18:30 WLC013

The report shall be submitted annually no later than March 15th for the previous year's projects.

Please ensure this message is forwarded to the appropriate personnel. Direct all questions regarding this reporting requirement to:

Estella Smith, Administrator
Committee Staff Services
Bureau of Legislative Research
One Capitol Mall, 5th Floor
Little Rock, AR 72201
(501) 537-9192 or smithe@blr.arkansas.gov

NOTICE:

Annexation Reports Due March 1

Arkansas Code Ann. sections 14-40-2201 and 14-40-2202 provide:

- (a)(1) Beginning March 1, 2014, and each successive year thereafter, the mayor or city manager of a city or incorporated town shall file annually with the city clerk or recorder, town recorder, and county clerk a written notice describing any annexation elections that have become final in the previous eight (8) years.
- (2) The written notice shall include:
 - (A) The schedule of services to be provided to the inhabitants of the annexed portion of the city; and
 - (B) A statement as to whether the scheduled services have been provided to the inhabitants of the annexed portions of the city.
- (b) If the scheduled services have not been provided to the new inhabitants within three (3) years after the date the annexation becomes final, the written notice reporting the status of the extension of scheduled services shall include a statement of the rights of inhabitants to seek detachment.
- (c) A city or incorporated town shall not proceed with annexation elections if there are pending scheduled services that have not been provided in three (3) years as prescribed by law.

Ark. Code Ann. § 14-40-2202. Inhabitants of annexed area

- (a) In all annexations under § 14-40-303 and in accordance with § 14-40-606, after the territory declared annexed is considered part of a city or incorporated town, the inhabitants residing in the annexed portion shall:
 - (1) Have all the rights and privileges of the inhabitants of the annexing city or incorporated town; and
 - (2)(A) Be extended the scheduled services within three (3) years after the date the annexation becomes final.
 - (B) The mayor of the municipality shall file a report with the city clerk or recorder, town recorder, and county clerk of the extension of scheduled services.
- (b) If the scheduled services have not been extended to the area and property boundaries of the new inhabitants within three (3) years after the date annexation becomes final, the written notice reporting the status of the extension of scheduled services shall:
 - (1) Include a written plan for completing the extension of services and estimated date of completion; and
 - (2) Include a statement of the rights of inhabitants to seek detachment.
- (c) A city or incorporated town shall not proceed with any additional annexation elections if there are pending scheduled services that have not been extended as required under this subchapter.

To obtain a sample *Notice Describing Annexation Elections, and Schedules of Services* access the "Legal FAQs" page of www.arml.org/mldp. 

CALENDAR

Arkansas Municipal League's 2017 Winter Conference

January 11-13, 2017
Wednesday-Friday
Little Rock, Arkansas

National League of Cities' Congressional City Conference 2017

March 11-15, 2017
Saturday-Wednesday
Washington, D.C.

Arkansas Municipal League's 83rd Convention

June 14-16, 2017
Wednesday-Friday
Little Rock, Arkansas



OUR VOICE

Talk Business & Politics is a multi-media news organization dedicated to statewide, regional and local news coverage of the economy, politics and policy.

Roby Brock is the host of the long-running Talk Business & Politics TV program, which airs Sunday mornings at 9:30 a.m. on KATV Channel 7 in Central Arkansas and 10:00 a.m. on KAIT Region 8 NBC affiliate in Northeast Arkansas. Brock has interviewed more than 3,000 state and national business and political leaders during the past 17 years. He also moderates a radio program which airs on NPR member stations statewide.

Talk Business & Politics provides breaking news and daily content to readers, listeners and viewers through TalkBusiness.net as well as e-newsletters, economic reports, podcasts, and social media.

The State of the State Annual Report is a magazine edition of news provided to affluent decision-makers across the state and is an essential resource guide for corporate and leaders at all levels of government. With a dedicated 15,000 copies annually, readers receive an in-depth look at business and political profiles and the most current developments in key regions and industries.



The Trump agenda

By Roby Brock

Despite the volatility and lack of predictability in our nation's latest presidential cycle, we can be certain of several forthcoming changes in a Donald Trump administration.

Trump shocked everyone—pundits, political observers, possibly even himself—in his upset bid of Hillary Clinton in November. Personal flaws aside, his policies were hard to pin down because of the vagueness of his answers to questions. Will he build a wall? Will he ban all Muslims from the U.S.? Will America withdraw from NATO? Answers to these topics were never truly detailed.

In confounding the establishment, Trump was elected without flushing out bullet-point answers to these issues. A writer for *The Atlantic* magazine summed up the proper interpretation of Trump for many of us by saying: “The press takes him literally, but not seriously; his supporters take him seriously, but not literally.”

That's to say, Trump plans to tackle very large issues, although his answers may not be as exact as his stump speeches would suggest. However, there were consistencies to Trump's rhetoric that give us a blueprint of what action to expect at the local, state, and national levels as he takes office with Republican majorities in Congress.

International trade deals—They will be revisited.

Trump will review and push for changes to NAFTA and the pending TPP, and he may analyze other trade agreements in the process. What will the changes be? No one knows for sure, but the status quo will unlikely remain.

Immigration—Although his rhetoric on immigration was harsh in the election, Trump has softened those stances since becoming President-elect. That doesn't mean he will abandon alternatives to our current immigration policies. He consistently discussed immigration from trade, terrorism, and social safety net perspectives throughout the campaign. A GOP Congress has ideas on this subject as well, so expect a departure from the Obama administration on this front.

America's role in the world—From Reagan to Bush I through Clinton, Bush II and Obama, the U.S. has had a muscular foreign policy. America helped push for an end to the Cold War, the fall of the Berlin Wall, military pursuits in Iraq and Afghanistan, and the killing of Osama bin Laden. Trump has a different design. He has advocated for a more isolationist policy in foreign affairs. Don't expect an amateur adaptation of this, but do expect to see us dial back our role as the leader in affairs on the other side of the globe.

Obamacare—With total control of the levers of government, Republicans will have no excuses to keep from repealing the Affordable Care Act. Many are suggesting there will be symbolic repeal in the early days of the Trump administration, but health care is complicated and its replacement will have many components of Obamacare in its design. Trump was consistent in wanting to repeal the ACA, but governing will depend on Republicans and the new President creating a solution to a major challenge for Americans.

Tax reform—This may be the easiest lift for the new President. Trump never wavered on the campaign trail of advocating for reforms to the tax code. Who will it affect and how large will those cuts be? It remains to be seen if it will be a top one percent cut or one for the little guy. We might also see significant corporate loopholes closed. Expect early action on this front.

Infrastructure—For *City & Town* readers, Trump's push for infrastructure investment may be the best news of a new administration (although Hillary Clinton advocated for an infrastructure package too). Trump will have a chance to cross the aisle and work with Democrats and will probably count on the GOP giving a young President an early victory as a trade-off for other measures. Will it be \$1 trillion? Probably not, but it should be considerable.

Regulatory relief—Consistently, Trump criticized Obama for heavy-handed regulation, particularly from the EPA and OSHA. Rolling back executive orders that were an end-run around Congress will be an easy pen stroke for Trump and it will put him in good stead with the larger business community. Trump could declare today which orders he may roll back and have them cued up for signature on the day he's sworn in.

This list is by no means complete, and as previously stated, there are many details to be worked out. President Trump never wavered from his willingness to change these policy directions on the campaign trail and during his transition period. Count on these overarching policy areas to be a central focus for Trump and the GOP Congress in its first 100 days.

And if you want to keep up with action, just follow the 45th President on Twitter. It'll probably be the first place you read about the action item of the day.



Roby Brock is founder and president of River Rock Communications and editor-in-chief of Talk Business & Politics.

Youth involvement important in community development

By Amy Whitehead

Involving youth in local community development efforts is something elected officials, nonprofits, and community leaders would like to promote, but finding substantive ways to include youth in the conversation and engage them in meaningful ways can be challenging. However, it's a challenge worth taking on, because one of the priorities of local leadership should be to create the kind of community where young people want to live, work, and play. The decisions that are made at the local level will have long-term impacts on the community that the next generation inherits, so they should be part of shaping that future.

Here are some ways that Arkansas communities have engaged youth in local development efforts.

Kick Start Lonoke is a community-based planning effort that has had significant community involvement. Dr. Suzanne Bailey, Superintendent of the Lonoke School District, always brings a high school student with her to the planning meetings. This is an easy way to expose youth to the local decision-making process and gives an opportunity for input. Additionally, Kick Start Lonoke has significant involvement and leadership from millennials and next-generation leaders that have the energy, ideas, and technology skills to organize a grassroots effort.

In Heber Springs, the high school EAST program created a YouTube channel for the Chamber of Commerce and helped create a promotional video highlighting tourism opportunities in the area.

The Park Hill Business and Merchants Association, from North Little Rock, participated in a Think-a-Thon hosted by the University of Central Arkansas (UCA). The Think-a-Thon was an intense weekend of brainstorming and problem solving conducted by an interdisciplinary team of UCA students that were tasked with looking at the design and marketing challenges of Park Hill, and offering solutions. Following the success of the

Think-a-Thon, the Park Hill Business and Merchants Association received follow-up assistance from a UCA graphic design class. Led by Professor Li Zing, the class' work resulted in the creation of several promotional videos that can be used by the association on their website and through other channels.

In an effort to equip UCA students with an understanding of community and economic development, graduate students recently participated in an intensive one-day training on the basics of community development in Arkansas. By helping these graduate students understand the current challenges and opportunities to development in Arkansas, the next generation of leaders and researchers are being prepped to tackle some of the most stubborn problems being faced at the local and regional level.

There are many other ways that youth and young leaders are being engaged at the local level. Need some ideas on how to get started?

- Partner with your local university to determine if students or faculty are available to assist with community projects or research.
- Contact your local public school system to see if student organizations or the EAST program can assist with a service project.
- Actively recruit youth and millennials to serve on boards and other community initiatives.

For more guidance on how your community can engage youth, contact UCA's Center for Community and Economic Development at (501) 852-2930 or amyw@uca.edu.



Amy Whitehead is the Director of UCA's Center for Community and Economic Development.

Arkadelphia honors Gills for 40 years of service



Arkadelphia in December honored Acting City Manager Brenda Gills, at right with Mayor James Calhoun, for her 40 years of service to the city and its residents.

Arkadelphia in December honored Brenda Gills for 40 years of service with the city. Gills first came to work for the city's Water and Sewer Utilities in February 1976 as a temporary clerk. That position evolved into much more. She went on to serve as the utility's clerk, office manager, accounting/accounts payable, and assistant manager. In 2011 she was named utilities manager. With retirement plans on the horizon, in June 2016 she was named acting city manager to fill the vacancy left by the resignation of City Manager Jimmy Bolt.

Gills has been actively involved with the Arkansas Water & Wastewater Manager's Association, serving as the group's president in 2005. She is a member of the Arkansas Water & Wastewater Environment Association, Water Environment Federation, and the Arkansas Water Environment Association. She also serves on the board of the Clark County Single Parent Scholarship Committee. In her off time, Brenda loves shopping, traveling, and all animals. She is an "old cowgirl" who has spent years with horses, horse showing, rodeoing, and still enjoys riding horses frequently. 🐾



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Jonesboro predicted No. 1 in Arkansas for 2017 success

Jonesboro is the best place to live in Arkansas for a successful 2017, according to a national website that provides financial data, news and commentary, the city announced in December.

GoBankingRates.com evaluated cities in every state on four factors: unemployment, median household income, median home prices, and percentage of population with a Bachelor's degree. With 3.3-percent unemployment, average household income above \$40,000, home prices averaging \$171,000, and 30 percent of residents possessing a university degree, Jonesboro ranks first in Arkansas.

"Jonesboro really shines when it comes to housing prices and labor numbers," the article states. "Its unemployment rate is lower than the majority of cities on our list, and the median home price also beats most places."

Mayor Harold Perrin called the ranking more proof that Jonesboro is successfully competing with northwest and central Arkansas cities and stands tall among its peers nationwide.

"We don't get noticed as much as those regions sometimes, but we've been growing bigger and stronger at a fast pace, and people are starting to take notice," Perrin said. "I'm pleased by this report, but I think we're going to see more and more like it in the near future."

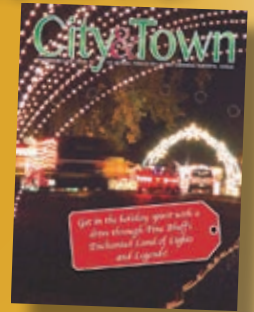
Jonesboro Regional Chamber of Commerce President and CEO Mark Young said the recognition reflects the hard work of residents and businesses.

"It's great to be recognized for the growth we are having in Jonesboro," Young said. "We're working hard to fulfill the prophecy for 2017 and continue to grow that success into 2018." 🏛️

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Obituaries

DOUG DOOLEY, 57, a Biscoe alderman, died Nov. 14, 2016.

DANNY HOLLOWAY, 76, a longtime Georgetown alderman, died Aug. 9, 2016.

ROBERT D. NORRIS, 71, a Clarksville alderman and a retired police officer for the city, died Nov. 22, 2016. [We incorrectly listed Mr. Norris's hometown as Batesville in the December issue of *City & Town*. We apologize for the error.—Ed.]

WILLIE JAMES PATTERSON, mayor of Parkin and a former alderman, died Dec. 17, 2016.



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2017 Directory
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North Little Rock, AR 72115-0038

Eating better in the New Year

By Betsy Day

What better way to start the New Year than with a healthier approach to eating after all the homemade pies, dressing, and turkey of the holiday season? Thinking about all those calories consumed in the last few months, we're all looking for ways to improve our diet.

There aren't many decisions that have a bigger impact on your health and well being than committing to good nutrition. Eating well allows us to feel better, do more, and it even helps decrease our chances of certain conditions like diabetes, stroke, heart disease, and obesity. Healthy eating gives our bodies the nutrients they need.

The keys to success

When changing your eating habits there are a few things to remember: moderation, no forbidden foods, and variety.

The key to moderation is portion control, along with monitoring your calorie intake. Knowing how many servings are in a package of popcorn, a 20-oz. soda bottle, or a bagel is vital to keeping calorie count and portions under control. The average diet calls for 2,000 calories per day, but it can fluctuate based on age, activity level, height, and gender.

It's important to avoid certain foods when eating healthy, but nothing should be forbidden. Maybe you have a soft spot for ice cream or cookies. Maybe your weakness is pizza or burgers. Don't make these foods off limits completely. If there is a food you crave, figure out how to work it into your meal plan. This way you will not feel you are depriving yourself, which could lead to overeating.

If there's a family celebration coming up and you really want a piece of Grandma's famous chocolate pie, trade it for another food or drink you could have any day. If you're still worried about too many calories, build in more physical activity to coincide with your indulgences.

Variety is important in a healthy diet as well as eating lots of fruits and vegetables. When eating meat, make sure to select grades and cuts that are lower in fat.

Eating healthy throughout the day

News flash: Your mother was right. Breakfast is the most important meal of the day. It's important to start the day with a lean protein or carbohydrate with a little fat, such as a piece of fruit with peanut butter or greek yogurt. Your snacks should follow this same rule.

Good planning is key for lunches. Have dinner leftovers to take with you or keep a loaf of bread with turkey in the office for days you're running behind or leave your lunch at home. Frozen entrees can be a good option. Most have built-in portion control with low calories, low fat, and low sodium.

Don't get discouraged with the time it takes to plan for a healthy dinner. Instead, take advantage of the conveniences available. Maybe that includes a rotisserie chicken from the grocery store with a side of veggies or fruit. It can be a simple sandwich with soup or a bowl of cereal with fruit. Dinner doesn't have to require a lot of preparation.

Staying the course

Our society offers plenty of "easy" solutions in the form of a pill, shake, or dietary supplement. No matter the sales pitch, nothing replaces the impact of a healthy diet combined with physical activity. The basics really do work.

When setting out on this journey, don't be disappointed by a bad day or bad week. Take baby steps and find the positives throughout the process. Maybe you're no longer winded after climbing a flight of stairs. Maybe you have more energy at the end of the day. Even if the pounds don't come off like you planned, there are other tangible benefits to eating healthy.

Whatever each day brings, take it slow and stay positive.



Betsy Day is Weight Control Clinic Manager, University of Arkansas for Medical Sciences.

Build a mastermind group to tackle challenges

By Chad Gallagher

In 1998, I ran for mayor of De Queen. I was 22 years old. That year I knocked on doors, I listened to voters share their ideas, I met families and pitched myself every way I knew how. I was full of ideas and hopes. I was young and ambitious. I certainly wanted to win the election, but even more I truly wanted to make a difference. I wanted to help our community. I wanted to bring jobs to town, improve the looks of our city, revitalize our downtown, improve our infrastructure, and make the place we called home better.

That summer I began a lifelong love affair with community development and working at the local level. I still believe it is the best place to serve—right where you live. I believe that most people serving their communities do so with a desire to help make the place they call home better. This servant-oriented view makes all the difference in building good communities.

Sometimes in municipal government we can forget about the great resources our own citizens can be. Municipal leaders are covered up with a to-do list that is as diverse as it is long. In any given day a municipal leader may deal with a multi-million dollar economic development project, a code variance, a police matter, trash pick up, or an animal control catastrophe. These are just a few scenes from a day in the life of a municipal leader. It is easy to get bogged down in the work and the stresses of the job and forget that your next good idea may come from within in your community.

Community input is a regular feature of substantial grant applications. Often that translates to little more than the dreaded “public hearing”—a small notice put out to check a meeting, names on a sign-in sheet to document the meeting, and then a monotonous agenda worked through. What a waste! However, the idea is right. Community input is needed to build strong and

thriving communities. It may be time to revamp this practice a bit to create your own mastermind group.

A mastermind group is a group created to help you utilize the collective intelligence of the group to think through and solve challenges. These groups have become all the rage in business these days, especially among entrepreneurial programs. Across the country, small groups of business leaders and professionals meet regularly to lay their business challenges out for review and discussion. Many credit these groups with their companies’ greatest breakthroughs. The idea was first mentioned in this context by Napoleon Hill in his book *Think and Grow Rich* over 75 years ago, but we all know the concept is as old as sitting around the kitchen table.

This year, build your own local mastermind group. Look around at the problem solvers in your community. Look at the job creators, the hard workers, the creative ones, and the successful ones. Look at the young and the old, the bold and the shy. Build a group of people that could be your city’s mastermind group for the year. Perhaps meet weekly for a quarter and rotate new members into the group. Doing this would allow you to access the minds and ideas of people you might not normally visit with about the city’s challenges.

For ways on how to build your own community mastermind group or other ways to engage your citizens in your community development process, contact us at Legacy Consulting and let us help you.



Chad Gallagher is principal of Legacy Consulting and a former mayor of De Queen. Contact him at (501) 246-8842 or email chad.gallagher@legacymail.org.

2016 State Turnback Funds

Actual Totals Per Capita						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2015	2016	2015	2016	2015	2016
January	\$4.8662	\$5.028	\$0.5728	\$0.230	\$2.0995	\$2.138
February	\$4.8562	\$5.199	\$0.4599	\$0.152	\$1.0921	\$1.078
March	\$5.1898	\$4.626	\$0.2339	\$0.165	\$1.0909	\$1.078
April	\$4.7309	\$5.534	\$0.6375	\$0.234	\$1.1417	\$1.078
May	\$5.2251	\$5.459	\$0.2547	\$0.075	\$1.0918	\$1.077
June	\$5.2410	\$5.277	\$0.2738	\$0.097	\$1.0920	\$1.078
July	\$5.3082	\$5.673	\$0.6600	\$0.099	\$2.9748	\$2.880
August	\$5.0259	\$5.034	\$0.2560	\$0.129	\$0.9641	\$1.201
September	\$5.3748	\$5.339	\$0.2632	\$0.148	\$1.0791	\$1.091
October	\$5.2322	\$5.522	\$0.2767	\$0.256	\$1.0707	\$1.090
November	\$5.0931	\$5.339	\$0.2797	\$0.231	\$1.0772	\$1.088
December	\$4.8776	\$4.9184	\$0.2499	\$0.2078	\$1.0776	\$1.0884
Total Year	\$61.0210	\$62.9483	\$4.4181	\$2.0238	\$15.8515	\$15.9641

Actual Totals Per Month						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2015	2016	2015	2016	2015	2016
January	\$9,159,751.23	\$9,482,577.19	\$1,078,253.79	\$433,179.54	* \$3,951,880.56	* \$4,032,277.00
February	\$9,140,972.61	\$9,804,689.33	\$865,620.02	\$287,481.18	\$2,055,766.00	\$2,031,997.39
March	\$9,768,890.51	\$8,722,769.73	\$440,227.94	\$312,010.76	\$2,053,376.13	\$2,032,596.84
April	\$8,905,034.06	\$10,436,025.60	\$1,199,954.61	\$441,661.71	\$2,149,094.75	\$2,032,297.66
May	\$9,840,348.46	\$10,294,480.80	\$479,664.03	\$140,536.93	\$2,056,091.57	\$2,031,495.51
June	\$9,870,151.62	\$9,950,873.55	\$515,640.06	\$182,493.78	\$2,056,559.07	\$2,032,597.66
July	\$9,996,770.39	\$10,698,830.40	\$1,242,957.21	\$186,206.19	** \$5,602,259.11	*** \$5,431,589.73
August	\$9,465,188.42	\$9,492,433.07	\$482,195.54	\$243,594.47	\$1,815,712.03	\$2,264,157.25
September	\$10,122,118.61	\$10,068,067.87	\$495,609.13	\$279,548.09	\$2,032,276.34	\$2,056,681.01
October	\$9,866,818.54	\$10,421,889.30	\$521,753.79	\$483,529.74	\$2,019,155.56	\$2,056,531.47
November	\$9,604,609.53	\$10,087,659.40	\$527,387.24	\$435,692.77	\$2,031,292.21	\$2,055,823.30
December	\$9,198,069.64	\$9,292,326.92	\$471,202.66	\$392,523.22	\$2,032,217.62	\$2,056,318.09
Total Year	\$114,938,723.62	\$118,752,623.16	\$8,320,466.02	\$3,818,458.38	\$29,855,680.95	\$30,114,362.91

* Includes \$2 million appropriation from the Property Tax Relief Fund

** Includes \$3,516,801.52 supplemental for July 2015

*** Includes \$3,517,035.84 supplemental for July 2016

Local Option Sales and Use Tax in Arkansas



KEY: Counties not collecting sales tax

Source: Rachel Garrett, Office of State Treasurer

See also: www.dfa.arkansas.gov

Sales and Use Tax Year-to-Date 2016 with 2015 Comparison (shaded gray)

Month	Municipal Tax		County Tax		Total Tax		Interest	
January	\$49,037,009	\$48,260,965	\$43,720,229	\$42,805,543	\$92,757,238	\$91,066,508	\$15,812	\$12,222
February	\$59,477,239	\$57,956,453	\$51,693,904	\$50,071,410	\$111,171,143	\$108,027,863	\$20,455	\$12,659
March	\$45,484,389	\$46,032,300	\$41,503,958	\$41,404,634	\$86,988,347	\$87,436,935	\$17,357	\$19,161
April	\$51,278,433	\$46,694,339	\$46,543,122	\$42,176,819	\$97,821,554	\$88,871,158	\$19,032	\$15,459
May	\$51,716,750	\$52,104,723	\$46,509,945	\$46,560,371	\$98,226,695	\$98,665,094	\$16,799	\$4,827
June	\$48,045,270	\$49,711,589	\$42,836,823	\$44,369,398	\$90,882,093	\$94,080,987	\$17,947	\$25,867
July	\$52,527,961	\$50,358,675	\$47,321,806	\$44,565,666	\$99,849,766	\$94,924,341	\$17,750	\$18,804
August	\$52,254,925	\$51,846,227	\$47,594,177	\$47,174,793	\$99,849,102	\$99,021,020	\$17,169	\$16,649
September	\$53,746,167	\$50,366,202	\$49,430,573	\$48,072,222	\$103,176,740	\$98,438,424	\$18,913	\$17,771
October	\$52,105,594	\$50,569,467	\$47,384,899	\$46,609,011	\$99,490,493	\$97,178,477	\$17,666	\$18,511
November	\$53,632,182	\$49,449,818	\$48,831,434	\$46,067,600	\$102,463,617	\$95,517,418	\$17,523	\$17,009
December	\$51,969,068	\$53,013,791	\$46,917,820	\$47,830,901	\$98,886,888	\$100,844,691	\$17,198	\$18,591
Total	\$621,274,986	\$606,364,549	\$560,288,690	\$547,708,368	\$1,181,563,676	\$1,154,072,916	\$213,621	\$197,530
Averages	\$51,772,916	\$50,530,379	\$46,690,724	\$45,642,364	\$98,463,640	\$96,172,743	\$17,802	\$16,461

2016 Elections

- BALD KNOB**, March 1
Failed. .5%
- BIG FLAT**, March 1
Passed. 1%
- GATEWAY**, March 1
Failed. 1%
- HACKETT**, March 1
Passed. 1%
- HARTFORD**, March 1
Passed. 1%
- MARION Co.**, March 1
Failed. .75%
Passed. .25%
- PULASKI Co.**, March 1
Failed. .25%
- RUDY**, March 1
Passed. .5%
- SILOAM SPRINGS**, March 1
Passed. .375%
- GARLAND Co.**, June 28
Passed. .625%
- LOGAN Co.**, July 12
Passed. 1%
- BOONE Co.**, Aug. 9
Passed. .25%
- BRYANT**, Aug. 9
Passed. .5% extension
- WEST FORK**, Aug. 9
Passed. 1%
- BULL SHOALS**, Nov. 8
Passed. 1%
- MARION Co.**, Nov. 8
Passed. .5%
- MARSHALL**, Nov. 8
Failed. 1.5%

MUNICIPAL MART

To place a classified ad in City & Town, please email the League at citytown@arml.org or call (501) 374-3484. Ads are FREE to League members 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.

BOOKKEEPER/ACCOUNTING CLERK—The City of Farmington is looking to fill the position of Bookkeeper/Accounting Clerk for full or part-time. This person will be responsible for managing the day to day accounting, budgeting and purchasing activities of the city including all AR/AP processing. Successful applicant will handle technical reporting for each department and participate in financial and budget recommendations. Will be responsible for all yearly state and local audits. Experience with the CSA Accounting program a huge plus. College degree in accounting or finance preferred but not required. A minimum of three years verifiable accounting/finance experience is required. Must be able to pass a pre-employment drug screen and background check. Starting salary is negotiable based upon your knowledge and experience. Please include your salary requirements when applying. Applications are available online at www.cityoffarmington.com. You can email the application along with a color copy of your driver's license to melissamccarville@cityoffarmington-ar.gov or you can mail it to: City of Farmington ATTN: Melissa McCarville, P.O. Box 150 Farmington, AR 72730. No phone calls please. EOE.

CRC MANAGER—Texarkana is accepting applications for 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) Oversight Committee on day-to-day operation of Records and Communications. Position is responsible for preparing the Records and Communications yearly budget for presentation to the LEAC and IAC for approval and controlling costs and providing guidance to ensure CRC operates safely, efficiently and effectively within a specified budget. Applicant must have five years experience in centralized multi-jurisdictional emergency communications center, with at least three years in a supervisory capacity or a combination of education, work experience and technical skills that demonstrate the ability to perform effectively in the position. A Bachelors degree in related field is preferred. Applicant must have experience with Public Safety State Wide Radio Systems and InterOp capabilities. Applicant must possess thorough knowledge of dispatch communication systems, including VHF, 800 Mhz Analog and Digital Radio Systems. Applicant must have thorough knowledge of the administration, proper storage, and retrieval of law enforcement records, as well as the ability to evaluate written and oral reports and to make recommendations of improved communication services. Applicant must possess knowledge of federal, state, and local jurisdictions as they relate to communications and law enforcement recordkeeping. Applicant must possess working knowledge of law enforcement, fire, emergency medical services and civil preparedness procedures. Working knowledge of criminal law, budgetary control, procurement, training requirements, communications, central filing systems, and the powers/limitations of police officers and fire fighters is preferred. Applications will be accepted until Feb. 1. Applications may be submitted to the Arkansas City Hall at 216 Walnut Street, Texarkana, from 8 a.m. to 5 p.m.; faxed to (870) 772-8182; or emailed to jessica.hyman@txkusa.org. Salary will be negotiable and DOE. EOE.

DISPATCHER—The City of Siloam Springs is accepting applications for the position of Communications Dispatcher. This position is responsible for answering multiple phone lines including 911. The position requires simultaneous data entry into a computer aided dispatch program while dispatching routine and emergency calls to include police, fire, ambulance and other emergency response, maintain logs and tapes and other duties as required. The successful applicant should possess strong computer and typing skills and the ability to multi-task. Knowledge of modern office practices and procedures as well as office equipment, radios, computer and Internet applications is required. Applicants must possess the ability to communicate effectively and perform cashier duties accurately. Previous experience and certification preferred. Qualifications/requirements: Must be a U.S. citizen, be at least 18 years of age, possess a valid DL, HS diploma or equivalent, no felony convictions. Must be able to work nights, weekends and holidays. Applicant must successfully pass a background investigation Hire rate: \$12.88 per hour. The city offers a generous benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, vacation and sick leave. The city requires a completed application be submitted for all positions. Applications are available at City Hall, 400 N. Broadway, Siloam Springs, or can be accessed on our web site www.siloamsprings.com. Position open until filled. For further information please call (479) 524-5136 or email humanresources@siloamsprings.com. EOE.

FIREFIIGHTERS—Bentonville has immediate openings for 10 full-time firefighters. The hiring salary range is \$36,119 - \$45,098 annually, DOE. There is additional pay for certified "Paramedics". A full job description is available on request. We are conducting testing on two different dates: Friday, Dec. 30 and again on Saturday, Jan. 28, 2017. Written testing will begin at 8:30 a.m. on both days, with the physical evaluation starting at 1 p.m. There will also be a volunteer "practice session" for the physical agility portion of the evaluation at 1 p.m. on both Thursday, Dec. 29 and Friday, Jan. 27 at the main fire station, located at the corner of SW "A" Street and SW 8th St. The deadlines for applications are Monday, Dec. 19 and Monday, Jan. 16, 2017, respectively. There will be no make-up exams. Applicants must be 18 to apply and be an Arkansas-Certified Emergency Medical Technician (EMT-A) or Paramedic (EMT-P) and possess a valid DL. Bentonville does not have a residency requirement. Participation is by "invitation only." An RSVP is required to guarantee a seat in the evaluation process. Applications can be obtained from the city website, www.bentonvillear.com. Completed applications can be faxed in to (479) 271-5913; mailed to City of Bentonville, Attn: Human Resources, 117 West Central Avenue, Bentonville, AR 72712; or emailed to ewheeler@bentonvillear.com. For more information, contact the Human Resource office at (479) 271-3191/5929.

PATROL OFFICER—Farmington is accepting applications for a full-time patrol officer. Candidates must be able to meet all requirements of law enforcement standards and training. Starting salary is based upon experience. No law enforcement experience is required for this position. Contact Farmington Police Department at (479) 267-3411 or go to www.cityoffarmingtonar.com for an application.

POLICE OFFICER—The City of Calion is accepting applications for a certified police officer to work 20-30 hours per week. Candidates must meet all requirements of law enforcement standards and training. Prefer live in the city limits. Contact Calion City Hall at 125 E. Main St., P.O. Box 406, Calion, AR 71724; (870) 748-2564. Office hours are 8 a.m.-3 p.m., M-F.

PUBLIC WORKS DIRECTOR—McAlester, Okla., seeks a full-time Public Works Director. Pay range is \$75,150 to \$100,288. For a complete job description and application, contact the City of McAlester Human Resources Department, P.O. Box 578, McAlester, OK 74501; or call (918) 423-9300. Position open until filled. EOE.

WATER AND WASTEWATER MANAGER—The City of Clinton Water and Sewer Department is accepting applications for the position of Water and Wastewater Manager. All candidates must have a current Class IV Water and Class III Wastewater license. Must have good writing and verbal communication skills. Job responsibilities, not limited to, but include: overseeing a budget, water and wastewater facilities, a construction crew, and administering a pretreatment program to industrial contributors to the sanitary sewer system. Clinton is a Regional Water System with approximately 15 employees, one Water Treatment Plant, one Wastewater Treatment Plant, and one Land Apply Wastewater System. Clinton Water Department just completed an upgrade to our current Water Treatment Plant with a new Clarifier and a Scada System. Resumes need to be received by Jan. 31. Email resume to Mayor Richard McCormac, clintonmayor@artelco.com. Phone: (501) 745-8110. Cell: (501) 253-0160. EOE.

FOR SALE—The City of Mineral Springs (Howard Co.) is taking over fire protection duties from the defunct Cottonshed community fire dept. Three trucks that do not work are for sale. Call (870) 287-4221 for more information.



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