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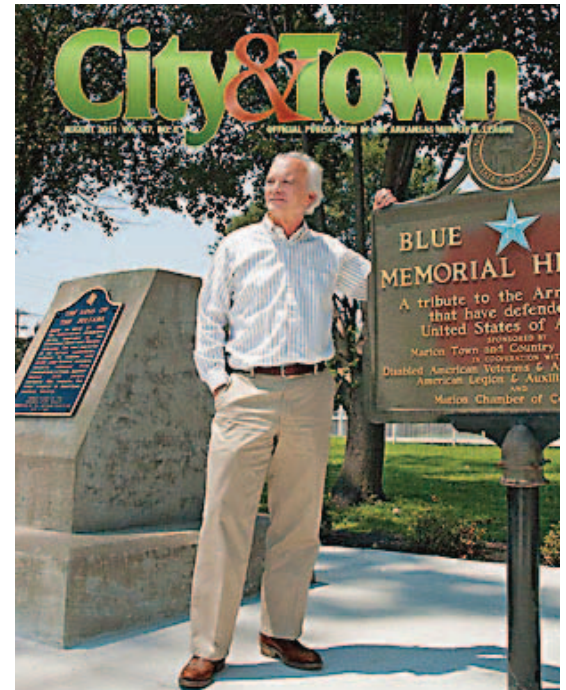


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ON THE COVER—Marion Mayor Frank Fogleman, the League's new president for 2011-2012, stands with his historical markers at a small park adjacent to Marion City Hall. Read inside about our president's background, and about Marion's history, growth, struggles and successes beginning on page six. Read also inside about how to show movies and play music publically while protecting your city from copyright infringement lawsuits, the ongoing effort to bring Wind Solar Power to rural areas of the state, and insight and tips from our slate of wonderful columnists.—atm

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Cover Photo by Andrew Morgan

City&Town

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Dear Friends:

The committee appointments have been made and I want to thank everyone who volunteered to serve. I think we have a good group of participants and that the League will be well served in the coming year. I am excited about this year and look forward to dealing with the issues before us.

The *2011-2012 Policies and Goals* publication is contained in this issue of *City & Town*. Please take the time to become familiar with these policies and goals and advise the League staff of any issue before your city or town that you don't feel is adequately addressed. You may very well provide a meaningful thought that positively impacts your community. Remember that the policies and goals are one of the principle methods that we, as a group, are able to work for improvements in our cities and towns.



In this month's issue is a brief bio of the four District Vice Presidents. A more in-depth article on each of the VPs will follow in future issues of *City & Town*.

The League's leadership will meet Aug. 17-19 in Harrison for our annual planning meeting. League trust funds will give reports, direction for future training sessions and conferences will be discussed, and the *2011-2012 Polices and Goals*, as approved at our annual Convention in June, will be thoroughly reviewed. I look forward to this meeting in Mayor Crockett's town. Highlights of the planning session will be reported in the following issue of *City & Town*.

As I write this letter and we are all suffering with the heat, I think of cooler activities. One of those activities is the Winter Conference this coming Jan. 11-13, 2012, at the Statehouse Convention Center. Perhaps the heat has gotten to me, but in reality the Winter Conference is not too far in the future, and now would be a good time to start making plans to attend. Registration for the Conference is just around the corner and early registration begins Sept. 15. By then, the Hogs will be 2-0 and making preparations to host Troy.

Even closer than the Winter Conference will be the NLC Congress of Cities and Exposition, Nov. 8-12 in Phoenix. Please review your budgets and schedules and if both permit, consider attending the Exposition. This will be an opportunity to meet and share ideas and solutions to issues with other city officials from across the county. Recently an email was sent informing us of an opportunity to gain some national recognition for your community from NLC. This also includes a possibility of winning free registration to attend the NLC Exposition in November.

A handwritten signature in blue ink that reads "Frank Fogleman".

Frank Fogleman
Mayor, Marion
President, Arkansas Municipal League

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Growth through partnerships key for new League president

By Andrew Morgan, League staff

Franks Fogleman's roots run deep in Marion, and so does his commitment to his hometown. He's been mayor of the Crittenden County city since 1995, and at this summer's 77th Convention he was named president of the Arkansas Municipal League for 2011-2012.

Fogleman was essentially born and raised in Marion. "Essentially," he says, because he grew up just outside of town on the farm run by several generations of his family.

"My roots are here," Fogleman says. "We happened to live in the country, but everything was 'Marion' even though we technically weren't in town."

He began his career with the family farm before going into the insurance business. In 1973 he married Gail Thaxton. They have four children and three grandchildren.

Becoming involved in local government was his way of giving back, he says.

"I think everybody needs to give back to their community in some form or fashion," Fogleman says. "Coach a little league team, teach a Sunday school class. Be involved and give something back."

His opportunity came in the early 1980s when his predecessor, Mayor Eddie Bigger, who also happened to be his partner in the insurance business, appointed him to the city's planning commission. That was where Fogleman got his feet wet, he says. Bigger didn't have an office at City Hall, preferring instead to work out of his insurance office. It's a tradition Fogleman continues. And because of the business relationship the two shared, he got an insider's view of local government in that office.

"The city was smaller then, but I was still exposed to some of the issues that [Bigger] dealt with on a day-to-day basis. City employees would come by with questions or needs or wanting to get approval to do something. So I had some exposure to that just by being around."

When Bigger completed his fifth term as mayor, he decided not run for reelection. Fogleman decided to run for the office.



From left, Mayor Fogleman, Chief of Police Gary Kelly, Det. Mark McDougal and Sgt. Freddy Williams chat outside the city's new police station, which opened its doors in 2009.

"I wasn't particularly called to it, I wasn't coerced, and I didn't have an agenda," Fogleman says. "I felt that was one way I could fulfill what I think people ought to do."

He won the election and was sworn in on Jan. 1, 1995. He is now in his fifth term as mayor.

When he first got involved in Marion's government, the city was just starting to gain some traction and show signs of growth. In 1980 the population was 2,996. By 2000 the population had nearly tripled, and the 2010 Census puts the current population at 12,345.

"It's easy to remember: one two three four five," he says.

Hard economic times tend to be a little harder in east Arkansas's Mississippi Delta region, but Marion has gone against that trend, he says, and reasons for that include its proximity to the Memphis metro area, a great public school system, and landowners with vision and a willingness to allow land to be developed. Fogleman also credits "progressive-minded" community leaders over the years.

"They've been open to the idea of growing, which is good. Our civic, our governmental and our school leaders have all been, over the decades, open-minded and recognized what needed to be done in order to keep the city viable."

The city's citizens also have valued the importance of giving back to the community, Fogleman says. The city has voted twice during his tenure to continue the local sales tax, which was first set in the early 1990s. In those two elections, voters were given the opportunity to support quite a few projects and city needs, and support was strong. Even the least supported measure received 79 percent of the vote, he says. The vote to support fire department expansion was nearly unanimous at 92 percent. Because of that support, the city was able to build a state-of-the-art fire station on the east side of the railroad line that cuts through the heart of Marion. With 55 trains per day running through town, having emergency services available on both sides of the tracks is extremely important.

The city has also been able to expand its police department in recent years. The current police chief, Gary Kelly, who became chief in 1982, is just the second the city's ever had. Kelly's predecessor took the post in the early 1970s when the city created the position and, for

several years, it was a one-man department. The department now employs 27, including officers and staff, and in 2009 cut the ribbon on a new police station.

Voter-approved bond issues have also allowed the city to do street work, build a water tank to expand capacity, fund a recreational complex, fund animal control, put in water and sewer line extensions and more.

That level of support for the various bond issues speaks highly of both the people of Marion and of their support for city services, Fogleman believes.

"I think that speaks well of our department heads, too, and the way they run their departments," he says.

As the community has grown, so has its need for sustainable economic development. For that sustainability, Fogleman says, four things are required: good schools, good housing, jobs, and retail.

The city has done well in several of these areas. Marion's public schools are highly regarded, and with the University of Memphis, Arkansas State University and Mid-South Community College all nearby,



Fire Station No. 3 is a direct result of the voters' efforts to expand their city's services and accommodate Marion's growth.



A downtown Marion mural is a reminder of the city's close proximity to the Mississippi River and its past.

opportunities for higher education and workforce training are numerous. Even University of Arkansas at Little Rock and Ole Miss are relatively close.

"If you're really motivated to get an education, it's here," Fogleman says.

Housing developments and new neighborhoods have cropped up on former farmland all across the city in the last two decades.

The agriculture business in Marion, once a large employer, is still a big part of the community, but it is waning. The school district and Hino Motors Manufacturing are now the city's largest employers, Fogleman says. Hino manufactures auto parts for Toyota. Marion was actually twice in the running for a Toyota plant. They didn't land the plant, but their efforts put them on Hino's radar. Axle parts for Toyota Sequoias and Tundras are built in Marion and shipped to San Antonio. At its height, Hino employed 700 local workers, though the number is lower now because of the economic downturn and the effects of the disastrous earthquake Japan suffered in March.

Retail development is one area in which Marion has lagged, Fogleman says. Marion is currently without an economic development director, but when the city fills that position, the mayor would like to see an emphasis on developing the retail sector.

"I think we will forever be challenged on retail because of our close proximity to Memphis, and by extension, West Memphis," Fogleman says.

Sooner or later, he believes, if the community continues to grow and with smart policies, the opportunities will come.

Economic challenges like these are not unique to Marion, Fogleman knows, and during his tenure as League president he would like to see the League continue looking at these issues.

"Gary Campbell [League president in 2009-2010] probably got the League a little more heavily involved in economic development," Fogleman says. "It's near and dear to me, and I think that's where our future lies."

Creating regional alliances is also very important, especially for smaller cities. Wynne's Crossroads Coalition, a 10-county alliance of which Marion is a part, is a successful example of this, he says.

Not every small city or town is going to land a new factory, he acknowledges. "But there's no reason why you can't make your community a viable place to live. Do what you need to do to enhance your housing stock."

People often work in one city and live in the neighboring city.

"They buy bread in one place and shoes in another," Fogleman says.

That's why working together as a region and—to expand that circle—as a state is so important.

The Cedars of Marion, a bed and breakfast that opened in recent years, is a lovely addition to the community, and Mayor Fogleman would love to see more small businesses and retail development like this come to Marion.



PHOTOS BY ANDREW MORGAN

Meet your

2011-2012 LEAGUE VICE PRESIDENTS



First Vice President

Camden Mayor Chris Claybaker

Camden Mayor Chris Claybaker was League District 4 vice president in 2002-2003. He has 14 years of service on the League's Executive Committee and the Large First Class Cities Advisory Council.



District 1 Vice President

West Memphis Alderman Herman Coleman

West Memphis Alderman Herman Coleman has served two years on the League's Large First Class Cities Advisory Council.



District 2 Vice President

Sherwood Mayor Virginia Hillman

Sherwood Mayor Virginia Hillman has served eight years on League councils and boards. She has served on the Large First Class Cities Advisory Council, the Cash Management Trust-Pension Management Trust and Municipal Other Post Employment Trust Board of Trustees, and the Municipal Health Benefit Fund Board of Trustees.



District 3 Vice President

Garfield Mayor Laura Hamilton

Garfield Mayor Laura Hamilton has four years of service to the League. She has served on the Executive Committee and on the Incorporated Towns Advisory Council.



District 4 Vice President

Arkadelphia Mayor C.T. (Chuck) Hollingshead

Arkadelphia Mayor C.T. (Chuck) Hollingshead has 12 years of service to the League. He has served on the Large First Class Cities Advisory Council and on the Municipal Health Benefit Fund Board of Trustees.

Arkansas River Trail system expands with new bridge

U.S. Secretary of Transportation Ray LaHood joined Pulaski County Judge Buddy Villines and a throng of cyclists, runners and walkers July 8 for a dedication and preview of the Two Rivers Park Bridge, the newest addition to the Arkansas River Trail system.

“I love seeing all these cyclists out here,” LaHood, an avid cyclist, said. He thanked local leaders for providing an opportunity for people to exercise and to enjoy nature and their community. “Keep it up,” he said.

The land at Two Rivers Park was once a penal farm, Villines said, “a place of failure, of lost hope.” Now, “it is a place of hope and a place of future opportunity,” he said.

The \$5.7 million pedestrian and bicycle bridge crosses over the Little Maumelle River at Little Rock’s Two Rivers Park. The Federal Highway Administration funded 80 percent of the bridge’s cost. Pulaski County paid for the rest. Despite an ongoing property dispute on part of the land, the bridge opened to the public on July 23.

The bridge connects 17 miles of trails on both the Little Rock and North Little Rock sides of the Arkansas River. The trails system also includes the nearby Big Dam Bridge, which crosses the river on the other side of the Interstate 430 bridge at Murray Lock and Dam, and the recently renovated Junction Bridge, which crosses the river at Riverfront Park. The Rock Island Railroad bridge near the Clinton Presidential Library will also be a part of the river trail system when completed.



Dozens of cyclists, runners and walkers turned out July 8 to be among the first to cross the new Two Rivers Bridge, which opened to the public July 23.



The bridge connects the trail on the Little Rock side of the Little Maumelle River to trails at Two Rivers Park on the other side and, ultimately, connects 17 miles of trails in the Arkansas River Trail system.

AHPP awards more than \$1.1 million in preservation grants

The Arkansas Historic Preservation Program, an agency of the Department of Arkansas Heritage, has awarded \$1,120,863 in grants for projects in 29 Arkansas counties and cities through its County Courthouse Restoration Subgrant, Historic Preservation Grant and Certified Local Government Subgrant programs, the agency has announced.

Nine counties shared \$759,210 in County Courthouse Restoration Subgrants for rehabilitation of county courthouses across Arkansas. Funding requests totaled \$4,590,774. Counties receiving grants were Chicot, Izard, Little River, Monroe, Newton, Prairie, Stone, White and Yell.

Fourteen projects shared \$267,978 in Historic Preservation Restoration Grants, which rehabilitate buildings on the Arkansas and National Registers of Historic Places and owned by local governments and nonprofits. Grant requests totaled \$1,642,975. Municipal recipients of the grants, amounts and properties to be restored were Little Rock, \$13,500 for window and masonry restoration at Fire Station No. 2; Mena, \$10,000 for restoration work at the Mena Depot; Morrilton, \$21,000 for window and masonry restoration at the Coca-Cola Building (Morrilton City Hall); Redfield, \$18,423 for restoration work at Lone Star Baptist Church; Texarkana, \$16,429 for window and door restoration at the municipal building; and El Paso

Parks and Playground Association, \$25,000 for restoration work at the Bank of El Paso.

Fifteen recipients shared \$93,675 in grants through the Certified Local Government program, which is open to cities and counties that contain a historic district commission and a historic district protected by local ordinance, as well as to cities and counties that are seeking to join the CLG program. The grants provide training and can fund other preservation projects. Grant requests totaled \$142,625. Municipal grant recipients and amounts include Blytheville, \$8,700 for training to develop historic district guidelines; Conway, \$2,475 for training, a workshop and brochures; El Dorado, \$5,200 for training and staff support; Eureka Springs, \$5,700 for training and sidewalk restoration; Fort Smith, \$10,200 for training and surveying; Helena-West Helena, \$4,800 for training and staff support; Hot Springs, \$8,700 for training and National Register nomination support; Little Rock, \$1,200 for training; Morrilton, \$10,000 for training, staff support and to develop design guidelines for the historic district; North Little Rock, \$10,200 for training, administrative support and a mini-grant program; Osceola, \$1,200 for training; Pine Bluff, \$1,200 for training; Rogers, \$10,200 for training, staff support and historic district boundary assessment; Russellville, \$8,700 for training and to develop design guidelines for the historic district; and Van Buren, \$5,200 for training and a mini-grant program.

The Mena Depot is one of several city-owned properties across the state receiving Historic Preservation Restoration Grants this year.

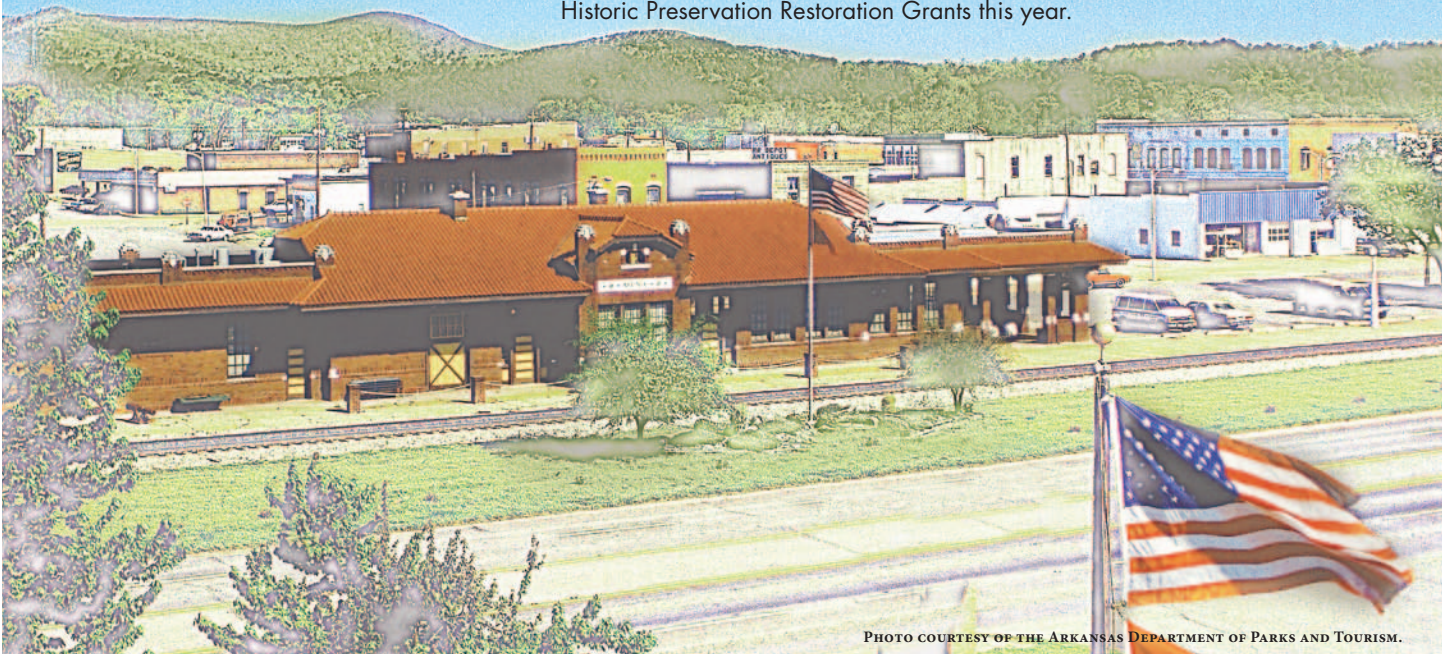


PHOTO COURTESY OF THE ARKANSAS DEPARTMENT OF PARKS AND TOURISM.

ASCAP, BMI license agreement protects against copyright infringement

By Laura Milam Ross

If your city hosts events such as concerts, festivals, arts and crafts fairs or parades that feature music, you should be aware that the city might need a license to play music at a “public performance,” even if you use your local radio station or satellite radio.

A “public performance” for which a license is required is defined by copyright law as a performance “at a place open to the public or at any place where a substantial number of persons outside of a normal circle of a family and its social acquaintances is gathered.” Many city events could fit within this category, and it could be difficult to analyze each one to determine whether a license is needed.

Luckily, there is a solution to the problem. Recently, the International Municipal Lawyers Association (IMLA) teamed up with Broadcast Music Inc. (BMI) and the American Society of Composers, Authors and Publishers (ASCAP) to create blanket license agreements that cover uses of music by local government entities.

These licenses will cover almost all performances presented on both government-owned property and at functions and events hosted by the government. Agreeing to a license with BMI and ASCAP will afford the government entity copyright clearance to play 98 percent of all commercially available music in the United States. Copyright clearance to play music at these events is a requirement under U.S. copyright law.

While there are still fees associated with a blanket license, it can save the city the time and expense of securing permission directly from each copyright owner every time music is played by various public entities within the

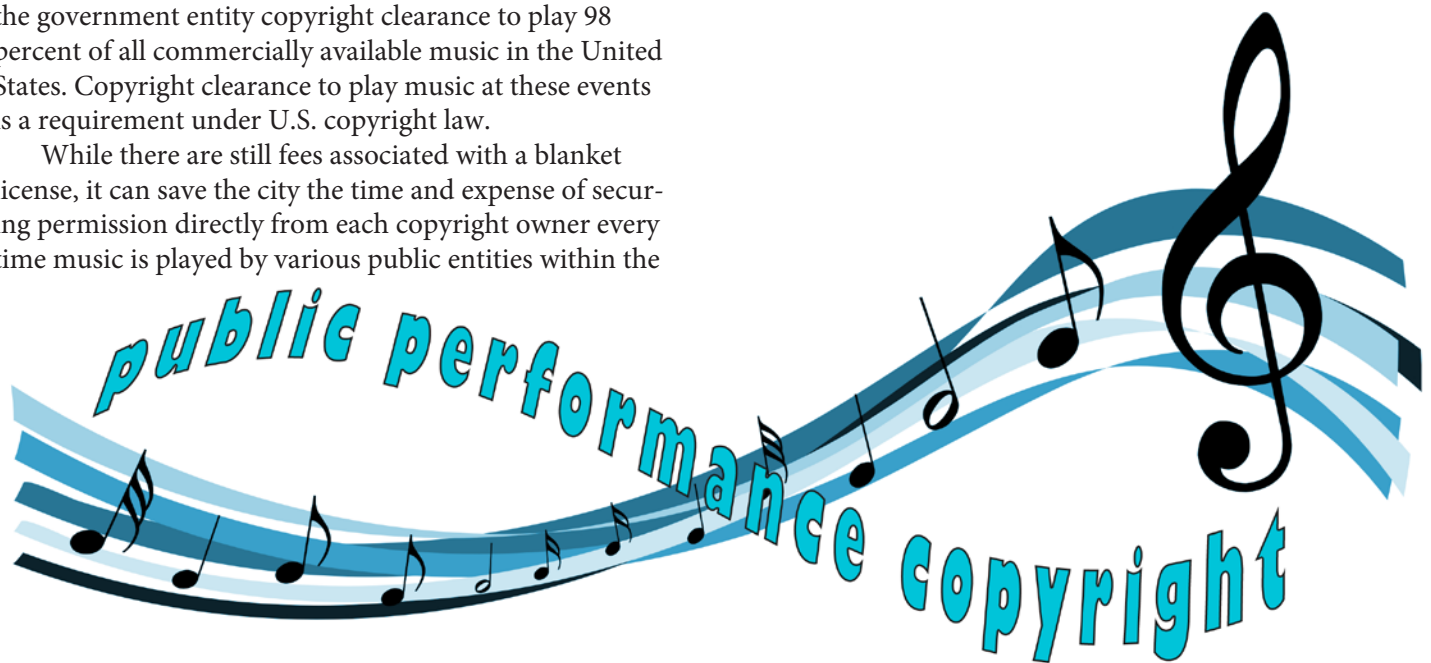
community, such as community centers, museums and libraries or at special events.

The League recommends a blanket license agreement to resolve compliance issues cities might have with using music at their events. A blanket license agreement will insure that a city is covered and will not incur equitable and monetary damages for copyright infringement.

Please note that your city still has the option to license single uses of music. Your city attorney can help you choose the licensing option that works best for your city. Additional information about these agreements is available on the IMLA website at www.imla.org.

If you have any questions about these agreements or other legal issues, please contact the League at 501-374-3484.

Laura Milam Ross is Legal Services Counsel with the Kentucky League of Cities. This article is reprinted with permission.



Avoiding copyright problems with public displays of movies

By Nicholas P. Coleman

With warm weather in full swing, many cities will host activities and festivals that may include inviting the public for a viewing of a favorite comedy for the family, an interesting documentary, or a romantic date night. These movies (or “works”) come with copyrights attached and artists or authors who own those rights. Luckily, obtaining permission to use or display these works is relatively painless and can help you avoid these potential lawsuits.

It is important to note that the Copyright Act grants authors the right, among other things, to regulate the public display of their works. This generally means that after buying a DVD, you are free to use the work for personal use, but not for displaying to the public. While there are some exceptions, it is fair to say that most movies shown in a public park would fall into the category of “public display.” Also note that allowing a third party such as a local club or church to use public property for displaying copyrighted works does not get the city off the hook. In any of these situations, it is recommended that you obtain permission or require the third party to obtain permission prior to using the works as a precaution to avoid liability. For more information on whether your use constitutes a “public display,” please consult an intellectual property attorney.

Getting permission to publicly display movies is easy. There are several private organizations associated with various movie studios that specialize in licensing movies for non-theatrical purposes. The licenses may constitute a single viewing of one movie, or may involve a number of movies shown throughout a year. Two of the largest licensing organizations are Motion Picture Licensing Corporation (MPLC) and Swank Motion Pictures. MPLC is authorized to distribute licenses to nonprofit groups, businesses, and government organizations in order to help these groups comply with copyright laws. Swank Motion Pictures is a major movie distributor capable of conveying both the movies themselves as well as licenses to publicly show those movies. You may contact MPLC at 1-800-462-8855 or www.mplc.org. Swank can be contacted at 1-800-876-5577 or at www.swank.com.

As it has become popular to show movies in public forums, the license fees for such displays have become relatively standard. These fees are based on the type and size of the facilities, as well as the frequency the movie



will be shown. An additional factor that will affect the licensing fee is whether or not admission will be charged at the showing. If a single movie is being shown for free, you can likely expect to pay in the range of \$150-\$650, depending on the nature of the movie and how recently it was released. If you are charging admission, this fee will probably go up. Movie producers, like everyone else, don’t want others to profit from their work without getting a cut.

When seeking a license to show a movie, don’t be afraid to ask for a free license. This may not be as realistic with mainstream, commercial movies, but many small, independent producers or nonprofit organizations may be willing to grant a free license as a way to get more publicity. Be sure to plead your case, but remember that if admission is being charged for an event at which the movie will be displayed, the artist is more likely to require a fee for the license.

Overall it is important to remember to seek permission before displaying any copyright protected work. In the U.S., copyright laws allow for damages of up to \$150,000 per act of willful copyright infringement, so failure to seek a license can be very costly. Because it’s so easy and relatively cheap, getting permission is the best way to protect against serious potential problems down the road.

Nicholas P. Coleman is an associate at the law firm of King & Schickli, PLLC (www.iplaw1.net) in Lexington, Ky. This article is reprinted with permission.

Leading at the speed of trust

By Melanie Kennon, Ed.D.

While trust is foundational to customer relationships, employee relationships, business partnerships, friendships and marriages, it is fast becoming a scarce commodity. Daily we encounter news that someone has broken trust with us—a politician, a school leader, a religious leader, a policeman, a spouse. In today’s economic climate, we can ill afford to ignore the tenuous thread that holds together relationships—trust.

Organizational leaders are faced with the challenge of keeping their high performing employees in the low trust economic environment we currently face. The book *Now, Discover Your Strengths* (Buckingham and Clifton) sums up this sentiment nicely when it states that “without a robust relationship with a manager who sets high expectations, knows you, trusts you, and invests in you, you are less likely to stay and perform.” Sounds easy, doesn’t it? Just get your employees to trust you and you have it made, right? While the solution seems simple, putting this concept into practice seems to frequently trip up managers. Quality relationship building takes time and effort.

Let’s examine the types of leadership we often see in organizations and talk about what works and what does not. The first type of leadership style that comes to mind is coercive leadership. It is based on the ability of a leader to punish the subordinate for noncompliance or nonconformity. Another name for this is bullying. Coercive leaders do not engender loyalty or excellence in their employees. They do create a work environment that breeds dishonesty, backbiting and mediocrity.

On the flip side of the coin is reward leadership. Reward leadership is the ability of the leader to provide positive benefits to those who cooperate, to those who “play the game” well. Reward power can become favoritism if you aren’t careful. While rewards are not a bad thing, they should be tied to performance, not conformity and favoritism. Reward leadership ultimately undermines teamwork, collaboration and cooperation.

Positional leadership is based on a manager being in a certain position within the organizational hierarchy. Positional power, or title power, reveals itself in comments such as, “Do this because I’m the boss and I sign your paycheck.” (This works about as well with adults

as it does with teenagers when you want them to clean their rooms.) Positional power does not necessarily evoke respect, cooperation or productivity. It often does, however, create fear and resentment in employees, particularly if they feel that the positional power has not been earned.

Expert leadership power is based on the leader’s unique expertise or skill that is important in the organization. Possessing these skills, however, is only one part of being a good leader. We have seen this scenario over and over again where the “expert” widget maker is promoted to a management position but is unsuccessful because he or she lacked the “people skills” necessary to be a good leader—great at making widgets; not so great at leading or relating to people.

Relational leadership correlates to the leader’s ability to be admired because of one or more personal traits. It has to do not only with competence, but character as well. The quality of relationships that you form with your team creates respect that is born out of trust. You see, to be an effective leader, you must have both character and competence. It is both who we are at our core and how good we are at what we do. Character acts as an anchor, like roots of a tree. Competence is evident on the surface in the capabilities we exhibit.

So how do you achieve trust within your organization? Warren Buffet once said, “Trust is like the air we breathe. When it’s present, nobody really notices. But when it’s absent, everybody notices.” Trust is not a feeling that we can see and hear. We can tell if someone is trustworthy by his or her actions. Becoming trustworthy takes time and vigilance. Trust is not just a warm, fuzzy feeling. It is hard and quantifiable. You can always tell when you are in an environment of low trust. Some telltale signs are active grapevines, high turnover, siloism, turf protection, low initiative and elaborate approval processes. The costs of low trust are turnover, poor work quality, abuse of sick leave, lack of loyalty and, eventually, your reputation as a great employer. Lack of trust in your organization slows your productivity and ultimately your success.

Trust cannot be fixed with quick solutions. Trust building is a purposeful, proactive proposition. It starts as an inside-out exercise, by first developing your own

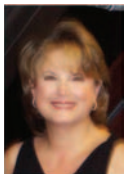
trustworthiness. Behaviors that build trustworthiness include reliability, consistency, communicating openly, treating others with respect and fairness, showing confidence in others, and providing support without removing responsibility. When people keep their promises, follow through and are transparent in their dealings with others, we know we can trust them. Trust builders seek out others' ideas and encourage involvement in problem solving. They value the contributions of others and make sure that everyone receives due recognition and credit. They clear the path so that team members can take the lead in getting the job accomplished. They are available, approachable, up front, and act with integrity. They maintain and enhance other's self-esteem and behave according to organizational values.

In what ways are you developing your own trustworthiness as a leader? Where are you falling short?

Trust breakers have a negative effect on productivity and creativity, and make it impossible to sustain great results. Trust breakers in any organization include inconsistency, egocentrism, micromanagement, promise breaking and avoidance behavior.

Building trust is hard work. Be honest with yourself. What might compel others to trust you? What might keep them from trusting you? Building trust starts with you.

Consider a winning NASCAR driver pulling into the pits during the final laps. He must depend on the pit crew to do what they do best so that he can do what he does best—win races. He doesn't have time to slow down, jump out and kick the tires. His team has been empowered to work together toward a common goal. The driver trusts his pit crew with his life and reputation. The pit crew trusts the driver with their livelihoods. High trust environments yield high speed results at lower cost. So, start your engines. Nothing is as fast as leading at the speed of trust.



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Requiring: When does it replace regulating?

By Jim von Tungeln

One problem local officials confront in managing growth and development is the tendency to over-reach. It calls to mind the old story about the preacher who quit “preaching” and started “meddling.” It happens when we move from regulating to requiring.

For the sake of discussion, let us define the process of regulating land use as the act of protecting ourselves from each other as well as from outside forces. This seems to meet the test of protecting the health, safety, welfare and morals of the community. Therefore, it should withstand scrutiny.

For example, few would disagree that it is appropriate that a community regulate the design of new developments in light of drainage issues. Nor should we question the regulating of structural design to ensure that buildings withstand projected loads and stresses.

For further discussion, let us define requirements as fundamental building blocks of the regulatory process. We require, therefore, that drainage plans for new development be designed by a professional engineer. We also require that the structural systems of buildings meet minimum standards as prescribed by analysis, evidence and experience.

So far, so good.

What happens, however, when we require things for which the underlying justification is not so clearly apparent? One of my favorites concerns building setbacks. People ask me periodically why a city, and not the market, should determine them. For the life of me, I don't know.

Oh, sometimes we might need to reserve land for some future utility or road expansion. And, historically, we have been concerned with allowing enough open space to allow sunlight to reach the ground. Usually though, we require unnecessary building setbacks because some other city required them because some other city required them because some other city required them because ... well, the reader can get the picture.

Nowadays, we sometimes move to the other extreme and require no setbacks at all. So we face a range from excessive setbacks to none whatsoever as proper urban design.

Which is it? I'm not sure. Urban planners and designers are hardly as all-knowing as some of them believe. Maybe we should allow the market, within standards of safety and sustainability, to make the decision. That leads to the dilemma that the market doesn't always make decisions loved by everyone. Any planner in our state deals with the constant conflict between the goals of developers and the goals of those who think they know what makes up a charming city. Who decides?

Good question. At a recent Arkansas Municipal League event, a city attorney voiced concerns that his planning staff was requiring developers to design within very narrow guidelines. The developer's own design goals were secondary to those set forth by the staff. The attorney felt that this process might prove difficult to defend in court. As Alex Marshall suggests in his book *How Cities Work*, developers do not come into City Hall wanting to know what they must do. They come in wanting to know what they can do.

Does this suggest that we cannot regulate aesthetics? A court would ultimately decide that question. Our state planning statutes, however, clearly state that “good civic design and arrangement” is a valid purpose of planning and, ultimately, regulation. For example, a community may be justified in adopting some sort of design standards if it determines a long row of cheap metal buildings at its main gateway threatens its long-term ability to attract new business.

The point is that if we cannot articulate a reason behind a requirement in our land use regulations, perhaps we should evaluate that requirement.

It all leads back to the planning process. Rob Middleton, an associate of mine who is both a planner and superb policy analyst, suggests an “end of the pipe” methodology. With this approach, we begin with a stated policy outcome that evolved from the planning process. That outcome rests, as the phrase suggests, at the end of a regulatory pipe. The outcome is the important thing. What happens in the “pipe” that allows us to achieve that outcome is often secondary. Rob is also one who often invokes the “whyness” of a proposed requirement.

A community that chooses to enforce development controls should, then, review and fine-tune its



PHOTO BY JIM VON TUNGELN

When the city's renewal codes required second floor balconies with rails, the original owner of this Little Rock home found a way to express his displeasure.

regulations periodically. As it does so, it might benefit from testing each requirement by asking:

- Does it contribute to accomplishing an adopted policy?
- Does it relate to a specific plan element?
- Is it the least costly and most efficient method of accomplishing the goal?
- Is there a measurable relationship between the requirement and the community's needs?
- Would anyone or anything suffer if it no longer existed?

My guess is that asking those questions would result in the elimination of many ad hoc requirements in our development codes and the size of those documents would decrease substantially. It might also be that a community's exposure to litigation and citizen resentment would decrease as well.

Get rid of development regulations entirely? Only the most hardened zealots recommend this. In the summer of 1911, 111 typhoid fever cases resulted from the contamination of a cistern in a Little Rock park by colon bacilli. The cause? More than 11,000 Civil War veterans had recently camped in the park—survivors of a period marked by a lack of attention to basic sanitation. In fact, nearly 70 percent of the participant deaths during that war resulted from disease. Requiring proper design of sanitary sewer facilities is important. Many other requirements of development codes are as well.

Our challenge is to determine which ones may not be.



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.

Parks and recreation hold green key

When it comes to creating greener, more sustainable communities, parks and recreation departments lead the way.

By Cindy Heath, CPRP

Parks and recreation professionals today have numerous opportunities to effect positive change in their communities when it comes to sustainability initiatives. Navigating climate science terminology—sustainability, global warming, carbon sequestration, triple bottom line, eco-cities, climate action, carbon neutral, etc.—can be confusing. Fortunately for today’s parks and recreation leaders, model sustainability and climate action plans are readily accessible on the Internet, and best practices developed over the past decade have resulted in measureable economic, environmental and social benefits.

Communities are taking steps to reduce their carbon footprint and become more livable by focusing on open space, food systems, air and water quality, energy consumption, public health, economic vitality, green buildings and active transportation, and realizing significant benefits.

It’s no surprise that parks recreation professionals are seen as key leaders in helping communities achieve sustainability goals. In fact, we should help drive community efforts because our services touch all aspects of sustainability—environmental, economic and social. Here’s a look at some of the progressive initiatives in parks and recreation by industry leaders.

In Portland, Ore., city officials have made community sustainability a priority with a commitment to clean air and water, livable neighborhoods, parks and open spaces, economically sustainable transportation and more. A park and recreation staff “Green Team” promotes initiatives in four areas: recycling, carbon footprint reduction, designing green and protecting the natural environment. Initiatives include park and facility recycling, construction demolition material reuse, organic material composting and invasive species control.

City officials in Baltimore have an interactive sustainability plan that allows online public comment. Initiatives include doubling Baltimore’s tree canopy by 2037; establishing Baltimore as a leader in sustainable, local food systems; providing safe, well-maintained public recreational space accessible to all residents; and protecting Baltimore’s ecology and bio-diversity.

Keene, N.H., has a comprehensive action plan detailing municipal, residential and commercial recommendations, with calculated savings in both CO² and dollars. For example, energy audits on city buildings garnered CO² savings of 226 tons and saved \$39,317 annually. For residents, simple steps include suggestions to drive less, build green and buy local food. Keene businesses can join a program called “Bicycle Benefits”—available in 18 states and growing—that provides discounts on food, gear and services for bicyclists.



PHOTO COURTESY CITY OF PORTLAND, ORE.

Portland, Oregon, encourages residents to compost biodegradable waste.

In California, the Sacramento Department of Parks and Recreation was the first of its city departments to develop an individual sustainability plan. Focus areas include public health and nutrition, including community gardens in parks, locally grown and organic foods; public involvement and personal responsibility; and parks, open space and habitat conservation.

An interesting twist on parks and recreation leadership has taken place in Decatur, Ga. Through its “Healthy Decatur: A Holistic Approach to Sustainability” initiative, the city has a designated Active Living Director, who oversees active transportation projects and traditional recreation functions, and a Children and Youth Services Director, who handles youth programming.

Resources are available to you if your municipality is thinking about joining the movement to reduce its carbon footprint and create a healthier, more livable community. Among the best resources is the International Council for Local Environment Initiatives (ICLEI), with over 1,200 local government members from 70 countries. ICLEI USA provides webinars, success stories and trainings. Visit the ICLEI online at www.iclei.org.

Other resources include the International City Managers Association’s Center for Sustainable Communities, which offers a clearinghouse of products and resources at www.icma.org. In addition, the National Recreation and Park Association (NRPA) recently adopted an Environmental Stewardship Ethics Policy with simple actions departments can take to promote sustainable landscapes, foster the next generation of stewards, and provide leadership for sustainable communities. Check it out at www.nrpa.org.

Start the ball rolling in your community by taking action to reduce your own carbon footprint—hop on your bicycle and go buy some veggies at your local farmers’ market. “Going green” has never been easier.

Cindy Heath is Executive Director of GP RED and Project Consultant, GreenPlay LLC, 211 N. Public Road, Suite 225, Lafayette, CO 80026; 303-501-7697.

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Distribution the next step for rural solar power

By Sherman Banks

Star City Mayor Gene Yarbrough has long had a dream to bring lighting to rural areas, and he eagerly followed up on my suggestion that we explore the possibilities of Wind Solar Power as a viable solution to rural lighting, which in many areas remains virtually non-existent. Could Wind Solar Power be the answer to improve the quality of life for those who live along rural routes and highways, and could it provide a way for farmers to illuminate acres of farmland to aid in planting and harvesting crops, and daily working of the fields?

We travelled to Italy in February to meet with several companies. The Montaggio Company of Trapani stood out among the rest, and Mayor Yarbrough decided to work with that company. Yarbrough believes that the Montaggio Solar Electric Company offers the best opportunity for Arkansas and the Delta region in particular.

During our meeting with Montaggio we negotiated that a sample lighting kit be shipped to Arkansas for the purpose of demonstration and display in strategic areas. The kit arrived in early May. Plans have now begun on how to market this product (for further information on that strategy contact Mayor Yarbrough at 870-628-4166).

The next important step is to employ an attorney to assist in the negotiation with the Montaggio Company on the price for bulk purchasing on the international exchange, the time required for mass production, what monetary penalty should be assessed if deadlines are not met, and the cost per 20-foot container with a foreign and domestic freight forwarding agents. Once a decision has been reached, a contract will be drawn.

Another component of Yarbrough's forward thinking is to establish a distribution center for the assembly of the Wind Solar Lighting Kit. The opening of such a center would provide jobs in a depressed labor market.

I spoke with Aristotle, Inc., President Elizabeth Bowles about our trip to Italy and Mayor Yarbrough's plan to bring solar lighting to the rural routes and highways of Arkansas. She mentioned that Little Rock based Aristotle was working with several cities to jointly apply for job creation grants. Star City might be eligible for such a grant. Over a period of a few weeks, Star City and Aristotle put together the grant proposal and submitted it to The Jobs and Innovation Accelerator Challenge. As with any grant process there is a waiting period to determine if the information submitted is sufficient for grant approval. They are now in that phase.

Within the ensuing months, Mayor Yarbrough and I will prepare the necessary paperwork to be submitted to the Secretary of State's office to establish and register a new business in the State of Arkansas. We will also apply for an import/export license in order to receive products through the international market. As you can see, it takes time to develop a business in your community, but it especially requires patience to put together the varied nuances needed to do international business. We will continue to update you in future articles on further developments.



For more information on how to make a difference in your community through Sister Cities, please contact Sherman Banks at 501-376-8193, email sbanks@aristotle.net, or write to P.O. Box 165920, Little Rock, AR 72216.

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First class passes League Certification program

The League congratulates the first graduating class of its inaugural Voluntary Certified Continued Education Program. Thirty-nine mayors and aldermen completed 21 hours of study over the course of the year in subjects such as procedural rules, municipal land use, planning and zoning, methods of effective leadership and more.

The program will begin a new round of classes beginning this fall. Read here what your fellow municipal leaders have to say about the program and make plans to participate in the next round of classes. Dates and topics to be covered will appear in the September issue of *City & Town*.



“I would encourage anyone who hasn’t started the certification to do so. The training has something for everyone no matter how long you have served your city. And I highly recommend the program if you are newly elected.”

—Mayor Jeff Braim, Gassville

“The Arkansas Municipal League staff delivered potentially confusing subjects in an uncomplicated way. The courses were thoroughly enjoyable, educational and I found the content to be useful to me as an elected official. It was worth the time and effort.”

—Alderman Gwendolyn Stephenson, Dermott

“The training has given me more confidence in the decisions that have to be made on a day-to-day basis. When problems arise, if it has been addressed in one or more of the trainings, the decision that needs to be made comes easier. I’ve already seen this a number of times.”

—Mayor Ian Ouei, Stamps

“I found the certification program to be refreshing and insightful. As a 33 plus year veteran of city government, one can grow complacent about what you think you know and what you really know. The certification program was well paced, enjoyable and certainly enhanced my knowledge of city government.”

—City Manager Lance Hudnell, Hot Springs

“After serving over 21 years as a public servant and having been active in governance development, I still learned new things to help make me a better public servant.”

—Alderman Murry Witcher, North Little Rock

“Whether you are a newly elected or veteran official, you need to know what it’s all about. This training accomplishes that, in addition to defining the roles of mayor and alderman.”

—Alderman Rose Marie Wilkinson, Haskell



2011 Graduates

Alexander Alderman Daisy Hill
Arkadelphia City Director James Calhoun
Batesville Alderman Tommy Bryant
Batesville Mayor Rick Elumbaugh
Batesville Alderman Margaret Henley
Bull Shoals Mayor Bruce Powell
Carlisle Alderman Joe Cunningham
Carlisle Alderman Eddie Moore
Cave City Alderman Jonas Anderson
Cave City Alderman Richard Hawkins
Clarksville Alderman Danna Schneider
Dermott Alderman Gwendolyn Stephenson
Dover Mayor Pat Johnson
Fairfield Bay Alderman Sharon Luxon
Gassville Mayor Jeff Braim
Gould Alderman Essie Cableton
Hampton Alderman Bobbie Rogers
Haskell Mayor Jeff Arey
Haskell Alderman Rose Marie Wilkinson
Highland Alderman Larry Allen

Highland Mayor Richard Smith
Hot Springs City Manager Lance Hudnell
Hot Springs City Director Cynthia Keheley
Jacksonville Alderman Kenny Elliott
Jacksonville Alderman Bill Howard
Jacksonville Alderman Marshall Smith
Jonesboro Mayor Harold Perrin
Magnolia Alderman Sam Whitelaw
Maumelle Alderman Jan Hogue
Mayflower Alderman William Altman
Mayflower Alderman Patricia Hinson
Norfolk Mayor Jim Reeves
North Little Rock Alderman Murry Witcher
Paragould Mayor Mike Gaskill
Prairie Grove Mayor Sonny Hudson
Rockport Alderman Dan Long
Shannon Hills Alderman Sue Skipper
Sherwood Mayor Virginia Hillman
Stamps Mayor Ian Ouei

“The training, as a whole, allowed elected officials from every part of the state to come together and discuss their unique situations. The direct feedback benefitted us as officials and for some, hopefully, allowed them to avoid similar situations. We should all be very proud of the Municipal League staff and their ability to be right on point when discussing city affairs.”

—Alderman Jan Hogue, Maumelle

“Everything I do with the League helps me in some way. No matter how many trainings I attend, I gain something to take back home and do things better.”

—Mayor Sonny Hudson, Prairie Grove

“This is a fantastic program. I am thankful to the League for offering it. The depth of knowledge I gained was eye-opening.”

—Mayor Harold Perrin, Jonesboro



Your animal shelter is being watched

A new state law requires all shelters to spay/neuter animals before release, and following the law is the best way to reduce the stray and unwanted pet population in Arkansas.

By Billy Grace

As of July 1, Act 994 of 2011 is now state law. It prohibits animal shelters, humane societies and rescue groups from releasing intact animals to new owners. One municipal animal shelter, whose name I will not mention, chose to ignore this law and as a result suffered some significant embarrassment via the media. Hopefully, it will not happen again.

This is a very good and worthwhile law, but it will only work if we all abide by it. Just one animal shelter releasing intact animals will wipe out the efforts of many responsible shelters combined.

For instance, let's say that I manage the kennel for Anytown Animal Shelter in Arkansas. I have a 60-pound Labrador retriever mixed female dog on my adoption line whose time is just about up. We all know Labs are great dogs and I have grown attached to this one (sound familiar?). You come into my shelter and show some interest in this dog. As you start to walk out the door you say you will "get back to us." In an effort to prevent euthanizing this dog, I tell you that you can have this dog "free of charge" if you will just sign the "promise to sterilize" form that many of us have been using for approximately 20 years. You agree and take the dog with you (after all, it's absolutely free and we all love a bargain). You have good intentions, but there is never enough money to go around, so spaying your dog falls to the bottom of the priority list.

From our years of experience, this is what we know will happen: In a few months she will have 10 puppies. (It could be up to 14, but we will use the number 10 to keep it simple.) They are so cute and cuddly that the kids can't keep their hands off of them. You become the "star of the neighborhood" ... for a little while.

After about two months, you walk out into the back yard and reality hits. You have a mess on your hands. If you are like most people, you will advertise "free puppies" in the newspaper or park your truck at a shopping center and give them away off of your tailgate. Again, you intend to sterilize the dog, but once again you procrastinate. Six months after the first puppies were

born, she will have 10 more. Six months later, she will do it again. That's 30 more unwanted dogs in this world, but wait! The first litter is now a year old, so all the females are having 10 puppies. Six months later the second litter starts to reproduce, and so on and so on. Soon we have this huge family tree containing hundreds or even thousands of dogs, and it is all because my "bleeding heart" did not allow me to do the job that I am paid to do, which is sterilize the dog or, if I have to, euthanize the dog. In any case, reproduction has to stop at the animal shelter door. If not, we are dumping our dirty work on someone else a hundred or even a thousand times over.

"A rose by any other name would smell as sweet." We are all familiar with that phrase. The same can be said of animal control. No matter what we call ourselves, we are still animal control, and taxpayers expect us to fulfill our responsibility. They should not be misled by trumped up adoption rates or trumped down euthanasia rates. Admittedly, these two criteria often catch the public's attention, but if we are releasing intact animals in order to enhance these rates, we have the "tail wagging the dog."

Act 994 is a law that should have been passed years ago. That is why Sen. Mary Ann Salmon sponsored it in the Senate and Rep. Jeff Wardlaw took it through the House. This is also why Governor Beebe signed it into law. Animal control agencies, humane societies and rescue groups from all over the state supported the passage of this law. That is probably why it "sailed through" the Legislature. Those of us who worked so hard to get it passed believe strongly in enforcing it. We all need to hold each other's feet to the fire on this issue. We comprise a very large "watchdog group" and we are watching everywhere. Please do not bring embarrassment to your shelter, or to our profession, by violating the law.



Billy Grace is the director of North Little Rock Animal Control. He can be reached at 501-791-8577, or email bgrace@aristotle.net.



Does your community shine? Tell us about it!

Keep Arkansas Beautiful is honoring communities that are helping keep Arkansas clean and green again this year with the fourth annual Arkansas Shine Awards. Across the state, cities and towns are showing their commitment to community improvement and economic development through litter prevention, recycling and beautification. Recognize your community's efforts by entering to win!

Keep Arkansas Beautiful will recognize one Arkansas community in each of six categories based on population. Additionally, one Arkansas Superstar Award will be presented to a community that has previously won two or more Shine Awards. Each winner will receive the specially designed award at a hometown recognition ceremony. The entry deadline is Sept. 15, so log on to KeepArkansasBeautiful.com or call 888-742-8701 (toll-free) today for more information and to nominate your community.



The Survivor Tree: Witness to tragedy, symbol of strength

The tree that survived the bombing of the Alfred P. Murrah Federal Building in downtown Oklahoma City on April 19, 1995, has become a symbol of our resilience.

By John Slater

It is more than 80 years old. An American elm tree in the heart of downtown Oklahoma City, it survived the bomb's blast and witnessed one of the worst terrorist attacks on American soil. Today, we call it the Survivor Tree." These are the words inscribed on the Oklahoma City National Memorial.

I was in Tulsa, Okla., in June to help train a new group for the urban forest strike team. This team consists of foresters and certified arborists trained to assist cities in assessing tree damage after catastrophic events—snow or ice storms, hurricanes or tornados—that have been declared a national disaster by the President. Our team had been to Tulsa after an ice storm a few years earlier to assist with tree assessment in their parks. The following year we helped communities in northern Arkansas assess their trees after the 2009 ice storm.

What does this have to do with the Survivor Tree? Mark Bays, Urban Forest Coordinator, Oklahoma Forestry Services, was our host for the training of the urban forest strike team in Tulsa.

I heard Mark speak about the Survivor Tree so many years ago that I don't remember where or when. What I do remember is that his presentation touched me in a way that few presentations have. While we were out on a tour to visit a couple of Oklahoma's famous and historical trees around Tulsa, I asked Mark how the Survivor Tree was doing, and he started telling about his involvement with the tree from the very beginning.

He played a major role in saving the Survivor Tree and I believe he will continue to play that role for the rest of his life. Mark's family roots run deep in Oklahoma. He can be a jokester and maybe a little bit of a rebel (I say that with a smile), but behind that façade is a devoted family man who believes in his state and country.

Almost a year after the tragic event of the Oklahoma City bombing, someone noticed that the tree in the parking lot was starting to put out leaves. This was a tree that law enforcement had almost cut down in order to collect evidence. After the bomb blast, the tree had no leaves left on it and had burning cars pushed up against it. It looked so awful that no one gave it another thought. With the tree almost miraculously coming back to life, it



PHOTO COURTESY OKLAHOMA CITY NATIONAL MEMORIAL AND MUSEUM

Amid the destruction, the 80-year-old elm somehow survived the 1995 Oklahoma City bombing.

became a symbol of human resilience. By early 1996 victims' families and survivors had dubbed it the "Survivor Tree."

It was then that Mark and supporters across the state of Oklahoma and around the country set to preserving the tree, which Mark believes to be between 80 to a 100 years old. When the Oklahoma City street crews showed up to help save the tree, bulldozers and backhoes were brought to rip up the concrete and asphalt surrounding the tree. Mark explained to them that using that kind of equipment could kill the tree, not save it. He talked them into using a jackhammer to break up the concrete so chunks could be removed by hand.

Today, as a tribute to renewal and rebirth, the inscription around the tree reads, "The spirit of this city and this nation will not be defeated; our deeply rooted faith sustains us."

Local businesses collect seeds from the tree, prune it and treat the soil, tasks that have become yearly traditions for them without any cost to the Memorial. Mark handed out seedlings from the tree to victims' families at the second annual remembrance ceremony. At the annual remembrance ceremonies since then, Mark, other Oklahoma foresters and Memorial volunteers have been giving away the seedlings to anyone who wishes to have them. Sunshine Nursery in western Oklahoma grows the seedlings free of charge.

"All things in nature have a certain amount of spirit to them," Mark said. "The power this tree has is not anything I have ever seen with any single tree or any forest I have ever been around."

The Survivor Tree is one of the most cared-for trees in the country.

Read more about this story, about the people, the Survivor Tree, and the Oklahoma City National Memorial online at www.oklahomacitynationalmemorial.org. To purchase a Survivor Tree or other historical tree seedling, go to www.historictrees.org.

Make a Memory...Plant a Tree



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



PHOTO BY MARK BAYS

Today, the Survivor Tree flourishes as a centerpiece of the Oklahoma City National Memorial.

How to handle the August heat

Heat is the number one weather-related killer in the United States, so take steps to prevent heat exhaustion and heat stroke this August.

By Daniel Knight, M.D.

August in Arkansas always seems dominated by intense heat. Anyone who works or plays outside or in uncooled buildings should take care to remember—heat can kill.

This is the time to check on the elderly and make sure your pets have shade and plenty of cool water. High school football practice begins, often in hot gymnasiums and in the intense mid-day sun. Each year we hear tragic reports of teens who collapse after strenuous football practice, suffering heat exhaustion, or even worse, heat stroke. Make sure your child's team is taking frequent rests and water breaks.

Not only athletes but municipal employees who work outdoors have to do their jobs in the almost unbearable heat every day. They are still paving streets, picking up waste and inspecting drainage systems among other work for our cities. Each year thousands of these employees experience heat injuries and last year more than 30 outdoor workers died from heat stroke, most of them in August.

Not surprisingly, heat is the number one weather-related killer in the United States. National Weather Service data show that heat causes more deaths per year than floods, lightning, tornadoes and hurricanes combined. From 2000 to 2009, heat claimed an average of over 160 lives a year.

Ranging from mild heat cramps to life-threatening heat stroke, the key to surviving heat injuries is to know the symptoms and how to prevent or stop them.

Heat cramps come about with painful spasms in muscles of the upper legs and abdomen and heavy sweating. To relieve heat cramps apply firm pressure or gentle massaging to help spasms and sip water or other liquids to rehydrate.

Another more serious form of heat injury is heat exhaustion. Heavy sweating, weakness and cold, pale and clammy skin are all symptoms of heat exhaustion, as are vomiting, headache, dizziness, a weak pulse and fainting.

If this occurs get the person out of the sun, then fan or move him or her to an air-conditioned room. Make the person lie down, loosen clothing and apply cool, wet cloths. Offer the person sips of water or another drink. If nausea occurs, discontinue drinking. If the victim of heat exhaustion has vomiting that continues, seek medical attention.

Heat stroke, also known as sun stroke, is a life-threatening heat injury that needs medical assistance immediately. It can be fatal if not promptly and properly treated. People often show symptoms of heat exhaustion before progressing to heat stroke. However, it can also develop rapidly without much warning. Some common symptoms of heat stroke are:

- The absence of sweating
- Hot and red or flushed dry skin
- High body temperature reaching over 106 degrees
- Rapid, strong pulse
- Strange behavior or disorientation
- Difficulty breathing

To treat heat stroke, first and foremost, call 911 or take the person to a hospital.

While waiting for professional help, treatment should be immediate to prevent permanent organ damage. Take decisive action to cool the person any way you can. Reduce body temperature with a cold bath or sponging, even a garden hose. Remove clothing, use fans and air conditioners to promote sweating and evaporation and place ice packs under armpits and groins. Monitor temperature and continue cooling efforts until the body reaches 101-102 degrees. If no thermometer is available, continue cooling until medical assistance arrives. Do not give the person anything to drink.

The most important measures to prevent heat strokes are to avoid becoming dehydrated and avoid vigorous physical activities in hot and humid weather. If you have to perform physical activities in hot weather, drink plenty of fluids, but avoid alcohol, coffee, and tea, which may lead to dehydration. Wear hats, and light colored, and light and loose clothes.

The most important thing for survival of the summertime sun and heat is to stay in the shade and keep yourself hydrated to prevent the possibility of life-threatening heat injuries.



Daniel Knight, M.D., is Chairman, Department of Family and Preventive Medicine, University of Arkansas for Medical Sciences.

Certify property taxes prior to November to collect for 2012

City and town councils may levy general property taxes of up to five mills on the dollar (ACA 12 § 4; ACA 26-25-102 and 103). ACA 14-14-904(b) requires the Quorum Court to levy the county, municipal and school taxes at its regular meeting in November of each year. ACA 26-73-202 requires the city or town council on or before the time fixed by law for levying county taxes to certify to the county clerk the rate of taxation levied by the municipality (ACA 26-73-202). ACA 14-14-904(b) establishes the November meeting of the Quorum Court as the time to levy those taxes.

In other words, the governing body of the city or town must levy and certify its property tax to the county court every year prior to the November meeting of the Quorum Court. As the Attorney General has explained, the "millage is an annual levy, and failure to levy by the required date results in a millage of zero for the following year." (Ark. Op. Atty. Gen. No. 91-044; citing Ark. Op. Atty. Gen. No. 85-5.)

The bottom line: If your city or town wishes to collect property taxes for the following year, make sure that council approval and certification to the county clerk occur prior to the November meeting of the Quorum Court. It would be advisable to have this done at the council's October meeting at the latest.

Volunteer Community of the Year nominations open

It's time to consider nominating your town for the annual Arkansas Volunteer Community of the Year awards. The awards, co-sponsored by the Arkansas Municipal League, the Governor's Office and the DHS Division of Volunteerism, honor 12 communities each year for outstanding citizen volunteerism. To download the nomination form and instructions online, visit www.arkansas.gov/dcsns and follow the link to "Volunteer Community of the Year Award." The nomination deadline is September 30. If you have any questions about the nomination process, call 501-682-7540 and provide your name, address and telephone number.

October is Act 833 funding deadline

The deadline to apply for 2011 State Fire Grant Act 833 funds through the office of Fire Protection Service is October 31. Applications must be postmarked by that date to qualify for the 2011 funding year. Applications and program guidance documents are available on the ADEM website, www.adem.arkansas.gov. For more information on the grant program, contact Kendell Snyder, Fire and EMS Coordinator, at 501-683-6781, or email kendell.snyder@adem.arkansas.gov.

Mail completed applications to Office of Fire Protection Services c/o Arkansas Department of Emergency Management, Bldg. #9501 Camp Joseph T. Robinson, North Little Rock, AR 72199-9600.

Waldron airport gets grant for improvements

Waldron will receive a \$427,955 grant from the Department of Transportation, the Associated Press reported July 21. The funding will help with taxiway construction to eliminate the need for aircraft to back-taxi on the runway.

NWA among "Top Ten Livable Bargain Cities"

The Fayetteville-Springdale-Rogers area was ranked number 10 on MSN's Top Ten Livable Bargain Cities list, OzarksFirst.com has reported. MSN cited the area's "beautiful backyard" and fast growth with big name companies.

Obituaries

JOHN JAGGERS, 68, former mayor of Portland, died July 21. Jagers served nine years as the city's mayor.

CECIL KNIGHT PROVINCE JR., 73, a former Jonesboro alderman, died July 20. Province served 35 years on Jonesboro's City Council.

SHARON DIANNE AARON ROSS, 47, of El Dorado, died July 24. Ross was employed with El Dorado Water Utilities for 13 years.

LONZO C. "L.C." WILLIAMS, 67, mayor of Western Grove, died June 2.

You don't have to learn the hard way

Writing a successful grant application may not be easy, but by learning from others' successes you can make things a little easier on yourself.

By Chad Gallagher

We all know that in life there are hard ways to learn things and—sometimes—there are less hard ways to learn things. Growing up, I remember my grandmother referring to a certain relative as one who “Just has to learn things the hard way.” It wasn't meant as a compliment. Her point was that with a willing ear, a watchful eye and acceptance of a little counsel you can learn lessons a little easier. Grant writing can be the same way.

It's not only important to learn grant tips and tools and best practices from other grant writers, but also to study successful grants. A little advance work can make your job a lot easier and significantly improve your grant application. Taking a peek at other applications can provide you with insight for developing your own.

Find out what other cities that have received grant funds did. It will spark your own brainstorming session on what you and your town can do as well. Use others' successes as a springboard for your own. Reviewing a list of grants that particular agencies or organizations have funded also allows you to see what they're looking for in a recipient. Watch for patterns, such as the average dollar amounts funded and the types of projects funded. You might notice that an agency is particularly focused on certain types of projects that occur in cycles. This information allows you to refine and adjust your request.

Reviewing other applications also allows you to look for successful aspects of grant applications. By reviewing a successful application you might get good ideas on the type of data used, how a section can be better written or how the budget was developed to the agency's satisfaction. Studying successful grant applications will only enhance your grant writing skills.

Before writing any grant application, when possible, review some recent successful applications funded by the

same agency or organization from which funds are being requested. There is no need to reinvent the wheel, and the same goes for grant writing.

Redfield sees grant success

Every town, no matter the size, can utilize grants as a key component of the community's development efforts. Redfield, a small city located between Little Rock and Pine Bluff, has begun its efforts in pursuing grants.

The city's new mayor, Tony Lawhon, entered office with a progressive plan for development but limited funds. Immediately he began the serious effort of laying the groundwork for future grant success. In doing so the city has already scored two successful grant applications.

The city has been awarded \$18,423 from the Arkansas Department of Heritage to restore the city-owned historic Lone Star Baptist Church. The church will be used as a museum and community facility. In addition, the city's request to fund new fishing piers and parking improvements at the Redfield Park and Lake was approved by the Arkansas Game and Fish Commission. It was one of only 11 of these projects funded in the entire state.

Your community can also learn to pursue grant funds for local projects. If you are willing to share your grant success with others let me know and we'll include your story in this space as well. You never know when your hard work might lead to inspiration and improvements for another municipality.



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



Changes to 2011 Directory, Arkansas Municipal Officials

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

Alicia

Delete	AL	Debbie Barber
Add	AL	Kathy Lee
Delete	AL	Marvin Reynolds
Add	AL	Nathan Weaver
Add	AL	Pairlee Golden

Batesville

Delete	PSD	Sharon Taylor
Add	PSD	Chris Cash
Delete	AIR	Mary Amos
Add	AIR	Darren Wilkes
Delete	PRD	Randy Palmer
Add	PRD	Jeff Ownes
Delete	E-Mail	bvillear@swbell.net
Add	E-Mail	info@cityofbatesville.com

Briarcliff

Delete	AL	Jackie Chastain
Add	AL	Hazel D. Schneider

Cale

Delete	AL	(Vacant)
Add	AL	William Worlow
Delete	AL	Janis Warlow
Add	AL	Janis Worlow

Cotter

Delete	PC	Scott Thrasher
Add	PC	Ambrey Byerly
Delete	FC	James Whittington
Add	FC	Bob Ashlock

Crossett

Delete	PD	Betty Walthall
Add	PD	Rebecca Ledbetter

DeWitt

Delete	AL	Pat McKewen
Add	AL	Craig Pinson
Delete	AL	Jarad Simpson
Add	AL	Heath Holbert

Eureka Springs

Delete	AL	Janet Alexander
Add	AL	Parker Raphael

Fairfield Bay

Delete	AL	(Vacant)
Add	AL	Robert Otis

Gassville

Delete	WEB	www.cityofgassville.com
Add	WEB	www.cityofgassville.org

Gosnell

Delete	PD	Alvque Henderson
Add	PD	Sherrri Mason
Add	FD	Alvque Henderson
Delete	CEO	Denise Ingram
Add	CEO	Royce Carpenter

Horseshoe Bend

Delete	MTG	Third Monday
Add	MTG	Fourth Monday
Add	WEB	www.cityofhorseshoebend.org

Lonoke

Delete	C	(Vacant)
Add	C	Jeri Edwards

Maynard

Delete	FC	Randy Weisenbach
Add	FC	J.W. White

Nashville

Add	AC	Seborn Gregory
-----	----	----------------

Newark

Delete	AL	Bill Austin
Add	AL	Marty Goings

Portia

Delete	M	Sue Dry
Add	M	Jerry Sienknecht
Delete	SS	Jim King
Add	PC	Jim King
Add	SS	Greg Duckworth

Springtown

Delete	AL	(Vacant)
Add	AL	Chuck Guess

Waldo

Delete	M	Howard Copeland
Add	M	(Vacant)

Ward

Delete	PC	Charles Martin
Add	PC	Steve Benton

Watson

Delete	E-Mail	cityofwatson@att.net
Add	E-Mail	cityofwatson@yahoo.com

Western Grove

Delete	AL	Michael Earwood
Add	AL	(Vacant)
Delete	M	L.C. Williams
Add	M	Michael Earwood
Delete	MA	P.O. Box 28
Add	MA	P.O. Box 106

Wooster

Delete	R/T	(Vacant)
Add	R/T	Ginger Tomlin

NEWSLETTER

AUGUST 2011

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

Social media and behavioral issues

In response to President Obama's request for open government, SAMHSA (Substance Abuse and Mental Health Services Administration) has created a "digital engagement" program with a presence on Facebook, YouTube, Twitter and Flickr. The idea is to become more accessible as a hub for behavioral health (both mental issues and substance abuse) focused efforts. The new sites will be of great help to employers large and small, and with or without federally mandated substance abuse testing.

Employers may use the SAMHSA website at www.samhsa.gov to seek information about recovery or treatment. SAMHSA also has a huge catalog of educational materials dealing with drug issues and these items meet DOT guidelines, plus most of the items are free.

Young adults and suicide risk

A recent report from SAMHSA's National Survey on Drug Use and Health reported young adults age 18 to 25 are more at risk than older age groups in three categories: serious thoughts of suicide, suicide plans, and suicide attempts.

Some 6.4 percent of adults age 18-25 had thought seriously about suicide. On the other hand, only 4.1 percent of those ages 26-49 and 2.3 percent of those age 50 or older had serious suicidal thoughts.

Among 18-25 year olds, 1.9 percent had actually made suicide plans and 1.0 percent of 26-49 year olds had done so. The age 50 and older number was 0.6 percent.

Attempted suicides in the 18-25 age group was 1.2 percent, as opposed to 0.5 percent among those age 26-49, and 0.2 percent for those age 60 and older.

Mental health issues and drug abuse often go hand in hand.



a'TEST CONSULTANTS, Inc., provides drug and alcohol testing as a service of the Arkansas Municipal League Legal Defense Program.

The program helps cities and towns comply with the U. S. Department of Transportation required drug testing for all holders of commercial drivers' licenses.

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Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

Ruling pending on expunged felon's law enforcement eligibility

Opinion: 2011-080

Requestor: Lea, Andrea—State Representative

Does the Commission on Law Enforcement Standards and Training have authority to grant a waiver for a law enforcement candidate who received a pardon, with firearm rights restored, from the Governor, after his felony conviction was expunged? **RESPONSE:** This office has previously opined that neither an expungement nor a Governor's pardon is sufficient to restore eligibility for law

enforcement certification. See, e.g., Op. Att'y Gen. Nos. 94-148 and 89-056. I am unable to render an opinion in response to your particular question, however, because it has come to my attention that litigation is currently pending, the outcome of which could directly impact the issues you have raised. See *Bogan v. Arkansas Commission on Law Enforcement Standards and Training*, No. CV 2011-75 (Circuit Court of Lee County, Arkansas, Civil Division, filed May 13, 2011).

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

Fairs & Festivals

Aug. 11-13, **CAVE CITY**, 32nd Cave City Watermelon Festival, 870-283-5959, www.cavecityarkansas.info;

HOPE, 35th Hope Watermelon Festival, 870-777-3640, www.hopemelonfest.com

Aug. 19-20, **RUSSELLVILLE**, 23rd ValleyFest, 479-968-7819, www.valley-fest.org

Aug. 27, **WHITE HALL**, White Hall Founder's Day, 870-247-5502, www.whitehallfoundersday.com

Sept. 2-3, **RECTOR**, 72nd Rector Labor Day Picnic, 870-595-3035

Sept. 10, **CONWAY**, EcoFest, 501-472-0901, www.conwayecofest.com

Sept. 14-17, **MAYNARD**, Maynard Pioneer Days, 870-547-8013, rctourism@suddenlinkmail.com

Sept. 17, **SHERWOOD**, 35th Sherwood Fest, 501-833-3790, www.sherwoodfestar.com

Municipal Clerks Institute announces events

The Municipal Clerks Institute at the University of Arkansas will host two events in September. A Certification Program will be held Sept. 18-23. An Advanced Academy will be held Sept. 21-22. For more information on these programs, contact Kim Jones at 1-800-952-1165, email kimj@uark.edu or visit globalcampus.uark.edu/clerks.

The Institute, now in its 39th year, is an intensive educational program designed to assist municipal clerks, recorders and treasurers in advancing their skills and knowledge of the profession. It is a partnership effort of the University of Arkansas, the International Institute of Municipal Clerks (IIMC) and the Arkansas City Clerks, Recorders and Treasurers Association (ACCRTA).

Program helps find right employee for the job

By Michael Gerfen

One of the more vexing challenges HR departments face today is matching the right employee with the required set of skills to the right job. The consequences of failing to make a good match can result in unacceptable turnover rates, lost revenue resulting from reduced productivity, poor quality control, increased rework, and additional training and rehire costs. Some within the HR community have estimated poor hiring decisions can cost a company as much as \$100,000.

Every company has its own hiring process, producing varying levels of success at minimizing the costs of poor hiring decisions. Many have implemented pre-employment assessments to identify desired skills before hiring. Three years ago the state of Arkansas initiated the Career Readiness Certificate (CRC) Program, to help employers improve their odds of matching the right employee to the right job.

The CRC program certifies that an individual has core employability skills required across multiple industries and occupations. The certificate helps distinguish job seekers from the competition and helps enhance their basic workplace skills. Even if a job seeker has a GED, high school diploma or post secondary degree, the CRC program further verifies that he or she can handle tasks like finding information, reading instructions and directions, applying basic math skills to job related problems and other activities common in today's workplace.

The CRC program is made up of two basic tools, KeyTrain® and ACT WorkKeys® assessments. The first is a computer based training program used to determine if the job seeker is ready to take the ACT WorkKeys® assessments. The KeyTrain® system includes targeted, self-paced instruction, pre-assessments, a complete learning management system and an occupational job profiles database. These components can be used to help individuals learn, practice and demonstrate the skills needed to succeed in the jobs and careers they desire. KeyTrain® includes instruction for all levels of ACT WorkKeys® and pre-WorkKeys® skills. It is available via the Internet, CD or print.

ACT WorkKeys® is a comprehensive employability skills assessment tool designed to help employers and

individuals develop better workplace skills. Thousands of companies in the United States and internationally use ACT's WorkKeys® skill assessments, job profiles, training evaluations, research and reporting services to assess skill needs and measure progress. (For information on ACT's Job Profiling, contact the Institute for Economic Advancement's Tracey Spencer at 501-569-3299.)

A potential job seeker's first step towards achieving an Arkansas CRC is to go to one of the 32 Arkansas Department of Workforce Services local offices or Arkansas Workforce Centers. Trained counselors will assist the job seeker begin the CRC process.

To earn an Arkansas CRC, individuals are assessed in three areas:

- Reading for Information—the ability to understand information in common workplace documents such as letters, memos, procedures and instructions.
- Applied Mathematics—the ability to use mathematics in solving common workplace problems.
- Locating Information—the ability to understand and extract information from graphics such as charts and tables.

An individual can qualify for and receive a Gold, Silver, or Bronze Arkansas CRC by assessing at appropriate skill levels on the WorkKeys® assessments. The person receiving a Gold certificate possesses core employability skills for approximately 90 percent of the 14,000 plus jobs profiled by WorkKeys® in the three skill areas. Silver certificate earners possess core employability skills for approximately 65 percent of the jobs profiled by WorkKeys® in the three skill areas. Bronze certificate earners possess core employability skills for approximately 30 percent of the jobs profiled by WorkKeys® in the three skill areas.

So, as an employer, what benefits can you hope to realize if you include the statement "CRC certificate holders preferred" when you advertise job openings?

- Reduced turnover, overtime, and waste.
- Eliminate the guesswork out of selection decisions.
- Improved effectiveness of training dollars.
- Streamlined hiring.
- A tool that meets EEOC requirements.

What can prospective job seekers gain from going through the CRC process?

- Increased confidence they possess skills that meet the needs of local employers.
- Have advantage over other job applicants who have not demonstrated needed skills.
- Possess a portable skills credential that enhances employability and sets the stage for possible career advancement and lifelong learning.

Communities where businesses are located also benefit from the CRC program by:

- Keeping employers from moving entry-level jobs to other cities, states, or countries.
- Decreasing unemployment rates.
- Creating work ready communities improving the quality of life for residents.
- Increasing the tax base through more profitable business partners.
- Attracting new employers to the state, resulting in economic development.

Statewide over 30,000 job seekers have been awarded a CRC, and more are being added every day. More than 70 companies have adopted the CRC as part of their hiring process as well as over 76 high schools as part of their Career Education's Career and Technical Education (CTE) Work Ready Curriculum. So, as a business owner or HR director or practitioner, it would be worth your time to consider adding the CRC as part of your hiring process. Participation in the CRC program is free and the return on the time investment will pay dividends in reduced turnover, increased productivity, improved quality control, reduced rework, and lower training and rehire costs.

For more information or assistance regarding how your business can incorporate the Arkansas Career Readiness Certificate into your hiring process, contact Joe Franklin at the Arkansas Department of Workforce Services at 1-866-757-2999, or email joe.f.franklin@arkansas.gov.



Michael Gerfen is director of Workforce Analysis and Assistance Group, Institute for Economic Advancement, University of Arkansas at Little Rock. Contact Michael at 501-569-8978 or e-mail mlgerfen@ualr.edu.



Support a family on \$20 a week?

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

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

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

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

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

Protect your loved ones' financial security.

Arkansas Municipal League's Volunteer Firefighters Supplemental Income Program



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Local Option Sales and Use Tax in Arkansas



2011 ELECTIONS

NEWPORT, July 12
Passed. 1/2% extension

BERRYVILLE, June 14
Passed. 1/2%

PARAGOULD, June 14
Passed. 1/4%

BAY, May 10
Passed. 1%

BONO, May 10
Passed. 1%

BROOKLAND, May 10
Passed. 1%

CONWAY, May 10
Failed. 1/4% continuation

WYNNE, May 10
Passed. 1%

LAKE CITY, April 1
Passed. 1%

GREENLAND, Mar. 8
Passed. 1%

PINE BLUFF, Feb. 8
Passed. 5/8%

JEFFERSON CO., Feb. 8
Passed. 3/8%

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

Sales and Use Tax Year-to-Date 2011 with 2010 Comparison (shaded gray)								
Month	Municipal Tax		County Tax		Total Tax		Interest	
Jan.	\$35,123,247	\$34,674,109	\$35,666,555	\$35,450,558	\$70,789,802	\$70,124,667	\$27,640	\$60,271
Feb.	\$42,235,810	\$41,006,941	\$42,753,266	\$42,937,896	\$84,989,076	\$83,944,837	\$34,351	\$59,485
March	\$33,606,662	\$33,818,100	\$34,174,199	\$34,971,579	\$67,780,861	\$68,789,679	\$35,321	\$76,714
April	\$35,244,719	\$34,427,642	\$35,257,864	\$36,042,561	\$70,502,583	\$70,470,203	\$23,355	\$78,790
May	\$39,976,322	\$38,636,249	\$40,107,935	\$38,049,255	\$80,084,257	\$76,685,474	\$9,286	\$49,923
June	\$37,765,150	\$37,512,337	\$37,056,613	\$38,602,771	\$74,821,762	\$76,115,108	\$25,409	\$63,686
July	\$37,831,729	\$36,860,261	\$36,634,846	\$37,359,158	\$74,466,575	\$74,219,419	\$14,470	\$52,871
Total	\$261,783,639	\$256,935,639	\$261,651,278	\$263,413,778	\$523,434,916	\$520,349,387	\$169,832	\$441,740
Averages	\$37,397,663	\$36,705,091	\$37,378,754	\$37,630,540	\$74,776,417	\$74,335,627	\$24,262	\$63,106

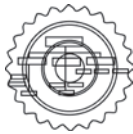
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BIDS BEING ACCEPTED—The Ashdown Water Department is accepting sealed bids for the following items: Side mount Bush Hog, model #SM60; 1988 Sreco Sewer Jet Machine, model #HV1800TR/L; 1993 Case 580K 4x4 Extenda Hoe; and 1995 Chevrolet pickup, VIN# 1GCEC14H8SE213948. Bids must be addressed as follows: City of Ashdown, Bid for Water Dept. Equipment, P.O. Box 135, Ashdown, AR 71822. Deadline is close of business on Friday, Aug. 19, 2011. Bids will be opened at 10 a.m. Monday, Aug. 22, 2011. The City of Ashdown reserves the right to reject any and all bids.

FOR SALE—The Glenwood Police Department has for sale a 2002 Ford Crown Vic. Blue and white in color, fully equipped, 114,887 miles. \$2,500. Call 870-356-3333 for information.

FOR SALE—Huntsville has lowered the price on a 1998 Stepp OJK Crack Sealing Kettle Pumping System with propane-fired header and electric wand, powered by a Kubota diesel engine. Like new, 21 hours of use. Comes with pallet of asphalt filler. Sells new for \$29,000. Asking \$15,000. Call Jason Polley at 479-738-1009 or 479-738-6846, or call City Hall at 479-738-6607.

FOR SALE—The city of Johnson has for sale a 10' Good Roads snow plow, very good shape, asking \$4,000. Johnson also has for sale a 12' Bomford flail mower, asking \$2,000. Contact Randy at 479-521-7291, cell 479-841-5012, or email jsdrandy@aol.com.

FOR SALE—The City of Searcy will be accepting sealed bids for the sale of the following item: 1975 Pierce 55ft Snorkle 8000 Ford truck, 3208 Cat Diesel engine, 5 speed Manuel transmission, mileage 24,899 miles, 1000 GPM Waterous 2 Stage pump. Equipment: Ladders; 10' Attic, 16' Roof, 14' Extension, 24' Extension, 35' Extension, and 40' Extension. Sealed bids will be opened and read aloud at 2:00 P.M. on Wednesday, August 31st, 2011. The item may be viewed at 2612 W. Beebe Capps Expressway, Fire Station #3, Searcy, AR. Or call 501-279-1066. The City of Searcy reserves the right to reject any and all bids.

POLICE OFFICER—Coal Hill is accepting applications for police officer. Certified Officers preferred. Candidates must meet all requirements of law enforcement standards and training. Salary negotiable. Benefits include health, dental, vision, three weeks paid vacation, LOPFI retirement. Applications available at Coal Hill City Hall, 101 E. Hwy. 64, Coal Hill, AR 72832; or call 479-497-2204. EOE.

POLICE OFFICER—Hamburg Police Department is accepting applications for a Police Officer. Certified preferred. Competitive salary, standard vacation and sick leave policy, APERS retirement and Municipal Health insurance. Contact Hamburg Police Department, 305 E. Adams St., Hamburg, AR 71646; or call 870-853-8600.

WATER OPERATOR, PART-TIME—Part-time position with great pay for a water operator with a water distribution license for a small rural water system. Plumbing license also helpful, must have a valid Arkansas driver's license. Must be well organized and a self-motivated. Please send resume to BCRDA, PO Box 374, Centerton, AR 72719 or bentoncountyrda@gmail.com.

WATER/WASTEWATER SUPERINTENDENT—Lake Village seeks qualified candidates for the position of Water/Wastewater Superintendent. Responsibilities include the management, planning, administering and overseeing the affairs of the Lake Village Water and Sewer utilities. Send resume and salary requirements to: Mayor JoAnne H. Bush, P.O. Box 725, Lake Village, AR 71653. Application deadline is Aug. 15. For complete job description and qualifications email Deannie Johnson at djohnson@cityoflakevillage.com. EOE.

CALENDAR

**Congress of Cities
and Exposition 2011
Tuesday-Saturday
November 8-12, 2011
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**Arkansas Municipal League
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Wednesday-Friday
January 11-13, 2012
Little Rock, AR**

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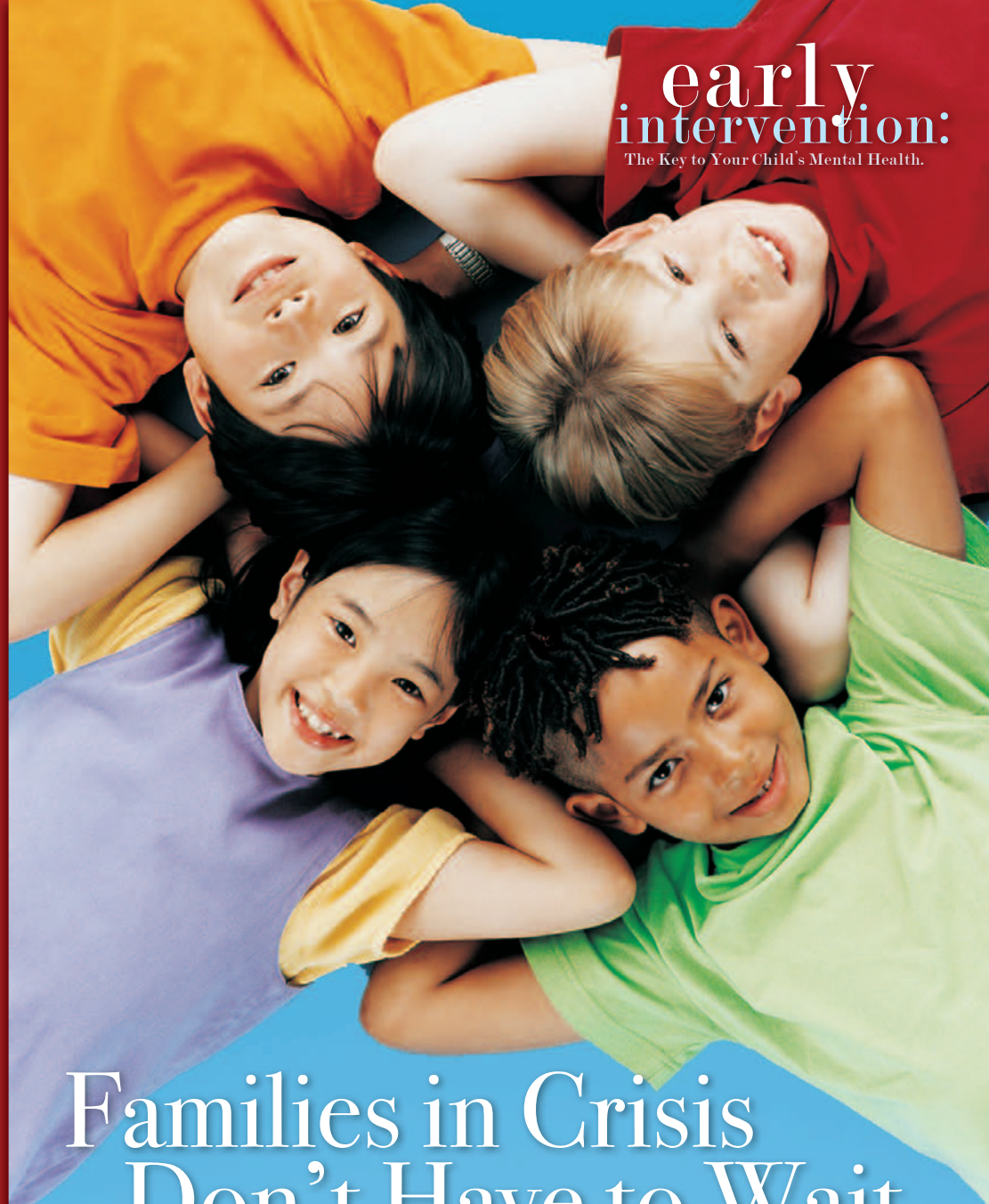


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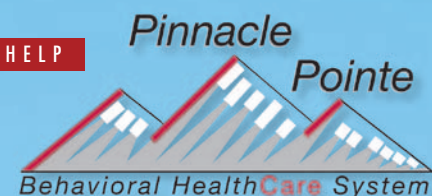
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Aggression toward other children • An inability to cope with feelings • Frequent crying
• Pleas for help • Fears of everyday things and/or possible disasters such as the deaths of family members • No interest in playing • Isolation • Discussions of death and dying; statements like "I wish I were dead." • Trouble sleeping • Sexually provocative behavior
• Self-mutilation • Harm to animals • Unusual weight gain or loss • Drug or alcohol use

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