

City & Town

SEPTEMBER 2011 VOL. 67, NO. 9

OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE



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With the state's new legislative district lines now drawn, it's time for local governments to examine their own populations and redistrict where necessary.



ON THE COVER—The L.E. "Gene" Durand Conference Center of Harrison's North Arkansas College is a state-of-the-art facility with advanced A/V equipment, multiple breakout rooms and seating for up to 500. It was a great location for the League's annual planning meeting, held Aug. 17-19. Read inside about what was accomplished at the meeting and the League's direction for the coming year. Read also about our District 1 vice president, municipal redistricting, the upcoming special election and more.—atm

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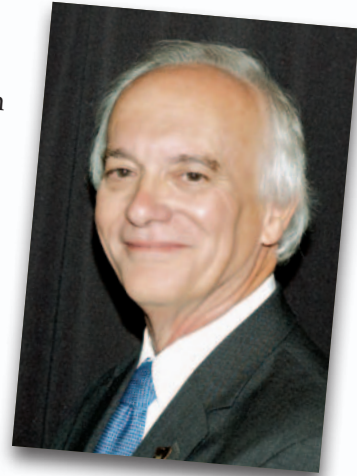
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Dear Friends:

The League's Executive Committee and boards met in Harrison Aug. 17-19 for the annual planning session, and much information that impacts your 2012 budget is available to you as a result of the meetings.

Regrettably, the cost of participation in the Municipal Legal Defense Program is going up for 2012. Your city's cost will be directly affected by your loss experience. Some of the leading causes for this increase are the result of lawsuits involving employment practices and police department actions. Additional training and continuing education for your department heads and supervisors will help you improve your loss experience and reduce your cost of participation in the program.



On the brighter side, the League's projection for general turnback this year was increased 50 cents to \$16 per capita, and the service charge formula for the upcoming year remains the same, with a base charge of \$40 plus 35 cents per capita. You can still receive a seven-cents-per-capita credit for participation in certain League programs. Membership in the National League of Cities will again be automatic for all League members. Also, the Municipal Health Benefit Fund board voted to expand the deductible choices and made several new changes that I think you will find attractive.

On Aug. 29 Gov. Beebe announced a special election to be held on Nov. 8 that will seek voter approval to issue GARVEE Bonds. These bonds, if approved, will provide nearly \$575 million in improvements to our Interstate highway system without an increase in taxes. It should be noted that by approving these bonds, funds that would have been otherwise used for maintenance of the Interstate system will be available for use on state highways. This proposal is very similar to the successful program overwhelmingly approved by voters in 1999. Over 350 miles of the Arkansas Interstate system were improved by that program. Please learn about the GARVEE Bonds referendum and encourage your citizens to vote for and support it.

The League's educational training programs are about to get underway. Check out the League's website, www.arml.org, and visit the Municipal Training Calendar page. The seminar scheduled on budgeting and municipal finances is taking place, Sept. 13 or 14, right before the release of this issue. The next scheduled seminar, centered on human resources and personnel issues, will be held Oct. 12 or 13. Make plans to attend these informative seminars. They aid all of us in doing a better job for our cities and towns.

Don't forget to register for the National League of Cities Congress of Cities, Nov. 9-12 in Phoenix. Also, registration for the 2012 Winter Conference opens on Sept. 15. Make plans to be there as this meeting is always a productive one for all city officials.

Lastly, congratulations to Paragould Mayor Mike Gaskill on his election as Vice Chairman of the Southern Municipal Conference. Best wishes to Mike as he assumes his new responsibilities.

Frank Fogleman
Mayor, Marion
President, Arkansas Municipal League.

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League sets course for year at annual planning meeting

By Whitnee V. Bullerwell, League staff

HARRISON—Recognized as the “Gateway to the Buffalo National River,” the city of Harrison is situated in the heart of the Ozark Mountains. Known for its excellent hiking, biking, fishing and floating, Harrison is considered one of our state’s hubs for outdoor activities. And while the city enjoys much success in the outdoor arena, Harrison also boasts state-of-the-art conference facilities, which makes their fair city quite the meeting destination.

Members of the League’s governing boards arrived Aug. 17-19 for the annual planning meeting. This series of meetings was held on the campus of North Arkansas College in the L.E. “Gene” Durand Conference Center in downtown Harrison. Lodging was provided by the historic Hotel Seville, conveniently located across the street from the conference center. Each year, the goal of the planning meeting is to set into motion plans and policies for the coming year. Marion Mayor and League President Frank Fogleman presided over the meetings. According to Fogleman, “The next few days of meetings will set our course for the upcoming year, in addition to indoctrinating the various new board members on how things function and work.”

Prior to the first scheduled meeting, some city officials arrived early to attend an optional town hall meeting held by U.S. Rep. Steve Womack. Womack spoke to his constituents on the importance of “putting America back to work.” With his position on the Appropriations Committee, the subject of jobs is “very near and dear to my heart,” he said. Pie charts of federal spending were presented to a large crowd of citizens concerned about the economy. According to Womack, “Washington doesn’t have a revenue problem, it has a spending problem.” Constituents’ questions varied by topic, but a common theme emerged about the need to get a handle on America’s debt issue. “Unless we fix this, we will not be the same America,” Womack emphasized.

Welcoming the city officials at the start of the Executive Committee meeting was Harrison Mayor Jeff Crockett. Crockett thanked officials for attending and assured them their stay in Harrison would be a hospitable one. In true mayoral form, Crockett, a champion of Harrison, urged all to see and experience as much of the city as possible and asked they do their part in contributing to the local economy.

Getting down to business, Executive Committee members reviewed and approved the annual audit report, renewed the National League of Cities membership agreement and conducted a variety of business ranging from the renewal of grants services to the discussion of key legislative initiatives to the enhancement of the year-old voluntary certification plan. *Policies and Goals 2011-2012* was reviewed as approved by the body of the 77th Convention. League Executive Director Don Zimmerman and staff members gave reports on the status of various League programs, all of which are in good stead. For information regarding turnback, the League service charge formula, as well as changes to various League programs, please review the Aug. 22 budget letter on page 12 of this issue. The information contained in this letter will aid our cities in budget preparations for the coming year.

Not included in the budget letter are changes made to the Municipal League Workers’ Compensation Trust (MLWCT). Recall, use of a modifier was implemented in 2011. Continued use of the modifier has been approved



The League membership formula, optional program rates and changes, and November's special election on highway financing were among topics discussed at the annual planning meeting.



The Hotel Seville opened in 1929. Its Spanish Moorish design adds an enormous amount of charm to Harrison’s downtown historic district. In 2008, the hotel underwent a multi-million dollar restoration and now offers 57 guest rooms.

for 2012, as well as the return of the front-end discount for qualifying members. Member cities eligible to receive the front-end and volume discounts, along with credits, must supply all pertinent data to MLWCT staff via correspondence postmarked by Friday, Oct. 7, 2011. In addition, member cities will receive an overall premium decrease compared to last year as experience has improved. Lastly, the MLWCT board adopted a policy that states the Trust does not provide workers’ compensation coverage to junior fire cadets.

Much discussion centered on the extension of the GARVEE Bond financing and the proposed severance tax on natural gas increase. Extending the GARVEE Bonds is a commitment on our part to continue the improvements already made through previous financing. As you know, this issue will be voted on in November’s special election. For more information on this, see the article on page 15 in this issue or contact Craig Douglass at 501-580-1608 or email craig@craigdouglass.com.

Consultant Steve Napper was on hand to discuss the severance tax and its possible supply of an additional \$55 million dollars to municipalities annually. “This tax is vitally important to city roads and may be one of cities’ few opportunities to fund the State Aid Street Program,” Napper said. Approximately 76,000 signatures are needed by July 5, 2012, to move this issue forward. To obtain petitions and information on proper signature collection, members are urged to contact Napper at 501-378-7755 or email snapper@aristotle.net.



The Gene Durand Conference Center opened in 2008. This state-of-the-art, multi-purpose facility was designed to host large events and it offers first-rate meeting accommodations.



U.S. Rep. Steve Womack, standing center, hosted a town hall meeting before the start of the League’s planning meeting.

As for the League’s grants consultants, Arkansas Grant Book Company and Legacy Consulting, members’ usage of the services continues to increase. Currently, Grant Book Company maintains 498 users while Legacy Consulting has doubled their work with cities from last year. Participation in the regional grant writing workshops is also growing. Both companies will continue to offer the same services to League members for 2012. Look for the schedule of regional workshops to be released soon in *City & Town*.

This fall we’ll begin year two of the League’s voluntary certification program. Average attendance at each of last year’s six trainings was 212 city officials. Featured in August’s *City & Town* were the 39 graduates of the inaugural class. The Executive Committee approved the new training schedule with the first seminar scheduled for Sept. 13 or 14. A new addition to the program is a requirement to maintain certification status. To do so, officials who have completed the 21-hour core curriculum must obtain six hours of continuing education each year.

Solid waste management was also a subject of discussion. According to the Arkansas Department of Environmental Quality (ADEQ), Arkansas’s Statewide

Solid Waste Management Plan must be revised in 2013. Consequently, ADEQ has asked that the League participate in a workgroup to develop recommendations to the Plan. Jonesboro Mayor Harold Perrin and Morrilton Mayor Stewart Nelson will represent the League on this matter. Anyone with concerns regarding solid waste is urged to contact Perrin or Nelson.

The League recognized longtime Arkansas Highway and Transportation Director Dan Flowers for 40 years of outstanding service to the state. Flowers spent 17 years as executive director of the state’s largest agency. “The cooperation between the Highway Department and the League has been very significant over the years,” Zimmerman said and presented Flowers with a plaque. Flowers thanked the Executive Committee members. “My time with the Highway Department has taught me the two toughest jobs in this state are being a mayor or a county judge,” he said. Executive Committee members responded with a standing ovation thanking Flowers.

Morrilton Mayor Stewart Nelson requested the League examine the possibility of offering the expertise of a structural engineer as a service to member cities. The structural soundness of older, downtown areas has lately become an issue. As a whole, historic preservation

throughout Arkansas is vulnerable in this area. Executive Committee members voted on the issue and requested that League Planning Consultant Jim Von Tungeln research the possibility of bringing about this type of service. Von Tungeln's plan is to review and report back to the members at December's Executive Committee meeting.

Lastly, the future meetings calendar for 2011-2012 was approved. The League's Winter Conference, Jan. 11-13, 2012, will be held in Little Rock. The League's 78th Convention will be held June 13-15, 2012, in Hot Springs. For 2011-2012, the schedule includes four seminars. The seminars will cover topics on municipal finance and budgeting issues (Sept. 13 or 14), personnel matters (Oct. 12 or 13), health/wellness (Nov. 16) and procedural rules (April 4 or 5). All seminars will be held at League headquarters in North Little Rock. Information will be distributed at a later date, or you can access our Municipal Training/Meetings Calendar on the League's website, www.arml.org.



League Executive Director Don Zimmerman, left, presents retiring AHTD Director Dan Flowers with a plaque for his longtime service to the state and its cities.



The League's Executive Committee preps for the year in a Durand Center meeting room.

League District 1 VP fights divisiveness in West Memphis

By Andrew Morgan, League staff

Without a spirit of cooperation, a city can't move forward. It's a lesson West Memphis Alderman and the League's 2011-2012 District 1 Vice President Herman Coleman learned early in his career in public service.



The Martin Luther King Jr. memorial holds a special significance for Coleman. The site also includes a bench dedicated to his father, Rev. Earnest Coleman. He would like to see the site become a fully-fledged park. It's visible from the Interstate and would be a sign of positive growth, Coleman says.

The son of a sharecropper, Coleman grew up about 10 miles outside of the city before moving inside West Memphis city limits in his teens. Coleman went to school in Crawfordsville until 10th grade, when he dropped out to go to work. At the age of 25 he decided to correct that mistake and went to Memphis to earn his degree. He continued his education from there and earned a Doctor of Theology degree from Arkansas Baptist College.

In 1975 Coleman moved back to West Memphis, where he opened an independent insurance agency. He's been married for 42 years and has one son. His son now runs the insurance agency. Coleman preaches at West Memphis's Unity Baptist Church nearly every Sunday.

The inspiration for Coleman's public service began with his father about 30 years ago, he says. His father may have been an uneducated sharecropper, Coleman says, but he had a vision for his community. His father led a push to rename 7th Street after

Martin Luther King Jr. The initial effort failed, and that divisiveness troubled Coleman.

"We met so much opposition, and I didn't understand it," Coleman says. "It concerned me and made me wonder: Where is West Memphis headed? If we have such a hard time doing a simple thing as renaming a street, that means our city may be divided. A city that's divided is just like a house divided. It's not going to stand. Slowly it will deteriorate."

Though the effort to rename 7th Street failed, the city did rename Club Road, several blocks to the east, after the slain civil rights leader. During the process, Coleman learned about his city and about ways to bring the people together and to grow. That early struggle will always be in the back of his mind, Coleman says.

"This is my home, and I love it and I want it to grow. I want it to prosper, and I don't want to be left behind."

It took several more years and the urging of friends before Coleman decided to put his ideas into practice and run for office. He realized just talking about it wasn't enough, he says, and in 2000 he ran and was elected to the West Memphis City Council representing Ward 5. He took office in 2001.

When he first took office, aldermen served two-year terms, and he supported the effort to change that. Starting from scratch every two years was no way to move forward.

"Every two years we had the potential of everybody being replaced," he says. "In my opinion, that could be devastating. That was one of the things I felt like this city could not afford."



Repairs are underway at the city's civic auditorium, which sustained major storm damage, a quarter-million dollars' worth, when spring storms ripped through eastern Arkansas. City Hall also sustained some damage.



Despite a struggling economy, many businesses still thrive on Broadway, West Memphis's main drag.

Aldermen now serve four-year staggered terms, which gives the city's leadership more continuity.

Coleman has seen his hometown go through many changes in his life, witnessing racial strife, desegregation, economic growth and decline. Like much of the Delta region and the south in general, agriculture once ruled the local economy. West Memphis is now one of the busiest multi-modal transportation hubs in the nation. That hasn't necessarily translated into a booming local economy, however.

West Memphis doesn't have a traditional downtown square. Broadway, with its long stretch of businesses—some thriving, many struggling—is the commercial heart of the city. Driving east on Broadway, the hazy grey silhouette of downtown Memphis looms in front. Many of the shops and department stores are long gone. Like in many cities, businesses have had trouble competing in the Walmart era. As we tour the city, Coleman points out landmarks and some of the older businesses, including Delta Ice, which is on the National Register of Historic Places and has been making ice for 80 years.

"The ice house has been there forever. Still making ice."

Next to the railroad tracks that cross Broadway, Coleman points out a red barn-shaped building. In his youth it was a burger joint. The railroad tracks were the dividing line in the city separating white and black West

Memphis. The red burger barn was the first place in the city that integrated, Coleman says.

"That railroad we just crossed, that was the separation line. The red barn was on the other side of the line."

Like at other establishments, whites once went inside and blacks went to a window on the side to order food.

"They closed the window and we went inside with everybody else."

This area of town is in Coleman's Ward 5, which begins at 7th Street and runs east from there. It's one of the more economically depressed areas of the city. Despite the challenges, West Memphis is a good place to live, Coleman says.

"I can't imagine wanting to live anywhere else. All of it is my home. I love it all."

The 2010 Census results show West Memphis losing over a thousand residents in the last decade, which is troubling, Coleman admits. Changing direction is a major challenge, he knows, but he believes there are things city leaders can do to turn the tide.

"It's going to take us working together to get that done."

The city has many recent improvements to boast about. Construction for a new Arkansas Welcome Center is underway just off I-40. Several new businesses, including a brand new Comfort Suites hotel have set up shop. Mid-South Community College in West Memphis has expanded in recent years and is a great community partner in the city and the entire region. Another great unifying factor in the city is the high school's brand new gymnasium. Coleman finds inspiration in the way the city has the ability to come together when it comes to supporting the high school.

"If we can get our total community as involved with each other as they are when our young men win a state championship...woo! You talk about the growth of our city!"



These railroad tracks once divided segregation-era West Memphis. The Red Barn Sports Center was once a burger joint and the first restaurant to integrate in the city.


Municipal Notes

From the ARKANSAS MUNICIPAL LEAGUE

2nd & Willow • P.O. Box 38 • North Little Rock, AR 72115 • (501) 374-3484

August 22, 2011

**TO: OFFICERS, EXECUTIVE COMMITTEE AND ADVISORY COUNCILS
MAYORS, CITY ADMINISTRATORS AND MANAGERS
CITY CLERKS, RECORDERS, AND TREASURERS**

FROM: DON A. ZIMMERMAN, EXECUTIVE DIRECTOR 

SUBJECT: BUDGET INFORMATION

The new League governing bodies, which were elected at the Convention or appointed by Mayor Frank Fogleman of Marion, League President, met in Harrison last week. Several items considered will affect your budget preparations for 2012.

League Service Charge. The Executive Committee retained the current service charge formula. The base charge is \$40 plus 35¢ per capita with 7¢ per capita credits, determined on October 1st, for participation in each of the following programs:

- Municipal League Defense Program
- Municipal Health Benefit Fund
- Municipal League Workers' Compensation Trust
- Municipal Vehicle Program
- Municipal Property Program

Also continued by the Executive Committee was inclusion of membership in the National League of Cities for all our members.

Municipal Legal Defense Program. The Steering Committee for the Municipal Legal Defense Program revised the service charges for 2012. The 2012 changes will range from \$1.80 to \$5.00 per capita depending upon your municipality's loss experience. The optional drug & alcohol testing program for **non**-Commercial Drivers License (CDL) employees will continue to be available and can be implemented by increasing your MLDP charge by 20¢ per capita.

Municipal Health Benefit Fund. The Board of Trustees made extensive benefit changes which will be included in the 2012 booklets and will be effective January 1st. Fund booklets should be received no later than November 1st and we encourage reading it carefully. If you are not currently participating in the MHBF and would like to receive a proposal for comparative purposes, please advise. Most of the changes, such as implementing a \$20 office visit co-pay, came about at the suggestion of cities not currently participating in the MHBF.

	<u>2011 (revised)</u>	<u>2012</u>
Street Turnback -	\$47.50 per capita (street & severance total)	\$47.50 per capita
General Turnback -	<u>\$16.00</u> per capita	<u>\$16.00</u> per capita
Total Turnback -	\$63.50 per capita	\$63.50 per capita

The League has endorsed the initiative campaign to increase the severance tax to 7%. If passed at the General Election of 2012 it would not impact your turnback until 2013. Municipalities would receive the first \$20 million collected each year to fund the State Aid Street System with 90% or 100% grants and receive approximately \$21 per capita additional street turnback.

APERS Cost. For those municipalities participating in the Arkansas Public Employees Retirement System (APERS), the employer contribution will increase to 14.24% from 13.47% effective July 1, 2012.

We hope this information will be of assistance to you as you begin your budget preparations for 2012.

GREAT CITIES MAKE A GREAT STATE



Phoenix, Arizona | November 9 -12, 2011

www.nlc.org

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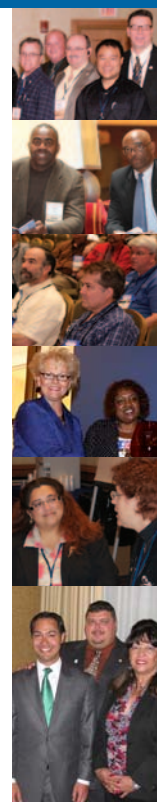
NLC has restructured the Congress of Cities program to allow for more in-depth exploration of the most pressing challenges facing cities. This year in Phoenix, the conference will include four concurrent conferences on Your City's Families, Green Cities, Economic Development, and Infrastructure, as well as all the traditional conference-wide activities. Each of these conferences will incorporate the impact that immigration has on communities, and include keynote speakers, workshops, and peer networking sessions.



Be sure to register today to get the best available rates and your first-choice hotel. Online registration is open now. Visit the conference page at www.nlccongressofcities.org for more information.



Interested in membership in NLC? Call 202-626-3100 or email memberservices@nlc.org.



Dear Arkansas City Clerks, Recorders and Treasurers Association (ACCRTA):

Some of you may recall that I have served as your president in the past (2006-2007 to be exact). Due to restructuring of our Bylaws and Constitution, which reduced the number of officers in the organization, a past president was asked to volunteer to serve as your state association president for the coming year. I gladly volunteered! Why, you may ask? Because ACCRTA is an organization made up of diverse men and women who all bring something unique and special to their cities and towns. So, let's have a look at the year ahead, by taking a look at the year now behind us.

The elections in 2010 resulted in many city clerks, recorders and treasurers leaving office, either due to retirement or lost elections. This also brought in a lot of new folks for us to get to know, to mentor and to have fellowship with.

Being the (self-appointed) "Cruise Director", I like to have a theme for us to follow. When I served as ACCRTA President 2006-2007, my theme was "Communication." Patti Scott Grey followed with "Education." So what will it be for 2011-2012? After attending the International Institute of Municipal Clerks (IIMC) Conference in May, it became clear to me that our motto for this coming term should be "Team." Why? Because it takes teamwork to accomplish any task. Think about it. Your family at home is a "team." Your family at church is a "team." Your city council is a "team" ... at least we hope they are! So we will take on "Team" and incorporate the importance of teamwork and cooperation into the upcoming year. Those folks who have been around awhile will be the "team" coaches or mentors. Those who have been around a lesser amount of time will be the junior and senior players. And those of you who are new will be the NEWBIES!

Let's start building our team. If you are not a member of ACCRTA, please call me at 501-340-5317 or email me at dwhitbey@northlittlerock.ar.gov and I'll be happy to get you the information you need to join. If you are a member and would like to be more active, let me know and we will work with you on a committee appointment. (ACCRTA Committees include: Clerk of the Year, Education Review, Fundraiser, Handbook, Legislative, Membership Development, Mentor, Newsletter, Nomination/Elections, Scholarships, Scrapbook, and Website.)

If you're not the committee type, then you should definitely check into and take full advantage of our educational opportunities directed specifically to people in our profession, and attend at least one of the district meetings scheduled during the next year. A list of upcoming district meeting dates and locations is included under the calendar tab at www.accrta.org. These meetings are a great way to make connections and acquire a vast array of valuable knowledge. They are also "budget friendly" in that the registration fees are low and the meetings are scattered around the state so folks have the opportunity to attend a meeting in their neighborhood, without the added expense of lodging.

One of the best educational opportunities in the state is the annual Arkansas Municipal Clerks Institute held in September each year at the University of Arkansas in Fayetteville. This is an intense week of 8 a.m. to 5 p.m. instruction taught by professionals and many in our profession. For more information, contact me or our institute director, Kim Jones (kimj@uark.edu).

In conclusion, I look forward to a great year of getting to know all of you or knowing you better! If there is ever anything I can do to assist you, please feel free to contact me. As your team's "head coach," I'm glad to work with you and for you. Other ACCRTA officers ("coaches") this year ("season") are:

Vice President Johnny Brigham, Dumas
Treasurer Sondra Smith, Fayetteville
Secretary Linda Simpson, Lake City.



Go Team ACCRTA!
Diane Whitbey, CMC/CMAC
North Little Rock City Clerk and Collector
ACCRTA President 2011-2012

Governor proclaims special election on highway bonds

A special election on highway bonds for a new Interstate rehabilitation program will be held on Tuesday, Nov. 8, Gov. Mike Beebe has announced. The special election will ask Arkansas voters to authorize the Arkansas Highway Commission to issue \$575 million in GARVEE (Grant Anticipation Revenue Vehicles) Bonds financed by future federal funds and the existing state four-cent-per-gallon diesel tax passed in 1999 for this purpose.

“With the support of voters on November 8, the new Interstate Rehabilitation Program would finish the job started by the successful 1999 program,” Beebe said. “Approving these bonds will create thousands of jobs, reconstruct 300 miles of Interstate highways, and do it without raising taxes.”

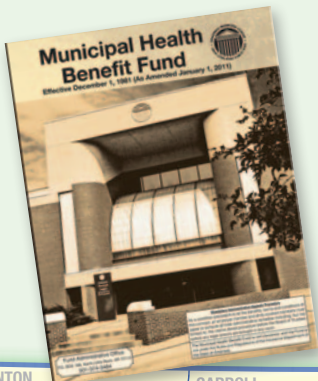
The Move Arkansas Forward Committee will sponsor the campaign for passage of the 2011 Interstate Rehabilitation Program. The Committee is made up of organizations including the Arkansas Municipal League, the Arkansas State Chamber of Commerce/Associated Industries of Arkansas, the Association of Arkansas Counties, the Arkansas Trucking Association, the Arkansas Chapter of the Associated General Contractors of America, Inc., and the Arkansas Good Roads Transportation Council. The Move Arkansas Forward Committee will campaign statewide to promote the benefits of modernizing Interstate highways through the continuation of the bond program passed by Arkansas voters in 1999 by a four-to-one margin.

“The 1999 program modernized more than 350 miles of Arkansas Interstates,” said Arkansas Highway Commission and Move Arkansas Forward Chairman Madison Murphy. “That’s the good news. The other news is that Arkansas now has more than 650 miles of Interstates. More must be done to make sure all of our Interstates are smoother and safer, and doing the much-needed work sooner rather than later.”



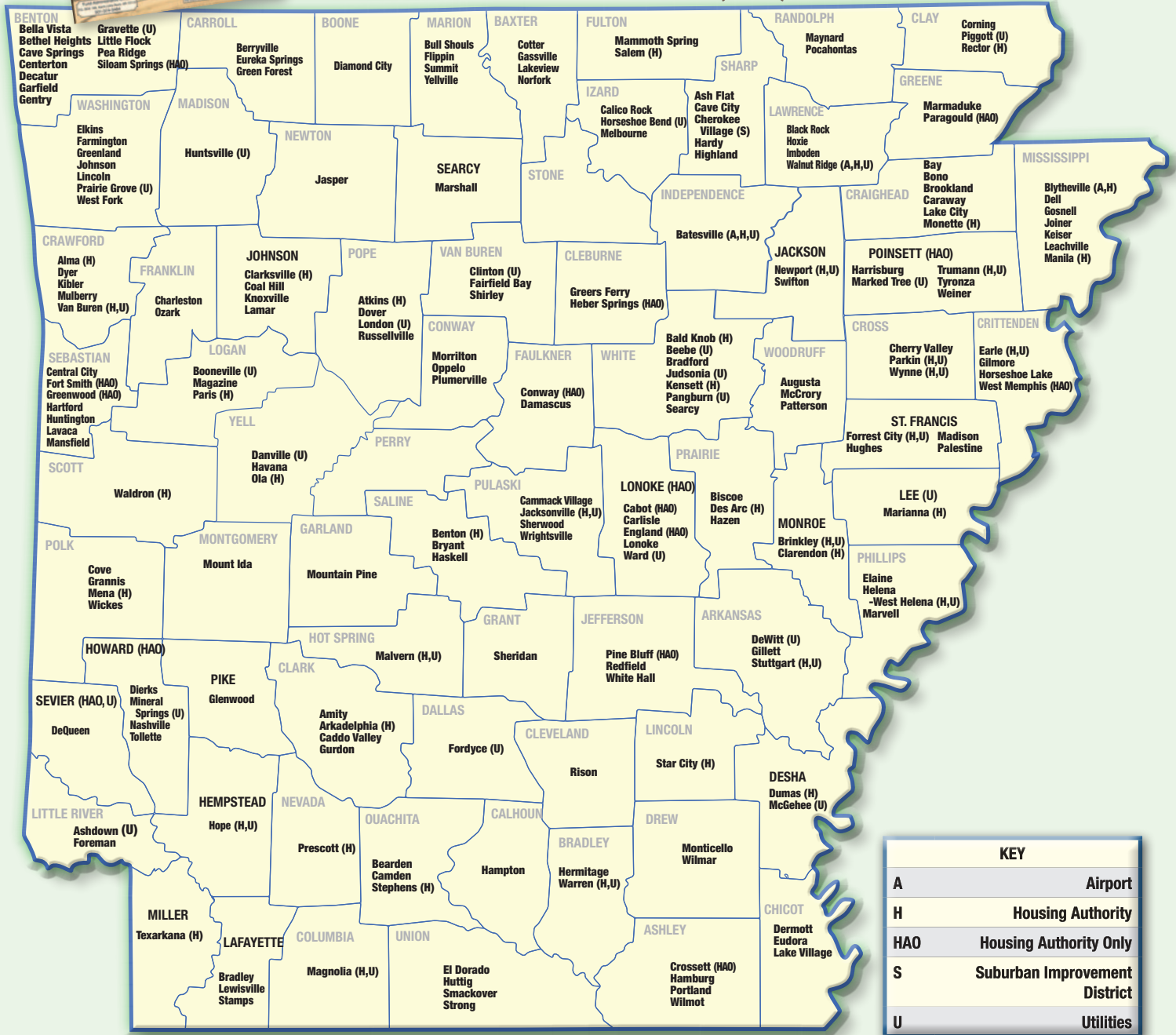
The key elements of the program will be to use GARVEE Bonds, the existing four-cent-per-gallon diesel tax and state highway matching funds to create a nearly \$1 billion construction program, without any new taxes or raising existing taxes. The new program will modernize through reconstruction the nearly 300 miles of existing Interstate highways not rehabilitated in the 1999 program.

According to the Federal Highway Administration, for every \$1 billion in highway construction, 27,800 jobs are supported or maintained. If authorized by Arkansas voters, work may begin in late 2012 or early 2013.



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Other Municipal Entities Covered by MHBF

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 Central Arkansas Planning & Development District..... Lonoke
 Eighth Judicial Drug Task Force DeQueen
 Fifth Judicial District Prosecuting Attorney Russellville
 Fifth Judicial District Russellville
 Grand Prairie/Bayou Two Water.....Lonoke and Prairie Counties
 Holiday Island Suburban Improvement District.....Carroll County

Ladd Water Users Association Pine Bluff
 Lakeview Midway Public Water..... Lakeview
 Lee County Water Association..... Marianna
 Local Police & Fire Retirement System..... Little Rock
 Montgomery County Nursing Home Mount Ida
 NE AR Region Solid Waste Management District..... Paragould
 North Little Rock - Library..... North Little Rock
 North Little Rock - Sewer/Waste Water..... North Little Rock
 Northwest AR Conservation Authority.....Rogers

Northwest AR Economic Development District..... Harrison
 Ozark Regional TransitOzark
 SE AR Economic Development District.....Pine Bluff
 Sevier County Water Association DeQueen
 Thirteenth Judicial District Drug Task Force.....Camden
 Upper SW Regional Solid Waste Management District..Nashville
 Western AR Planning & Development District.....Fort Smith
 Yorktown Water Association Star City

Announcing...

The 2011-2012 Voluntary Certified Continuing Education Program

The League's new Voluntary Certified Continuing Education Program continues in 2011 and 2012 with a series of seminars covering topics helpful to municipal leaders. The first round of seminars were a great success and drew capacity crowds to cover issues such as municipal finance and budgeting, personnel matters and municipal operations.

Who? For Arkansas mayors, city managers, city directors and aldermen.

What? The certification plan is voluntary, approved by the Executive Committee, and consists of 21 hours of core topics.

Why? To increase the knowledge of local officials on how cities and towns function and equip them with the leadership skills needed to meet the challenges of the 21st Century.

When? The next seminar is focused on Municipal Finance and Budgeting. The seminar will be held September 13 or 14, 2011, at League headquarters in North Little Rock.

Where? Arkansas Municipal League headquarters in North Little Rock.

Schedule and topics to be covered:

- Municipal Finance and Budgeting—September 13 or 14, 2011
- HR & Personnel Matters—October 12 or 13, 2011
- Procedural Rules/Conducting Council Meetings/Who Does What at City Hall—April 4 or 5, 2012

*For those city officials who have completed the 21 hours of core curriculum, you must obtain 6 hours of continuing education to maintain your certification status. The required 6 hours may be gained by attending any combination of certification seminars offered at League headquarters, or the Annual Convention and Winter Conference through the 2011-2012 year.

For more information on the Certification Program, contact Ken Wasson at 501-374-3484 Ext. 211, or email kwasson@arml.org.



Time To Levy Property Taxes

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.

New pool cools Paragould



Paragould's new pool, which opened in July, offers more room to swim laps.

Paragould's Community Center water park was able to cool off more swimmers and splashers this summer with the addition of a new pool, which opened July 12. The new outdoor pool offers more elbow room for swimming laps in an aqua park that also features splash pads, slides, fountains and wading pools. The park is adjacent to the city's 52,000-square-foot community center, which opened in 2005 and houses a gym, walking track, meeting rooms, and indoor therapy and competitive pools. The city paid for the new pool, which cost about \$400,000, with funds left in the debt reserve after paying off the original 2001 bond issue to build the park and center.



PHOTOS BY MAYOR MIKE GASKILL

The new pool, foreground, expands on the city's water park and community center, background, which have been serving the city and the surrounding region since 2005.

Fairs & Festivals

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

Sept. 17, **GREERS FERRY**, Fall Festival, 501-825-6616, www.greersferry.com;
SHERWOOD, 35th Sherwood Fest, 501-833-3790, www.sherwoodfestar.com

Sept. 22-24, **CALDWELL**, Cotton Pickin' Festival, 870-633-1513, jcpfst@aol.com

Sept. 23-24, **NORMAN**, 1st Norman Fall Fest, 870-828-1524, mccarter_teresa@yahoo.com;
ROGERS, 26th Frisco Festival, 479-936-5487, www.friscofestival.com

Sept. 23-25, **STUTTART**, 55th Grand Prairie Festival of the Arts, 870-673-7218, mmaynard43@msn.com

Sept. 24, **BRYANT**, 24th Fall Fest of Bryant, 501-847-4702, www.bryant-ar.com;
MARIANNA, Autumn on the Square, 870-295-2469,

www.mariannaarkansas.org;
NASHVILLE, 3rd Outdoor Expo & Fall Festival, 870-845-7405, nashparkdirector@gmail.com;

NEWPORT, 14th Depot Days Festival, 870-523-3618, www.depotdays.org;
PLAINVIEW, 5th Planview Frontier Day, 479-272-4766, patbailey@arkwest.com

Sept. 24, **CHERRY VALLEY**, Cherry Fest, 870-588-4416

Sept. 30, **LINCOLN**, 36th Apple Festival, 479-824-3378, www.arkansasapplefestival.org

Sept. 30-Oct. 1, **ASH FLAT**, 18th Eagle Fest, 870-994-7324, www.ashflat-ar.org;
MCGEHEE, 5th Owlfest, 870-222-4451

Oct. 1, **BRINKLEY**, 28th Brinkley Fall Fest, 870-734-2262, www.brinkleychamber.com;

CALICO ROCK, Autumn Fest and 5K, 870-297-4129, www.calicorock.us;
JACKSONVILLE, Wing Ding Festival, 501-982-1511, www.Jacksonville-Arkansas.com;

KEO, 9th Fall Days and Car Show, 501-626-5917; **LEPANTO**, 81st Terrapin Derby, 870-475-2415, fireman72354@yahoo.com;

PARIS, 32nd Frontier Day, 479-963-2244, www.ParisArOnline.com

Oct. 1-2, **HARRISON**, Harvest Homecoming Festival, 870-741-6191, www.harrisonarkansas.org

Oct. 7-8, **DE QUEEN**, 22nd Hoo-Rah Days, 870-582-2398; **ELM SPRINGS**, Elm Springs YesterDaze Festival, 479-750-9444, www.elmsprings.net; **SHERIDAN**, 28th Timberfest, 870-942-3021;
YELLVILLE, 66th Turkey Trot, 870-449-4676, www.yellville.com

Oct. 8, **CABOT**, 33rd CabotFest, 501-843-2136; **CRAWFORDSVILLE**, 5th Hometown Crawfordsville Harvest Festival, 870-823-5822, susanmarotti@att.net;
FAIRFIELD BAY, 37th Fall Fest, 501-884-3324, www.ffbchamber.org; **PEA RIDGE**, 24th Pea Ridge Mule Jump, 479-451-1122, www.pea-ridge-ar.com

Oct. 15, **BEEBE**, 15th Beebe Fall Festival, 501-827-0353, www.beebeark.org

Spotlight on spot zoning

Avoiding spot zoning is one of many potential complications when introducing mixed land-use planning concepts.

By Jim von Tungeln

Elected officials and planning commissioners still ask about so-called “spot zoning,” although the concept has become a somewhat out-of-date in recent years. It has been a long time since a discussion has appeared here. Since new perspectives exist, it warrants a review and update.

First a disclaimer: Spot zoning involves legal issues and I am not qualified to analyze those. I can only present what elected officials, planning commissioners and staff should understand about it. Some of this is simple. Some of it is not.

A definition of spot zoning proves elusive. When the final gavel pounds, spot zoning is whatever the court says it is. Different courts and even different states vary in their treatment of the subject. There exist, however, some time-honored tests that may guide nonprofessionals dealing with land-use issues. For example, courts are likely to say that it constitutes the zoning of a single, small property for a use that is inconsistent with the adopted land-use plan and policies affecting the area. Further, the court may become suspicious if a small area is rezoned in a way that does not conform to the surrounding neighborhood.

Spot zoning is normally invalid if the permitted use is very different from the surrounding area; the area involved is small; or it can be shown that the municipality has favored one landowner to the unreasonable detriment of the surrounding area, or so as to prejudice the intention of a comprehensive plan. (From *The Encyclopedia of Real Estate Terms*, Damien Abbott, Delta Alpha Publishing, ISBN 978-0-9668946-4-6.)

Another test applied to spot zoning involves the question of whether or not the proposed zoning would advance a valid public purpose. Sometimes we must locate utility facilities in a location in order that they accomplish their purpose. Other community facilities such as fire stations or schools provide a measurable benefit to the public health, safety and welfare. A city’s land-use plans may even specify areas for neighborhood shopping that appear as “spots” on a map.

Now comes the complicated part. In order to understand spot zoning, we must first consider a concept called “Euclidian Zoning.” It is not as esoteric as it

sounds. We should understand, though, that it is not a complimentary term these days.

The U.S. Supreme Court case that gave municipalities the right to zone property was *The Village of Euclid, Ohio v. Ambler Realty Co.*, 272 U.S. 365 (1926). In simple terms, it allowed the village to set up zones for such uses as residential, business and industrial.

In the years following the decision, most zoning plans relied on the strict separation of land uses. Land-use plans and zoning maps simply contained large areas designated as different districts. Purity of these zoning districts was the most noticeable feature of the maps. One still sees this type of treatment in many small communities, and some larger ones.

Many planners now refer to zoning schemes based on strict separation of land uses as “Euclidian Zoning” as a veiled criticism of our compulsion to avoid mixed uses. This type of zoning prevailed through most of the 20th Century.

Then someone noticed something interesting. The pre-Euclid neighborhoods that we cherish so much often consisted of a mish-mash of land uses that formed a highly pleasing urban fabric. The standing confession among urban planners today is that folks pay a great deal of money to travel and visit cities that their own zoning laws wouldn’t permit to happen.

Along came concepts such as planned unit developments, followed by form-based zoning, New Urbanism, and neo-traditional zoning. The final product appears in the so-called “Smart Code.” While it remains to be seen if these developments will prevail, they certainly produce more pleasing environments in our generic world.

Now, elected officials and planning commissioners face another planner-induced phenomenon, i.e. how to balance mix-use planning with the yawning trap of spot zoning.

It requires careful planning, to put it in its simplest terms. Planning legitimized zoning in the first place and it will, in many respects, help legitimize our zoning plans today.

First, let us remember to imitate our physician friends and do the city no harm. Spot zoning usually provides one property owner a benefit not available to



A lawsuit accused the city of Conway of spot zoning this site at the intersection of two main traffic arteries clearly designated "neighborhood commercial" (NC) on the land-use plan (see inset). The city prevailed.

others in the area. In addition, it may actually prevent other property owners from enjoying the peaceful use of their property. (See: "Day Care Center.")

Second, is there a public benefit to a particular land-use designation or zoning scheme? The light that should guide all land-use decisions derives from concern for the health, safety, welfare and morals of the community.

Third, remember that the word "spot" may prove misleading. What appears as a spot on a land-use plan may be represent a significant area on the ground. True spot zoning often resides at one-lot scale.

Finally, remember that we live in a complicated world. Urban planning is a messy, complicated, and often unpopular process if done correctly. In return, we remain safer from the types of epidemics that once devastated Memphis, Tenn., or the fire that burned much of Chicago. Most urban dwellers (which form a majority in our state) don't have to worry about waking up to find a stockyard being constructed downwind from, and adjacent to, our home.

The challenges of introducing mixed land-use concepts into our planning while avoiding spot zoning simply represents another complication. It requires professional expertise such as that promoted by the American Institute of Certified Planners. It also requires good legal resources. Most of all it requires public officials who demand the best for their cities.



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.

CAPRA sets standard of excellence for parks and recreation

By Amy Kapp and Sherry MacDonald

All public agencies strive to demonstrate their overall value to the government and public they serve. As local communities come to depend on parks and recreation more than ever for important services related to recreation, health, youth engagement, education and job training, park and recreation departments are seeking programs that help define industry standards, strengthen services and secure public support.

Since 1989, the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA) has recognized park and recreation departments for excellence in operations.

Accreditation is based on compliance with 144 standards, including 36 fundamental standards and at least 85 percent of 108 remaining standards related to the management and administration of lands, facilities, resources, programs, services and safety. Valid for five years, accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts, regional authorities, government councils, schools and military installations.

According to Greg Mack, chair of NRPA's CAPRA committee and director of Ramsey County (Minn.) Parks and Recreation, most agencies truly benefit from accreditation, through the involvement of public officials and citizens, and the development of strong master plans, policies, and procedures, which strengthen and position agencies.

"Accreditation is completion of the journey," Mack said. "It's the elements of the 144 standards themselves that make the difference. The seal is an acknowledgement that I have done the very best I can for my agency...and I'm positioned now to do what I need to do."

Agencies across the nation are embracing accreditation, from municipalities to military garrisons. The program—which involves both self-assessment and peer review—is also viewed as a good vehicle to assure the public that the agency meets national standards of best practice.

Glendale, Ariz., Park and Recreation Director Becky Benná believes that it's important to use programs like CAPRA to justify support from the public and decision makers. She stated some of the biggest benefits to accreditation as "organization credibility and positive recognition as a high-performing department."

Both Benná and Art Anselene, park and recreation director for Herndon, Va., in 2005 during their first accreditation round, note the importance of accreditation for parks and recreation, much like other public departments, such as police and fire, use accreditation to validate their services.

"When a department is accredited, it sets the tone that you are a well-managed and well-run department," Anselene said.

Benná also noted that CAPRA gave Glendale a means of communication, adding that CAPRA "helps synthesize information for not only decision-makers, but also staff."

"Everyone working for a public recreation and parks agency is constantly explaining what we do, and how it benefits the community," said Laura Wetherald, chief of recreation services for Howard County Recreation and Parks in Columbia, Md. "CAPRA accreditation has been the perfect tool to educate those we serve and the agencies with whom we partner about our services and our mission."

Agency accreditation can help influence and motivate departmental improvements, as illustrated by

CALENDAR

**Congress of Cities
and Exposition 2011
Tuesday-Saturday
November 8-12, 2011
Phoenix, Arizona**

**Arkansas Municipal League
Winter Conference
Wednesday-Friday
January 11-13, 2012
Little Rock, AR**

the success of Westchester County Parks in New York. According to Parks Commissioner Joseph Stout, the agency was struggling to meet the changing needs of the community, as changes to the county's demographic makeup resulted in the increased popularity of competitive team sports and the demand for active-recreation venues quickly began to outstrip supply.

Around the same time, Westchester County had begun a Legacy Program for capital enhancements to the county's open space system, and had just started the process of CAPRA accreditation.

"Since forging partnerships among park and recreation agencies...is an important activity for agencies seeking accreditation, the new inter-municipal relationships developed as the Legacy program got underway were well timed," Stout acknowledged. "CAPRA accreditation truly helped us capitalize on our expertise in facility development and combine it with the local municipalities' experience with grassroots sports and recreational programming to create sorely-needed facilities."

The benefits of the program are not limited to public perception and program improvements. "Recreation Accreditation: It Does Make a Difference," a 2008 study by Dr. Ira Mark Rubins, determined that achieving accreditation results in internal benefits, such as increased staff morale and motivation, and the promotion of organizational excellence and professionalism.

The bottom line regarding agency accreditation is clear: It is essential to producing a team environment, public support, and, most importantly, quality services and programs for communities. For more information about CAPRA accreditation, visit the NRPA website at www.NRPA.org/CAPRA.

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Hot Springs-Hanamaki link remains vital

By Sherman Banks

Since January 1993 Hot Springs has been sister cities with Hanamaki, Japan. The two cities are a perfect fit. They both rely heavily on tourism and their healing spring waters to attract visitors. Cultural and educational exchanges have become the primary ways they promote their long-standing relationship. The Hot Springs sister city programs created a 501(c)(3) tax-exempt foundation to help further promote goodwill and understanding between the two cities.

Budgets for many programs and services deemed non-essential have been diminished or eliminated during this economic crisis, but Hot Springs recognized the importance of its sister city program and has found a creative way to maintain it. The Sister City Coordinator position was dissolved into the Hot Springs Convention and Visitors Bureau with a new title of International Visitor Liaison where the sister city program is now coordinated. This change has given the opportunity and flexibility to the city to continue their support of a viable city program that has benefited the people of Hot Springs, particularly the students and the educational community.

The Hot Springs sister cities program can boast that as a result of their relationship with Hanamaki they have an average of 45 visitors from Japan each year with a projected stay of five days. At approximately \$110 per night, that equals \$550 per person with an additional expenditure of \$1,000 for other essentials and shopping bringing the total to \$1,550 per visitor.

Mary Neilson—the Sister City Coordinator turned International Visitor Liaison—stated that in March of this year the Sister City Foundation initiated a fundraiser that raised \$24,000 in two months to assist Hanamaki in serving the tsunami and earthquake victims. A Japanese TV network sent a crew to Hot Springs in April to cover the donation to the city officials of Hanamaki. To further show their support for the program the Japanese government in August sent the Deputy Consul General from Nashville, Tenn., to acknowledge their gratitude for the work the Hot Springs sister city program has done to bring aid to the citizens of Japan.

Neilson and a representative of the Hot Springs Convention and Visitors Bureau this month is leading a delegation of seven students and 11 of Hot Springs' citizens on an eight-day trip to Hanamaki, where they will meet with Japanese travel planners and travel writers



Hot Springs International Visitors Liaison Mary Neilson, left, visits recently with Nashville-based Japanese Deputy Consul-General Shigenobu Kobayashi.

to promote tourism between the cities of Hot Springs and Hanamaki.

In October of this year a delegation of firefighters, city planners and other city employees from Hanamaki is coming to Hot Springs to shadow their counterparts and learn how they perform their duties. They will also assess the job similarities and how they can transfer useful job functions to their city.



For more information on beginning a sister city program or revitalizing an existing sister city program during this economic downturn, 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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STOP initiative fights skin cancer

The Forestry Commission's STOP program plants shade trees on playgrounds across the state to limit our children's exposure to the sun's harmful rays.

By Patti S. Erwin and John Slater

The Arkansas Forestry Commission has taken seriously a message from the American Cancer Society that children exposed to too much sun risk skin cancer later in life. A Purdue University research grant determined that with 90 percent tree-canopy coverage, the ultraviolet protection factors are 10 times greater, giving the equivalent of a Sun Protection Factor (SPF) 10 sunblock lotion. Sun damage to the skin during childhood is the leading cause of skin cancer in adults according to the American Cancer Society. Many playgrounds around the state are found in very sunny locations with little to no shade provided.

Under the leadership of Arkansas Urban Forestry Coordinator Patti S. Erwin, the AFC took the initiative to STOP the risk of skin cancer among children in 2003. STOP is the acronym for Shade Trees on Playgrounds. Through STOP, up to nine schools each year welcome new trees, with hundreds of school children and many local leaders participating in the school-based events. Schools are selected based on their lack of shade trees and their desire to participate. A curriculum has been prepared for the teachers and is used for designing posters, writing articles and poems, discovering weather cycles, and learning about math, science and history.

Students are assigned the responsibility of caring for the trees. By working with each of the schools to give their playgrounds badly needed trees, the urban forestry representatives, local foresters and the program coordinators are able to promote the Urban and Community Forestry Program simultaneously to staff, students, parents, state representatives and local communities.

In preparation for the program each school sends one or two representatives to participate in a half-day workshop. Curriculum materials are distributed along with ideas for the tree planting ceremony. The District Urban Representatives brainstorm with their school representatives to organize each school's program. Schools work with AFC personnel to select and prepare the area where the trees will be planted.



PHOTO BY PATTI S. ERWIN

Students at Washington Magnet Elementary in Little Rock will benefit from the shade provided by this newly planted tree for years to come.

Parents have volunteered in the past to help prepare the planting area, and at Lakeside Upper Elementary School in Lake Village, the fathers were called "Diggin' Dads."

A tree planting ceremony is held, often involving the entire school, AFC staff and local and state dignitaries. Working with the AFC personnel, children begin placing soil around the new trees, which the children name to promote their ownership. This ceremony educates all on the benefits of trees and the correct steps for planting and maintaining the trees to keep them healthy. In case of rain, the gymnasiums sometimes become the site of

arkansas municipal league
Codification Service

Having your city ordinances codified to a single book is like carrying a miniature city hall with you!

Contact Cathy Moran at
501-374-3484, Ext. 214.

the ceremony, where children take the opportunity to read or sing some of their work, inspired by learning about trees.

Using grant money and volunteer hours, five hardwood shade trees are planted at each of the sites. As you can see in the picture taken at Little Rock's Washington Magnet Elementary School, the children took advantage of the shade before the trees were completely planted. Mulch and watering bags are provided for each tree with a fact sheet on how to maintain the trees.

Various schools incorporate ideas learned about trees throughout the program. For instance, Dierks Elementary School prepared signs at each tree that depicted life lessons learned from trees.

The AFC ensures that various media outlets are involved for the schools to receive recognition and to promote the benefits of trees.

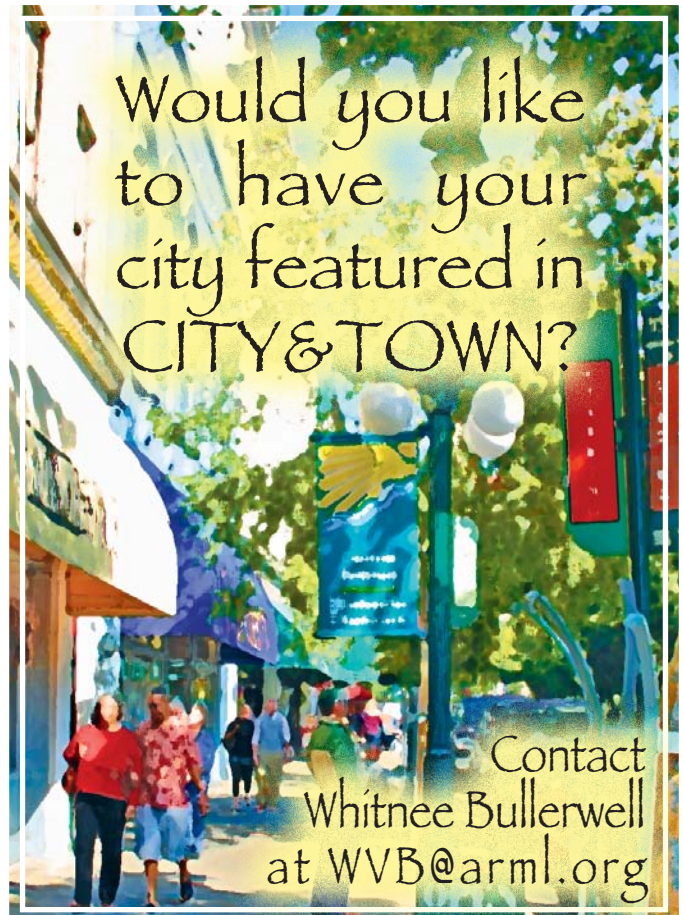
What better encouragement of the STOP program than when we hear back from the schools. Christy Stone, principal of Lakeside Upper Elementary School, wrote to AFC: "Just wanted to let you know our tree planting was a success. We plan to make a big scrapbook to keep at the school. As you will see in some of the pictures we had a wonderful turn out, all the people on our agenda came and thought we did a great job. The trees are still standing and hopefully they will take root. Thank you very much for the trees. I envision them growing and shading our children for many years. God Bless and please continue the great work, Cristy Stone."

For more information on this program contact Patti S. Erwin, Forestry Coordinator, 479-442-8627.

Save a child...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.



Contact
Whitnee Bullerwell
at WVB@arml.org

New network enhances emergency stroke care

The AR SAVES program utilizes a telemedicine model to provide emergency stroke care to patients across the state.

By Julie Hall-Barrow, Ed.D.

Less than three years ago, emergency stroke treatment by stroke specialists was available in only a handful of Arkansas hospitals. Today, thanks to the AR SAVES (Arkansas Stroke Assistance through Virtual Emergency Support) program, more than 27 communities have hospitals with access to emergency stroke care.

The program started as a partnership from the University of Arkansas for Medical Sciences (UAMS) Center for Distance Health, the state Health Department, Sparks Regional Health System in Fort Smith and three rural hospitals. Now AR SAVES connects rural areas all over Arkansas to the “telestroke” network.

The effectiveness of AR SAVES leans upon the expertise of Arkansas’s neurologists and an innovative telemedicine system to treat Arkansas’s stroke patients.

Needs are met

Most emergency rooms in Arkansas aren’t staffed with an on-call neurologist or stroke specialist to give

emergency stroke care and to diagnose the type of stroke a person is having. But, with the telestroke network that provides real-time audio and video communication to stroke neurologists with AR SAVES, the stroke patients can still receive the right diagnosis that leads to the right treatment.

There are two types of strokes—one results from a clot in a vessel that shuts off blood to the brain, and the other is when a weakened vessel ruptures in the brain. It takes a stroke neurologist to determine the type of stroke.

If it’s a clot, emergency treatment begins with the clot-dissolving drug, tissue plasminogen activator (t-PA). This powerful drug can significantly improve the chances of recovery while reducing chances of permanent stroke-related disability and even death. However, t-PA has only a 4.5-hour window in which it can be administered to the patient. And the drug must not be administered to someone with a stroke caused by a burst blood vessel.

Hub Sites	County	City	Facility
	Pulaski	Little Rock	UAMS Medical Center
	Sebastian	Fort Smith	Sparks Health System
	Jefferson	Pine Bluff	Jefferson Regional Medical Center
	Arkansas	Dewitt	Dewitt Hospital and Nursing Home
	Ashley	Crossett	Ashley County Medical Center
	Baxter	Mountain Home	Baxter Regional Medical Center
	Benton	Bentonville	Northwest Medical Center
	Chicot	Lake Village	Chicot Memorial Medical Center
	Clark	Arkadelphia	Baptist Health Medical Center
	Cleburne	Heber Springs	Baptist Health Medical Center
	Columbia	Magnolia	Magnolia Regional Medical Center
	Crittenden	West Memphis	Crittenden Regional Hospital
	Desha	McGehee	McGehee Desha County Hospital
	Greene	Paragould	Arkansas Methodist Medical Center
	Howard	Nashville	Howard Memorial Hospital
	Independence	Batesville	White River Medical Center
	Jackson	Newport	Harris Hospital
	Johnson	Clarksville	Johnson Regional Medical Center
	Logan	Booneville	Booneville Community Hospital
	Mississippi	Blytheville	Great River Medical Center
	Ouachita	Camden	Ouachita County Medical Center
	Phillips	Helena-W. Helena	Helena Regional Medical Center
	Polk	Mena	Mena Regional Medical Center
	Pope	Russellville	St. Mary's Regional Medical Center
	Pulaski	Sherwood	St. Vincent Medical Center/North
	Randolph	Pocahontas	Five Rivers Medical Center
	Saline	Benton	Saline Memorial Hospital
	Van Buren	Clinton	Ozark Health Medical Center
	Washington	Fayetteville	Washington Regional Medical Center
	White	Searcy	White County Medical Center

Time lost is brain lost

Noticing the warning signs of stroke and getting to an emergency room as quickly as possible is crucial. Time lost can mean brain lost. The effectiveness of AR SAVES is only as good as Arkansans' recognition of stroke symptoms and the need for emergency treatment.

Stroke can affect senses, speech, behavior, memory, thoughts and emotions. One side of the body can become paralyzed. Stroke signs always come on rapidly.

As part of its community outreach, AR SAVES teaches people to act FAST and call 911 if they think someone may be having a stroke. FAST is an acronym for a simple test: Face, Arm, Speech and Time:

- FACE—Ask the person to smile. Does one side of the face droop?
- ARM—Ask the person to raise both arms. Does one arm drift downward?
- SPEECH—Ask the person to repeat a simple sentence. Are the words slurred? Can he/she repeat the sentence correctly?
- TIME—If the person shows any of these symptoms, time is important. Call 911 or get to the hospital fast. Brain cells are dying! Time lost is brain lost!

Sometimes people have stroke symptoms that go away sometime between a few minutes and an hour. This could be a “mini-stroke” and does not cause permanent damage. However, in the 30 days following a “mini-stroke,” the chances of having a full stroke are greatly increased, so medical help should still be sought immediately.

Act now

Stroke is the third-leading cause of death for men and women in the United States. Data from the Centers for Disease Control and Prevention shows that the nation's highest death rates from stroke are in southeastern states such as Arkansas.

Please take time to inform yourself and those around you about the symptoms of stroke and the need to get emergency help. Get yourself or a loved one to a hospital as quickly as possible so that the AR SAVES telestroke network can work for you.



Julie Hall-Barrow, Ed. D., is Education Director for Center for Distance Health at the University of Arkansas for Medical Sciences and Director of AR SAVES.



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

Time has arrived for municipal redistricting

Now that the state Board of Apportionment has completed legislative redistricting, it's time for local governments to do the same, and the Secretary of State's office can help.

By Chad Gallagher

There has been no shortage of news stories this year about redistricting. After each decennial Census has been conducted, its results are made most evident through the redrawing of political boundaries. Most news stories focus on redrawing congressional lines or creating new boundaries for state legislative districts, but there is much more to the process than these high profile efforts. Municipalities must also redraw the boundaries of their municipal wards, while counties redraw justice of the peace districts and school boards set new zone boundaries. Redistricting at the local level significantly impacts communities and eventually can have a tremendous impact on other political races.

The elections held in November 2012 will be based upon the new districts drawn. Now that the Board of Apportionment has completed legislative redistricting, it is time for municipalities and other local political subdivisions to complete their efforts. Redrawing municipal ward boundaries is a job that falls to the city council of each municipality. New municipal ward maps should be adopted by the city council and submitted to the county clerk no later than Jan. 2, 2012.

Many mayors, clerks and aldermen are participating in redistricting for the first time. Here are some basic tips that will be helpful in your efforts. First, remember that the purpose of evaluating your wards and redrawing them if necessary is to correct malapportionment—or an unequal number of people living in different districts resulting in unequal representation. At the most fundamental level, redistricting should achieve the most equality in population possible in each ward in order to ensure that each voter's vote is equal in value to a voter in any other district. This rule is commonly referred to as the "one person, one vote" rule and it must take preeminence when drawing new lines. Today's technology banishes almost all levels of impossibility when it comes to creating equally populated districts. The Supreme Court has ruled that there can be no deviation in population



in U.S. House districts more than one percent and has allowed deviations of up to 10 percent in state legislative districts. Municipal districts are smaller and should face fewer hurdles in achieving one-man-one-vote-compliant districts.

In addition to this prevailing rule, other factors must be considered when drawing new lines. Wards should be contiguous with all of their landmass touching. Importantly, wards must comply with criteria established in Section 2 of the *Voting Rights Act of 1965* while also ensuring that race is not the overriding force in the process. Other common considerations include drawing districts that are compact or as close in proximity as possible. Cities should also work closely with their county clerk and school board officials to reduce the number of various boundaries a voter must learn. When possible follow pre-existing boundaries, such as legislative districts, JP districts and school board zones to reduce confusion for voters. When possible, cities should also avoid splitting voting precincts. When precincts are split unnecessarily it creates additional voter confusion and increases the cost of elections.

When redistricting municipal wards, cities should also make efforts to preserve the core of existing wards to reduce unnecessary or dramatic change for citizens. Likewise, communities of interest—such as established neighborhoods—should be left intact when possible. Most importantly, the city council should tackle redistricting with substantial public input. Allowing the public and community leaders to participate in the process will prove beneficial for the entire city.

If your city has seen a significant change in population, whether growth or decline, it is likely that malapportionment exists and your ward boundaries should be redrawn. However, even cities with no changes should review the maps and data, adopt the existing maps and submit them to the county clerk. Your county clerk will file all reports with the Secretary of State's office. Redistricting help is available. Cities are encouraged to

work closely with their county clerks who are engaged in the redistricting process for the county.

Further, cities can call on assistance that has been made available through Secretary of State Mark Martin's office. His office has created a support service to provide assistance and training to local governments in redistricting. This service uses AutoBound redistricting software. This is the software utilized by over 40 counties, many municipalities and the state Board of Apportionment. The training, access to the software, a demonstration of how it works, support while using it and follow-up support are all free of charge to municipalities through the Secretary of State's office. The software and support combined make redistricting a much simpler process. To participate or to learn more, contact Kelly Boyd at 501-683-1441.



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.

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.

NEWSLETTER

SEPTEMBER 2011

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

DERs, drug testing, and the Web

Designated Employer Representatives (DERs) have a distinct advantage when a website is provided by the laboratory, third-party administrator, or the medical review officer for drug testing services. This is a convenience for the employer for the following reasons: confidentiality, retrieving results several times during the day, updating random lists, storing results, scheduling appointments, ordering supplies, educational materials and other items.

If the laboratory does not complete a drug test, a notice of "pending" will be on the site, allowing the DER to monitor the testing. This service eliminates calling for results (they post when released automatically), being charged for someone having to manually update random lists at the service agent's site, and it provides a very confidential manner of doing business.

Most a'TEST and DrugTestReports.Com clients are now using the online services. If you would like to get set up for the website program, please call Matthew Gerke at 501-376-9776 for assistance.

Task force protects children

The Drug Endangered Children (DEC) initiative is part of the President's 2010 National Drug Control Strategy, and the inter-agency DEC task force is led by the Department of Justice to end the vicious cycle of drug endangerment and to protect children. Part of what the DEC task force is accomplishing is the coordination of resources and the spreading of information regarding youth who live in or are exposed to an environment where drugs, including pharmaceuticals, are present for illegal purposes.

The Drug Endangered Children initiative website, www.whitehousedrugpolicy.gov/children, has just been publicly released, and it includes a compilation of related resources and a toolkit of promising practices to assist states, local and tribal governments in identifying, responding to and providing services for drug endangered children. This valuable information can be very helpful to parents, teachers, law enforcement and employers as a reliable resource.



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.

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.

Arkansas gets share of broadband grants

The U.S. Department of Agriculture (USDA) on Aug. 22 announced \$103 million in grants awarded to 16 states to expand rural broadband. The money will be shared across broadband authorities and private companies in the group of states. USDA said the awards are meant to close the digital divide between rural and urban areas. Arkansas, California, Illinois, Kentucky, Louisiana, Missouri, Nebraska, Nevada, Ohio, Oklahoma, Texas, Virginia, West Virginia, Wisconsin and Wyoming were awarded funds. Five other states were awarded loans in various amounts for similar projects.

**Municipal
Property Program
Business Meeting
Thursday, October
20th @ 11:00am
AML headquarters.**

State offers rebates on natural gas vehicles

Arkansas is offering a rebate to allow public and private fleets to purchase or convert vehicles that run on compressed natural gas, Gov. Mike Beebe and state officials have announced. The \$2.2 million Compressed Natural Gas Conversion Rebate Program is funded by the federal stimulus and is open to state agencies, higher education institutions, cities, counties, school district and private fleets with at least 10 vehicles. Recipients can receive up to \$25,000 per vehicle with a limit of 20 percent of the rebate per entity. The rebates are available until December or until the fund is depleted.

Little Rock a Kiplinger best value

Little Rock is number 7 on *Kiplinger's* list of Top Value Cities. The business magazine ranked cities based on their vibrant economies, low cost of living, and availability of lifestyle amenities. Omaha, Neb., placed number one on the list, followed by Charlotte, N.C., Nashville, Tenn., Knoxville, Tenn., Lexington, Ky., Little Rock, Cedar Rapids, Iowa, and Cincinnati.

Obituaries

ROY ELSTON BISHOP, 83, died July 8. Bishop was first elected to the Bryant City Council in 1973 before serving as mayor of the city for 14 years. He served on the League's Executive Committee and was awarded a lifetime League membership for his longtime service.

WILBUR L. "BILL" HOWARD, 78, a former East Camden mayor and mayor of Gravette for two terms, died Aug. 26. He was currently serving Gravette as a member of the city council.

HAROLD "LACY" LANDERS, 84, a member of Arkansas's House of Representatives for 32 years, died Aug. 20. Landers represented Saline County from 1963-1995. In 1985 he was named Speaker of the House.

FRANK SCROGGINS, 62, who had served as Lafayette County judge for 20 years, died Aug. 27.

Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

New runoff law pre-cleared and in effect

Opinion: 2011-057
 Requestor: Martin, Mark—Secretary of State
 What is the impact, if any, of *Jeffers v. Clinton*, 740 F.Supp. 585 (E.D. AR 1990), or any other related litigation, on Act 1211 of 2011? [Q2] Since the new law (Act 1211) purports to remove the majority-vote requirement in some circumstances, is the law subject to preclearance under Section 3(c) of the Voting Rights Act, 42 USC Sec. 1973a(c)? [Q3] Is there any other litigation that might have an impact on the effective date of Act 1211? [Q4] What will be the effective date of Act 1211 of 2011, if it is known at this time? If not yet known, when will the effective date be known? RESPONSE: The U.S. Department of Justice, Civil Rights Division, has pre-cleared Act 1211 of 2011, pursuant to the Voting Rights Act. Because the act contains no emergency clause and does not specify an effective date, it became effective on July 27, 2011.

Record reproduction fees may vary under FOIA

Opinion: 2011-060
 Requestor: Madison, Sue—State Senator
 [Q1] Pursuant to the FOIA, must the custodian of records charge a fee for the actual cost of reproduction of the record? [Q2] May the custodian charge a fee that is less than the actual cost of reproduction? [Q3] For purposes of the fee, may the custodian treat FOIA requestors differently based solely on whether the requestor lives in Washington County? [Q4] May the custodian waive or reduce fees only if he or she determines that the request is for non-commercial purposes and it is in the public interest to do so? [Q5] May the custodian simply provide the records to the public as a public service and not necessarily under the FOIA? [Q6] If the answer to Question 5 is “yes,” may the custodian charge people who request the documents differently based solely on whether the requestor lives in Washington County? RESPONSE: For purposes of your first four questions, and unless otherwise stated, I will assume (a) that a request for non-exempt, public records has been properly made under the FOIA and (b) that the request is not being fulfilled pursuant to ACA § 25-19-109. In light of these assumptions, the short answers to your questions are as follows: [Q1] no; [Q2] yes, with certain caveats; [Q3] probably not; [Q4] no; [Q5 & 6] the answers depend on the way your questions are interpreted.

Two-thirds council vote required to amend/repeal voter-approved ordinance

Opinion: 2011-090
 Requestor: Madison, Sue—State Senator
 Does the fact that a referendum was successfully petitioned for, although defeated at the subsequent election, change the Ark. Const., article 5, section 1, majority vote requirement for the city council to amend or repeal the ordinance, increasing it from a simple majority of the members elected to the city council to a two-thirds majority of the members elected to the city council? RESPONSE: Amendment 7 to the Arkansas Constitution (art. 5, section 1, under “Amendment and Repeal”) requires a greater majority vote (two-thirds rather than a majority) for subsequent action by the state legislature, a city council, or a quorum court with respect to a measure that was approved by the voters through either the initiative or the referendum process. When Amendment 7 refers to a “measure approved by a vote of the people,” it clearly means both initiated and referred measures.

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

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).

Changes to 2011 Directory, Arkansas Municipal Officials

Alexander

Delete CLASS 2nd
 Add CLASS 1st
 Delete AL Michael Huck
 Add AL (Vacant)
 Delete FO Jeri Rainey
 Add FO (Vacant)

Blue Eye

Delete M Michelle Murphy
 Add M Darryl Malotte

Bull Shoals

Delete E-Mail cityhall@bullshoals.net
 Add E-Mail bullshoalscityhall@suddenlink.com

Caddo Valley

Delete CLASS Inc.
 Add CLASS 2nd

Caldwell

Delete CLASS Inc.
 Add CLASS 2nd

Cedarville

Delete M Danny Armstrong
 Add M (Vacant)

Clarendon

Delete PC Jerrell Smith
 Add PC Randy Julian

Clinton

Delete E-Mail cityofclinton@clintoncable.net
 Add E-Mail clintontreas@artelco.com
 Add PLD Dwight Wilson
 Delete CLASS 2nd
 Add CLASS 1st

Cushman

Delete R/T Kelly Geoffrion
 Add R/T (Vacant)

DeValls Bluff

Delete AL Arbie Nesbitt
 Add AL Brian Dotson
 Delete R/T Lisa King
 Add R/T Trista Holmes

Dierks

Delete E-Mail dierksmayor@alltel.net
 Add E-Mail dierksmayor@windstream.net

Dyess

Delete FC Lacy Brewer, II
 Add FC Michael Duncan
 Delete AL Kevin Long
 Add AL Gene Williams

Edmondson

Delete E-Mail edmondsoncity1@aol.com
 Add E-Mail cityedmondson1@aol.com

Elkins

Delete PC (Vacant)
 Add PC Bill Rhodes
 Delete AL (Vacant)
 Add AL Delia Foster
 Delete MTG First and Third Thursday
 Add MTG Third Thursday
 Delete CLASS 2nd
 Add CLASS 1st

Eureka Springs

Delete TRAN Lamont Richie
 Add TRAN Kenneth Smith

Fountain Lake

Delete CLASS Inc.
 Add CLASS 2nd

Garfield

Delete CLASS Inc.
 Add CLASS 2nd

Greenbrier

Delete CLASS 2nd
 Add CLASS 1st

Greenland

Delete AL Carroll Hancock
 Add AL Robert Rea

Greenwood

Delete FO Steve Tedford
 Add FO Ann Eglinsdoerfer

Hardy

Delete E-Mail mayorofhardy@yahoo.com
 Add E-Mail mayorofhardy@centurytel.net

Haskell

Delete CLASS 2nd
 Add CLASS 1st

Higginson

Delete CLASS Inc.
 Add CLASS 2nd

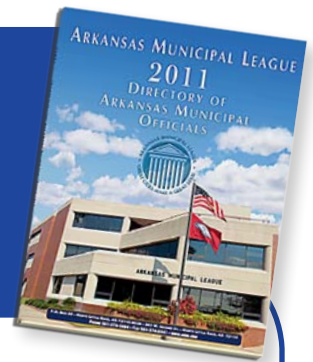
Highfill

Delete CLASS Inc.
 Add CLASS 2nd

Holland

Delete CLASS Inc.
 Add CLASS 2nd

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



Hughes

Delete	R/T	Donna Morrison
Add	R/T	Grady Collum
Delete	CA	Roy Lewellen
Add	CA	Faye Reed
Delete	FC	Kevin Mooney
Add	FC	Greg Prestage
Delete	AL	Margaret Miller
Add	AL	Thomas Campbell
Delete	AL	Irene Combs
Add	AL	Earnestine Jackson
Delete	AL	Shirley Arnold
Add	AL	John Tate

Imboden

Delete	CLASS	Inc.
Add	CLASS	2nd

Jacksonville

Delete	AL	Avis Twitty
Add	AL	Aaron Robins
Delete	AL	John Ferrell
Add	AL	Mike Traylor

Johnson

Delete	CLASS	2nd
Add	CLASS	1st

Knoxville

Delete	CLASS	Inc.
Add	CLASS	2nd

Leola

Delete	CLASS	Inc.
Add	CLASS	2nd

Little Flock

Delete	CLASS	2nd
Add	CLASS	1st

Lockesburg

Delete	FC	Buster Dellinger
Add	FC	Matt Smith

Magnolia

Delete	PC	Robert Gorum
Add	PC	Glenn Proctor

Maumelle

Delete	FO	Tyler Winningham
Add	FO	(Vacant)

Mineral Springs

Delete	R/T	Kathy Jones
Add	R/T	Carol O/Donnell

Minturn

Delete	AL	Jason Tinker
Add	AL	Loyce Tinker

Pea Ridge

Delete	CLASS	2nd
Add	CLASS	1st

Perryville

Delete	AL	Latham Campbell
Add	AL	Wanda Morgan
Delete	AL	(Vacant)
Add	AL	Phillip Quinn

Pangburn

Delete	M	James Williams
Add	M	Gary Doyle

Pocahontas

Delete	PC	Chad Mulligan
Add	PC	(Vacant)

Rogers

Delete	PC	Steve Hamilton
Add	PC	James Allen

Russellville

Delete	MA	P.O. Box 428
Add	MA	203 S. Commerce St.

Shannon Hills

Delete	CLASS	2nd
Add	CLASS	1st

Sheridan

Delete	CLASS	2nd
Add	CLASS	1st

Subiaco

Delete	CLASS	Inc.
Add	CLASS	2nd

Vilonia

Delete	CLASS	2nd
Add	CLASS	1st

Ward

Delete	AL	Steve Bettis
Add	AL	(Vacant)

Wynne

Delete	M	Paul Nichols
Add	M	Bob Stacy
Delete	AL	Bob Stacy
Add	AL	James Huff

Wooster

Delete	CLASS	Inc.
Add	CLASS	2nd

Innovation spurs long-term economic success

By Terre McClendon

When it comes to economic development, every government official likes the attention a newly located firm brings to a city. More important to the economic health of a city is the continuing employment of residents by the businesses existing over the long run, from the corner hairdresser to the contract computer programmer to the manufacturing plant. And in order to stay in business in the long run, each of these firms must be able to compete effectively in their markets.

Marketing professionals will tell you that the worst way for a business to compete is by using price to woo customers. It's a great tool to get customers in the door, à la loss-leader pricing, like advertising \$1 off on a gallon of milk for a week. But it's a lousy way to stay in business over the long haul. Just ask any of the service stations that went out of business after one of the infamous corner vs. corner gasoline price wars that went on in the 1960s or 70s.

If a company does want to compete by lowering its prices, one of the best ways for it to do so is to move overseas. After all, labor costs account for a high percentage of the total cost of finished goods and services, and the wages of Americans are among the highest in the world. And our firms are undeniably competing in global markets today, thanks to advances in telecommunications and declines in shipping costs.

So if we don't want our companies to move elsewhere, and we don't want to substantially lower our earnings, just what can our companies do to remain competitive in the long run? The answer is for them to innovate.

Innovation—continuously updating their product, service, production process or technology to be better, faster, more desirable, and even produced or delivered at a lower cost than their competitors' products—is the only way a company can stay competitive for years or decades. Think about it: As soon as a successful product hits the shelves, the copycats appear with versions that are “new and improved.” The battle for market position never ends, and the winners are the firms that best

understand their customers, monitor their competition, and deliver the best product for the lowest price.

Although economists first began to study innovation in the mid-20th century, it has only been in recent decades that economic developers began to realize the critical importance of innovation to sustaining an economy, be it local, regional or national. There is still a great deal of debate among scholars about how to identify it (we know it when we see it, but there are many different definitions of it) and how to measure it (by the time we see it, it is over—we can see the effects of innovation in the new product, service, or production process, but it is hard to observe the innovation itself).

It is for this reason that the federal government is now putting great emphasis upon innovation as an economic development strategy. Beginning with the 2012 budget year, many of the federal grants that municipalities have grown to depend upon (e.g., from the Economic Development Administration) will be conditioned upon your ability to demonstrate the impact the grant will have upon innovation in your area.

Another important application of innovation in economic development is entrepreneurship. By definition, an entrepreneur is a person who sees a way to get an innovation to the marketplace and who provides the capital and takes the risk to do so. Communities that understand this and encourage entrepreneurs tend to be more successful in their economic development efforts.

On the other side of the coin, be aware that those firms in your community that seem to be operating the same way they always have, without periodically updating their production processes, retraining employees, changing their products or moving into new markets, may be in danger of falling behind their competitors and closing their doors.

Your community's economic development strategy should include ways to encourage innovation among your businesses and throughout your community by doing things like:

- Forming a young professionals group through your chamber of commerce;

- Introducing grade school and high school students to economics and entrepreneurship in their regular curriculum as well as after-school and summer extracurricular programs;
- Providing incentives and otherwise encouraging students to excel in their STEM (science, technology, engineering and mathematics) classes;
- Adopting policies and codes that make it easy to start a business;
- Working with your local chamber of commerce and economic developers to create and run effective business retention programs;
- Keeping up with the economic conditions that most directly affect your local employers; and
- Encouraging diversity in your community: innovation often happens when people of different backgrounds come together.

UALR's Institute for Economic Advancement (IEA) is currently conducting research on innovation among Arkansas firms, and will be asking businesses to fill out an online survey. You will be hearing more about this in the coming months, and we ask that you encourage your local businesses to cooperate in this effort.

The Community and Industry Studies unit at the IEA can provide advice and referral, as well as conduct a range of community development training programs focused on this and other topics in community economic development. The IEA has the data, the staff and the expertise to provide valuable support. For further information, call us at 501-569-8519.



Terre McLendon is Director of Community and Industry Studies, Institute for Economic Advancement, UALR. Email Terre at tamclendon@ualr.edu.

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Carlisle honors Glover at civic center opening

Carlisle cut the ribbon on the city's new Civic Center on Monday, Aug. 22 in a ceremony that also honored former State Sen. Bobby Glover for his many years of service. Glover, a Carlisle native, was instrumental in helping the city build the center when in 2005 he presented the city with \$350,000 in state general improvement fund dollars to get the project started. The center is built on land the Glover family in 2009 donated to the city. The Glover home-place once stood on the site, Glover said at the ceremony.

Mayor Ray Glover presented the former senator with an award of excellence on behalf of the city for 48 years of service to the state and community. Retiring Arkansas Highway and Transportation Department Director Dan Flowers also was on hand and presented a certificate to Sen. Glover designating Arkansas Highway 13 within the Carlisle city limits at Bobby L. Glover Highway.



Carlisle's new Civic Center features a large hall with a stage for entertainment, a kitchen, office space, and plenty of meeting space.



From left, Mayor Ray Glover, reigning Miss Arkansas Kristen Glover, and former state Sen. Bobby Glover cut the ribbon on the Carlisle Civic Center.

The must-have reference for every city hall in Arkansas

The new *2011 General Acts Affecting Arkansas Municipalities* has arrived. The *Acts Book* compiles the newest state laws affecting Arkansas municipalities passed during the 2011 legislative session.

The *Acts Book* supplements the 2009-2010 edition of the *Handbook for Arkansas Municipal Officials*, which is the most complete publication on municipal law and government in Arkansas. You may order and pay for your copy online via Visa or MasterCard by visiting the Publications page at www.arml.org, or use the order form below.



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Local Option Sales and Use Tax in Arkansas



2011 ELECTIONS

MARMADUKE, Aug. 9
Passed. 1.25%

NEWPORT, July 12
Passed. 1/2% extension

BERRYVILLE, June 14
Passed. 1/2%

PARAGOULD, June 14
Passed. 1/4%

BAY, May 10
Passed. 1%

BONO, May 10
Passed. 1%

BROOKLAND, May 10
Passed. 1%

CONWAY, May 10
Failed. 1/4% 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
August	\$40,620,093	\$37,616,032	\$40,946,986	\$39,562,409	\$81,567,078	\$77,178,441	\$22,415	\$58,934
Total	\$302,403,732	\$294,551,671	\$302,598,264	\$302,976,187	\$605,001,994	\$597,527,828	\$192,247	\$500,674
Averages	\$37,800,467	\$36,818,959	\$37,824,783	\$37,872,023	\$75,625,249	\$74,690,979	\$24,031	\$62,584

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

CITY SALES AND USE	AMOUNT	LAST YEAR			AMOUNT	LAST YEAR					
Alexander	43,842.36	15,915.57	Glenwood	66,856.74	66,237.54	Paris	25,644.04	23,339.23	Cave Springs	21,966.74	18,472.66
Alma	192,103.06	190,395.14	Gosnell	14,852.66	14,852.66	Patmos	84.82	101.11	Centerdon	120,886.94	35,940.47
Almyra	2,195.25	2,233.18	Gould	4,567.14	2,722.84	Patterson	1,802.83	2,080.52	Decatur	21,585.59	22,006.42
Alpena	2,944.77	3,427.33	Grady	4,217.08	2,846.15	Pea Ridge	29,704.45	23,132.92	Elm Springs	482.79	21.72
Altzheimer	2,086.41	2,457.10	Gravette	139,368.76	38,046.01	Perla	2,194.30	1,822.15	Garfield	6,377.85	8,206.35
Altus	7,326.63	6,096.08	Green Forest	28,661.78	24,504.48	Perryville	21,363.73	23,003.06	Gateway	5,145.48	8,273.34
Amity	10,471.10	8,878.03	Greenbrier	136,860.30	127,907.72	Piggott	69,414.29	29,369.30	Gentry	40,122.01	40,797.29
Anthonyville	60.96	NA	Greenland	10,065.71	10,032.95	Pine Bluff	620,972.80	605,070.97	Gravette	29,538.85	31,686.56
Arkadelphia	162,830.21	151,735.99	Greenwood	154,268.99	146,950.78	Pineville	1,558.02	1,637.61	Highfill	7,406.95	10,952.97
Ash Flat	76,836.70	77,701.17	Guion	5,425.66	3,547.33	Plainview	2,868.02	2,841.54	Little Flock	32,842.12	43,292.69
Ashdown	121,806.75	108,897.77	Gurdon	32,560.55	27,334.52	Plumerville	5,729.50	5,302.75	Lowell	93,088.66	90,135.88
Atkins	45,708.69	48,466.78	Hackett	6,589.38	4,703.28	Pocahontas	114,644.43	121,350.51	Pea Ridge	60,907.20	39,290.00
Augusta	27,223.42	37,811.25	Hackett	5,267.84	7,034.61	Portia	2,418.61	1,787.42	Rogers	711,015.92	663,140.16
Austin	7,979.47	8,567.64	Hamburg	29,114.39	29,520.75	Pottsville	24,730.78	19,664.16	Siloam Springs	191,068.69	181,594.83
Avoca	3,110.48	2,977.48	Hardy	20,968.01	20,671.84	Prairie Grove	80,119.88	67,582.66	Springdale	76,915.35	33,679.53
Bald Knob	50,563.35	53,392.57	Harrisburg	21,773.69	22,921.73	Prescott	48,257.71	41,020.47	Springtown	1,105.32	1,909.23
Barling	19,103.80	23,500.05	Harrison	244,692.94	232,009.19	Pyatt	1,009.47	1,345.53	Sulphur Springs	6,492.17	11,237.67
Batesville	321,735.24	312,941.28	Hartford	1,703.02	1,439.36	Quitman	27,511.60	25,331.39	Boone County	361,187.49	322,867.22
Bauxite	10,544.21	9,852.81	Haskell	12,482.22	12,747.06	Ravenden	3,304.45	2,809.25	Alpena	3,811.31	3,380.69
Bearden	9,976.21	7,620.66	Hatfield	2,979.25	2,579.86	Rector	24,078.82	23,855.28	Bellefonte	5,424.25	4,695.40
Beebe	80,063.86	74,206.38	Havana	2,822.40	2,441.67	Redfield	14,292.82	12,445.30	Bergman	5,245.03	4,777.57
Beehive	139.81	111.25	Hazen	45,446.52	30,084.10	Rison	11,987.08	9,561.03	Diamond City	9,343.09	8,569.10
Bella Vista	119,207.36	85,951.18	Heber Springs	154,190.84	156,330.58	Rockport	3,675.81	2,232.45	Everton	1,589.04	1,955.54
Belleville	2,030.75	2,117.34	Helena-West Helena	248,658.15	297,182.93	Roe	472.83	314.58	Harrison	154,638.89	142,646.16
Benton	656,706.13	658,514.31	Hermitage	4,323.06	4,036.49	Rogers	2,200,341.57	2,000,671.36	Lead Hill	3,237.82	3,368.95
Bentonville	1,372,755.42	1,294,260.58	Highfill	45,371.59	65,949.43	Rose Bud	17,483.51	25,233.83	Omaha	2,019.16	1,936.85
Berryville	165,276.08	155,960.57	Highfill Special Aviation	71,214.16	22,288.35	Russellville	955,534.33	882,476.82	South Lead Hill	1,218.66	1,032.99
Bethel Heights	53,469.55	41,309.96	Highland	27,059.73	28,395.16	Salem	17,800.00	18,955.10	Valley Springs	2,186.43	1,960.33
Black Rock	6,305.36	4,991.82	Holly Grove	8,945.13	5,895.66	Searcy	263,244.64	264,694.54	Zinc	1,230.62	892.11
Blevins	1,864.62	2,032.16	Hope	170,470.90	160,891.79	Shannon Hills	9,598.47	10,027.10	Bradley County	118,072.93	130,195.93
Blue Mountain	155.36	393.99	Horseshoe Bend	21,390.02	25,245.97	Sheridan	175,139.82	175,843.25	Banks	911.70	874.34
Blytheville	356,996.70	293,996.86	Hot Springs	1,590,488.71	1,532,369.36	Sherill	701.81	463.22	Hermitage	6,102.53	5,603.04
Bonanza	1,691.42	2,310.03	Hoxie	15,582.87	15,055.61	Sherwood	400,670.81	391,799.76	Warren	44,136.74	46,937.27
Booneville	88,571.22	83,217.80	Hughes	13,163.51	10,764.95	Shirley	3,877.92	2,358.66	Calhoun County	61,005.07	66,004.44
Bradley	3,876.25	4,242.09	Humphrey	2,135.54	1,934.03	Siloam Springs	528,931.23	490,777.09	Hampton	13,432.68	16,941.00
Branch	1,208.85	1,611.44	Huntington	1,674.96	1,854.40	Sparkman	3,315.96	3,109.28	Harrell	2,576.96	3,143.58
Briarcliff	880.51	1,119.53	Huntsville	50,669.50	44,238.52	Springdale	1,840,346.42	1,583,098.33	Thornton	4,129.23	5,546.86
Brinkley	113,936.31	96,434.77	Imboden	6,538.90	5,728.81	Springtown	52.43	218.03	Tinsman	547.87	804.67
Bryant	882,800.48	876,408.19	Jacksonville	597,685.81	570,980.29	St. Charles	2,038.90	1,549.61	Carroll County	161,335.29	146,731.13
Bull Shoals	14,748.24	13,091.61	Jasper	22,335.63	25,371.35	Stamps	13,529.61	12,745.62	Beaver	590.63	552.58
Cabot	719,859.12	628,504.47	Jennette	96.54	87.86	Star City	73,021.62	69,395.90	Blue Eye	177.19	209.40
Caddo Valley	38,943.58	22,035.24	Johnson	40,766.72	47,056.14	Stephens	6,403.20	5,112.35	Chicot County	270,185.71	222,402.56
Calico Rock	21,505.05	21,831.49	Joiner	2,172.44	2,123.20	Stuttgart	329,044.16	341,184.90	Dermott	22,158.29	25,176.76
Camden	268,008.15	253,456.28	Jonesboro	1,916,340.66	1,210,978.15	Sulphur Springs	1,845.65	1,165.42	Eudora	21,708.62	19,012.40
Carlsle	31,160.49	29,565.77	Keiser	3,179.68	2,799.74	Summit	2,790.88	2,348.66	Lake Village	24,636.27	19,039.37
Cave Springs	12,451.54	9,178.97	Keo	1,367.27	1,605.02	Sunset	1,103.80	886.30	Clark County	388,338.80	361,195.60
Centerton	71,683.76	65,140.91	Kibler	1,719.21	1,627.36	Swifton	3,278.41	2,626.71	Clay County	51,647.63	49,708.29
Charleston	26,622.29	24,963.31	Kingsland	1,181.62	893.18	Taylor	5,586.65	4,661.88	Datto	356.78	306.14
Cherry Valley	4,297.79	3,883.81	Lake	12,316.57	0.30	Texarkana	381,527.84	365,726.43	Greenway	745.67	770.08
Chidester	2,356.80	2,856.61	Lake Village	76,429.12	72,499.45	Texarkana Special	190,412.85	182,305.52	Knobel	1,023.96	1,129.88
Clarendon	27,441.45	26,237.84	Lakeview	4,077.35	4,661.65	Thornton	1,057.55	685.95	McDougal	663.61	615.44
Clarksville	174,641.94	167,210.35	Lamar	8,549.11	10,935.74	Tontitown	95,881.29	121,159.52	Nimmons	246.18	315.61
Clinton	95,771.40	95,661.71	Lepanto	19,304.55	20,504.57	Trumann	73,230.83	66,413.29	Peach Orchard	481.65	615.44
Conway	1,846,543.81	1,778,207.74	Leslie	6,139.70	4,005.53	Tuckerman	16,630.77	16,441.47	Pollard	792.05	757.46
Corning	78,194.58	76,443.68	Levinville	8,697.58	6,866.46	Turrel	5,632.87	5,946.98	St. Francis	891.95	789.02
Cotter	8,435.84	9,521.06	Lincoln	18,185.64	17,572.44	Twin Groves	676.23	674.79	Success	531.62	568.09
Cotton Plant	1,906.90	1,638.09	Little Flock	6,259.43	3,739.07	Tyronea	2,555.12	2,141.46	Cleburne County	421,414.32	437,734.66
Cove	10,276.01	9,736.18	Little Rock	1,985,766.58	1,871,032.94	Van Buren	314,576.29	308,779.54	Concord	3,128.59	3,656.54
Crossett	359,514.73	353,631.22	Lonoke	142,347.88	135,537.29	Vandervoort	320.43	326.22	Fairfield Bay	2,346.44	2,093.57
Danville	44,547.38	38,207.22	Lowell	230,293.97	205,448.97	Vilonia	107,026.64	70,408.27	Greers Ferry	11,424.49	13,335.62
Dardanelle	160,725.50	137,606.98	Luxora	2,952.40	4,872.78	Viola	3,252.46	2,173.25	Heber Springs	91,870.34	92,230.89
Decatur	15,196.08	15,314.56	Madison	1,273.05	1,236.32	Wabbaseka	691.67	572.98	Hidden	1,538.65	1,448.28
Delight	3,191.55	NA	Magazine	6,782.86	9,763.49	Waldenburg	7,554.27	8,743.09	Quitman	9,385.78	9,808.14
DeQueen	100,691.46	100,398.74	Magnolia	408,425.86	371,057.60	Waldron	47,945.61	44,793.49	Cleveland County	36,880.93	34,352.33
Dermott	25,964.99	22,075.10	Malvern	147,623.13	142,231.46	Walnut Ridge	69,210.89	64,133.02	Kingsland	1,817.57	1,715.04
Des Arc	15,517.47	18,011.41	Mammoth Spring	7,900.21	8,445.20	Ward	20,647.78	17,116.38	Rison	5,464.89	4,854.82
DeValls Bluff	9,384.89	4,737.07	Mammoth Spring	7,900.21	8,445.20	Warren	63,784.30	68,940.11	Columbia County	406,176.35	351,676.43
DeWitt	162,678.43	151,310.57	Manila	17,731.88	16,267.14	Washington	1,545.66	1,321.24	Emerson	723.60	585.91
Diamond City	2,468.09	2,962.48	Mansfield	26,226.00	26,826.74	Weiner	10,677.05	9,535.49	Magnolia	22,763.82	19,202.80
Diaz	3,412.35	2,337.06	Marianna	88,187.88	78,004.85	West Fork	25,808.54	24,739.04	McNeill	1,014.61	1,080.42
Dierks	13,068.06	13,282.66	Marion	169,232.81	146,308.47	West Memphis	549,728.73	522,944.90	Taylor	1,112.92	923.75
Dover	19,529.91	17,225.10	Marked Tree	55,880.82	48,454.60	Wheatley	3,947.29	6,327.39	Waldo	2,697.76	2,601.50
Dumas	143,673.57	128,211.47	Marshall	15,299.57	12,844.13	White Hall	56,819.31	49,567.69	Conway County	354,433.65	352,294.14
Flippin	42,524.96	1,111.15	Marvell	27,078.40	21,520.38	Wicks	2,666.97	3,404.46	Menifee	3,748.95	4,035.78
Fordey	79,559.82	71,908.08	Maumelle	138,414.71	199,702.49	Wiederkehr Village	2,348.36	4,793.87	Morrilton	84,003.70	84,998.03
Foreman	7,665.64	6,930.81	Mayflower	64,157.52	50,606.10	Wilton	2,748.95	1,513.92	Oppelo	9,695.12	9,408.18
Forest City	168,782.22	197,863.54	McCroy	20,078.59	23,226.08	Wynne	NA	11.36	Plumerville	10,253.73	11,082.19
Fort Smith	3,323,618.43	3,219,610.83	McGehee	166,609.70	165,228.32	Yellville	18,773.99	16,734.03	Craighead County	271,882.55	278,759.74
Fouke	8,759.62	9,242.22	Melbourne	31,273.82	31,608.12				Bay	27,161.11	29,824.51
Fountain Hill	1,519.28	795.32	Mena	133,479.54	133,477.24				Black Oak	3,951.26	4,738.78
Franklin	2,737.76	3,180.54	Menifee	7,170.01	6,741.24				Bono	32,137.88	25,052.59
Garfield	6,346.27	4,393.76	Mineral Springs	4,516.30	4,878.66				Brookland	208,935.79	22,763.21
Garland	3,765.15	1,527.18	Monticello	166,256.90	166,943.56				Caraway	50,845.55	19,288.76
Gassville	34,457.68	34,297.05	Moro	3,415.95	3,318.18				Cash	1,615.76	5,157.75
Gentry	37,511.74	29,901.15	Morrilton	139,597.66	145,467.83				Egypt	1,689.09	1,673.49
Gilbert	1,030.10	1,211.33	Mount Ida	20,473.31	20,616.73				Jonesboro	1,014,401.83	919,837.54
Gillett	10,417.80	8,088.97	Mountain Home	371,836.97	367,673.49				Lake City	31,398.91	32,409.30
Gilham											

Edmondson	2,551.24	2,920.12	Jacksonport	2,092.48	2,108.33	Leachville	26,345.91	20,362.37	Leslie	3,616.24	2,974.42
Gilmore	1,010.93	1,495.92	Newport	77,767.35	70,077.18	Luxora	15,572.24	13,537.23	Marshall	11,111.13	8,102.53
Horseshoe Lake	1,744.64	1,827.21	Swifton	7,876.42	7,814.27	Manila	44,178.64	31,401.84	Pindall	918.41	586.25
Jennette	618.39	635.26	Tuckerman	18,378.32	15,763.10	Marie	1,110.41	1,110.11	St. Joe	1,082.42	796.06
Jericho	711.00	1,047.37	Tupelo	1,776.64	1,587.97	Osceola	102,541.51	91,224.67	Sebastian County	762,962.59	758,853.87
Marion	73,759.02	50,666.66	Weldon	740.28	897.15	Victoria	489.11	606.45	Baring	69,731.12	68,444.73
Sunset	1,782.71	1,782.81	Jefferson County	412,070.18	396,138.54	Wilson	11,936.96	9,651.85	Bonanza	8,624.52	8,424.47
Turrell	3,307.06	4,902.73	Altheimer	10,328.85	11,167.41	Montgomery County	48,366.83	45,359.80	Central City	7,529.58	8,703.10
West Memphis	156,808.88	157,481.60	Humphrey	3,233.01	3,738.08	Black Springs	625.11	688.83	Fort Smith	1,293,063.12	1,315,594.20
Cross County	246,688.77	256,199.58	Pine Bluff	515,214.35	516,539.51	Glenwood	265.20	NA	Greenwood	134,272.54	116,565.83
Cherry Valley	6,336.33	6,500.32	Redfield	13,614.35	10,839.51	Mount Ida	6,794.09	5,927.53	Hackett	12,179.32	11,374.67
Hickory Ridge	2,647.44	3,545.63	Sherrill	881.73	1,180.45	Norman	2,386.77	2,555.91	Hartford	9,629.46	12,653.10
Parkin	10,755.22	14,791.93	Wabbaseka	2,676.68	3,026.07	Oden	1,464.89	1,329.31	Huntington	9,524.47	11,276.33
Wynne	81,437.96	79,545.88	White Hall	58,005.31	44,332.36	Nevada County	30,808.87	27,530.03	Lavaca	34,333.09	29,911.79
Dallas County	131,664.46	126,305.96	Johnson County	110,582.25	109,314.25	Bluff City	854.27	878.91	Mansfield	10,844.40	11,571.35
Desha County	109,200.01	112,272.81	Clarksville	81,226.40	73,125.63	Botcaw	950.72	856.66	Midland	4,474.73	4,146.68
Arkansas City	4,212.40	5,739.59	Coal Hill	8,956.32	9,482.93	Cale	544.25	417.21	Sevier County	259,601.37	258,034.49
Dumas	54,162.66	51,042.39	Hartman	4,593.21	5,646.18	Emmet	3,272.41	2,670.12	Ben Lomond	1,182.57	1,097.06
McGehee	48,557.64	44,532.98	Knoxville	6,469.44	4,840.94	Prescott	22,707.07	20,504.28	DeQueen	53,778.55	50,194.86
Mitchellville	4,143.34	4,843.08	Lamar	14,204.45	13,404.95	Rosston	1,798.10	1,474.13	Gilham	1,304.91	1,636.88
Reed	1,622.81	2,679.77	Lafayette County	79,177.29	73,322.14	Willisville	1,047.18	1,045.79	Horatio	8,514.53	8,680.71
Tillar	241.69	321.57	Bradley	3,731.51	2,773.71	Newton County	60,725.19	49,343.76	Lockesburg	6,027.05	6,190.55
Watson	2,428.46	2,806.46	Buckner	1,634.02	1,950.95	Jasper	2,430.05	2,046.57	Sharp County	68,689.93	68,741.56
Drew County	382,844.14	292,500.17	Lewisville	7,605.63	6,330.75	Western Grove	2,002.45	1,672.60	Ash Flat	8,216.30	8,483.93
Jerome	416.08	493.13	Stamps	10,059.64	10,498.70	Ouachita County	325,906.40	317,655.87	Cave City	14,604.89	16,393.56
Monticello	101,001.42	98,046.79	Lawrence County	135,038.99	140,978.18	Bearden	8,550.86	8,782.14	Cherokee Village	32,513.07	33,404.92
Tillar	2,176.43	2,219.08	Alicia	728.29	888.93	Camden	107,841.75	102,684.69	Evening Shade	3,621.88	4,046.18
Wilmar	5,451.75	6,121.22	Black Rock	3,888.13	4,395.61	Chidester	2,540.47	2,810.28	Hardy	6,120.30	6,325.96
Winchester	1,781.70	2,047.55	College City	2,672.35	1,649.12	East Camden	8,241.05	7,041.32	Highland	8,761.26	8,579.64
Faulkner County	678,615.48	638,285.95	Hoxie	16,327.78	17,269.77	Louann	1,451.70	1,522.24	Horseshoe Bend	67.07	43.51
Damascus	805.51	891.64	Imboden	3,976.23	4,193.30	Stephens	7,886.97	8,992.92	Sidney	1,517.50	2,392.90
Enola	2,062.61	1,420.58	Lynn	1,691.51	1,931.12	Perry County	101,734.20	108,949.17	Williford	628.80	548.19
Holland	3,399.03	4,539.97	Minturn	640.19	698.88	Adona	906.62	893.28	St. Francis County	146,027.76	184,332.98
Mount Vernon	884.85	1,088.10	Portia	2,566.63	2,961.06	Bigelow	1,366.43	1,571.60	Caldwell	9,608.22	9,099.24
Wooster	5,248.04	3,899.04	Powhatan	422.88	306.53	Casa	741.78	998.37	Colt	6,543.98	7,201.12
Franklin County	165,235.75	141,895.94	Ravenden	2,760.45	3,132.71	Fourche	268.95	281.84	Forrest City	266,104.65	289,101.42
Altus	6,464.28	6,252.41	Sedgwick	892.74	686.62	Houston	750.45	759.53	Hughes	24,946.77	36,533.94
Branch	3,128.80	2,732.08	Smithville	458.12	447.53	Perry	1,171.23	1,499.95	Madison	13,313.02	19,313.86
Charleston	21,269.02	22,680.80	Strawberry	1,773.74	1,734.95	Perryville	6,333.31	6,964.72	Palestine	11,789.56	14,500.08
Denning	4,016.73	3,099.42	Walnut Ridge	28,720.46	30,192.96	Phillips County	104,140.50	158,303.09	Wheatley	6,145.80	7,279.40
Ozark	31,417.43	26,976.41	Lee County	33,869.27	18,053.78	Elaine	11,657.67	12,172.47	Widener	4,726.23	6,555.34
Wiederkehr Village	324.08	352.03	Aubrey	1,049.54	626.95	Helena-West Helena	184,727.56	211,252.12	Stone County	86,327.69	87,275.79
Fulton County	99,879.99	96,185.69	Haynes	926.06	607.09	Lake View	8,120.05	7,472.34	Fifty Six	1,576.55	1,681.56
Ash Flat	494.86	9.96	LaGrange	549.46	346.10	Lexa	5,242.28	4,657.90	Mountain View	25,042.59	29,669.65
Cherokee Village	3,847.32	4,027.65	Marianna	25,405.04	14,697.78	Marvell	21,739.02	19,630.74	Union County	499,557.53	458,379.36
Hardy	203.77	134.42	Moro	1,333.53	683.68	Pike County	193,680.84	186,889.04	Calion	14,563.71	13,558.92
Horseshoe Bend	82.48	34.85	Rondo	1,222.41	672.33	Antioine	1,008.12	1,302.21	El Dorado	620,105.91	593,943.09
Mammoth Spring	4,740.02	5,710.40	Lincoln County	54,392.01	50,915.78	Daisy	990.89	985.00	Felsenthal	3,568.58	3,192.46
Salem	7,932.37	7,920.88	Gould	4,305.48	6,518.70	Delight	2,403.98	2,596.07	Hutting	19,961.21	19,773.48
Viola	1,634.99	1,896.84	Grady	2,309.63	2,612.47	Glenwood	18,835.48	17,588.19	Junction City	17,805.53	17,845.77
Garland County	729,763.88	701,386.43	Star City	11,697.31	12,343.07	Murfreesboro	14,139.54	14,724.99	Norphlet	22,465.76	19,770.09
Fountain Lake	3,877.91	3,306.10	Little River County	193,493.38	161,037.61	Poinsett County	117,798.58	114,898.87	Smackover	59,104.73	55,056.70
Lonsdale	724.70	953.84	Ashdown	39,467.90	32,190.02	Fisher	1,753.99	1,905.33	Strong	16,816.70	16,328.28
Mountain Pine	5,936.36	6,240.37	Foreman	8,448.45	5,754.52	Harrisburg	17,996.10	15,760.35	Van Buren County	367,287.96	306,431.67
Grant County	164,928.48	169,401.52	Ogden	1,504.18	1,440.84	Lepanto	14,889.26	15,336.15	Clinton	32,626.09	25,661.49
Greene County	137,539.45	349,898.79	Wilton	3,125.34	2,955.74	Marked Tree	20,182.69	20,131.84	Damascus	3,134.71	2,113.17
Delaplaine	1,190.37	1,407.02	Winthrop	1,604.45	1,252.32	Trumana	56,969.31	49,531.51	Fairfield Bay	27,021.22	26,009.94
Lafe	4,699.92	4,265.37	Logan County	91,438.64	79,166.76	Tyronza	5,993.46	6,600.37	Shirley	3,648.81	3,787.96
Marmaduke	11,400.91	12,829.35	Blue Mountain	900.94	838.95	Waldenburg	479.79	575.20	Washington County	1,180,673.21	1,184,504.64
Oak Grove Heights	9,122.78	8,054.35	Booneville	28,990.08	26,166.47	Weiner	5,631.66	5,464.35	Elkins	35,164.60	19,337.34
Paragould	267,967.45	243,923.74	Caulksville	1,547.59	1,480.88	Polk County	241,922.71	234,027.84	Elm Springs	19,879.68	15,936.69
Hempstead County	570,101.36	548,248.82	Magazine	6,154.03	5,815.48	Cove	7,256.74	7,206.94	Farrington	79,332.82	55,724.30
Blevins	3,542.56	3,786.09	Morrison Bluff	465.00	470.32	Grannis	10,524.16	10,819.82	Fayetteville	977,118.94	897,261.72
Emmet	483.59	269.69	Paris	25,662.40	23,560.63	Hatfield	7,845.62	7,564.46	Goshen	14,222.54	11,624.04
Fulton	2,260.49	2,541.35	Ratcliff	1,467.67	1,213.94	Mena	108,983.95	106,071.80	Greenland	16,719.12	14,019.96
Hope	113,530.50	110,118.10	Scranton	1,627.51	1,410.97	Vandervoort	1,652.72	2,258.04	Johnson	44,540.05	35,845.95
McCaskill	1,079.64	871.32	Subiaco	4,155.98	2,790.16	Wickes	14,323.49	12,701.50	Lincoln	29,866.00	27,885.34
McNab	764.74	777.96	Lonoke County	233,163.47	265,376.91	Pope County	318,117.32	333,506.23	Prairie Grove	55,165.00	39,262.06
Oakhaven	708.51	560.13	Allport	942.82	1,403.29	Atkins	38,204.99	40,197.29	Springdale	846,486.72	676,837.71
Ozan	955.93	840.20	Austin	16,708.41	6,684.97	Dover	17,455.73	18,562.27	Tontitown	32,668.02	31,378.73
Patmos	719.76	632.74	Cabot	194,925.98	168,627.10	Hector	5,700.35	7,067.35	West Fork	30,769.02	31,564.22
Perrytown	3,058.97	2,645.07	Carlisle	18,151.33	25,458.15	London	13,161.47	12,919.56	Winslow	5,192.35	6,167.54
Washington	2,024.31	1,535.19	Coy	787.05	1,281.75	Pottsville	35,950.18	17,752.17	White County	911,619.66	938,906.07
Hot Spring County	276,567.52	258,470.79	England	23,160.58	33,325.43	Russellville	353,674.80	330,768.67	Bald Knob	35,476.30	45,890.60
Donaldson	2,237.85	2,458.43	Hummoke	2,328.36	3,093.87	Prairie County	32,964.26	30,412.12	Beebe	89,578.58	70,479.96
Friendship	1,308.51	1,553.49	Keo	2,098.80	2,596.64	Biscoe	2,733.22	3,213.36	Bradford	9,294.62	11,436.91
Magnet Cove	37.17	3,416.16	Lonoke	34,802.35	47,369.40	Des Arc	12,928.19	13,049.19	Garner	3,477.83	4,060.10
Malvern	76,711.34	68,029.15	Ward	33,343.03	28,507.83	DeValls Bluff	4,660.78	5,285.84	Georgetown	1,518.49	1,801.31
Midway	2,892.10	2,579.09	Madison County	168,222.17	147,399.87	Hazen	11,053.34	11,050.97	Griffithville	2,755.32	3,745.59
Perla	1,791.77	867.24	Hindsville	354.90	421.91	Ulm	1,280.01	1,383.90	Higginson	7,604.69	5,403.94
Rockport	5,613.21	5,972.62	Huntsville	13,649.07	11,509.81	Pulaski County	829,314.69	953,596.07	Judsonia	24,724.42	28,334.95
Howard County	315,870.26	285,784.70	St. Paul	657.44	916.97	Alexander	4,014.57	3,062.73	Kensett	20,181.20	25,604.38
Dierks	15,474.06	14,791.92	Marion County	79,944.23	76,257.65	Cammack Village	13,064.36	14,797.27	Letona	3,122.70	2,873.52
Mineral Springs	16,498.39	15,200.80	Bull Shoals	13,772.53	14,344.93	Jacksonville	482,496.76	532,701.81	McRae	8,351.69	9,449.75
Nashville	63,193.72	58,662.59	Flippin	9,570.14	9,733.04	Little Rock	3,292,014.62	3,260,973.41	Panburn	7,359.77	9,499.67
Tollette	3,277.82	3,896.41	Pyatt	1,560.89	1,814.63	Maumelle	291,957.83	187,984.12	Rose Bud	5,902.51	6,133.04
Independence County	510,942.73	458,236.91	Summit	4,265.95	4,203.06	North Little Rock	1,059,846.22	1,076,105.38	Russell	2,645.11	3,259.52
Batesville	126,085.49	111,245.13	Yellville	8,503.65	9,410.28	Sherwood	502,212.38	383,037.46	Sear		

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CHIEF OF POLICE—The city of Little Flock is accepting applications for Chief of Police. Email resume to admin@cityoflittleflock.com to the attention of Grace Fielding, or mail to City of Little Flock, ATTN: Grace Fielding, 1500 Little Flock Drive, Little Flock, AR 72756. For more information call Little Flock City Hall at 479-636-2081.

FINANCE DIRECTOR—The City of Maumelle is accepting applications for the position of Finance Director. Essential Duties and Responsibilities: financial statement preparation, assure compliance with government accounting rules applicable to municipalities, facilitate the preparation of the city's annual budget, prepare federal payroll tax and state unemployment tax forms, coordinate with IT providers for the city, assist audit firm in preparation of audit, directly supervise four positions. Education and Experience: Applicants must have a Bachelor's degree in Accounting from a four-year college or university, and five years related experience and/or training or equivalent combination of education and experience, and four years of managerial experience-governmental accounting experience preferred. Starting salary \$49,212; exceptional candidates who possess education and experience that exceed the minimum qualifications may be considered for a higher starting salary. **NOTE:** Online applications and Resumes will not be accepted by themselves. A City of Maumelle Employment Application must be completed. Go to the City of Maumelle website (www.maumelle.org) and click on the Human Resources Department to print an application. Completed applications should be mailed to: City of Maumelle Human Resources Department, 550 Edgewood Drive, Suite 555, Maumelle, AR 72113. For questions, contact Human Resources at 501-851-2784 Ext. 242, 7a.m. to 5 p.m. Monday-Friday. EOE. Minority, women and disabled individuals encouraged to apply. This ad is available from the Title VI Coordinator in large print, on audio, and in Braille at 501-851-2785 Ext. 233 or email vernon@maumelle.org.

FINANCE OFFICER—The city of McAlester, Okla., is seeking a finance officer to direct planning, procurement and investments. REQUIRED: Five years of progressively responsible financial management experience, three years supervisory experience, and

Bachelor's Degree in accounting, finance, business, public administration or closely related field. PREFERRED: municipal experience, advanced degree or CPA license, and experience in INCODE financial software systems. Interested candidates should send a letter of interest, resume, completed application, five business-related references and salary history to Peter Stasiak, City Manager, City of McAlester, P.O. Box 578, McAlester, OK 74501; 918-423-9300; fax 918-421-4971; or email peter.stasiak@cityofmcalester.com by noon on Sept. 22, 2011. Visit www.cityofmcalester.com for application.

FOR SALE—1990 E-One Ford Pumper with 3208 Cat Diesel Engine and Allison automatic transmission. Unit has a 1,000-gallon tank with a 1,250 GPM Hale pump. Truck has approximately 12,800 miles on it and is in superior condition. Equipped with insta-chains, a Hale 5,000 watt gas generator, a four-inch over-the-top fast fill and a booster line. Also includes three sections of six-inch flex lightweight suction hose, eight SCBA mounting brackets, axes, pike poles, ladders and fold-up wheel chocks. Asking \$60,000. For more information contact city of Lakeview, 870-431-8744.

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—The city of Horseshoe Bend is accepting bids on the sale of three vehicles: 2000 Chevy Tracker/Utility, 4WD, approx. 107,878 miles; 2001 Chevy Impala, four-door, approx. 124,001 miles; and 2004 GMC 4WD extended cab 1/2 ton, approx. 153,432 miles. Sealed bids will be read aloud at 10 a.m., Oct. 3. Vehicles may be viewed at 704 W. Commerce, Horseshoe Bend, or call 870-670-5113. The city of Horseshoe Bend reserves the right to reject any and all bids.

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 town of Moro will accept bids beginning Oct. 15 on a 1959 Ford C-850 cab-over fire truck with 750 GPM pump, 750-gallon steel tank and PTO pump for redline. Item may be viewed at Moro Fire Department by appointment. Call 870-768-4600 for more information. Moro reserves the right to reject any or all bids.

FIRE FIGHTER—The City of Camden Civil Service Commission will conduct an open competitive examination for the position of fire fighter, 8 a.m. Tuesday, Sept. 27, in the Conference Room of the OPED Building, 625 Adams SE, Camden. Applications will be accepted until Tuesday, Sept. 20, and may be obtained online at www.camden.ar.gov; picked up at City Hall, 206 Van Buren Street NE, Camden, AR 71701; or by calling Donna Stewart at 870-836-6436. Requirements: citizen of the United States, HS degree or GED equivalent, and between the ages of 21 and 32. Felony convictions are disqualifying. Must pass physical agility exam, thorough physical examination and drug screen, and thorough background investigation. Must pass fire fighter entrance exam and be interviewed by Civil Service Commission. Must successfully complete Firefighter Standards Course at the Arkansas Fire Academy within 12 months of employment. Benefits: Starting salary range is \$27K-\$29K after one year. Uniform allowance \$550.00 first year, \$480.00 annually thereafter. Educational incentive pay up to 10 percent of base salary (based on college credit hours). Certificate pay up to 10 percent of base salary. Three weeks paid annual vacation (accrue 15 days vacation leave annually). Sick leave benefits (accrue 15 days first year of employment and 20 days thereafter). Health and life insurance premiums for the employee and majority of family coverage are paid by the City of Camden. Excellent retirement benefits. The City of Camden is an EOE.

POLICE OFFICER—The City of Camden Civil Service Commission will conduct an open competitive examination for the position of Police Officer at 8 a.m. Tuesday, Sept. 27, in the Classroom of the Police Building at #1 Police Drive, Camden. Applications will be accepted until Friday, Sept. 20, and may be obtained online at www.camden.ar.gov; from the City Clerk's office at City Hall, 206 Van Buren Street, Camden, AR 71701; or

by contacting Donna Stewart or Kathy Lee at 870-836-6436. Requirements: Citizen of the United States. HS degree or GED equivalent, at least 21 years of age. Felony and some misdemeanor convictions are disqualifying. Must pass a physical and psychological examination and drug screen. Must possess a valid driver's license. Must pass police officer entrance exam and be interviewed by the Civil Service Commission. Must pass an extensive background investigation. Must pass a physical agility test. Benefits: Starting salary range is \$27K-\$29K after one year. Uniform allowance \$700 first year, \$600 annually thereafter. Take home vehicle benefit valued at up to \$6.9K after one year. Educational incentive pay up to 10 percent of base salary (based on college credit hours). Certificate pay up to 10 percent of base salary. Three weeks paid annual vacation (accrue 15 days vacation leave annually). Sick leave benefits (accrue 15 days first year of employment and 20 days thereafter). Health and life insurance premiums for the employee and the majority of family coverage are paid by the City of Camden. Excellent retirement benefits. The City of Camden is an 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.

POLICE OFFICER—The City of Russellville is seeking certified and non-certified applicants for police officer. The application deadline is October 7, 2011 at 4:00 p.m. Applications can be picked up at the Russellville Police Department, 115 West H Street between the hours 8:00 a.m. and 5:00 p.m. Monday through Friday. Out of town applicants may contact the Police Department at 479-968-3232 to request an application by mail. EOE.

WASTEWATER COLLECTION FOREMAN—El Dorado Water Utilities in El Dorado, Arkansas is accepting applications for a Wastewater Collection Foreman. Applicant must possess a minimum of an Arkansas Class 2 Wastewater Operator License. The successful applicant would also be required to obtain an Arkansas Class 2 Water Distribution License

within eighteen months of employment. Applicant should have at least three years of supervisory experience preferably with a wastewater utility. Potential applicants should visit goeldorado.com for information on the El Dorado area. If the applicant has children, pay particular attention to the link to eldoradopromise.com. Please send a resume including salary requirements to Larry Waldrop, General Manager, P.O. Box 1587, El Dorado, AR 71731-1587. No phone calls please.

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.

Gaskill elected vice chair of Southern Municipal Conference

LEXINGTON, KY. – Paragould Mayor Mike Gaskill was elected vice chair of the Southern Municipal Conference (SMC) at the Aug. 27 meeting of the SMC Board of Directors in Lexington, Ky. Mayor Melvin Duran of Priceville, Ala., was elected chair of SMC.

The SMC is an association comprised of municipal leaders in 12 southern states. The group provides a forum for the development of national, state and local positions on issues of concern to the region. The SMC also allows for the exchange of information and research among the participating associations.

Gaskill is also a former League Executive Committee member and past president of the League. League Executive Director Don Zimmerman and Mayor Gaskill currently serve on the SMC's board of directors. Star City Mayor Gene Yarbrough is a past chairman of the SMC.

The SMC and its membership will hold two of its meetings in Arkansas during 2011-2012. The SMC-IT group will meet Oct. 17-19 in Little Rock at the Peabody Hotel, and the SMC will hold its Leadership Conference April 26-28, 2012, in Bentonville.





Municipal Property Program



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

Coverage is \$15 million per occurrence per member for losses exceeding \$100,000 on earthquakes and flooding.

The Municipal Property Program's 2010 annual meeting in November adopted rates according to the following scale for 2011. See the new rates below.

FIRE CLASS I	—	.0017	X	covered value	=	Premium
FIRE CLASS II	—	.0018	X	covered value	=	Premium
FIRE CLASS III	—	.0020	X	covered value	=	Premium
FIRE CLASS IV	—	.0021	X	covered value	=	Premium
FIRE CLASS V	—	.0022	X	covered value	=	Premium
FIRE CLASS VI	—	.0024	X	covered value	=	Premium
FIRE CLASS VII	—	.0026	X	covered value	=	Premium
FIRE CLASS VIII	—	.0028	X	covered value	=	Premium
FIRE CLASS IX	—	.0029	X	covered value	=	Premium
FIRE CLASS X	—	.003	X	covered value	=	Premium

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



Dan Lovelady
 Director
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Left to right:
Chris Angulo, Jack Truemper,
Michele Casavechia, Carey Smith,
Mark McBryde (Executive Vice
President and Director of Public
Finance), Bobbie Nichols,
Kevin Faught, Michael McBryde,
and Dennis Hunt

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