

City & Town

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THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE

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FEATURES

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Community leaders from across the eight-state Mississippi Delta region gathered in October in Memphis to discuss ways to improve the economy and quality of life in the impoverished region and to hear from the politicians whose policies affect the region.

8 Bentonville's McCaslin brings good business sense to mayor's office

Bentonville Mayor and League 2013-2014 District 3 Vice President Bob McCaslin believes in developing good customer relations and bringing other good business management skills to city government, and the approach appears to be working in the thriving Northwest Arkansas city.

16 New exchange program brings UK vets to Arkansas

The new Veterans International Exchange Program, which aims to help vets make the difficult transition from military to civilian life, held its inaugural event in October when a group of UK vets visited Arkansas.



ON THE COVER—The Embassy Suites at the John Q. Hammons Center in Rogers is the headquarters hotel for the League's 2014 Winter Conference, Jan. 29-31. The Embassy Suites has sold out, but other conference partner hotels still have rooms available, so don't wait if you haven't already reserved a room. See pages 20-23 in this issue for registration information and a tentative schedule. Read also inside about the ongoing efforts of the Mississippi Delta Grassroots Caucus to improve life in the region, Bentonville Mayor and 2013-2014 League District 3 VP Bob McCaslin and his city, the inaugural Veterans International Exchange Program event, and about how high mules can jump!—atm

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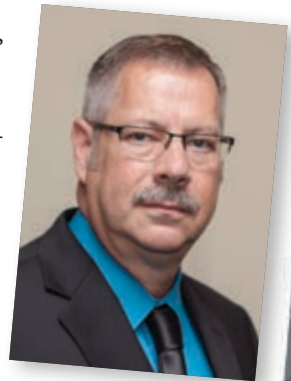
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Cover montage by Mark Potter

Greetings,

It is November already. We are starting to think about the holidays—the dinners, the gifts, and family gatherings. Then there are the Christmas shopping trips, decorations, and the excitement we see on the children's faces this time of year. Just before all this is Nov. 11, Veteran's Day, a day set aside to honor those who have given us our freedom at their greatest cost, a day to reflect on the sacrifices made to allow us to live free in the greatest nation on earth. It's also a day to remember the families of those who serve and the sacrifices they have made. The individual does not serve alone; their family serves also. To all who have served or are currently serving, "Thank you for my freedom." This does not need to be one day a year. Let's make a conscious effort to look for veterans during our daily routine and when we recognize them, shake their hand and let them know you appreciate them. Where would we be without them?



Don't forget to register for the 2014 Winter Conference. Room blocks are open. The cut-off date for hotel reservations is Dec. 31. The meeting will be held Jan. 29-31 at the John Q. Hammons Center in Rogers. Registration details and a tentative agenda appear in this issue of *City & Town*. 2014 marks the 80th year for the Arkansas Municipal League and we are looking forward to great things this year. We look forward to seeing everyone there.

We are at 548 "likes" on our Facebook page now, up 111 from last month. Thank you for getting the word out. Please encourage your department heads and city personnel to go to www.facebook.com/Arkansas.Municipal.League and like us as well. Last month I asked you to become cheerleaders for our League. From the increase this month, you are doing exactly that. Here is my challenge to you: 1,000 likes by Jan. 1, 2014! Remember to keep up with us on Twitter (@ARMuniLeague) and YouTube (ARMunicipalLeague) as well. With all the social media options and email distribution lists it is easy to keep up with all that is going on.

We just completed another certification program, Human Resources and Personnel Matters, which was attended by 120 individuals over two days. Once again the League staff did a great job presenting the information. I would like to extend my thanks to Little Rock Mayor Mark Stodola for his help with the class.

Have you sent Whitnee unique email addresses for the Cvent program? Cvent is the League's new event management software. The League is now making online registration available for all meetings and seminars. As we use the new Cvent software please help us out by sending the names and email addresses of individuals who should receive invitations to Whitnee Bullerwell at wvb@arml.org.

We have the following meetings coming up, all at League Headquarters:

- MHBF Board of Trustees—1 p.m. Wednesday, Nov. 6
- Health/Wellness Seminar—9 a.m. Thursday, Nov. 7
- CMT/PMT/MOPEBT Board—11 a.m. Tuesday, Nov. 19
- Investment Committee—11 a.m. Wednesday, Dec. 4
- Executive Committee—1 p.m. Wednesday, Dec. 4

The Great Cities Great State Educational Initiative is well underway. Go to www.greatcitiesgreatstate.com and request access to the materials there. You will be able to download the videos, posters, and ads to use in your area. Infographics—graphic, visual representations of information, data, or knowledge to present complex information quickly and clearly—have been added and are available for use. We are already starting to see the television spots in different areas around the state. One spot was aired during the Razorback-Auburn game Nov. 2 on ESPN2.

This month's issue contains a personalized cover picture. Consider this your personal invitation to register for the 2014 Winter Conference. Don't forget, as January will be here before we know it.

Happy Thanksgiving everyone, hope you have a great time with family and friends. Thank you for allowing me to serve you.

Sincerely,

Jackie Crabtree
Mayor, Pea Ridge
President, Arkansas Municipal League

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Delta Caucus talks jobs, nutrition, healthcare

By Andrew Morgan, League staff

The Mississippi Delta Grassroots Caucus provides a forum for elected officials, nonprofits, business leaders and other stakeholders from across the eight state Delta region to discuss policy affecting the region. The Caucus met Oct. 17-18 at the International Agricenter in Memphis to discuss job creation, nutrition, healthcare, and other needs in the perpetually struggling Delta.



Marlon Henderson, a Jonesboro native, CEO of Sharemeister, Inc., and Mapco representative, has partnered with the Caucus for the Delta Caucus Nutrition Challenge, an innovative program which allows Mapco and Delta Express customers to donate a percentage of their purchases to nonprofits and charities in the region.

Heritage tourism is one area where the Delta has much to offer, the Caucus believes, especially in the new global economy and with new industry in the region few and far between. As Clarksdale, Miss., Mayor Bill Luckett, put it, the Delta has to “get out of the closet, so to speak.” Recruiting industry is important, but supporting heritage tourism of the region’s numerous cultural and historical offerings is essential, he said.

Museums up and down the Mississippi like the Civil Rights Museum in Memphis, the Delta Blues Museum in Clarksdale, and the Hemingway-Pfeiffer Museum in Piggott, and events like Helena-West Helena’s internationally famous King Biscuit Blues Festival bring tourists from across the globe.

Caucus members acknowledge that there are issues that must be resolved with the Affordable Care Act, but that overall it will greatly benefit the citizens of the Delta by extending coverage to an estimated 1.6 million residents. The Caucus encouraged our political leaders in Washington to work to resolve their issues with the law by legislative process rather than by government shutdowns and threats of default.



Pine Bluff’s Annette Dove started by tutoring and sharing bowls of cereal with a few neighborhood children, but she recognized that the need in her community was much larger. Her TOPPS nonprofit grew to provide food, tutoring, mentoring, job training, and more to thousands of underserved youth in her city.

The Caucus also is strongly opposed to the proposed cuts in SNAP, the Supplemental Nutrition Assistance Program. The program is profoundly important in the Delta, which has the worst nutrition levels in America. As part of the larger farm bill, the Senate cuts SNAP by \$4.5 billion. The House version of the farm bill proposes to first separate the nutrition program from the legislation and cut assistance by \$39 billion over 10 years. The Caucus urged our nation’s leaders to rethink these devastating cuts.

The Caucus meeting was a forum for four Arkansas political candidates in closely watched 2014 races to share their views with Delta leaders and answer questions on issues such as the recent federal government shutdown, Delta Regional Authority funding, and Arkansas’s income tax policy.

Sen. Mark Pryor told the group that it’s essential that the bi-partisan approach that ended the shutdown and temporarily raised the nation’s debt ceiling must continue as we move forward.

“I think the bottom line is it was a big victory for bi-partisanship,” he said.

Pryor was part of the “Gang of 14,” a bi-partisan group of lawmakers that helped design the agreement that was eventually passed in both houses of Congress and signed into law by President Barack Obama in the 11th hour.



Pryor

“All 14 of us, after it was all over said, ‘Hey, we need to keep doing this,’” Pryor said. “I mean, we need to

find these bi-partisan solutions. We need to make this happen.”

He praised Arkansas’s bi-partisan approach to expanding Medicaid under the Affordable Care Act (ACA) and said that although there are things about the law he’d like to improve upon, there are “there’s a lot of good things in that law.” For example, he’s the first Democrat to sign on to repeal the Independent Payment Advisory Board (IPAB), a controversial provision of the law that sets up a panel to authorize certain Medicare spending that critics say would be unaccountable to the people.

“We’re going to continue to find ways to fix it and improve it, and I look forward to doing that,” Pryor said. “And of course I want to look at how it all impacts Arkansas.”

Arkansas’s first-term Congressman from the 4th District, Rep. Tom Cotton, who is seeking to unseat Pryor next year, said that the central issue of the shutdown was the ACA. Cotton addressed the Caucus and took questions via phone. Citing the website glitches that have marred the ACA’s launch, he maintained the new law is a failure and should be repealed.

“From the very beginning, the Republicans in Washington were trying to provide relief to the American people to what’s become an unaffordable and unworkable law,” Cotton said.

Of the bi-partisan agreement reached to reopen the government, Cotton said he ultimately voted for it in order to “not let the president wreck America’s credit-worthiness by potential default on your debt.”

Agriculture is an essential part of the U.S. economy, particularly in Arkansas and the Delta, Pryor said. Passing a strong, bi-partisan farm bill is “a no-brainer” he said, but last year it “died on the vine” in the House. He added that the House’s plan to remove SNAP (Supplemental Nutritional Assistance Program) funding from the farm bill is a bad idea and one urged by outside groups.

“It’s bad policy,” he said.

Cotton said SNAP and the farm bill have been “linked for too long” and he strongly supports their separation and overall cuts in nutrition assistance spending. “Food stamps have grown rapidly in the last five years,” he said, adding that some of that is probably due to a weak economy. “Systematic abuses,” are also to blame for the rise, not necessarily in Arkansas but in other states, he said.

Regarding the shrinking budget of the DRA, Pryor said the Senate subcommittee is trying to add \$2 million for the next cycle, but in the current budget environment isn’t terribly hopeful. For many programs relying on federal dollars he offered advice: “Plan on getting a cut.”

Asked about his support of the DRA budget, Cotton said he wasn’t familiar with the specifics of the legislation, but he was confident the conference committee, which includes Arkansas’s Sen. John Boozeman and Rep. Rick Crawford, will give the DRA what it needs



Ross

to serve the people in the eight-state region. They are committed to economic growth in the Delta, he said, and “at the same time, they are also committed to trying to address our spending crisis in Washington, where we’re now in \$17 trillion debt and it’s growing.”

Arkansas Gov. Mike Beebe is term-limited and Democrat Mike Ross and Republican Asa Hutchinson, both former congressmen, are both running for the office in next year’s election. Economic development and the state’s income tax were the key issues covered by the two candidates.

Ross, who spoke first, criticized Hutchinson’s proposal to slash the state’s income tax. Hutchinson, he said, will propose to “cut or abolish or eliminate” the state income tax.

“Sounds good,” Ross said. “I’m sure he’s got a poll that says that’s how you win the election.”

It’s not fiscally responsible, he said.

“Are we supposed to just stand here and tell people that we’re for tax cuts because we’re running for office, whether they make sense or not?”

Ross would make targeted tax cuts that promote economic growth and that the state could afford, he said.

Hutchinson, who appeared later in that day, said Arkansas’s income tax rates hurt the state’s ability to compete for businesses and jobs. Since the state has had a budget surplus in recent fiscal years, that revenue could be applied to a reduction in the income tax, he said.

He criticized Ross’s goal of targeted tax cuts. Tax relief should be across the board, he said.

“It’s not just industry that needs to have tax relief,” Hutchinson said.



Hutchinson

Bentonville mayor brings business acumen to city government

By Andrew Morgan, League staff

Bentonville Mayor and League 2013-2014 District 3 Vice President Bob McCaslin was a true Arkansas Traveler growing up. He was born in Hot Springs, grew up in Mt. Ida and graduated high school there. He earned a degree from Arkansas Tech in Russellville, where he majored in education with minors in math, economics, and science, and spent four years teaching in Mena. In 1972 his career took a turn when he took a job selling with Kraft Foods. He and his wife, Lana, a “Fort Smith girl,” relocated to her hometown. They’ve been married now for 45 years, have two daughters and sons-in-law and four grandchildren.

“That was the beginning of a 30-year career, which would see our family move from Fort Smith to Kansas City, to Houston, to Memphis, to Springfield, Mo., to Dallas, to Atlanta, back to Dallas, and then in 1996 we moved to Bentonville with Kraft to manage their customer service team, calling on this large customer here.”

In 2002 McCaslin was offered the opportunity to take early retirement, and he did. It was then that he first became interested in pursuing political office, he says. He ran for city council that year and won in a runoff election. He ran again in 2004, this time unopposed. After prayer and consultation with friends and family, he ran for mayor in 2006. He’s now in his third year of his second term.

There was no particular issue that drove him to seek the office, he says, just a desire to help Bentonville work better and smarter.

“I have a commitment to see business principles practiced in government,” he says, and he brings his years of business experience to the office.

“I’ve found that most of that training transfers into managing government just as well. Certainly the customer service is a fit.”

As local governments increasingly find ways to partner with businesses to move cities and towns forward,



Bentonville Mayor and League 2013-2014 District 3 Vice President Bob McCaslin lets good business sense and his Christian values guide his decision-making.

It’s hard to overestimate the positive impact Crystal Bridges Museum of American Art has made in Bentonville and the region. “In less than two years it welcomed more than a million people,” McCaslin says. It’s anchored a rejuvenated downtown square and helped make Bentonville an international destination.



his outlook has been a good fit for Bentonville, home of the “large customer” referenced earlier.

“Northwest Arkansas is home to a lot of entrepreneurial spirit that will be precedent-setting for, well, centuries. Mr. Sam, Tyson, JB Hunt. These are not just nationally known, but—particularly Tyson and Walmart—are now known worldwide. To know that they accomplished that without government subsidy, that is the free market at work, purely. I’m a firm believer that less regulation is better regulation.”

One of his primary goals as Bentonville’s mayor is to help make his city accessible and inviting to those with that entrepreneurial spirit, and he encourages the city leadership, which he refers to as “the team,” to keep that goal in mind.

“For seven years now, the team has heard this over and over, that our job is to go out and focus on three things: professionalism, character, and integrity.”

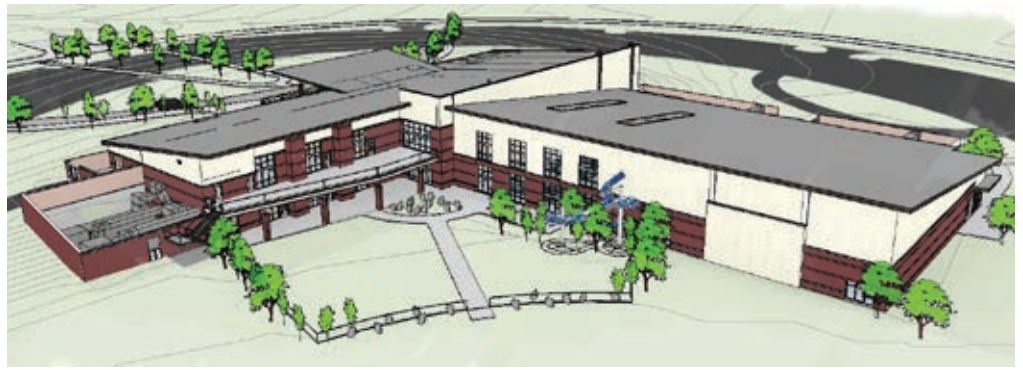
His goal is to exceed the public’s expectations, he says. The precedent-setting spirit in Northwest Arkansas has led to unprecedented growth.

“Benton County is now the second most populous county in Arkansas, second only to Pulaski County. Who would’ve thought that 20 years ago?”

And the region’s still going.

“I recently looked at real estate sales,” he says.

“January through August, something happened that’s



On Nov. 12 Bentonville broke ground on the new Bentonville Community and Recreation Center, an 80,000-square-foot, \$16.2 million project that will include an aquatics center, fitness center, basketball, walking track, meeting rooms, childcare facilities, outdoor sports fields, and more. It’s an 18-month project. “It’s absolutely gorgeous,” the mayor says.

never happened before. And that is in that eight-month period, more homes were sold in Benton County than in Pulaski County. First time ever.”

Businesses from across the globe have set up a presence in Northwest Arkansas to be near Walmart and Tyson, and with the region’s growth has come a boom in retail, great restaurants, recreational opportunities and other public amenities, and much more.

Upgrading the region’s infrastructure to keep up with growth is the major challenge Bentonville and the other cities along that corridor face. Improvements have been made, and the recent passage of an extra half-cent statewide will boost efforts, he says, particularly along I-540 and several of its difficult interchanges.

“As long as there are jobs, as long as we have excellent educational facilities, and as long as we maintain a high quality of life, people will probably continue to move to Northwest Arkansas.”



In 2007 Bentonville voters passed a handful of bond issues to improve public safety, streets, parks, and more. The city has made it a tradition of pressing unique coins to commemorate their successes and share with the public at the completion of projects. It helps keep citizens involved and gives a sense of ownership in the city’s progress, McCaslin says.

Trail of Tears anniversary marked, mules jump in Pea Ridge

The Arkansas Chapter Trail of Tears Association and Heritage Trail Partners hosted a commemoration of the 175th anniversary of the Trail of Tears Sept. 28 at the Pea Ridge Battlefield National Military Park. The event featured a performance by the Cherokee National Youth Choir



Attendees at the 175th anniversary of the Trail of Tears wear traditional Native American dress in honor of those forcibly relocated as a result of the Indian Removal Act of 1830.

and a commemorative walk on Military/Telegraph Road. The road segment running through the park is one of the longest intact sections of the Trail of Tears.

Mules do not like to jump, but that's just what more than 40 mules were asked to do at the 25th Pea Ridge Mule Jump, held Oct. 12. About 3,000 people turned out this year to watch mules jump—or sometimes not jump—over a fence-like barrier. The rules are strict. The mule walks to the barrier and, once there, has three minutes to jump and has two tries to clear the barrier. Trainers cannot touch the mule. They must coax jumping via word commands. They may hold the reins and tug them, but if caught mistreating the mule, he is disqualified.

According to the event's website, pearidgemulejump.com, the mule jump has its roots in the raccoon hunting tradition of having mules jump over fences. The hunter would throw a blanket over the fence to encourage the mule.

For one young person, the jump is more than just entertainment, it's therapy, 5 News KFSS reported Oct. 12. Billy Jiffries, 13, is autistic, and his mother, Cindy Nelson, said working with his mule, Missy, has helped Billy with his social skills.

"He was like in a shell before we got Missy, and after we got her, he gets out there and he does poles and barrels," Nelson said.

Missy is a rescue mule and would have died had they not picked her up, she said. Both Billy and Missy have made a difference in each other's lives.

This year's event featured more than \$4,000 in prize money and nearly 100 vendors offering food, drinks, and crafts.



Mules have been known to clear a six-and-a-half-foot barrier at the annual Pea Ridge Mule Jump, an impressive feat when you consider they do it from a standing start.

Siloam Springs dedicates bridge

Downtown Siloam Springs restoration efforts received a boost with the Oct. 25 dedication of the new University Street Bridge that spans Sager Creek. The bridge was completed with \$1 million from the Arkansas Highway and Transportation Department and nearly \$700,000 from the city.

"This bridge is much more than a road over a creek," Mayor John Turner said at the ribbon cutting. The bridge links downtown to John Brown University, he said, and is part of the continuing improvement to Sager Creek.

The city at the event also announced the next major road project in conjunction with the Highway Department, a \$12 million Highway 43 railroad overpass of the Kansas City Southern Railroad.



Arkansas Highway and Transportation Department Director Scott Bennett, center with scissors, joins city leaders and other dignitaries for the Oct. 25 ribbon cutting on Siloam Springs' new University Street Bridge.

CLE Offered at League 2014 Winter Conference

Six (6) hours of continuing legal education (CLE) will be available for city attorneys who attend the Arkansas Municipal League's 2014 Winter Conference, January 29-31, 2014 at the Rogers Convention Center in Rogers, Arkansas. The Arkansas City Attorneys Association (ACAA) sponsors the CLE. All CLE will occur on Friday, January 31st in Ambassador Rooms C, D, and E of the Rogers Convention Center.

Robert Bamburg, City Attorney for Jacksonville, and ACAA President, urges members and non-members to register for the convention as soon as possible. A registration form is in this issue of *City & Town*; copies also are being mailed to city attorneys.

CLE topics are selected based on the requests from our city attorney members and will include, among other topics, municipal employer policies on fraternization, FOIA and job evaluation record requests, recent developments in eminent domain, DUI, and criminal procedures, as well as one (1) hour of ethics.

To attend the CLE program, registration is required at the League Convention. For registration information, call Whitnee Bullerwell at the League, 501-978-6105. For CLE information, call Mark Hayes, ACAA secretary/treasurer and League General Counsel at 501-978-6102 or his assistant, Jamie Adams, at 501-978-6124.

League Races for the Cure

The League's Race for the Cure team joined an estimated 38,000 participants on a gray Oct. 19 morning to help raise money and awareness of breast cancer in the annual Susan G. Komen Race for the Cure. The League's Krystal Berline, Debbie Finkbeiner, and Karen Mitchell worked together to organize the team, design and print t-shirts, recruit sponsors, and more. The 2013 team was 43 strong and included one cancer survivor, five men who participated in the Three Miles of Men event, and two children in the Kids for the Cure category. The team raised \$1,500 this year for the cause. Krystal Berline designed this year's team shirts. Sponsors included Arkansas Eye Associates, American Fidelity Assurance Company, eDocAmerica, RxResults, and Sir Speedy.



League team members participate in the festivities near the starting line of the 2013 Race for the Cure.



Karen Mitchell and Krystal Berline



The League's 2013 Race for the Cure team. Top row, L-R, Cindy Frizzell, Tammie Williams, Jackie Crabtree, Barbara DePriest, Whitnee Bullerwell, Karen Lauderdale, Karen Mitchell. Bottom row, L-R, Don Zimmerman, Jeremy Brown, Paul Young, Neil Foreman, Amanda Robertson, Jane Barnett, Ken Wasson, Tricia Zello, Glenda Robinson, Adam Coleman, Khaliah Coleman, Darlene Cooper, Linda Montgomery, David Baxter, Gladys Rogers, Cathy Moran, Krystal Berline, Lori Sander, Pat Planek, Misty Jones.

Jonesboro starts Multifamily Crime Free Housing Program

Jonesboro started implementation of the Multifamily Crime Free Housing Program this year and had their first class Sept. 25 of 16 local property owners, property managers, and landlords, including three people from the local housing authority. The program is voluntary but is another way for the Quality of Life Unit to focus on crime prevention by partnering with local landlords to implement CPTED (Crime Prevention Techniques by Environmental Design) and other techniques that are proven crime deterrents. The program began in Mesa, Ariz., in 1992, and now has more than 300 participating cities in 45 states, five Canadian provinces, and 12 countries. It has proven a great success, with up to 70 percent crime reduction among participants.

Lt. Todd Nelson of the Jonesboro Police Department said, "We chose this program because it has been tested in almost every state, and it works." Nelson and Investigator David Stout of Jonesboro Police Department's Quality of Life Unit recently traveled to California to train with Tim Zering, the program's founder, and become certified to implement the program. They are now teaching classes in Jonesboro. Classes consist of eight hours of instruction on ways that landlords can make their housing units safe for their renters and after a detailed inspection can become a "certified Crime Free Multi-Housing property" Another important factor is the screening of tenants. Instructors can make recommendations on possible ways to screen their tenants; however, ultimately this process is left up to the landlords.

The overall cost of implementing the program is extremely low compared to the return on investment,

which includes having a safer place to live and work, better residents, and less opportunity for crime. These factors contribute to less wear and tear on the actual units.

This program is based on a three prong approach:

- Phase One involves an eight-hour seminar presented by the police department;
- Phase Two will certify that the rental property has met the CPTED security requirements for the residents' safety; and
- In Phase Three a resident crime prevention social will be conducted for full certification, and the managers will be granted the use of large metal signs for display on the property. The management will also be granted the use of the program logo in all advertisements.

It doesn't end there. Every year, the housing manager must host a safety-related crime prevention social with the residents and maintain the standards of the program. They are inspected annually by the Quality of Life Unit. Single family housing landlords are also eligible to participate in the certification program, but rather than holding an annual safety-related class, they are required to sign a letter committing to full implementation of the program.

"We believe this will be a win for multi-family property owners, their residents, and all the citizens of Jonesboro," Nelson said. For more information regarding the City of Jonesboro's Multifamily Crime Free Housing Program, contact Lt. Todd Nelson at 870-931-5731 or email tnelson@jonesboro.org.



Save the Date

Special Property Meeting

Municipal Property Program
December 4, 2013 • 10:30 a.m.
League Headquarters

New exchange program brings UK veterans to Arkansas

By Sherman Banks

The Veterans International Exchange Program (VIEP) held its inaugural meeting in October when veterans from the north of England visited with veterans and local leaders in Arkansas. The new program organizes and funds life-changing, short-term travel experiences for U.S. and foreign military veterans.

The concept for this program came to fruition in October 2011 when Tony Wright, a Winston Churchill Fellow, received a grant from the Winston Churchill Institute to travel to the United States to visit various veterans installations to view firsthand different assistance programs for veterans transitioning from military to civilian life. To further this concept, Wright and the honorable Dave Anderson, a Member of Parliament (MP), came to our state in December 2012 to meet with the various entities that expressed an interest in assisting with the development of this program. Aristotle, Inc. hosted the meeting, and attending were Star City Mayor Gene Yarbrough, Rison Mayor Vernon Dollar, Harrison Mayor Jeff Crockett, and Heber Springs Mayor Jackie

McPherson. Also in attendance was Rob MacDonald, co-founder of the Veterans Treatment Court, a veteran's transition specialist, and local business leaders.

The idea that received the greatest support was to host veterans and their families from the UK during deer and fishing seasons. Therefore on Sunday, Oct. 13, the inaugural visit began when six veterans arrived in our state. The delegation's program was full of adventure and education. The six delegates, ages 28 to 65, began the program with a day and half in Rison where they hunted hogs and deer in the Arkansas woods. The group returned to Little Rock for a day and was presented with Arkansas Travelers certificates and toured the State Capitol. They also laid wreaths they brought from the UK at the Korean War Memorial in MacArthur Park.

The last four days of the trip were spent at Mountain Harbor Resort at Lake Ouachita courtesy of the owner, Bill Barnes. There the Commission of Arkansas Parks and Tourism hosted a reception for the veterans, and Mayor Dollar took the delegation out on a fishing



One of the stops on the Veterans International Exchange Program's initial Arkansas visit was the State Capitol, where vets took a tour.



UK veteran Chris Pretty shows off a bream caught on a visit to Lake Ouachita.

adventure and excursion on the lake. Camden Mayor Chris Claybaker also joined the delegation on the excursion.

On Oct. 18 League Executive Director Don Zimmerman hosted the delegation for dinner. On the last day of the trip the delegation went back to Rison at the invitation of Mayor Dollar to attend the city's fall festival. The farewell dinner was held at Mountain Harbor Resort Restaurant, hosted by Aristotle, Inc.

Wright said the Veterans Exchange is not about "tea and sympathy." It is not about the morbid. It is all about what we are doing next, and America's been the trip of a lifetime, coping with the transition from military to civilian life can be horrendous.

"If you are not connected with the right people to help you, it can be a horrible experience," he said. "Linking up with fellow veterans in Arkansas made all the difference."

The next step for the program is for an Arkansas veteran delegation to travel to the UK, May 14-21, 2014. If you would like to help or be a part of this program or if you know of someone you think can benefit from the Veterans International Exchange please contact Sherman Banks at 501-374-8493 or email sbanks@aristotle.net. You can also write to P.O. Box 165920 Little Rock, AR 72216.



Contact Sherman Banks at 501-374-8493, email sbanks@aristotle.net, or write to P.O. Box 165920, Little Rock, AR 72216.

WHO you gonna CALL?



We don't know either, without your help. Fill out the **Directory Information Request Forms** and return them to the League by **Monday, December 2nd**. Watch for the new Directory in early 2014.



The deadline for enrollment in the Arkansas Municipal League 2014 Municipal Officials and Department Heads Accidental Death and Dismemberment Plan is Dec. 31, 2013.

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

Sustainability summit highlights city successes

By Michele Halsell



PHOTO BY SHANNON JOYCE

Participants in the summit check out displays of other cities' successes and share ideas.

Ten Arkansas cities representing all regions of the state were featured at the 2nd annual Sustainable Communities Leadership Summit on Oct. 16, in North Little Rock.

The Sustainable Cities Showcase gave over 200 summit participants an opportunity to meet with municipal leaders from around the state who are implementing a broad range of sustainability-focused policies and practices. Hosted by the Applied Sustainability Center at the University of Arkansas, the summit focused on the economic benefits of sustainability and celebrated what Arkansas cities are already doing to be more sustainable.

The showcase included municipal efforts focused on energy efficiency, biofuels, water stewardship, fuel conservation strategies, and active transportation. These initiatives can help cities attract new investment, reduce costs for city budgets, and help residents save money, which strengthens the local economy.

Sample policies and ordinances were also made available, including Fayetteville's "no-idling" policy, North Little Rock's distributed generation ordinance, and Conway's complete streets ordinance.

The summit also gave cities the opportunity to highlight their sustainability successes:

Arkadelphia—First city to purchase hybrid vehicles for its police fleet, and use of duck weed in waste water treatment to reduce the need for chemicals.

DeWitt—First city to launch a mini-biofuels refinery and to collect used cooking oil to be made into biofuel.

Eureka Springs—First city to complete a greenhouse gas inventory and adopt a Climate Action Plan.

Fayetteville—First city to adopt a streamside protection ordinance, and first city to adopt the 2009 IECC building code and home energy labeling.

Harrison—Implemented a "road diet" on Main Street resulting in increased sales and sales tax revenues.

Jonesboro—Highlighted a new multi-modal transportation that will connect three bus services, bike trails and sidewalks to provide more mobility choices.

Little Rock—Downtown revitalization effort to create an arts district, generating \$60 million in public/private investment.

Monticello—Highlighted the city's GIS-enabled map of water leaks demonstrating that 64% of the leaks are concentrated in 19% of the city's total square mileage.

Russellville—Showcased the city's complete streets plan to improve walkability and biking as part of the city's enhanced mobility strategy.

Searcy—First city to adopt a city-wide energy efficiency outreach campaign resulting in over \$400,000 in residential energy savings.

Michele Halsell is Managing Director, the Applied Sustainability Center, at the University of Arkansas, asc.uark.edu. Contact Michele at 479-575-3044.

Monday 8:34 am

Visit GreatCitiesGreatState.com to access the deliverables created for the League's Great Cities Great State Educational Initiative. We urge you to take advantage of the materials to highlight the great, behind-the-scenes work our cities and towns do to improve the quality of life for your citizens.

THIS MOMENT BROUGHT TO YOU BY YOUR HOMETOWN. The lifeblood of any city is progress. Finding the new jobs and the new opportunities that will keep the city and its residents moving forward. And we're leading the charge. Whether it's negotiating with potential businesses or building roads to their new facilities. A better life starts in the city limits. From small towns to big cities, Arkansas's municipal communities improve our quality of life, every day. *Great Cities Make a Great State.*



greatcitiesgreatstate.com

Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

Cities of the second class: Do's and Don't's

Opinion: 2013-083

Hammer, Kim—State Representative

(Q1) Does Arkansas law allow a city of the second class to alter ACA 14-42-103's requirements for how vacancies are filled? Q2) What are the voting requirements when a city council of a city of the second class is attempting to fill a vacant alderman position pursuant to ACA 14-44-104? Q3) If a city council meeting is convened without the minimum required for a legal quorum, would it void all actions taken at the meeting? Q4a) If a person was appointed to the city council illegally and that person's presence was required to make a quorum at [certain public] meetings, were those meetings illegal? Q4b) If any of those meetings had a quorum without the illegally appointed individual, would any votes made by that individual be null and void? Q5) Can an individual hold more than one paid city position or job, i.e., be a police officer and hold a position with the sanitation department simultaneously? Q6) Is it legal to combine individual city department funds into a single account? Q7) Are the fire department reserve funds established by [Act 833 of 1991] required to be kept in a separate account? Q8) Does Arkansas law mandate that the city council receive a monthly report on the reconciliation of the city's bank accounts? Q9) Under Arkansas law, are cities of the second class required to have payroll checks signed by a city official or employee at city hall? **RESPONSE:** In my opinion the answer to Questions 1, 4, and 7 is "no"; and the answer to Question 8 is "yes." The answer to Question 2 is that the city council must appoint someone to the vacancy by a majority of the "remaining members" on the council, but the vote still must be a majority of the whole number of the council. Regarding Question 3, there is no requirement in state law for a quorum to be present to convene a meeting. Rather, state law requires a majority of a quorum in order to take any action. I have enclosed an Opinion that addresses your fifth question. The answer to Question 6 depends on the nature of the fund. The answer to Question 9 is that written checks must be signed by at least two persons who are the city's "authorized disbursing officers."

Fire department not required to respond outside its coverage area

Opinion: 2013-063

Requestor: Douglas, Charlotte Vining—State Representative

Is the Butterfield District 5 Volunteer Fire Department ("District 5") required to respond outside of its coverage area, where there is no agreement? Q1b) Is it permissible for District 5 to refuse aid? Q1c) If so, under what circumstances? Q2) If District 5 is required to render aid or chooses to render aid, can the adjacent city be charged for services rendered outside of the District 5 service area? Q2b) If the adjacent city refuses to pay for services, what recourse does District 5 have? Q3) Can a county judge withhold funds to District 5 where it legally refuses to render aid? Q3B) Can Act 833 funds be withheld under these circumstances? Q4) What are the legal ramifications, duties and responsibilities of District 5 in relation to the adjacent city's fire department? **RESPONSE:** In my opinion, 1) District 5 need not fight fires outside its coverage area absent an agreement to do so; 2) District 5 generally may not compel an adjacent city to pay for firefighting services rendered within the city; 3) neither county sales tax proceeds appropriated to pay amounts due under a contract between the county and District 5 nor Act 833 funds may be withheld from District 5 solely for its lawful refusal to fight a fire outside its coverage area; and 4) a city fire department need not fight fires outside city limits absent an agreement to do so; an adjacent city generally may not compel District 5 to pay for firefighting services rendered within District 5; and neither Act 833 funds nor county sales tax proceeds distributed to a city and appropriated to its fire department may be withheld from such a department solely for its lawful refusal to fight a fire outside city limits.

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

Advertise in the 2014 Directory

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

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

- Published in early 2014
- More than 1,200 copies distributed
- 100-110 pages

Ad sizes and rates

- Inside front cover—\$3,000
- Inside back cover—\$2,500
- Full page—\$1,500
- Half page—\$1,000
- Quarter page—\$500
- Eighth page—\$250

Advertising deadline is Dec. 28, 2013.



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



2014 Winter Conference

John Q. Hammons Center, Rogers, AR

January 29-31, 2014

REGISTRATION

Registration and payment must be received in League office by Friday, December 31, 2013, to qualify for advance registration.

Advance registration for municipal officials	\$150
Registration fee after December 31, 2013 , and on-site registration for municipal officials.	\$175
Spouse/guest registration	\$75
Child registration	\$75
Other registrants.	\$200

- Registration will be processed **ONLY** with accompanying payment in full. Make checks payable to the Arkansas Municipal League.
- Registration includes meals, activities and a copy of **Handbook for Arkansas Municipal Officials, 2013-2014 edition**.
- No daily registration is available.
- Registration must come through the League office. No telephone registrations will be accepted.
- **No refunds after December 31, 2013.**
- Cancellation letters must be postmarked by **December 31, 2013.**

HOTEL RESERVATION

Hotel Room Rates

Embassy Suites (headquarters hotel)		
Single/Double.	\$129	Check-in..... 3 p.m.
Holiday Inn & Suites		
Single/Double.	\$122/\$132	Check-in..... 3 p.m.
Staybridge Suites		
Single/Double.	\$122/\$132	Check-in..... 3 p.m.
Hyatt Place		
Single/Double.	\$129	Check-in..... 3 p.m.

- Cut-off date for hotel reservations is **December 31, 2013.**
- Rooms in Rogers are subject to an 13.5% percent tax. Check out time is 12 noon.
- Rooms will be held until 6 p.m. and then released unless guaranteed by credit card.
- Contact the hotel directly to make changes or cancellations in hotel accommodations.
- Hotel confirmation number will come directly from the hotel.
- Please check on cancellation policy for your hotel.

TWO WAYS TO REGISTER

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

OR

2

Complete the steps and **mail with payment** to:
ARKANSAS MUNICIPAL LEAGUE
Attn: 2014 Winter Conference
P.O. Box 38
North Little Rock, AR 72115-0038

Step 1: Delegate Information

I am a newly elected official.

Name:

Title: City of:

Address: Email: (required)

City: State: Zip: Telephone:

Spouse/Guest will attend: Yes No Name:

Children will attend: Yes No Name(s):

Step 2: Payment Information

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

<input type="checkbox"/> Advance Registration	<input type="checkbox"/> Regular Registration	<input type="checkbox"/> Spouse/Guest	<input type="checkbox"/> Child	<input type="checkbox"/> Other Registrants	Total
\$150	\$175	\$75	\$75	\$200	\$ _____

• **HOW ARE YOU PAYING?**

Check

Mail payment and form to:
Arkansas Municipal League
2014 Winter Conference
P.O. Box 38
North Little Rock, AR 72115

Credit Card Complete information below and send to address above.

Credit Card: Visa MasterCard

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

Card Holder Name (as it appears on card):

Billing address (as it appears on statement):

City: State: Zip: Telephone:

E-mail address (required for credit card payment)

Step 3: Hotel Reservations

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

SOLD OUT
Embassy Suites

3303 Pinnacle Hills Parkway, Rogers, AR 72758

Reservations: 479-254-8400

Holiday Inn & Suites

1803 South 52nd Street, Rogers, AR 72758

Reservations: 479-845-1300

Staybridge Suites

1801 South 52nd Street, Rogers, AR 72758

Reservations: 479-845-5701

Hyatt Place

610 W Walnut Street, Rogers, AR 72756

Reservations: 479-633-8555

TENTATIVE 2014 WINTER CONFERENCE

Rogers, AR

WEDNESDAY - JANUARY 29

2:00 P.M. – 7:00 P.M.

REGISTRATION Registration Area

2:00 P.M. – 7:00 P.M.

VISIT WITH STATE AGENCIES Grand Ballroom V

Different state agencies have been invited to set up in this area. Take time to visit with them about how their agencies might best assist your city.

3:30 P.M. – 4:30 P.M.

THE IMPORTANCE OF EFFECTIVE COMMUNICATION Grand Ballroom HV

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

(This session will count toward 1 hour of continuing education credit.)

2:30 P.M. – 3:30 P.M.

MLWCT BOARD OF TRUSTEES Hammons Boardroom

7:00 P.M.

OPENING NIGHT BANQUET Grand Ballroom VI-X

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

8:30 P.M.

PRESIDENT'S POST BANQUET RECEPTION Grand Ballroom V

Sponsored by The Friday Law Firm.

THURSDAY AM - JANUARY 30

7:30 A.M. – 5:00 P.M.

REGISTRATION OPENS Registration Area

7:30 A.M. – 4:30 P.M.

VISIT WITH GOVERNMENTAL AGENCIES Grand Ballroom V

9:00 A.M. – 10:15 A.M.

OPENING GENERAL SESSION Grand Ballroom HV

The Winter Conference officially begins with the singing of our National Anthem, followed by welcoming remarks from Roger's Mayor Greg Hines. We will recognize the recipients of this year's Arkansas Business City of Distinction Awards.

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

10:15 A.M. – 10:30 A.M.

BREAK Grand Ballroom V

10:30 A.M. – 11:15 A.M.

GENERAL SESSION II: ECONOMIC DEVELOPMENT STRATEGY: WHAT HAS WORKED IN NORTHWEST ARKANSAS Grand Ballroom HV

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

11:15 A.M. – NOON

GENERAL SESSION III: ECONOMIC ISSUES IMPACTING MUNICIPALITIES Grand Ballroom HV

Presiding: Mayor Mark Stodola, Little Rock
First Vice President, Arkansas Municipal League

Speakers: TBA



THURSDAY PM - JANUARY 30

NOON

VOLUNTEER COMMUNITY OF THE YEAR
AWARDS LUNCHEON Grand Ballroom VI-X

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

Invocation: TBA

Speaker: TBA

2:00 P.M. – 3:00 P.M.

THE FISCAL SESSION AND
OTHER LEGISLATIVE ISSUESGrand Ballroom HV

Presiding: Mayor Mark Stodola, Little Rock
First Vice President, Arkansas Municipal League

Speaker: TBA

3:00 P.M. – 3:30 P.M.

BREAK Grand Ballroom V

3:30 P.M. – 5:00 P.M.

ADDRESS FROM U.S. SENATE CANDIDATESGrand Ballroom HV

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

Speakers: U.S. Sen. Mark Pryor (invited)
U.S. Rep. Tom Cotton (invited)

DINNER ON YOUR OWN

6:15 P.M. – 9:00 P.M.

RECEPTION Crystal Bridges Museum

*Shuttle busses will leave from the front of the Embassy Suites
Hotel beginning at 6:15 to take delegates to Crystal Bridges for
a reception and tour of the museum. Busses will begin returning
delegates to the Embassy Suites at 7:45p.m.*

FRIDAY - JANUARY 31

7:30 A.M. – 12:00 P.M.

REGISTRATION OPENS Registration Area

8:00 A.M. – 4:30 P.M.

CITY ATTORNEYS Ambassador Room C,D,E
City Attorneys will meet for six hours of CLE.

9:00 A.M. – 10:00 A.M.

CREATING A VIBRANT SOCIAL COMMUNITYGrand Ballroom HV

Presiding: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

Speakers: TBA

*(This session will count toward 1 hour of continuing education
credit.)*

10:00 A.M. – 10:30 A.M.

BREAK Grand Ballroom V

10:30 A.M.– 11:30 A.M.

GOOD PLANNING MAKES GOOD SENSEGrand Ballroom HV

Presiding: Mayor Mark Stodola, Little Rock
First Vice President, Arkansas Municipal League

*(This session will count toward 1 hour of continuing education
credit.)*

11:30 A.M.

CONCLUDING REMARKSGrand Ballroom HV

Speaker: Mayor Jackie Crabtree, Pea Ridge
President, Arkansas Municipal League

11:45 A.M.

LUNCH BUFFET Grand Ballroom VI-X

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

OTHER FRIDAY MEETINGS:

1:00 P.M.

MHBF BOARD MEETING Hammons Boardroom



Hazard communication “right to know”

By Neil Foreman, League staff

A welcome change is coming soon for those employees who use chemicals or hazardous materials in their work duties. An enhancement known as the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) to the current Hazard Communication standard is being implemented. With chemicals and materials being manufactured, shipped, and distributed worldwide in our global economy, a need has been identified to standardize portions of the material documentation and container labeling system.

With this change comes a need to conduct employee training in several areas. The Municipal League has purchased a DVD-based program to assist in your training effort, and I have other materials that can be used as training supplements.

Material Safety Data Sheets

Materials Safety Data Sheets (MSDS’s) will now be known as Safety Data Sheets (SDS’s) and will be standardized in their format. Historically, manufacturers

could develop and format MSDS’s in a variety of ways with a guiding principal that required health and safety information be included somewhere in the document. Now, SDS’s will have a standard format with required health and safety information assigned to specific sections. Employees should now be able to locate information more efficiently and in particular during emergency response situations. Emergency responders and medical professional staff should also see benefits.

Container labels

Labels will be standardized to include manufacturer information, product name or identifier, a hazard statement(s), precautionary statement(s), pictogram(s), and a signal word. Similar to SDS’s, required information will be displayed in the same location on a product’s label.

Standard hazard pictograms such as the skull and cross bones that alerts to an acutely toxic or fatal chemical exposure will be used. Pictograms will be used in three categories: Chemical/Physical Risks, Health Risks, and Environmental Hazards. Standard pictograms will be used by all manufacturers.

Signal words

The signal words “DANGER” or “WARNING” will be used to provide an initial, first-look alert to an employee as to the severity of a hazard. DANGER is used for the more severe hazards and WARNING for less severe hazards.

As a best practice, now would be a good time to update your chemical inventory list and verify that MSDS’s have been obtained for the materials in use. As new SDS’s are received these should be substituted in your document retention system.

If you need training assistance, please contact me at the League by email at nforeman@arml.org or by phone at 501-374-3484 ext. 122. Information provided by the Occupational Safety & Health Administration (www.osha.gov).

GHS HAZARD PICTOGRAMS

 <p>Flame • Flammables • Emits Flammable Gas • Self Reactives • Pyrophorics • Organic Peroxides • Self-Heating</p>	 <p>Corrosion • Corrosive to Metals • Skin Corrosion • Serious Eye Damage</p>
 <p>Exploding Bomb • Explosives • Self Reactives • Organic Peroxides</p>	 <p>Skull & Crossbones • Acute Toxicity (Severe)</p>
 <p>Flame Over Circle • Oxidizers</p>	 <p>Health Hazard • Carcinogen • Respiratory Sensitizer • Reproductive Toxicity • Mutagenicity • Target Organ Toxicity • Aspiration Toxicity</p>
 <p>Gas Cylinder • Gases Under Pressure</p>	 <p>Exclamation Mark • Acute Toxicity (Harmful) • Dermal Sensitizer • Skin & Eye Irritation • Narcotic Effects • Respiratory Tract Irritation</p>
 <p>Environment • Environmental Toxicity</p>	<p> <input type="checkbox"/> Physical Hazards <input type="checkbox"/> Physical & Health Hazards <input type="checkbox"/> Health Hazards <input type="checkbox"/> Environmental Hazards </p>



Neil Foreman is the League’s Loss Control specialist. Contact Neil at 501-374-3484 Ext. 122, or email nforeman@arml.org.

League seminar covers HR, personnel matters

The League continued its voluntary certification program for municipal officials with a seminar on human resources and personnel matters on Oct. 15 and 16 at League headquarters. After a welcome by Little Rock Mayor and 2013-2014 League First Vice President Mark Stodola, League staff members presented an overview of federal and state laws affecting the hiring process, employee personnel files, record retention and maintenance, and more.

A total of 125 municipal officials participated in the seminar. For more information on the voluntary certification program, contact Ken Wasson at 501-374-3484 Ext. 211, or email kwasson@arml.org.



Little Rock Mayor and 2013-2014 League First Vice President Mark Stodola welcomes municipal officials to the human resources and personnel matters seminar Oct. 16.

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Fairs & Festivals

- Nov. 8-10, **DIAMOND CITY**, 9th Diamond City Veteran's Day Fall Festival, 870-422-7212
- Nov. 9, **CONWAY**, Downtown Christmas Celebration, 501-548-9950, www.downtownconway.org; **FORT SMITH**, 2nd Veterans Day Parade, 479-434-6776, chaffeecrossing.com; **VAN BUREN**, Main Street Christmas Open House, 479-410-1024, www.vanburen.org
- Nov. 10, **FORDYCE**, 7th Veterans Day Ceremony, 870-352-3520, Fordyce@ipa.net
- Nov. 11, **VAN BUREN**, Veterans Day Parade, 479-652-3374, www.vanburen.org
- Nov. 14, **EL DORADO**, Festival of Lights, 870-863-6113, goeldorado.com
- Nov. 16, **BENTONVILLE**, Lights on the Square, 479-254-0254, www.downtownbentonville.org
- Nov. 19, **PINE BLUFF**, 17th Enchanted Land of Lights & Legends, 870-536-7600, www.pineblufffestival.org
- Nov. 23, **BOONEVILLE**, 5th Christmas Festival, 479-675-2811; **FAYETTEVILLE**, 20th Lights of the Ozarks, 479-521-5776, thelightsoftheozarks.com
- Nov. 23-30, **STUTT GART**, 78th World's Championship Duck Calling Contest and Wings over the Prairie Festival, 870-673-1602, www.stuttgartarkansas.org
- Nov. 24, **ALTUS**, An Altus Christmas, 479-468-4191, mayorstacy@centurytel.net
- Nov. 25, **BLYTHEVILLE**, Lights of the Delta, 870-762-9788, www.lightsofthedelta.com; **FORT SMITH**, Festival Fort Smith Christmas, 800-637-1477, www.fortsmith.org; **HORSESHOE BEND**, Holiday Lighting, 870-670-5433, www.horseshoebendarcc.com; **HOT SPRINGS**, 10th Christmas Lighting & Chili Cookoff, 501-321-2277, www.hotsprings.org; **JASPER**, 2nd Ozark Mountains Christmas Lights Trail, 870-446-2455; **PERRYVILLE**, Christmas Lights, 501-707-8820
- Nov. 26, **WEST MEMPHIS**, Community Tree & Park Lighting, 870-732-7598, www.WestMemphis.org
- Nov. 28, **CROSSETT**, Christmas Wonderland Light Display, 870-500-3206; **PRESCOTT**, Holiday Lights, 870-887-2101, pnpartnership.org
- Nov. 29, **ALMA**, Christmas Lights in the Park, 479-414-9128; **TEXARKANA**, Twice as Bright Festival of Lights, 870-774-2120, mainstreettexarkana.org
- Nov. 30, **CORNING**, Christmas in the Park, 870-857-9001; **GRAVETTE**, 2nd Light up Gravette Parade, 479-787-5368; **MARIANNA**, Downtown Square Lighting, 870-295-2469, www.Marianna.Arkansas.org; **MCGEHEE**, Christmas Lights in the Park, 870-222-4451, www.mcgeeechamber.com; **PARIS**, Trail of Holiday Lights & Santa Shack, 479-963-2244, www.ParisArOnline.com
- Dec. 1, **GURDON**, Christmas Parade, 870-353-2514; **MOUNTAIN VIEW**, Courthouse & Christmas Tree Lighting; **NORTH LITTLE ROCK**, Christmas Parade, 501-758-1424, www.NorthLittleRock.org

- Dec. 2, **BATESVILLE**, Lighting & Christmas Parade, 870-698-2432, www.cityofbatesville.com; **ROGERS**, Christmas Parade, 479-936-5487, mainstreetrogers.com; **SHERWOOD**, 12th Enchanted Forest Trail of Lights, 501-833-0476, www.cityofsherwood.net; **TEXARKANA**, 29th Christmas Parade, 903-792-7191, www.mainstreettexarkana.org
- Dec. 3, **BULL SHOALS**, Christmas Lights Display, 870-445-4443, www.bullshoals.org; **MONTICELLO**, 20th Carols of Christmas Parade, 870-367-6741, montdrewchamber.com
- Dec. 5, **BRYANT**, 6th Christmas Parade, 501-847-4702, bryantchamber.com; **FORDYCE**, 24th Christmas Parade, 870-352-3520; **NASHVILLE**, Christmas Parade & Tree Lighting, 870-845-1262, www.nashvillear.com; **PRESCOTT**, Christmas Parade, 870-887-2101; **RECTOR**, Christmas Parade, 870-595-3035; **RUSSELLVILLE**, Christmas Parade, 479-968-1272, russellvillearkansas.org
- Dec. 6, **DARDANELLE**, Christmas Parade, 479-229-3328; **MENA**, Christmas Parade, 479-394-8355, www.visitmena.com; **EUREKA SPRINGS**, Christmas Parade, 479-253-8737, www.eurekaspringschamber.com; **FORREST CITY**, Christmas Parade, 870-633-1651; **MOUNTAIN HOME**, Christmas Parade, 870-425-5111, www.enjoymountainhome.com; **NEWPORT**, Christmas Parade; **WHITE HALL**, Christmas Parade and Park Lighting, 870-247-2399, www.whitehallar.org
- Dec. 7, **BERRYVILLE**, Christmas Parade, 870-423-3139, www.berryville.com; **CLARKSVILLE**, Light Up the Square, 479-754-2340, clarksvillechamber.com; **DE QUEEN**, Christmas Parade, 870-642-2446; **HEBER SPRINGS**, Christmas Parade, 501-362-2444, www.Heber-Springs.com; **HELENA-WEST HELENA**, Holiday Festival, 870-714-2844; **HERMITAGE**, Spirit of Christmas Festival, 870-463-2209; **HUNTSVILLE**, Christmas Parade, 479-738-6000, www.huntsvillearchamber.com; **JACKSONVILLE**, 56th Christmas Parade, 501-982-4316, www.cityofjacksonville.net/parks; **LITTLE ROCK**, 75th Christmas at the Capitol, 501-682-1010, www.sos.arkansas.gov; **SILOAM SPRINGS**, Light Up Siloam Springs, 479-524-4556, www.mainstreetsiloam.org; **SULPHUR SPRINGS**, 26th Sulphur Springs Progressive Dinner, 479-553-8205; **WALDRON**, Downtown Lighting, 479-637-2775, waldronchamberofcommerce.com
- Dec. 9, **GREENWOOD**, Annual Bean Feed & Christmas Parade, 479-996-6357, www.greenwoodarkansas.com; **HOT SPRINGS**, Christmas Parade, 501-321-2277
- Dec. 14, **CARAWAY**, Christmas Parade, 870-482-3830; **OZARK**, Christmas Parade, 479-667-2949; **VAN BUREN**, Christmas Parade, 479-474-2761, www.vanburen.org

CALENDAR

National League of Cities

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

Arkansas Municipal League

2014 Winter Conference
Wednesday-Friday
January 29-31, 2014
John Q. Hammons Convention Center
Rogers, AR

National League of Cities

2014 Congressional City Conference
Saturday-Wednesday
March 8-12, 2014
Washington, D.C.

Arkansas Municipal League Winter Conference Scholarships Available

The executive committee of the Arkansas Municipal League (AML) voted in 2012 to award two (2) scholarships for registration to the AML Winter Conference. A scholarship will be awarded to one (1) Mayor or Alderman, and (1) City Clerk, Recorder or Treasurer, both of which will enable city officials the opportunity to further their educational training in municipal government.

The Arkansas City Clerk's, Recorders, and Treasurers Association (ACCRTA) agreed to handle applications and the selection process.

Fill out the scholarship application below and return to:

**Diane Whitbey, CAMC/MMC
City Clerk and Collector
City of North Little Rock
P.O. Box 5757
North Little Rock, Arkansas 72119-5757**

For more information , please contact Diane Whitbey at dwhitbey@nlr.ar.gov, or call 501-340-5317.

2014 APPLICATION FOR ARKANSAS MUNICIPAL LEAGUE SCHOLARSHIP

I, _____, am a member of the Arkansas Municipal League, and do hereby apply for a registration assistance from AML. (Applicant's city or town must be a member of AML at the time of application).

Name _____ Title _____

Street Address or PO Box _____

City, State, Zip _____

Telephone _____ Date assumed current position _____

Other related experience:

Title	Municipality	Years

Education: H.S. _____ Graduate College (years) _____ Degree _____

Please answer the following questions:

How does your municipality budget yearly for your education? _____

What is your reason(s) for applying for this scholarship? _____

I understand that if a scholarship is awarded to me, it must be used for registration at the AML Winter Conference to be held in January 29-31, 2014, at the John Q. Hammons Convention Center in Rogers, Arkansas, and that I must attend all sessions.

Yes _____

If your attendance must be approved by the Chief Executive Officer or legislative body of your city or town, will you be given time to attend the conference? Yes _____ No _____

I do hereby attest that the information submitted with this application is true and correct to the best of my knowledge.

Signature: _____ Date: _____

Deadline to apply is December 18, 2013.

DISCLAIMER:

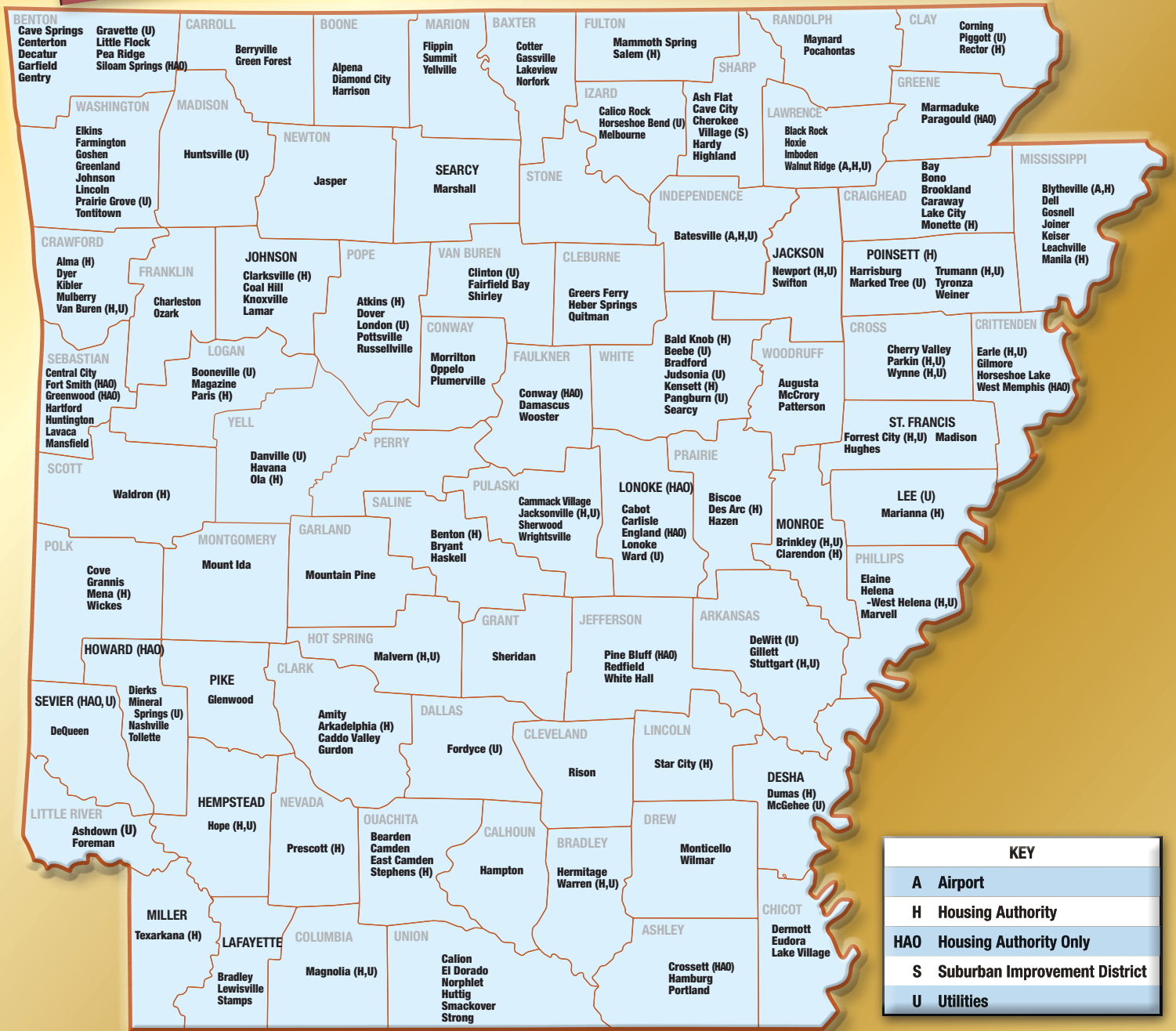
ACCRTA or AML will not be responsible for applications that are not received by the deadline.

Please feel free to call to verify that your application has been received.



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 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
 Men Regional Health System Mena
 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
 Northeast Public Water..... Mountain Home
 Northwest AR Conservation Authority Rogers
 Northwest AR Economic Development District Harrison

Ozark Mountain Regional Public Water Diamond City
 Ozark Regional Transit Ozark
 SE AR Economic Development District..... Pine Bluff
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NOTICE: State Aid Street Committee proposes project criteria

The State Aid Street Committee, in conjunction with the State Aid Division of the Arkansas State Highway and Transportation Department, has regulatory authority over the awarding of grants to municipalities from the newly created State Aid Street Fund. The Committee has adopted a draft of project criteria for awarding State Aid Street projects. The proposed project criteria include:

- In order to qualify for funding, roadway conditions for overlays must be fair, fair to poor, or poor.
- Funding for projects will be capped at \$250,000. If bids exceed the cap, then the city must agree to pay the overage amount or scale back the project.
- Projects requiring design work will be granted preliminary approval but not considered for award until the engineering has been completed. The \$250,000 cap will apply to these projects.
- Projects awarded funding for less than \$250,000 but whose bid amounts are 10 percent higher than the approved estimated project cost must come back to the Committee for approval.
- Municipalities may apply for funding on an annual basis but priority will be given to those municipalities that have not had a project previously funded.

Interested persons may present their views concerning the adoption of the proposed project criteria in writing to the State Aid Street Committee at P.O. Box 38, North Little Rock, AR 72115-0038 by no later than 5 p.m. Friday, Nov. 29. No emails will be accepted.

For more information please contact Steve Napper, Attorney for the State Aid Street Committee, at 501-378-7755.

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Set one, achievable goal during holiday season

By Tina Crook, Ph.D., R.D., L.D.

The holiday season is upon us and with it comes many invitations to partake in good food and drinks with family and friends. But in order to guiltlessly join in these festivities, it is a great idea to develop a healthy plan of action ahead of time.

The first part of your strategy should be to set one realistic, achievable health goal for the season. I suggest choosing one overall goal instead of several goals during this hectic time of year. By setting one achievable goal for yourself, you will get through the holiday season with more confidence and have a positive outlook on the coming year.

One excellent example of a health goal for the holiday season is to maintain your current weight. Maintaining current weight is a huge accomplishment when you consider that most Americans gain seven to 15 pounds from Thanksgiving to Easter. You could also consider setting a goal to continue your usual exercise regimen or aim to consume five servings of fruits and vegetables daily.

Tips for achieving your goal

The following are some simple strategies to assist you in achieving your health goal for the quickly approaching holiday season.

- **Eat before you party**—Eating a healthy snack such as yogurt, fruit, or a bowl of high-fiber cereal an hour or two before you arrive at a party will keep you from overindulging.
- **Be a healthy host**—When you host a party, offer a variety of foods that include healthy options. You can also bring a wholesome dish to a potluck to ensure having at least one good option.
- **Look before you plate**—Check out all of the food choices before you make a plate to make room for what you really want. Identify the high-calorie foods, and serve yourself a smaller portion of those items. Balance healthy foods with those special treats.
- **Slow down**—Take time to enjoy your holiday meals and savor the various flavors. Try to set

down eating utensils between bites, concentrate on chewing each bite thoroughly or drink water or other low-calorie beverages throughout your meal.

- **Boycott the “Clean Plate Club”**—One of the advantages to eating slowly is that it allows your body time to feel full. Listen to your body—once you get the cue that you are full, stop eating. It is acceptable to leave food on your plate.
- **Think before you drink**—Beverages can contribute a lot of extra calories to your meal. Drink water or another low-calorie beverage. Alcoholic beverages and sugary punches add extra calories, with some cocktails containing 500 calories or more per glass. If you choose alcohol, the best options are light beer and dry, white wines.
- **Out of sight, out of mind**—Remember, the most important reason for the holiday season is to spend time with family and friends. Once you have finished eating, move away from the food area.
- **Forgive and forget**—Remember, overeating at one meal or even for one day does not mean you have failed. If you overindulge, put it behind you and return to your normal eating and exercise habits the next day.

Holiday challenge

This holiday the challenge is to set one realistic, achievable health goal for yourself.

It will allow you to enjoy the season while still living healthy. And who knows? Your positive actions may start a chain reaction of wellness. It could set the tone for not only your own healthy eating but also that of your family into the new year.



Tina Crook, Ph.D., R.D., L.D., is Assistant Professor, Director of the Dietetic Internship Program, College of Health Professions, University of Arkansas for Medical Sciences.



Municipal Property Program

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

The Municipal Property Program's current rates are listed below.

A Municipal Property Program meeting will be held at League headquarters on December 4, 2013 at 10:30 am to consider rates for 2014.



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FIRE CLASS V	—	.0025	X	covered value	=	Premium
FIRE CLASS VI	—	.0026	X	covered value	=	Premium
FIRE CLASS VII	—	.0027	X	covered value	=	Premium
FIRE CLASS VIII	—	.0028	X	covered value	=	Premium
FIRE CLASS IX	—	.0029	X	covered value	=	Premium
FIRE CLASS X	—	.003	X	covered value	=	Premium

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

Fall perfect for planting, transplanting, pruning, and more

By Alison Litchy

It is that wonderful time of year again where the trees are turning brilliant colors and Arkansas puts on a great show. Trees do so much for us throughout the year, and we need to keep in mind that urban trees need our attention year round. Now is a good time to do several things for your trees. After the leaves have fallen the tree roots are still growing; it is often overlooked that trees still require water. Remember to water your young trees that are still establishing their roots in the soil. Larger more mature trees may not require water due to their roots being developed already. Some shallow root systems or those growing in compacted soils may also need water even if the tree is already established.

This is the time of year to move young trees if they may pose a threat in the future or will cause trouble upon maturity, such as lifting up a sidewalk. When digging up a tree make sure to get as much of the critical root zone (edge of crown down) as possible. This is a good time—when the tree is going dormant and before the ground is frozen—to transplant. It will reduce transplant shock that would occur during the summer if moved. Fall is

also a good time to consider pruning mature trees that pose a threat to your home or other objects. Remember, topping is not pruning and will eventually kill the tree. The surrounding plants and grasses that will be affected by this limb removal will be dormant and will be able to withstand more of the shock that is accompanied with canopy reduction. Also any dead or dying trees can be removed at this time.

Recognize that early fall color is a sign that the tree may be stressed. Several things must be considered to determine what is causing the tree to be stressed. Look at the site conditions. How much sun does it get? How much water is in the area? What is around the tree? What impact will it have on the site at maturity? What is the species of the tree? When all these factors are considered you can make a decision that is best for your tree and for you. The tree may need to be moved, watered, and trimmed.

Some fruit trees may require fertilization, and fall is a good time to start this. Remember, most trees do not require fertilization to thrive. To properly determine if your tree needs fertilization you may get your soil



Fall tree maintenance helps ensure our urban forests stay healthy year after year.

tested at the local extension service, and it is often free of charge. Fall is also a good time to prune your trees. It is less stressful to the tree as well as easier to see the tree's structure to make the right pruning cuts, and the tree will have a full growing season for a callus to develop over the cut. Once the trees are dormant you can begin to properly prune your smaller trees. Leave the larger trees to an arborist to prune for safety reasons.

Now is also a good time to mulch the leaves with a mower to help improve the soil, or clean up leaves and other debris around your tree if you have noticed insects or diseases. Preventing insects that could harm your tree from making their home in the debris helps prevent the spread of disease. Clean up fallen limbs from the tree and use for creating winter habitat for wildlife, or they are great for compost.

Start to plan your tree planting. Consider the right tree for the right place. This is critical in the amount of future maintenance you will have to do. Consider soil type, topography, water retention, sun, proximity to other structures and trees, what is above the site, and how much effort you want to put into the tree. Also, consider that some of the trees you have may need staking to grow in an upright position. Trees will naturally correct over time to a degree. If staking is done, keep an eye on it and remove after a year or when the trees roots have established themselves. Remember, most trees do not need to be staked. We want to promote strong trunk taper by allowing the tree to move in the wind.

Horticulturalist Lacey Jennen sums it up well: "Fall is the perfect time of year to plant new trees. Planting new trees in the fall allows the tree to put all of its energy into establishing a healthy root system, which is critical for maintaining a healthy tree. You see most trees being planted during the late spring/early summer. This is likely due to what's available in our nurseries and people wanting to work in their yards more this time of year. However, when trees aren't planted in the fall, but rather spring/summer, the root system hasn't had a chance to get established prior to all of the stresses it's about to endure like heat, lack of water, and putting out its new leaves and flowers."

If you would like to have a workshop in your community on proper planting or tree care contact your local urban representative from the Arkansas Forestry Commission.



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

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Community gateways showcase your strengths

Taking care of the main commercial entrances into your business districts can have a large impact on how your community is viewed by visitors and prospective employers alike.

By Mark S. Goodman, CEcD

Increasingly, we are realizing the importance of taking care of our communities as our “product” that we promote to ourselves and others as a great place to live, work, and play. What we do to prepare our communities to be those “great places” falls under the category of Community Development. There are many facets of community development. In this issue, we will discuss the information regarding a community’s gateways, or the roads or highways that lead from the edge of the community into its business center(s) or district(s), including downtown. What is a gateway program and why are gateways important to successful community economic development? Hopefully we can shed some light on this important community development program.

What are gateway programs?

A gateway program is designed to enhance the corridors connecting the edge of a community to its downtown and/or other commercial districts, giving the people a positive image of the community while driving by and encouraging appropriate types of development along the corridors. Gateway programs may include physical improvements affecting the image of the community, as well as land use measures to affect positive and appropriate business development activity. Both of these measures are intended to impact both short- and long-term planning and community programming. Gateway programming is important for a number of reasons, including:

- It builds a positive image of the community, showcasing the attractiveness of the community to both residents and visitors and directly addressing a community’s pride in itself and its “product.”
- It can enhance traffic mobility and transit, protecting major corridors from lower standards of development.
- It can enhance a community’s look, playing to whatever design theme the community is pursuing as it distinguishes itself from other cities.

Components of a community gateway program

Gateway programming basically addresses two main components: first, improving the physical look of the corridors, and second, land use controls. The first step in developing a gateway program is to assess the current gateways, focusing on their physical characteristics. The key is to look critically at the signage and billboards, measuring cleanliness and legibility. Do our signs look more like clutter or are they tastefully placed? Also, look critically at sidewalks, bike paths, and lighting along the corridor and in front of the businesses and residences, measuring the degree to which the corridors are pedestrian-friendly, safe, and clean.

If there is a determined need to improve the physical appearance of our corridors, the next step is to establish the planned improvements and determine cost before implementing the physical improvements. A few examples of physical improvement strategies include planting more trees and floral ground cover in the medians and along the sides of the corridors; placing decorative trash receptacles, flower pots, and benches in strategic locations; placing decorative, uniform street and traffic signs at intersections; and installing decorative lighting along the route. As with everything else, we are limited by our budgets, but labor can be volunteered and grants can be pursued. How important is it to the community?

Once we have decided on physical improvements, the second step in the process is to provide land use controls to help protect and support the improvements. Land use controls include zoning to help prevent incompatible property uses that physically affect business success and property values, as well as specific codes and covenants that provide the community with additional tools of enforcement.

Benefits

By participating in a community development program such as this, you can benefit from increased property values and marketability of the corridor's properties, by the community engagement, volunteerism and pride that is created from this project, by the image-building result of your work in the eyes of a visitor (only one chance at a first impression), and by the public-private relationships that can be developed as a result.

Where do I get help?

Community development programs such as this can play a critical role in the marketing of your community to others in an effort to create jobs. Comprehensive community development programming requires some careful planning, organizing, data gathering, and consensus building. Many communities and economic developers rely on third-party consultants, universities and/or state agencies to develop program templates for moving forward. Your choice of external assistance will depend on how much you are willing to spend, how quickly you need the results, and how comprehensive your programming will be.

The Center for Economic Development Education at UALR's Institute for Economic Advancement (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 development. IEA has the data, the staff, and the expertise to provide valuable support. For further information about this article or regarding topics such as this, call us at 501-569-8519.



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



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Federal, state funds available for Arkansas's 91 airports

By Matthew Vinyard, PE

Arkansas airports provide numerous economic benefits to local communities and are significant to the state economy as a whole. The aerospace and aviation industry employs about 9,000 people in Arkansas. Public-owned/public-access airports total 91 in the state, eight of which provide commercial airline service. These 91 airports are licensed and inspected by the Arkansas Department of Aeronautics (ADA), a state agency with a staff of five and a seven-person commission.

ADA maintains the Arkansas State Airport System Plan, which helps determine the extent, location, and timing of airport facilities needed in the state over the next 20 years. This information helps each airport prioritize improvement and expansion projects for capital



Waldron Municipal Airport used a phased funding approach for its parallel taxiway project. Phases I-III—design, wetland mitigation, and taxiway construction—are complete. Phase IV, lighting installation, is in progress.

improvement planning, which is critical for obtaining project funding. The most recent update to the state system plan also included economic analysis of the overall system and of each system airport.

The economic impact of commercial service airports is approximately \$2 billion a year, and general aviation airports contribute nearly 5,400 jobs, \$133.4 million in annual payroll, and \$494.5 million in annual economic activity. General aviation airports are each unique to their community, and maintaining and upgrading the infrastructure for both landside and airside operations will continue to provide a positive economic impact at the local and state level.

The aerospace and aviation industry has such an important economic impact in Arkansas that a trade association, the Arkansas Aerospace Alliance, was formed to support and promote the industry's growth in the state. The group is administered by the Arkansas State Chamber of Commerce with input from the Arkansas Economic Development Commission.

Chad Causey, executive director of the group said, "Airports are a valuable resource to our local communities, serving diverse economic sectors such as manufacturing, healthcare and tourism. A viable community airport is attractive to prospective businesses and opens doors for existing companies, large and small, to invest, grow and hire."

Funding eligibility and opportunities

Funding for operating, maintaining and upgrading airports, contrary to popular belief, does not come from local or state taxes. Airports are funded by operational income and state level grants funded by the ADA, which receives its revenue via a Special Revenue account derived from the sales tax paid on aircraft, aviation fuel/aviation related products, parts and repairs or service. The Federal Aviation Administration (FAA) also provides grant funding.

The ADA grant program has four grant classifications, which are detailed on the agency's website fly.arkansas.gov. Airports may select two of these opportunities per year, not including AIP matching grants. The grant program can change yearly, and applications are reviewed by ADA staff and approved by the commission. Safety projects are the number one priority to receive funding.



The recently completed parallel taxiway at Warren Municipal Airport cost \$689,576 and received federal grant and discretionary funding, as well as state grant funding.

Federal funding is available to airports listed in the National Plan for Integrated Airport Systems (NPIAS) under the Airport Improvement Program (AIP). The AIP includes eligibility criteria, and application and approval processes for granting federal money to airports in the NPIAS. Because the demand for AIP funds exceeds the availability, FAA bases distribution of these funds on present national priorities and objectives. AIP funds are typically first apportioned into major entitlement categories such as primary, cargo, and general aviation. Remaining funds are distributed to a discretionary fund. Currently, the AIP grant program, administered through the FAA, is 90 percent federally funded and 10 percent airport and/or city funded. The 10 percent match is reimbursable through the Arkansas Department of Aeronautics. Airports within the NPIAS are eligible for up to \$150,000 per year in federal funds with the option to bank up to \$600,000. Airport projects with total costs greater than \$660,000, the combined total of federal and state funds, are constructed in phases, unless discretionary funds are available for specifically approved projects.

For example, Warren Municipal Airport recently completed construction of a 35-foot wide, 1,975 linear foot parallel taxiway to support the airport's 3,800-foot runway. The project cost was expected to be only slightly over the \$660,000 project cost criteria. Phasing the project would have been less cost effective in this instance, so instead the airport requested and obtained discretionary

funds. The total project cost was \$689,576, which required the airport to bank their federal funds to utilize all \$600,000 available at once. The airport received \$20,618 of discretionary federal funding. The ADA provided the 10 percent match for the project for a total contribution of \$68,958.

The Waldron Municipal Airport master plan included the construction of a parallel taxiway to meet State System Plan objectives, but the preliminary estimates of project cost exceeded \$660,000. The project was therefore divided into four phases: overall design, wetland mitigation, parallel taxiway construction, and lighting installation. The design phase was completed in 2009 and the final phase is presently under construction. The total cost for all phases is approximately \$790,880.

AIP projects are coordinated with FAA and go through a lengthy review process prior to a grant being issued. Most AIP projects focus on improving safety and efficiency of airports. AIP projects relate to runways, taxiways, aprons, lighting and signage, NAVAIDs, weather reporting stations, and planning.



Matthew Vinyard, PE, is project manager for McClelland Consulting Engineers, Inc., Little Rock. Contact Matthew at 501-371-0272 or email mvinyard@mccllelland-engrs.com.

The development process: Simplify and unify

By Jim von Tungeln

One common criticism of municipal planning programs centers on the combination of complexity and coordination required to obtain development approvals. In an increasingly complicated world, there are limits to how much this process can be simplified. Nonetheless, cities should make the effort. To do so, some cities are unifying their development regulations.

This simply means, as far as the planning function goes, placing the zoning and subdivision codes into one document known as a unified code. As the name suggests, the code places all regulatory documents covering these areas into one. This offers a number of benefits.

First, using a unified code gives the citizen/applicant the opportunity for “one-stop shopping” in making a development request. In some cities, regulations for zoning and those for development may have appeared at different times. They may often contain contradictory terminology. They may also contain conflicting procedural requirements, which can confuse applicants at best and create a negative impression of municipal government at worst.

A unified code also serves to standardize the definitions used in development regulations. It is not uncommon to find, for example, a term such as “structure” defined one way in the zoning code and another in the subdivision code. Since both documents may be used in a single development, this can cause confusion and waste staff time in reconciling the meanings. Again, this does not lead to good relations between the applicant and the city.

Another aspect of the development process that works more smoothly in a unified code pertains to the submittal times and processing requirements. These are different, sometimes by statutory mandate, but the unified code allows them to be presented in one location. Thus, the applicant or developer is less likely to miss a time-consuming step. At the same time, the use of a unified code might, on occasion, allow approval processes to run simultaneously.

Finally, placing all development regulations in a unified document permits more convenient access on the Internet. Old timers who remember the cost and

expense of copying and mailing multiple documents to out-of-state inquirers can appreciate the benefits of computerized access. In fact, over a period of time, some of the cost of unifying regulations may be recouped in the savings associated with lost staff time.

Of course there are some things to remember when considering such a project. It is complicated and may require professional help. When all regulations are combined, synchronization can be tricky. As mentioned earlier, submittal times may vary and some requirements in the zoning code may be mandated by existing legislation.

The most important thing to remember is that whether in separate documents or a unified code, the zoning regulations and subdivision regulations exist for only one purpose. That is to carry out or protect the provisions of the community’s plans. If some or all of those plans should change, it would be a good time to take on a unified code project. Development regulations should change to fit the provisions of the new plans so it could all be accomplished at once.

It is also important to remember that a community’s plans provide an excellent opportunity to “connect the dots” of the community’s continued development. These “dots” can include housing, transportation, economic/business development, stable development patterns, growth trends, and many others. In supporting the plans, the unified code becomes a plan implementation tool instead of an unrelated and uncoordinated collection of random requirements.

This brings us to another benefit of undertaking the unification of municipal development codes. It is an excellent opportunity to simplify things. It is in the nature of those who write regulations to write more regulations. In some cities, this has occurred for so many years that zoning and subdivision codes become clogged with ad hoc regulations that may have appeared dozens of years earlier to address situations that only happened once and may never happen again.

Specific regulations may also represent the wishes or special interest of a particular elected official who may have exited city government (or perhaps even the physical world) years ago. It may be time to test the benefits of



Viewing a city like Batesville from the air illustrates the various elements of a community that must be unified in our planning process.

such regulations against the cost to developers and, thus, to the entire community.

We also might learn to resist “new” ideas that are advanced as we unify and simplify our codes.

This is not to ignore the fact that the world has become a more complicated place since I appeared on the planning scene some 42 years ago. For example, reliance by local governments upon the local option sales tax presents complexities upon zoning requests for commercial activities that didn’t exist before the 1980s.

Further, ever-increasing priorities given to vehicular traffic create nightmares as businesses seek access from major roadways. Since these have the primary role of moving traffic, built-in conflicts abound. Add to this the disappearance of true neighborhood commercial, and the complexity of coordinating land use with traffic becomes even more apparent.

So there are limits to simplification, but that is even more reason why it is important. We might do well to leave complexity to those aspects of governance that require it and simplify where we can.

In short, at the end of the day, planning is about good government. Or, as one of my mentors, Hunter Bacot, Ph.D. at the University of Arkansas at Little Rock says, “Good government is about good government.” At any rate, good government requires connectivity in our thought patterns. Consolidating development regulations into a unified code may provide one step toward such connectivity. Simplicity could prove a secondary benefit.

Will adopting a unified code serve as a master cure for the problems associated with land development regulations? No, but if it serves your community, it may move you one step closer to improved developer relations and a smoother running government.



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.

Creativity the key in rural Arkansas

By Chad Gallagher

This space would not allow for us to name all of the towns in Arkansas that once were. Towns few remember. Ones that have little more than a sign on the highway as you pass through. At best they function as a community of people with maybe a local church and an occasional gas station, but their big days are past. They once had hotels, bars, pharmacies, stores aplenty, and people bustling in the streets. If our main discussion of a town is what once was then there is a problem. While some towns are dead and gone, others have died but don't know it, and no one has yet to notify the next of kin. Arkansas is a state made up of hundreds of small towns. Yet, slowly and maybe even a bit reluctantly, our population is all shifting to the larger urban centers.

What's a small town to do? If you are the leader of a small, rural town don't despair. Hope is not lost, but a bright future will not happen on its own. When all else is equal, creativity is the secret ingredient to success. Municipal leaders must become increasingly creative to get things done. That extends to securing competitive grants as well.

Municipal leaders must take their cues from national leaders of the past. Think JFK declaring that we will go to the moon, or Reagan declaring that the Berlin Wall must come down. Leaders must think big. The impossible must be spoken of as if it is possible. Municipal leaders can also look to paragons of the private sector, and here in Arkansas we don't have to look far. Sam Walton is a great example. Geography no doubt has impact, but you mustn't let it become your excuse for failure.

The battle for life for rural communities in Arkansas will be fought and won through creative and tenacious leadership that refuses to be sidelined or take a backseat because of the challenges we might have compared to other states. Municipal leaders have to stop asking, "Can we do this?" Too often the obvious but wrong answer is an emphatic "No." Instead we must ask, "How can we do this?" and work creatively until a solution is discovered. Grants, the private sector, partnerships, and connectivity will all lead to powerful solutions to the challenges that haunt us.

Rural communities must play to their strengths and look for creative ways to leverage their assets. Prioritize the budget around quality of life issues and creating quality of place. Pursue grant opportunities that strengthen this aspect. Don't accept that rural communities can't have easy access to the arts and culture, quality healthcare, high-speed infrastructure, or a thriving entrepreneur base; instead meet with the state's brightest and figure out how to get it done.

Rural communities should approach economic development with a real understanding of the new economy. The new economy is not composed of railroad spurs and waterlines. While there are some great manufacturing opportunities worthy of pursuit, this is no longer front and center as it was 20 years ago. The new economy is built on a much smaller scale. It is diverse and global in its approach. This is actually to a small town's advantage if they learn to leverage it, because the Internet has created an entire new stage for small businesses everywhere. Likewise, many existing businesses in small towns could find a new lease on life if they shift their focus from local to global and regional markets. This isn't easy, but there are many success stories. Instead of going out of business because your local population dwindled, develop new strategies that allow you to stay in your hometown and employ more people by mining new markets.

Rural cities must also forge creative partnerships, both geographically and in the private sector. Establishing strong partnerships today requires the removal of old competition in economic development. In today's small world, small towns cannot afford to nurse old rivalries. Instead cities must combine resources and efforts to offer regional solutions to difficult challenges. Cities must also more than ever look to the successful in the private sector and work with them to create complimentary relationships built around mutual benefit. Doing this can create fantastic opportunities.

Cities must discuss how to cultivate local entrepreneurship, invest in the return of the fleeing generation, and create an environment that rewards creativity. If you are losing population and jobs and watching your local infrastructure crumble then a shift in strategy must take place. You can't continue to do the same things and expect different results.

It is our privilege to work with League members large and small on all sorts of projects. I am amazed at the creativity I see that is renewing, reinventing, and reinvigorating our cities and towns. We must not allow these to be the outliers. It must become the norm. Arkansas's cities face more challenges than ever before in a complex and rapidly changing environment. All the more reason to tap creativity, harness opportunities, and renew your city's lease on life.



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

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National parks and recreation group names Arkansas's Moiseichik a fellow

Merry Moiseichik, University of Arkansas professor of recreation and sport management, has been elected a fellow of the American Academy for Park and Recreation Administration. The Academy allows only 125 Park and Recreation Administrators in their membership of which only 30 can be faculty. This distinguished group is the leadership in our profession, working to improve the quality of park and recreation services throughout the country.

According to a letter from the academy, fellows are chosen for their leadership within the profession, involvement in other community, state, regional or national organizations, and their presentations and publications. Members are expected to advance knowledge related to the administration of public parks and recreation, to encourage scholarly efforts by practitioners and educators to enhance the practice of public parks and recreation administration, and to promote broader public understanding of the importance of public parks and recreation to the public good. They are also expected to conduct research, publish scholarly papers, and sponsor seminars related to the advancement of public parks and recreation administration.

Fellows were installed at the National Recreation and Park Association Congress that occurred in Houston in October.

Moiseichik, who earned a doctorate in recreation and park administration from Indiana University and a law degree from the University of Arkansas, joined the faculty of the College of Education and Health Professions in 1989. She wrote *Management for Park and Recreation Agencies*, the best-selling book in the history of the National Recreation and Park Association. She also helps to organize the annual Women's Leadership Summit co-sponsored by the college, Arkansas Recreation and Parks Association, and the Fayetteville Visitors Bureau. The purpose of the conference is to inspire women working in the fields of recreation, sport, hospitality and tourism in Arkansas, Oklahoma, Missouri, Kansas and Texas and to help them learn leadership skills from women leaders.

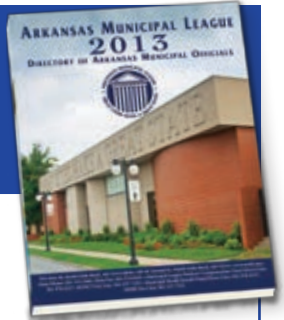
Moiseichik has held several offices in professional organizations and received numerous awards for her work. She has received the Distinguished Faculty Award for service from the Arkansas Alumni Association and the National Recreation and Park Association Southwest Region Fellow Award, both for service to the university, state, and nation.



Merry Moiseichik, a University of Arkansas professor, chair of the Women's Leadership Summit, author, and regular *City & Town* contributor, has been named a fellow of the American Academy for Park and Recreation Administration.

Changes to 2013 Directory of Arkansas Municipal Officials

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



Bryant

Delete FO Cindy West
 Add FO Dennis West
 Add IT Alan Dillard

Cedarville

Delete AL Aaron Davidoff
 Add AL Michelle Pass

Eudora

Delete PC Horace Watkins
 Add PC Aaron Smith

Georgetown

Delete R/T William Ditto
 Add R/T Debra Bryant
 Add AL Carolyn Mears

Gosnell

Delete COE Royce Carpenter
 Add COE Jim Dixon
 Delete PD Sherri Mason
 Add PD LaToria Gipson

Humnoke

Delete AL Terry Brown
 Add AL Jeffery Tyler

O'Kean

Add CA Jordon Camp

Oxford

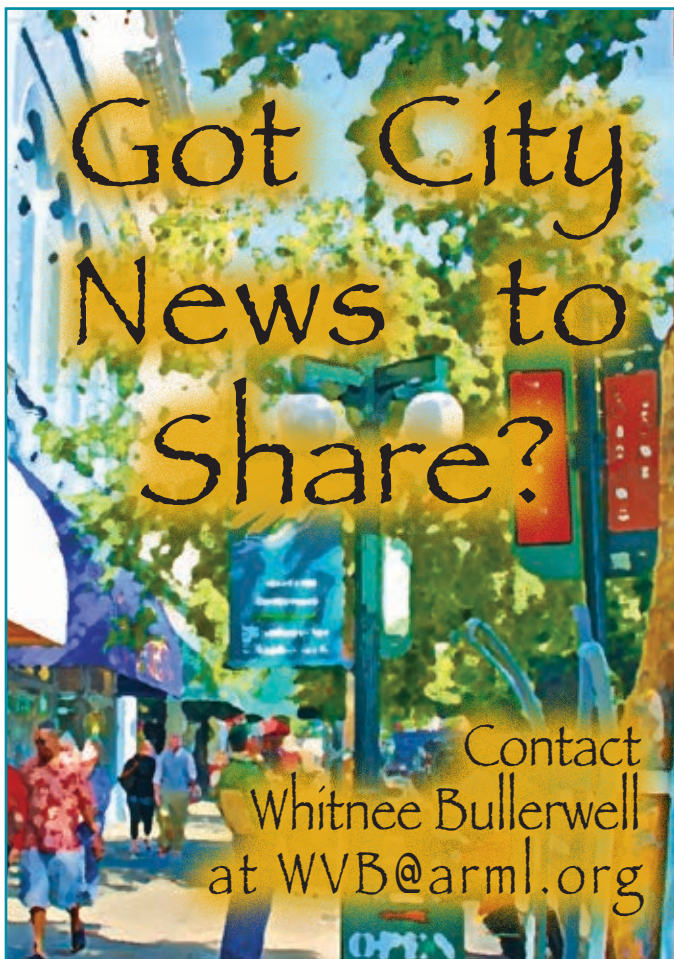
Delete M Mike Warden
 Add M (Vacant)
 Delete AL Mike Hall
 Add AL (Vacant)

Perry

Delete AL James Bardsley
 Add AL Don Eubanks

Stamps

Delete AL Charles Goodwin
 Add AL David Bright



NEWSLETTER

NOVEMBER 2013

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

Workplace violence prevention escalates

The recent news is filled with questions about the shooting at the Navy Yard in Washington, D.C. How could this happen in an environment with numerous security measures in place? How did the shooter get the gun into the site? Why did it happen? Did anyone notice his odd behavior? If it happened there with so many precautions in place, could it happen at your workplace? Could you be employing a worker that is planning such an attack at your business? Domestic matters often result in violence in workplaces also.

According to the Workplace Violence Prevention eReport that was released from the National Institution for the Prevention of Workplace Violence, Inc., there is a need for employers to be prepared for such possibilities by workforce education. Resources to better prepare employers and the public in case of an unthinkable act of violence in the workplace is critical. "Run, hide, and fight" are key things to know to protect yourself and others.

Schools, cities, states and businesses are being proactive and are offering resources to instruct workers and the public to act quickly in an active shooter situation. The West Virginia Bureau of Risk and Insurance Management offers free training for both public and private employers to reduce potential risks by emphasizing the "run, hide, and fight tactic." Houston was the first to offer this method of survival in an attack. Penn State University is creating video segments to help students know what to do in an active shooter situation.

According to a Society of Human Resource Management (SHRM) survey, some 36 percent of employer respondents reported incidents of workplace

violence. An incident of workplace violence is defined as an assault or other violent acts or threats that occur in or are related to the workplace and entail a substantial risk of physical or emotional harm to individuals or damage to company resources or capabilities. Workplace violence may involve employees, clients, and vendors of affected organizations and those who do not have a relationship with the organization but who may know the intended victims. So, think about this and decide if your business could be vulnerable. Setting up an emergency disaster plan is a wise thing to do at any site.

Fourth quarter random updates due

It is that time of the year when it is very important for you to review your list of employees eligible for testing. The last quarter of testing is upon you, and it is vital that your federal testing numbers meet the DOT regulations. We will generate your final list of selected names this quarter, but we do ask that you go through your own files to be sure that no eligible employee has been left off any list.

We thank you for letting us be a part of your testing program, and encourage you to call with any questions or concerns before the year ends. We want everyone to be ready for an audit on their drug/alcohol testing program. We are often asked by auditors to submit the lists that you give us each quarter for their verification purposes, so please be sure that you give us current data. We want to avoid any discrepancies between your lists and ours. Thanks for your help.

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



Municipal Notes

North Little Rock's Whitbey named Master Municipal Clerk

North Little Rock City Clerk and Collector Diane Whitbey has earned the prestigious Master Municipal Clerk designation from the International Institute of Municipal Clerks (IIMC), the organization has announced. To earn the Master Municipal Clerk designation, a Certified Municipal Clerk must attend extensive education programs. It also requires pertinent experience in a municipality. The program prepares participants to meet the challenges of the complex role of the municipal clerk by providing them with quality education in partnership with 47 institutions of higher learning. For more information, visit the IIMC online at www.iimc.com, email hq@iimc.com, or call 909-944-4162.

Fort Smith bulletin boards earn award

The National Association of Telecommunications Officers and Advisors (NATOA) honored Fort Smith at the organization's 28th Annual Government Programming Awards, held Sept. 19 in Orlando, Fla. The awards recognize cities and local government entities across the nation and Canada for excellence in broadcast, cable, multimedia, and electronic programming. Fort Smith received third place in the bulletin boards category.

The NATOA gave awards in 67 categories covering a variety of programming, including community events, documentary, public affairs, public service, interview/talk show, sports, election coverage, children's issues, and more.

Bentonville named best city for young families

Bentonville has been named the best city in Arkansas for young families by the website Nerd Wallet, 5 News KFSM reported Nov. 3. The website, www.nerdwallet.com, says a big reason for the number one spot is its population. Officials say Bentonville has grown by nearly 80 percent over the past decade, nearly 10 times the rate of the state. Greenwood ranked second in the poll, with Lowell coming in third.

Camden gets tips on walkability

Walkability expert Dan Burden in October visited Camden to help the city create a safer, healthier walking environment. Burden, who is co-founder and director of the Walkable and Livable Communities Institute, was a featured speaker at the League's 2012 Winter Conference. The Institutes goal is to encourage good public policy that result in healthier, more active, and more profitable cities and towns.



Walkability expert Dan Burden took a walking tour of the city and offered tips on improving community health by creating more opportunities for physical activity.

The city and the Arkansas Coalition for Obesity Prevention invited Burden to analyze the Camden's strengths and weaknesses. His visit included a walking tour survey and meetings with the city council and city officials.

His suggestions for the city ranged from setting up a free, bicycle lending "library," installing a fun zip line over the Ouachita River at the city's lovely riverfront park, offering up building space for entrepreneurial youth to start business, and more. Burden said the "walkability score" for the city was a 66, according to walkability.com. He encouraged the city to make a list of goals, start with small improvements, and to promote successes to encourage positive attitudes.

For more examples of what cities working with Burden have accomplished and to set up a walking tour in your municipality, visit www.walklive.org.

Obituary

JERRY DUVALL, 66, former mayor of Pottsville, died Oct. 6.

2013 State Turnback Funds

Actual Totals Per Capita						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2012	2013	2012	2013	2012	2013
January	\$3.4786	\$3.2369	\$0.2859	\$0.3020	\$3.1339	\$3.1338
February	\$3.7795	\$3.4064	\$0.2584	\$0.3873	\$1.0053	\$1.0094
March	\$3.2521	\$3.0946	\$0.4307	\$0.3953	\$1.0055	\$1.0055
April	\$3.4633	\$3.2024	\$0.2705	\$0.3438	\$1.0017	\$1.0056
May	\$3.6848	\$3.5348	\$0.1999	\$0.3138	\$1.0053	\$1.0028
June	\$3.8035	\$3.6607	\$0.2104	\$0.3573	\$1.0056	\$1.0055
July	\$3.7480	\$3.5917	\$0.1996	\$0.4276	\$3.1087	\$2.8863
August	\$3.5350	\$4.0882	\$0.1567	\$0.4603	\$1.0052	\$1.3763
September	\$3.6430	\$5.0401	\$0.1899	\$0.4348	\$1.0056	\$1.0055
October	\$3.4734	\$5.0134	\$0.2654	\$0.3953	\$1.0056	\$1.0055
November	\$3.4269		\$0.2902		\$1.0054	
December	\$3.4321		\$0.2501		\$0.91	
Total Year	\$42.7202	\$37.8692	\$3.0077	\$3.8175	\$16.1978	\$14.4362

Actual Totals Per Month						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2012	2013	2012	2013	2012	2013
January	\$6,537,582.03	\$6,083,989.12	\$537,347.01	\$567,571.55	* \$5,889,623.14	*\$5,890,046.27
February	\$7,103,104.25	\$6,402,534.31	\$485,627.91	\$728,037.16	\$1,889,245.23	\$1,897,309.37
March	\$6,111,822.72	\$5,816,498.28	\$809,523.74	\$742,998.16	\$1,889,603.23	\$1,889,913.31
April	\$6,508,820.12	\$6,019,069.40	\$508,320.37	\$646,153.53	\$1,882,530.42	\$1,890,083.64
May	\$6,925,015.17	\$6,643,763.23	\$375,733.12	\$589,734.49	\$1,889,362.42	\$1,884,771.73
June	\$7,148,252.90	\$6,880,560.47	\$395,417.87	\$671,509.25	\$1,889,865.20	\$1,889,910.83
July	\$7,043,886.87	\$6,750,810.43	\$375,173.84	\$803,621.40	** \$5,842,460.26	** \$5,424,973.20
August	\$6,643,716.19	\$7,684,015.71	\$294,503.90	\$865,190.21	\$1,889,164.55	\$2,586,803.92
September	\$6,846,853.12	\$9,473,119.80	\$356,918.13	\$817,319.05	\$1,890,041.23	\$1,889,909.64
October	\$6,528,081.50	\$9,422,855.56	\$498,817.98	\$742,984.39	\$1,890,041.23	\$1,889,909.64
November	\$6,440,629.62		\$545,491.57		\$1,889,559.03	
December	\$6,450,883.49		\$470,059.64		\$1,703,306.66	
Total Year	\$80,288,647.98	\$71,177,216.31	\$5,652,935.08	\$7,175,119.19	\$30,434,802.60	27,133,631.55

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

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

Local Option Sales and Use Tax in Arkansas



2013 ELECTIONS

JACKSON Co., Feb. 12
Passed. 3/8%
Passed. 3/8%

GREEN FOREST, April 9
Passed. 1.25% increase to 2.25%

MARSHALL, April 9
Failed. 2%

OSCEOLA, May 14
Passed. 1% Renewal

MONETTE, May 14
Passed. 1%

SEBASTIAN Co., May 14
Passed. 1% Renewal

BETHEL HEIGHTS, June 11
Passed. 1/2% Renewal

DYESS, June 11
Failed. 1%

POCAHONTAS, June 11
Passed. 1/2%
Passed. 1/2%

DREW Co., July 9
Passed. 1% Renewal

HOT SPRING Co., August 13
Passed. 1/2% Renewal

HUNTSVILLE, August 13
Passed. 1%

LAWRENCE Co., August 13
Passed. 1/2% Renewal
Passed. 1/2%

PARIS, August 13
Passed. 1%

CHICOT Co., September 10
Passed. 1% Renewal

MADISON Co., September 10
Failed. 1%

KEY: Counties not collecting sales tax

Source: Debbie Rogers, Office of State Treasurer

See also: www.dfa.arkansas.gov

Sales and Use Tax Year-to-Date 2013 with 2012 Comparison (shaded gray)								
Month	Municipal Tax		County Tax		Total Tax		Interest	
January	\$43,764,256	\$37,846,866	\$39,379,372	\$37,289,267	\$83,143,628	\$75,136,134	\$12,329	\$12,533
February	\$51,585,273	\$46,523,853	\$44,215,215	\$44,592,756	\$95,800,488	\$91,116,609	\$26,338	\$22,619
March	\$42,875,487	\$40,360,002	\$38,040,827	\$36,819,087	\$80,916,314	\$77,179,089	\$8,508	\$13,222
April	\$44,204,032	\$41,324,697	\$39,707,294	\$37,882,489	\$83,911,326	\$79,207,186	\$24,953	\$27,247
May	\$47,315,206	\$46,157,943	\$42,055,467	\$41,661,276	\$89,370,673	\$87,819,219	\$5,611	\$8,489
June	\$46,455,658	\$43,883,127	\$41,846,373	\$40,430,123	\$88,302,031	\$84,313,250	\$27,062	\$30,892
July	\$47,227,642	\$44,736,261	\$42,580,665	\$40,688,525	\$89,808,307	\$85,424,786	\$7,773	\$11,606
August	\$47,615,222	\$45,618,216	\$43,352,547	\$41,616,180	\$90,967,768	\$87,234,396	\$25,210	\$27,685
September	\$45,850,267	\$44,215,998	\$43,479,764	\$40,815,883	\$89,330,031	\$85,031,881	\$9,433	\$14,110
October	\$46,540,715	\$45,686,669	\$44,208,889	\$42,353,132	\$90,749,603	\$88,039,801	\$26,911	\$28,246
Total	\$463,433,758	\$436,353,632	\$418,866,413	\$404,148,718	\$882,300,169	\$840,502,351	\$174,128	\$196,649
Averages	\$46,343,376	\$43,635,363	\$41,886,641	\$40,414,872	\$88,230,017	\$84,050,235	\$17,413	\$19,665

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

ACCOUNTANT—Lake Village is seeking a highly motivated Accountant with strong hands-on experience in general ledger transactional accounting, month-end and year-end financial reporting, payroll and payroll tax reporting, and accounting for fixed assets. BS or BA in Accounting preferred. The accountant will have primary responsibility for multiple components of the city financial operation, including account reconciliations, journal entries, general analysis of accounts, assistance with development of the annual budget and coordination of information required for the annual independent audit. This position reports directly to the mayor. Applications are available at City Hall, 210 Main Street, Lake Village, AR 71653; or contact Deannie Johnson at 870-265-2228 or djohnson@cityoflakevillage.com. Open until filled. EOE.

AIRPORT MANAGER—Conway is seeking a highly motivated professional to direct the new City of Conway Municipal Airport. The city is nearing completion of a new airport, with an expected opening date in August of 2014. It will have a 5500 feet concrete runway, 100 feet in width, with full parallel taxiway, GPS approaches, new terminal building, as well as corporate and general aviation hangars. The manager will be responsible for planning and oversight of construction of the new facilities, for the transition from the existing airport to the new one, and for the opening of the new facility. The Airport Manager is responsible for all aspects of managing the City of Conway Municipal Airport including compliance with Federal Aviation Administration requirements. Responsibilities include working with the Mayor, Conway Chamber of Commerce, Conway Development Corporation and the Advertising & Promotions Commission in conjunction with other city officials for the promotion of economic development and job creation, utilizing the new airport facility as a marketing tool for the city and the area. Candidates must be capable of exercising independent judgment, proficient in managerial, administrative, financial and supervisory functions. The Airport Manager reports directly to the Mayor. Prefer a Bachelor's degree in Business Admin., Public Admin., Aviation Management or successful completion of specialized training at a certified school where Airport Operations/Administration was a major educational emphasis. Equivalent combinations of education, experience and certifications may be considered. Compensation includes a competitive salary and benefits package. Closing date: Nov. 15. Submit resume to: Human Resources Director, City of Conway, 1201 Oak Street, Conway, AR 72032. Email lisa.williams@cityofconway.org; fax 501-513-3503. Submitted resumes will be subject to disclosure under the Arkansas Freedom of Information Act. EOE.

ATTORNEYS/PARALEGALS—Counsel On Call (counseloncall.com) seeks attorneys and paralegals to work flexible schedules with corporate legal departments in the Northwest Arkansas area. We're looking for professionals who are passionate about the law but desire flexibility and more control over their schedules. We require some substantive experience in a law firm or corporate environment, but recent graduates or those with limited experience are encouraged to apply. An active Arkansas law license is required for many positions, but we will consider those who are not yet licensed or licensed and living in the states in which they practice. More information/apply: <http://bit.ly/HCXVph>

CITY ADMINISTRATOR—Lakin, Kan. (pop. 2,207; \$5.1 million budget; 25 FTE's), located 20 miles west of Garden City, is a family-friendly community seeking a knowledgeable administrator to facilitate its continued growth. For more info, visit www.lakinkansas.org. Bachelor's degree and at least four years of management experience required. Sound decision-making, budgeting skills, grant management experience, and good communication skills required. Salary \$50K-\$66k DOQ. Send cover letter, resume, and 3 professional references to LEAPS-Lakin@lkm.org or LEAPS-Lakin, 300 SW 8th, Topeka, KS, 66603. EOE. Open until filled. Application review begins Nov. 25.

CITY CLERK—Siloam Springs is accepting applications for a City Clerk. Requires a min. of an Associate's degree or equivalent, or two years related experience and/or training, or equivalent combination of education and experience. Must be a registered voter, bondable and free of felony convictions, have or obtain Notary Public Certificate within six months and City Clerk Certification within four years of employment. Applicants must possess a valid DL, submit to background check, and be willing to live within the city limits. Salary range \$39K to \$55K. Applications available at City Hall, 400 N. Broadway, Siloam Springs; or online at www.siloamsprings.com. For more info and complete job description, call 479-524-5136 or email humanresources@siloamsprings.com. Open until filled. EOE.

FINANCE DIRECTOR—Blytheville is seeking qualified candidates for the position of Finance Director. The Finance Director reports directly to the mayor and is responsible for managing the financial functions of the City. This includes helping in preparing the budget; conducting financial analysis and preparing financial reports as directed by the mayor and city council members; developing and implementing an effective system of accounting; managing the payroll system; maintaining accurate and current records and performing other similar or related work as required, or as situation dictates. BS in accounting or finance is the min. educational requirement. CPA and/or two years in governmental accounting would be preferred. Salary DOE. Benefits include vacation, sick leave, paid holidays, health insur-

ance including dental and vision coverage and life insurance. Submit resumes to: City of Blytheville, Human Resources Director, 124 W. Walnut St., Blytheville, AR 72315. For more information contact the Human Resources office at 870-763-3858; email jandrews@blytheville.co; or fax 870-762-0443. EOE.

WATER & SEWER SUPERINTENDENT—Ashdown is accepting applications for this position. Minimum of 5 years previous experience in public works with increasing supervisory experience or equivalent combination of education and experience. Successful application will possess valid DL, submit to background check and possess or have ability to obtain all required state licenses. The city offers a generous benefit package including but not limited to medical, dental, vacation, PTO. For more information call 870-898-2622 or email resume to mayor@ashdownarkansas.org. EOE.

WATER TREATMENT OPERATOR—Danville is accepting applications for a Water Treatment Operator. Applicants must have a minimum of a Class III or Class IV treatment license and a Class II distribution license. Salary DOE. Benefits include health insurance package, paid vacation, sick leave and retirement. For more information contact Danville City Hall at 479-495-2013, email resume to danville@arkwest.com or mail to Danville City Hall, P.O. Box 69, Danville, AR 72833.

FOR SALE—1974 American LaFrance 55 foot Snorkel, 12,379 miles, 356 engine hours, 1,250 gpm pump, current aerial test, current pump test, asking \$8,000 OBO. For more info please contact Magnolia Fire Chief Greg Pinner at 870-234-5022 or email at gpinner@magnolia-ar.com.

FOR SALE—England Fire Department has for sale a 1984 Ford F700, gas. 1,000 gpm American LaFrance pump, 750 gal. tank, 3 ladders, 2 axes, 1 pike pole, deluge gun-grd. Mount, 2 hard suction, 2 hose reels and nozzles, lights/siren, good rubber, super clean, good paint. Passed pump test in Aug. 2013. Mileage 10,985. \$15,000 OBO. Contact Chief Mike Busick, 501-681-9773, or Asst. Chief Jeremy Nutz, 501-425-8327.

FOR SALE—Glenwood is accepting bids on a 1990 Ford F350 diesel Emergency/Ambulance Fire Vehicle (collins body). 70,166 milrs, good condition, color white/blue. If sold to another Emergency Dept. the emergency lights and sirens are included. If sold to an individual emergency lights and sirens will not be included. Bids accepted will close at 2 p.m. on Nov. 29. City reserves the right to accept or deny any or all bids. Call 870-356-3613.

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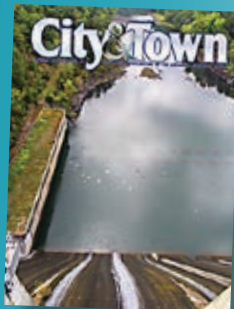
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