

City & Town

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THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE

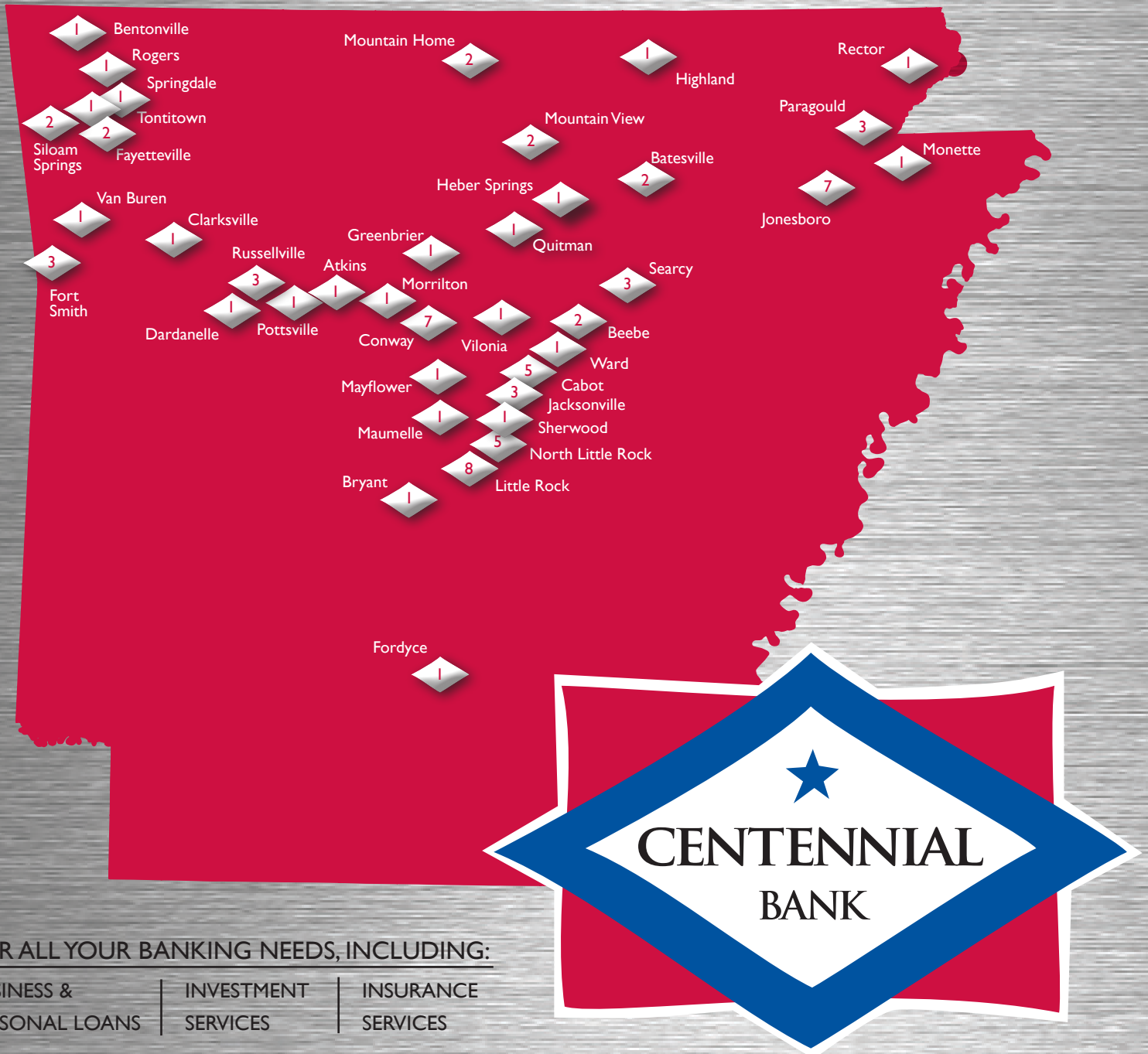
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FEATURES

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Russellville Mayor Bill Eaton, the League's 2014-2015 League District 3 Vice President, is excited about the growth his hometown has experienced, and he sees a bright future for his city.

8 Stamps honors Maya Angelou

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10 The state of sister cities in Arkansas revisited

Seven cities in Arkansas—Fort Smith, Hot Springs, Little Rock, North Little Rock, Pine Bluff, Helena-West Helena, and Gilbert—have international sister city relationships, and more cities are following in their steps.

16 Augusta seeks solution to invasive fish species

Waterways in Arkansas and much of mid-America are being overrun with invasive Asian carp, and if the spread of the fish isn't curbed, fishing as we know it will be over and our aquatic ecosystem may not recover.



ON THE COVER—The year may soon wind down, but we're busy gearing up for our 2015 Winter Conference. We hope to see you there. Check inside this issue for registration and hotel reservation information, and to see a tentative conference schedule. Read also in this issue about our League 2014-2015 District 3 Vice President, Augusta's battle with invasive Asian carp, Arkansas's international sister city relationships, and much more.—atm

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Dear Colleagues,

Last month, I had the privilege to host two conferences with the U.S. Conference of Mayors in Little Rock. The first conference on Community Oriented Policing included remarks by President Bill Clinton, Attorney General Eric Holder, and some remarkable mayors and police chiefs. This event marked the 20th anniversary of President Clinton signing the COPS legislation into law and community policing is as important today as it has ever been. The events of Ferguson, Mo., made clear to our nation what many of us already knew: We must be vigilant about community policing and work more closely with our neighborhoods.



The second conference dealt with inland water ports and the issues waterways face in today's economy. The nation's 12,000 miles of inland waterways move 630 million tons of cargo each year, but shipping infrastructure along the upper Mississippi River is in dire need of repair. With more than 60 percent of the nation's grain being shipped through this area, it is critical that our nation invest in the infrastructure necessary to sustain our inland waterways. Our cities face some formidable challenges, but our cities are also blessed with outstanding people who work to find meaningful solutions to improve our communities.

I hope you will join me at the National League of Cities' Congress of Cities in Austin, Texas, on Nov. 19-22. I have reviewed the agenda and there are some exciting sessions on the topics of sustainability, information technology, entrepreneurship, housing, and leadership. I hope to see you there!

I would also like to remind you to register for the Winter Conference, which will be Jan. 14-16, 2015, at the Statehouse Convention Center in Little Rock. This conference is very important, because it will be an opportunity for all of our officials, including newly elected officials, to meet with state legislators before the 90th General Assembly begins. I have also spoken with the management of the recently remodeled Little Rock Marriott Hotel and they are looking forward to providing us with a first-class experience.

All Best Wishes,

A handwritten signature in blue ink that reads "Mark Stodola". The signature is fluid and cursive.

Mark Stodola
Mayor, Little Rock
President, Arkansas Municipal League

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League District 3 VP sees bright future for Russellville

By Andrew Morgan, League staff

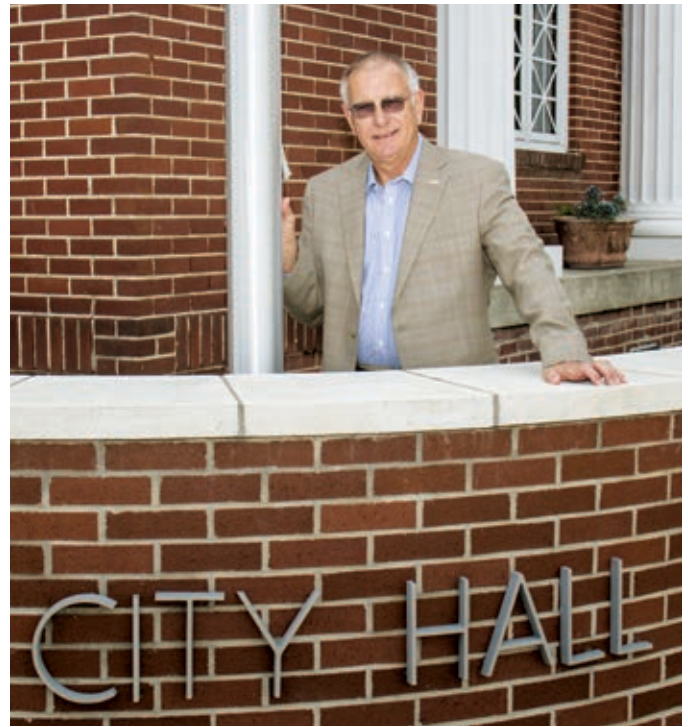
Russellville Mayor and 2014-2015 League District 3 Vice President Bill Eaton considers it a great honor to serve his hometown. He hasn't always lived here, having spent 30 years in the U.S. Army and the Arkansas National Guard, and 10 years working in the telecommunications industry. But with roots in Polk County going back five generations, Eaton has "extremely deep connections to it."

In December, Eaton and his wife, Sharon, will celebrate 48 years of marriage.

Eaton, who will soon turn 70, will complete his first and only term as Russellville's mayor at the end of this year. He would like to continue his public service, however, and is running for alderman in this month's general election. (Eaton has won his bid.-Ed.)

"I want to stay involved, but I don't want a full-time job," he says.

Throughout his career, both in military and civilian positions, public service has been important to Eaton. While working in Gentry, he had served on the city council there until a job transfer back to Russellville forced him to resign that position. When his retirement approached, he felt he could continue to serve his community, so he ran for city council in Russellville.



After a long career in the military and telecommunications, Russellville Mayor and League 2014-2015 District 3 Vice President Bill Eaton returned to serve in his hometown.

Eaton, both as alderman and then as mayor, has strived to strengthen the city's relationship with the area's economic development organizations, the local Chamber of Commerce, and the Arkansas Valley Alliance for Economic Development (AVAFED). It is the organization Russellville looks to for economic development, Eaton says, particularly industrial development. Eaton has worked closely with its director, Jeff Pipken.

"Another extremely vital and important organization for the city is Arkansas Tech University," Eaton says.



Lake Dardanelle on the Arkansas River is one of the state's premier outdoor destinations, and a new convention center is expected to increase visitors to the scenic area.



PHOTOS BY ANDREW MORGAN

Arkansas Tech University is now the state's third largest school by enrollment and is a great partner with the city, Eaton says.

Arkansas Tech may fly a bit under the radar, but it is now the state's third largest university by student population. The school's growth over the last two decades has been "kind of a secret," Eaton says. The University has 12,003 students enrolled for the fall 2014 semester, and enrollment overall has increased by 183 percent since 1997, *Arkansas Business* recently reported.

"That is something they are extremely proud of and that we are extremely proud of," Eaton says.

The city has a strong relationship with the university, which he says is extremely important.

"As a graduate myself of Arkansas Tech, it makes me especially proud," Eaton says.

Eaton feels confident that Russellville's population has topped 30,000 since the 2010 Census, and though the city hasn't seen the tremendous growth experienced in northwest Arkansas and Conway, it has been steady in recent years. Eaton and the city have tried to balance the needs of new businesses, organizations, and people with the needs of the existing businesses and citizens.

"I feel it is a growth that we can deal with as a city that doesn't overburden our ability to deal with the infrastructure that we need to support that growth," Eaton says.

"It's a good thing," he says, and credits organizations like the Chamber and Main Street Russellville with helping accommodate the growth.

Geography has played a role in Russellville's growth, Eaton says. It's location is convenient—"the southeast quadrant of the northeast quadrant." Being centrally located on I-40, on scenic Highway 7, and on the Arkansas River puts Russellville at a crossroads for both travellers and industry.

"It gives us an opportunity to have guests come through here that other parts of the state do not have," he says.

One of the city's most exciting upcoming projects is a direct result of this, Eaton says. Russellville, partnering with Hunt Properties out of Knoxville, Tenn., will soon begin work on a new convention center overlooking the Arkansas River. The convention center complex—tentatively named the Landing at Russellville—will also include a hotel, and Eaton expects retail and restaurants to "dovetail into that project" as well.

Eaton expects the new convention center to also enhance the city's already vital outdoors recreation opportunities. Lake Dardanelle hosts more than 40 fishing tournaments a year, he says, and he expects larger groups to follow when the convention center is available. The city's visitor's bureau regularly has to turn away large groups seeking convention-type facilities in Russellville, Eaton says. But that's about to change.

"It's really going to be fantastic," he says. "I see nothing but a very bright future for the city."



Eaton has tried to implement a street design policy going forward in Russellville that includes a walkable and bikeable streetscape. North El Paso Street, the "town-to-gown" connector between downtown and Arkansas Tech, is a premier example, and the mayor would like to see more streets like it in the future.

Stamps celebrates Maya

By Lucy Goodwin

Southwest Arkansas paused on October 18 to remember a woman who left Stamps at the age of eight and went on to become a renowned author, poet, dancer, singer and actress—Maya Angelou. Angelou died on May 28 this year at her home in Winston-Salem, N.C.

PHOTO BY BRIGHT IMAGES PHOTOGRAPHY



From left, Stamps Mayor David Bright, Maya Angelou's grandson Elliott Jones, and writer Janis F. Kearney, celebrated the life and legacy of Angelou in her one-time hometown on Oct. 18, which Gov. Beebe declared Maya Angelou Day.

The event began with Lafayette County High School Principal Opal Anderson welcoming the crowd that filled the school's gymnasium. She opened with a quote by Angelou: "People will forget what you said and what you did, but they will never forget how you made them feel." Anderson said that the celebration held in honor of Angelou was a "remarkable event" that highlighted the woman's strength, character, and the love of literature, which helped her overcome adversity.

Stamps Mayor David Bright said that Angelou's book *I Know Why The Caged Bird Sings* made quite an impression on him. He said in that book she referenced Stamps' Lake June 13 times and that was where she decided whether she was going to stay in Stamps or go on to become a writer. He said, "Any conversation about Maya Angelou will contain two words: 'Stamps, Arkansas.' And any conversation about Stamps, Arkansas, will contain two words: 'Maya Angelou.'"

"This is a homecoming," Bright said. "We are making history and it really feels good."

Janis F. Kearney, Arkansas author and personal diarist of President Bill Clinton, said, "We are here to celebrate a very important person. [Maya Angelou] began her journey here in Stamps to become an

artist. This is not a memorial; it is a remembrance, but it's really a celebration."

She read a letter sent by Clinton, who was attending a fundraising event in Hope. Clinton's letter said, "Maya had a gift for using darkness in her own life to highlight our own struggles. We know more about ourselves thanks to her."

Dr. Akasha Hull read a proclamation by Gov. Mike Beebe declaring October 18, 2014, Maya Angelou Day. His proclamation said, "Her days in Stamps laid the foundation for her claim to fame." He described her as a motivational tower for women and a model for overcoming adversity.

State Rep. Lane Jean said that Rep. David Fielding had authored a citation passed by the Arkansas House of Representatives that highlighted Angelou's works, deeds, and her mission to leave the world better than she found it. He announced that a statue of Angelou was going to be placed by Lake June and he presented the House's citation to Angelou's grandson, Elliot Jones.

Jones said his grandmother's last visit to Arkansas was in the 1980s. She had told him, "You can never leave home. You take part of it with you. She took this place with her every day of her life." He talked about how coming to Arkansas was a rehabilitation for him, just as his grandmother "would let Stamps recharge her when she passed through Arkansas."

"We have done so much since she was in Stamps," Jones said, "but we have so far to go." He concluded by promising to return to Stamps when the statue arrives for the park beside Lake June, which has been dedicated to Maya Angelou by the Stamps City Council.

A version of this article appeared originally in the Lafayette County Press and is reprinted with permission.



Maya Angelou



Historic replica ships dock in Little Rock, Fort Smith



Replicas of Christopher Columbus' ships the *Pinta* and *Nina* docked in Little Rock in October as a "sailing museum" and were available for tours. The *Nina* was built by hand, without the use of power tools, and has been called the most historically correct replica of Columbus' ship ever built. The *Pinta* is the larger of the pair and was built recently in Brazil. The ships also docked in Fort Smith before heading up the Arkansas River to Muskogee, Okla., and beyond.

Notice: Jan. 1, 2015 renewal change for bond program



The Self-Insured Fidelity Bond Program, administered by the Arkansas Governmental Bonding Board, policy coverage period will no longer be issued based on a calendar year. The Governmental Bonding Board approved to amend the policy period from a calendar year policy term to a fiscal year policy term. As a result, a renewal premium notice will be issued in January 2015 for six months of coverage. That policy term will begin January 1, 2015, through June 30, 2015. Then in July 2015, a renewal premium notice will be issued for a fiscal year policy period to begin coverage July 1, 2015, through June 30, 2016. This will allow the Fidelity Bond Program to make the transition from a calendar year to a fiscal year policy term. There will be no gap in coverage.

At a cost to municipalities of approximately 17 cents per capita, cities will have \$104,685 (about 6 cents per capita, $\frac{1}{3}$ of total amount) deducted from their general turnback in January 2015, and \$209,370 (about 11 cents per capita, the remaining $\frac{2}{3}$) deducted in July 2015. No gap in coverage during the transition to the fiscal year billing system will occur.

For questions or further information, contact Ruth Fernandez at 501-371-2690 or email ruth.fernandez@arkansas.gov.

Sister Cities International in Arkansas revisited

By Sherman Banks

Each year the League's annual Convention affords me the opportunity to present a program on Sister Cities International (SCI). I talk about how to go about obtaining an international sister city and what it can mean economically and culturally to your community to have a sister city.

First I would like to reiterate the concept that President Dwight D. Eisenhower had over 58 years ago when he presented his dream to obtain and maintain international peace through citizen diplomacy.

The mission of SCI is to promote long-term, substantive partnerships between U.S. and international communities to build bridges of cultural understanding and economic development and ensure a more peaceful, just world. The vision is to build a world of peace, justice, and prosperity by enabling U.S. cities to have a meaningful, lasting, and mutually beneficial partnership with at least one city abroad.

The sister city, county, and state affiliations between the U.S. and other nations began shortly after World War II and developed into an international initiative when President Eisenhower proposed the "People-to-People" program at a White House conference in 1956. Originally a part of the National League of Cities, SCI became a separate, nonprofit corporation in 1967 due to its tremendous growth and popularity.

President Eisenhower's intention was to involve individuals and organized groups at all levels of society in citizen diplomacy, with the hope that personal relationships, fostered through sister city, county and state affiliations, would lessen the chance of future world conflicts.

In its more than 58-year history, SCI has transformed itself to respond to rapidly changing global needs and realities. While SCI's mission initially focused largely on encouraging cultural understanding through citizen diplomacy, it has also grown to reflect the complex global realities and interconnectedness of our changing world in political and economic terms. Today, sister city programs engage in a vast array of mutually beneficial, innovative, and meaningful projects, such as business and economic development, healthcare assistance, arts and education, and humanitarian relief just to name a few.

In Arkansas there are seven cities that maintain viable relationships with international cities: Fort Smith, Hot Springs, Little Rock, North Little Rock, Pine Bluff, Helena-West Helena, and Gilbert. The cities of Harrison, Jacksonville, and Tontitown have begun the necessary paperwork to develop sister city relationships with cities in Africa and Italy respectively.

Gilbert, with a population of 33, became the smallest city in the United States with a sister city relationship in 2006 when it partnered with Bride, The Isle of Mann off the coast of Great of Britain. One of the ways that Gilbert maintains its relationship with Bride is through the development and selling of cookbooks to raise funds to send students to their sister city. They also send hand-made quilts by the residents each year during the Christmas holidays. Gilbert is the smallest city with far-reaching arms of citizen diplomacy.

Hot Springs has over the years sustained strong ties with its sister city in Japan through education. Their dedication has earned the city of Hot Springs the highest recognition for international relations, to be presented by the Japanese Consulate in Hot Springs at the Hot Springs Convention Center on November 1.

Since 2007 SCI has brought a group of IBLA Award-winning international musicians to Arkansas. In seven days we travel to the cities of Lake Village, Star City, Jacksonville, Harrison, Little Rock, and North Little Rock where we present performances for the community and at local elementary, middle, and high schools. We expose the extraordinary music of classical and jazz to over 5,000 students each year.

If you think that your city has an interest in developing economic, cultural, tourism, and educational exchanges through SCI, please contact Sherman Banks at 501-374-8493 or email sbanks@aristotle.net. You can also write to me at 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.

Entergy to expand EITC effort in 2015

This year's tax season was a little less taxing for more than 18,000 residents in Entergy's service area of Arkansas, Louisiana, Mississippi, and Texas. Employees and local volunteers supported IRS-sponsored Volunteer Income Tax Assistance (VITA) sites to help Entergy customers earn \$35 million in federal Earned Income Tax Credits (EITC).

During special Super Tax Day events and throughout the 2014 tax season, VITA volunteers helped residents earning up to \$52,000 determine if they qualified for the credit. Volunteers also helped customers file tax returns to ensure earned benefits of \$6,000 or less were received by qualifying families.

Even so, there are still thousands of qualifying taxpayers who did not claim the credits they were due. As a result, Entergy plans to expand its network of support for VITA sites in the states they serve.

The IRS VITA Grant Program

The Volunteer Income Tax Assistance (VITA) Grant Program is an IRS initiative designed to promote and support free tax preparation service for the underserved, in both urban and non-urban locations. Service is targeted to low-to-moderate income individuals, persons with disabilities, the elderly, and limited English speaking. IRS awards matching grants each year to organizations that offer free tax preparation services during the tax filing season at locations in all 50 states and the District of Columbia. Congress appropriates this funding to support the Volunteer Income Tax Assistance Program.

This Grant Program is intended to provide direct funds to organizations to:

- Enable VITA Programs to extend services to underserved populations in hardest-to-reach areas, both urban and non-urban;
- Increase the capacity to file returns electronically;
- Heighten quality control;
- Enhance volunteer training; and
- Significantly improve the accuracy rate of returns prepared at volunteer sites.

For its volunteer efforts, the U.S. Chamber of Commerce named Entergy's EITC program a finalist for Best Economic Empowerment Program of 2014.

Visit entergy.com/our_community/advocate_power to find out how your city can help provide millions of dollars in tax credits to working families in your area.

Entergy Helps Customers Earn \$35 Million in Federal Earned Income Tax Credits

Entergy employees and local tax preparer volunteers helped more than **18,000** residents in Entergy's service areas earn nearly **\$35 MILLION** in Earned Income Tax Credit this year.

Entergy customers have received approximately **\$100 MILLION** in EITC returns since the company started sponsoring tax prep sites in 2009.

Every dollar of an EITC refund turns over an average of **1.5 times** in local economies.

Each year, more than **\$2.5 BILLION** in Federal Earned Income Tax Credits for qualifying workers in the states served by Entergy goes unclaimed each year.

Visit entergy.com/save_money for more info on how Entergy partners with customers to reduce their electric bills.

Entergy

CALENDAR

National League of Cities
2014 Congress of Cities and Exposition
Wednesday-Saturday
November 19-22, 2014
Austin Convention Center
Austin, TX

Arkansas Municipal League
Winter Conference
Wednesday-Friday
January 14-16, 2015
Statehouse Convention Center
Little Rock, AR

National League of Cities
Congressional City Conference
Saturday-Wednesday
March 7-11, 2015
Washington, D.C.

Engage department heads in strategic budgeting

Budget time is upon us again, and it's important to involve department heads in the process to make the most effective, strategic budget. A version of this column appeared previously in the October 2012 issue of *City & Town*.

By Chad Gallagher

A new year is just around the corner, and for municipal officials budget time is here. It's time to set priorities, evaluate income, sales tax receipts, utility rates, expenditures, capital needs, and figure out a way to make the money stretch. Having built municipal budgets and closely watched the construction of state budgets, I know firsthand what a challenge it can be. It's important also for the grant process, because many granting entities ask to see your annual budget. It shows them how you plan and run your finances, especially when compared to actual expenditures.

Cities and towns are responsible for police and fire protection, code enforcement, utility services, solid waste, economic development, infrastructure improvements, animal control, parks and recreation, planning and zoning, and much more. City leadership must find enough funding opportunities to keep pace with new and proposed projects. This is one reason that the grant process is important. However, it is also why creating the municipal budget should be a purposeful, strategic exercise.

In its simplest form, the annual budget is a projection of income and plan for expenditures. Your expenditures play a pivotal role because they impact the quality of life of municipal citizens. Because it is one of the most important documents created by municipalities, the budget should become a strategic document.

Since the municipal budget determines the amount of resources available to each department, budgeting can exert more influence on what gets done than a strategic plan. It is because the budget is such an important part of municipal government that it should be tied to a strategic plan. Create a budget that is working to achieve your goals and serves as an integral part of the city's vision. Building a haphazard budget or simply following what was done the year before leads to stagnation. The budget should be a workhorse. Build a budget that works for your vision.

Every municipality should have a governing strategic document. I call this document a community blueprint. It maps out a future direction, what you would like to build and the desired results the community would like to see achieved. Each community blueprint should cover a broad spectrum of issues and clearly articulate the city's overall vision, values, and objectives. It should paint a clear picture of the city's destination. In return, the budget should advance the fulfillment of this vision. Every mayor and city council can articulate what they hope to accomplish and what they would like to see transpire in the city, even if a formal process has not been conducted. While we recommend a formal process be initiated, it is fundamental that the budget be tied to these larger goals.

Many strategic plans do not achieve their goals because there is no organizational mechanism to drive the strategic plan through the budgeting process. The big-picture strategic plan and short-term tactical management are disconnected. For this reason the tactical tends to usurp the strategic. Without strong linking mechanisms between these two worlds, the strategic drifts out of focus and becomes less relevant.

Creating departmental objectives is a key to preventing your overall strategic plan from being lost. Each department should be asked to create a list of objectives, as well as a list of long-term capital improvements needed to achieve these objectives. Then the objectives should be rigorously tested. Does the objective drive the overall strategic plan (mission, values, vision)? Does the department objective fit into the sum total of the plan? The key is to cause your department heads and managers to think more broadly, to consider the overall direction of the city, and to cause each departmental objective to help achieve that goal. This will begin to weed out unnecessary spending or spending that might appear good but simply does not help achieve the current goals of the community.

As you engage in the budget process with municipal department heads, try to be succinct. Do not let the

budget process own you—instead take ownership of it. Give clear instructions and help the department managers see the overall direction the council and mayor are leading the city. Lastly, ask each department head to make a list of every department activity, service, and responsibility. Ask them to evaluate those services against the community blueprint and to analyze if it is a core piece of business or something peripheral that the city started doing at some point. Then ask each leader to compare each activity to an alternative way of achieving the desired result.

Helping develop your department leaders into strategic planners will lighten your load as a city leader and help achieve the greater good for the citizens. Give your department the guidance and tools necessary to create a strategic plan for their departments.

Reaching out beyond your department heads can also enhance the budget. Invite city employees to meet with you and share their opinions. Hold neighborhood

meetings to discuss the budget with citizens and gauge their views. Listen with an open mind. Their ideas may just surprise you.

Creating a strategic municipal budget also helps your grant writing efforts. It allows you to demonstrate a thoughtful, organized approach to handling funds. It also allows the funder to see the city's good stewardship of resources and its practical planning capacity. It helps prove that when a great request is made the need is genuine and any assistance given compliments the city's thoughtful efforts.



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.

An advertisement for the Arkansas Municipal League. The background is a photograph of a park path lined with trees with vibrant autumn foliage. In the foreground, a black metal park bench is partially covered with fallen leaves. The text 'Brought to you by your hometown.' is overlaid in a large, white, serif font at the top. On the left side, a list of services is provided: '• Parks', '• Golf Courses', and '• Athletic Facilities'. At the bottom, the slogan 'Great Cities Make a Great State.' is written in a white, serif font. To the right of the slogan, the Arkansas Municipal League logo is visible, featuring a classical building facade inside a circular frame with the text 'ARKANSAS MUNICIPAL LEAGUE' and 'GREAT CITIES MAKE A GREAT STATE'. Below the logo, the website addresses 'www.arml.org' and 'www.greatcitiesgreatstate.com' are listed.

Brought to you by your hometown.

- Parks
- Golf Courses
- Athletic Facilities

Great Cities Make a Great State.

www.arml.org
www.greatcitiesgreatstate.com

NEWSLETTER

NOVEMBER 2014

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

a'TEST celebrates 22nd anniversary

a'TEST becomes 22 years old in 2014! This is a notable milestone for any business, but, in drug testing, it means that a'TEST is as old as contemporary drug testing has been around.

Congress passed the Drug-Free Workplace Act in 1988, which required drug-free workplaces for federal employees and contractors. This was followed in 1991 with the Omnibus Transportation Employee Testing Act, requiring the U.S. Department of Transportation (DOT) to implement drug testing of "safety-sensitive" transportation employees. The widespread testing of federal employees, government contractors, and then private industry safety-sensitive employees paved the way for non-federally-regulated testing that we know today.

At the time the federal government was beginning to require drug testing, Judy Sims was the coordinator of an occupational health program at the University of Arkansas for Medical Sciences (UAMS), which included drug testing for corporate clients. In 1988, Jeff Sims began working at UAMS as a technician in the newly-established drug testing lab. Judy and Jeff opened a'TEST in 1992, and, as the saying goes, the rest is history. Judy and Jeff have continued to be leaders in the industry in Arkansas and nationally—even, in Jeff's case, internationally.

Judy and Jeff were advisors to the Arkansas Workers' Compensation Commission in the development of the program requirements for the Arkansas Workers' Compensation's "Voluntary Drug-Free Workplace" program.

Jeff is active in the Substance Abuse Program Administrators Association (SAPAA), is a past board member, past governmental affairs committee member and international conference committee member, and past president. He represented SAPAA before a Congressional subcommittee looking into the widespread sales of devices and products for beating drug tests. He has testified before Arkansas and other states' legislative committees. Jeff has been a presenter and participated in international conferences and meetings in Europe and South America, as well as in Canada. He has been on the speakers' roster for the White House Office of Drug Control Policy, and has been called on to represent that office in speaking engagements.

In 1998, Jeff became one of the first professionals to earn the C-SAPA (Certified Substance Abuse Program Administrator) certification, which was followed in his earning the C-SI (Certified SAPA Instructor) certification. In 2014, Jeff became a commissioner with the certification committee (SAPACC) that administers the C-SAPA & C-SI examinations and program standards. Jeff authored and teaches the MRO (Medical Review Officer) Assistant course on behalf of SAPAA, and teaches this course at conferences and via the web. Jeff also teaches the DER (Designated Employer Representative) course, the urine specimen collector course for clients, and the "Signs and Symptoms of Substance Abuse" two-hour course that meets the DOT requirement for supervisory training.

In the early years, there were only a handful of companies and persons involved in the industry, and a'TEST was one of those original companies. Over the years, the industry has mushroomed, and there are lots of choices for employers looking for drug testing service providers. Knowing the credentials and experience of your provider is important. In both credentials and experience, a'TEST has no equals in Arkansas or in the region. As an employer, you can have the confidence in knowing that a'TEST has the expertise to guide you in the implementation and on-going maintenance of your drug-free workplace program.



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.

League hosts roundabout workshop



About 30 representatives of local agencies and the Arkansas State Highway and Transportation Department participated in a Federal Highway Administration workshop on roundabouts, held Oct. 21 and 22 at the League's North Little Rock headquarters. The workshop covered planning, design, and implementation of roundabouts. It was designed to improve communication among transportation stakeholders involved in implementing roundabouts in Arkansas. An in-depth look at the improved safety and traffic-flow roundabouts provide will appear in an upcoming issue of *City & Town*.

Missed us?

You can download last month's issue or older issues of *City & Town* that you might have missed.

Help us keep you up to date and informed.



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Augusta tackling Asian carp invasion

By Andrew Morgan, League staff

The nation's waterways, particularly the wide swath up the middle of the country that includes the Mississippi River and the thousands of rivers and other waterways of mid-America, are being overrun by Asian carp, an umbrella term for several species of non-native carp that are eating and breeding their way to dominance at the expense of our native species and aquatic environments. Augusta, which sits on the White River, has been hard hit by the invasive fish, and Mayor Rocky Tidwell has made it a priority to use his position and experience to do something—anything, really—to help reverse the carps' expansion.

The crisis has been building for several decades, but the danger is truly coming to a head now, he says.

"These fish are really unbelievable."

Tidwell recalls the first time he encountered one in the wild. It was about 1980 and he was out fishing. He pulled in his net and there it was—a big bullhead carp.

This one was probably 30 pounds, but they can get up to 100, he says. The silver carp variety are a bit smaller, reaching up to 50 pounds, but they jump—10-15 feet out of the water when it's stirred up. So in addition to the ecological damage these fish cause, the silver carp pose a physical danger to people fishing, skiing, or just hanging out on Arkansas's waterways. The larger bullheads aren't jumpers, thankfully.

The mayor and longtime city employee Kip Davis have been working actively for at least four years to find a solution to the problem, and he's been thinking about it for much longer than that, he says. He doesn't mince words on the danger to our state and the entire Mississippi River region.

"If we don't do something, the fishing industry in Arkansas is over."

Asian carp—bullhead, silver, and black varieties—are voracious eaters of plankton, plants, mussels, invertebrates, and more. They can eat nearly half their body weight each day and, depending on the variety, can grow 12 pounds per year. They can live for 21 years. They compete directly with and destroy the habitats of our native fish. They adapt to any type of water. On top of all that, they reproduce abundantly and often.

"Unless we stop them, the fishing that I took for granted as a child is over," Tidwell says. "My grandsons won't get to enjoy that, not unless they're fishing in a private pond. And fishing is a helluva big industry in Arkansas. Probably one of the biggest when it comes to recreation."

There may not be a next year if we keep waiting, he says.

"We've got to do it now."

Are they good eatin'?

Asian carp are edible, tasty even, Tidwell says. They're considered a delicacy in their native part of the world, but they're a bit bonier than what Americans are used to. Catching them as food fish is an option, though. It could be at least part of the solution.

Last year Augusta hosted a French chef from Louisiana, Phillipe Parola, who demonstrated some of the ways carp may be prepared, Davis says.



PHOTOS BY ANDREW MORGAN

A silver carp leaps just past Augusta Mayor Rocky Tidwell's head on Taylor's Bay off the White River. This variety of the invasive Asian carp are a hazard to both the ecosystem and to people, who can be injured by the easily riled flying fish.

“He broiled it, mixed it with shredded cheese, sautéed onions and garlic, rolled it in bread crumbs, and deep fried it. Oh man it was great. You could hardly tell the difference between that and crab meat, the way he prepared it.”

Edible though they may be, convincing Americans to eat more carp isn't going to put a dent in the problem. The only way is to get them out of our water, tens of thousands of pounds at a time, Mayor Tidwell says.

The city has been working with several potential business interests to divest the fish and utilize them for various consumer and industry products. The skin and scales are rich in collagen, used for skincare products and good for the immune system. The fish can also be reduced to protein powder for animal feed and other uses. They are in talks with a Chinese firm to set up shop in a plant in Augusta to process the fish. The building is ready to go, Tidwell says. The plant would quick-freeze a container load—about 40,000 pounds—of fish per day. They'd be shipped out within 24 hours of the catch to China.

“That is the only solution: catch ‘em, freeze ‘em, and ship ‘em. We don't want to make a delicacy out of them. We don't want to put them on your menu. We want them frozen solid, in a container, going to China, where they came from.”

He makes clear, however, it wasn't China's fault they're here.

“We went and got ‘em.”

Indeed, this now nationwide problem can be traced back to Arkansas. In the early 1970s, catfish farmers, pig farmers, and wastewater system managers imported them, taking advantage of their appetites to help clean their ponds. It worked just fine, for a while, as long as they were contained. There was also a brief time, Tidwell says, when the catfish farmers were getting more per pound for the Asian carp than for their catfish, which encouraged them to expand their population.

But poor management and periodic flooding—1993 and 2011 saw particularly devastating flood events up and down the middle of the country—sped up their spread. Asian carp varieties are now destroying habitats from the Gulf of Mexico to the Great Lakes.



Local fisherman Kenneth Freeman untangles a 20-pounder from the net.

Unfortunately, the price for the carp is too low to recruit the large commercial fishing operations required, Tidwell says, though they've been in discussions with groups like the Arkansas Fishermen and Shelltakers Association about that possibility. In the meantime he has enlisted some of his longtime friends and fellow fishermen to catch as many carp as they can, which has served as a recruiting tool of sorts for potential business partners, state and federal wildlife agencies, and other groups seeking to help eradicate the fish.

On a grey and misty early October morning, the mayor takes me out on Taylor's Bay, an oxbow off the White River, just north of the Highway 64 bridge, to where Kenneth Freeman and Michael “Weasel” Brown are beginning to pull in their nets. Within minutes Kenneth hauls a writhing, flopping 20-pounder from the net and into the boat. They had set out about 50 yards of net about an hour and a half before my arrival so they could demonstrate. We make the length of the net in about 30 minutes and by the end the bottom of their boat is filled with carp, some more than three feet long and topping 30 pounds. It's probably several hundred pounds total, and that's nothing, Kenneth says. A week before they had put out the nets at night and pulled 1,700 pounds first thing in the morning.

“If we don't do something, you'll be able to walk across this water on the top of them,” Davis says.

After the nets are in, Tidwell takes us for a cruise around the bay so I can see them jump. And they do. Kenneth and Weasel follow behind in their boat, and as our wake riles up the carp and sends them leaping out of the water, several land in their boat. One smacks into Weasel's leg. A 20-pound fish flying at you at 20 miles



A typical silver carp.

an hour leaves a nasty bruise. That's best case scenario. They've been known to break jaws.

Although they're willing to try just about anything, after contemplating this catch method for a few minutes, Kenneth decides it isn't worth it.

"You'd run out of gas before you filled up your boat," he figures.

The U.S. Fish and Wildlife Service has been studying the issue for several years now in an effort to develop methods to control Asian carp across the country, as has the Arkansas Game and Fish Commission, which works hard to protect native and other valuable species, such as the paddlefish, sometimes called the spoonbill catfish, which is prized for its caviar. Tidwell says one option they are considering is a special license that allows fishing for carp year-round with no take limits in order to help reduce the population. Finding workarounds to existing rules may take some effort, but Game and Fish are well aware of the crisis, Tidwell said.

"There's a few obstacles to get over, but we're going to get over them," Tidwell said. "And Game and Fish are all in."

Kenneth and his fellow fisherman, Weasel Brown, manning the motor, can regularly pull in more than 1,000 pounds of the invasive Asian carp a day. But it's not enough to make a dent in the exploding population.



PHOTO BY ANDREW MORGAN



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TENTATIVE 2015 WINTER CONFERENCE

WEDNESDAY - JANUARY 14

2:00 P.M. – 7:00 P.M.

REGISTRATION Osage & Caddo Rooms, SCC

2:00 P.M. – 7:00 P.M.

VISIT WITH GOVERNMENTAL AGENCIES Governor's Hall III, SCC

2:15 P.M. – 6:15 P.M.

CITY GOVERNMENT 101:

WHO DOES WHAT AT CITY HALL Marriott Ballroom

(This session is a core class in which you will receive 5 hours of certification credit.)

2:30 P.M. – 3:30 P.M.

MLWCT BOARD OF TRUSTEES TBA

6:15 P.M. - 7:00 P.M.

PRE-BANQUET RECEPTION Wally Allen Ballroom, SCC

7:00 P.M.

OPENING NIGHT BANQUET Wally Allen Ballroom, SCC

8:30 P.M.

PRESIDENT'S POST BANQUET RECEPTION TBA

THURSDAY AM - JANUARY 15

7:15 A.M. – 5:00 P.M.

REGISTRATION Osage & Caddo Rooms, SCC

7:15 A.M. – 8:45 A.M.

BREAKFAST Governor's Hall III, SCC

7:30 A.M. – 7:45 A.M.

VOLUNTARY PRAYER SESSION TBA

7:30 A.M. – 4:30 P.M.

VISIT WITH GOVERNMENTAL AGENCIES Governor's Hall III, SCC

9:00 A.M. – 10:15 A.M.

OPENING GENERAL SESSION Marriott Ballroom

10:15 A.M. – 10:30 A.M.

BREAK Marriott Ballroom

10:30 A.M. – 11:30 A.M.

GENERAL SESSION II: THE 90TH GENERAL ASSEMBLY-
WHAT TO EXPECT Marriott Ballroom

11:30 A.M. – NOON

GENERAL SESSION III: COMMUNICATING WITH YOUR
LEGISLATOR Marriott Ballroom

NOON

VOLUNTEER COMMUNITY OF THE YEAR
AWARDS LUNCHEON Governor's Hall III, SCC

Speaker: Governor-Elect Asa Hutchinson (invited)

2:00 P.M. – 3:30 P.M.

GOVERNMENTAL AGENCIES:
WAYS THEY CAN ASSIST CITIES Marriott Ballroom

3:30 P.M. – 3:45 P.M.

BREAK Marriott Ballroom

3:45 P.M. – 4:15 P.M.

ARKANSAS MUNICIPAL LEAGUE

OPTIONAL PROGRAMS Marriott Ballroom

4:00 P.M. – 4:15 P.M.

BREAK Marriott Ballroom

4:15 P.M. – 5:15 P.M.

WELLNESS WORKSHOP Marriott Ballroom

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

5:30 P.M.

SOCIAL ACTIVITIES AND RECEPTIONS TBA

DINNER ON YOUR OWN

FRIDAY - JANUARY 31

7:15 A.M. – 12:00 P.M.

REGISTRATION Osage Room, SCC

8:00 A.M. – 4:30 P.M.

CITY ATTORNEYS TBA

City Attorneys will meet for six hours of CLE.

9:00 A.M. – 10:15 A.M.

NOW THAT YOU ARE ELECTED: THINGS TO DO,
THINGS TO AVOID: SESSION 1 Marriott Ballroom

(This session will count toward 1.25 hours of continuing education credit.)

10:15 A.M. – 10:30 A.M.

BREAK Marriott Ballroom

10:30 A.M. – 11:30 A.M.

NOW THAT YOU ARE ELECTED: THINGS TO DO,
THINGS TO AVOID: SESSION 2 Marriott Ballroom

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

11:30 A.M. - NOON

THE AML LEGISLATIVE PACKAGE AND
THE ROLE OF MUNICIPALITIES DURING
THE LEGISLATIVE SESSION Marriott Ballroom

NOON

LUNCH BUFFET Governor's Hall III, SCC

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

OTHER FRIDAY MEETINGS:

1:00 P.M.

MHBF BOARD MEETING TBA



2015 Winter Conference

Marriott Hotel/Statehouse Convention Center
January 14-16, 2015

REGISTRATION

Registration and payment must be received in League office by Monday, Dec. 29, 2014, to qualify for advance registration.

Advance registration for municipal officials	\$150
Registration fee after Dec. 29, 2014 , 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 Dec. 29, 2014.**
- Cancellation letters must be postmarked by **Dec. 29, 2014**.
- **Mariott guests:** In order to avoid a cancellation penalty of one night's room and tax, reservations must be cancelled at least seven (7) days prior to arrival.

HOTEL RESERVATION

Hotel Room Rates

SOLD OUT		Marriott Hotel (headquarters hotel) <i>formerly the Peabody Hotel</i>
Single/Double	\$129	Check-in 3 p.m.
Capital Hotel		
Single/Double	\$170	Check-in 3 p.m.
Doubletree Hotel		
Single/Double	\$136	Check-in 3 p.m.
Wyndham Hotel		
Single/Double	\$104	Check-in 3 p.m.

- Cut-off date for hotel reservations is **Dec. 29, 2014**.
- Rooms in Little Rock are subject to an 13-15 percent tax, depending on hotel choice.
- 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.

Register online at www.arml.org and pay by credit card or complete the steps below and mail with payment.

Step 1: Attendee Information I am a newly elected official.

Name:

Title: City of:

Address:

Attendee only email (required)

cc email

City: State: Zip: Telephone:

Guests will attend: Yes No Name:

Name:

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
2015 Winter Conference
P.O. Box 38
North Little Rock, AR 72115**

Credit Card Complete information below and send to address above.

Credit Card: Visa MasterCard Discover

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

Card Holder Name (as it appears on card):

Billing address (as it appears on statement):

City: State: Zip: Telephone:

E-mail address (required for credit card payment)

Step 3: Hotel Reservations and Hotel Payment

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

~~Marriott Hotel~~ Reservations _____ 877-759-6290

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

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

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

Arkansas infrastructure receives passing grade

By Byron Hicks, PE

Arkansas received a grade of D+ on its first state Infrastructure Report Card on October 17. The Infrastructure Report Card, published by the American Society of Civil Engineers (ASCE), was created by a team of volunteers in order to “provide the public a clear indicator of the state’s infrastructure needs,” according to ASCE.

This inaugural report card on Arkansas’s infrastructure provides a comprehensive assessment of current infrastructure conditions and needs, assigning grades for each infrastructure category based on eight criteria established by the ASCE: capacity, condition, funding, future need, operation and maintenance, public safety, resilience, and innovation. Recommendations for improvement—how to raise the grades—are also included in the report card for Arkansas.

Infrastructure is essential for every family, city, and business to thrive, yet the average person doesn’t think much about it until there is an issue. As municipal, county and state agencies responsible for providing and maintaining that infrastructure, however, you are fully aware of its effect on daily lives.

The report card can be a useful tool in determining infrastructure funding priorities and identifying crucial improvements needed for

public safety. A two-page summary includes key statistics and gives a brief explanation of the grade for each of the seven infrastructure categories: roads, bridges, transit, drinking water, wastewater, levees, and dams. Complete assessments and recommendations for improvement are included in the full 37-page report.

The highest grade of C+ was given for bridges and wastewater. Roads, transit, and drinking water were given a D+, while levees and dams were given a D, resulting in a cumulative grade of D+ for the state. Current infrastructure conditions, availability of services, investment in maintenance, emergency and disaster preparedness, and preparations for future needs were assessed in each category when determining that category’s grade.

One of the factors resulting in the C+ grade for wastewater was the increased investment Arkansas has made for improving wastewater infrastructure shown in the EPA’s Clean Watershed Needs Surveys from 2008 and 2012 demonstrating efforts to meet projected wastewater treatment needs over the next 20 years.

One recommendation for infrastructure improvement was for increased leadership in infrastructure renewal. The recommendation goes on to state, “Arkansas’s infrastructure is a responsibility of local leaders, and leadership is needed to maintain and renew the infrastructure the generations before us have built.

2014 ARKANSAS REPORT CARD GPA D+

Bridges	C+
Dams	D
Drinking Water	D+
Levees	D
Roads	D+
Transit	D+
Wastewater	C+



The 50th annual Founder's Day Parade a hit

By Stephen Simpson

Bold leadership and a vision for how strategic infrastructure investment can help local communities are needed to reverse the current trends.”

Developing sustainable plans for maintaining adequate current infrastructure and preparing sustainable programs for growing community infrastructure needs are identified as key factors in improving Arkansas's Infrastructure Report Card grade in the future. The full Infrastructure Report Card for Arkansas and other states can be found online at www.infrastructurereportcard.org.

Every four years, ASCE publishes a comprehensive assessment on the nation's infrastructure called the Report Card for America's Infrastructure. The latest Report Card for the nation was completed in 2013 and America received a cumulative GPA of D+. The Report Card for America's Infrastructure serves to inform the public about “the condition and performance of the nation's infrastructure in the familiar form of a school report card—assigning letter grades that are based on physical condition and needed fiscal investments for improvement.”



Byron Hicks, PE is Chairman/CEO of McClelland Consulting Engineers, Inc., in Little Rock. Contact Byron at 501-371-0272 or email bhicks@mccllelland-engrs.com.

Horses, tractors, and a flying drone were just a small part of the 50th annual White Hall Founder's Day Parade this year. Many White Hall



residents showed up early for the parade to get a good seat and catch a glimpse of the Budweiser Clydesdales. The Clydesdales came into town earlier in the week and could be seen at several events in exchange for a canned food item for the White Hall Food Pantry and Neighbor to Neighbor.

The parade started at Silver Leaf Plaza and went all the way to White Hall City Park. The Budweiser Clydesdales and Pine Bluff Arsenal Commander Col. Chad Bauld were co-parade grand marshals for the event. There were many things to see at the parade, which included beauty pageants participants, politicians, antique tractors, and floats. A small drone flew over the parade taking pictures for the White Hall Chamber. One of the surprising hits at the parade was the Whispering Pines Cowboy Church members riding their horses in the parade. Many of the floats in the parade carried a theme of celebrating White Hall's birthday.

Many White Hall residents expressed their happiness with the parade. “I loved the parade this year it was great,” said Nicole Harrod, White Hall resident. “I loved the horses and watching all the floats and tractors.”

“We enjoyed the Clydesdales and kids loved all the candy,” Jenny Lay said. “The Whispering Pines Cowboy Church horses were also one of our developed for farm favorites.”

“The parade was really good this year,” Larry Horn said. “I personally liked the tractors and the train that was in the parade. The White Hall Chamber did a great job this year.”

“It was great parade, I loved the horses and my granddaughter was one of the beauty queens in the parade,” Clydine Davis said.

“The Cowboy Church was great,” Clyde McDaniel said. “There was a lot of variety overall in the parade. It was very well organized and the floats were amazing.”

“There was so much candy,” Younger Audrey Lay said. “It was so much fun.”

This article appeared originally in The White Hall Progress and is reprinted with permission.

League seminar covers Human Resources, personnel matters



The League continued its voluntary certification program for municipal officials with a seminar on human resources and personnel matters on Oct. 15 at League headquarters. After a welcome by League Director Don Zimmerman, League staff members presented an overview of federal and state laws affecting hiring, personnel files, healthcare and its effect on employment, and more.

A total of 118 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.

Changes to 2014 Directory, Arkansas Municipal Officials

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

Ashdown

Delete M Carroll McLarty
 Add M James Sutton
 Delete AL (Vacant)
 Add AL Angela Spears
 Delete PC Doyle Crouch
 Add PC Mark Ardwin

Berryville

Add CA Clint Scheel

Bethel Heights

Delete M Jeff Hutcheson
 Add M Cynthia Black

Caddo Valley

Delete AL Connie Loy
 Add AL Allen Golden

Cave Springs

Delete POP 1,729
 Add POP 1,931

Danville

Delete M Steve Pfeifer
 Add M Phillip Moudy

Dierks

Delete AL Henriellen Lawrence
 Add AL John Sharp

Gilbert

Delete M Mitch Mortvedt
 Add M David Timby
 Delete AL David Timby
 Add AL Mitch Mortvedt

Johnson

Delete PC Vernon Sisemore
 Add PC (Vacant)

Pea Ridge

Delete FC Frank Rizzio
 Add FC Jamie Baggett
 Delete E-Mail pearidgemayor@centurytel.net
 Add E-Mail pearidgemayor@cityofpearidge.com
 Delete WEB www.pea-ridge-ar.com
 Add WEB www.cityofpearidge.com

Thornton

Delete AL Initia Doherty
 Add AL (Vacant)
 Delete AL (Vacant)
 Add AL Beverly Ellis

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Advertising deadline is Dec. 15, 2014.

A photograph of the Arkansas Municipal League building, a modern multi-story structure with large windows and a brick facade. In the foreground, a flagpole displays the United States flag and the Arkansas state flag. The building's name, "ARKANSAS MUNICIPAL LEAGUE", is visible on the facade.

ARKANSAS MUNICIPAL LEAGUE

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

The “All-American Dogs”

By Tricia Power

If you have worked in animal control for any length of time, you have seen your fair share of mixed breed dogs and cats. As professionals, we want to correctly identify all the breeds that we bring into our shelters. Not only does it make us look like a bunch of goofs if we don't ID that Rottweiler correctly, correct breed ID makes our jobs easier. We can match up owners with lost pets quickly if we know the differences between a Maltese and a Miniature Poodle or a Lhasa Apso versus the Shih Tzu. Correctly identifying purebred dogs can also help place them with placement partners.

But mixed breed animals and the popular “designer dogs” have made this task even more difficult for animal control officers. Throw in the fun of Internet shopping and we now have breeds entering our country that we've never seen before, such as the Siberian Laika (which is

not an AKC recognized breed, and looks like a Husky, Malamute, and Shepherd mix).

So what is a self-respecting animal control officer to do when it comes to breed ID? If you can see characteristics indicative of one breed, but not enough to call it a purebred, and not enough of another breed to call it a mix of, let's say, Chihuahua and Dachshund, then add the “mix” to whatever breed you feel most confident that this dog contains.

However, if you see enough characteristics of lab and shepherd to say that particular dog is a mix of both breeds, then ID the dog as both. Not only is it easier for the public to estimate how large that pup might be later on, but they can picture what the dog may look like in the future. You'll also avoid the inevitable question of, “But what is s/he mixed with?”

Of course, if you did a DNA test on that dog, you very well could have results that return neither Labrador nor German shepherd DNA. That's when you are dealing with a dog whose parents were both mixed breed dogs themselves, whose grandparents were mixed breed dogs too, and so on. The best answer may be a shoulder shrug and an honest “I just don't know—maybe an All-American Dog.”

Sometimes it all comes down to an educated guess. Part of your ongoing training should be breed study. Visiting the American Kennel Club's website www.AKC.org can help you ID all sorts of breeds by their physical characteristics. Look at age, weight, size, proportions, coloring (of both fur and eyes), locations of coloring variations, coat patterns, and personality. All of these variations should inform your decision making process when identifying a breed.

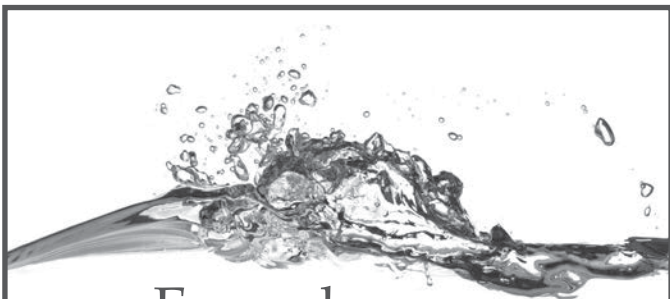
Spending some time looking over breed characteristics will help you better identify the dogs in your shelter and increase the chances that they will get back to their families or into a new home. And when it comes down to it, that's what we all want.



Narrowing down the breed type of an “All-American Dog” like Galahad, a terrier mix, can help animal control officers to care for and, ultimately, place mixed-breed dogs in a good home.



Tricia Power is the Director of Bryant Animal Control and Adoption Center and has worked in animal welfare for nearly 20 years. She lives in Benton with her husband, Dono, and their cat, Abbi.



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Watch for the new Directory in early 2015.



The deadline for enrollment in the *Arkansas Municipal League 2015 Municipal Officials and Department Heads Accidental Death and Dismemberment Plan* is **Dec. 31, 2014.**

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

Fall is the time for planting trees

By Alison Litchy

It's that time of the year again. Everything is beautiful and a little messy. It is time to both clean up and to plant trees. There is no better feeling than to plant a tree, and the dormant season is a great time to plant. Planting now causes less stress to the tree, requires less water, and the roots will continue to grow through the winter.

We have new research that supports these facts. Different species have different requirements for soil, water, sun, and more. These factors must be considered when choosing a species. It is important to think of the long-term needs of a species before choosing a site. After all, you are planting that tree for the future. Some species can handle harsh conditions better than others, and as time goes on our climate is changing so keep that in mind too.

Whether we like it or not, our climate changes over time. With this climate change, certain extreme weather events have become more prevalent. These include heat waves, floods, and droughts. We must continue to plant trees to help reduce our emissions of pollutants into the atmosphere. We need to prepare for such events. Working with nature and promoting green infrastructure will help with community preparedness. Trees are natural filters for our atmosphere.

Scientists at the Smithsonian have been monitoring the cherry blossoms in Washington, D.C. They have found that the blooms peak an average of seven days earlier than 30 years ago. The USDA provides hardiness zone maps each year and the trends over time also show that the zones have shifted northward. This should be kept in mind when choosing a species to plant. If it is on the edge of a hardiness zone, you may want to consider a different species.



PHOTO BY PATTI ERWIN.

Like the sign on this tree at the Little Rock Zoo says, our trees improve our quality of life in so many ways, and the Fall is the perfect time to plant.

As urban areas expand and fragmentation of our forest increases, we expand our “concrete jungles.” This refers to the impervious and artificial surfaces that aid in increasing temperatures through the heat island effect. The heat island effect can cause cities to be on average between 2-5 degrees warmer than the greener areas surrounding it. Trees are able to combat this in many ways. Trees can absorb large quantities of water. A medium sized tree can intercept 2,380 gallons of water in a year. As trees transpire this moisture they create a cooling effect and reduce the heat island effect.

There are many things that can be done now to be more climate smart:

- Create or maintain vegetative buffer zones throughout the community
- Create a rain garden or bioswale next to gray infrastructure
- Use permeable pavement for parking lots and driveways so root systems can expand and create larger trees
- Mulch to protect tree roots
- Reduce manicured turf areas to reduce competition for trees
- Plant native species, as they are adapted to the local climate

Climate change should be a factor to consider when it is time to pick out what species to plant. Choosing resilient species that can tolerate a wide range of conditions will help ensure the long-term survival of your tree. Also, plant a range of species to increase diversity to insure the survival of your community forest if there does become an issue for a particular species in the future.

It is not just about getting the tree in the ground. You want to give that tree that the best shot at survival. Be sure that the tree is planted properly. It is important to have a plan in place on how these trees will be watered as well as the maintenance the trees will require over time as the roots establish in the soil. A good reference for selection, planting, and pruning can be found online at the USDA's Northeastern Area site at www.na.fs.fed.us/resources/homeowners.shtm.



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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SB-25306-0812

Extending health insurance to public school employees not likely to invite lawsuit

Opinion: 2014-070

Requestor: Hobbs, Debra M.—State Representative

If the state provides health insurance for public school employees, who are deemed not to be state employees, can the state provide insurance for other special interest groups of non-state employees or Arkansas taxpayers generally?

Q2) Does providing health insurance for public school employees, who are not deemed to be state employees, expose the state to a lawsuit from other special interest groups of non-state employees or Arkansas taxpayers generally for not providing health insurance for them? **RESPONSE:** Q1)

The fact that the state has extended health-care subsidies to school-district employees neither empowers nor forecloses it from extending similar benefits to other groups. In each case, the operative inquiry will be whether the proposed expenditure would serve a public purpose, as distinct from only benefitting private individuals or entities. If a trier of fact determines that the expenditure would indeed serve a primarily public purpose, the expenditure will be deemed permissible. Q2) I take your question to be whether the state’s provision of health benefits to public-school employees would invite an equal-protection challenge from other groups claiming to be similarly situated. Needless to say, nothing keeps a member of a purportedly similar class from alleging that he has been denied equal protection in not having been provided such benefits. I strongly question, however, that such a challenge would succeed. Under the applicable rational-basis standard of review, which courts employ to test all classifications that involve neither a suspect class nor a fundamental right, the state could successfully defend itself against such a claim merely by establishing that the classification is reasonably related to a legitimate governmental end. In my opinion, the state’s singling out for health-care subsidies individuals engaged in the crucial task of educating the state’s children—a clear state obligation under Ark. Const. art. 14—would almost certainly pass muster under this test.

Past city council resolutions don’t bind future sales tax initiatives

Opinion: 2014-077

Requestor: Cozart, Bruce—State Representative

Q1) Is a resolution adopted by a city council prior to the adoption of a general sales tax, purporting to affix the manner of future appropriation of the general sales tax, a legal means of binding a subsequent city council on the appropriation of the fund derived by a city from a general city sales tax? If so, how long would the resolution bind future city councils? Q2) Is a resolution adopted by a county quorum court prior to the adoption of a general sales tax, purporting to affix the manner of future expenditure of the general countywide sales tax, a legal means of binding a subsequent quorum court on the appropriation of the county’s proportionate share of funds derived from a general countywide sales tax? If so, how long would the resolution bind future quorum courts? Q3) Will a resolution adopted by a city or a county constitute a binding agreement or interlocal agreement (for a period exceeding one year or past the current fiscal or calendar year) for funding the operations of the district court? If so, how long will a city council or quorum court be bound under a resolution over funding appropriations? Q4) In the absence of a valid and binding agreement between a city and a county over funding (for a period exceeding one year or past the current fiscal or calendar year), what is the default legal obligation of a county for funding for the operations of a district court? A state pilot district court? **RESPONSE:** (1, 2, 3) No, in my opinion. (4) In my opinion, the county generally pays half the salaries of a local district court’s judge and chief clerk. Any of several exceptions to the general rule may affect a county’s responsibility.

City/county interlocal agreements may be terminated with six months notice

Opinion: 2014-081

Requestor: King, Bryan—State Senator

Do the 2004 written agreements between Carroll County and the cities of Green Forest, Eureka Springs and Berryville to exempt those cities from paying fees to the county for supervision and care of city prisoners housed in the county detention center and other purposes, supersede previously made verbal agreements and any interpretation of the 2000 ballot title to levy a one half of one percent sales and use tax in Carroll County to construct, equip and operate the county jail? Q2) If the sheriff is not a party to the written agreements, are the written agreements and subsequent ordinance valid? Q3) Can the county enter into a perpetual agreement/contract with the above mentioned cities? Q4) Can the county enter into an agreement/contract with a city which can only be terminated if the city agrees? **RESPONSE:** Q1) I must decline to answer this question because I am neither authorized nor equipped to construe local ordinances, contracts or ballot titles. Only a finder of fact acquainted with all the surrounding circumstances would be situated to address this question. Q2) In my opinion, the sheriff's failure to execute or endorse an agreement of the sort at issue would not in itself render the agreement void or deficient. I do not consider the sheriff's concurrence in such an agreement necessary to render it effective. The validity of the referenced agreements will turn not upon the sheriff's agreement thereto, but rather upon factual considerations properly addressed by a court. Q3 & 4) A county generally may contract for an indefinite term—i.e., a term that might in theory run "forever." Any county interlocal agreement, however—which is what the written agreements appended to your request purport to be—must permit each of the parties to terminate the contract upon six-months' written notice.

Governor may fill city council vacancies

Opinion: 2014-090

Requestor: Beebe, Mike—Governor

Does the Governor have authority, under Ark. Const. art. 6, sec. 23, to fill by appointment one or more of the city council vacancies now existing in the City of Fisher? Q2) If the response to question 1 is "yes," does the Governor have a mandatory duty to fill one or more of the vacancies, or is the authority to do so discretionary? Q3) If the Governor is authorized to fill the vacancies by appointment, may he fill all of the existing vacancies, or only fill vacancies until there is a sufficient number of aldermen to elect persons to fill the remaining vacancies, as contemplated by ACA 14-44-104(a)? **RESPONSE:** In my opinion, the Governor may, but is not required to, fill at least the minimum number of vacancies required to permit the statutory method of filling the remaining vacancies to be implemented, and at most all the vacancies.

Some personal info requires redaction when releasing records under FOIA

Opinion: 2014-123

Requestor: Damgaard, Ben—Payroll Specialist, City of Little Rock

Is the decision of the custodian of records to release resumes and applications for current employees in four Little Rock City departments consistent with provisions of the Freedom of Information Act ("FOIA")? **RESPONSE:** As a general matter, it is my opinion that the custodian's decision to release the records is consistent with the FOIA. But I will note the possible need to redact some discrete pieces of the applicant's personal information prior to the records' release. The custodian's notice to you makes no mention of redacting these items, and the decision to that extent appears contrary to the act.

Continued on page 32

Interlocal agreements may sometimes be terminated unilaterally

Opinion: 2014-102

Requestor: King, Bryan—State Representative

Pursuant to provisions of ACA 14-14-910, is an interlocal agreement valid and enforceable if it was authorized but not approved by the quorum court? Q2) Is an interlocal agreement valid and enforceable if it was not authorized by the various city councils of the governments that were party to the contract? Q2a) And/or not approved by the various city councils of the governments that were party to the contract? Q3) Pursuant to ACA 14-14-910, do methods of termination become a part of the interlocal agreement despite the omission by the parties? Q4) Doesn't this provision of code become a part of the interlocal agreement despite the reference to the duration of the agreement as perpetual? Q5) Doesn't this provision of code become a part of the interlocal agreement despite the reference in the agreement that it may be terminated only by written consent of both parties? Q6) According to the city provision of law, may a party to these interlocal agreements terminate by providing written notice as per the law despite the omission of that provision in the interlocal agreement? Q7) Do agreements for the supervision, care and housing of city prisoners in the Carroll County Jail or the 2000 ballot title approving a 1/2 penny local sales tax include law enforcement services such as processing warrants, updating warrants, running warrants through ACIC or payment of ACIC terminal costs for city inquiries?

RESPONSE: Q1 &2) I question your apparent assumption that ACA §14-14-910 requires that a county interlocal agreement be both “authorized” and “approved” by the governing body of any party to the agreement. Although it is beyond dispute that the governing body of a participating party, including any city, must sanction an interlocal agreement, I do not believe it must discretely “authorize” and then “approve” the particular agreement. Q3 through 5) This question and the following deal respectively with agreements that

fail to incorporate and that expressly contradict a particular subsection of the statute. In my opinion, any applicable provision of law will be read into a contract, including a county interlocal agreement, that is silent on the subject matter addressed in the statute. The provision of ACA § 14-14-910 requiring that a party to a county interlocal agreement be allowed unilaterally to withdraw will thus be read into a contract that fails to address the issue of terminating the contract. However, if the contract contains a provision that directly conflicts with an applicable provision of law, as your fifth question contemplates, I do not believe a court will substitute the statutory provision for the contrary contractual provision. With respect to your fourth question, I assume the term “perpetual” as used in the agreements at issue tracks the definition of that term in the Code—namely, running one year or longer. An agreement’s characterization of itself as “perpetual,” then, does not necessarily conflict with its inclusion of a “termination provision” of the sort required under the Code. As indicated in my response to your third and fifth questions, I believe the Code’s “termination provision” will be read into the agreement only if the agreement is silent on this issue, not if the agreement contains a provision directly at odds with the Code. In the event of a direct conflict between the Code provision and an express term of the agreement, a court would at least decline to enforce the unlawful contractual provision and might, depending on the circumstances, conclude that no contract exists because the parties failed to reach the requisite meeting of the minds on all material terms. Q6) I address the circumstances under which a statutory termination provision might be read into an agreement in my responses to your third and fifth questions. Q7) I must respectfully decline to answer this question, which raises issues of fact properly addressed in the first instance by the county attorney and, in the event of a dispute, by a court.

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

Jonesboro celebrates Miracle League grand opening

Jonesboro celebrated the grand opening of the Miracle League Field Complex on October 25. Final work is being completed on the nearly \$3.3 million facility, which will be the largest of its type in the United States, the city has announced. The ceremony featured the unveiling of a commemorative statue, live music, a balloon launch, and Miracle League exhibition games.

The grand opening was “the culmination of a huge project that has truly involved many people and organizations in the community,” Mayor Harold Perrin said. “I especially want to thank Sharron Turman and George Stem for all their dedication and hard work to make this field a dream come true.”

The Miracle League is an inclusive sports organization that serves local children and adults with special needs, offering kickball, basketball, flag football, soccer, baseball, and hockey. The complex also includes an inclusive playground available to everyone. The special facilities and fields include custom-designed, rubberized turf fields that accommodate wheelchairs and other assistive devices while helping to



“If you build it they will come.” A cornfield next to the Miracle League Park helped Jonesboro celebrate its own field of dreams.

prevent injuries. They are constructed to meet the unique needs of players and their families.

Perrin said he was thankful the Miracle League chose Jonesboro as its location in northeast Arkansas. The mayor said he was inspired by a local veteran

who told him he was looking forward to proving to his sons that he could still play ball with them, even after losing his leg in Afghanistan.

“Ten percent of our population has a need for a facility like this—adults and children,” Perrin said. “There is such a need in our community for this. I ask that the community get behind it and support it.”



Baseball players from Arkansas State University celebrated the opening of the park with the city and special needs residents.



The playground has features children of all abilities can enjoy.

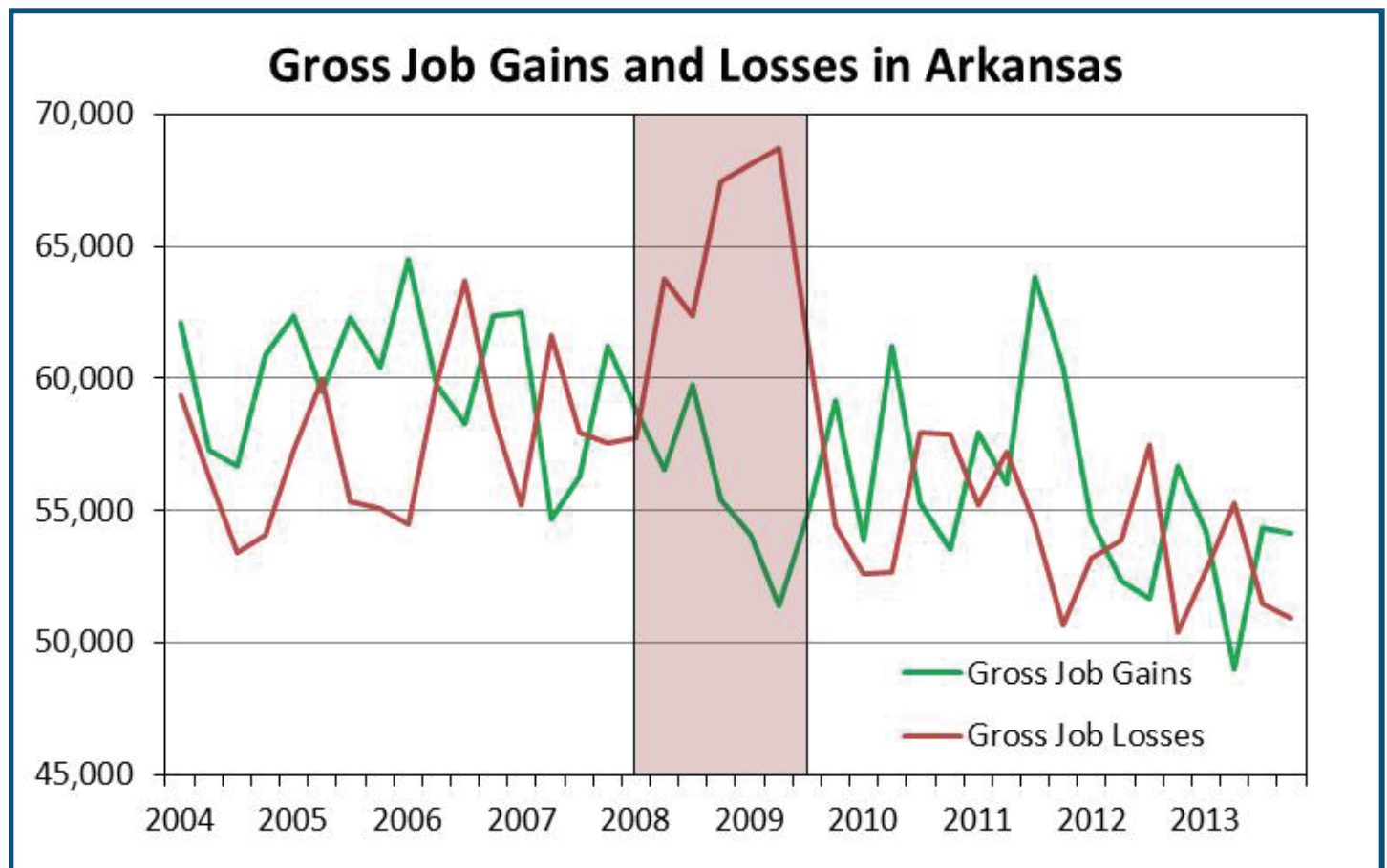
Gross job flows in Arkansas

By Dr. Michael Pakko

It has now been more than five years since the end of the 2008-09 recession, yet that cataclysmic economic event continues to dominate discussions about the economy, particularly when it comes to employment. From December 2007 through December 2009, Arkansas employment contracted by 52,000 jobs, a decline of approximately 4.3 percent. Although Arkansas was not nearly as hard hit as some other parts of the country, our recovery has been slower than most other states. Five years after the end of the recession, total employment was still more than 20,000 below pre-recession levels.

There have been periods during the economic recovery when Arkansas employment growth seemed to be reviving, only to revert to subsequent slowdowns. From December 2011 through June 2014, the payroll data shows a net increase of less than 10,000 jobs. Meanwhile, the national economy—which suffered larger proportionate employment losses during the recession—seems to be recovering at a fairly consistent pace.

A look at gross job flows can help explain these trends and put them into context. The accompanying chart shows quarterly gross job gains and gross job losses from 2004 through 2013. One feature that might be surprising is the total number of job gains and losses that take place on a regular basis. We are used to hearing about monthly job gains and losses in net terms, with increases and decreases of 2,000-3,000 jobs per month. Even over the course of three months, net employment changes in Arkansas are commonly about 4,000-5,000. The data on gross job flows shows that the number of people leaving jobs and getting new jobs is an order of magnitude larger. In the second quarter of 2013, for example, there were over 51,000 job losses and approximately 54,000 job gains, for a net change of about 3,000. The sheer magnitude of this churning in labor markets points out the relative insignificance of most headline-grabbing stories of plant closures and new business investments in the state.



NOTE: Shaded area designates recession.
 Source: Bureau of Labor Statistics, Business Employment Dynamics

Gross Job Gains by Sector - Arkansas

	Gross Job Gains as a Percent of Employment		
	2005-2006 Average	2012-2013 Average	Change
Total Private	6.3	5.6	-0.7
Construction	12.2	10.9	-1.3
Manufacturing	3.1	2.7	-0.5
Wholesale Trade	5.9	5.3	-0.6
Retail Trade	6.4	5.9	-0.5
Transportation & Warehousing	5.2	4.6	-0.6
Financial Services	5.9	4.7	-1.3
Professional & Business Services	7.8	7.1	-0.7
Education & Health Services	4.9	4.3	-0.6
Leisure & Hospitality	9.9	8.2	-1.7
Other Services	8.4	7.3	-1.1

The chart also shows that the net employment losses during the recession were largely due to a spike in job losses. Since the end of the recession, however, job losses have fallen below pre-recession levels. Consequently, the focus on new unemployment claims that we often hear about is misdirected: The recent slow growth in employment is coming from a slow pace of job gains, not from high job losses. During 2012 and 2013, quarterly gross job losses have equaled approximately 5.6 percent of total employment, just a hair lower than the national average rate of 5.8 percent. But job gains in Arkansas have averaged only a little over 5.6 percent of total employment, compared to a national average of 6.3 percent. Hence, net job growth in Arkansas has fallen far short of the nationwide pace.

Given that the problem with slow net job growth appears to be a related to the low rate of gross job gains, which sectors have slowed the most? As it turns out, sectors differ widely in their rates of gross job creation (as a percent of total employment), but the decline in gross job gains has taken place across the board. Every major sector in Arkansas has shown a lower rate of gross job creation in 2012-13 than in the prerecession years of 2005-2006.

Unfortunately, the data on gross job flows do not explain why Arkansas is experiencing such a slow pace of job creation, but they do help to identify the nature of the problem.



Dr. Michael Pakko is Chief Economist and State Economic Forecaster at the Institute for Economic Advancement. A version of this article previously appeared in the September/October issue of Arkansas Money & Politics.

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Nov. 24, **BLYTHEVILLE**, Lights of the Delta, 870-762-9788, www.lightsofthedelta.com

Nov. 27, **FORT SMITH**, Fort Smith Christmas Festival, 800-637-1477; **WYNNE**, Festival of Trees, 870-238-2601

Nov. 28, **ALMA**, Christmas Lights in the Park, 479-414-9128

Nov. 28-29, **STUTTGART**, 79th World's Championship Duck Calling Contest and Wings Over the Prairie Festival, 870-673-1602, www.stuttgartarkansas.org

Nov. 29, **CORNING**, Christmas in the Park, 870-857-9001; **LITTLE ROCK**, Holidays in the Park, 501-835-3399, HolidaysinLittleRock.com; **PARIS**, Trail of Holiday Lights and Parade, 479-963-2244; **RUSSELLVILLE**, Winter Wonderland Downtown, 479-967-1437

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Dec. 1, **BATESVILLE**, Batesville Christmas Parade and Lighting, 870-698-2432; **GREENWOOD**, Annual Bean Feed and Christmas Parade, 479-996-6357; **ROGERS**, Christmas Parade, 479-936-5487; **SHERWOOD**, Enchanted Forest of Lights, 501-835-8909; **TEXARKANA**, 30th Texarkana Main Street Christmas Parade, 903-792-7191

Dec. 2, **BULL SHOALS**, Christmas Lights Display, 870-445-4443; **JACKSONVILLE**, 57th Jacksonville Christmas Parade, 501-982-4316; **PARAGOULD**, Paragould Christmas Parade, 870-240-0544

Dec. 4, **FORDYCE**, 25th Christmas Parade, Chili Supper, and Silent Auction, 870-352-3520; **HOXIE**, 7th Dickens in the Park and Winter Wonderland, 870-886-2742; **JONESBORO**, 67th Jonesboro Christmas Parade, 870-931-5252; **MORRILTON**, Christmas in Morrilton, 501-354-2393; **RECTOR**, Rector Christmas Parade and Lighting, 870-595-3035; **RUSSELLVILLE**, Russellville Christmas Parade and Tree Lighting, 479-968-1272

Dec. 5, **CLARKSVILLE**, 2nd Country Christmas and Holiday Bazaar, 479-214-1016; **DARDANELLE**, Dardanelle Christmas Parade, 479-699-5246; **EUREKA SPRINGS**, Eureka Springs Christmas Parade, 479-253-8737; **FORREST CITY**, Forrest City Community Christmas Parade, 870-633-1651; **MENA**, Christmas Festival and Parade, 479-394-2912

Dec. 6, **ASH FLAT**, 21st Ash Flat Christmas, 870-994-7325; **FORT SMITH**, 74th Fort Smith Christmas Parade, 479-353-0867; **HEBER SPRINGS**, Lighted Christmas Parade, Heber-Springs.com; **HERMITAGE**, Spirit of Christmas Festival, 870-463-2209; **HORSESHOE BEND**, Christmas Parade/Santa at the Chamber, 870-670-5433; **LITTLE ROCK**, 76th Capitol Lighting Ceremony, 501-682-3042; **MANSFIELD**, Mansfield Christmas Parade, 479-928-5552; **MOUNTAIN VIEW**, Courthouse and Christmas Tree Lighting, 870-269-8068; **SHERWOOD**, Sherwood Holiday Parade; **SILOAM SPRINGS**, Light Up Siloam Springs, 479-524-4556

Dec. 7, **ALPENA**, 20th Christmas Parade, 870-437-2273; **PIGGOTT**, Christmas Fest and Parade, 870-598-3167

Dec. 8, **HOT SPRINGS**, Hot Springs Christmas Parade, 501-321-2277

Dec. 13, **AMITY**, 23rd Ouachita Hills Christmas Program, 870-342-6210; **MULBERRY**, Christmas Parade, 479-997-1321; **VAN BUREN**, Van Buren Christmas Parade, 479-474-2761

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The State Aid City Street Committee has approved 172 requests for city street overlay projects totalling \$37.8 million of State Aid Street funds to date.

www.citystreet.arkansas.gov



Risk: the tension that builds our municipalities

By Jim von Tungeln

Although it is seldom acknowledged or discussed, risk is the unseen force that hangs over every planning commission decision in our cities. It hovers like a playful sprite, promising destruction for assuming too much risk, and decay for taking too little. Without it, our cities would not grow. This is because without its twin—the promise of reward—investors would not come. It is time all sides understood it better.

First, investors and developers rightly become frustrated at the lack of understanding many staff persons, planning commissioners, and elected officials display toward the risk they take. It is far too common to hear the sentiment expressed that, “Developers just want to make huge profits.”

Yes, they do, and there is a reason why. Financial experts tell us that investing might be likened to a tree, with reward its branches and risk forming mirror-image roots. If the roots are large, one must expect the branches to be as well. In other words, if one assumes great risks, one should have the right to expect great rewards.

It is a charge justly aimed at some public officials that they don’t understand how risks taken in development differ from other types of financial risk. First, there is no “stop-loss” option. This is the strategy useful in stock market investing whereby a purchase is made with a simultaneous order to sell if the stock drops below a certain price. Thus, the risk can be controlled to within a certain percentage of loss. If the price of the stock rises, the investor simply raises the stop-loss level.

Of course it remains a sad fact that too many of those investing in a stock become romantically attached to it and lovingly watch it descend into the dreaded “equity graveyard,” but that is a topic for another day.

The stop-loss strategy is possible because there is a constant market for the sale of stocks. We no longer face even the requirement of phoning a broker. We simply punch a computer key. Any developer knows, however, that there is no market for a land development project that has “gone south.” Whereas the investor in equities might lose only five percent of the original cost, the developer may lose everything from the family home to the kids’ college accounts.

Consider also the practice of investing in the retail trades. Although stopping losses is a more difficult task, retailers can, and do, adjust their marketing strategies

to meet changing demand characteristics. If the market for upscale clothing becomes crowded, one can re-direct to a lower-income clientele. Pizza parlors can become hamburger havens. Drug stores can expand to include gift shops. There is always hope.

Since land development involves buried pipes, permanent streets, and brick and mortar construction, re-directing is, if not impossible, certainly costly. When a developer does try it, a planning commission can expect a crowd, some with torches—others with nooses and pitchforks—screaming, “This isn’t what they said they were going to do.”

On the other side of the planning ledger, private enterprise often glosses over the risks the planning commissions and elected officials take when approving projects. The most common of these is the now familiar concept of externalities, or the cost borne for a project by those who will receive little or no benefit from it. Developments, for example, that don’t adequately manage traffic or access problems place the cost of attending such problems on future taxpayers who may never see a bit of benefit from the original project.

One only has to visit any city in our state to see taxpayers paying the cost of poor development decisions dating back to the 1960s. That can add up to a lot of risk. Perhaps at the time, there were temporary benefits, but those have long since evaporated while the cost to the taxpayers is still an annual item in the city’s budget.

Risks to the city may also include damage to its image. This has less to do with aesthetics than with improperly sited and poorly accessed developments that become the city’s identifying element. “Don’t get off at that exit. You’ll never find your way back,” can create a reputation that means a death sentence for investors and cities alike.

Some risks to the planning commission may even be abstract. Consider risk simply involving dread. This may occur when the planning commissioners worry that approval of a questionable development may be setting a precedent that will bring on other, more questionable proposals.

As with any area of risk, risks involved in development approvals can be managed, at least to some extent. First steps should include clear communications. The fear of surprise can be a chief element in risk taking. Unclear or ambiguous regulations can create reluctance

A major development in our cities thrives best with understanding and trust between the private investor and the planning commission.



to take a chance on development. This may also be true of regulations that afford undue latitude to either the planning commission or staff.

An approval system that states clearly the responsibilities for development can also reduce the element of risk. How often has one heard the lament, “I thought they would take care of that”? The approval process should set out responsibilities so clearly that confusion is impossible.

Finally, we might learn from past thinkers. British philosopher Thomas Hobbes described “social contracts.” These form political and ethical obligations, a concept that we might easily expand to include the agreements between planning commissioners and developers. Such agreements mean that one side gives up certain freedoms in exchange for specified benefits. Today, we use the term “win-win” to describe a situation in which each side gets more than it gives up. That is always the end to be desired.

In summary, understanding risk may not solve all problems between planning commissions and developers. It might, though, help diminish the destructive force that dominates the adversarial relationship that often exists.

If this all sounds complicated, that’s because it is. For this reason, a city should carefully choose planning commissioners who are willing to understand the complexity. Those commissioners should also be willing to undergo training to help them deal better with the challenges of their job.

Our cities deserve no less.



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.

Losing weight through community programs

By Holly Felix

Well-designed interventions can help adults lose weight and prevent weight gain. That's been proven through research. But the challenge in such situations is who will deliver the program and how will it be delivered.

I was on a team of researchers for a study that recently received national recognition and tested the feasibility of addressing the health needs of seniors by having people in the community delivering the program after being trained as lay health educators. And it was tested in rural areas, which has important implications for a rural state like Arkansas, where access to health care is often affected by the shortage of health care professionals as well as lack of transportation and the cost of health care.

Coaches

The study used a program called Counseling Older Adults in Cognition and Healthy Eating Strategies (COACHES) and was conducted by the Fay W. Boozman College of Public Health at the University of Arkansas for Medical Sciences (UAMS). Participants in the senior centers were randomly assigned to either a weight management training program or one that used mental exercises to improve memory and reduce risk of Alzheimer's disease and other dementias. Participants were age 60 or older with a body mass index (BMI) of 30 or more. More than 90 percent completed the yearlong study, which was based in 15 senior centers in 11 counties in rural Arkansas.

In the weight management group, 38 percent lost more than 5 percent of their weight, and the group as a whole lost a significantly greater percentage of weight than those that just used mental exercises. Those in the program that provided mental exercises saw significant improvements in memory, and much more than seen among seniors in the weight-loss group. After the study, we followed participants and found not much weight gain.

We were able to conclude that programs for lifestyle weight loss and memory improvement were promising when delivered by trained community members. The evidence showed that coaches can be effective for obesity

treatment and memory improvement programs in underserved rural areas. And it provides opportunity for ongoing support.

National statistics

These programs are so important for our state as supported by the latest annual report on obesity by the Robert Wood Johnson Foundation. The report found that more than two-thirds of U.S. adults are overweight or obese. The average American is 24 pounds heavier today than in 1960.

Arkansas is again ranked third nationally for having the highest percentage of overweight or obese adults. As a result, Arkansas's rate for adult diabetes, physical inactivity, and hypertension all trended upward in the past year.

Arkansas is not the only state that has showed worsening statistics for obesity. In fact, only one state, Minnesota, had a statistically significant improvement rate. The foundation's report also provides in-depth information on policies and interventions that are working to prevent and reduce obesity, as well as a greater focus on disparities among vulnerable populations.

In Arkansas

The College of Public Health has played a role in efforts to combat childhood obesity in the state. Dean Jim Raczynski was the principal investigator for the evaluation of the state's law that mandates schools track their students' BMI and make changes in the nutritional value of snacks made available at schools as well as increase physical activity during school hours. The project was funded by the Robert Johnson Wood Foundation.

The college is developing a Center for the Study of Obesity to answer important research questions in Arkansas related to approaches to reduce obesity and help publicize cost-effective, evidence-based methods.



Holly Felix is Associate Professor of Health Policy, University of Arkansas for Medical Sciences.



Municipal Notes

Arkansas Volunteer Communities of the Year announced

Twelve communities have been selected to receive the 2014 Arkansas Volunteer Community of the Year Award: Bay, Clarkridge, Booneville, Warren, Heber Springs, Mountain Home, Blytheville, Maumelle, Benton, Bentonville, Fort Smith, and Fayetteville.

The award presentations will take place at the Arkansas Municipal League's Winter Conference, which will be held Jan. 14-16, 2015, in Little Rock. The Arkansas Volunteer Community of the Year Awards is sponsored by the Governor's Office, the Arkansas Municipal League, and the Arkansas Department of Human Services Division of Community Service and Nonprofit Support. The Arkansas Highway and Transportation Department provides signs announcing the Arkansas Volunteer Community of the Year designation. The signs are placed at prominent locations along highways outside of the winning cities.

Manila opens new airport terminal

City officials have opened a new terminal at the Manila Municipal Airport in northeast Arkansas after a year of construction, AP reported Oct. 14. Manila Mayor Wayne Wagner says the new terminal will serve industry and business leaders who are visiting the Big River Steel project and the new BlueOak electronic recycling facility in nearby Osceola. Wagner told *The Jonesboro Sun* that he's hopeful the new airport will be a plus for industries looking to locate in the area. Other recent improvements to the airport include a runway extension, new lighting and a return taxiway. The airport previously served as a training ground for World War II pilots.

Mayflower gets \$1.2 million economic development boost

Mayflower officially announced a federally funded infrastructure project that is expected to bring substantial economic development to the city, *The Log Cabin*

Democrat reported Oct. 16. A \$1.2 million grant from the Economic Development Administration will be used to install a water/wastewater pipe along Interstate Drive, starting at the I-40 interchange. Gov. Mike Beebe and Sen. Mark Pryor joined Mayflower Mayor Randy Holland and County Judge Allen Dodson in announcing the grant and the project at a ceremony at Mayflower High School.

Beebe spoke about the resilience of Mayflower and Vilonia in the 2012 and 2014 tornados and Mayflower's Pegasus pipeline spill.

"We can hold up Mayflower," Beebe said. "We can hold it up as an example of how you can take a bad situation, and make the best of it, and ultimately turn it into something really, really good."

"It proves that with all of us working together we can do anything. We can overcome all of these disasters and we can come back strong," Holland said.

The water/wastewater project should start next summer.

Fayetteville receives STAR rating

Fayetteville has become the first city in Arkansas to be rated by STAR Communities, a nonprofit organization based in Washington, D.C., that evaluates cities' sustainability efforts and offers tips for improvement, the city has announced. The STAR rating system was developed between 2008 and 2012 using input from volunteers in 50 cities and counties, state and federal agencies, nonprofit organizations, universities, and utility companies. So far, 20 cities have been certified, including Seattle, Indianapolis, Atlanta, and Fort Collins, Colo. The city's sustainability department and the university's Applied Sustainability Center gathered and submitted data from a number of city departments and various community groups, including the Beaver Water District, Boston Mountain Solid Waste District, Fayetteville Natural Heritage Association, and Northwest Arkansas Regional Planning Commission.

The STAR rating system is divided into seven categories: the built environment; climate and energy; economy and jobs; education, arts, and community; equity and empowerment; health and safety; and natural systems. Fayetteville received a three-star rating with 271 points on a 700-point scale. The city was recognized for a green infrastructure map the Natural Heritage Association created, an increase within the past three years of vegetable and fruit sales in local schools, installing an electric vehicle charging station, and implementing green building codes.

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:

Donna Stewart
City Clerk
City of Camden
P.O. Box 278
Camden, Arkansas 71711

For more information, please contact Donna Stewart at payroll.camden@cablelynx.com, or call 870-836-6436.

2015 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 14-16, 2015, at the Statehouse Convention Center in Little Rock, 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, 2014.

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.

Little Rock hosts U.S. Conference of Mayors



PHOTO BY DAVID BURNS

The U.S. Conference of Mayors held a meeting of mayors and police chiefs who gathered at the William J. Clinton Center in Little Rock Oct. 8-9 to discuss community-policing strategies, lessons to be learned from the situation in Ferguson, and ways to build trust between law enforcement and city residents. President Bill Clinton and Attorney General Eric Holder addressed the group, pointing out that the tragic death of Michael Brown in Ferguson, Mo., provides an opportunity for people in America to really think about how they interact and relate to one another.

“We know that if we have a situation where the law enforcement community and the government in general is inclusive and represents all levels of the community and is connected, we’re more likely to make good decisions and less likely to make bad ones,” Clinton said.

Holder, who spoke before Clinton, said, “The events in Ferguson focused the national spotlight on the rifts that can develop between police officials and the citizens they are supposed to protect.”

Holder also announced a \$100,000 grant to The U.S. Conference of Mayors to advance the Conference’s work to reduce youth violence and examine ways in which

mayors, police chiefs, and school leaders have come together to reduce youth violence.

The two-day gathering of mayors and police chiefs marked the 20th Anniversary of the establishment of the Community Oriented Policing Services Program (COPS) as a part of the landmark 1994 Crime Bill that put 100,000 additional officers on the beat and contributed to an historic drop in crime. Other topics discussed include strategies to reduce homicides, gun violence, gang violence, domestic violence, and human trafficking; effective city-police-school partnerships; partnerships with the media; and partnerships between mayors and police chiefs.

“We held this meeting because we know the action in our country doesn’t happen in the halls of Congress or our state houses; the action happens in our streets, so what we do here is absolutely critical,” host Little Rock Mayor and League President Mark Stodola said.

The U.S. Conference of Mayors is the official non-partisan organization of cities with populations of 30,000 or more. There are nearly 1,400 such cities in the country today, and each city is represented in the Conference by its chief elected official, the mayor.

2014 State Turnback Funds

Actual Totals Per Capita						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2013	2014	2013	2014	2013	2014
January	\$3.2369	\$5.1428	\$0.3020	\$0.3163	\$3.1338	\$1.9533
February	\$3.4064	\$4.5811	\$0.3873	\$0.4833	\$1.0094	\$1.0052
March	\$3.0946	\$4.7165	\$0.3953	\$0.4463	\$1.0055	\$1.0055
April	\$3.2024	\$4.8363	\$0.3438	\$0.5347	\$1.0056	\$1.0055
May	\$3.5348	\$5.1527	\$0.3138	\$0.5897	\$1.0028	\$1.0053
June	\$3.6607	\$4.9881	\$0.3573	\$0.6126	\$1.0055	\$1.0050
July	\$3.5917	\$5.5230	\$0.4276	\$0.5581	\$2.8863	\$3.9543
August	\$4.0882	\$4.9486	\$0.4603	\$0.6130	\$1.3763	\$1.0932
September	\$5.0401	\$5.0410	\$0.4348	\$0.5763	\$1.0055	\$1.0910
October	\$5.0134	\$5.1889	\$0.3953	\$0.5542	\$1.0055	\$1.0930
November	\$4.3811		\$0.3652		\$1.0053	
December	\$4.4869		\$0.3649		\$1.0055	
Total Year	\$46.7372	\$50.1191	\$4.5476	\$5.2845	\$16.4470	\$14.2112

Actual Totals Per Month						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2013	2014	2013	2014	2013	2014
January	\$6,083,989.12	\$9,666,249.40	\$567,571.55	\$594,574.44	*\$5,890,046.27	*\$3,671,282.93
February	\$6,402,534.31	\$8,610,432.52	\$728,037.16	\$908,313.92	\$1,897,309.37	\$1,889,234.55
March	\$5,816,498.28	\$8,864,931.29	\$742,998.16	\$838,837.95	\$1,889,913.31	\$1,889,913.97
April	\$6,019,069.40	\$9,090,103.48	\$646,153.53	\$1,005,050.29	\$1,890,083.64	\$1,889,913.97
May	\$6,643,763.23	\$9,684,675.50	\$589,734.49	\$1,108,429.75	\$1,884,771.73	\$1,889,592.55
June	\$6,880,560.47	\$9,380,093.69	\$671,509.25	\$1,151,947.00	\$1,889,910.83	\$1,889,914.20
July	\$6,750,810.43	\$10,386,236.87	\$803,621.40	\$1,049,503.01	**\$5,424,973.20	***\$7,436,192.77
August	\$7,684,015.71	\$9,310,016.61	\$865,190.21	\$1,153,167.19	\$2,586,803.92	\$2,056,570.50
September	\$9,473,119.80	\$9,483,759.74	\$817,319.05	\$1,084,169.71	\$1,889,909.64	\$2,052,581.22
October	\$9,422,855.56	\$9,763,094.43	\$742,984.39	\$1,042,826.36	\$1,889,909.64	\$2,056,448.50
November	\$8,234,597.41		\$686,466.96		\$1,889,429.45	
December	\$8,433,440.86		\$685,869.13		\$1,889,909.64	
Total Year	\$87,845,254.58	\$94,239,593.53	\$8,547,455.28	\$9,936,819.62	\$30,912,970.64	26,721,645.16

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

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

*** Includes \$3,516,800.29 supplemental and \$2 million appropriation from Category B of Budget Stabilization for July 2014

Local Option Sales and Use Tax in Arkansas



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 2014 with 2013 Comparison (shaded gray)

Month	Municipal Tax		County Tax		Total Tax		Interest	
January	\$44,899,051	\$43,764,256	\$41,135,484	\$39,379,372	\$86,034,535	\$83,143,628	\$4,805	\$12,329
February	\$51,556,660	\$51,585,273	\$46,326,186	\$44,215,215	\$97,882,846	\$95,800,488	\$5,765	\$26,338
March	\$41,142,676	\$42,875,487	\$37,596,230	\$38,040,827	\$78,738,906	\$80,916,314	\$5,571	\$8,508
April	\$44,819,678	\$44,204,032	\$41,824,879	\$39,707,294	\$86,644,557	\$83,911,326	\$6,185	\$24,953
May	\$48,373,032	\$47,315,206	\$43,431,803	\$42,055,467	\$91,804,835	\$89,370,673	\$6,011	\$5,611
June	\$45,121,494	\$46,455,658	\$40,770,568	\$41,846,373	\$85,892,061	\$88,302,031	\$7,080	\$27,062
July	\$50,985,699	\$47,227,642	\$45,660,838	\$42,580,665	\$96,646,537	\$89,808,307	\$7,291	\$7,773
August	\$48,591,520	\$47,615,222	\$44,364,160	\$43,352,547	\$92,955,680	\$90,967,768	\$7,038	\$25,210
September	\$48,279,490	\$45,850,267	\$43,224,258	\$43,479,764	\$91,503,748	\$89,330,031	\$9,120	\$9,433
October	\$50,649,942	\$46,540,715	\$45,482,360	\$44,208,889	\$96,132,302	\$90,749,603	\$8,604	\$26,911
November								
December								
Total	\$474,419,242	\$463,433,758	\$429,816,766	\$418,866,413	\$904,236,007	\$882,300,169	\$67,470	\$174,128
Averages	\$47,441,924	\$46,343,376	\$42,981,677	\$41,886,641	\$90,423,601	\$88,230,017	\$6,747	\$17,413

2014 ELECTIONS

- YELL Co.**, Jan. 14
Passed. 1%
- BRADFORD**, Feb. 11
Passed. 2%
- SEARCY**, Feb. 11
Passed. 1% temp. increase
- CONWAY Co.**, Mar. 11
Failed. .25%
- SHARP Co.**, Mar. 11
Failed. 1.5%
- STUTTART**, Mar. 11
Passed. 1%
- HARRISON**, April 8
Failed. 1%
- BAUXITE**, May 20
Failed. .5%
- CRAWFORD Co.**, May 20
Passed. .5%
Passed. .25%
- CRITTENDEN Co.**, June 24
Passed. 1%
- ELKINS**, June 24
Passed. .75%
- ROCKPORT**, July 8
Passed. 1% renewal
- ALMA**, August 12
Passed. 1%
- JONESBORO**, August 12
Passed. .5%
- HARRISON**, August 12
Passed. .5%
- CONWAY**, Sept. 9
Passed. .125% renewal
- MISSISSIPPI Co.**, Oct. 14
Passed. .5%
- BARLING**, Nov. 4
Passed 1%
- MADISON Co.**, Nov. 4
Failed. 1% increase
- WALDRON**, Nov. 4
Failed. .5%

CITY SALES AND USE	AMOUNT	LAST YEAR	Gassville	35,826.85	36,905.27	North Little Rock	1,367,120.59	1,335,689.91	Cotter	13,036.02	12,254.56
Alexander	58,463.05	57,914.32	Gentry	41,103.50	37,930.16	Oak Grove	1,059.88	337.21	Lasswell	27,926.64	26,252.55
Alma	194,853.04	185,172.48	Gilbert	609.30	673.54	Ola	15,006.81	15,006.81	Lakeview	9,958.44	9,361.47
Almyra	2,980.94	2,833.59	Gillett	10,065.84	9,082.80	Oppelo	2,451.70	2,352.23	Mountain Home	167,291.06	157,262.65
Alpena	4,523.38	3,861.12	Gillham	2,031.90	1,584.65	Osceola	76,358.31	NA	Norfork	6,867.43	6,455.75
Alzheimer	2,594.21	2,861.75	Gilmore	336.72	303.21	Oxford	1,613.37	2,488.42	Salesville	6,047.63	5,685.11
Altus	5,635.71	6,121.93	Glenwood	65,118.79	62,748.62	Ozark	96,238.24	80,059.95	Benton County	656,772.96	612,566.36
Amity	7,988.23	9,579.63	Gosnell	16,388.24	14,691.92	Palestine	20,260.57	17,820.66	Avoca	7,468.55	6,732.41
Anthonyville	156.20	556.74	Gould	3,490.88	3,640.88	Pangburn	6,752.39	6,228.64	Bella Vista	404,969.69	365,053.79
Arkadelphia	173,653.73	172,417.17	Grady	3,458.71	5,771.18	Paragould	284,442.95	275,227.09	Bentonville	540,260.58	487,009.71
Ash Flat	84,222.16	82,392.91	Gravette	186,722.70	75,728.90	Paris	73,774.58	26,618.62	Bethel Heights	36,302.03	32,723.92
Ashdown	113,347.65	121,343.09	Green Forest	66,308.37	25,199.50	Patmos	76.65	66.00	Cave Springs	29,552.79	23,853.14
Atkins	50,555.34	50,058.03	Greenbrier	140,656.07	122,826.85	Patterson	1,443.63	1,569.10	Centerton	145,621.35	131,268.16
Augusta	29,479.08	28,037.13	Greenland	24,113.18	16,856.09	Pea Ridge	43,527.84	29,672.52	Decatur	26,002.17	23,439.26
Austin	28,323.10	23,075.21	Greenwood	195,750.14	166,440.89	Perla	1,689.29	2,587.17	Elm Springs	581.57	524.24
Avoca	8,716.07	3,016.91	Guion	10,860.69	4,457.64	Perryville	17,801.99	17,698.33	Elm Springs	581.57	524.24
Bald Knob	50,883.33	59,871.96	Gum Springs	304.62	665.44	Piggott	61,904.75	70,317.38	Garfield	6,198.28	5,987.55
Barling	24,815.15	19,998.68	Gurdon	19,052.18	17,521.61	Pine Bluff	947,627.46	920,345.37	Gentry	48,331.29	43,567.51
Batesville	594,633.41	569,496.10	Guy	5,170.75	4,420.51	Pineville	1,968.48	1,914.71	Gravette	47,642.59	32,075.51
Bauxite	17,147.53	20,054.95	Hackett	4,470.59	5,341.53	Plainview	2,800.87	2,945.70	Highfill	8,922.46	8,043.02
Bay	6,027.05	7,118.93	Hamburg	27,191.12	27,864.33	Plumerville	13,777.39	12,467.09	Little Flock	39,561.87	35,662.45
Bearden	13,972.47	18,330.34	Hardy	21,509.11	20,953.54	Pocahontas	231,051.10	114,057.51	Lowell	112,135.33	101,082.69
Beebe	122,435.81	132,094.34	Harrisburg	24,409.22	25,621.62	Portia	2,712.09	2,196.35	Pea Ridge	73,369.29	66,137.63
Beedeville	108.16	77.67	Harrison	293,045.47	257,461.26	Portland	5,132.31	NA	Rogers	856,495.37	772,074.76
Bella Vista	144,624.08	120,592.04	Hartford	2,928.12	1,589.78	Pottsville	25,061.28	25,767.51	Siloam Springs	230,162.85	207,476.81
Bellevue	1,987.88	2,455.39	Haskell	20,043.21	20,724.26	Prairie Grove	96,932.96	82,672.74	Springdale	100,274.42	83,520.49
Benton	1,152,133.87	669,609.66	Hatfield	3,306.98	3,759.01	Prescott	48,760.25	51,864.40	Springtown	1,331.48	1,200.24
Bentonville	1,860,021.25	1,696,563.82	Havana	2,186.62	2,350.67	Pyatt	525.28	489.06	Sulphur Springs	7,820.56	7,049.72
Berryville	227,414.70	225,111.00	Hazen	53,247.72	55,124.65	Quitman	30,710.79	45,917.16	Boone County	393,439.52	356,082.57
Bethel Heights	59,488.92	40,911.48	Heber Springs	151,806.04	140,649.68	Ravenden	2,366.65	2,819.84	Alpena	4,151.64	3,754.44
Black Rock	5,863.67	NA	Helena-West Helena	236,221.25	241,735.15	Rector	32,954.89	24,266.49	Bellefonte	5,908.60	5,347.58
Blevins	2,161.59	1,568.43	Hermitage	4,556.87	9,194.74	Redfield	15,670.59	15,709.54	Bergman	5,713.39	5,170.90
Blue Mountain	134.10	111.38	Highfill	74,855.85	72,815.64	Rison	10,595.34	13,704.38	Diamond City	10,177.38	9,211.04
Blytheville	232,742.90	531,345.60	Highland	25,365.87	24,051.72	Rockport	10,877.84	10,288.45	Everton	1,730.93	1,566.58
Bonanza	2,326.97	1,393.70	Holly Grove	7,518.59	10,125.67	Roe	586.16	897.64	Harrison	168,447.28	152,453.27
Bono	14,694.82	15,162.59	Hope	175,755.19	178,194.90	Rogers	2,549,268.64	2,331,989.63	Lead Hill	3,526.94	3,192.06
Booneville	92,360.14	85,409.14	Horatio	4,067.21	NA	Rose Bud	14,922.23	15,371.51	Omaha	2,199.46	1,990.62
Bradford	10,492.83	NA	Horseshoe Bend	21,771.93	19,867.99	Russellville	996,168.98	997,093.87	South Lead Hill	1,327.48	1,201.44
Bradley	3,085.62	4,327.63	Hot Springs	1,532,778.27	1,482,602.88	Salem	21,035.91	20,146.73	Valley Springs	2,381.66	2,155.52
Branch	1,380.50	1,503.98	Hoxie	15,233.88	16,194.71	Salesville	3,611.98	3,168.46	Zinc	1,340.51	1,213.23
Briarcliff	1,299.91	1,095.92	Hughes	9,655.99	9,785.34	Searcy	798,634.13	312,026.32	Bradley County	136,196.21	134,850.94
Brinkley	109,652.82	104,843.35	Humphrey	2,201.68	2,461.25	Shannon Hills	10,983.35	9,645.05	Banks	1,051.64	1,041.26
Brookland	14,313.05	18,931.84	Huntington	2,911.31	2,113.28	Sheridan	180,428.88	179,802.27	Hermitage	7,039.22	6,969.69
Bryant	971,016.32	958,545.52	Huntsville	114,976.61	48,130.07	Sherrill	627.34	1,302.93	Warren	50,911.39	50,408.50
Bul Shoals	14,547.45	12,762.62	Imboden	7,127.21	6,417.41	Sherwood	421,065.34	404,008.18	Calhoun County	85,157.99	70,671.14
Cabot	698,315.22	660,765.25	Jacksonville	636,792.21	631,385.70	Shirley	3,759.59	2,746.05	Hampton	24,138.12	15,561.05
Caddo Valley	49,939.84	47,525.59	Jasper	30,581.31	25,726.46	Siloam Springs	538,540.74	509,644.06	Harrell	4,630.72	2,985.28
Calico Rock	29,830.99	22,270.02	Jennette	1,119.36	124.21	Sparkman	2,680.13	3,603.22	Thornton	7,420.10	4,783.49
Camden	289,890.04	283,330.86	Johnson	49,837.76	43,120.65	Springdale	2,085,789.43	1,812,933.44	Tinsman	984.50	634.66
Caraway	4,566.53	4,748.66	Joiner	2,514.66	2,064.27	Springtown	211.81	160.62	Carroll County	160,898.00	154,347.95
Carlisle	53,992.94	57,240.47	Jonesboro	2,080,564.36	1,942,996.29	St. Charles	3,029.78	3,073.33	Beaver	589.02	565.05
Cave City	16,595.86	NA	Junction City	4,599.09	3,687.01	Stamps	15,512.76	13,911.81	Blue Eye	176.71	169.51
Cave Springs	28,781.03	20,528.37	Keiser	4,848.20	2,729.95	Star City	70,753.09	74,309.50	Chicot County	232,994.81	240,626.05
Centerton	150,696.78	94,026.72	Keo	2,269.82	2,212.51	Stephens	6,993.25	11,052.39	Dermott	24,329.42	25,126.27
Charleston	26,268.51	25,148.43	Kibler	2,518.46	2,026.59	Strong	10,944.66	9,245.69	Eudora	19,108.15	19,734.00
Cherokee Village	14,988.48	13,455.95	Kingsland	1,962.17	1,626.72	Stuttgart	581,267.73	361,381.37	Lake Village	21,685.10	22,935.57
Cherry Valley	0.13	6,034.79	Lake City	11,608.89	10,770.07	Sulphur Springs	NA	1,561.03	Clark County	410,099.01	413,005.87
Chidester	2,241.93	8,404.56	Lake Village	69,012.56	75,499.38	Summit	4,267.73	3,792.73	Clay County	104,597.74	52,056.54
Clarendon	46,559.33	47,164.38	Lakeview	3,493.87	3,615.32	Sunset	1,676.61	1,699.85	Corning	28,233.28	NA
Clarksville	368,266.85	351,760.13	Lamar	10,083.92	9,862.11	Swifton	3,025.17	2,893.23	Datto	1,254.07	359.61
Clinton	93,431.76	86,707.62	Lepanto	28,458.81	23,420.44	Taylor	6,429.30	7,660.26	Greenway	2,621.01	751.58
Coal Hill	2,655.43	2,305.54	Leslie	3,766.68	5,324.80	Texarkana	375,015.54	380,215.37	Knobel	3,599.18	1,032.07
Conway	1,913,637.04	1,857,293.18	Lewisville	8,404.90	9,830.94	Texarkana Special	186,311.58	188,662.31	McDougal	2,332.57	668.87
Corning	80,974.88	74,698.41	Lincoln	40,625.37	35,381.91	Thornton	1,083.22	1,344.01	Nimmons	865.31	248.13
Cotter	9,765.65	11,775.55	Little Flock	8,107.80	3,909.72	Tontitown	115,614.44	126,927.93	Peach Orchard	1,692.99	485.47
Cotton Plant	1,508.94	1,717.70	Little Rock	6,025,551.57	5,695,624.93	Trumann	71,993.33	69,485.58	Piggott	32,179.42	NA
Cove	13,446.52	11,793.14	Lonoke	138,630.68	140,430.00	Tuckerman	16,268.82	15,817.70	Pollard	2,784.03	798.33
Crossett	278,853.53	171,618.85	Lowell	249,215.27	216,375.92	Turrell	5,644.43	5,698.22	Rector	16,528.63	NA
Damascus	7,244.35	13,143.01	Luxora	3,180.30	2,758.01	Twin Groves	6.01	0.33	St. Francis	3,135.18	899.01
Danville	41,618.52	28,305.51	Madison	1,339.04	1,488.16	Tyronza	3,419.83	3,852.16	Success	1,868.55	535.80
Dardanelle	156,579.75	149,500.90	Magazine	9,159.57	9,204.75	Van Buren	609,359.60	576,901.92	Cleburne County	413,117.94	420,419.51
Decatur	18,037.09	17,131.82	Magnolia	486,097.36	463,510.20	Vandervoort	290.37	380.48	Concord	3,067.00	3,121.21
Delight	4,030.96	5,598.03	Malvern	160,337.88	155,724.75	Vilonia	126,019.11	88,242.08	Fairfield Bay	2,300.25	2,340.91
De Queen	102,367.25	95,454.52	Mammoth Spring	8,541.48	6,935.58	Viola	2,528.69	2,145.07	Greens Ferry	11,199.58	11,397.52
Dermott	35,215.38	35,659.39	Manila	39,645.19	41,411.26	Wabbaseka	727.54	694.09	Heber Springs	90,061.69	91,653.47
Des Arc	20,706.86	17,954.51	Mansfield	29,370.94	30,724.98	Waldenburg	7,026.78	8,255.38	Higden	1,508.36	1,535.02
DeWitt	14,145.56	13,242.25	Marianna	78,879.10	77,565.66	Waldron	49,158.61	43,840.24	Quitman	9,200.99	9,363.61
Diamond City	2,797.11	2,450.41	Marion	204,357.93	177,871.86	Walnut Ridge	71,542.05	71,032.96	Cleveland County	39,837.08	41,962.06
Diaz	4,254.49	4,733.25	Marked Tree	51,994.69	54,944.43	Ward	17,996.23	18,7			

Dyer	7,600.92	7,397.37	Sulphur Rock	5,642.87	5,247.08	Dyess	5,206.35	4,563.74	Searcy County	36,563.18	36,991.01
Kibler	8,338.46	8,115.15	Izard County	49,877.09	42,641.53	Etowah	4,457.15	3,907.01	Big Flat	5.97	6.04
Mountainburg	5,475.09	5,328.47	Jackson County	312,931.73	267,297.36	Gosnell	45,054.00	39,493.03	Glbert	167.12	169.07
Mulberry	14,360.19	13,975.62	Amagon	1,122.39	958.71	Joiner	7,314.29	6,411.50	Leslie	2,632.12	2,662.92
Rudy	529.29	515.11	Beadeville	1,225.46	1,046.76	Keiser	9,638.10	8,448.48	Marshall	8,087.35	8,181.98
Van Buren	197,754.15	192,458.15	Campbell Station	2,920.50	2,494.61	Leachville	25,307.96	22,184.22	Pindall	668.47	676.30
Crittenden County	728,838.78	670,027.38	Diaz	15,094.96	12,893.71	Luxora	14,958.74	13,112.40	St. Joe	787.85	797.06
Anthonyville	1,064.54	978.64	Grubbs	4,420.83	3,776.15	Manila	42,438.13	37,200.03	Sebastian County	786,546.78	754,684.93
Clarkedale	2,453.07	2,255.12	Jacksonport	2,428.02	2,073.95	Marie	1,066.67	935.01	Barling	71,886.60	68,974.58
Crawfordsville	3,167.17	2,911.60	Newport	90,237.60	77,078.53	Osceola	98,501.66	86,343.70	Bonanza	8,891.12	8,530.95
Earle	15,961.45	14,673.49	Swifton	9,139.43	7,806.66	Victoria	469.84	411.85	Central City	7,762.33	7,447.89
Edmondson	2,823.34	2,595.52	Tuckerman	21,325.35	18,215.54	Wilson	1,466.66	1,051.36	Fort Smith	1,333,033.39	1,279,034.20
Gilmore	1,565.07	1,438.79	Tupelo	2,061.53	1,760.90	Monroe County	NA	NA	Greenwood	138,423.08	132,815.78
Horseshoe Lake	1,930.71	1,774.92	Weldon	858.95	733.71	Montgomery County	55,577.37	46,245.93	Hackett	12,555.80	12,047.16
Jennette	684.34	629.13	Jefferson County	681,326.90	677,456.75	Black Springs	718.30	597.70	Hartford	9,927.12	9,524.99
Jericho	786.83	723.34	Altheimer	9,816.63	9,760.87	Greenwood	304.73	253.57	Huntington	9,818.88	9,421.14
Marion	81,625.58	75,039.06	Humphrey	3,072.69	3,055.23	Mount Ida	7,806.95	6,496.16	Lavaca	35,394.37	33,960.60
Sunset	1,178.26	1,083.19	Pine Bluff	489,664.39	486,882.94	Norman	2,742.59	2,282.11	Mansfield	11,179.61	10,726.74
Turrell	3,659.76	3,364.45	Redfield	12,939.20	12,865.70	Oden	1,683.29	1,400.66	Midland	5,025.41	4,821.84
West Memphis	173,532.89	159,530.89	Sherrill	838.01	833.25	Nevada County	97,345.95	34,040.09	Sevier County	259,346.35	243,224.89
Cross County	269,031.18	279,644.69	Wabbaseka	2,543.94	2,529.49	Bluff City	896.20	943.87	Ben Lomond	1,181.41	1,107.97
Cherry Valley	6,910.21	7,182.82	White Hall	55,128.76	54,815.63	Bodcaw	997.38	1,050.43	DeQueen	53,725.71	50,386.03
Hickory Ridge	2,887.22	3,001.12	Johnson County	116,264.39	116,301.89	Cale	570.97	601.33	Gillham	1,303.63	1,222.59
Parkin	11,729.31	12,192.05	Clarksville	85,400.13	85,427.67	Emmet	3,433.02	3,615.62	Horatio	8,506.16	7,977.41
Wynne	88,813.73	92,317.50	Coal Hill	9,416.53	9,419.57	Prescott	23,821.54	25,088.58	Lockesburg	6,021.13	5,646.84
Dallas County	140,967.05	147,452.25	Hartman	4,829.23	4,830.79	Rosston	1,886.35	1,986.69	Sharp County	78,251.77	72,079.09
Desha County	104,984.29	121,504.43	Knoxville	6,801.86	6,804.06	Willisville	1,098.56	1,156.99	Ash Flat	9,360.03	8,621.69
Arkansas City	4,063.05	4,702.40	Lamar	14,934.33	14,939.13	Newton County	60,282.96	49,461.57	Cave City	16,637.93	15,325.49
Dumas	52,242.37	60,463.14	Lafayette County	84,305.41	NA	Jasper	2,412.35	1,979.31	Cherokee Village	37,038.98	34,117.26
McGehee	46,836.07	54,206.11	Bradley	3,973.19	4,124.44	Western Grove	1,987.87	1,631.02	Evening Shade	4,126.05	3,800.58
Mitchellville	3,996.44	4,625.31	Buckner	1,739.85	1,806.08	Ouachita County	352,420.09	367,633.84	Hardy	6,972.27	6,422.28
Reed	1,909.41	2,209.87	Lewisville	8,098.23	8,406.50	Bearden	9,246.50	9,645.67	Highland	9,980.85	9,193.54
Tillar	233.13	269.81	Stamps	10,711.18	11,118.91	Camden	116,615.08	121,649.28	Horseshoe Bend	76.41	70.38
Watson	2,342.36	2,710.96	Lawrence County	214,456.14	133,821.61	Chidester	2,766.29	2,885.71	Sidney	1,728.74	1,592.37
Drew County	436,726.03	452,006.01	Alicia	771.07	721.72	East Camden	8,911.49	9,296.19	Williford	716.33	659.83
Jerome	474.64	491.25	Black Rock	4,116.50	3,853.08	Louann	1,569.80	1,637.57	St. Francis County	154,869.66	141,993.78
Monticello	115,216.46	119,247.61	College City	2,829.32	2,648.26	Stephens	8,528.62	8,896.78	Caidwell	10,190.00	9,342.80
Tillar	2,482.75	2,569.61	Hoxie	17,286.83	16,180.59	Perry County	87,963.30	91,071.61	Coit	6,940.22	6,362.20
Wilmar	6,219.04	6,436.62	Imboden	4,209.78	3,940.38	Adona	784.10	811.60	Forrest City	282,217.14	258,753.57
Winchester	2,032.44	2,103.56	Lynn	1,790.87	1,676.26	Bigelow	1,181.78	1,223.22	Hughes	26,457.28	24,257.62
Faulkner County	724,403.91	677,598.32	Minturn	677.79	634.42	Casa	641.54	664.03	Madison	14,119.12	12,945.26
Enola	2,205.80	2,063.28	Portia	2,719.39	2,543.50	Fourche	232.60	240.76	Palestine	12,503.40	11,463.88
Holland	3,635.01	3,400.14	Powhatan	447.72	419.07	Houston	649.04	671.80	Wheatley	6,517.92	5,976.02
Mount Vernon	946.28	885.14	Ravenden	2,922.59	2,735.57	Perry	1,012.95	1,048.47	Widener	5,012.40	4,595.66
Twin Groves	2,186.22	2,044.97	Sedgwick	945.18	884.69	Perryville	5,477.46	5,669.53	Stone County	90,990.05	91,616.58
Wooster	5,612.40	5,249.76	Smithville	485.03	453.99	Phillips County	117,767.29	116,403.57	Fifty Six	1,661.70	1,673.14
Franklin County	185,993.59	154,647.97	Strawberry	1,877.92	1,757.75	Elaine	13,183.09	13,030.43	Mountain View	26,395.09	26,576.83
Altus	7,286.89	6,053.83	Walnut Ridge	30,407.40	28,461.53	Helena-West Helena	208,899.18	206,480.17	Union County	528,537.96	517,884.35
Branch	3,528.09	2,933.53	Lee County	36,721.62	35,155.40	Lake View	9,182.57	9,076.22	Calion	15,408.59	15,098.00
Charleston	24,244.78	20,158.79	Aubrey	1,137.93	1,089.39	Lexa	5,928.24	5,859.60	El Dorado	656,079.62	642,855.17
Denning	4,527.87	3,764.79	Haynes	1,004.05	961.23	Marvell	24,583.56	24,298.88	Felsenthal	3,775.60	3,699.50
Ozark	35,415.45	29,446.86	LaGrange	595.74	570.33	Pike County	167,452.27	146,774.53	Huttig	21,119.20	20,693.51
Wiederkehr Village	365.30	303.73	Marianna	27,544.56	26,369.76	Antoine	1,073.88	941.27	Junction City	18,838.46	18,458.74
Fulton County	107,356.78	97,172.06	Moro	1,445.84	1,384.17	Daisy	1,055.53	925.18	Norphlet	23,769.05	23,289.93
Ash Flat	424.73	384.44	Rondo	1,325.35	1,268.83	Delight	2,560.80	2,244.58	Smackover	62,533.52	61,273.05
Cherokee Village	3,302.09	2,988.83	Lincoln County	51,922.80	56,482.08	Glenwood	20,064.17	17,586.56	Strong	17,922.28	17,433.65
Hardy	174.89	158.30	Gould	4,110.02	4,470.92	Murfreesboro	15,061.89	13,201.99	Van Buren County	342,369.87	271,518.07
Horseshoe Bend	70.79	64.07	Grady	2,204.78	2,390.38	Poinsett County	122,978.05	122,421.31	Clinton	30,412.62	24,118.87
Mammoth Spring	4,068.27	3,682.32	Star City	11,166.30	12,146.79	Fisher	1,839.34	1,831.01	Damascus	2,922.04	2,317.34
Salem	6,808.21	6,162.33	Little River County	173,370.82	593,317.99	Harrisburg	18,987.27	18,901.31	Fairfield Bay	25,188.01	19,975.47
Viola	1,403.29	1,270.16	Ashdown	35,363.39	121,022.29	Lepanto	15,613.77	15,543.09	Shirley	3,401.26	2,697.38
Garland County	1,994,715.23	1,891,945.41	Foreman	7,569.85	25,905.89	Marked Tree	21,164.79	21,068.97	Washington County	1,306,570.44	1,234,375.62
Fountain Lake	6,771.89	6,422.99	Ogden	1,347.75	4,612.33	Trumann	60,178.59	59,906.16	Elkins	39,128.59	36,764.04
Hot Springs	203,058.45	192,596.66	Wilton	2,800.32	9,583.39	Tyrnza	6,285.10	6,256.65	Elm Springs	22,120.65	20,783.90
Lonsdale	1,265.52	1,200.32	Winthrop	1,437.59	4,919.80	Waldenburg	503.14	500.86	Farmington	88,275.75	82,941.23
Mountain Pine	10,366.50	9,832.42	Logan County	107,778.93	96,142.62	Weiner	5,905.68	5,878.95	Payetteville	1,087,266.39	1,021,562.77
Grant County	173,137.67	171,082.66	Blue Mountain	1,061.95	947.29	Polk County	236,091.29	236,060.67	Goshen	15,825.80	14,869.44
Greene County	489,941.54	463,971.68	Booneville	34,170.67	30,481.45	Cove	7,081.82	7,080.90	Greenland	19,120.99	17,479.58
Delaplaine	1,196.80	1,196.80	Caulksville	1,824.15	1,627.21	Grannis	10,720.48	10,269.14	Johnson	49,560.91	46,565.94
Lafe	4,989.79	4,725.30	Magazine	7,253.77	6,470.62	Hatfield	7,656.52	7,655.52	Lincoln	33,232.70	31,224.45
Marmaduke	12,104.05	11,462.46	Morrison Bluff	548.10	488.93	Mena	106,356.94	106,343.15	Prairie Grove	64,721.76	60,810.61
Oak Grove Heights	9,685.42	9,172.03	Paris	30,248.33	26,982.58	Vandervoort	1,612.88	1,612.66	Springdale	948,587.47	884,988.80
Paragould	284,494.13	269,414.22	Ratcliff	1,729.94	1,543.17	Wickes	13,978.22	13,976.43	Tontitown	36,350.58	34,153.91
Hempstead County	352,408.14	555,103.42	Scranton	1,918.35	1,711.24	Pope County	342,118.97	341,157.51	West Fork	34,237.51	32,168.54
Blevins	3,290.51	3,449.67	Subiaco	4,898.66	4,369.77	Atkins	41,087.52	40,972.05	Winslow	5,777.67	5,428.52
Emmet	449.18	470.91	Lonoke County	260,661.20	259,169.90	Dover	18,772.74	18,719.99	White County	916,228.76	1,016,935.37
Fulton	2,099.66	2,201.22	Allport	1,054.01	1,047.98	Hector	6,130.43	6,113.20	Bald Knob	35,655.67	39,574.73
Hope	105,452.94	110,553.75	Austin	18,678.89	18,572.02	London	14,154.49	14,114.71	Beebe	90,031.48	99,927.22
McCaskill	1,002.82	1,051.33	Cabot	217,914.23	216,667.49	Pottsville	38,662.59	38,553.94	Bradford	9,341.61	10,368.39
McNab	710.33	744.69	Carlisle	20,291.98	20,175.88	Russellville	380,359.25	379,290.32	Gamer	3,495.41	3,879.61
Oakhaven	658.10	689.93	Coy	879.87	874.84	Prairie County	70,742.82	34,932.45	Georgetown	1,526.17	1,693.91
Ozan	887.91	930.86	England	25,891.98	25,743.85	Biscoe	2,939.69	2,896.41	Griffithville	2,769.25	3,073.63
Patmos	668.55	700.89	Humnoke	2,602.95	2,588.05	Des Arc	13,904.81	13,700.10	Higginson	7,643.14	8,483.23
Perrytown	2,841.33	2,978.76	Keo	2,346.32	2,332.89	DeValls Bluff	5,012.86	4,939.06	Judsonia	24,849.43	27,580.73
Washington	1,880.28	1,971.25	Lonoke	38,906.71	38,684.11	Hazen	11,888.33	11,713.30	Kensett	20,283.24	22,512.65
Hot Spring County	267,181.13	282,741.50	Ward	37,275.28	37,062.03	Ulm	1,376.70	1,356.44	Letona	3,138.49	3,483.45
Donaldson	2,161.61	2,287.50	Madison County	186,370.43	167,078.52	Pulaski County	841,156.21	818,560.38	McRae	8,393.91	9,316.52
Friendship	1,263.93	1,375.54	Hindsville	393.19	352.49	Alexander	4,071.89	3,962.51	Pangburn	7,396.98	8,210.40

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.

CITY ADMINISTRATOR—Siloam Springs is seeking qualified candidates for the position of full-time City Administrator. Salary Range: \$93,657 - \$140,486. Starting Salary Negotiable. Under the direction of the Board of Directors, the City Administrator performs high level administrative, technical and professional work by directing and leading the administration of City government. Applicants must agree to reside in City after hire; must possess a Master's degree or equivalent; or 8 years' experience and/or training; or equivalent combination of education and experience. The City offers a generous benefit package including, but not limited to medical, dental, vision, LTD, life insurance, 457 Deferred Compensation, vacation and sick leave. The City requires a completed application be submitted for all positions. Applications are available at City Hall, 400 N. Broadway, Siloam Springs, AR or can be accessed on our website www.siloamsprings.com. Completed applications may be submitted via fax to 855-201-7302, by e-mail to: humanresources@siloamsprings.com or by U.S. mail to: Human Resources, P.O. Box 80, Siloam Springs, AR 72761. For complete job description and further information please call 479-524-5136 or email humanresources@siloamsprings.com. Open until filled. EOE.

CITY MANAGER—Coffeyville, Kan. (pop. 9,949; \$85.5 million budget; 158 FTE's), is accepting applications for a City Manager. The City has a long history of professional management, operating with a Commission-Manager form of government. The governing body is composed of five commissioners, who elect one commissioner to serve as mayor. The City Manager facilitates the day-to-day operations of the municipality, and oversees all operations and departments based on strategic guidance from the Commission. Coffeyville is a full-service city, with electric, stormwater, water/wastewater, and Internet utilities. Applicants must have a bachelor's degree in public administration or a related field, although a master's degree in public administration is preferred. The ideal candidate will also have at least five years of public management experience, and a reputation as a collaborative team-builder. Candidates must showcase strong communication and leadership skills, and be able to cite examples of professionalism and ethical decision-making. Past experience with an electric utility is strongly preferred. Competitive benefits; Salary \$90,000-\$100,000 DOQ. Interested candidates should submit a cover letter, resume, and three work-related references to LEAPS-Coffeyville@lkm.org or LEAPS-Coffeyville, 300 SW 8th, Topeka, KS 66603. If confidentiality is requested, please note in application materials. Position will remain open until filled. Application review will begin December 15. EOE.

EXEC. DIRECTOR OF ECON. DEVELOPMENT—Berryville is accepting applications for the position of Executive Director of Economic Development. Job duties include promotion of local businesses, business recruitment, management of the Berryville Chamber of Commerce, grant writing, website development and management, and volunteer coordination. Qualified applicants should possess excellent communication and organizational skills. Previous experience and/or an accredited college degree in a related field are preferred. Benefits include vacation, sick leave, 10 paid holidays per year, retirement program, paid employee health insurance (including dental, vision, prescription drugs and life). Applications and job descriptions may be received at the Berryville City Hall located at 305 E Madison Avenue, or by contacting Mayor Tim McKinney at 870-423-4414 or email at mayortim@berryville.com. A resume must accompany the application. Applicants may submit their resume to the Mayor's Office, City of Berryville, P.O. Box 227, Berryville, AR 72616. EOE.

FINANCE DIRECTOR—Texarkana, which operates under the city manager form of government, seeks applicants for the position of finance director. The finance director plans, organizes, and directs the work of the Finance Department and provides the City Manager and the Board of Directors with timely information regarding the fiscal condition of

the city. In conjunction with the city manager, the finance director will prepare and administer the city budget in accordance with Arkansas municipal finance law. This position will also be responsible for developing budgeting, accounting, and reporting systems in compliance with professional standards as well as preparing an adopted budget in a format conforming to the GFOA Distinguished Budget Awards program. For complete job description and an application, please visit arkansas.txkusa.org/departments/personnel/job-opportunities.html. Salary is DOE and will be negotiated during the selection process. A competitive benefit package is also offered, and includes a car allowance, medical, vision and dental insurance, and a 401(a) retirement plan. Additional benefits include vacation and sick leave, longevity pay, and 13 paid holidays. Supplemental insurance and optional retirement plans are available for enrollment as well. Mail applications to Arkansas City Hall at 216 Walnut St.; fax 870-772-8182; or email jessica.hyman@txkusa.org. Open until filled. EOE.

PARKS & REC SUPERINTENDENT—Ashdown is accepting applications for this position. Previous experience and/or formal education in parks and recreation management is desired. Experience and related skills in park facility and grounds maintenance, including baseball, softball, tennis, volleyball & playgrounds, business management, budgeting, supervision of staff, organization of leagues with excellent people skills required. Paid vacation, holidays and annual sick days. Salary negotiable DOE. Resumes should be sent either by email to mayor@ashdownarkansas.org or mail to Mayor, City of Ashdown, P.O. Box 135, Ashdown, Ar. 71822

POLICE CHIEF—Brinkley is seeking qualified applicants for the position of full-time Police Chief to lead the department of 10 full time plus auxiliary. This position will be open due to the resignation of the current police chief at the end of this year. Send resume with cover letter to Mayor Hankins, 233 West Cedar Street, Brinkley AR 72021 or email to brinkleyar@msn.com. Deadline 10 a.m., Dec. 15. EOE.

POLICE CHIEF—Eudora is accepting applications for a full-time police chief. Must be certified and meet all requirements of law enforcement standards and training. Send resume to, or applications are available at: City of Eudora City Hall, 239 S. Main St., Eudora, AR 71640. Office hours 8-4 Mon-Fri, 870-355-4436 Ext 203. EOE.

POLICE CHIEF—Lakeview (Baxter County) is seeking qualified applicants for the position of full-time Police Chief. Must be certified and meet all requirements for law enforcement standards and training. Position will be open 1st Quarter 2015. Send resume to City of Lakeview, Attn: Mayor, 14 Skyles Lane, Lakeview, AR 72642. Applications available upon request, office hours 9-Noon Mon-Thur., 870-431-8744 Ext 301.

POLICE CHIEF—Siloam Springs is seeking qualified candidates for the position of full-time Police Chief. Salary Range: \$65,928 - \$94,349. Applicants must be a citizen of the United States, possess a valid driver's license, and the ability to meet departmental physical standards; have the formal education equivalent of a Bachelor's degree in criminal justice, public administration, or related field; eight years of experience in law enforcement or a related field, including five years of supervisory and managerial experience. Certified as a Law Enforcement Officer by the Arkansas Commission on Law Enforcement Standards and Training as established by Arkansas Code 12-9-201 or ability to achieve same through reciprocity within 6 months of hiring. Applicants must agree to reside within 10 miles of the City after hire. The city offers a generous benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, vacation and sick leave. The City requires a completed application be submitted for all positions. Applications are available at City Hall, 400 N. Broadway, Siloam Springs, Arkansas or can be accessed on our website www.siloamsprings.com. For complete job description and further information please call 479-524-5136 or email humanresources@siloamsprings.com. Open until filled. EOE.

POLICE OFFICER—Bull Shoals is accepting applications for the position of full-time police officer(s). Candidates must be certified and meet all requirements of CLEST. Benefits include health insurance package, paid vacation, sick leave, life insurance, holidays and LOPFI. Bull Shoals employment application is required and is available at City Hall, 706 C.S. Woods Blvd. or email bsadminasst@suddenlinkmail.com or call 870-445-4775.

PATROL OFFICERS—Harrison is accepting applications for two full-time patrol officers. Applicants must meet minimum standards and be capable of passing a physical and psychological exam. For complete job description, see www.cityofharrison.com/employment.php. Contact Leta Price within the Harrison Police Department, at 116 S. Spring or 870-741-5463 for more information or an application.

POLICE OFFICER—Sheridan is seeking certified applicants for the position of a full-time Police Officer. Benefits include health insurance package, paid vacation, holiday/sick leave and retirement. Applicants must meet the minimum standards as required by CLEST. Certified officers are preferred. Send resumes to 304 Gatzke, Sheridan, AR 72150.

PUBLIC SAFETY DISPATCHER—North Little Rock Emergency Services Department seeks qualified applicants for the position of public safety dispatcher. Salary: \$11.81/Hr. (\$2,046 Mo)-\$15.07/Hr. (\$2,612 Mo) DOQ. Excellent benefits package that currently includes paid health/life insurance, retirement plan, longevity pay, generous vacation, personal and sick leave benefits; 11 paid holidays, credit union, optional employee

contribution 457 Deferred Compensation Plan. Typing test required. Min. requirements: 18 years of age, related computer experience and experience in a multi-tasking work environment. Call center experience preferred but not required. Good customer service and interpersonal skills. General responsibilities: Receives emergency and non-emergency calls and dispatches services in response to the calls. Applications may be obtained in the Human Resources Department, 3rd floor, City Services Building, 120 Main Street, NLR, AR, and must be completed and returned. A thorough background check and other necessary screening required. Open until filled. EOE.

FOR SALE—2010 Dodge Charger Police Package Car. Approx. 85,000 miles. Vehicle is fully equipped with light bar, siren and prisoner partition. It also has a Jotto Desk Console. The vehicle has a 5.7 liter V-8 engine with approx. 15,000 miles still left under factory warranty. Please call Chief Collier with the Caddo Valley Police Department to inquire. \$9,500 OBO.

WANTED TO BUY—Mountain Home is looking to purchase a new or used Motorola Smartnet Type II Radio Controller. Please contact the mayor's office at 870-425-5116.

WANTED TO BUY—The Dumas Fire and Rescue Department is looking for a 2005 or newer rescue vehicle. Call 870-382-2121 or email Dumas Fire and Rescue Department at dumas@centurytel.net attn.: Fire Chief David Byrd.

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Kevin Faught, Jack Truemper,
Chris Angulo and Bobbie Nichols

Seated from left:
Lindsey Ollar, Jason Holsclaw,
Michele Casavechia
and Dennis Hunt

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