

# City & Town

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OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE



Meet Your 2010-2011  
League President  
North Little Rock Alderman  
**Murry Witcher**





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dan@fsbeardsley.com



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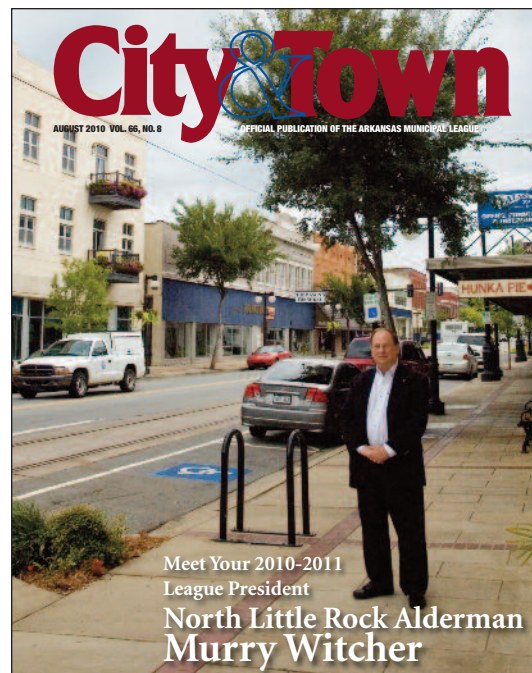
## City & Town

Publisher  
Don Zimmerman

Communications Director  
Whitnee V. Bullerwell

Editor  
Andrew Morgan

Here's where to reach us:  
501-374-3484 • FAX 501-374-0541  
citytown@arml.org • www.arml.org



ON THE COVER—Downtown North Little Rock has seen a resurgence in Murry Witcher's 20 years as the city's Ward 4 alderman. Read inside about Witcher, our 2010-2011 League president, and his take on community development beginning on page 7. Become acquainted with your new League vice presidents in this issue as well. City & Town will be visiting with each of our district VPs in the coming months. Read also inside about Ghana's efforts to merge old and new government systems, the latest in economic development, tips on training employees and more. Enjoy.—atm

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Cover Photo by Andrew Morgan, League staff

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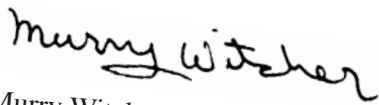
Dear Friends:

In this month's magazine you will find an insert of the *2010-2011 Policies and Goals* that we approved during the 76th Convention. As you know, information contained in this publication provides the basis for our legislative agenda during the upcoming 88th General Session of the Arkansas Legislature. While we all are adjusting our operating budgets to make it through the fiscal year, the state is beginning its agency review for budgets to be introduced in the upcoming session.

It is important to remind your local legislators now that they have an opportunity to help their communities by supporting increases in current levels of turnback funds during the 2011 session. A good example of planting a seed is the CDBG grants announced in July for Arkansas. For a number of years, the National League of Cities' goal has been to increase this funding. As we know, affordable housing is one of the keys to stable communities and economic development.

In this issue you will find a list of the Executive Committee and Advisory Council members for the coming year. These folks have offered themselves to help shape and guide our organization over the next year and set in place programs and guiding principles that will benefit Arkansas in the years to come. As you see them or have ideas on issues, please share your views with these individuals and thank them for serving.

The Executive Committee, as well as the various governing boards of the League, will hold the annual planning meeting Aug. 19-21 in Mountain Home. We look forward to spending time in Mayor David Osmon's city and so appreciate the hospitality that will be shown. Highlights of the meeting will appear in the next issue of *City & Town*.



Murry Witcher  
Alderman, North Little Rock  
President, Arkansas Municipal League





# Community development no fad for new League president

By Andrew Morgan, League staff

As a lifelong resident and with a family history that goes back even further, it's no wonder that North Little Rock Alderman and new League President Murry Witcher is driven to serve his community.

"My great-uncle and aunts were with the railroad," Witcher says. "My grandfather worked for the North Little Rock Electric Department. My mother worked for the North Little Rock Electric Department. My mother-in-law worked in the city administration office for [former Mayor] Casey Laman and then for the Parks Department."

Witcher, who graduated in 1964 from North Little Rock High School, works for Entergy as coordinator of regulatory affairs for Arkansas and Mississippi. He is the longest serving sitting alderman on the city council. He and his wife, Becky, live in the Indian Hills area of North

Little Rock, in a house his mother and father-in-law built in the early 1960s. They have two sons and one grandson.

"I'm proud of North Little Rock and I've had a number of opportunities to leave over the years," Witcher says. "But I just didn't want to leave this community."

Twenty-six years ago, Witcher ran for a position on North Little Rock's School Board. A six-and-a-half-year stint on the Board followed, his first foray into local politics. There was no particular issue that prompted him to get into politics, Witcher says.

"I wasn't mad at anybody. I just wanted to contribute to my community."

The position made things "interesting" at home for Witcher, since Becky was a teacher in the district. She is now retired after 39 years with North Little Rock schools.



PHOTOS BY ANDREW MORGAN, LEAGUE STAFF

North Little Rock Alderman Murry Witcher is just the fourth alderman to serve as League president.



Despite some disagreements in those days over how things should be run in the district, both he and his wife learned a great deal about how the school district worked, Witcher says, and the experience gave him insight into the dynamics of local politics.

In 1990, Alderman Stewart Vest was running for state representative. He approached Witcher with an idea. “Stewart said, ‘You know, you need to run for my position.’” Witcher discussed the idea with his wife.

“That was 20 years ago,” Witcher says. “I’ve really enjoyed my time on the city council. I’m really proud of the things the city has accomplished under [Mayor Pat Hays’] leadership, and I’m excited and pleased to be a part of that legacy.”

As we tour North Little Rock City Hall, which anchors a rejuvenated and thriving downtown, Witcher walks me through the restored council chamber. Witcher managed the overhaul of the chamber in 2006. The room, which had been used as a courtroom and altered over the years with a drop ceiling and plywood partitions, has been beautifully restored with decorative trim, period-appropriate paint colors and drapes, and also features state-of-the-art sound and video. The official symbols the city has used over the years decorate the walls, from the first logo for the City of Argenta to the current “NLR” design that reflects the city’s



Witcher stands in front of one of North Little Rock’s newer attractions, Dickey-Stephens Park, home of the Arkansas Travelers.

maritime history.

Before the renovation, the council had met in a small meeting room with barely enough room to pull the chair out from the large table that dominated the space. The council and public now have a meeting space appropriate for Arkansas’s third largest city.

“A lot of thought and a lot of planning went into this room,” Witcher says. “I was really excited to work on this project.”

“In my next life, I can be a decorator,” Witcher jokes.

Community development isn’t just a catchphrase for Witcher. It is a holistic approach to improving the quality of life in a community, a region and the entire state.

“I think of community development in a number of forms,” Witcher says. Creating affordable housing, business opportunities, enforcing design standards for roadside signs, maintaining streets, drainage, gutters, curbs, providing good city services, reasonable electric and utility rates all drive economic development and contribute to the city’s overall quality of life, Witcher says.

Building sidewalks in Ward 4, which Witcher represents, and throughout the city has been a priority for him over the years.

“We started building sidewalks before it was fashionable, and before the feds started giving us money to do it,” Witcher says.

Building sidewalks is part of a larger goal of community development, which is to provide a reasonable system of transportation for the area, to give people access to schools, doctors, drug stores, food and more. To this end, the city is in the early stages of planning an ambitious extension of the existing trolley system further north. The mayor would like to see the trolley extend to the hotels, Laman Library and the Patrick Henry Hays Senior Citizens Center on Pershing Boulevard. Witcher would like to see it extend even further, he says, and continue down Pershing to Pike Avenue and back south to downtown, making a large loop.

“This probably will not happen during my reign of terror,” Witcher says, “but it would be a great loop.”

He’s proud of the progress the city has made in his first 20 years of public service. He’s especially proud of the transformation downtown’s Argenta neighborhood has seen in the last two decades. It was a dark, undesirable, crime-ridden area, and the housing prices reflected that, Witcher says. Saving the area was a priority.

“The center city—the downtown area—is a reflection of the health of your community,” Witcher says.

The council couldn’t force it to happen, he says, but the city worked closely with developers to recreate the struggling area into a thriving, livable neighborhood with lovely older homes next to new homes, condos and downtown businesses. One of Argenta’s most visible improvements is Dickey-Stephens Park, which was completed in 2007 and is home to the Arkansas





Witcher, left, and downtown North Little Rock developer John Gaudin, right, stand in front of a nearly completed fountain designed by local artist Kevin Kresse. The fountain adorns the corner of a new downtown condo development.

Travelers. North Little Rock will soon announce the location of a new hotel in Argenta as well.

This community development is spreading outward from downtown to other parts of the city as well. Habitat for Humanity has recently announced plans to build about 30 new homes in North Little Rock, including 13 in the predominantly low-income Baring Cross neighborhood—where Witcher lived as a child—west of downtown.

The Broadway corridor heading east from downtown is also receiving a makeover with repaved streets, gutters, sidewalks and a major reduction in signs and clutter.

“People like to live in areas, work in areas and shop in areas that are attractive,” Witcher says. The redevelopment of Broadway will be a great step in that direction. “It may take 10 years, it may take 15 years, but eventually it will be clear. That area’s also a gateway to our city.”

Responding quickly when business and development opportunities arise is also important to community development, and with the city’s strong mayor form of government, North Little Rock has been able to do that, Witcher says. He stresses the importance of planning ahead and being ready to jump when opportunities come along. Many communities, North Little Rock included, haven’t always been ready when opportunities and funding—like the recent federal stimulus funding—present themselves and have missed out because projects weren’t “shovel ready,” because they weren’t fully prepared, he says.

“I don’t know how many more opportunities like that there will be because of the economy, but if there are any, we want to be in a position to take advantage of them, whether it’s a sewer system for a community, a water system or a park.”

For Witcher, community development successes on a local level mean success on a regional level. Across the state, we are connected, he believes.

“If something goes on in Conway, Jacksonville or Little Rock, it’s good for all of central Arkansas. Rising water lifts all boats.”



One of North Little Rock’s former official logos hangs in the council chamber in city hall. The design reflects the moving-forward attitude of post-WWII America.



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# Meet your 2010-2011 LEAGUE VICE PRESIDENTS

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## **First Vice President**

### **Marion Mayor Frank Fogleman**

Being a lifelong resident of Marion, Mayor Frank Fogleman has witnessed the population of his hometown grow from 1,600 to more than 10,000. January 2011 marks the start of his fifth term as mayor of Marion. Fogleman is married to the former Gail Thaxton and the couple has four children and three grandchildren. According to Fogleman, "Marion has retained its small town atmosphere while being accessible to big-city living." Over the last four years, the city has been able to build new police and fire stations, as well as a new filter station and well. With the larger projects completed, Fogleman is focused on growing his city. The mayor's priorities include developing retail offerings, supporting the local school district and growing the residential community.



## **District 1 Vice President**

### **Batesville Mayor Rick Elumbaugh**

Soon to begin his second term, Batesville Mayor Rick Elumbaugh is a retired educator. Born and raised in Batesville, his love for the citizens of his hometown lead him to become a public servant. Married to the former Margaret Beard, whose father was a former mayor of Newport, Elumbaugh and his wife have three children. Having a family that lives in Batesville, Elumbaugh is motivated to progressively lead the city so his children and grandchildren have opportunities to grow and flourish there. Currently, Batesville is looking to overhaul its recreational facilities, which will include a new community center and theater, complete with a 10-lane indoor pool and outdoor aquatic center.



## **District 2 Vice President**

### **Haskell Alderman Rose Marie Wilkinson**

Reared in Texas and after spending decades in various development positions at state universities, Haskell Alderman Rose Marie Wilkinson chose to settle down in Haskell the latter part of 1999. Almost immediately she was appointed recorder/treasurer for the city in January of 2000. After dedicating seven years to that position, Wilkinson has held the alderman post for three years now. Settling in Haskell has enabled her to be very active in her grandchildren's lives, as she has one daughter and twin grandchildren. According to Wilkinson, "Haskell is very

family-oriented and is progressive to be such a small town." Currently, Wilkinson has been instrumental in beginning Haskell's historical society and is excited about the city's plan for further developing the city park and walking trail.



## **District 3 Vice President**

### **Clarksville Mayor Billy Helms**

Having served in the United States Air Force, Mayor Billy Helms moved his family to Clarksville in 1979. Since that time, he and his family have owned and operated the Sonic Drive-In. Helms and his wife, Martha, have four children and six grandchildren, all of whom reside in Clarksville. Helms served as a Clarksville alderman for 10 years and is currently serving his seventh year as the city's mayor. In 2003, Helms began a myriad of improvement projects with a one-cent sales tax. Monies collected have been used to complete much needed street and drainage improvements all the way to replacing playground equipment in each city park and developing the city's soccer complex. Being a small business owner in addition to the city's mayor, Helms has received numerous awards for his dedication to Clarksville.



## **District 4 Vice President**

### **Dumas Alderman T.C. Pickett**

Of the 59 years that T.C. Pickett has lived in Dumas, he has served 36 of those years as alderman, along with a brief six-month interim mayor appointment in 2005. Alderman Pickett spent 30 years employed with Dumas' Dollar General distribution facility. His wife, Geneva, is a semi-retired educator for Dumas public schools. The couple has two children and has developed a reputation for their desire to serve and to be a part of a growing community. Pickett has devoted 35 years of his life to the Jodie Partridge Center for handicapped adults and children in Dumas. Pickett has served 35 years as a volunteer worker for the city's annual Ding Dong Daddy Days festival. Additionally, he has been a long-standing Chamber of Commerce member and each summer heads up their Summer Fan Program. Pickett works tirelessly to obtain and distribute the fans to those in need. According to Alderman Pickett, "The residents of Dumas are a great and caring people. You know just about everybody and we all help one another."

# Haskell celebrates 100th birthday



Haskell Alderman and League District 2 Vice President Rose Marie Wilkinson, above right, serves cake at the Haskell Historical Society's booth at the city's centennial celebration. At right, fireworks light up the night sky over Haskell.

**H**askell marked a century of incorporation in style July 1 when more than 2,000 celebrants gathered to wish the city a happy 100th. The celebration included dozens of vendors, presentations and congratulations from state and local leaders and a fireworks display. The Haskell Historical Society served cupcakes to help celebrate the Saline County city's past. Up and coming Nashville-based band Riverbilly played for the appreciative crowd. The band's debut single hit No. 67 on the country charts last year.

Haskell, which grew up at the junction of several railroad lines, is probably best known as the longtime location of the Arkansas State Hospital. The centennial celebration was held on the grounds of the Arkansas Health Services Center, which was built on the site of the old hospital and now serves as a nursing home and work release center for the state Department of Corrections.







# Municipal Notes

## Rogers named 10th best small city

Rogers has been named the country's 10th best small city in which to live in a list compiled by *Money Magazine* ([money.cnn.com](http://money.cnn.com)), the *Northwest Arkansas Times* has reported. The popular list, which is published each year in the August issue of the magazine, ranked 100 U.S. cities with populations between 50,000 and 350,000 in areas such as employment, schools and recreational opportunities. Rogers was the only Arkansas city on the list.

Local leaders hope the ranking will help boost economic development in the city, and the Rogers Convention & Visitors Bureau plans to incorporate the news into their marketing for the city.

"It's the kind of thing that's getting the secret out to people," said Tom Gaylon, executive director of the Bureau. "That's one thing that we have found in our sales efforts. It's hard to get people to consider us."

## Little Rock lands leadership grant

Little Rock is among 10 cities across the nation to win a "Cities of Service" Leadership Grant, the National League of Cities has announced. New York City Mayor Michael Bloomberg and Nashville, Tenn., Mayor Karl Dean announced the winners at the National Conference on Volunteering and Service held recently in New York City.

The grants, funded by the Rockefeller Foundation and Bloomberg Philanthropies, provide recipients with \$200,000 over two years to hire a chief service officer tasked with developing a citywide service plan and promoting volunteerism. Bloomberg modeled Cities of Service after his city's new initiative called NYC Service, which launched in April 2009 and includes 38 volunteer programs.

Since it was launched, the Cities of Service coalition has grown to include 80 mayors, whose cities collectively represent more than 46 million Americans. To learn more about Cities of Service, visit [www.citiesofservice.org](http://www.citiesofservice.org) or contact Julie Bosland of the NLC's Institute for Youth, Education and Families at 202-626-3144 or email [bosland@nlc.org](mailto:bosland@nlc.org).

## HUD awards \$38.5 million in housing grants in state

The U.S. Department of Housing and Urban Development (HUD) has awarded a \$38.5 million federal grant to provide affordable housing in Arkansas, the Arkansas News Bureau reported July 14. Funds will go to the state and to the cities of Fort Smith and West Memphis, HUD announced.

"This funding provides the building blocks needed to improve communities," HUD Secretary Shaun Donovan said in a release. "Now, more than ever, these grants promote neighborhood development, produce affordable housing and help extremely low-income persons find their place in their communities."

The state will receive \$36.71 million; Fort Smith, \$1.42 million; and West Memphis, \$453,055.

HUD's annual funding from the Community Development Block Grant program will also provide housing for the homeless and for people living with the HIV virus and AIDS.

## Rogers-Lowell chamber achieves five-star status

The Rogers-Lowell Chamber of Commerce has received a five-star accreditation from the U.S. Chamber of Commerce, the *Northwest Arkansas Times* reported July 20. The Rogers-Lowell chamber is one of 66 chambers in the nation—and the only one in Arkansas—to hold the U.S. chamber's highest accreditation.

The chamber goes through the accreditation process every five years. The Rogers-Lowell chamber first achieved five-star accreditation five years ago, the first time it was available.

## Booneville, Calico Rock named Preserve America Communities

The cities of Booneville and Calico Rock have each been named a Preserve America Community, the *Booneville Democrat* has reported. Only 29 cities in 16 states received the designation this year, bringing the nationwide total to 843.

"Preserve America Communities are committed to preserving the past by using their heritage to build a better future," Wayne Donaldson, chairman of the federal Advisory Council on Historic Preservation, said in a media release. "It is good news for the nation when 29 more communities demonstrate that they want to enjoy and share the economic, educational, environmental and sustainability benefits preservation provides while creating more vibrant and desirable places to live, work and visit."

## Arkansas cities receive budget awards

Six Arkansas cities—Bentonville, Conway, Fayetteville, Fort Smith, Little Rock and Rogers—have received the 2009 Distinguished Budget Presentation Award, the Government Finance Officers Association (GFOA) has announced. The GFOA established the awards program to honor local governments that prepare budget documents of the very highest quality and that reflect the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA.

To learn more about the GFOA and its programs online, visit [www.gfoa.org](http://www.gfoa.org).

## Helena-West Helena gets HOME grant

Helena-West Helena has received \$472,912 from the Arkansas Development Finance Authority's HOME Investment Partnership Program, *The Helena Daily World* reported July 29. HOME is the largest federal block grant to state and local governments designed exclusively

to create affordable housing for low-income households. Each year it allocates approximately \$2 billion among the states and hundreds of localities nationwide.

The money will go for reconstruction and administration of five home projects located in the former West Helena, Mayor James Valley said.

## Two cities make "Least Expensive Cities" list

Financial website Kiplinger.com has ranked Fort Smith number one in its survey of "Least Expensive Cities," and Conway comes in at number six, KARK has reported on ArkansasMatters.com. Kiplinger bases the rankings on the ACCRA Cost of Living Index produced by the Council for Community and Economic Research, which measures relative price levels for housing, utilities, transportation, grocery items, health care and other goods and services.

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# Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

## Meaning of “professional service organization” limited

Opinion: 2010-052

Requestor: Hendren, Kim—State Senator

Can a two-thirds vote of the city council officially declare that a property owners association is a “professional service organization?” **RESPONSE:** In my opinion, the answer to your question is “yes,” but the statute is not entirely clear on what those restrictions are. On the one hand, the statutory scheme makes clear that the municipality does not have unbridled discretion when it determines that a given service counts as an “other professional service.” The service must be a legitimate “professional service.” So municipalities’ decisions are limited by the meaning of “professional service.” On the other hand, the statute never exhaustively defines what counts as a “professional service.” Because I cannot define terms that the General Assembly has left undefined, I cannot further explain what a professional service is and, consequently, I cannot definitively

determine whether a given activity qualifies as a professional service.

## Other uses for jail fee possible

Opinion: 2010-066

Requestor: Lamoureux, Michael—State Senator

Can the twenty dollar (\$20.00) booking and administration fee assessed by Act 117 of 2007 (ACA 12-41-506(b) and (c)) be used for medical expenses of inmates or other related expenses, such as transportation of inmates, that might cost money for local government? **RESPONSE:** Probably “yes” regarding medical expenses, but somewhat less clear regarding transportation or other “related” expenses. I believe the answer will turn on whether the expenses were incurred as an act, instance, or process of operating a county jail or regional detention facility. See opinion for full discussion.

*For full Attorney General opinions online, go to [www.arkansasag.gov/opinions](http://www.arkansasag.gov/opinions).*



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# Choose training that creates results

By Melanie Kennon, Ed.D.

In this day of cutbacks, many employers find themselves with limited or non-existent training budgets. When times are tough and budgets must be cut, it typically will be training and professional development that receive the first slash, even though every business guru will tell you that this investment in your employees is an important strategy for the recruiting and retention of top talent. If you have a training budget still intact, make sure you are making decisions about training expenses that will most benefit your organization's bottom line. To get the most "bang for your buck," it is important to develop an effective strategy for choosing those training opportunities that will directly and positively affect your organization. Two strategies come to mind—one being most frequently used and the other being most effectively used: training for activity and training for results.

## Training for activity

Many organizations, unfortunately, fall into this trap. It often occurs when mandatory "continuing education" hours are required for a job position or maintenance of a certification but no one has bothered to outline the competencies necessary to be successful in the job role, nor have the current employee's level of proficiency in said skills been assessed. How many of you have sat through mandatory training seminars year after year of the same stuff you heard last year, just wishing someone would say something new? When was the last time you walked away from a training session feeling like you had not wasted your time and you learned something that would be valuable to you in your job or personal life?

Sometimes this type of training for activity occurs when a manager has identified an issue with an employee and is looking for a quick fix. They send the employee to a broadly-based training seminar that promises to work miracles with the problem employee in four hours for only \$189 per person. They will miss half a day at work, but you're willing to sacrifice if it will just save you some headaches with this employee in the future. An example could be sending a manager who needs to learn how to provide feedback in a way that minimizes defensiveness in his employees to a workshop on general communication. The manager may regard the training as too broad and basic, and when he returns from training, he may not have necessarily gained the specific skills he needs in giving effective feedback, setting employee goals and expectations, developing trust or motivating employees.

Organizations are also guilty of training for activity as

a prophylactic measure to avoid litigation or comply with government expectations. Examples of this would be annual safety or sexual harassment training. (Please don't get me wrong. I'm not saying this sort of training isn't necessary or extremely important. I just caution employers to look at the quality and effectiveness of the training.) I actually had a client that gave me all of 15 minutes in a hot, noisy warehouse to do their harassment training, which had never been done at this particular company. Now, I'm pretty good at training and knowledgeable on the subject, but 15 minutes was definitely not long enough to deliver a quality training experience for those employees. Attendance was carefully documented, however, and the company owner seemed satisfied that he had done what was needed to comply. Obviously, training for activity is the strategy we see used most frequently, but it is probably the least effective.

## Training for results

This type of training looks very different from training for activity. Training for results links training to specific business needs. It begins long before training programs are even explored. It starts with the work that management and human resources must do to both determine the core competencies necessary for individual job success and honestly assess the knowledge, skills and dispositions that an employee already possesses via a good performance evaluation and feedback process. Core job competencies are aligned with identified business goals and then compared to what the employee brings to the table as a resource. Where there are gaps, opportunities for growth through mentoring, coaching and training are identified. Choice of training programs—including length, depth and duration—can then be purposefully made.

The employer must also determine how program effectiveness will be measured. Did the employee learn anything? Did the employee apply what he learned? Were there behavior/attitude changes that others can readily identify? Did the employee's performance improve as a result of the training? Does the employee need further training or support to make the changes that will make him successful in my eyes? What is the impact of the employee's training on the business goals of the organization? Answers to these questions help determine the return on your investment.

Quality and relevance must be examined. Were the program materials and activities relevant and user friendly for the participants? Is the training style hitting



the target audience? Did the trainer use the best adult learning techniques in designing the training experience? Examination of these factors should drive future decisions about use of the training program.

Good trainers deliver programs as written and manage to keep everyone's interest during the workshop. Great trainers will customize their training objectives to match the business goals of the organization for which they are working. Results expectations should be clearly communicated to the trainer who in turn must communicate them to participants. Great trainers build an environment that supports transfer of skills learned back to the job. They establish a partnership with key managers and other stakeholders to support the further development of the employees being trained.

The planning and reporting of training must be results-focused. Outcomes should be measurable. It's not about how many seats you filled or how many hours or days you held training. It's about real change that impacts your business. So, it's up to you. Will you chose to train for activity or for results? If you chose training for activity just to say you did it, you are probably wasting your money.

#### **Types of training that should never be cut**

There are four types of training that should never be cut nor underfunded in any organization or agency. All you have to do is look at the claims and litigation data readily available from the Equal Employment Opportunity Commission, the Bureau of Labor Statistics or the Department of Labor to see that the following training programs provide sound returns on your investments:

1. Workplace violence training—We see incidences of workplace violence in the news almost daily. Appropriate training may not only prevent an incident from happening, but may provide a legal defense if an incident does occur. Employers who have acted prudently by providing training on identifying warning signs and handling difficult situations that could escalate into workplace violence will likely avoid costly legal actions.
2. Discrimination and harassment training (ADA, Title VII of the Civil Rights Act, USERRA, Immigration and Nationality Act, etc.)—Annual training along with appropriate policies in place for reporting and investigating claims is necessary to show you are making a good faith effort to deter discrimination and harassment. Employee policy handbooks that unequivocally state non-tolerance for such behavior show the courts that you as the employer have done your due diligence in trying to prevent harassment and discrimination in your workplace. These steps reduce your liability should an incident occur.
3. Ethics and compliance training (Sarbanes-Oxley Act of

2002, HIPAA, etc.)—Ethical misconduct seems to be the stuff of everyday news headlines. We are constantly bombarded with stories about the ethical failings of our political leaders, CEOs and celebrities. Despite an increase in workers' awareness of ethical conduct, more than half of U.S. workers have seen at least one type of ethical misconduct in the workplace, according to a survey released by the Ethics Resource Center. Published every two years, its 2007 National Business Ethics Survey report states: "In the past 12 months, more than half (56 percent) of employees personally observed conduct that violated company ethics standards, policy and the law." Federal guidelines for sentencing ethical offenders in companies are clear when it comes to the culpability of an employer for an employee's illegal or unethical conduct. You are liable for damages, especially if you have taken no steps to prevent ethical misconduct. Training can provide a good legal defense should an ethics concern occur because it demonstrates that the employer takes ethical conduct seriously. To curb ethical misconduct, top corporate leaders must make ethics a very high priority by implementing ethics programs. Creation of an ethical culture will serve as the most important barrier to ethical misconduct. This is achieved through quality ethics training, clearly defined workplace policies and ongoing conversations regarding expectations for employee conduct.

4. Training to prevent wage and hour violations (FLSA)—Wage and hour lawsuits can and do pose a substantial threat to employers. Employees and supervisors can benefit from training on appropriate record-keeping and payment practices. Companies have lost many a case because a supervisor or human resource personnel did not properly handle payroll records, misclassified an employee or failed to pay an employee overtime when they should have. Again, good faith efforts such as quality employee training and clearly communicated policies and procedures will ensure less public relations and punitive damage should you have a problem.

While training cannot and should not be the answer to all our workforce problems, it can provide proof of an honest effort to improve the work environment and the skills and knowledge-base of workers, and to play by the rules. Not only does this play well in the courtroom, but it also plays well in the court of public opinion. Make smart decisions about where you spend your training dollars. Your reputation and your bottom line may depend on it.



*Dr. Kennon is president of Kennon & Associates Consulting, LLC ([www.kennonconsulting.com](http://www.kennonconsulting.com)) in Benton. Contact her at 501-951-3758 or email [mkennon@kennonconsulting.com](mailto:mkennon@kennonconsulting.com).*

# Changes to 2010 Directory, Arkansas Municipal Officials

Submit changes to Whitnee Bullerwell, [wvb@arml.org](mailto:wvb@arml.org).

## Alexander

Delete PC (Vacant)  
Add PC Horace Walters

## Bentonville

Delete WS Belva Plumlee  
Add WS Mike Roberts  
Delete SS Mike Button  
Add SS Tony Davis  
Delete CEO Gerald Webb  
Add CEO Darren Warren

## Berryville

Delete PRD Emma Hamilton  
Add PRD (Vacant)

## Conway

Delete DJ Jack Roberts  
Add DJ Amy Brazil

## Damascus

Delete CA Justin Eisele  
Add CA Beau Wilcox  
Delete PC (Vacant)  
Add PC Jerry Hubbard

## Dyer

Delete AL Brent Gardner  
Add AL Marilyn Marshall

## Fordyce

Delete TEL 870-352-8610  
Add TEL 870-352-2198

## Foreman

Add PC Ronnie Wreyford

## Garfield

Delete WS (Vacant)  
Add WS Mickey Kelley

## Garner

Delete M (Vacant)  
Add M Arnold Sewell

## Hampton

Delete R/T Judy May  
Add R/T Judy Southall

## Jonesboro

Delete SS Floyd Lemm  
Add SS Steve Tippet

## Mayflower

Delete PC Dan Sutterfield  
Add PC Billy Paul Baker  
Delete DJ Jack Roberts  
Add DJ Amy Brazil

## Midway

Delete AL Raymond Spurlin  
Add AL Fred W. McDaniel

## Mountain Home

Delete C Linda Wisniewski  
Add C (Vacant)

## Paragould

Delete PD Sherry Varvil  
Add PD Tisha Baldwin

## Paris

Delete AL Edyle White  
Add AL (Vacant)

## Pine Bluff

Delete PC//A Collier Hill  
Add PC Brenda Davis-Jones

## Rockport

Delete AL Jerry Ostrom  
Add AL Dan Long  
Add SS Damon Dyer

## Rogers

Delete AL Barney Hayes  
Add AL (Vacant)  
Add PRD Barney Hayes

## Rudy

Delete R/T Patsy Jones  
Add R/T Jackie Jones  
Delete AL (Vacant)  
Add AL Patsy Jones

## Stephens

Delete M Pete Brazeale  
Add M Harry Brown

## Tontitown

Delete CEO Todd Witzigman  
Add CEO/BI Terry Gosnell

## Vilonia

Delete CJ Jack Roberts  
Add CJ Amy Brazil

## Yellville

Delete AL (Vacant)  
Add AL Ken Rigmaiden  
Delete DJ Judith Bearden

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# Regulatory practices: the good, the bad and the ugly

Keep these four “BURPs” in mind to help ensure your land-use regulations meet your community’s unique needs.

By Jim von Tungeln

There are enough land-use regulations in our state to form a database of good practices. This prompted me to assemble a list of best urban regulatory practices—I call them “Jimmie’s BURPs” and number them for cataloging. This month we begin with some of the more dramatic.

I call one the “Bank President’s Rule,” or Rule Four. It is akin to the old football coach’s adage that you should never make a team rule that you wouldn’t be willing to enforce against the star player. The logic allows that the star player will certainly be the first to break it.

As applied to land-use regulations, the rule becomes: Never adopt a land-use regulation that you wouldn’t be quite willing to enforce against the town’s most powerful bank president. My legal mentor, Argumento DeMinimus, the Harvard-bred attorney, pointed out to me the other day, “People generally support the U.S. Constitution with their entire being until the moment one of its provisions becomes inconvenient.”



Each city is unique as demonstrated by downtown El Dorado’s memorial to its oil-field history.

Harsh perhaps, but it holds true for land-use regulations. When a regulation becomes inconvenient to the powerful and influential, we can become inconsistent—a big, big, “no-no.”

Actually, I shouldn’t pick on bank presidents. I personally like them and would never go out of my way to irritate one. They find me a harmless distraction and I generally leave them laughing uproariously.

Besides, the most dramatic example of raw power I ever witnessed at a public meeting was not by bankers but by a ladies bridge club. When its members wanted to re-zone a neighborhood lot to accommodate their club headquarters, they arrived at the planning commission meeting in a perfect formation of expensive jewelry, designer dresses and exquisitely coiffured heads bobbing in unison. There was every school (elementary, secondary, and Sunday) teacher, judge’s wife, grandmother and mother-in-law with a shred of influence in the community facing down the commission, which proceeded to fold like a flea-market accordion. It was painful to watch.

Rule Three I call the “Enron Rule,” also known as the “Military General’s Rule.” It derives from the claim that “The only reason this has never worked before is that I wasn’t the one doing it.”

Now believe it or not, there are some things in the field of planning and development that are simply never going to work, no matter who is in charge. For example:

- Placating an angry crowd at a public hearing by allowing uncontrolled comments.
- Copying land-use regulations from another city that has a different set of issues than yours.
- Appointing “Blue-Ribbon Committees” to develop solutions to urban problems.

Then there is the “If a Little Bit Will Do Good, Then a Whole Lot Will Cure” rule. That’s Number



Another characteristic unique to El Dorado: It boasts the state's oldest billiard parlor.

Two. It refers to the act of over-regulating, as in: Don't do it. Most zoning codes in our state began with seven or eight zoning districts. Now some have more than 20. I don't see how we could define things with sufficient detail to defend that many districts.

In addition, a person trained in analyzing land-use regulations can spot ad hoc insertions. These are regulations that were quite evidently placed in the code to cover one occurrence or to permit a specific benefit for a specific applicant. These make the codes grow so cumbersome that they no longer carry out or protect provisions of a logical plan. Instead, they resemble the inner-tubes my family carried on beach vacations each summer—more patches than substance. (See also “Federal Tax Code.”)

We must admit that sometimes fortune requires such additions to the land-use code. But perhaps ever so often we might review our regulations and purge the more unnecessary ones. After all, planning and regulatory processes are living things. They grow, change, mature and decay. They must be treated accordingly.

Finally, let us consider Rule One, or the “Jump Off a Cliff” rule. This was, of course, Mother's favorite and thus the priority. Anyone growing up in America understands its importance. As applied to urban land-use regulations, it simply suggests that

just because other cities are doing something doesn't mean that it always fits our city. After all, it was this mentality that produced speed bumps and downtown malls.

Now it is producing an epidemic of so-called “roundabouts” that allow unimpeded vehicular traffic while terrorizing poor pedestrians. Originally conceived for horse-and-buggy speeds, they can be quite useful in certain locations and under specific conditions. As a fad ... well, let's wait and see.

In the meantime, let's be careful about doing things just because a neighboring city does. Do we really want to enforce urban standards at the fringes of our planning area? Or are we simply trying to keep up with the neighbors? Will developers flock to a high-crime, low-income corridor simply because someone develops a form-based zoning code for it like they did somewhere up north? Or should we first attack the causes of crime and poverty?

Remember that there is no other city like yours and it's best to treat it that way. Maybe these BURPs will help.



*Jim von Tungeln is staff planning consultant available for consultation as a service of the Arkansas Municipal League and is a member of the American Institute of Certified Planners. Persons having comments or questions may reach him at 501-372-3232. His Web site is [www.planyourcity.com](http://www.planyourcity.com).*



# Trees offer more than just good looks

In addition to making our communities more attractive, trees improve air and water quality, conserve energy and enhance property values.

By John Slater



PHOTO BY JOHN SLATER

Hot Springs' trees provide numerous benefits to the Spa City.

*The following article first appeared in the October 2006 issue of City & Town and is taken from one of my favorite brochures on urban forestry. It is produced by the U.S. Department of Agriculture Southern Region and is reprinted with the permission of the U.S. Forest Service. I have passed out many of these brochures over the years.—John Slater.*

## “Urban and Community Forestry: Improving Our Quality of Life”

“I think that I shall never see a poem as lovely as a tree.”

These words by American poet Joyce Kilmer capture the love most people share for trees. This sentiment may be especially appropriate in urban areas where trees are particularly noticeable and play critical roles in the quality of life. Trees are also major capital assets in our cities and towns, as much an integral part of the scene as streets, sidewalks, and buildings. They represent a major component of the “green infrastructure.”

### What trees do

Trees are not only beautiful in themselves but add beauty to their surroundings. Trees add color to the urban scene, soften the harsh lines of buildings, screen unsightly views, and provide privacy and security, while contributing to the general character and sense of place in the communities.

### Trees improve air quality

Air pollution is the bane of most cities and many towns. At its worst, it can be seen and smelled and even felt. Since the emission of many air pollutants increases with higher temperatures, trees can improve air quality by lowering air temperatures. Trees further their cleansing work by absorbing pollutants into their leaves and trapping and filtering through their leaves, stems, and twigs.

### Trees clean water and reduce stormwater runoff and erosion

Trees influence the flow of water in several ways. Their leafy canopy catches precipitation before it reaches the ground, allowing some of it to gently drip and the rest to evaporate. This interception lessens the force of storms and reduces runoff and erosion. Research indicates that 100 mature trees intercept about 100,000 gallons of rainfall per year in their crowns, reducing runoff and providing cleaner water.

### Trees temper local climate

Trees modify local climate chiefly by lowering air temperature and increasing humidity; they can also influence wind speed and reduce glare. Inner cities are

commonly known as “heat islands” because the buildings and pavement absorb energy and radiate it back. Trees lining streets or near buildings provide shade that can reduce the heat island effect, lessening the amount of air conditioning needed. Evaporation of water from trees though the transpiration process also has a cooling effect, especially in hot climates or seasons.

### **Trees conserve energy**

In addition to reducing the heat island effect, community trees can conserve energy with their shading and evapotranspiration effect. For example, three or more large trees strategically placed on sunny sides of a house shade it from the hot summer sun, thus reducing the air-conditioning cost as much as 30 percent. Deciduous trees are best for this use because they lose their leaves in winter, exposing the house to the warming winter sun, which lowers the energy needed to heat the house. Coniferous trees, because they retain their needles year-round, make fine screens and serve well as windbreaks when placed in the path of the prevailing winds, usually the north and northwest sides. These trees can also reduce energy use in a house by shielding it from the most severe cold.

These energy savings, spread over many houses and many neighborhoods, can reduce the demand for power production by utility plants, which in turn reduces the air pollutants produced by these plants.

### **Trees are good for the economy**

Community trees provide subtle but real economic benefits. The value of houses on lots with trees is usually higher than those of comparable houses on lots without trees. Studies have shown that shoppers linger longer along a shaded avenue than on one barren of trees. Shaded thoroughfares are not only more physically comfortable but also psychologically more attractive. And an abundance of trees “says something” about a community that makes it more appealing to newcomers as well as residents. In addition to enhancing the home and business environment, recreation areas such as parks, greenways, and river corridors that are well stocked with trees, tend to keep recreation seekers at home rather than driving many miles to find suitable places to play.

### **Trees create habitat for plants and animals**

Wherever trees are established, wildlife and other plants are sure to follow. Trees and associated plants provide shelter and food for a variety of birds and small animals. The presence of trees creates an environment that allows the growth of plants that otherwise would not be there, enhancing the diversity.

### **Trees improve health**

The health benefits of cleaner air and water are self-evident. Green environments also reduce stress in people, making them more productive at work and happier at home. Trees and their associated vegetation have a relaxing effect on humans, giving them a general feeling of calmness and well-being. Among those who benefit from the proximity of trees are hospital patients. Studies show that patients with a window view of greenery recover faster and suffer fewer complications than those without such views.

### **Trees serve as screens**

Densely planted rows of trees around homes and buildings and along streets and roads can serve as screens to preserve privacy and shut out unwanted or unsightly views. Wide belts of such plantings can also help to muffle sound.

### **Trees promote community**

A stronger sense of community, an empowerment of inner-city residents to improve neighborhood conditions, and the promotion of environmental responsibility and ethics can be attributed to involvement in urban forestry efforts. Active involvement in tree-planting programs enhances a community’s sense of social identity, self-esteem and ownership; it teaches residents that they can work together to choose and control the condition of their environment. Conversely, a loss of trees within a community can have significant psychological effect on residents.

### **What you can do as community leaders**

“Never doubt that a small group of citizens can change the world. Indeed it is the only thing that ever has.”—Margaret Mead

Cities and towns make harsh environments for trees, so we must give them special care and protection. Establishing and maintaining community trees and forests can be challenging and costly, but the benefits described here are well worth the time, trouble and money spent. Trees in urban settings often need to be protected, planted (or transplanted) and tended. This is both an individual and community responsibility.

### ***Make a memory...Plant a tree***



*John Slater is urban forestry partnership coordinator with the Arkansas Forestry Commission. Contact him at 501-984-5867, or at [john.slater@arkansas.gov](mailto:john.slater@arkansas.gov).*



# Walk, don't ride

Cities can help fight complacency and obesity by providing opportunities for walking, biking and other activities.

By Dwight Heasley

According to Moore's Law, "The number of transistors on a chip will double about every two years." Gordon Moore, co-founder of Intel, made this statement in 1965. The statement has held true for over 40 years. The stagecoach was once the optimal way to transport letters and mail. We now we have the ability to send and receive messages instantly. Newspapers are in danger of becoming yesterday's news. Today we have the ability to receive news instantly online. Facebook, Twitter and many other news/gossip media sites keep us updated on the world around us. I remember as a child getting a set of encyclopedias and then receiving the updates each year on what had changed. Urban sprawl was once a way to get away from the crowded city center and to get closer to nature.

Urban sprawl, highways, shopping malls and "big box" stores are now taking over our lives. Today we drive to eat breakfast, lunch and dinner. We drive to church. We drive to our friend's house on the other side of the city. We drive three blocks to buy groceries and drive to the farmers market. We even drive to the gym to exercise! We drive to the park to enjoy the outdoors and watch our children and grandchildren play sports. And we wonder why our society is becoming obese. How can we combat this epidemic that has been growing for more than 20 years?

According to statistics, Colorado has the lowest population of obese people with 18 percent being considered obese, while all other states have more than 20 percent. Arkansas is recorded as having a 29 percent obesity rate. Society has taken many years to get to this point and it will take several more years to create the paradigm shift necessary to create a healthy community. Cities can help promote this by creating healthy alternatives such as constructing sidewalks, trails, bike lanes and community parks within walking distance.

The Arkansas Parks and Recreation Association (ARPA) has been promoting the use of parks and recreation since 1964. ARPA has over 200 professionals, students, citizens and commercial vendors who are all working to improve park and recreational opportunities in Arkansas.

Each year ARPA has traditionally held a three-day conference in late winter to focus on the topics listed above and how to creatively combat these issues to create healthy communities. This year, however, we are hosting

a traveling mini-conference. The traveling conference will be held in three cities: Bryant on Sept. 22, Searcy on Sept. 23 and in Fort Smith on Sept. 24. A dedicated group of park professionals will travel to each city and present a wealth of information for maintenance professionals, recreation directors and park directors. The morning will be filled with roundtable discussions to address the constraints and opportunities of our current economic environment and how it has affected our cities and towns. A mowing rodeo will be held each afternoon to allow everyone a chance to win a few prizes while demonstrating the latest in equipment.

ARPA believes that this is the best way for professionals to meet and present their stories on how they are dealing with the situation at hand. The best ideas are always those that come from someone who has tried and perfected them. We welcome every professional park maintenance, recreation and director you can spare for one day to gain insight on the profession. ARPA even has ideas your volunteers who mow the ballfields can use for seasons to come.

Please visit [www.arkarpa.org](http://www.arkarpa.org) to register online and view the events that will be held at each location. Each location is within a short drive to all in the state and the fee is only \$10 per person. Please choose a day when you or your faculty can attend.



*Save the Date!*

**Arkansas Recreation and Parks Association Presents**

## Mini Conferences

**For Park Managers and Maintenance Personnel**

- Bryant, AR September 22, 2010
- Searcy, AR September 23, 2010
- Fort Smith, AR September 24, 2010

- Network with Peers from Across the State
- Maintenance Rodeo
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Visit [www.arkarpa.org](http://www.arkarpa.org) for more information.

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*Dwight Heasley is a landscape architect with CEI in Bentonville and the ARPA's Northwest Region Director. Contact Dwight at [northwest.director@arkarpa.org](mailto:northwest.director@arkarpa.org).*

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# GIS gives communities economic edge

Utilizing GIS technology can give cities and towns a competitive edge when attracting new business to the area.

By Inderpreet "Sunny" Singh Farmahan

**G**eographic Information Systems, commonly known by the acronym GIS, integrate hardware, software managing and analyzing data at different geographies and is displayed in the form of maps. In its application, GIS has proven to be very useful in site selection, impact analysis, suitability analysis and many other studies needed for economic development by government and private industries. There are a number of varying ways in which we all can and do utilize GIS as an economic development tool.

Using GIS spatial data can be represented in layer format and statistical analysis can be performed for a defined geographic area. GIS is used to map land use by industry, type and other geological features, which can be an asset when planning economic development projects. Locations of railroads, major highways and airports in relation to the project site can be shown in a layered map, which will not only save time to physically locate these amenities but also save a lot of money that can be used for other projects. Custom GIS applications can be used to map the regional and local data dynamically using an online mapping website and feeding it with live data collected for the region by different local agencies.

Local and state governments use GIS for legislative reform, voting registration, zoning and land use control, property listing, housing development, community development, demographic reports, marketing and emergency route management. Demographic and economic data are available for all census geographies, which can be represented on a map with each data as a layer shown in different symbols. Economic developers usually use GIS for expanding economic activity in their community in order to reach the community's economic goals.

Selecting a site for new business is one of the most important uses of GIS in the recent economy. The manufacturing sector has the highest rate of return to the local economy over other businesses, and that's why most of the economic developers are using GIS to help businesses to locate new manufacturing plants near the major cities and all the logistics that might be useful to the industry. GIS applications designed to assist economic developers to select a new site for a business usually have features like address locator, information of a geography for the surrounding area, proximity analysis including drive times and demographic studies, available infrastructure with photographs, and other utilities available at or near the selected site. This use of GIS applications helps economic developers and the potential businesses to see the sites, infrastructure, transportation and other local amenities available without leaving their office, hence saving money and time.

Economic developers work very closely with private business in the utilities, transportation and telecommunication industries. These industries benefit the local economy through their increased sales and coverage areas. These companies conduct suitability analysis using GIS to find the best areas of growth, types of economic development projects and environmental and transportation factors that might influence the development. Lawmakers use GIS to find the areas of growth and understand the economic growth in those areas so that they can implement a similar model in the less developed regions.

Asset management is another area where GIS is very useful. Many times companies are relocating and do not want to build new facilities for the short duration of the project or other logistic reasons. The inventory of existing facilities, amenities available near these facilities available through a GIS application can be used to find an already built facility which can be leased for the duration of the project saving time and helping the local economy by creating jobs.

Using GIS for economic development projects by government or private agencies requires that the application be online and customized to assist economic developers and businesses so they can save travel time and make better decisions based on accurate data. For this reason most of the GIS applications are customized for a specific need. Entergy Arkansas has developed a site selection website ([www.arkansassiteselection.com](http://www.arkansassiteselection.com)) for economic development activities in Arkansas that uses a custom GIS application, demographic data and many other useful features to help businesses find sites for expansion and new facilities.

## Where do I get help?

The use of GIS applications in economic development decisions and other local government decisions is technically involved, but it is critical to successful implementation of economic development in our communities.

The GIS lab at UALR's Institute for Economic Advancement can conduct a wide range of GIS studies and offer technical assistance in support of local economic development. For more information about GIS and its applications, please feel free to contact our office. The Institute has the data, the staff and the expertise to provide valuable guidance. For further information, call us at 501-569-8519.



*Inderpreet "Sunny" Singh Farmahan is director of the GIS Applications Laboratory at UALR's Institute for Economic Advancement.*

# New trends in economic development

## Part 1: Uncovering the new sweet spot of economic development

*This is the first in a four-part series focusing on the hottest trends and principals of economic development that will benefit each and every Arkansas community, and highlighting innovative programs in Arkansas and other states that offer models of this new sweet spot of economic development.*

By Daniel Hintz and Paul Esterer, guest writers

Arkansas can no longer rely simply on manufacturing and agriculture to ensure a sustainable economic future for our state. With steadily increasing global competition for businesses, innovation and creativity are increasingly becoming the new competition parameters for those public and private entities charged with developing financially robust communities. Creating a unique sense of place is vital to attract businesses in this market and needs to be the dominant discipline of the economic developer. Our new job description is creating the “It Factor” in our communities.

As Sir Colin Marshall, former British Airways chairman, stated, “We have to go beyond the function and compete on the basis of providing an experience.” For those that work with hard numbers, this It Factor is certainly hard to define, but in simple terms “It” is the total experience your community offers. That which makes your community unique and authentic is the economic driver.

In today’s economy, people want to spend less time and money on their goods and services, but they continue to spend more time and money on relevant experiences. The emerging competitive advantage for economic development is to design and stage communities as integrated experiences that connect the emotional, physical, intellectual and aesthetic.

### Enter the “experience economy”

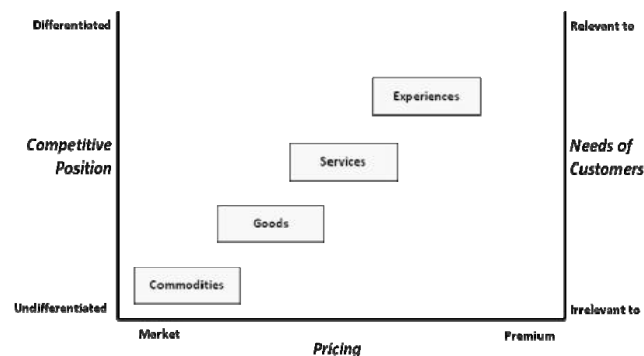
Economists Joe Pine and Jim Gilmore first identified this fundamental shift in the economy in their 1998 article “Beyond Goods and Services,” and then expanded their theory on how companies could forestall a drop in their value—and actually charge premiums for their offerings—by depicting and staging experiences in their 1999 book *The Experience Economy: Work is Theatre & Every Business a Stage*.

The evolution of our economy can be defined through what Pine and Gilmore call the Progression of Economic Value (POEV). We’ll use the coffee bean as an illustration of this progression.

A coffee bean is a commodity, and its value is strictly

determined by supply and demand. Roast it, and it becomes a good, progressing in its value. Brew it up, and you have provided a service and can charge more. Build an experience around that cup of coffee—like Starbucks has done—and you can now charge significantly more for that cup of coffee and make a nice profit.

### Activating your experience economy



\*Copyright Joe Pine and Jim Gilmore

Pine and Gilmore identified four realms in designing and staging a compelling experience: entertainment, educational, escapist and aesthetic. The sweet spot of this new economic development model resides in the intersection of these four elements. Prior to setting the stage for experience design within your own community, here are some questions you might ask:

How do we improve the aesthetics of the experience, compelling people to hang out and simply be in the space? How can we keep people engaged so they can become active participants in their own experience within the space?

What can we include within the space that helps people expand their information about our community in an active and participatory way?

How do we keep people entertained to get people to stay in the space and make the experience more fun and enjoyable?

### Experience Arkansas

Arkansas has the bones to create amazing natural and authentic experiences, and is nimble enough to

see **Experience**, page 27



# Easy on the eyes

We can all do our eyes a favor by making regular eye exams part of a healthy lifestyle.

By Bhairavi V. Kharod, M.D.

**I**n Arkansas taking care of our eyes becomes even more important when you consider that our state ranks third nationally in new blindness cases each year.

In addition to eye exams, here are several ways to help protect our eyes throughout our lives.

## Ultraviolet rays linked to eye diseases

Even with summer winding down, there are still plenty of outdoor activities going on. We should never forget the potential damage to the eyes that can be done by the sun's ultraviolet light.

Exposure to ultraviolet rays increases the risk for such common diseases as cataracts, macular degeneration and eye cancers. Expensive sunglasses aren't necessary, as long as they have 100 percent UVA and UVB protection.

Cataracts, which cause "clouding" of the lens, is inevitable for most people after they hit about age 40. In its early stages, cataracts cause glare that's often noticed during nighttime driving. The television eventually becomes blurrier and prescription glasses won't help. Fortunately there are surgical treatments for cataracts.

Macular degeneration is a disease of primarily older and Caucasian patients. The disease is characterized by damage to the central retina and reduction of central vision. Sun exposure and smoking are linked to macular degeneration. While treatments exist to slow the disease progression, existing vision loss is often irreversible.

Glaucoma is a disease that African-Americans are especially at risk of getting. Glaucoma begins with the loss of peripheral vision and can claim all vision without treatment. Having a family history of glaucoma also is a risk factor, along with high eye pressures and old age. Glaucoma can be treated, but existing damage cannot be reversed, and patients must follow strict treatment regimens to preserve their sight.

## Avoiding eye trauma

In the hands of children, things like fireworks, BB

and paintball guns are predictable eye hazards that cause many vision-threatening injuries. Adults also risk eye injuries in predictable situations, often when on the job. For weekend warriors involved in eye-threatening activities, polycarbonate eye coverings are a must.

## Poor hygiene linked to infections

Although a wonderful alternative to eyeglasses for millions of people, contact lenses can cause infections when wearers don't use good hygiene. Contact lens-related infections can and have claimed people's vision for the rest of their lives. To avoid infection, wash your hands before cleaning and placing contacts in the eyes and before removing them, never sleep or swim while wearing contacts, and be sure the contact lens solution has not reached its expiration date.

## Technology aids patients

The diagnosis and treatment of eye diseases have improved dramatically in the last decade with new research and exciting technology to aid eye physicians and surgeons. One of the latest imaging technologies, the Pentacam, can be found at the Harvey & Bernice Jones Eye Institute at the University of Arkansas for Medical Sciences.

The Pentacam, one of only 25 in the nation, provides the best, most useful view of the anterior segment of the eye available. The device can alert doctors to diseases years earlier than before and help with diagnosis and treatment of eye injuries. The Pentacam allows doctors to better predict problems that may occur years later in patients seeking vision correcting refractive surgery, such as LASIK or PRK.

By age 50, yearly dilated eye exams are necessary to rule out cataracts, glaucoma or macular degeneration. And anyone with diabetes needs an annual eye exam because diabetes can cause numerous vision problems that can lead to blindness.



*Bhairavi V. Kharod, M.D., is Assistant Professor, Cataract and Refractive Service, Harvey & Bernice Jones Eye Institute, University of Arkansas for Medical Sciences.*

# Volunteer Community of the Year nominations open soon

It's time to consider nominating your town for the annual Arkansas Volunteer Community of the Year awards. The awards, co-sponsored by the Arkansas Municipal League, the Governor's Office and the DHS Division of Volunteerism, honor 12 communities each year for outstanding citizen volunteerism. To download the nomination form and instructions online, visit [www.arkansas.gov/dhs/adov](http://www.arkansas.gov/dhs/adov) and follow the link to

"Community of the Year Awards."

Nominations will be accepted beginning in July. The nomination deadline is September 30. If you have any questions about the nomination process, call 501-682-7540 and provide your name, address and telephone number.

## Experience, continued from page 25

implement policy locally and statewide to accomplish these goals. A local think tank called Downtown Arkansas made up of a dedicated group of people is pressing forward with new ideas and evaluating similar programs in other states to find invocative tools for Arkansas. Programs in other states like DREAM Missouri and Iowa Great Places are good examples for Arkansas to look to for its new programs.

As Arkansas economic development groups start to work together, some of the existing programs and policies can be tweaked to create experiences that people want to live, work and play in. Once people absorb these unique, Arkansas experiences, they will want to visit more often, and even live and work within this environment rather than seek a better place. That better place is right here in Arkansas.

*Daniel Hintz is the executive director of Downtown Bentonville, Inc. Contact Daniel at 301 NE Blake Ave., Bentonville, AR 72712; call 479-254-0254; or email [daniel@downtownbentonville.org](mailto:daniel@downtownbentonville.org).*

*Paul Esterer is Bentonville-based commercial banker, real estate developer and advisor, community development consultant, founder of Grubb & Ellis/Solomon Partners, and founder and CEO of Vanadis 3 Companies. Contact Paul at 609 SW 8th St., Bentonville, AR 72712; call 479-271-6118; or email [pesterer@vanadis3.com](mailto:pesterer@vanadis3.com).*

# Fairs & Festivals

- Aug. 12-14, **CAVE CITY**, 31st Cave City Watermelon Festival, 870-283-5959, [www.cavecityarkansas.info](http://www.cavecityarkansas.info)
- Aug. 14, **GRAVETTE**, 117th Gravette Day, 479-790-7296, [www.gravettearkansas.com](http://www.gravettearkansas.com)
- Aug. 27-28, **ROGERS**, 26th Frisco Festival, 479-936-5487, [www.friscofestival.com](http://www.friscofestival.com)
- Sept. 6, **RECTOR**, 69th Rector Labor Day Picnic, 870-595-3591
- Sept. 10-11, **DIAMOND CITY**, 5th Diamond City Festival, 870-422-7575, [dchamber@diamondcity.net](mailto:dchamber@diamondcity.net)
- Sept. 11, **KENSETT**, Kensett Heritage Festival, 501-742-5723, [kensettheritagefest@yahoo.com](mailto:kensettheritagefest@yahoo.com)
- Sept 15-18, **MAYNARD**, Maynard Pioneer Days,

870-547-8013

- Sept. 18, **BEEBE**, 17th Beebe Fall Fest, 501-882-6295, [rcouch@broadbandbeebe.com](mailto:rcouch@broadbandbeebe.com), [www.beebeark.org](http://www.beebeark.org);
- MARIANNA**, Autumn on the Square, 870-295-2469, [chamcom@att.net](mailto:chamcom@att.net), [www.mariannaarkansas.org](http://www.mariannaarkansas.org);
- SHERWOOD**, 34th Sherwood Fest, 501-833-3790, [amy@sherwoodparks.com](mailto:amy@sherwoodparks.com)
- Sept. 18-19, **PRAIRIE GROVE**, 24th Cane Hill Harvest Festival, 479-848-0137, [canehillfestival@yahoo.com](mailto:canehillfestival@yahoo.com)
- Sept. 25, **BRYANT**, 25th Fall Fest of Bryant, 501-847-4702, [bryantcofc@aristotle.net](mailto:bryantcofc@aristotle.net), [www.bryant-ar.com](http://www.bryant-ar.com);
- NEWPORT**, 13th Depot Days Festival, 870-523-3618, [director@newportarchamber.org](mailto:director@newportarchamber.org), [www.newportarchamber.org](http://www.newportarchamber.org);
- PLAINVIEW**, 4th Plainview Frontier Day, 479-272-4766, [patbailey@arkwest.com](mailto:patbailey@arkwest.com)





## Municipal Property Program

Your Municipal Property Program offers broad coverage for your municipal property. The limits of coverage are \$50 million per occurrence per member for damages from fire, windstorm and other incidents in excess of \$5,000.

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

The Municipal Property Program's 2009 annual meeting in November adopted rates according to the following scale for 2010. See the new rates below.



FIRE CLASS I	—	.0014	X	covered value	=	Premium
FIRE CLASS II	—	.0015	X	covered value	=	Premium
FIRE CLASS III	—	.0017	X	covered value	=	Premium
FIRE CLASS IV	—	.0019	X	covered value	=	Premium
FIRE CLASS V	—	.002	X	covered value	=	Premium
FIRE CLASS VI	—	.0022	X	covered value	=	Premium
FIRE CLASS VII	—	.0025	X	covered value	=	Premium
FIRE CLASS VIII	—	.0027	X	covered value	=	Premium
FIRE CLASS IX	—	.003	X	covered value	=	Premium
FIRE CLASS X	—	.0033	X	covered value	=	Premium

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



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For 2010, new additions to the Municipal Health Benefit Fund are:

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- Increased well baby care visits
- Hearing aid benefit
- HIPAA authorization to release medical information (form in booklet and on Web site)
- Clarification of retiree coverage

The Municipal Health Benefit Fund provides quality health protection for your officials and employees at a reasonable rate.

For further information, please call 501-374-3484, ext. 111.



# Hardy takes on hunger through USDA program

By Cathy Moran, League staff

Set in the Ozark foothills of Sharp County, Hardy, population 754, is a quaint city with a reputation for crafts, antique shopping and rivers, but this summer it will be known also for its outreach to needy children and parents.

The USDA sponsors a Special Nutrition Program, which is administered in the state through the Department of Human Services. Mayor Nina Thornton and Recorder/Treasurer Carolyn Groves were delighted to learn of this program and organized plans to implement it this summer in the community starting on June 21.

Groves volunteered to head the project, which lasted six weeks. Hardy was an "open site," which meant that any child up to age 18 who wished to have lunch during this time needed only show up and they could be fed for five days a week. Mornings were spent at the local grocery and deli picking up the items for the day's lunch. Then crock pots, trays and containers were set up at the fire station, where volunteers and the firemen assisted in the distribution. Some days were sandwich and trimmings times; some were hot meals with vegetables; some saw barbeque plates, and, of course, there was a pizza day.

The children came pouring in for the good food. They averaged about 57 children a day, with some days as many as 83. The local library is next door to the fire station, and a couple of days of week, after a reading

program, the children came right over for their lunch. Groves related stories of needy children from outlying homes who met new friends during the summer. She told of one four-year-old boy whose parents were both in jail. His foster parents brought him, and they were trying to teach him to use a fork and spoon.

The children were not the only beneficiaries of the program. Arkansas, Florida and Hawaii are three pilot states chosen to be part of a three-year program that will also feed adults. In Hardy, about 17 parents showed up each day along with their children to take advantage of the lunch program.



Hardy Mayor Nina Thornton, at left in white, and Recorder/Treasurer Carolyn Groves, at right in print shirt, serve nutritional meals to needy children and adults. The city hopes to secure funding to continue and expand the successful pilot program.

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## October is Act 833 funding deadline

The deadline to apply for 2010 State Fire Grant Act 833 funds through the office of Fire Protection Service is October 31. Applications must be postmarked by that date to qualify for the 2010 funding year. For more information on the grant program, call Jimmy Woods at 501-683-6781.

# New U.S. 82 bridge opens at Lake Village

By Justin Mazzanti, guest writer



PHOTO BY JUSTIN MAZZANTI

State and local leaders from Arkansas and Mississippi, including Lake Village Mayor JoAnne Bush, center in print dress, cut the ribbon on the new U.S. Hwy. 82 Mississippi River Bridge at Lake Village and Greenville, Miss.

LAKE VILLAGE—The new \$336 million U.S. Hwy. 82 bridge over the Mississippi River between Lake Village and Greenville, Miss., is almost ready for traffic. Dignitaries from Arkansas and Mississippi and several hundred spectators gathered at the center of the bridge on the morning of July 26 for the historic ribbon cutting on the nine-year cooperative construction project.

Mississippi Department of Transportation Director Larry Brown said the bridge was expected to be open to through traffic by the end of that week.

The cable-stayed bridge towers 425 feet above the Mississippi River with four lanes and outside shoulders that are each 12 feet wide. The main span of the bridge is 1,378 feet, making it the fourth longest cable-stayed bridge in North America and one of the longest bridges of any type on the Mississippi River, said Dick Hall, commissioner of Mississippi's Central District Transportation.

Glenn Bolick with the Public Affairs Office of the Arkansas State Highway and Transportation Department said the bridge's four construction contracts would add up to approximately \$300 million, but with added miscellaneous costs from both states like right-of-ways, utilities, and miscellaneous engineering, the total cost was about \$336 million.

The new bridge replaces a 70-year-old, two-lane

structure about a half-mile upriver. The old bridge was built just south of a sharp bend in the river, making it hard to keep a line of barges straight and was frequently struck by barges.

Lake Village Mayor JoAnne Bush, who led the ribbon cutting ceremony's invocation, said that the opening of the new bridge would be historic and expressed excitement for it finally being open to increase traffic flow.

She said also that she thought the bridge itself would be added to the local tourist attraction sites, though she expressed sadness that there will be westbound traffic exiting off such a state-of-the-art bridge onto a two-lane highway in Arkansas. Westbound motorists will travel on two lanes as far as the intersection of Highways 65 and 82 before transitioning onto the newly constructed four-lane highway, she said.

Other four lane highway projects are already under construction in Lake Village and on Hwy. 65 North in Dumas and Gould, she said.

During the ribbon cutting ceremony, Arkansas Highway and Transportation Department Director Dan Flowers said all of the four-lane projects including the area leading up to the bridge on Hwy. 82 East would be completed in 2011.

*Justin Mazzanti is a reporter with the Chicot County Spectator in Lake Village.*



# AHPP awards nearly \$1.4 million in historic preservation grants, city properties make National Register

The Arkansas Historic Preservation Program, an agency of the Department of Arkansas Heritage, has awarded \$1,382,913 in grants for projects in 34 counties through its County Courthouse Restoration Subgrant, Historic Preservation Restoration Grant and Certified Local Government Subgrant programs, the agency has announced.

Fifteen counties shared \$1 million in County Courthouse Restoration Subgrants for rehabilitation of county courthouses across Arkansas. Counties receiving grants were Baxter, Columbia, Conway, Crawford, Jackson, Lafayette, Lincoln, Mississippi, Monroe, Newton, Perry, Poinsett, Prairie, Randolph and Woodruff.

Thirteen projects across the state shared \$297,013 in Historic Preservation Restoration Grants, which rehabilitate buildings on the Arkansas and National Registers of Historic Places and owned by local governments or nonprofits. Municipal recipients of the grants, amounts and properties to be restored were Altus, \$15,000 for tuckpointing at the German-American Bank; Crossett, \$30,000 for roof restoration at the municipal auditorium; Menifee, \$26,000 for exterior rehabilitation at the Menifee Gym; Prescott, \$10,000 for restoration of the Prescott Missouri-Pacific Railroad Depot; and Searcy, \$30,520 for exterior rehabilitation at the Black House.

Fourteen recipients shared \$85,900 in grants through the Certified Local Government program, which is open to cities and counties that contain a historic district commission and a historic district protected by local ordinance, as well as to cities and counties that are seeking to join the CLG program. The

grants provide training and can fund other preservation projects. Municipal grant recipients and amounts included Conway, \$5,400 for training and signage in the Robinson Historic District; El Dorado, \$8,500 for training and technical assistance; Eureka Springs, \$4,500 for training; Fayetteville, \$4,500 for training; Fort Smith, \$4,500 for training; Helena-West Helena, \$8,100 for training and technical assistance; Hot Springs, \$12,000 for training and documentation and National Register nomination for the proposed Whittington Avenue Historic District; Little Rock, \$2,600 for training; Morrilton, \$7,000 for training, technical assistance and documentation of a residential neighborhood; North Little Rock, \$8,500 for training and technical assistance; Osceola, \$4,500 for training; Pine Bluff, \$6,800 for training and signage for the Pine Bluff Commercial Historic District; Texarkana, \$4,500 for training; and Van Buren, \$4,500 for training.

In other historic preservation news, several municipal properties and downtown historic districts are among 10 properties in the state to be named to the National Register of Historic Places in recent months.

They include West Memphis City Hall at West Memphis in Crittenden County, Main Street Commercial Historic District at Little Rock in Pulaski County, the Mountain Home Commercial Historic District at Mountain Home in Baxter County, the Cherry Street Historic District Boundary Expansion at Helena-West Helena in Phillips County, the Walnut Street Commercial Historic District at Walnut Ridge in Lawrence County, and the Century Flyer miniature train at Conway in Faulkner County.



# Outsource to Arkansas, other rural areas, magazine suggests

Companies looking for skilled, low-cost labor should forget India and China and consider Arkansas, a July 8 article in *Money Magazine* (money.cnn.com) suggests. With national unemployment hovering near 10 percent, companies are looking to job-hungry parts of the country to outsource work that once went overseas.

Calling it “ruralsourcing,” “rural outsourcing” or “onshoring,” companies are recognizing that smaller towns need jobs and offer cheaper costs of living than urban areas.

Jonesboro is one beneficiary of onshoring, the article reports. Human Genome Sciences, a Rockville, Md., biotech company chose to go with Rural Sourcing, Inc., which has a team of software experts in Jonesboro. Onshoring with workers in places like Jonesboro can seem much less risky than outsourcing to countries with different laws, business practices, language barriers and drastically different time zones, believes David Evans, an IT director at Human Genome Sciences.

“There’s a real desire to keep things onshore,” Evans told the magazine. “There’s a backlash against offshoring. There are a lot of horror stories, a lot of jokes.”

Human Genome Sciences pays Rural Sourcing about

\$55 an hour for technical support, which is about 15 percent higher than rates they were quoted by the Indian outsourcing firm they’d considered employing, but it’s half of what hiring a Washington, D.C. area firm would have cost the company.

Rural Sourcing was launched in Atlanta in 2004 and opens centers in mid-size cities like Jonesboro that are near universities and where average salaries and cost-of-living are lower. The company now counts GlaxoSmithKline and R.J. Reynolds as clients and continues to grow, CEO Monty Hamilton told *Money*.

“Companies are stumbling upon us, and it’s growing gangbusters,” Hamilton said. “There’s no reason why we can’t put a lot of people to work.”

Jonesboro employee Zachariah Carlson, 27, is one of Rural Sourcing’s employees at its 60-person development center. Carlson graduated last fall from Arkansas State University with a computer science degree. He bristles at the suggestion he is “cheap labor,” however. He may not draw a Silicon Valley salary, but he’s where he and his family want to be, he said.

“The reason we’re low-cost is because we’re in a more rural area with a lower cost of living,” he said. “I didn’t have to sacrifice anything to get where I am.”



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## Obituaries

**Edward Cunningham**, 84, a former Jonesboro police chief, died July 19.



# Take advantage of private giving

A DOE grant of nearly \$750,000 will help Lake Village turn downtown's historic Tusheck building into the city's new municipal offices.

By Chad Gallagher

Great things come to those who wait. If this saying is true then Lake Village Mayor JoAnne Bush and the city of Lake Village have great things in store. They prove that with vision, patience, perseverance and diligent work the job will get done and it will be worth it. The city just received a big boost with a grant for \$749,209 to help convert the historic Tusheck building into city hall. The funds from the U.S. Department of Energy are to be used for renewable energy projects such as retrofitting buildings for energy improvements.

This project is special to me for several reasons. First, I simply love historic downtowns. Historic downtowns are full of rich heritage and unique architecture. Downtowns are entrusted with preserving a community's history and already possess the necessary infrastructure for economic development. The condition of a community's downtown also speaks volumes about a town: how well the community is taken care of, community creativity and land utilization. Most importantly, if a community has a downtown, it must decide whether it will be a dilapidating liability or a beautiful asset. I commend the communities that choose the latter.

Secondly, this project has great meaning to me because I've been involved with it from the first day. On Oct. 16, 2007, I conducted my first community site visit on behalf of the League in Lake Village. I could use this entire space to talk about all the great things going for Lake Village but instead will simply recommend you visit for yourself. On the initial site visit I toured the community with Mayor Bush and we talked about the need for a new community facility and municipal building. Ideally, this would be in the commercial downtown—a beautiful spot overlooking Lake Chicot. The downtown is a mix of revitalized buildings and those needing revitalization. We recommended the city revitalize a downtown building to serve as an anchor for the area and help spur further revitalization.

Mayor Bush led the effort to make this a reality. She worked with a local family and secured the donation of the historic Tusheck building. Constructed in 1906, the building sits at the corner of Main and North Court streets, just across the street from the Chicot County Courthouse. It is the perfect location for city hall. Over time the family was persuaded and caught the mayor's vision to see the former jewelry shop and store restored and again be used by Lake Village residents for

generations to come. The building has a strong presence on the corner. Having observed the city's history for more than a century, it will soon become the seat of government for the municipality. Securing the building was only the first step in a long process. After securing the building, the mayor began the long process of assessments, architectural design, environmental evaluations and grant applications. Turning a secure but neglected building from an empty, unused space into a state-of-the-art community facility complete with a city council chamber, public meeting areas and all municipal offices would require more than vision. It would require approximately \$1.5 million. This, however, did not deter her efforts. She continued with a steady eye locked in on the desired result and a determination to overcome every obstacle and find solutions to any idea that didn't prove successful.

Less than three years later the mayor is halfway there in terms of funding the project, and I assure you that the job will get done. The recent award from the DOE will ensure that the building is not only restored but also restored in the most energy efficient, environmentally friendly way possible. This will reduce long-term cost for the city and show the entire Delta that the best new green projects utilize buildings already built. This is the ultimate recycling program.

In the end, Lake Village will have a much needed new municipal building (current municipal departments are spread across the city in a undesirable mix of space that is neither efficient nor sufficient), a beautiful historic landmark will be fully revitalized, property values of hard working business owners downtown will be improved, the town will have lost an eyesore and gained an asset and the city will have modeled restoration and energy efficiency. The city's vision and patience are the foundation on which this kind of success can be had. When the project is complete, I will be at the ribbon cutting. I hope to tell you all about it.



*Chad Gallagher is principal of Legacy Consulting and a former mayor of DeQueen. Contact him at 501-580-6358 or by e-mail at [chad.gallagher@legacyincorporated.com](mailto:chad.gallagher@legacyincorporated.com).*



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# Mayor, League staff share perspectives on African conference

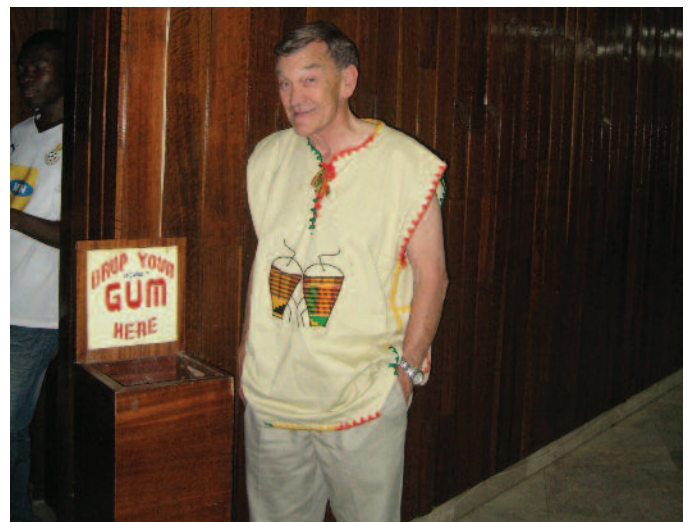
By Andrew Morgan, League staff



League Assistant Director Ken Wasson, center, visits with youth participants at May's AGSC conference.

African nations are working to build a stronger union with a focus on bringing together political leaders and local traditional leaders—or royals—to develop good governance practices and sustainable development within African communities and across the continent. League staff members Ken Wasson, John Wilkerson and Sherman Banks, and Star City Mayor Gene Yarbrough had the unique opportunity in May to join the discussion by attending “Africa Speaks,” an African Global Sister Cities Foundation (AGSCF) conference held May 10-15 in Accra, Ghana. Each returned with a greater perspective on the challenges they face.

The conference had two main components, said Ken Wasson, the League’s assistant director. On one hand there was the broad promotion of goodwill, cooperation and economic development through the



Star City Mayor Gene Yarbrough admires Accra’s efforts to keep pedestrians’ shoes free of chewing gum.

Sister Cities program. Paralleling this was the discussion and debate about the role of traditional leadership and the chieftaincy tradition in modern Africa.

"In some instances it became a very spirited debate," he said. Wasson, whose parents were medical missionaries in Africa, lived in Nigeria from the age of two to 16. "It was a lot like going home," he said of the Ghana trip.

The traditional roles of the royal leaders have been that of community spokesmen, dispute resolution and other aspects of local governance. The challenge now, Wasson said, is finding a way to merge the traditional leadership with the political leadership of a modern democratic society.

"It was a fascinating discussion," Wasson said of witnessing the debate and likened it to watching our founding fathers' efforts to forge a new form of government. "I would compare it to being a page at our Constitutional Convention in 1787."

One point of contention in Ghana is that chiefs are excluded from the country's parliament. Though leaders on both sides agree that there should be a role in government for the traditional leaders, how large that role should be is at the center of the debate.

In our work as local government leaders in Arkansas, we might compare their debate to our concept of "home rule," Wasson said, where we contend that local leadership is in the best position to make certain decisions at the local level. Wasson participated in two panel discussions covering this issue and culture and economic development.

"I was able to offer some encouragement that good governance is an ongoing, evolving process," Wasson said.

Both sides of the debate want democracy to work, Wasson said. They are dedicated to moving forward, embracing change while preserving tradition, and witnessing their dedication was most rewarding, he said.



John Wilkerson, League staff attorney, pauses on the steps of the conference center.

League staff attorney John Wilkerson ended up on a panel discussing an issue familiar to cities and towns back home: disaster preparedness. The discussion highlighted some of the struggles the communities face when it comes to the everyday workings of local government. Who is in charge when disaster strikes? Many communities aren't coordinated to deal with emergencies, Wilkerson said.

"Many times they can't just pick up the phone and call and say, 'Hey, come help us out,'" Wilkerson said.

With traditional local leaders feeling left out of the modern government, the discussion devolved quickly. "It got pretty heated," Wilkerson said, with chiefs arguing they were better suited to run local governments. In a lot of ways it was the "classic argument" of centralized government vs. local government we have here, Wilkerson said, echoing Wasson's observations.

"I was fascinated by it, honestly," Wilkerson said.

The conference also had a focus on youth leadership and their role in shaping Africa's future. Wilkerson attended several of the youth events and was impressed by their energy and devotion to creating a better future.

Overall, Wilkerson's experience was eye-opening. "People there have the same desires, the same needs as we do," Wilkerson said. Despite a bout with "traveler's stomach" toward the end of the trip, "It was tough to leave," he said.

Former president of Sister Cities International and regular *City & Town* contributor Sherman Banks remarked also on the challenges discussed at the chieftaincy conference.

"The mix of leadership is a difficult challenge," Banks said. "The traditional leaders are perpetual. They will always be the leaders of the community. Political leaders will come and go."

Finding a balance in that situation is far from easy, he said. And Ghana isn't the only nation struggling with the issue. Creating a sense of cooperation among the leadership across the African Union is tough, Banks said.

The conference itself is a sign of the progress that has been made in recent years, he said. It was the first time many of the traditional and political leaders had gathered in one place to discuss the issues.

"It's a good sign," Banks said. "It was rewarding to see the people coming together with a desire to make a difference."

Regarding the debate among the chiefs and government leaders, "Both sides have real good points," Star City Mayor Gene Yarbrough said. On one hand, tradition is very important. On the other, to succeed as a modern society, governance must improve. Despite some animosity, Yarbrough





From left, past Sister Cities International President Sherman Banks, Moroccan SCI liaison Boubkar Mazoz, and Prince Kwame Kludjeson, AGSC President Chair and Ghanaian businessman.

witnessed cooperation.

“All were willing to work together, though some were very protective of their territory,” he said.

The conference gave Yarbrough the opportunity to work on a direct connection with local leaders in Ghana, and Star City will soon be an official Sister City with Afigya-Kwabre in Ghana. Yarbrough and his African counterpart, Chief Nana Kwame, have signed a resolution to establish the official relationship.

Yarbrough looks forward to working with the Africans on economic development projects, agriculture partnerships, educational exchange programs and more. While in Ghana, he took the opportunity to visit the seaport. He hopes to ship Arkansas rice, soybeans and more to Ghana. The country is poised to grow, Yarbrough said. “They’re going to be a powerhouse someday. It wouldn’t hurt us to know what they know.”

Yarbrough is already working on a program to get

much needed school, library and other learning materials to Ghana, including a program to send them our “e-waste.” If we have a computer that’s outdated, the mayor said, they could still use it. “Don’t think ‘e-waste,’ think ‘e-Ghana,’” Yarbrough said. He encourages other cities in Arkansas to contact him if they have e-waste to donate.

Yarbrough will again have a chance to visit with Star City’s African friends later this year, when Little Rock hosts an AGSC conference on agriculture and youth healthcare. Sherman Banks, as former president of Sister Cities International, will chair the conference. Originally set for early August, the conference has been rescheduled for late September at the Doubletree Hotel in Little Rock. To learn more and to register for the conference, visit [www.africaglobalconference.com](http://www.africaglobalconference.com), or contact Sherman Banks at 501-376-8193, e-mail [sbanks@aristotle.net](mailto:sbanks@aristotle.net) or write to P.O. Box 165920, Little Rock, AR 72216.

# Guard armory now Charleston city offices

By Sherman Banks

CHARLESTON—Mayor Sherman Hiatt is proud to explain how the city of Charleston ended up renovating the local National Guard armory for city use. In the early 1970s, under then Gov. Winthrop Rockefeller, Charleston was chosen as a location to build a new National Guard armory. Although the funds—75 percent federal, 25 percent from the state—to build the armory were in place, the city had one major roadblock: There was no land on which to build it.

To complete the project a local land owner sold a five-acre plot to the Charleston Industrial Development Corporation, which was made up of citizens of the city. The Corporation gave the five-acre plot to the National Guard to build the armory.

When the federal government decided to close many armories across the country, Charleston's was on the short list to be cut. Since the city had originally given the land to the National Guard to build the armory, they returned the favor and gave the property, including the armory, back to the city. Charleston decided to renovate the building for city purposes. The city also gave two to two-and-half acres to the fairground, which already had property contiguous to the armory.

The city contracted with a local architect to draw up plans for the construction of city offices in the 10,800-square-foot building. With substantial savings in the coffers, the city had the flexibility to borrow the money to complete the renovation, which came to about \$30 per square foot. And with the help of their district legislator, Rep. Steve Breedlove, they secured a grant of \$5,000 for the parking lot, curbs, sidewalks and landscaping.

The external architecture of the 40-year-old building's character was maintained, but internally the facility has been completely renovated to accommodate most city offices: the police department, the district court (the old municipal court), the clerk's office and other city agencies.

The results are exceptional, Hiatt says, and he is proud of what Charleston has accomplished. The city received the deed from the National Guard in December 2009 and moved into the renovated building in June of this year, just six months later.

The success of any project like the renovation of the armory requires the full commitment of not only the office of the mayor and the city council, but the community as whole, Hiatt believes.



Charleston in just six months converted the former National Guard armory into the city's new municipal complex.



The armory's old kitchen now serves as a great place for city employees to take a break and enjoy lunch.



Contact Sherman Banks at 501-376-8193, email [sbanks@aristotle.net](mailto:sbanks@aristotle.net), or write to P.O. Box 165920, Little Rock, AR 72216.



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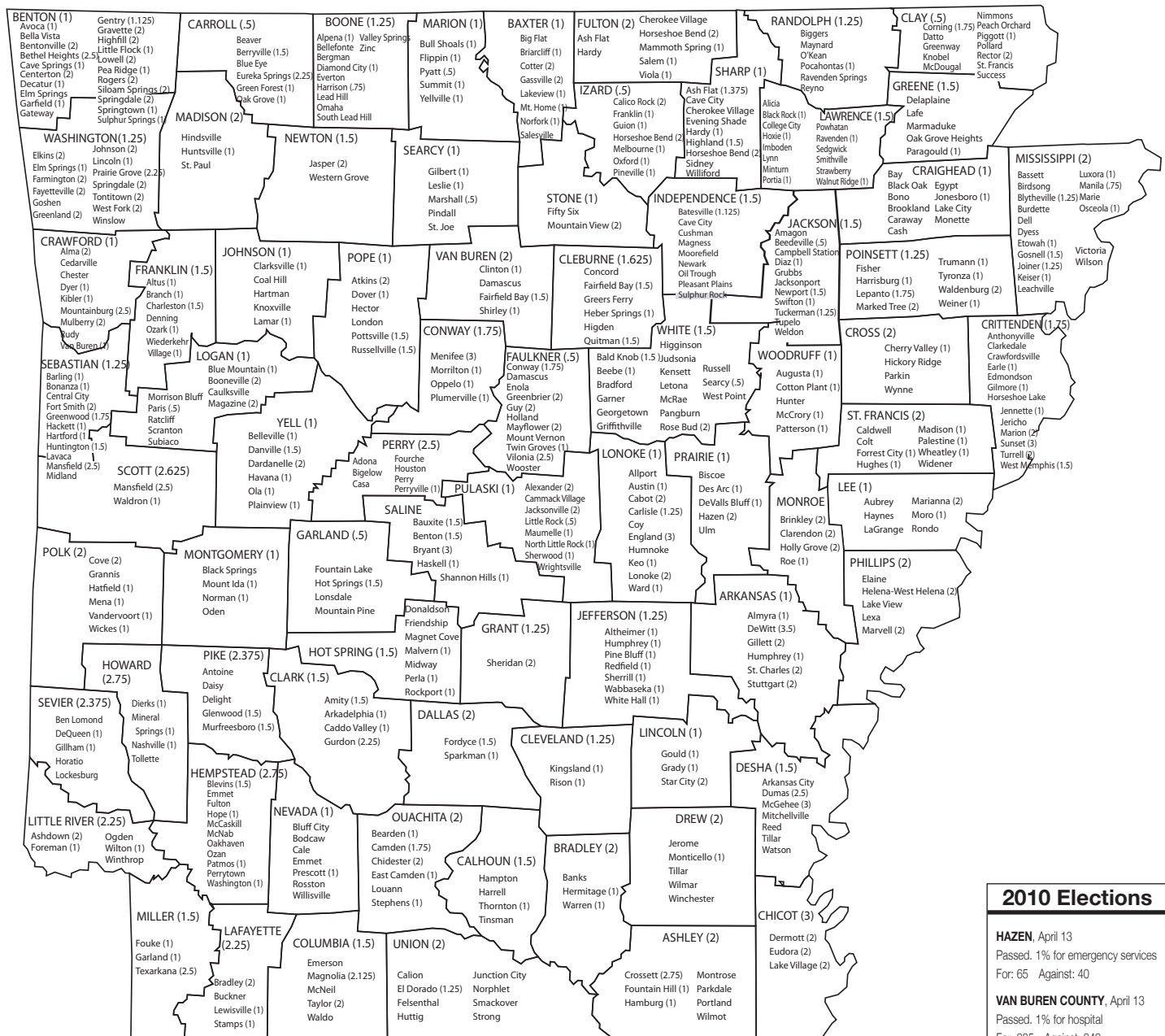


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# Local Option Sales and Use Tax in Arkansas





# July 2010 Municipal Levy Receipts and June 2010 Municipal/County Levy Receipts with 2009 Comparison (shaded gray)

Alexander	32,100.59	33,072.20	Grady	2,525.82	4,115.85	Patmos	86.52	404.64	Decatur	21,814.09	21,935.51
Alma	193,560.61	210,763.00	Gravette	50,986.58	38,353.54	Patterson	1,340.58	916.10	Elm Springs	215.82	217.02
Almyra	2,349.79	1,518.84	Green Forest	27,317.57	35,434.79	Pea Ridge	25,223.22	23,598.83	Garfield	8,134.63	8,179.91
Alpena	2,676.99	2,216.09	Greenbrier	139,268.71	118,095.24	Perla	2,083.12	1,890.54	Gateway	8,201.04	8,246.68
Altzheimer	2,300.33	3,023.50	Greenland	8,670.66	9,835.91	Perryville	18,768.17	18,829.64	Gentry	40,440.74	40,665.83
Altus	6,481.67	5,390.58	Greenwood	162,143.57	163,596.51	Piggott	30,353.63	29,831.24	Gravette	31,409.64	31,584.47
Amity	9,165.11	7,799.03	Guion	1,576.35	1,208.07	Pine Bluff	569,249.25	614,111.19	Highfill	10,857.24	10,917.67
Arkadelphia	143,844.95	144,694.58	Gurdon	27,642.52	27,698.31	Pineville	1,688.40	1,532.66	Little Flock	42,914.33	43,153.19
Ash Flat	79,193.05	85,532.52	Guy	4,117.99	6,936.45	Plainview	4,066.15	3,612.93	Lowell	89,348.13	89,845.45
Ashdown	94,659.33	101,003.47	Hackett	5,322.12	4,000.89	Plumerville	4,671.81	4,125.39	Pea Ridge	38,946.62	39,163.40
Atkins	47,586.48	44,474.88	Hamburg	25,360.86	24,453.88	Pocahontas	108,030.88	111,544.55	Rogers	657,344.60	661,003.44
Augusta	36,021.81	23,016.43	Hardy	17,399.94	17,831.03	Portia	2,734.70	2,519.00	Siloam Springs	180,007.76	181,009.71
Austin	8,888.02	5,651.13	Harrisburg	21,395.52	25,655.92	Pottsville	21,909.03	18,018.34	Springdale	33,385.19	33,571.02
Avoca	2,778.32	4,522.97	Harrison	215,859.45	233,689.48	Prairie Grove	65,912.81	71,787.92	Springtown	1,892.55	1,903.08
Bald Knob	52,989.06	101,598.29	Harrison Special			Prescott	43,004.24	89,375.69	Sulphur Springs	11,139.47	11,201.48
Barling	20,799.58	24,740.43	Hartford	1,597.45		Pyatt	1,434.06		Benton County		
Batesville	300,285.37	33,890.79	Haskell	11,927.63	9,008.62	Quitman	30,639.08	21,960.76	Special Aviation	10,516.28	8,460.16
Bauxite	11,202.39	10,056.63	Hatfield	3,104.42	3,288.53	Ravenden	2,545.22	2,616.68	Boone County	302,428.50	323,544.03
Bearden	11,238.33	9,927.03	Havana	2,592.54	3,852.65	Rector	26,151.17	29,924.31	Alpena	3,166.68	3,387.77
Beebe	75,098.43	71,867.91	Hazen	30,691.83	28,748.37	Redfield	16,787.01	16,853.10	Bellefonte	4,398.16	4,705.24
Beehive	111.02	119.88	Heber Springs	148,355.20	139,857.20	Rison	11,821.94	11,919.11	Bergman	4,475.13	4,787.58
Belleville	2,829.76	1,961.83	Helena-West Helena	287,310.73	254,400.95	Rockport	3,217.59	3,700.85	Diamond City	8,026.64	8,587.06
Bella Vista	87,615.86		Hermitage	3,469.40	2,949.91	Roe	373.33	487.73	Everton	1,869.22	1,999.73
Benton	630,174.59	609,870.53	Highfill	62,976.62	60,483.78	Rogers	1,941,412.34	1,928,321.93	Harrison	133,616.11	142,945.18
Bentonville	1,392,949.68	1,473,799.55	Highland	21,032.54	16,940.74	Rose Bud	17,204.33	349,692.49	Lead Hill	3,155.68	3,376.01
Berryville	165,366.59	170,114.43	Holly Grove	25,867.25	29,332.68	Russellville	897,092.64	862,817.12	Omaha	1,814.24	1,940.91
Bethel Heights	47,139.07	48,282.37	Hope	5,160.18	4,992.63	Salem	19,704.57	20,327.47	South Lead Hill	967.60	1,035.15
Black Rock	4,518.00	3,111.41	Horsehoe Bend	145,026.91	158,832.41	Searcy	280,407.66	257,314.53	Valley Springs	1,836.23	1,964.44
Blevins	1,589.19	1,779.39	Hot Springs	19,576.52	23,049.81	Shannon Hills	10,894.76	10,918.88	Zinc	835.65	894.00
Blue Mountain	206.78	120.95	Hoxie	14,499.83	15,944.32	Sheridan	173,799.43	168,949.49	Bradley County	108,332.26	31,842.65
Blytheville	287,543.39	218,780.67	Hughes	14,285.27	10,133.33	Sherill	659.76	1,088.00	Banks	727.51	725.21
Bonanza	1,699.28	1,463.09	Humphrey	1,914.27	2,337.37	Shenwood	389,381.28	365,937.88	Hermitage	4,662.13	4,647.37
Booneville	84,229.00	88,273.75	Huntington	2,216.01	2,085.33	Shirley	3,237.90	4,952.28	Warren	39,055.15	38,931.56
Bradley	5,188.35	7,392.97	Huntsville	9,390.25	44,736.88	Siloam Springs	495,401.31	478,728.34	Calhoun County	25,131.47	53,012.20
Branch	1,798.96	1,879.60	Imboden	5,244.01	5,244.01	Sparkman	3,186.85	3,077.46	Hampton	6,450.36	13,606.35
Briarcliff	1,528.45	1,254.48	Jacksonville	565,702.26	562,957.06	Springdale	1,651,204.63	1,691,627.64	Harrell	1,196.93	2,524.80
Brinkley	94,328.26	97,902.99	Jasper	27,786.47	26,396.24	Springtown	434.33	305.89	Thornton	2,111.99	4,455.02
Bryant	850,580.96	809,832.42	Jennette	99.25	91.60	St. Charles	1,888.06	1,963.74	Tinsman	306.38	646.28
Bull Shoals	14,098.69	14,860.58	Johnson	40,073.75	46,790.33	Stamps	12,158.36	13,376.43	Carroll County	149,057.79	152,767.31
Cabot	642,178.89	617,993.97	Joiner	1,706.80	2,169.54	Star City	67,988.27	65,876.26	Beaver	561.35	575.31
Caddo Valley	16,402.70	32,605.09	Jonesboro	1,092,672.64	1,050,613.79	Stephens	4,896.14	5,010.61	Blue Eye	212.72	218.01
Calico Rock	22,992.51	21,657.28	Keiser	2,986.67	2,829.74	Stuttgart	305,574.59	329,212.61	Chicot County	186,612.99	178,528.52
Camden	271,125.51	264,908.06	Keo	1,293.84	1,171.55	Sulphur Springs	1,287.89	1,182.45	Dermott	21,125.25	20,210.06
Carlisle	26,308.98	29,986.67	Kibler	1,413.57	1,451.62	Summit	2,265.13	2,265.28	Eudora	15,952.87	15,261.76
Cave Springs	9,076.80	9,073.99	Kingsland	924.33	1,033.08	Sunset	787.59	1,158.77	Lake Village	15,975.51	15,283.42
Centerton	66,511.12	68,233.38	Lake City	170.83	35.74	Swifton	2,892.17	3,587.27	Clark County	260,310.96	327,890.79
Charleston	24,876.14	22,323.79	Lake Village	65,568.95	59,545.95	Taylor	6,282.36	6,256.93	Clay County	46,660.65	46,275.71
Cherry Valley	6,661.63	1,678.25	Lakeview	4,300.22	4,869.22	Texarkana	346,022.09	336,995.16	Datto	287.37	285.00
Chidester	2,499.00	2,574.65	Lamar	7,554.82	6,272.76	Texarkana Special	172,751.18	168,380.81	Greenway	722.87	716.91
Clarendon	26,665.89	25,560.97	Lepanto	24,023.60	18,725.17	Thornton	876.66	907.50	Knobel	1,060.60	1,051.85
Clarksville	162,723.74	168,269.96	Leslie	4,836.45	3,923.80	Tontitown	86,853.72	91,432.10	McDougal	577.70	572.94
Clinton	95,307.28	93,670.26	Lewisville	6,837.01	7,417.46	Trumann	67,056.20	67,386.56	Nimmons	296.26	293.81
Conway	1,808,686.68	1,575,565.37	Lincoln	17,513.02	19,168.26	Tuckerman	16,264.47	16,631.75	Peach Orchard	577.70	572.94
Corning	74,673.10	75,656.14	Little Flock	4,936.99	5,074.24	Turrell	5,326.23	6,299.29	Pollard	711.02	705.15
Cotter	10,339.87	10,482.86	Little Rock	1,858,072.95	1,791,723.18	Twin Groves	1,431.67	830.75	St. Francis	740.65	734.54
Cotton Plant	1,955.21	1,587.15	Lonoke	127,307.49	106,025.60	Tyronza	2,490.71	3,672.73	Success	533.27	528.86
Cove	8,863.70	7,480.77	Lowell	183,461.65	176,278.72	Van Buren	298,753.53	298,130.34	Cleburne County	386,158.22	395,751.52
Crossett	294,255.18	341,098.47	Luxora	3,157.99	2,739.53	Vandervoort	399.90	415.27	Concord	3,225.71	3,305.84
Danville	42,706.06	37,031.99	Madison	966.49	1,171.67	Vilonia	71,279.67	61,474.46	Fairfield Bay	1,846.88	1,892.76
Dardanelle	163,673.72	146,980.34	Magazine	10,386.32	7,090.31	Viola	2,754.60	2,526.67	Greers Ferry	11,764.34	12,056.60
Decatur	12,942.01	14,325.27	Magnolia	391,315.82	387,492.21	Wabbaseka	659.96	594.26	Heber Springs	81,363.71	83,385.02
DeQueen	101,635.72	87,550.41	Malvern	136,268.59	143,622.58	Waldenburg	10,059.25	9,248.15	Higden	1,277.63	1,309.37
Dermott	23,495.08	17,234.97	Mammoth Spring	8,246.56	9,477.54	Waldron	44,387.65	46,222.20	Quitman	8,652.48	8,867.45
Des Arc	17,097.92	3,174.27	Manila	14,334.80	19,246.94	Walnut Ridge	63,466.60	61,048.96	Cleveland County	32,013.28	33,283.60
DeValls Bluff	4,023.36	3,687.15	Mansfield	29,312.69	28,225.78	Ward	17,244.21	15,546.68	Kingsland	1,598.22	1,661.64
DeWitt	146,084.16	113,997.18	Marianna	72,702.45	64,978.72	Warren	60,188.95	56,665.68	Rison	4,524.13	4,703.64
Diamond City	2,253.52	2,384.74	Marion	156,085.07	161,597.07	Washington	1,525.29	740.68	Columbia County	356,394.67	325,543.27
Diaz	2,679.11	2,984.31	Marked Tree	51,176.67	48,107.16	Weiner	8,286.22	6,812.03	Emerson	593.77	542.37
Dierks	15,953.15	14,862.65	Marshall	13,261.26	13,555.99	West Fork	24,102.69	22,535.08	Magnolia	19,460.44	17,775.84
Dover	17,325.27	18,360.06	Marvell	21,040.08	17,284.61	West Memphis	518,443.47	547,265.98	McNeil	1,094.92	1,000.14
Dumas	124,558.10	124,372.91	Maumelle	183,084.68	141,256.71	Wheatley	3,759.50	2,691.32	Taylor	936.14	855.10
Dyer	1,280.53	1,478.67	Mayflower	51,442.75	51,638.25	White Hall	54,860.96	47,093.70	Waldo	2,636.40	2,408.18
Earle	24,837.43	25,089.70	McCrary	17,836.94	17,082.28	Wickes	1,834.91	3,033.18	Conway County	308,043.13	323,696.27
East Camden	4,023.36	3,687.15	McGehee	143,817.37	138,833.78	Wiederkehr Village	197.46	2,150.63	Menifee	3,528.86	3,708.18
El Dorado	466,974.92	484,451.14	Melbourne	29,418.28	28,786.76	Wilton	1,669.76	1,339.65	Morrilton	74,321.59	78,098.22
Elkins	37,133.70	37,180.81	Mena	130,239.30	148,417.10	Wynne	22.71		Oppelo	8,226.44	8,644.46
Elm Springs	3,870.08	2,974.19	Menifee	6,980.52	7,607.52	Yellville	22,725.71	18,990.07	Plumerville	9,690.16	10,182.58
England	59,981.12	64,620.54	Mineral Springs	4,123.53	2,918.35	COUNTY SALES AND USE			Craighead County	260,556.62	235,901.27
Eltowah	379.90	433.43	Monticello	165,949.71	159,718.76	Arkansas County	246,668.33	281,234.81	Bay	27,876.96	25,239.08
Eudora	26,857.35	26,985.79	Moro	2,799.12	2,671.91	Ashley County	285,207.04	302,376.41	Black Oak	4,429.34	4,010.21
Eureka Springs	193,539.53	189,906.92	Morrilton	142,359.62	130,622.62	Crossett	47,147.86	49,986.14	Bono	23,416.64	21,200.83
Fairfield Bay	24,418.32	24,565.36	Mount Ida	18,649.50	17,463.78	Fountain Hill	1,229.54	1,303.56	Brookland	20,628.95	18,676.92
Farmingdon	66,075.92	61,774.17	Mountain Home	349,927.53	351,555.88	Hamborg	23,500.47	24,915.19	Caraway	20,892.23	18,915.29
Fayetteville			Mountain Pine		1.07	Montrose	4,067.54	4,312.40	Cash	4,553.24	4,122.38
Fayetteville	2,557,253.43	2,671,084.01	Mountain View	163,883.52	159,986.28	Parkdale	2,915.33	3,090.83	Egypt	1,564.21	1,416.19
Flippin	45,575.70	43,786.81	Mountainburg	12,838.46	12,472.41	Portland	4,268.59	4,525.56	Jonesboro	859,771.79	778,415.31
Fordyce	47,920.62	80,029.76	Mulberry	23,2							

Gilmore.....	1,490.02	1,520.33	Swifton.....	7,249.30	7,231.70	Marie.....	985.46	931.01	Bonanza.....	8,083.57	7,766.24
Horseshoe Lake.....	1,827.00	1,857.02	Tuckerman.....	14,623.45	14,587.94	Osceola.....	80,981.18	76,506.34	Central City.....	8,350.92	8,023.10
Jennette.....	632.75	645.62	Tupelo.....	1,473.17	1,469.59	Victoria.....	538.35	508.61	Fort Smith.....	1,262,357.87	1,212,802.39
Jericho.....	1,043.24	1,064.46	Weldon.....	832.29	830.27	Wilson.....	8,568.04	8,094.57	Greenwood.....	111,848.92	107,458.15
Marion.....	50,466.70	51,493.21	Jefferson County.....	356,427.75	580,107.96	Montgomery County.....	41,708.02	38,895.60	Hackett.....	10,914.39	10,485.93
Sunset.....	1,775.77	1,811.90	Alzheimer.....	10,047.94	10,914.85	Black Springs.....	633.37	590.66	Hartford.....	12,141.08	11,664.47
Turrell.....	4,883.38	4,982.71	Humphrey.....	3,363.36	3,653.55	Mount Ida.....	5,450.32	5,082.80	Huntington.....	10,820.03	10,395.28
West Memphis.....	156,860.09	160,050.67	Pine Bluff.....	464,759.16	504,857.73	Norman.....	2,350.14	2,191.67	Lavaca.....	28,701.39	27,574.68
Cross County.....	245,973.91	231,605.39	Redfield.....	9,752.80	10,594.37	Oden.....	1,222.30	1,139.87	Mansfield.....	11,103.11	10,667.25
Cherry Valley.....	6,240.88	5,876.32	Sherrill.....	1,062.11	1,153.75	Nevada County.....	26,811.43	25,601.32	Midland.....	3,978.88	3,822.68
Hickory Ridge.....	3,404.12	3,205.26	Wabbaseka.....	2,722.72	2,957.63	Bluff City.....	855.97	817.34	Sevier County.....	254,972.57	217,581.17
Parkin.....	14,201.54	13,371.96	White Hall.....	39,888.29	43,329.77	Bodcaw.....	834.30	796.65	Ben Lomond.....	1,084.04	925.07
Wynne.....	76,370.96	71,909.78	Johnson County.....	104,683.88	105,844.31	Cale.....	406.32	387.98	DeQueen.....	49,599.24	42,325.57
Dallas County.....	125,792.76	134,236.58	Clarksville.....	70,028.15	70,804.42	Emmet.....	2,600.42	2,617.55	Gillham.....	1,617.46	1,380.26
Desha County.....	95,391.52	92,723.96	Coal Hill.....	9,081.25	9,181.92	Prescott.....	19,969.07	19,067.78	Horatio.....	8,577.70	7,319.79
Arkansas City.....	4,876.59	4,740.22	Hartman.....	5,407.02	5,466.96	Rosston.....	1,435.65	1,370.85	Lockesburg.....	6,117.10	5,220.03
Dumas.....	43,367.69	42,154.94	Knoxville.....	4,635.88	4,687.27	Willitsville.....	1,018.50	972.53	Sharp County.....	62,922.52	69,387.09
McGehee.....	37,837.02	36,778.94	Lamar.....	12,837.14	12,979.43	Newton County.....	50,157.77	30,081.26	Ash Flat.....	7,765.75	8,563.60
Mitchellville.....	4,114.88	3,999.81	Lafayette County.....	65,969.47	65,311.27	Jasper.....	2,080.33	1,944.76	Cave City.....	15,005.83	16,547.50
Reed.....	2,276.84	2,213.17	Bradley.....	2,495.56	2,470.66	Western Grove.....	1,700.20	1,589.39	Cherokee Village.....	30,577.16	33,718.61
Tillar.....	273.22	265.58	Buckner.....	1,755.31	1,737.80	Ouachita County.....	280,381.74	245,538.18	Evening Shade.....	3,703.67	4,084.18
Watson.....	2,384.48	2,317.80	Lewisville.....	5,695.91	5,639.08	Bearden.....	7,751.63	6,788.32	Hardy.....	5,790.47	6,385.37
Drew County.....	283,995.61	277,338.28	Stamps.....	9,445.90	9,351.65	Camden.....	90,635.54	79,372.09	Highland.....	7,853.37	8,660.21
Jerome.....	478.79	467.57	Lawrence County.....	122,243.14	126,372.58	Chidester.....	2,480.52	2,172.26	Horseshoe Bend.....	39.82	43.92
Monticello.....	95,196.04	92,964.49	Alicia.....	770.80	796.84	East Camden.....	6,215.09	5,442.73	Sidney.....	2,190.34	2,415.37
Tillar.....	2,154.56	2,104.05	Black Rock.....	3,811.46	3,940.21	Louann.....	1,343.62	1,176.64	Willford.....	501.79	553.33
Wilmar.....	5,943.25	5,803.93	College City.....	1,429.96	1,478.27	Stevens.....	7,937.67	6,951.25	St. Francis County.....	163,006.80	144,259.22
Winchester.....	1,988.02	1,941.41	Hoxie.....	14,974.73	15,480.59	Perry County.....	88,101.42	87,109.38	Caldwell.....	8,046.52	7,121.08
Faulkner County.....	597,222.37	579,263.91	Imboden.....	3,636.04	3,758.86	Adona.....	722.35	714.21	Colt.....	6,368.00	5,635.60
Damascus.....	834.28	809.19	Lynn.....	1,674.49	1,731.06	Bigelow.....	1,270.87	1,256.56	Forrest City.....	255,654.20	226,251.14
Enola.....	1,329.19	1,289.22	Minturn.....	606.01	626.48	Casa.....	807.33	798.24	Hughes.....	32,307.18	28,591.50
Holland.....	4,079.47	3,956.81	Portia.....	2,567.55	2,654.29	Fourche.....	227.91	225.34	Madison.....	17,079.38	15,115.06
Mount Vernon.....	1,018.10	987.49	Powhatan.....	265.79	274.77	Houston.....	614.19	607.27	Palestine.....	12,822.51	11,347.78
Wooster.....	3,648.20	3,538.49	Ravenden.....	2,716.40	2,808.16	Perry.....	1,212.93	1,199.27	Wheatley.....	6,437.22	5,696.86
Franklin County.....	139,056.71	130,327.47	Sedgwick.....	595.37	615.49	Perryville.....	5,632.00	5,568.59	Widener.....	5,796.94	5,130.26
Altus.....	6,127.30	5,742.66	Smithville.....	388.06	401.17	Phillips County.....	145,264.71	138,816.58	Stone County.....	77,928.12	79,535.61
Branch.....	2,677.41	2,509.34	Strawberry.....	1,504.38	1,555.20	Elaine.....	11,169.90	10,674.09	Fifty Six.....	1,501.45	1,532.42
Charleston.....	22,236.77	20,840.87	Walnut Ridge.....	26,180.54	27,064.91	Helena-West Helena.....	193,852.70	185,247.86	Mountain View.....	26,491.88	27,038.34
Denning.....	3,037.40	2,846.73	Lee County.....	9,810.86	25,923.48	Lake View.....	6,856.90	6,552.54	Union County.....	407,687.56	417,797.18
Ozark.....	26,436.64	24,777.09	Aubrey.....	340.70	900.23	Lexa.....	4,274.26	4,084.54	Calion.....	11,881.58	12,176.21
Wiederkehr Village.....	345.00	323.33	Haynes.....	329.91	871.72	Marvell.....	18,013.89	17,214.28	El Dorado.....	528,259.42	541,358.89
Fulton County.....	86,459.61	93,402.27	LaGrange.....	188.08	496.96	Pike County.....	163,750.25	160,982.85	Felsenthal.....	2,839.41	2,909.82
Ash Flat.....	8.95	9.67	Marianna.....	7,987.13	21,104.58	Antoine.....	1,140.98	1,121.70	Huttig.....	17,586.75	18,022.85
Cherokee Village.....	3,620.38	3,911.10	Moro.....	371.53	981.70	Daisy.....	863.05	848.47	Junction City.....	15,872.22	16,265.81
Hardy.....	120.83	130.53	Rondo.....	365.36	965.41	Delight.....	2,274.65	2,236.21	Norphlet.....	17,583.74	18,019.77
Horseshoe Bend.....	31.33	33.84	Lincoln County.....	50,345.74	45,377.56	Glenwood.....	15,410.58	15,150.14	Smackover.....	48,968.02	50,182.30
Mammoth Spring.....	5,132.98	5,545.16	Gould.....	6,445.72	5,809.65	Murfreesboro.....	12,901.88	12,683.84	Strong.....	14,626.79	14,882.67
Salem.....	7,119.94	7,691.67	Star City.....	2,583.23	2,328.31	Poinsett County.....	114,458.90	109,584.35	Van Buren County.....	270,841.65	346,822.99
Viola.....	1,705.03	1,841.93	Grady.....	12,204.87	11,000.48	Fisher.....	1,898.04	1,817.21	Clinton.....	29,681.08	29,043.98
Garland County.....	652,975.89	640,068.22	Little River County.....	196,233.08	201,792.92	Harrisburg.....	15,700.00	15,031.37	Damascus.....	1,867.74	2,391.71
Fountain Lake.....	3,077.91	3,017.07	Ashdown.....	39,225.28	40,336.65	Lepanto.....	15,227.42	14,626.79	Fairfield Bay.....	22,989.05	29,438.35
Lonsdale.....	888.00	870.45	Foreman.....	9,229.96	9,491.47	Marked Tree.....	20,054.75	19,200.66	Shirley.....	3,348.02	4,287.26
Mountain Pine.....	5,809.65	5,694.80	Ogden.....	1,755.74	1,805.49	Trumann.....	49,341.85	47,240.48	Washington County.....	1,154,340.54	1,190,659.08
Grant County.....	137,560.73	148,004.66	Wilton.....	3,601.74	3,703.78	Tyrone.....	6,575.09	6,295.07	Elkins.....	18,844.90	19,437.81
Greene County.....	347,924.80	334,899.22	Winthrop.....	1,526.03	1,569.26	Waldenburg.....	572.99	548.59	Elm Springs.....	15,530.85	16,019.49
Delaplaine.....	1,399.08	1,346.70	Logan County.....	67,169.23	95,390.01	Weiner.....	5,443.44	5,211.61	Farmington.....	54,305.25	56,013.83
Lafe.....	4,241.31	4,082.52	Blue Mountain.....	711.81	1,010.88	Polk County.....	230,557.18	276,512.26	Fayetteville.....	874,412.42	901,923.70
Marmaduke.....	12,756.97	12,279.37	Booneville.....	22,201.00	31,528.63	Cove.....	7,100.06	8,515.26	Goshen.....	11,328.03	11,684.44
Oak Grove Heights.....	8,008.91	7,709.07	Caulksville.....	1,256.46	1,784.35	Grannis.....	10,659.36	12,784.00	Greenland.....	13,662.93	14,092.80
Paragould.....	242,547.61	233,467.16	Magazine.....	4,934.16	7,007.21	Hatfield.....	7,452.28	8,937.68	Johnson.....	34,933.11	36,032.20
Hempstead County.....	547,098.36	478,449.16	Morrison Bluff.....	399.05	566.70	Mena.....	104,498.74	125,327.62	Lincoln.....	27,175.22	28,030.22
Blevins.....	3,778.14	3,304.07	Paris.....	19,990.07	28,388.79	Vandervoort.....	2,224.56	2,667.96	Prairie Grove.....	38,262.23	39,466.06
Emmet.....	269.13	235.36	Ratcliff.....	1,029.97	1,462.71	Wickes.....	12,513.14	15,007.28	Springdale.....	659,601.65	680,354.42
Fulton.....	2,536.01	2,217.80	Scranton.....	1,197.14	1,700.11	Pope County.....	320,737.32	317,771.26	Tontitown.....	30,579.65	31,541.77
Hope.....	109,887.02	96,098.54	Subiaco.....	2,367.31	3,361.94	Atkins.....	38,658.26	38,300.77	West Fork.....	30,760.42	31,728.22
McCasill.....	869.49	760.39	Lonoke County.....	247,393.96	753,822.79	Dover.....	17,851.57	17,686.49	Winslow.....	6,010.49	6,199.59
McNab.....	776.33	678.92	Allport.....	1,308.20	1,245.83	Hector.....	6,796.76	6,733.91	White County.....	941,446.37	996,579.74
Oakhaven.....	558.96	488.82	Austin.....	6,231.98	5,934.84	London.....	12,424.91	12,310.01	Bald Knob.....	46,014.77	48,709.50
Ozan.....	838.44	733.23	Cabot.....	157,200.28	149,705.12	Pottsville.....	17,072.50	16,914.62	Beebe.....	70,670.66	74,809.30
Patmos.....	631.42	552.19	Carlisle.....	23,733.01	22,601.44	Russellville.....	318,104.60	315,162.87	Bradford.....	11,467.85	12,139.44
Perrytown.....	2,639.52	2,308.32	Coy.....	1,194.89	1,137.92	Prairie County.....	26,277.10	23,516.63	Garner.....	4,071.09	4,309.50
Washington.....	1,531.96	1,339.71	England.....	31,067.17	29,585.91	Biscoe.....	2,776.45	2,484.78	Georgetown.....	1,806.19	1,911.96
Hot Spring County.....	242,999.78	309,339.68	Humnocke.....	2,884.22	2,746.70	Des Arc.....	11,274.95	10,090.49	Griffithville.....	3,755.72	3,975.67
Donaldson.....	2,311.28	2,942.27	Keo.....	2,420.68	2,305.27	DeValls Bluff.....	4,567.14	4,087.35	Higginson.....	5,418.56	5,735.89
Friendship.....	1,460.50	1,859.22	Lonoke.....	44,159.47	42,053.98	Hazen.....	9,548.42	8,545.33	Judsonia.....	28,411.61	30,075.46
Magnet Cove.....	3,211.69	4,088.49	Ward.....	26,576.02	25,308.91	Ulm.....	1,195.73	1,070.13	Kensett.....	25,673.66	27,177.17
Malvern.....	63,957.20	81,417.77	Madison County.....	154,750.37	146,784.56	Pulaski County.....	908,293.42	885,414.98	Letona.....	2,881.30	3,050.03
Midway.....	2,424.72	3,086.67	Hindsville.....	442.95	420.15	Alexander.....	2,917.23	2,843.75	McRae.....	9,475.32	10,030.21
Perla.....	815.33	1,037.92	Huntsville.....	12,083.78	11,461.77	Cammack Village.....	14,094.30	13,739.28	Pangburn.....	9,374.97	9,923.99
Rockport.....	5,615.12	7,148.08	St. Paul.....	962.69	913.13	Jacksonville.....	507,394.65	494,614.21	Rose Bud.....	6,149.64	6,509.77
Howard County.....	307,114.10	279,614.31	Marion County.....	80,627.10	77,151.49	Little Rock.....	3,106,053.80	3,027,817.33	Russell.....	3,268.34	3,459.74
Dierks.....	15,895.91	13,898.76	Bull Shoals.....	15,166.87	14,513.07	Maumelle.....	179,053.53	174,543.46	Searcy.....	271,329.45	287,219.15
Mineral Springs.....	16,335.31	14,282.96	Flippin.....	10,290.72	9,847.12	North Little Rock.....	1,024,982.66	999,165.00	West Point.....	2,981.64	3,156.25
Nashville.....	63,040.85	55,120.45	Pyatt.....	1,918.61	1,835.90	Sherwood.....	364,840.43	355,650.69	Woodruff County.....	11,492.10	16,059.97
Tollette.....	4,187.21	3,661.15	Summit.....	4,443.89	4,252.33	Wrightsville.....	23,202.16	22,617.75	Augusta.....	11,570.25	16,169.18
Independence County.....	442,887.62	452,633.73	Yellville.....	9,949.48	9,520						

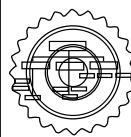


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**CHIEF FINANCIAL OFFICER**—Conway, a vibrant and progressive community located in central Arkansas, 31 miles northwest of the state capital of Little Rock, is seeking an experienced professional with proven leadership skills to serve as Chief Financial Officer. The City of Colleges, Conway has a population of

53,412 and is home to three institutes of higher learning, the University of Central Arkansas, Hendrix College and Central Baptist College. Conway is a rapidly growing community more than doubling in population since 1990. Conway is the northern entrance into the Little Rock-North Little Rock MSA as well as the gateway into the recreational opportunities of the Arkansas River Valley and the southern Ozark Mountains.

The Chief Financial Officer reports directly to the Mayor and is responsible for all financial reporting and accounting functions for the City of Conway including long-range financial forecasting and planning. The CFO ensures compliance with all regulatory financial statutes/guidelines and serves as the City's financial liaison to the City Council; effectively communicates a wide range of complex technical issues, both in writing and oral, in plain language to citizens, staff and peers.

**Education/Experience:** Bachelor's degree in finance, accounting or a related field. Certification as a CPA required. Five (5) years municipal governmental accounting with management and supervisory experience required.

Please submit resumé to: Human Resources Director, City of Conway, 1201 Oak Street, Conway, AR 72032 or email: [lisa.williams@cityofconway.org](mailto:lisa.williams@cityofconway.org); fax 501-513-3503. Submitted resumes will be subject to disclosure under the Arkansas Freedom of Information Act. Conway is an Equal Opportunity Employer.

**GRAPHIC/LAYOUT DESIGNER**—The Arkansas Municipal League is accepting applications for a graphic/layout designer. This position is responsible for design and layout of our monthly publication, as well as all other League publications. Will assist with special projects related to League's advocacy, membership services and general communications/publications activities. Will perform related work as required. Bachelor's degree in art, graphic design or related field. Submit resume' to: Communications Director, Arkansas Municipal League, P.O. Box 38, North Little Rock, AR 72115 or e-mail [wvb@arml.org](mailto:wvb@arml.org). Application deadline is August 25, 2010.

**FOR SALE**—The Peach Orchard Fire Dept. has for sale the following two fire trucks: Truck #1 is a 1981 Pierce truck, mileage 23,000, red and white, Detroit diesel motor, 3-speed automatic transmission, air brakes, 1,000-gallon steel tank, 1,500-gallon per min. Hale pump, PTO drive pump, desk gun compatible. Taken out of service on May 17, 2010. Truck #2 is a 1962 Chevy, mileage 22,000, white, 327 gas motor, 5-speed manual transmission, standard brakes, 500-gallon steel tank, 750-gallon per minute. Taken out of service May 17, 2010. Photos of both trucks available upon request. Contact Deputy Fire Chief Harmon D. Malding, Peach Orchard Fire Dept., P.O. Box 100, Peach Orchard, AR 72453-0100, or call 870-249-1333. E-mail [peachorchardfd@yahoo.com](mailto:peachorchardfd@yahoo.com).

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Pictured: Michael Lindsey, Nick Papan, Ron Pyle, Jim Fowler, Carmen Quinn, Patricia Quinn, Jim Alexander, Charlie Roberts