

City & Town

OCTOBER 2010 VOL. 66, NO. 10

OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE

Mena gets rebuilding boost!



PUSH

page 19



**Arkansas
Jobs Now**



Dan Lovelady
Vice President
501.978.7958
dan@fsbeardsley.com

Helping improve Arkansas communities from the ground up.

Dan Lovelady has spent his career helping improve education in Arkansas. For 28 years he served as a school superintendent and worked for the Arkansas Department of Education. In 2007, Dan joined the team here at First Security Beardsley Public Finance, a division of Crews & Associates, where he continues to help Arkansas schools and municipalities by providing funding solutions to school boards, administrators and government leaders for construction projects.

Arkansas Experience

Serving as Financial Advisor to Arkansas School Districts

- Prairie Grove School District – Savings Refunding
- Eureka Springs School District – Construction Bonds
- Dover School District – Savings Refunding
- Ozark School District – Lease for Football Turf
- Ozark School District – Lease for Parking Lots

Dan and the other professionals at Crews look forward to continuing to provide the capital you need and the service you deserve. Contact Dan or any member of our team today, and discover what so many neighboring communities already know: **Crews & Associates is the recognized leader in municipal finance right here at home in Arkansas.**

ARKANSAS INVESTMENT BANKERS



Scott Beardsley
Capital Markets Director
501.978.6385
sbeardsley@crewsfs.com



Ray Beardsley
Vice President
501.978.6393
ray@fsbeardsley.com



Paul E. Phillips
Senior Managing Director
501.978.6309
pphillips@crewsfs.com



Marshall Hughes
Director
501.978.7929
marshall@fsbeardsley.com



Robert D. Wright
Senior Managing Director
501.978.7940
rwright@crewsfs.com



Edmond G. Hurst
Senior Managing Director
501.978.7941
ehurst@crewsfs.com



Celebrating **30** Years

800.766.2000 • crewsfs.com

MEMBER FINRA & SIPC

FEATURES

6 NYC group “pays it forward” in Mena
 The New York Says Thank You Foundation this year chose Mena to be the recipient of the group’s annual rebuilding efforts in communities devastated by disasters like the April 2009 tornado that tore through the heart of Mena.

10 Meet your League District 2 VP
 Haskell Alderman and 2010-2011 District 2 Vice President Rose Marie Wilkinson takes us on a tour of her adopted hometown.

12 New education program takes off
 The League’s new voluntary continuing education program for municipal leaders got off to a great start in September with a well-attended seminar focusing on budget and finance issues.

19 Final push for ballot issues
 The November general election is just around the corner, and the League is making a strong final push to pass Issues No. 2 and 3, which will create jobs and allow cities and towns to more easily fund capital improvement projects.



ON THE COVER—Volunteers poured into Mena in September, coordinated by the New York Says Thank You Foundation, a group dedicated to helping communities rebuild after disaster. Read about the difference they made in Mena inside beginning on page 6. Read also inside about Haskell and Alderman Rose Marie Wilkinson, the League’s 2010-2011 district 2 vice president; about the first in a series of continuing education seminars for city and town leaders; and about the early success of the League’s defensive driving program. And don’t forget to register early for the 2011 Winter Conference, Jan. 12-14 in Little Rock. Register inside on page 16.—atm

DEPARTMENTS

Arkansas Municipal Officials Directory changes . . .33
Attorney General Opinions24
Calendar40
Economic Development32
Fairs & Festivals25
Grant Money Matters22
League Officers, Advisory Councils5
Municipal Mart46
Municipal Notes20
Obituaries21
Parks and Recreation38
Planning to Succeed26
President’s Letter4
Professional Directory44
Sales Tax Map41
Sales Tax Receipts42
Urban Forestry30
Your Health36

Cover Photo by Andrew Morgan, League staff



Publisher
 Don Zimmerman
 Editor
 Andrew Morgan

Communications Director
 Whitnee V. Bullerwell
 Graphic/Layout Designer
 Mark Potter

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

City & Town (ISSN 0193-8371 and Publication No. 031-620) is published monthly for \$20 per year (\$1.67 per single copy) by the Arkansas Municipal League, 301 W. Second St., North Little Rock, AR 72114. Periodicals postage paid at North Little Rock, Ark. POSTMASTER: Send address changes to *City & Town*, P.O. Box 38, North Little Rock, AR 72115.

Dear friends:

NOW IS THE TIME.

If you have not passed a resolution supporting Issues 2 and 3 in the general election, now is the time to do so.

Make sure you have made your reservations for the Congress of Cities, Nov. 30-Dec. 4 in Denver, Colo.

Be sure to make plans to attend the League's Winter Conference, Jan. 12 -14 in Little Rock. The Conference schedule will be busy this year with legislative session issues, continuing courses for certification and meeting newly elected municipal officials.

The first of the continuing education courses was a great success both in numbers and content. Check out the coverage of the session in this issue.

This issue also features the volunteer initiative that took place in Mena after the devastating tornado. The acts of selfless compassion and giving reminded me of the following story. There was a little girl who was suffering from a rare and serious disease. Her only chance of recovery appeared to be a blood transfusion from her five-year-old brother, who had miraculously survived the same disease and had developed the antibodies needed to combat the illness. The doctor explained the situation to her little brother and asked the little boy if he would be willing to give his blood to his sister. The little boy hesitated for only a moment before taking a deep breath and saying, "Yes, I'll do it if it will save her." As the transfusion progressed, he lay in bed next to his sister and smiled, as we all did, seeing the color returning to her cheek. Then his face grew pale and his smile faded. He looked up at the doctor and asked with a trembling voice, "Will I start to die right away?" Being young the little boy had misunderstood the doctor; he thought he was going to have to give his sister all of his blood in order to save her.

While this story is about family commitment, it could easily relate to the importance of volunteers to a community. They do not have to give their lives. If people give a small portion of their talents it will add up to making a huge difference. As a city you would see changes. Those changes would not only benefit your citizens, the giving would benefit your city and the city budget. I suggest to you that the current generation of retirees is not ready to sit in rockers and watch the world pass by. I submit to you there is great value in teaching young people volunteerism as a responsibility to those in their community. This next generation needs to realize the rewards of volunteering—self-fulfillment as well as helping their community.

Remember the Joint Legislative Budget Committee will start hearings on the 2011 budget period. Our revenue sharing will decrease next year unless you remind your representatives and senators of your concern. I love the phrase "revenue sharing." It sounds so dignified, so important. Isn't that what a pickpocket does?



Murry Witcher

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

Arkansas Municipal League Officers

EXECUTIVE COMMITTEE: Mayor Veronica Post, **Altus**; Mayor Rick Holland, **Benton**; Mayor Bob McCaslin, **Bentonville**; Mayor Larry Mitchell, **Bryant**; Mayor Chris Claybaker, **Camden**; Mayor Scott McCormick, **Crossett**; Alderman Candace Jeffress, **Crossett**; Asst. City Clerk Sherri Gard, **Fort Smith**; Mayor Laura Hamilton, **Garfield**; Mayor James Valley, **Helena-West Helena**; Alderman Reedie Ray, **Jacksonville**; Mayor Harold Perrin, **Jonesboro**; Alderman Joe Gies, **Lakeview**; Mayor Mark Stodola, **Little Rock**; Mayor Steve Northcutt, **Malvern**; Mayor David Osmon, **Mountain Home**; Mayor Frank Babb, **Mountain Pine**; Mayor Jackie Crabtree, **Pea Ridge**; Mayor Belinda LaForce, **Searcy**; Mayor Doug Sprouse, **Springdale**; Mayor Marianne Maynard, **Stuttgart**; Mayor Bob Freeman, **Van Buren**; Alderman Dorothy Henderson, **Warren**; Mayor Paul Nichols, **Wynne**

Alderman Murry Witcher, **North Little Rock**
 Mayor Frank Fogleman, **Marion**
 Mayor Rick Elumbaugh, **Batesville**
 Alderman Rose Marie Wilkinson, **Haskell**
 Mayor Billy Helms, **Clarksville**
 Alderman T.C. Pickett, **Dumas**
 Don A. Zimmerman

President
 First Vice President
 Vice President, District 1
 Vice President, District 2
 Vice President, District 3
 Vice President, District 4
 Executive Director

ADVISORY COUNCILS

PAST PRESIDENTS: Mayor Tab Townsell, **Conway**; Vice Mayor Gary Campbell, **Fort Smith**; Mayor JoAnne Bush, **Lake Village**; Mayor Patrick Henry Hays, **North Little Rock**; Mayor Mike Gaskill, **Paragould**; Mayor Robert Patrick, **St. Charles**; Mayor Gene Yarbrough, **Star City**

LARGE FIRST CLASS CITIES: Mayor Carl Redus, **Pine Bluff**, Chair; Mayor C.T. "Chuck" Hollingshead, Treasurer Glen Beedle and City Director James Calhoun, **Arkadelphia**; Aldermen Thomas Bryant and Davy Insell, **Batesville**; Clerk/Treasurer Jane Wilms and Alderman Doug Farnier, **Bella Vista**; Community Development Director Lamont Cornwell, **Benton**; Finance Director Gary Hollis and Human Resources Director Shayne King, **Bryant**; Assistant Mayor Jack Bell, **Conway**; Alderman Dianne Hammond, **El Dorado**; Alderman Louise Fields, **Forrest City**; City Directors Don Hutchings and Steve Tyler, **Fort Smith**; Aldermen Wayne Cone and Mark Steven Fowler, **Harrison**; Street Director Oscar Hoskins and Sanitation Director Victor Jordan, **Helena-West Helena**; City Director Cynthia Keheley, **Hot Springs**; Mayor Gary Fletcher, Aldermen Kenny Elliott, Bill Howard and Bob Stroud, **Jacksonville**; Alderman James Moore, **Magnolia**; Clerk/Treasurer Joshua Clausen, **Maumelle**; City Clerk Diane Whitbey, Treasurer Mary Ruth Morgan, Aldermen Charlie Hight, Debi Ross and Beth White, **North Little Rock**; Mayor Tyrone Williamson, **Russellville**; Alderman Dale English, **Searcy**; Mayor Virginia Hillman, Aldermen Marina Brooks, Charlie Harmon and Kevin Lilly, **Sherwood**; City Clerk Peggy Woody, **Siloam Springs**; Clerk/Treasurer Mitri Greenhill, **Stuttgart**; City Clerk Patti Scott Grey and City Director Laney Harris, **Texarkana**; Clerk/Treasurer Barbie Curtis, **Van Buren**; Aldermen Herman Coleman and Lorraine Robinson, **West Memphis**

FIRST CLASS CITIES: Mayor Jack May, **McGehee**, Chair; Alderman Shirley Jackson, **Ashdown**; Clerk/Treasurer Carol Crump-Westergren and Assistant to Mayor Jennifer Lature, **Beebe**; Clerk/Treasurer Jean Lee, **Bono**; Mayor Lloyd Hefley and Alderman Verna Mae Newman, **Cherokee Village**; Clerk/Treasurer Barbara Blackard and Alderman Dutch Houston, **Clarksville**; Mayor Dewayne Phelan and Alderman Steve Weston, **Corning**; Alderman C.T. Foster, **Crossett**; Mayor Billy Ray McKelvy and Clerk/Treasurer Donna Jones, **DeQueen**; Alderman Gwendolyn Stephenson, **Dermott**; Mayor Aubrey McGhee, **DeWitt**; Clerk/Treasurer Johnny Brigham, **Dumas**; Mayor William Stanton, **Eudora**; Mayor Jackie McPherson, **Heber Springs**; Clerk/Treasurer Linda Simpson, **Lake City**; Clerk/Treasurer Ruth Keith and Alderman Syrena Duffel, **Leachville**; Alderman James Turner, **Mena**; Clerk/Treasurer Linda Treadway, **Newport**; Mayor Bill Elsen, **Paris**; Mayor Charles Patterson, **Parkin**; Mayor Gerald Morris, **Piggott**; Mayor Sonny Hudson, **Prairie Grove**; Mayor Randy Butler, **Waldron**; Mayor Art Brooke, City Clerk John Barclay and Planning Commissioner Gary Meadows, **Ward**; Treasurer Bertia Mae Lassiter, **Warren**

SECOND CLASS CITIES: Mayor Bruce Powell, **Bull Shoals**; Chair; Mayor Shirley Johnson, **Alexander**; Alderman Mary Darter, **Altus**; Mayor Darrell Kirby, **Bay**; Mayor Kenneth Jones, **Brookland**; Recorder/Treasurer Sarah Roberts, **Caddo Valley**; Mayor Barry Riley, **Caraway**; Mayor Danny Armstrong and Alderman Richard Harris, **Cedarville**; Mayor Bobby Box, **Chidester**; Mayor Ronnie Conley, **Cotton Plant**; Mayor Jack Ladyman, **Elkins**; Mayor Tom Schueren and Alderman Linda Duncan, **Fairfield Bay**; Mayor Terry Purvis, **Fouke**; Alderman Jeff Braim, **Gassville**; Mayor Ron Martin, **Glenwood**; Recorder/Treasurer Earnest Nash and Alderman Jerry Bailey, **Gould**; Mayor Ed Hardin III, **Grady**; Planning Commissioner Brenda Reynolds,

Greenland; Mayor Lionel Johnson, **Hampton**; Mayor Nina Thornton, **Hardy**; Mayor Jeff Arey, **Haskell**; Recorder/Treasurer Mary Wiles, **Highland**; Alderman Larry Owens, **Hughes**; Mayor Dennis Behling, **Lakeview**; Mayor James Busbee, **Marshall**; Mayor Winston Foster Jr., **Marvell**; Mayor Randy Holland, **Mayflower**; Recorder/Treasurer Bobby Brown, **McDougal**; Mayor Larry Coulter, **Montrose**; Mayor Jim Reeves, **Norfolk**; Mayor Becky Dunn, **Palestine**; Planning Commissioner Dan Long, **Rockport**; Aldermen Evelyn Cador and Sue Skipper, **Shannon Hills**; Mayor Bobby Neal, **Smackover**; Recorder/Treasurer Rita Fite, **Sparkman**; Mayor Ian Ouei, **Stamps**; Mayor Harry Brown, **Stephens**; Mayor Marion Bearden and Recorder/Treasurer Donna Wood, **Tyroneza**; Aldermen Karen Coleman, Allan Loring and Sherrie Phillips, **Wrightsville**; Mayor Shawn Lane, **Yellville**

INCORPORATED TOWNS: Mayor Don Sikes, **Maynard**, Chair; Mayor Leroy C. Wright Sr., **Anthonyville**; Alderman George Hallman, **Ben Lomond**; Mayor Frank Pfenenger, **Fountain Lake**; Mayor Jimmie Lou Nuessner, **Lead Hill**; Recorder/Treasurer Naomi Mitchell, **St. Charles**; Mayor Fred Culclager, **Wabbaseka**

PUBLIC SAFETY: City Manager Lance Hudnell, **Hot Springs**, Chair; City Manager Jimmy Bolt, **Arkadelphia**; Alderman Larry Hall, **Bay**; Alderman Richard Rooney, **Bella Vista**; Alderman Michael Bishop, **Brookland**; Police Chief A.J. Gary, **Conway**; Clerk/Treasurer Sondra Smith, **Fayetteville**; City Administrator Dennis Kelly, **Fort Smith**; Fire Chief Bill Johnson, **Gassville**; Mayor Pat Moles, **Harrison**; Fire Chief Reginald Wilson and Asst. Police Chief Ronald Scott, **Helena-West Helena**; City Manager Catherine Cook, **Hope**; Alderman Marshall Smith and Human Resources Director Jill Ross, **Jacksonville**; Public Works Director Steve Beck and Intergovernmental Affairs Manager Odies Wilson III, **Little Rock**; Clerk/Treasurer Regina Walker, **Mena**; Fire Chief Kevin Lang, **Paragould**; Mayor Jerry Duvall and Police Chief Blake Herren, **Pottsville**; Mayor Tim D. Mayfield, **Salesville**; Alderman Sheila Sulcer, **Sherwood**; Recorder/Treasurer Carolyn Willett, **Smackover**; Finance Officer Jane Jackson, **Stuttgart**; Police Chief Kenneth Bell, **Van Buren**; Alderman Charles Gastineau, **Ward**

MUNICIPAL HEALTH BENEFIT FUND BOARD OF TRUSTEES: Mayor Barrett Harrison, **Blytheville**, District 1; Mayor Virginia Hillman, **Sherwood**, District 2; Clerk/Treasurer Barbie Curtis, **Van Buren**, District 3; Mayor C.T. (Chuck) Hollingshead, **Arkadelphia**, District 4; Mayor Gordon McCoy, **Forrest City**, At-Large Member

WORKERS' COMPENSATION TRUST BOARD OF TRUSTEES: Mayor William Johnson, **West Memphis**, District 1; Mayor Mike Watson, **Maumelle**, District 2; City Attorney Howard Cain, **Huntsville**, District 3; Group Manager Mayor Lane Jean, **Magnolia**, District 4; Mayor Barbara Skouras, **Brinkley**, At-Large Member

CASH MANAGEMENT TRUST-PENSION MANAGEMENT TRUST-MOPEB TRUST BOARD OF TRUSTEES: Finance Director Bob Sisson, **North Little Rock**, Chair; Finance Director Jane Jackson, **Stuttgart**, Vice-Chair; Finance Director Paul Young, **AML**; Finance Director Karen Scott, **Benton**; Treasurer Mary Ruth Wiles, **Highland**; Finance Director Dorethea Yates, **Hot Springs**; Mayor JoAnne Bush, **Lake Village**; Police Sgt. (Ret.) Lee Harrod, **Little Rock**; Finance Director Steve Miller, **Pine Bluff**

NYC group brings rebuilding efforts to Mena

Mena in September benefitted from the efforts of New York Says Thank You, a group that each year coordinates a massive volunteer effort to help a community recovering from disaster—its way of saying “Thank you.”

By Andrew Morgan, League staff

As dusk settled over Mena on April 9, 2009, an F-3 tornado ripped a quarter-mile path through the heart of the Polk County city. In less than a minute, the twister destroyed 100 homes, damaged 600 others, took out nearly 11,000 trees, damaged or destroyed businesses and public buildings, and left three dead and at least 30 residents injured. In the light of morning on April 10, the normally languid community looked like a war zone.

The city immediately got down to the business of recovering, and within a few months was well on its way to restoring what was lost. FEMA praised the city’s efforts, Mayor George McKee said.

“FEMA told us it’s one of the best run recoveries they’ve seen,” McKee said. “We did in four-and-a-half months what normally takes two years.”

Volunteers, who split into groups to work at various sites across Mena, rebuild the Winger home on Carder Street.



PHOTOS BY ANDREW MORGAN, LEAGUE STAFF



Workers frame the roof of Mena's new 4-H community center.

FEMA and the city did its best to help homeowners repair and rebuild, but some who were without insurance or didn't qualify for FEMA assistance were left in the lurch. That's where the New York Says Thank You Foundation entered the picture.

NYC firefighters, volunteers "pay it forward" in Mena

New York Says Thank You (www.newyork-saythankyou.org) is a nonprofit foundation that was born out of the devastation of 9/11 and inspired by the outpouring of help New York City received from across the nation in the aftermath of the terrorist attacks that day. Founded in 2003, the group each year, around the anniversary of 9/11, organizes a volunteer rebuilding effort in a community that has suffered a catastrophe. The group's core is comprised of 25 New York City firefighters, many of whom survived the World Trade Center attacks. It's their way of "paying it forward."

"New Yorkers will never forget what people from Arkansas and small towns all across the United States did for us in the days, weeks and months following 9/11," Jeff Parness, founder of New York Says Thank You, told the *Polk County Pulse*. "Helping to rebuild Mena on the 9/11 anniversary 2010 is our way of honoring that incredible spirit of kindness and volunteerism that united our nation on 9/12."

And pay it forward the group did, as hundreds of volunteers descended upon Mena Sept. 2-5. In addition to the 25 NYC firefighters, the group included Ground Zero construction workers, family members of 9/11 victims, New York City schoolchildren and others. The mass of volunteers also included survivors of disasters in communities across the country, many of whom had been helped in previous years by New York Says Thank You and now return the favor each September. They included survivors of wildfires in San Diego; Hurricane Katrina survivors from Slidell, La.; tornado survivors from Utica, Ill., DeGonia Springs, Ind., Groesbeck, Texas, Greensburg, Kan., and Little Sioux, Iowa. Volunteers from Mena and around Arkansas brought the total number of participants in the effort to more than 500.

Building in Arkansas's September heat means thirsty workers. Here volunteers distribute beverages, which were donated to the cause.





PHOTOS BY ANDREW MORGAN, LEAGUE STAFF

Volunteers measure and cut materials, most of which were donated, for the Winger home.

The group spent the four-day weekend rebuilding three homes: the Winger home on Carder Street, the Howard home on 1st Street, and the Andrews home on Polk County Road 41. Volunteers also built a new 4-H community center in downtown and repaired a tornado-damaged fence at White Oak Cemetery.

Mena takes special inspiration from the city of Greensburg, Mena Alderman James Turner said. A May

2007 tornado leveled 95 percent of the southwest Kansas community. The F-5 tornado was estimated to be 1.7 miles wide—wider than the small city itself. Rather than let the storm defeat the city, it has made a bold effort to rebuild even better than before.

Turner first learned of Greensburg's destruction and rebuilding efforts shortly after Mena's disaster, he said.

"We thought we were bad, but that was just terrible."



Many of the volunteers—here working on the Howard home on 1st Street—wore t-shirts bearing the names of their hometowns. Many of the volunteers came from communities helped in previous years by New York Says Thank You.

Like in Greensburg, Mena has looked at this disaster as a chance to start over, to improve the city.

“In the part of the town here that got hit so hard, it’s given us an opportunity,” Turner said. “There’ll be good things that come out of it.”

Turner chairs the construction committee on the Polk County Long Term Recovery Committee, which formed after the disaster to coordinate recovery efforts.

Mayor McKee was very moved by the outpouring of caring shown by New York Says Thank You and the hundreds of volunteers that came to Mena from across the nation.

“People who think that patriotism and caring are gone in the United States, well they just need to come here over this weekend and they’ll see that it’s not,” McKee said. “It’s just a blessing to us.”

Our flag was still there



Photo by Andy Philpot, *The Mena Star*

Volunteers and Mena citizens welcome the National 9/11 Flag to Mena at Janssen Park, Sept. 2.

The “National 9/11 Flag” was in Mena Sept. 2-5 after a stop at the State Capitol in Little Rock to coincide with the massive volunteer effort coordinated by the New York Says Thank You Foundation. Citizens in Little Rock and Mena had the unique opportunity to add a stitch to the flag, which has become a powerful symbol of Americans’ ability to recover from disaster.

The 30-foot flag was displayed at a construction site adjacent to the World Trade Center when terrorists struck the twin towers on Sept. 11, 2001. On Sept. 12 it was discovered torn and tattered amid the wreckage. The remains were put in storage for the next seven years. In 2008 the New York Says Thank You Foundation brought the flag to Greensburg, Kan., when they helped that city recover from its devastating 2007 tornado. The residents of Greensburg began to stitch the flag back together using remnants of flags salvaged from their own disaster.

The National 9/11 Flag is currently on a nationwide tour for the 10th anniversary of 9/11. When completed, the flag will become part of the permanent collection of the National September 11 Memorial Museum being built at the site of the World Trade Center. For more information about the flag and to learn how you can participate in the project, visit www.national911flag.org.



A visitor makes a stitch in the flag.

Haskell alderman helps facilitate city's recent growth

By Andrew Morgan, League staff

The road that brought League District 2 Vice President Rose Marie Wilkinson to Haskell was a winding one. A Texas native, the Haskell alderman spent her professional career in a variety of administrative positions with numerous companies, schools and nonprofits, including several oil companies, the American Cancer Society in Houston, Baylor College of Medicine in Houston, Tulane University in New Orleans, the University of North Texas at Denton and even a mid-'80s stint at the University of Arkansas at Little Rock. Upon retirement, she settled in Haskell in 1999 to be near her daughter and her twin grandchildren.

She had been in town for less than a year when in 2000 the position of recorder/treasurer became available. The mayor and city council convinced Wilkinson she was the right person for the job, and she accepted the appointment. She held that position for seven years. She has been an alderman for three years.

In the relatively short time she's lived here and been involved in local government, Haskell has experienced remarkable growth for a city its size. From 1990 to 2000,

The community center is one of several sites maintained by dedicated community volunteers.



Wilkinson has loved having the opportunity to serve her adopted hometown, she says.

the population jumped from about 1,700 to 2,645.

"About three years ago, because of all the growth out here, Metroplan told us we were well over 3,000," Wilkinson says. "There's been significant growth even since then."

Wilkinson expects the results of the 2010 Census to put the population at 3,500 or more. Those numbers may not look huge, but that would mean the population has more than doubled in just 20 years.

There are of course families that have been in Haskell for generations, Wilkinson says, but there are also many newcomers, and they settle here for a variety of reasons.

"It's convenient to Little Rock. You get a lot more house for your money here. And it's a good school system. It's a community where people know each other. Kids don't get into much trouble where the parents don't find out about it."

Haskell has been able to accomplish much in last decade, Wilkinson says. Gains by the city's fire department have been especially important. In the last 12 years Haskell has brought in about a half million dollars in grant money for its small, volunteer fire department. The mayor has a great working relationship with Fire Chief Brian Cotton, and the two have been very aggressive in pursuing grants for trucks, suits and equipment.

The main fire station has received a renovation in recent years, and the city's new substation on other side of railroad tracks ensures that residents aren't on the wrong side of the tracks when an emergency arises.

The city recently was able to purchase a new ladder truck with the help of a \$50K Arkansas Department of Rural Services grant. The balance was paid by an earmarked one-cent sales tax passed in 2008. Haskell was also able to buy a new rescue/mini-pumper truck, again with the help of an ADRS grant.

Being a bit out-of-the-way, the city has some challenges when it comes to local retail growth. With nearby Benton as the seat of Saline County, Haskell doesn't have

a traditional downtown square built around a courthouse, Wilkinson says.

“You breeze through and you say, ‘Well where is the town?’” she jokes.

Despite the growing population, the city doesn’t have a grocery store, but businesses are slowly moving in. Haskell’s retail and restaurant offerings have grown in the last decade, particularly at the junction of highways 67 and 229.

“When I came here 10, 11 years ago, none of that on the highway was there—no Sonic, no bank, no Fred’s, no nothing.”

The city has a great relationship with Harmony Grove School, which serves students from elementary through high school, and each April they team up to host a community Earth Day event at the school. The school recently opened a new middle school. And thanks to a grant from the Safe Routes to School project, the city has new sidewalks near the school.

Benton may be the county seat, but the two largest employers in Saline County are located at Haskell, Wilkinson says. The Arkansas Health Center is a long-term, psychiatric nursing facility for Arkansas seniors who require specialized services. Rineco is a waste management company that handles waste fuels. Both are very good community partners, she says.

Most recently, Wilkinson and city leaders are excited about pushing forward with improvements to the city’s park. In July they solidified a plan for the park that outlines its many needs, which include expanded and handicap parking, new restrooms and concessions building, bleachers, fencing and more. The plan also includes a trail and bridge across a creek that would connect the park to adjacent neighborhoods, giving children and residents easy access to the fields and playground. As with many projects in a city of Haskell’s size, the cost is prohibitive, for the time being. Haskell hopes to make the upgrades as it can afford to and as grant money becomes available over the next 10 years or so.



Haskell Alderman and League District 2 VP Rose Marie Wilkinson, right, and Mayor Jeff Arey are proud of the volunteer fire department’s newest acquisition, a 50-foot ladder truck.

“The estimated cost of all that is about \$300,000, and we don’t have that kind of money,” Wilkinson says. “If we got a 90/10 [matching grant] we could probably raise the rest of it.”

Rather than wait on that money to come through, the city has made improvements at the park, using dedicated volunteers to make needed repairs. And right now, a grant is pending to build a walking path that will circumvent the park’s three ball fields. Wilkinson is confident the city will soon receive the grant.

Wilkinson has also developed a keen interest in the history of Haskell and the region and has been instrumental in the creation of Haskell’s historical society. A small house next to the city park is in the process of being transformed into the historical society museum, and donations of pictures and memorabilia are coming from all over. Wilkinson said they hope to open the museum in late October. It will be a perfect way to cap off the year in which Haskell celebrated its centennial anniversary.

The city hopes to use grant money to build a walking trail, additional parking and more at the city’s park.



League kicks off new training program

Municipal budgeting and finance were the topics of the day as the League hosted the inaugural seminar of its new voluntary certified continuing education program in September at the League's North Little Rock headquarters. Interest was so strong in the Wednesday, Sept. 15 event that the League added a second day, Friday, Sept. 17, to accommodate the crowd. Attendance was 133 on Sept. 15 and 68 on Sept. 17, for a total of 201 attendees.

The seminar covered a variety of issues aimed at helping city leaders prepare budgets, including a rundown of the major sources of revenue for cities and towns, an overview of the state laws concerning budgeting and the role of city officials, working with your department heads to develop a budget, the importance of an accurate and detailed chart of accounts, analyzing expenditure requests, purchasing and bidding issues, capital expenditures and more.

League leaders also encouraged seminar participants to spread the word in their communities about the importance of voting "Yes" on Proposed Constitutional Issues 2 and 3 in November's General Election, passage of which will greatly increase cities' ability to fund large projects.

The second seminar in the series was held Oct. 6 at the League and covered human resources and personnel matters. A total of 21 hours of continuing education is planned, covering topics such as municipal operations and services, procedural rules, planning, land use and zoning, and more. For information on future Certification Program seminars, contact Ken Wasson at 501-374-3484 Ext. 211, or email kwasson@arml.org.



North Little Rock Alderman and 2010-2011 League President Murry Witcher welcomes seminar participants on Sept. 15. "With difficult economic times, we're looking at a few years of contentious budgets," Witcher said.

League General Counsel hammers the message home: "If the state statute says 'shall,' it means you have to," he stressed.



It was standing room only in the League's training room for the Sept. 15 municipal budgeting and finance seminar.

Reaching out to Africa

By Sherman Banks

For the last year, a committee of volunteers worked to organize a conference on agriculture and youth healthcare with an emphasis on nutrition. The conference was scheduled initially for Aug. 3-7, but the delegates from Ghana did not receive their visas in order to attend the conference. Shortly after the conference was cancelled the committee met with Prince Kwame Kludjeson, president of the Africa Global Sister Cities Foundation, and the conference was rescheduled for Sept. 28-Oct. 2. Unfortunately, the delegation was denied visas and the conference was cancelled for a second time.

Since the second cancellation we have decided to rethink our strategy and scale back on how we can proceed to accomplish a reciprocal economic and cultural relationship. A group including Ghana's Prince Kwame Kludjeson, League Executive Director Don Zimmerman, League President and North Little Rock Alderman Murry Witcher, State Rep. Tommy Baker, State Rep. Darrin Williams, League Assistant Director Ken Wasson, Dr. Beverly Divers-White and Ms. Janetta Kearney met to discuss how the League could work more closely with the Africa Global Sister Cities Foundation. The goal would be to exchange information and develop international economic and cultural exchanges. The exchanges would include mayors, local officials, cabinet ministers and

traditional leaders of Ghana, along with their American counterparts.

Zimmerman suggested that the League could offer the opportunity for the Ghanaian leaders to attend the League's Winter Conference or the annual Convention. If the delegation attends the Winter Conference, the Legislature will be in session. This would allow the delegation to learn firsthand how state and local governments work together to bring about economic development throughout the state. This idea appealed to Prince Kwame.

The next step is for Prince Kwame to return to Ghana and compile a list of local leaders interested in attending the League's Winter Conference or Convention. The delegation list will then be submitted to the U.S. Embassy with the necessary documentation.

An Africa connection with Ghana would offer those Arkansas cities that desire an international economic development relationship an opportunity to meet, socialize and discuss business potentials.



To learn more about making an African connection, please contact Sherman Banks at 501-376-8193, email sbanks@aristotle.net, or write to P.O. Box 165920 Little Rock, AR 72216.



From left, League Executive Director Don Zimmerman, Sherman Banks, Ghana's Prince Kwame Kludjeson, Dr. Beverly Divers-White, League President Murry Witcher, State Rep. Tommy Baker and State Rep. Darrin Williams are among a group of leaders hoping to build relationships among local governments and businesses in Arkansas and Africa.

Marianna moves into new city hall



Marianna's city administration, police department and jail have a new home. The city had outgrown its old facility and five months ago moved into a brand new building just off the Delta city's historic square.

The multi-use building includes offices for city administration and police officers, city council and public meeting space, police dispatch, and the police department's "drunk tank" and temporary holding facilities.

The city is funding the \$3.2 million project through a 20-year, one-cent sales tax passed in 2007. Planning actually started as far back as 1999. An early attempt to pass a sales tax failed and the project was delayed.

"We've got a few little odds and ends to get done, but other than that I think it's a nice building. The incoming mayor will have a nice facility," said Taylor, who is retiring at the end of this term after 16 years as mayor.

"I probably could have run this time unopposed, but it's just time."

Marianna Mayor Robert Taylor's new, spacious office also includes meeting space.

The city planned the new building for nearly a decade before passing a one-cent sales tax in 2007 to fund the project.



National League of Cities



CONGRESS OF CITIES & EXPOSITION

Solutions for Moving Communities Forward

Nov 30 – Dec 4 | Colorado Convention Center | Denver, Colorado



REGISTER ONLINE, NOW!
at www.nlccongressofcities.org

www.nlccongressofcities.org



2011 Winter Conference

Peabody Hotel/Statehouse Convention Center
January 12-14, 2011

Registration and payment must be received in League office by Friday, December 10, 2010, to qualify for advance registration.

REGISTRATION

| | |
|--|-------|
| Advance registration for municipal officials | \$150 |
| Registration fee after December 10, 2010 , and on-site registration for municipal officials | \$175 |
| Spouse/guest registration | \$75 |
| Child registration | \$75 |
| Other registrants | \$200 |

- Registration will be processed **ONLY** with accompanying payment in full. Make checks payable to the Arkansas Municipal League.
- Registration includes meals, activities and a copy of **Handbook for Arkansas Municipal Officials, 2009-2010 edition**.
- No daily registration is available.
- Registration must come through the League office. No telephone registrations will be accepted.
- **No refunds after December 10, 2010.**
- Cancellation letters must be postmarked by **December 10, 2010**.

HOTEL RESERVATION

Hotel Room Rates

| | | |
|------------------------------------|-------|---------------------------|
| Peabody Hotel (headquarters hotel) | | |
| Single/ Double | \$124 | Check-in 3 p.m. |
| Capital Hotel | | |
| Single/Double | \$155 | Check-in 3 p.m. |
| Doubletree Hotel | | |
| Single/Double | \$129 | Check-in 3 p.m. |
| Wyndham Hotel | | |
| Single/Double | \$94 | Check-in 3 p.m. |

- Cut-off date for hotel reservations is **December 10, 2010**.
- Rooms in Little Rock are subject to an 11.5 percent tax.
- Rooms will be held until 6 p.m. and then released unless guaranteed by credit card.
- Contact the hotel directly to make changes or cancellations in hotel accommodations.
- Hotel confirmation number will come directly from the hotel.
- Please check on cancellation policy for your hotel.

TWO WAYS TO REGISTER

1

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

OR

2

Complete the steps and **mail with payment** to:
ARKANSAS MUNICIPAL LEAGUE
Attn: 2011 Winter Conference
P.O. Box 38
North Little Rock, AR 72115-0038

Step 1: Delegate Information

Name: _____
Title: _____ City of: _____
Address: _____
City: _____ State: _____ Zip: _____ Telephone: _____
Spouse/Guest will attend: Yes No Name: _____
Children will attend: Yes No Name(s): _____

Step 2: Payment Information

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

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

• HOW ARE YOU PAYING?

Check Mail payment and form to: Arkansas Municipal League
2011 Winter Conference
P.O. Box 38
North Little Rock, AR 72115

Credit Card Complete information below and send to address above.

Credit Card: Visa MasterCard

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

Card Holder Name (as it appears on card): _____

Billing address (as it appears on statement): _____

City: _____ State: _____ Zip: _____

E-mail address (**required for credit card payment**): _____

Step 3: Hotel Reservations

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

| | | |
|-------------------------|--------------------|------------------------------|
| Peabody Hotel | Reservations _____ | 800-732-2639 or 501-906-4000 |
| Capital Hotel | Reservations _____ | 877-637-0037 or 501-374-7474 |
| Doubletree Hotel | Reservations _____ | 800-937-2789 or 501-372-4371 |
| Wyndham Hotel | Reservations _____ | 800-996-3426 or 501-371-9000 |

Step 4: Hotel Payment

Payment Options: Credit Card or Direct Bill Note: only two payment options.

To obtain direct billing as a payment option, registered delegates must directly contact hotel accounting offices listed below:

| | | |
|-------------------------|------------------|--------------|
| Capital Hotel | Accounting _____ | 501-370-7062 |
| Doubletree Hotel | Accounting _____ | 501-372-4371 |
| Wyndham Hotel | Accounting _____ | 501-371-9000 |

Defensive driving program shows signs of success

Police departments participating in the League's new defensive driving program are already showing an overall reduction in accidents.

By David Baxter, League staff

Everyday across the state, city and town police officers lay it on the line to make their communities cleaner, safer and more enjoyable places for citizens to live, work and play. Officers must remain vigilant against unsafe situations and must use proper safety precautions while on the road. Police officers should wear their bullet-resistant vests everyday and make sure their verbal and defensive tactics skills are adequately honed.

defensive driving program has certified 27 police departments and over 814 police officers as defensive drivers.

In its first year and a half, the program has already shown a positive correlation in reducing accidents. The police departments of Conway, Helena-West Helena, Hot Springs, Pine Bluff, West Memphis, and Malvern were tracked for one year prior to the defensive driving training and for one year following the training. Total accidents for the six departments prior to the training was 30, and the total accidents for the departments after the training was 23. That represents a 23 percent reduction overall for these participating police departments. This is encouraging news, because for every accident avoided, an officer gets to go home to his or her family at night and get up and be a productive worker the next day, and a citizen does not suffer time off from work due to injury from the accident.

Many police departments have incorporated our defensive driving program into their department's training culture. This is being done by means of adding the training to department policy, requiring new recruits to become certified as defensive drivers, and using the program as remedial training for drivers having problems with situational awareness or other driving issues.

For more information on the League's defensive driving program and for other loss control needs, contact David Baxter at 501-374-3484 Ext. 110, or email dbaxter@arml.org.



Jacksonville Police Cadet Tomie Taylor takes the League's simulator for a spin.

One area of liability that touches all municipal police departments is motor vehicle operation. Safe motor vehicle operation is paramount, and driving safely helps reduce the number of risks police officers have to deal with every day. Unfortunately, the availability of training opportunities in the area of defensive driving have been very limited, either because of cost constraints or the limited availability of such training. This is where the Arkansas Municipal League's defensive driving program can help.

The defensive driving program was started in April of 2009 and features the Doron Defensive Driving Simulator. The League's



The League's David Baxter, left, gives Jacksonville Police Cadet Billy Stair instruction on the Doron Defensive Driving Simulator.

Spread the word: Vote "YES" for Issues No. 2 & 3

Join the Municipal League in voting for Issues No. 2 and 3 in November's General Election to improve the ability of cities and towns to fund capital improvement projects and to promote economic development in our state.

Issue No.2

Arkansas is at a competitive disadvantage due to out-of-date interest rate laws.

Our interest rate limits are tied to the federal discount rate that was at double digit levels when our current laws were adopted 30 years ago, but the discount rate is now almost zero as part of the effort to stimulate the struggling economy. Our laws are the most restrictive in the United States. They were aimed at protecting consumers but now, unfortunately, restrict credit in our state, and impede the ability of local governments to finance important public projects. As a consequence, our laws often increase costs by restricting financing alternatives, rather than protect the public and consumer.

The Proposed Issue Would:

- Remove the existing method of determining the interest rate cap on all governmental bonds and loans, and permit restrictions to be adopted by the Legislature that could be modified as required by changing economic and market conditions,
- Eliminate the current below market interest rate cap on consumer and other loans that effectively prevents local businesses from offering credit to customers, while preserving the existing interest rate cap at 17% and,
- Allow local governmental units to save public funds by providing an effective method of financing energy savings projects.

Why is this important?

- The current law severely restricts, and in many cases prevents state government and municipalities from raising money through bond issues for important projects such as police and fire stations, hospitals, streets and roads, recreation facilities, and economic development infrastructure.
- The proposed amendment would offer flexibility for state government and municipalities to actually lower the interest paid on bonds by being able to take better advantage of low interest rate environments.

Issue No.3

Arkansas deserves the same economic development tools as our competitors.

Arkansas voters resoundingly passed Amendment 82 (commonly known as the Super Project Amendment) in 2004, but technical restrictions have kept the amendment from being of any value in today's rapidly changing economic environment.

The Proposed Issue Would:

- Authorize the General Assembly to issue bonds to help recruit jobs and remove the requirements of \$500 million in capital investments and 500 jobs for a single project.
- Offer much greater flexibility for this valuable economic development tool while preserving the existing cap on the annual amount of money that can be dedicated to bond repayment.

Why is this important?

- Arkansas has been unable to compete for certain projects with states like Mississippi, Alabama, South Carolina and Texas. These states operate without our restrictions. The projects in which we were uncompetitive did not satisfy the dollar investment or number of employees currently required by Amendment 82.
- The proposed amendment would broaden the application of economic development funding, thereby producing a greater statewide impact and benefit.



www.jobsforarkansas.com



Municipal Notes

Six cities receive Arkansas Shine Awards

Six Arkansas cities have been named 2010 Arkansas Shine Award winners by the Keep Arkansas Beautiful (KAB) Commission, the group has announced. The Arkansas Shine Awards recognize communities that are making strides in providing programs and instituting policies to create sustainable communities.

KAB hosted a reception in each city in September to present community leaders with the award.

The 2010 Arkansas Shine Award winners are:

Eureka Springs—chosen for its various recycling and beautification efforts, including both city- and county-wide clean-up programs.

Waldron—chosen for two events hosted by the community, the annual Earth Day festival and the Waldron First Saturday Trading Day.

Greenwood—recognized for its efforts to beautify and improve the community, including the “Yard of the Month” award, “Limb Day” Tuesdays and “Adopt-an-Intersection.”

Van Buren—noted for two programs, the Saturday service worker program and the Van Buren School District recycling program.

Hot Springs—chosen for several efforts, including a community garden program for low-income residents, creation of community greenspace, its open-air farmers’ market pavilion and beautification efforts.

Fayetteville—recognized for the new GreeNWay Initiative that encourages businesses to do business the “green way.”

Greenwood chief elected president of Arkansas Association of Chiefs of Police

Chief Keith Jackson of the Greenwood Police Department was elected president of the Arkansas Association of Chiefs of Police at the organization’s recent convention in Hot Springs.

Serving with Jackson on the 2010-2011 AACP Executive Board are:

- First Vice President—Chief Greg Donaldson, Clarksville Police Department.
- Second Vice President—Chief Percy Wilburn, Lake Village Police Department.
- Secretary/Treasurer—Chief Jackie Davis, Cabot Police Department.
- Northeast Region Vice President—Chief Gary Kelley, Marion Police Department.
- Northwest Region Vice President—Chief Greg Tabor, Fayetteville Police Department.
- Southeast Region Vice President—Chief Gary Sipes, Jacksonville Police Department.
- Southwest Region Vice President—Chief J.R. Wilson, Hope Police Department.
- Retired Chiefs Representative—Retired Chief Kyn Wilson, Clarksville Police Department.
- At-Large Representative—Chief Russell White, Alma Police Department.
- Immediate Past President—Chief Montie Sims, Dardanelle Police Department.

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.

12 cities, counties awarded grants for improvement projects

Twelve Arkansas cities and counties will receive a combined \$2.5 million in federal grants for improvement projects, the Arkansas Economic Development Commission announced Sept. 27.

The General Assistance and Innovative Project grants are funded by the U.S. Department of Housing and Urban Development through its Community Development Block Grant Program. The AEDC administers the grants.

The recipients, award amounts and projects are:

- Ash Flat—\$197,265 for library renovations.
- Clark County—\$215,000 to renovate disabled adult living center.
- Gould—\$203,923 for street drainage improvements.
- Hardy—\$194,575 to expand the library.
- Independence County—\$190,000 to expand a food and clothing pantry in Batesville.
- Lonoke—\$215,000 to expand the Open Arms Emergency Shelter for foster children.
- Mansfield—\$194,956 for street drainage improvements.
- Mena—\$244,880 to connect a water line to an assisted living center.
- Pope County—\$200,000 for water and sewer line extensions.
- Saline County—\$213,760 to build an arts and resource center for disabled children.
- Strong—\$209,888 to build a multipurpose community center.
- Wilmar—\$210,280 for street repairs and reconstruction.

see **Municipal Notes**, page 37

Obituaries

Ron H. Bullerwell, 64, retired Little Rock police officer, died Sept. 20.

John Purtle, 87, former state legislator and Arkansas Supreme Court justice, died Sept. 14.

Richard H. "Dick" Schoettle, 65, mayor of Little Flock, died Sept. 2.

Catch a Rising Star in RF Technology.

Badger® ORION® Radio Frequency System



 **BadgerMeter, Inc.**

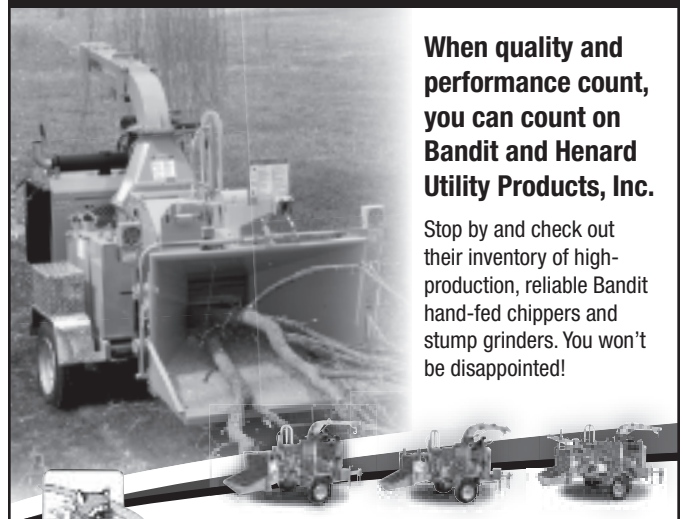


See your local distributor for details.

HENARD UTILITY PRODUCTS

Phone: 800-776-5990 • www.henardutility.com

BANDIT & HENARD UTILITY PRODUCTS... Committed people, exceptional value!



When quality and performance count, you can count on **Bandit and Henard Utility Products, Inc.**

Stop by and check out their inventory of high-production, reliable Bandit hand-fed chippers and stump grinders. You won't be disappointed!



Bandit Industries, Inc.

1.800.952.0178 • WWW.BANDITCHIPPERS.COM • 1.989.561.2270

YOUR AUTHORIZED BANDIT DEALER

LOGON TODAY! [HTTP://WWW.HENARDUTILITY.COM](http://WWW.HENARDUTILITY.COM)

Henard Utility Products, Inc.

1920 South Main Street
Searcy, AR 72145

CONTACT US TODAY! CALL 1-800-776-5990

Why Do Proposals Fail?

If your grant request misses the mark, learn from your mistakes to ensure your next proposal is successful.

By Chad Gallagher

Grant writing is both an art and a science. Every grant proposal is submitted with hope and expectation. When writing a grant the writer eats, sleeps and breathes the proposal. To write the proposal well the writer should believe in the proposal and expect it to be funded. Even on proposals where the funding odds are lower than others there is still a genuine hope to see it funded. Inevitably in grant writing you will face many of those days. Finding out that a proposal has not been funded is always disappointing. When it happens what you do next can be as important as writing the proposal itself.

I am often asked, “Why do proposals fail?” Sometimes a proposal’s failure isn’t because it wasn’t well written. The application may have met the necessary scores but competing applications scored higher, the demand for the funds could have significantly outpaced the funding availability, or a variety of other issues could have impacted the process. However, there are some common mistakes that hurt proposals. After sitting on multiple grant review panels, I’ve seen some recurring reasons that doom grant applications.

Why do proposals fail?

- Not following directions—Not following the guidelines provided for grant applicants or leaving out a required document will almost always automatically disqualify your application from even being considered.
- Poor or sloppy appearance—If you propose to achieve something great with the funding agency’s money, your application should be well organized and together. Presentation matters.
- Poor spelling and/or grammar—This only hurts your effort.
- Failure to demonstrate experience in similar projects or a reasonable ability to administer and implement the program—It is important to give the funding agency confidence in your organization.
- Project outcomes are unclear or immeasurable.
- Method of implementation doesn’t seem to achieve the anticipated goal—Your process should match the destination.
- A weak evaluation strategy.
- Math errors in the budget section.

- Failure to appropriately justify budget request—Agencies don’t like to see greedy applicants.
- Lack of appropriate experience among key personnel.
- A failure to clearly identify the need or problem to be addressed by the project.
- Lack of an appropriate commitment to provide matching funds, resources or manpower—Funding agencies like to see demonstrated commitment to projects.
- Failure to demonstrate project sustainability beyond the funding cycle of the requested grant.
- Failure to sign a required form.
- Lack of clear and appropriate verifiable data for the need and the selected method of addressing the need—Every grant application declares a tremendous need. It is important that you support these statements with verifiable and dependable data that demonstrates the need. Likewise it is important to provide strong support for why the solution you propose is best and will work.

This isn’t an exhaustive list but it certainly covers some of the most common pitfalls I’ve seen over the years.

As the old saying goes, when life hands you lemons make lemonade. When you receive the unfortunate news that your grant application was not funded you must somehow turn it into a good day. The best way to do that is to start asking, “Why?” Put on your learning hat and ask your contact at the agency to explain to you why your application didn’t make it. Ask for the score sheets from the review process. Ask for constructive criticism. Request copies of the applications that successfully received funding. All of these steps will help you be a better grant writer.



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.

Searcy Sanitation named top recycler

Searcy Sanitation Department has been named the recipient of the Arkansas Recycling Coalition's 2010 Government Recycler of the Year Award. The presentation was made at the Coalition's 20th Conference and Trade Show held Sept. 15 in Little Rock.

The award recognizes businesses or organizations that have developed successful waste reduction programs, which include source reduction, beneficial reuse, landfill diversion, sustainable recycling practices, and the purchase of recycled/recyclable products into their office or manufacturing operations.

"The city and Searcy Sanitation were honored to receive this prestigious recognition of our recycling efforts and services," Searcy Mayor Belinda LaForce said. "Over the past 16 years the city has strived to increase awareness of the importance of recycling for the sake of our environment and offered our citizens opportunities to participate in those efforts, thereby reducing waste and reducing expenses of costly landfill fees and providing a source of revenue through the sale of recycled materials. It has been a team effort from our workforce to the top leadership."



Searcy Mayor Belinda LaForce, right, accepts the ARC 2010 Government Recycler of the Year Award.



The efforts of Searcy's Sanitation Department staff were instrumental in making the city a top recycler, Mayor LaForce said.

Summaries of attorney general opinions

Recent opinions that affect municipal government in Arkansas

From the Office of Attorney General Dustin McDaniel

Sentencing court assesses inmate expenses

Opinion: 2010-096
Requestor: Easley, Eddy R.—
Pros. Atty., 7th Judicial District

Does the Sheridan Detention Center, the sole jail facility in Grant County, which is owned and operated by the City of Sheridan, fall within the purview of the language of ACA 5-41-505(a)(1), which refers to a “common jail of the county?” Q2) If the Sheridan Detention Center can be considered the “common jail of the county” pursuant to ACA 5-41-505(a)(1), does the statute authorize the county to assess the inmate for the expenses in carrying him or her to jail and for his or her support during the period of the inmate’s incarceration, including the daily fee charged by the Detention Center to house the inmate? Q3) Is statutory authority required to assess the expenses inquired about above? **RESPONSE:** Q1&2) Probably yes, but a definitive resolution lies with the court that renders final judgment for costs when sentencing the defendant. See ACA 16-90-113. Q3) No.

Any person may initiate petition to remove officer

Opinion: 2010-111
Requestor: Bradford, Toni—State Representative
Since the citizen’s petition to remove the Wrightsville recorder/treasurer from office was initiated by an alderman, does the petition require a majority vote of the council and a resolution to be passed by the council documenting a reason for the removal? Q2) Who would be responsible for filing a charge under ACA 14-59-118 with the circuit court? Q3) Pursuant to provisions of ACA 14-42-119, concerning petitions for removal of municipal officers, is there a cutoff time for submitting signatures or are petition sponsors permitted to submit additional signatures at random? **RESPONSE:** Q1: No. Any person, including an alderman, may initiate a petition under ACA 14-42-119. Q2) ACA 14-59-118 defines a criminal offense. A grand jury, prosecuting attorney, or law enforcement officer may initiate a criminal charge. Q3) All signatures on a petition under ACA 14-42-119 need not be filed together, but all should be filed within the 20-day period described in the statute.

Mayor may appoint wife to commission absent nepotism policy

Opinion: 2010-112
Requestor: Bradford, Toni—State Representative
Can the mayor’s wife be employed under a commission to which the mayor appoints the members? **RESPONSE:** You have not indicated whether the city has adopted a nepotism policy, that is, a policy addressing relationship by affinity or consanguinity to the mayor or another city official as a basis for disqualification from public office or employment. Assuming the absence of any such policy, then in my opinion the answer to your question is generally yes. As noted in previous opinions of this office, relationship by affinity or consanguinity to the appointing power or members thereof ordinarily is not a basis for disqualification from public office or employment. This is a matter to be addressed, instead, by statute. The state law pertaining to cities operating under the mayor-council form of government contains no anti-nepotism provision. But see ACA 21-8-304 (presenting a fact question as to whether a public official has “used his position” to secure “special privileges” for himself or a family member).

Custodian’s decision consistent with FOIA

Opinion: 2010-119
Requestor: Houston, Brent C.—
Benton City Attorney
Is the decision of the custodian of records to withhold disclosure of performance evaluation records for a city employee in response to a Freedom of Information Act (FOIA) request for such records from 2007 forward, consistent with provisions of the FOIA? **RESPONSE:** In my opinion, the custodian’s decision is consistent with the FOIA.

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

Fairs & Festivals

- Oct. 15-16, **LAKE VILLAGE**, Fall Fest, 870-265-5997,
lvccdirector@sbcglobal.net, www.lakevillagechamber.com
- Oct. 16, **MAGNESS**, First Fall into Magness Day, brittnaydar@yahoo.com;
OZARK, 38th Old Fashioned Square Gathering, 479-667-5337,
mainstreetozark@centurytel.net, www.mainstreetozark.com
- Oct. 16-17, **DARDANELLE**, 21st Free State of Yell Fest, 479-229-3328,
vsdardchamber@hotmail.com, www.dardanellechamber.com
- Oct. 23, **CORNING**, 24th Corning Harvest Festival, 870-926-1188,
jrsollis@hughes.net; **MENA**, Wheels & Wings Festival, 479-394-2912,
chamberofcommerce2@sbcglobal.net
- Oct. 29-31, **MOUNTAIN VIEW**, 28th Beanfest & Outhouse Races, 870-269-
8068, mvchamber@mvtel.net, www.yourplaceinthemountains.com
- Oct. 30, **CARAWAY**, Caraway Harvest Festival, 870-482-3431; **HAZEN**, 34th
Grand Prairie Rice Festival, 870-255-3042, dhardke@mebanking.com;
RUSSELLVILLE, 19th Fall Festival & Chili Cookoff, 479-967-1437,
msrsvl@centurytel.net, www.mainstreetrussellville.com
- Nov. 4-7, **EUREKA SPRINGS**, 63rd Original Ozark Folk Festival, 866-947-
4387, krundel@eurekasprings.org, www.eurekasprings.org
- Nov. 5-7, **BLACK ROCK**, 8th Foothills Celebration, 870-878-6639

Visit Us.

www.arml.org

What Kind of Community Do You Think I Am, Anyway?

Identifying what type of community you are will help you organize your planning priorities.

By Jim von Tungeln

Urban planners sometimes face the difficult but vital task of getting a community to define its role in the regional, state or national environment. In other words, we ask: “What kind of community are you?” Responses range from confused looks to “Why do you ask?” We ask because getting a community to visualize its image represents a major key to establishing workable development plans.

For example, if a community is perfectly happy serving as a “bedroom community,” it may not make a lot of sense to spend resources on industrial parks. If a community wants to be a retail trade center, then it best consider the problem of transporting customers and goods to and from the city. Cities with a large industrial base must consider environmental factors. While this sounds simple in concept, it may not always be in practice.

A city may, as in the image of a butterfly emerging from a caterpillar, undergo a transition from one form to another. This can confuse things for a while. Also, a city may actually constitute a hybrid of two or more types. Finally, city residents and leaders may grow weary of its present character and decide to make changes.

Despite these complexities, it remains important that city leaders have a consensus as to how their residents see themselves from a functional standpoint. Sometimes this is evident; sometimes not. Sometimes it can be ascertained through community meetings. More often than not, it requires a lot of weeding through contradictory material. It can be a frustrating job.

Don’t despair. I offer help. Actually, the International City/County Management Association (ICMA) offers it through the Smart Growth Network. It appears in a publication called “Putting Smart Growth to Work in Rural Communities,” available from ICMA. The following identifies a number of community types that may help you better understand how your community fits in a larger environment.

Gateway Communities are adjacent to high-amenity recreational areas such as National Parks, National Forests, and coastlines (in our case, lakeshores).

Resource-dependent communities are often home to single industries, such as farming or mining.



Pine Bluff represents several community types, including a traditional downtown form.

Edge communities are located at the fringe of metropolitan areas and typically connected to them by state and interstate highways.

Traditional Main Street communities enjoy compact street design that is often accessible to a transportation hub.

Second home and retirement communities may overlap with others, although our state has several stand-alone communities of this sort.

The foregoing was taken directly from the publication, which provides a more detailed treatment of each type. I recommend obtaining and reading the entire document. For information, visit www.epa.gov/smartgrowth. My purpose is to encourage you to think in terms of how you, and others, may view your community.

With a little imagination, we can see what issues accrue to each type. Gateway communities experience a great deal of traffic plus wear and tear on existing or scarce infrastructure. They may or may not derive a commensurate revenue source to accommodate this. In addition, they may be expected to “keep up appearances” so to speak, so they don’t detract from the main attraction.

Resource communities constantly face the loss or reduction of their customer base. Consider the many communities in the Arkansas Delta whose fortunes rose and fell with the agricultural industry. Or consider a small community totally dependent upon a large paper mill.

Edge communities seem to have flourished out of proportion to the others listed over the last 30 or so years. They have faced, however, the problems of population growth that outstrips revenue. Those that jumped into planning early on are the lucky ones. The others constantly play “catch-up.” The “invisible gorilla” that lurks over their future is a future increase in the cost of gasoline, or conversely, competition from other edge communities “Farther On Down the Road.” Who can tell what iteration of edge cities now controls the growth of the Atlanta metro area? In fact, we are already seeing the decay in some of the original edge cities around the country.

Traditional communities are often the most pleasant in terms of urban design but among the most buffeted by modern growth dynamics. Bypasses have hastened the decline of downtown areas and highway widenings removed much of the tree cover that made some streets so lovely. In other words, we destroyed a great deal of the

ambience in accommodating the automobile. In fact, each step in improving traffic flow seems to reduce livability. Now we are attempting to recapture it with New Urbanism, but it’s a rough, expensive process.

Retirement communities face a unique set of challenges. Many have only recently moved from private to public status. In others, retirees who enjoyed the provision of good schools and parks in their home communities are now reluctant to pay for those in their new communities. This can hurt a state like ours with a large retirement cohort.

Perhaps this will help organize your thoughts as you consider the future of your community. It is never a mistake, in my opinion, as we plan for the future to consider the past, as long as we are not held prisoner by it.

Please note that I neglected to credit the excellent photographs in last month’s column to the Arkansas Blues and Heritage Festival. Thanks.



Jim von Tungen 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.

Pine Bluff has a never-ending supply of historical treasures, and the kind of neighborhoods that New Urbanists mimic.



PHOTOS BY JIM VON TUNGEN



America's Tank Maintenance Company!

Utility Service Co., Inc. (USCI), whose origins date back to 1963, is the premier provider of professional water tank services. USCI maintains thousands of potable water tanks under full service asset management programs coast to coast.

USCI provides tank funding and procurement services for new tanks and site management services for antennas on both existing and new tanks.

Now Utility Service Co., Inc. introduces...



Improve your water quality by minimizing organics, stabilizing disinfectant residuals, eliminating thermal water stratification and maximizing filter media efficiency.

Call Your Local USCI Sales Representative:

Arkansas:

David Woodring

501.231.3606

dwoodring@utilityservice.com

Sherwood, AR.

www.utilityservice.com



Fund Accounting & Payroll Software

- Print The Arkansas Semi-Annual Financial In Seconds
- Print Income Statements With Budgets
- Print Payroll Tax Reports - 941, W-2, 1099-R, 1099-Misc, SUTA
- Receive On-Site Installation And Training
- Receive Unlimited Toll-Free Telephone And Remote Internet Support
- Create Data Exports In Excel Format For Auditors
- Consult With Over 100 Other Perception Users in Arkansas

Call today for an information packet:
Computer Systems of Arkansas

800-264-4465

info@comsysar.com

Turn your
accounts
receivables into
CASH...



PCM assists municipalities with collecting unpaid accounts receivables; such as fines, utilities, cable, water, electric bills... most any type of receivable.

An Arkansas based company since 1980, PCM is dedicated to recovering your money. No recovery, no fee.

Call us today!

Professional Credit Management, Inc.
800-999-3780 x136
pro-credit.com

**damage
prevention
is no
accident**

Sure it's the law...but that's not the best reason to call us. It's simply the right thing to do.

We're proud to be your damage prevention partner.

Arkansas One-Call
800-482-8998





What are you looking for?

ARKANSAS' LARGEST PRE-OWNED SELECTION

Now Available to Municipalities.

Full line of pre-owned trucks and vans from the leading manufacturers:

- *Flat Bed Trucks*
- *Dump Bed Trucks*
- *Utility Trucks*
- *Work Trucks*
- *Box Trucks*
- *Cargo Vans*
- *Passenger Vans*

Shop online or on the lot.

T&B AUTO SALES, INC.

501.847.2727

25637 Interstate 30 • Bryant, AR 72022

www.CargoVanStore.com

CargoVanStore.com

Broaden your palette

Picking trees with an eye toward fall color can fill your community's canopy with the brilliant reds and yellows that make Arkansas especially beautiful this time of year.

By John Slater

I'm often asked what tree to recommend in a specific area. So I thought I would do an article on the Chinese Pistache, a tree that I do not know too much about but about which I have heard lots of good things.

One of the reasons I don't know much about this tree is that it's not native to Arkansas or even the United States. It's native to China and the Middle East. I checked out several different online resources, from extension service websites in Texas, to Kansas then south and east to Florida and even our own extension website in Arkansas. The Chinese Pistache has been widely planted from the east coast to the west coast and found to be a very nice tree for urban areas, and according to the Arbor Day Foundation all of Arkansas falls in that range.

The tree has a lot of good things going for it and only a few minor concerns. What are the advantages of the Pistache tree as an ornamental? First, it's a long-lived tree under favorable conditions. Texas has trees thriving at the former USDA Agriculture Research Center that were planted in 1940.

The Chinese Pistache is highly recommended by horticultural experts from around the country for many reasons:

- It is regarded by many knowledgeable horticulturists as one of the most beautiful, pest-free and easily maintained shade trees.
- It loves full sun but it will grow in partial shade.
- It is winter hardy.
- The Pistache forms a spreading, umbrella-like canopy which at maturity is 40-50 feet high with a width of 30 feet. This is an ideal size to provide shade.
- It has medium to fine textured foliage (an asset in smaller landscapes) that creates a light-textured shade pattern.
- Its foliage remains an attractive, deep green color during the growing season.
- It produces spectacular fall colors in shades of orange, red-orange and even crimson, often rivaling the show of sugar maples in the Northeast.

- It has a very acceptable growth rate for such a long-lived species, with two to three feet of growth possible each year with good management.
- It has high levels of genetic resistance to insect and disease problems.
- Its extremely hard, durable wood, which is also very decay resistant, helps protect the tree from wind, ice and injury.
- It shows superior drought, heat and wind tolerance once the tree is established (that is, after two or three growing seasons).

Overall, the Chinese Pistache is an extremely tough, durable and adaptable medium-sized tree that is tolerant of both urban and rural conditions. Fruit appears only on female trees, consisting of clusters of small, round green berries that turn red to reddish-purple in the fall. And while inedible for humans, the fruit is relished by birds. The fruit, if stepped on, puts out a strong, pungent odor that some people may find offensive. However, once the birds find the tree I don't think that will be a problem, especially if they are like the birds in our neighborhood. When they found my serviceberry tree they picked it clean in only a few days.

Although considered by many experts to be near perfect for this area of the country, the Chinese Pistache does have a couple of minor faults. First, young Pistaches in five-gallon containers—a nice size to purchase—are often rather awkward and gangly in appearance. Rest assured that after a few years of tender loving care, this ugly duckling will be magically transformed into a most beautiful swan as its canopy develops. Secondly, shaping and pruning your tree when it's young may be necessary to encourage proper branch spacing and for best crown development. Even without such pruning, however, the vast majority of Pistaches will eventually make very nicely shaped trees on their own.

To properly prune your Chinese Pistache, follow Dr. Ed Gilman's recommendations. He is with the University of Florida. I use his website (hort.ifas.ufl.edu/woody) all the time and he covers everything you need to know about trees.

Gerald Klingaman wrote in the Nov. 30, 2007, issue

of “Ornamentals Extension News” about the tree: “Unfortunately Chinese Pistache is difficult to propagate by cuttings or grafting, so most of the time it's offered as seed grown trees. Male plants have better form, so if the sex can be determined before planting, they should be selected. ‘Keith Davey’ is a male selection occasionally offered in the nursery trade.”

As you can see, Chinese Pistache is a very desirable urban tree. However, to protect against that unknown insect or disease that can wipe out all your Chinese Pistaches, you need to include other great trees in your urban forest. To help you with that go to our website at www.forestry.state.ar.us and click on “Community Forestry” for resources you can use.



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

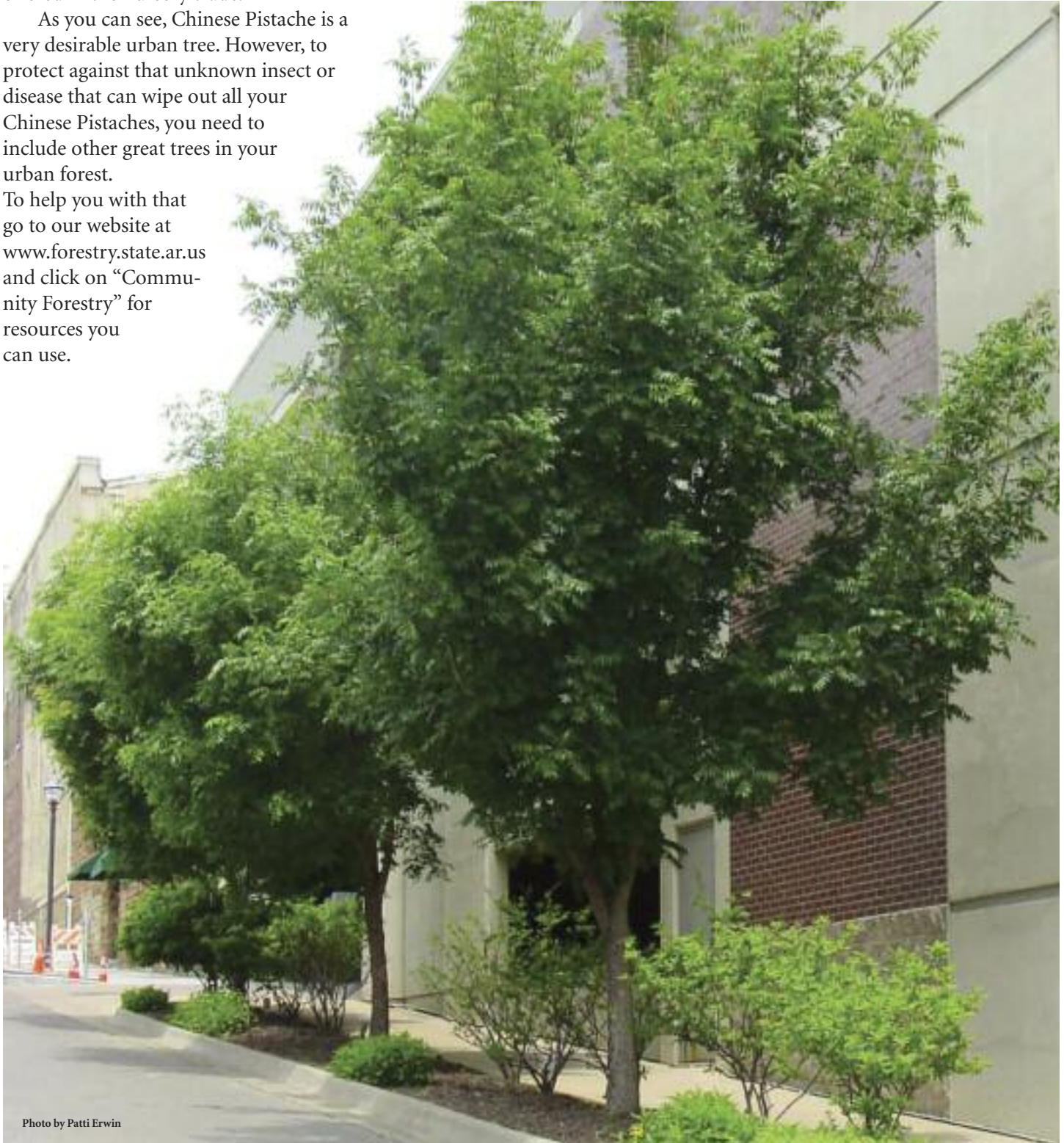


Photo by Patti Erwin

The Chinese Pistache makes an attractive and hardy member of Fayetteville's urban forest.

New initiative promotes regional development

Through the Regional Community Initiative, the Little Rock-North Little Rock-Conway MSA and other regions in the state have the opportunity to learn from comparable regions across the nation.

By James L. Youngquist

One of the greatest challenges any metropolitan region faces is fostering an understanding of the importance of a regional community. The more the citizens of multiple municipalities and counties within a defined region understand the significance of seeing the sum parts of a regional community, the greater the opportunity there is to enhance the community economic development and quality of place opportunities for their individual communities and their regional community.

The Metropolitan Statistical Area (MSA) of Little Rock-North Little Rock-Conway consists of the counties of Pulaski, Saline, Faulkner, Lonoke, Perry and Grant. It is the largest MSA in the state, the state seat of government, and one of the two most important corporate centers in Arkansas.

Understanding the Regional Community Initiative is a collaborative effort of the Institute for Economic Advancement (IEA) at the University of Arkansas at Little Rock, the Little Rock Regional Chamber of Commerce, METROPLAN and the Central Arkansas Planning and Development District (CAPDD).

The Little Rock-North Little Rock-Conway MSA faces a number of stumbling blocks in developing a dynamic regional community. Three of those stumbling blocks include term limits for elected officials, the lack of numerous corporate and industry headquarters, and a relatively low number of regional institutions.

The purpose of the Initiative is to stress the importance of regional approaches to enhance the provision of public services and initiatives through multijurisdictional delivery for consideration to the public and private sector leaders in the MSA.

In order to provide the region's leadership with some examples of best practices that might warrant duplication within the MSA's framework and circumstance, eight comparable/competitor metropolitan regions were identified by the Metro Little Rock Alliance. The eight

metropolitan regions are Albuquerque, N.M.; Oklahoma City; Tulsa, Okla.; Kansas City, Mo.; St. Louis; Nashville, Tenn.; Memphis, Tenn.; and Jackson, Miss. The regional council or chamber of commerce in each of the regions agreed enthusiastically to administer a survey of 20-25 public and private entities or individuals in their respective regions. The survey asks for the identification of multijurisdictional initiatives, projects and programs in the areas of regional planning, tax structure, law enforcement, emergency services, transportation, education and workforce issues, environment, arts, sports, tourism and entertainment, regional advocacy, economic development, leadership, public participation and social services.

IEA will compile a complete record of the survey responses for each of the eight comparable metropolitan regions and will glean out of the responses initiatives, programs and projects that appear to be multi-county efforts. IEA will then conduct a focus group session in each of the metropolitan regions to get confirmation on which of the initiatives, programs and projects that are multi-county as well as provide the participants an opportunity to provide more in-depth information on those efforts. The focus group session will also allow for the opportunity to identify other initiatives, projects or programs that might have been missed in the region's initial survey responses.

All of the information gleaned from the survey and focus group effort will be compiled along with a data overview of each of the regions into a bound document that will be distributed back to each region. The document will be divided by metropolitan region as well as by category for comparison. It is hoped that the document can be helpful in sharing initiatives, projects and programs that may be considered for duplication elsewhere.

The best practices from the eight regions will be shared with the MSA's leaders at the Understanding the Regional Community Summit on Dec. 6 at the Wyndham Hotel in North Little Rock. The sharing of the best

practices will be the basis for a facilitated discussion among regional leaders on how a strong regional community is built for the MSA. One of the great leaders nationally in building regional communities, Chattanooga, Tenn., Mayor Ron Littlefield, will be the keynote speaker. Littlefield was one of the key players in the renaissance of Chattanooga and its regional community. Gov. Mike Beebe, a true advocate for regional cooperation and collaboration, is invited to be the Summit lunch speaker.

It is the hope of IEA, the Little Rock Regional Chamber, METROPLAN and CAPDD that this will be an ongoing initiative that will lead to building a strong regional community for the Little Rock-North Little Rock-

Conway MSA. Several of the comparable metropolitan regions have voiced an interest in developing an ongoing dialogue among the regions to share and learn. It is something that will be considered. It is also the hope of IEA that the concept of the project will be considered for duplication in the other metropolitan regions in Arkansas.



Jim L. Youngquist is Executive Director, Institute for Economic Advancement College of Business, University of Arkansas at Little Rock.

Changes to 2010 Directory, Arkansas Municipal Officials

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

| | | |
|--|--|---|
| <p>Beedeville Delete AL (Vacant) Add AL Danny Reynolds</p> <p>Cave City Delete AL Jerry McCall Add AL (Vacant) Delete M Carl Johnson Add M Jerry McCall</p> <p>Cove Delete AL Jeanette Andrews Add AL Darbi Scheppmann</p> <p>Huntsville Delete AL Eldon Hestand Add AL Jarred Rogers</p> <p>Jonesboro Delete PRD Jason Wilkie Add PRD Jeff Owens</p> | <p>La Grange Delete AL Ralph Cullum Add AL (Vacant)</p> <p>Little Flock Delete M R.H. Schoettle Add M Leon Harriman Delete AL Leon Harriman Add AL (Vacant)</p> <p>Mayflower Delete T Kathy Grace Add T Dale Carter Delete AL Judy Manley Add AL William Altman Add FC Carl Rossini Add DJ James Patrick Delete WEB www.mayflower.org Add WEB www.cityofmayflower.com</p> | <p>Mountain Home Delete C (Vacant) Add C//A Brian Plumlee</p> <p>West Fork Delete PRD (Vacant) Add PRD David Roebke</p> |
|--|--|---|

Visit Us.

www.arml.org

New trends in economic development

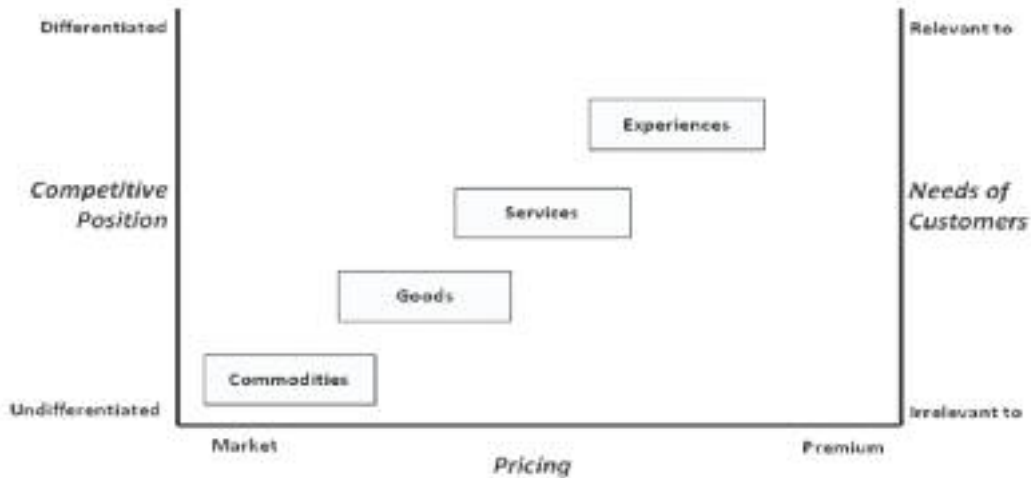
Part 3: Experience communities evolution stages

This is the third in a four-part series focusing on the newest trends in economic development and how they can benefit Arkansas cities and towns.

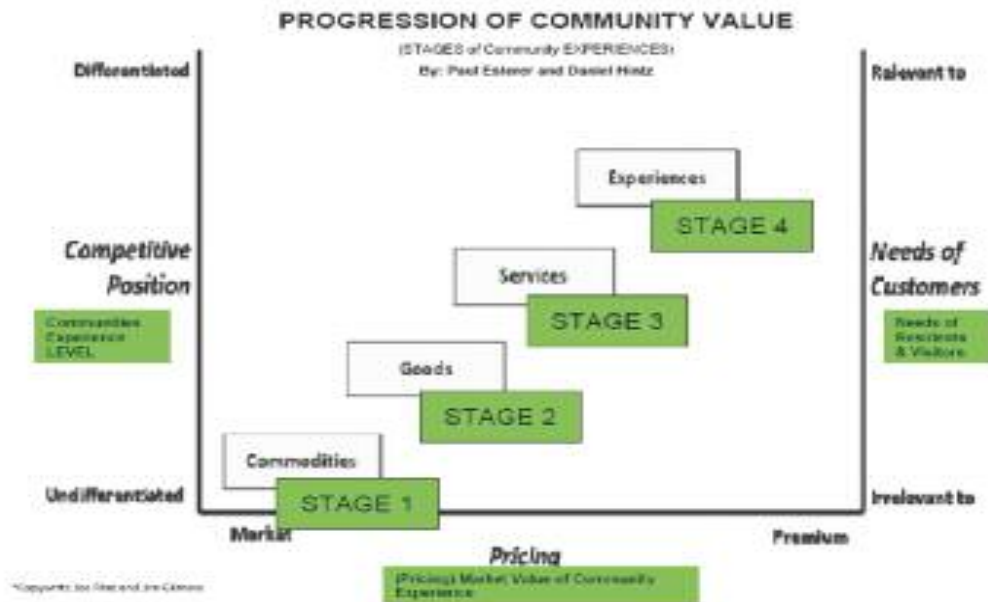
By Daniel Hintz and Paul Esterer, guest writers

Over the past several months, we have proposed that a new direction in Arkansas economic development efforts is necessary for Arkansas to be competitive on the global market. We believe that place-making—vital to creating an environment attractive to the knowledge workers required by all businesses—needs to be the dominant discipline of those public and private entities charged with developing financially robust communities. Cultivating and fostering the “It Factor” is the new economic development paradigm.

The last two articles have introduced the theories outlined by economists Joe Pine and Jim Gilmore in their book, *The Experience Economy: Work is Theatre and Every Business a Stage*, and their follow-up, *Authenticity*. Highlighting the workings and components of a vibrant experience economy, we described how the Progression of Economic Value (POEV) works and showed the how and why of that value progression.



Based on this economic evolution of value, we developed a Progression of Community Value (POCV) chart. The following chart shows four stages of a community as it relates to value progression.



Stage 1

These are communities struggling to define and understand a sense of place. They have limited leadership to help guide the process and are having difficulty seeing community assets. Stage 1 communities have inadequate resources and people, and need technical assistance and guidance to rethink opportunity. Their economic development agencies continue to pursue industrial park developments and other limiting development strategies, without much success. Without focus, economic development activities are spreading funds across to many areas, and in the end details get left behind on key projects.

Stage 2

These are communities that have organized around a central and focused theme. They have put together a group to lead the effort and have support of city and county officials. The group has analyzed current experience gaps and has facilitated the process to identify strengths and opportunities to define (or refocus) its sense of place. They need capital for a first project and/or they need a study to determine how and where to invest. They have a good foundation for growth, and have turned the mindset within the community and its leadership in a new direction.

Stage 3

The sense of place and/or community has become acculturated with one or two successful projects, but they need some help with a transformational project that will tip the momentum towards a sustainable effort. They have started to turn the corner on retaining visitors and residents. The city now starts to see results and wants more of this focus. Programming has really geared up around this place and is improving annually. The education and recreational aspects in the area are improving as well. 4E programming and activation is vitally important during this phase.

Stage 4

The community is buzzing with activity and the sense of place is extremely well defined. The focus now lies with long-term retention of a promoting organization and resources dedicated to maintaining the sense of place. This is also the time to begin focusing on connecting to a greater regional identity to expand economic opportunities.

The upwards progression through the various community phases is determined by several factors, including:

- **People**—Are the citizens, elected and business leaders engaged believers in the process? Do you have the skills and commitment within the community to start moving up the ladder of the POCV? Are locals willing to be flexible as things grow and change?
- **Community Support**—Does the culture at large tolerate contrarian thinking and is the government willing to remove structural barriers to investment? Do local leaders act as strong public advocates and open doors to entrepreneurs?
- **Organization**—Does your community have an entity in place to help lead and guide this process? Are there formal or informal groups that can link new ventures and concepts together?
- **It Factor**—Does the community know what it wants to be? Does it have existing assets that can be the foundation for the new experience, or does it need to tweak or create new ones? Do you know where to start?

The most difficult, but absolutely crucial, aspect of moving up the POCV ladder is fostering an authentic environment based on your own community assets and identity. Experiment relentlessly, but keep an eye on your defined theme and a finger on the pulse of customer needs. We must believe our state has unique factors that, if properly identified, clustered and cultivated, can become powerful tools in feeding the growing economic strength of 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.

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.

Visit Us.
www.arml.org

Get the facts with PHACS

A new UAMS website makes accessing community health information easy for Arkansans.

By Martha Phillips, Ph.D.

Valuable statistics, research and the databases in which they are stored often don't reach their optimum potential if they aren't easily accessible and user friendly.

That's the driving force behind a new website that aims to rein in the abundance of available public health-related information and present it in a useful way to Arkansans. Called the Public Health in Arkansas Community Search (PHACS), it is a one-stop source for Arkansans looking for community specific health data. The website, developed in partnership with the Arkansas Center for Health Disparities, the Arkansas Prevention Research Center and the Arkansas Center for Clinical and Translational Research, can be found at www.uams.edu/phacs.

Just a few clicks

The website is designed primarily for community based organizations and ordinary Arkansans who want to find health data that will help them take charge of health outcomes and risks in their communities.

It also holds a wealth of information for researchers and policy-makers looking to make a case for issues and opportunities in their communities that are critical to promoting public health within the state.

For example, let's say a community group in Crittenden County is looking for a way to make a difference in the preventive health of its residents. They can go to the website, select their county and the "Preventive Care and Screenings" topic, and then choose from several health indicators to find statistics. If they choose "Percent of Elderly With No Flu Shot," they'd find that 52.9 percent of elderly residents in that county did not get a flu shot and that it was the lowest ranked in the state. That pinpoints a direct need for improvement in that particular health indicator.

The user could then click a link to a map of Arkansas and, by simply moving the cursor over each county, reveal its percentage of elderly residents not receiving flu shots.

That's a wealth of Arkansas-specific information in a minimal amount of clicks.

www.uams.edu/phacs

Treasure chest

Of course, that's just one example of the thousands of combinations that can be easily and quickly accessed.

Our goal is to make sure the information is updated quarterly to ensure that Arkansans are getting the most accurate information possible. The Internet is a wonderful resource for health information, but it can sometimes be hard to discern what's reliable. This site is intended to leave no doubt that the data being mined is accurate and sound.

While there is no limit to the categories and health indicators that will be continually added to the website, it initially offers 100 health indicators in the following categories:

- Demographics—includes data such as population by race and age
- Social Environment—includes data such as income, unemployment and education
- Access to Health Care—includes factors such as number of doctors, dentists and hospitals within each county
- Behavior Risks—includes risk factor information such as number of smokers, binge drinking and teen drug use
- Preventive Care and Screenings—includes information about preventive care such as women receiving pap tests and mammograms
- Health Outcomes and Mortality—includes information about individuals with diabetes, heart disease and mortality rates

Take a look

There are already plans in place for the evolution of this site, including offering a Spanish language option, adding more health indicators and developing ways to present greater amounts of information in even more useful ways.

I hope you will take the time to browse the site and get to know the public health challenges that are facing your particular county.



Martha Phillips, Ph.D., is Assistant Professor, Departments of Psychiatry and Epidemiology, University of Arkansas for Medical Sciences.

NLR, Independence Co. receive funds for obesity fight

The federal Centers for Disease Control and Prevention has awarded North Little Rock and Independence County a \$2.3 million grant for obesity prevention programs, the *Arkansas Democrat-Gazette* reported Sept. 15. The program, expanded through federal healthcare legislation, supports public health efforts to help reduce obesity, increase physical activity, improve nutrition and decrease smoking.

North Little Rock will collaborate with the North Little Rock School District to create the Fit 2 Live initiative, which will combine policy and individual choices, according to an outline on the CDC website. Independence County will form a similar coalition, partnering eight small communities and school districts. They join 44 cities and 13 states already in the program.

Fayetteville a top place to retire

Fayetteville ranks 15th on CNNMoney.com's latest list of the top 25 places to retire, the *Arkansas Democrat-Gazette* has reported.

"Our city is on that list partly because the University of Arkansas offers free tuition to people 60 and older, as long as there's space," said Steve Clark, president and CEO of the Fayetteville Chamber of Commerce.

Most of the selected cities have some form of higher education institution nearby. The list highlights lifelong learning programs at those universities where retirees can enroll in classes free or at reduced tuition.

The city's four seasons—none of them too severe—and relatively low property taxes also played a role in Fayetteville landing on the list, Clark said.

Durham, N.C., topped the list. For the full list, visit CNNMoney.com.

NLR chief named association's chief of the year

North Little Rock Police Chief Danny Bradley was honored by the Arkansas Association of Chiefs of Police as its chief of the year, the *North Little Rock Times* reported Sept. 3. The Association presented Bradley the award at its annual convention, Sept. 1 in Hot Springs.

Bradley, who is from North Little Rock, started at the police department in 1973 as a cadet. He left the department as a captain in 1995 and spent six years as a chief deputy with the Pulaski County Sheriff's Department. He returned to North Little Rock in 2001 as chief of police, which he calls his dream job.

Winrock celebrates 25th anniversary

Winrock International this year celebrates 25 years of dedication to improving lives and livelihoods worldwide, the organization has announced. To honor the anniversary, Winrock welcomed President Bill Clinton as keynote speaker to an anniversary luncheon Sept. 8 in Little Rock.

Life in undeveloped countries is often like guerilla warfare, Clinton said, and he praised Winrock for serving as a model for non-governmental organizations (NGOs) around the world. Winrock is effective because it's adept at leveraging its resources to bring long-term results for poor people globally, he said. The nonprofit organization, headquartered in Little Rock, operates anti-poverty programs in more than 65 countries. NGOs can lead the way for social improvement, but long-term results depend upon a good social structure, Clinton said.

"We're really in the 'how' business: How do you propose to turn good intentions into changed lives?" Clinton said. "The work you and I do—no matter how good—will never be a substitute for a vibrant private economy and good government."

Clinton praised the work of the late former Gov. Winthrop Rockefeller, whose philanthropic work led to the creation of Winrock International.

Turn obstacles into amenities

Get creative to turn your community's open space obstacles into attractive and functional park amenities.

By Dave Roberts

One of the most recognizable parks in America was built on land that was considered to be full of obstacles, to say the least. Frederick Law Olmsted and Calvert Vaux submitted their entry in a competition for a central park in New York City in 1858. Poor living conditions in the city led to a public outcry for a “people’s park” for health and recreation. Commerce had encircled Manhattan’s coast lines leaving undeveloped wilds in the center of the island. According to the *Central Park Guidebook* by Raymond Carroll, the future park site was considered “bleak, dreary and sickly.” Rock outcroppings and patches of stagnant swampland were the challenges that Olmsted and Vaux had to work with (not to mention primitive construction techniques and the outbreak of a Civil War before the project was completed). After numerous planning sessions, they transformed an 843 acre obstacle into a world-class amenity that ranks as one of New York’s most visited attractions.

In today’s economic climate, municipalities are cutting funding for parks and open space improvements leaving park departments and public works agencies looking for ways to maintain what they have with little hope for new amenities. Plans for new playgrounds, pedestrian bridges, ball fields or recreation facilities are put on hold when funding sources aren’t forthcoming. However, in this balance between needs and budget, all hope is not lost. Consider the park designs of Olmsted, who is considered the father of American landscape architecture. From New York’s Central Park to Boston’s Emerald Necklace to Mount Royal in Montreal, amenities inspired by obstacles can be found.

A design from a creative park planner, coupled with an in-house labor force, may be what is needed to turn open space obstacles into park amenities. The cost of this transformation depends on the size of the project and the imagination of the planner. Here are a few ideas for consideration.

Rails to Trails

Nothing divides the circulation of a community like a rail line. Railroads are physical barriers that present challenges for vehicle traffic and even more challenges to bicycle and pedestrian traffic. Some communities resort to expensive pedestrian bridges when at-grade crossings are determined unacceptable. The Rails to Trails program

offers an alternative.

When a rail line becomes inactive, consider converting the rail bed to a trail as an affordable option to link the community. Trails provide recreational benefits that unite families, connect neighborhoods and offer an alternate mode of transportation for all age groups. The Rails to Trails mantra is “We’re Building Healthier Places For Healthier People & Communities.” Learn more at www.RailsToTrails.org.

Constructed wetlands, wetparks

A constructed wetland or wetpark is an artificial wetlands, a marsh or swamp created as new or restored habitat for native and migratory wildlife; for anthropogenic discharge such as wastewater, stormwater runoff, or sewage treatment; for land reclamation after mining or other ecological disturbances; and as required mitigation for natural wetlands lost to a development. Natural wetlands act as a biofilter, removing sediments and pollutants such as heavy metals from the water, and constructed wetlands can be designed to emulate these features. The size and type of the constructed wetland depends on the nature of the stream (flow volume, channel width, etc.) and the pollutants in the area. A wetpark uses the technology of a constructed wetland while adding recreational benefits like trails, boardwalks and fishing piers to create a community amenity. Access to the wetlands allows visitors to interact with nature. The U.S. Environmental Protection Agency’s website has numerous resources for constructed wetlands at water.epa.gov/type/wetlands.

Drainage swales to water features

Stormwater runoff can present difficult challenges to a site, especially when development in the area directs the runoff to a swale or intermittent stream. The intensity of the flow can change the topography of the site and, if not controlled, create erosion issues. One way to address stormwater is to change the swale into what it wants to be during rain events: a water feature. By adding engineered weirs to a swale—incorporating boulders to slow or divert the flow and increasing the basin where the runoff collects—a water obstacle becomes an amenity that is functional as well as aesthetically pleasing. A civil engineer should be consulted to assist with watershed calculations, while a landscape architect can add the de-



This swale with rock weirs helps solve drainage issues in west Little Rock.

sign elements needed to make the feature attractive and more natural in appearance.

In Arkansas, the amount of runoff in the winter is vastly different than the summer months. The feature should utilize either a submersible pump for recirculation of water from the basin to an upper pool for a year-round water effect or a rock-lined stream with stones of varied sizes for a dry creek look in the summer months when the runoff is intermittent. Either solution will improve the ecology of a site. Aquascapes (www.aquascapeinc.com) is one source for pumps and pond/stream materials.

Create nature preserves

It is important to identify and protect natural assets before open space is lost to development or site expansion. It is equally important to “think outside the box” to solve problems with green solutions that return nature to a site. Consider the scenario presented in *Anatomy of a Park: The Essentials of Recreation Area Planning and Design*, by Donald Molnar and Albert Rutledge. A school fought with a boggy area created by drainage from surrounding sites. Efforts to establish turf in this wet location had long frustrated administrators, who were forced to set aside funds to drain the area. Turning this unused area into a nature preserve with a variety of species of plants, birds and insects became an affordable solution

and a valuable resource to the school’s science program. They now have a sustainable outdoor science lab.

Much like the early days of Central Park, the benefits of turning obstacles into amenities extend beyond the park itself. Olmsted and Vaux shared a vision of the park as a scenic work of art where people of all social backgrounds would mingle and enjoy uncontaminated surroundings. Their design was realized through creative problem solving and took years to build. Today’s challenges may differ slightly, but creative planning and a dedicated labor force can yield similar results. Progressive communities initiate park and open space planning when the economy is down so a plan is in place for prosperous years to follow. Planning ahead is the best way to turn obstacles into amenities. In *Design with Nature*, author Ian McHarg states, “We need nature as much in the city as in the countryside. In order to endure we must maintain a bounty of that great cornucopia which is our inheritance.”



Dave Roberts is a Landscape Architect and Director of Planning at Crafton Tull Sparks in Little Rock. Contact Dave at 501-748-8252, or visit www.craftontullsparks.com.

CALENDAR

NLC Congress of Cities & Exposition
Tuesday-Saturday
Nov. 30 - Dec. 4, 2010
Denver, Colorado

Arkansas Municipal League
Winter Conference
Wednesday-Friday
Jan. 12-14, 2011
Little Rock, Arkansas

NLC Congressional City Conference
Saturday-Wednesday
March 12-16, 2011
Washington, D.C.

Arkansas Municipal League
77th Annual Convention
Wednesday-Friday
June 15-17, 2011
Hot Springs, Arkansas

Visit Us.
www.arml.org

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.

UNITED STATES POSTAL SERVICE (All Periodicals Publications Except Requester Publications)

Statement of Ownership, Management, and Circulation

1. Publication Title: City + Town

2. Issue Date for Circulation Data Below: 03-1-2010

3. Issue Frequency: Monthly

4. Annual Subscription Price: \$20.00

5. Number of Issues Published Annually: 12

6. Annual Circulation Mails: 420,000

7. Total Copies (Net press run): 420,000

8. Paid Circulation (By Mail): 259

9. Paid Circulation (Outside the Mail): 1/2

10. Total Paid Circulation (Sum of 8 & 9): 260

11. Total Copies (Net press run): 420,000

12. Total Paid Circulation (Sum of 8 & 9): 260

13. Total Copies (Net press run): 420,000

14. Total Paid Circulation (Sum of 8 & 9): 260

15. Total Copies (Net press run): 420,000

16. Total Paid Circulation (Sum of 8 & 9): 260

Statement of Ownership, Management, and Circulation

1. Publication Title: City + Town

2. Issue Date for Circulation Data Below: Sept. 2010

3. Issue Frequency: Monthly

4. Annual Subscription Price: \$20.00

5. Number of Issues Published Annually: 12

6. Annual Circulation Mails: 420,000

7. Total Copies (Net press run): 420,000

8. Paid Circulation (By Mail): 259

9. Paid Circulation (Outside the Mail): 1/2

10. Total Paid Circulation (Sum of 8 & 9): 260

11. Total Copies (Net press run): 420,000

12. Total Paid Circulation (Sum of 8 & 9): 260

13. Total Copies (Net press run): 420,000

14. Total Paid Circulation (Sum of 8 & 9): 260

15. Total Copies (Net press run): 420,000

16. Total Paid Circulation (Sum of 8 & 9): 260

Local Option Sales and Use Tax in Arkansas



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

| 2010 Elections | |
|---------------------------------------|--|
| SALINE COUNTY , August 10 | Failed. 1% sales tax for FairPlex For: 7,312 Against: 20,081 |
| JONESBORO , August 10 | Passed. 1/2 % for public safety For: 4,202 Against: 2,403 |
| BATESVILLE , August 10 | Failed. 1% sales tax for Parks & Rec For: 2,093 Against: 2,264 |
| MISSISSIPPI COUNTY , August 10 | Passed. 1/2 % for economic recruitment extended For: 888 Against: 372 |
| FARMINGTON , May 18 | Passed. 1% for parks For: 641 Against: 602 |
| BOONEVILLE , May 18 | Passed. 1% renewed for various For: 382 Against: 184 |
| REDFIELD , May 18 | Failed. 5% for parks For: 93 Against: 103 |
| PIGGOTT , May 18 | Passed. 1% for hospital For: 847 Against: 125 |
| CADDO VALLEY , May 18 | Passed. 1% for water treatment For: 70 Against: 63 |
| ROCKPORT , May 18 | Failed. 1% for city services. For: 74 Against: 104 |
| HAZEN , April 13 | Passed. 1% for emergency services For: 65 Against: 40 |
| VAN BUREN COUNTY , April 13 | Passed. 1% for hospital For: 985 Against: 849 |

Sales and Use Tax Year-to-Date 2010 with 2009 Comparison (shaded gray)

| Month | Municipal Tax | | County Tax | | Total Tax | | Interest | |
|--------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|------------------|
| Jan. | \$34,674,109 | \$35,895,776 | \$35,450,558 | \$38,497,274 | \$70,124,667 | \$74,393,050 | \$60,271 | \$92,482 |
| Feb. | \$41,006,941 | \$42,021,936 | \$42,937,896 | \$43,359,038 | \$83,944,837 | \$85,380,974 | \$59,485 | \$103,317 |
| March | \$33,818,100 | \$33,523,556 | \$34,971,579 | \$35,926,755 | \$68,789,679 | \$69,450,311 | \$76,714 | \$102,348 |
| April | \$34,427,642 | \$35,106,978 | \$36,042,561 | \$37,321,460 | \$70,470,203 | \$72,428,438 | \$78,790 | \$109,108 |
| May | \$38,636,249 | \$37,844,100 | \$38,049,225 | \$39,586,629 | \$76,685,474 | \$77,430,729 | \$49,923 | \$48,100 |
| June | \$37,512,337 | \$35,354,936 | \$38,602,771 | \$37,127,878 | \$76,115,108 | \$72,482,814 | \$63,686 | \$84,093 |
| July | \$36,860,261 | \$36,239,404 | \$37,359,158 | \$37,874,981 | \$74,219,419 | \$74,114,385 | \$52,871 | \$68,590 |
| August | \$37,616,032 | \$36,555,700 | \$39,562,409 | \$40,128,797 | \$77,178,441 | \$76,684,497 | \$58,934 | \$73,271 |
| Sept. | \$36,434,296 | \$36,037,008 | \$38,376,562 | \$38,673,292 | \$74,810,859 | \$74,710,300 | \$51,022 | \$69,889 |
| Total | \$330,985,967 | \$328,579,394 | \$341,352,719 | \$348,496,104 | \$672,338,687 | \$677,075,498 | \$551,696 | \$751,198 |
| Averages | \$36,776,219 | \$36,508,822 | \$37,928,080 | \$38,721,789 | \$74,704,299 | \$75,230,611 | \$61,300 | \$83,466 |

PROFESSIONAL DIRECTORY

MCE McCLELLAND CONSULTING ENGINEERS, INC.
DESIGNED TO SERVE

Water & Wastewater Systems ♦ Streets & Drainage ♦ Airports & Parks
 Surveying & Land Planning ♦ Environmental & Materials Testing Laboratories

500 W. Markham, Little Rock, AR 72201, Ph. 501-371-0272
 1810 N. College, Fayetteville, AR 72703, Ph. 479-443-2377


EMTEC Engineering Management Corporation

AIR QUALITY MOLD SURVEYS ASBESTOS PROJECTS STORMWATER MGT. ENVIRONMENTAL AUDITS LEAD ANALYSIS SITE CLEANUP PERMITS

P.O. Box 3703, Little Rock, AR 72203
 Visit us at our Web site at www.emtecconsulting.com

Phone: 501-374-7492
 Fax: 501-374-7494

Affordable, Reliable Business Phone and Internet Service



Mikel Fears
 Suddenlink Business Account Executive
mikel.fears@suddenlink.com
 1520 South Caraway Rd.
 Jonesboro, AR 72401
870-273-2889

Suddenlink Communications 2010. Suddenlink is among the trademarks of Suddenlink. Available services may vary and may not be available in all areas. SLDBUS061001

ETC Engineers & Architects, Inc.

• 1510 S. Broadway • Little Rock, AR 72202 • Phone (501) 375-1786

- Water and Wastewater Systems
- Street and Drainage Designs
- Parks Planning and Design
- Architecture, Public Buildings
- Aquatic Parks
- Stormwater, Hydraulic Modeling
- Landscape Architecture
- Airports
- Surveying and Land Planning
- Environmental Engineering

Miller-Newell Engineers, Inc.

Consulting Engineers and Surveyors

510 Third St.
 Newport, Ark.
 870-523-6531

Water & Wastewater Systems
 Downtown Enhancements
 Street & Drainage Design
 Land Surveys

LANDMARK
 Engineering & Surveying

300 South Rodney Parham
 Suite #7
 Little Rock, AR 72205
 1-800-352-0928



302 East Millsap Road
Fayetteville, Arkansas 72703

Phone: 479-443-3404
Fax: 479-443-4340

WWW.MWYUSA.COM

*Providing quality engineering services to municipalities
in Arkansas & the region for more than six decades.*

- | | | |
|-----------------------|---------------------|--------------------|
| Water Facilities | Master Planning | Bridges |
| Wastewater Facilities | Utility Relocations | Mapping |
| Hydraulic Modeling | Highways | Surveying |
| Lift Stations | Streets | Compost Facilities |
| Rate Studies | Drainage | Architecture |



IT'S TIME FOR A CHANGE!



479.273.9472

Transportation ■ Parks & Recreation
Surveying ■ Airports ■ Environmental



water resources/environmental consultants

- Environmental Assessments
- Threatened/Endangered Species
- Stormwater - Management, Permitting & Modeling
- Floodplains - Management, Administration & Modeling
- Wetlands - Section 404 Delineation, Permitting & Mitigation

3 Innwood Circle • Suite 220 • Little Rock, AR 72211-2492
(501) 225-7779 • Fax (501) 225-6738 • ftn@ftn-assoc.com



**Dedicated
to Arkansas**

For over 90 years
Garver has been an
engineering keystone in
Arkansas. With our new
corporate headquarters
in North Little Rock,
we're dedicated to many
more years of local
service and support.



www.GarverUSA.com



- Water and Wastewater • Streets and Drainage
- Pedestrian Facilities

210 North Stateline Avenue, Suite 204
Texarkana, Arkansas 71854
Phone: 870.216.1906 Fax: 870.216.1907



CIVIL ENGINEERING ASSOCIATES, LLC

Drainage • Parks • Water • Wastewater

Arkansas • Texas • Missouri
1-888-228-4516

MUNICIPAL MART

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

CHIEF COURT CLERK—The city of Bentonville has an opening for a Chief Court Clerk in the Bentonville District Court. Hiring pay range is \$36,795-\$49,650 annually, depending on experience. Duties include administering all non-judicial functions of the District Court, including coordinating notification and utilization, case scheduling and tracking, personnel assignment, and space and equipment allocation to accomplish orderly processing of court cases. Directly supervises ten (10) employees. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems. Complete job description available on request. Minimum of an Associates Degree (or equivalent) in Criminal Justice, Public Administration or related field of study and seven (7) years direct experience and/or training or equivalent combination of education and experience. Applications available online at www.bentonvillear.com. Completed applications and/or resumes can be faxed to 479-271-5913 or email ehweeler@bentonvillear.com. The city of Bentonville is an Equal Opportunity Employer.

PARKS & RECREATION DIRECTOR—The City of Conway, Arkansas, is seeking an experienced professional with proven leadership skills to serve as the Parks and Recreation Director. Conway is a vibrant and progressive community with an estimated population of over 59,500 located 31 miles northwest of Little Rock. Also known as "the City of Colleges," Conway is home to three institutions of higher education - the University of Central Arkansas, Hendrix College and Central Baptist College. The Parks & Recreation Director reports directly to the Mayor and is responsible for 18 City parks and 650 acres of park land. The director manages a staff of 30 full time and 22 part time and seasonal employees to provide residents of Conway with green space, recreation facilities and programs; including the rental and use of the Conway Expo Center and Fairgrounds. Responsibilities include but are not limited to accounting and financial reporting functions, preparation of the Parks & Recreation Department annual budget, and overseeing new construction and parks expansion projects. The Parks & Recreation Director advises the Mayor, City Council, other City departments and the general public regarding Parks & Recreation issues. Bachelor's degree in Parks & Recreation, Public Administration or Business Administration or a related field plus ten (10) years Parks & Recreation experience including five (5) years experience in a Director position. Equivalent combinations of education and experience may be considered. Resumes and at least three professional and one personal reference may be mailed to Human Resources Director, City of Conway, 1201 Oak Street, Conway, AR 72032; email to lisa.williams@cityofconway.org; or faxed to the attention of Human Resources Director at 501-513-3503. Submitted resumes will be subject to disclosure under the Arkansas Freedom of Information Act. Conway is an Equal Opportunity Employer.

FIRE CHIEF—The City of Batesville is seeking a full time Fire Chief. Minimum requirements are; 21 years of age or older; possess a valid Arkansas driver's license without record of suspension or revocation in any state; U.S. Citizen; and a minimum 5 years of supervisory fire fighting experience. Full job description, requirements and application can be acquired at Batesville's web site at www.cityofbatesville.com. Please send resume to City of Batesville, Fire Chief Application, 500 E. Main Street, Batesville, AR 72501. Application will be accepted through 5:00 pm, October 8, 2010. For any additional information contact the City Clerk's office at 870-698-2400.

WATER & SEWER OPERATOR—The City of Elaine, AR, is looking to hire a certified Water & Sewer Operator or someone willing to train and receive certification. Send resume to: City of Elaine, c/o Mayor Lucien Webster, P.O. Box 605, Elaine, AR, 72333, or FAX to 870-827-4064. If you have any questions, please call 870-827-760

Visit Us.
www.arml.org

ACCEPTING PATIENTS!

PINNACLE POINTE BEHAVIORAL HEALTHCARE SYSTEM

Is pleased to introduce the staff of

THE POINTE- AUTUMN ROAD OUTPATIENT BEHAVIORAL HEALTHCARE CLINIC

David Streett, M.D., and the professional staff are now accepting children and adult patients

Autumn Office Park
1012 Autumn Rd, Ste. 3
Little Rock
(501) 223-8414

Expanded Services to include
Adults and Children
Extended hours for busy families



**PINNACLE POINTE HOSPITAL
HAS EARNED:**

- Joint Commission's Gold Seal of Approval
- 2007 Residential Facility of the Year
- Honors for Outstanding Contributions Awarded by the Arkansas Psychological Associations

**early
intervention:**
The Key to Your Child's Mental Health.



Families in Crisis Don't Have to Wait

Pinnacle Pointe offers Acute, Residential, and Outpatient services and free, confidential assessment and referral services 24 hours a day, 7 days a week as a community service. David Streett, M.D., Medical Director suggests that parents seek help if a child exhibits:

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

- Tricare approved and certified • Accept all other insurances as well as Medicaid
- Counseling for financial arrangements is provided as needed

WHERE TO GO FOR HELP



11501 Financial Centre Parkway • Little Rock, AR 72211 • (501) 223-8414 • Toll free 800-880-3322
www.pinnaclepointehospital.com



Morgan Keegan

THE NATURAL CHOICE FOR
YOUR PUBLIC FINANCE TEAM.

In the South Central United States, Morgan Keegan has been the top underwriter of municipal bonds for over a decade, and has become one of the top ten underwriters in the country. We've done it by offering innovative ideas and building lasting relationships. With a tradition in Arkansas going back to 1931, we pair our local team and deep resources to achieve success for our clients. You might say it comes naturally. Give us a call.

Little Rock Public Finance

100 Morgan Keegan Drive • Suite 400
Little Rock, AR 72202
501.671.1339

Fayetteville Public Finance

1465 E. Joyce Blvd. • Suite 136
Fayetteville, AR 72703
479.684.5289

Morgan Keegan & Company, Inc. | Member FINRA, SIPC

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