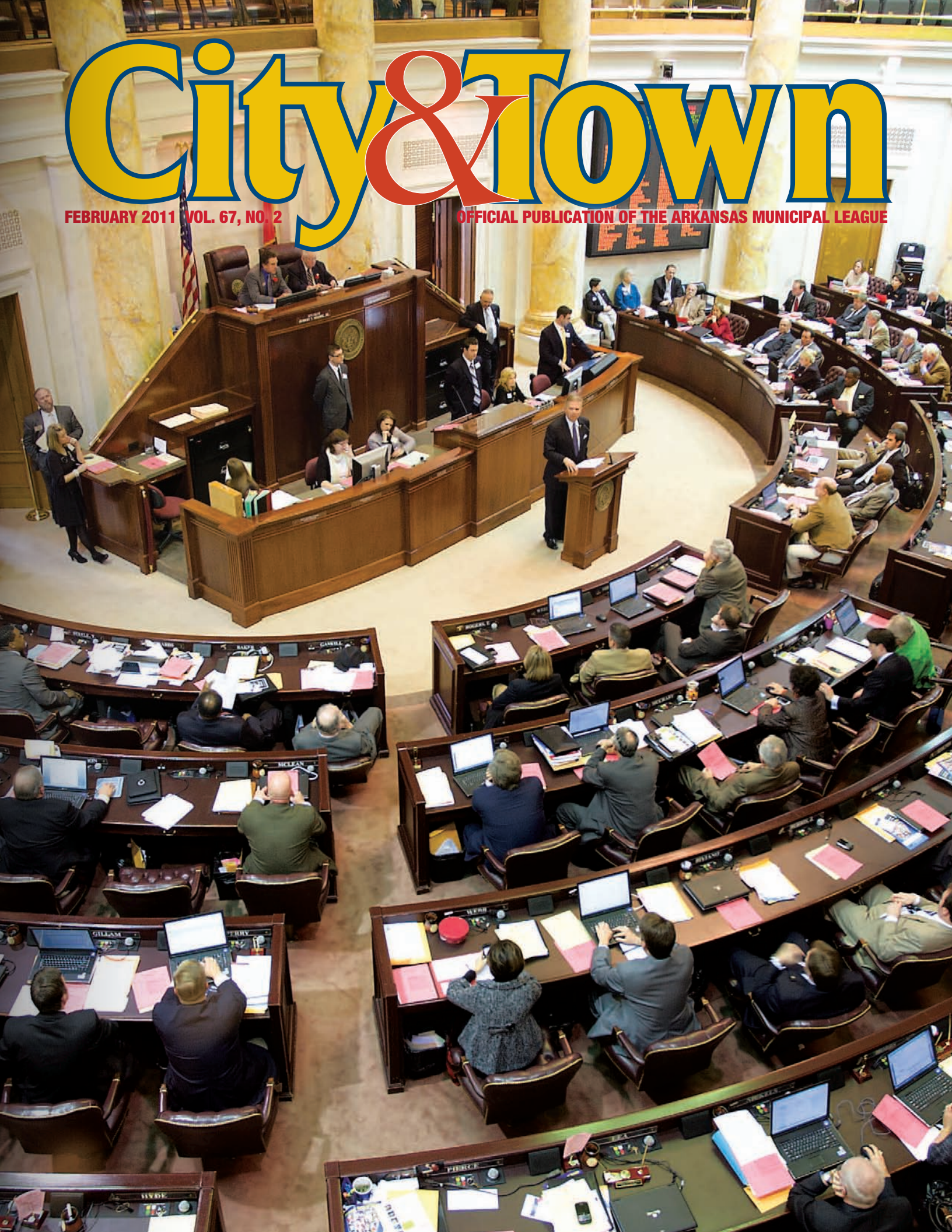


City & Town

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FEATURES

6 2011 Winter Conference a wrap
 With the Legislature in session and many newly elected municipal leaders taking office, many for the first time, the League made local government education and following legislation affecting cities and towns priorities at its 2011 Winter Conference.

10 Community volunteers honored
 The Department of Human Services Division of Volunteerism recognized its 2010 Volunteer Communities of the Year at a Winter Conference luncheon held in their honor.

16 Fight against obesity starts locally
 Arkansas is already taking a stand against obesity as cities and towns—40 so far—join the Let's Move! campaign.

34 12 steps to more ethical leadership
 These 12 tips can help you be a better, more ethical public servant.

41 To release, or not to release
 The Arkansas Freedom of Information Act gives specific guidelines for the release of personnel documents.



ON THE COVER—The 88th General Session of the Arkansas Legislature is in full swing at the state Capitol in Little Rock, and the League is busy tracking legislation affecting our cities and towns. Keep your eye on important legislation through the League's Legislation Action Center and *Legislative Bulletin*, updated regularly on our website, www.arml.org. The League's Winter Conference, held Jan. 12-14, was a great success. Read coverage of the Conference inside beginning on page 6. Read also about FOIA's guidelines for releasing personnel records, how your community can get involved in the *Let's Move! Cities and Towns* campaign, and much more.—atm

DEPARTMENTS

<i>Animal Corner</i>	32
<i>àTest</i>	30
<i>Calendar</i>	33
<i>Economic Development</i>	42
<i>Grant Money Matters</i>	20
<i>Human Resources</i>	38
<i>League Officers, Advisory Councils</i>	5
<i>Municipal Mart</i>	50
<i>Municipal Notes</i>	44
<i>Obituaries</i>	44
<i>Park & Recreation</i>	36
<i>Planning to Succeed</i>	22
<i>President's Letter</i>	4
<i>Professional Directory</i>	48
<i>Sales Tax Map</i>	45
<i>Sales Tax Receipts</i>	46
<i>Urban Forestry</i>	24
<i>Your Health</i>	26

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Dear Friends:

January has been a whirlwind of activity for public officials across our state. The beginning of the 88th General Assembly and the League's Winter Conference were in the same week as the snow event. I was impressed with the attentiveness and diligence demonstrated by all of the attendees at Winter Conference. The League staff organized and ran a three-day event that would be the envy of any organization. I was proud of how the veteran and newly elected municipal officials merged to share ideas and philosophies on providing services to their cities. One of the many benefits of attending our Conference is having the opportunity to ask questions and share with your fellow public servants. The League is your organization and functions to serve you and provide guidance. If in doubt or if you want clarification on issues, don't hesitate to contact the staff by e-mail or phone.



If you are interested in keeping track of bills that may affect your city during the 88th General Assembly, the League tracks "bills of interest" and updates them daily on our website, www.arml.org. Located on the "Legislative Action Center" page is a link to the *Legislative Bulletin*. The *Bulletin* allows users to view the history of the bills and lists upcoming meetings and to which committee they have been assigned. Visit the *Bulletin* at www.arml.org/lac.html.

The Executive Committee will meet twice in February, and the Advisory Councils will be meeting Feb. 8 through 16. The purpose of these meetings is to discuss legislation and take positions on bills introduced for consideration. Each Advisory Council member is important in this process. Please mark your calendar and attend your meeting.

The National League of Cities Congressional Cities Conference is scheduled for March 12-16 in Washington, D.C. You can register online at www.nlc.org. The NLC's official legislative priorities will be in full swing by the time this meeting rolls around. Attendees will get a first hand look at the direction that our Congress is taking regarding those priorities. While we meet with our congressional delegation as a group, I encourage you to contact your Congressmen for an appointment and introduce yourself to them and their staff. Remember the staff is often the key to your inquiries and getting the help you may need.

One of my favorite comedy routines of all time was an old Abbott and Costello bit involving baseball and deciding who was on what base. You can answer all of those questions and more by ordering the *2011 Directory of Arkansas Municipal Officials* with the order form in this issue.

Murray Witcher

President, Arkansas Municipal League
Alderman, North Little Rock

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Winter Conference preps leaders for 2011 and beyond

By Andrew Morgan, League staff

Like the state Legislature, which has convened for the 88th General Assembly, Arkansas's cities and towns are flush with newly elected officials, many of them first-time office holders. The League's 2011 Winter Conference, held Jan. 12-14 at the Peabody Hotel and Statehouse Convention Center in Little Rock, in addition to covering legislative and economic issues, made the basics of good municipal governance—for both new and veteran officials—its focus.

"Why in the world serve as a public official?" League President and North Little Rock Alderman Murry Witcher asked. All municipal leaders, new and old, can probably give the same answer, he said. "They expect to make a difference, and they most certainly do."



Witcher

The League kicked off its new Voluntary Certified Continuing Education Program in late 2010, and continued the program with several well-attended sessions during the Winter Conference covering topics like understanding the basics of municipal government, managing your municipal organization and survival skills for newly elected officials.

League Assistant Director Ken Wasson and General Counsel Mark Hayes took conferees back to school, laying the groundwork of good governance and municipal management.

"This is municipal government 101," Wasson said, and offered one bit of advice right up front: "Be a team player." You can't pass an ordinance by yourself, he said. "Citizens expect good managers, problem solvers."

To understand your role in local government, it helps to recall 9th grade civics, Hayes said. We have three branches of government: legislative, judicial and executive. City councils and city boards are the legislative branch of local government. The local court represents the judicial branch. Mayors (or city managers

or administrators) represent the executive branch and are elected to perform the day-to-day operations of a municipality.

"It's fun all day everyday!" Hayes joked.



Photos by Andrew Morgan

Hayes

City leaders, before moving forward, must understand their roles, Hayes said. The legislators set policy (ordinances, resolutions, motions, etc.). The executive branch implements those policies.

The sessions also covered the rules of holding meetings, the various municipal departments that serve our cities and towns, including police, fire, street, sanitation, solid waste, parks and recreation departments and more. Wasson, Hayes and other members of the League staff also covered legal and personnel issues that apply to city departments and employees. To put all this knowledge into practice, conferees had the opportunity to participate in a mock city council meeting, in which they tackled the problems facing the fictional community of Midtown.

The League's Voluntary Certified Continuing Education Program continues this spring with an April 28 seminar at the League's North Little Rock headquarters covering procedural rules and job responsibilities, and with two sessions at the League Annual Convention, June 16 and 17, in Hot Springs, which will cover land use, planning and zoning, and methods of effective leadership.

The energy among municipal leaders new and old was palpable at the Conference, and the high attendance numbers bore that out, with 753 delegates attending and a total attendance of almost 1,200, a League Winter Conference record.

League Executive Director Don Zimmerman remarked on that energy during the Conference's closing luncheon.

“We’ve got a tremendous sense of enthusiasm, and we’re ready to get out there and tackle the problems that face our 500 cities and towns in Arkansas.”

League keeps eye on legislation

The 88th General Assembly of the Arkansas Legislature convened just days before the Winter Conference, and during each session the League closely monitors all legislation that could affect municipalities, and works closely with legislators to pass laws favorable to local governance and avoid legislation harmful to the operation of cities and towns.

It’s extremely important for municipal leaders to communicate with their legislators, Zimmerman said, and to keep track of legislation through the League’s *Legislative Bulletin*, updated regularly during the session and posted on our website, www.arml.org.



Zimmerman

The League is closely monitoring several issues before the Legislature this year, Zimmerman said, including proposals to change local bidding rules, making local hotel/motel taxes a ballot initiative, and making sales of lottery tickets subject to local sales taxes. Cities must also work closely with the Legislature to improve the pension program for public safety personnel. The current system’s multiplier escalates retirement costs and thus makes it difficult for cities to pay and recruit the personnel necessary for public safety and necessary to sustain the retirement system. It is almost unsustainable, Zimmerman said, and needs a fix.

Several legislators were on hand at the Conference to share their thoughts on the session. Sen. Jerry Taylor



Taylor

(District 23) spoke out against what he called Gov. Mike Beebe’s “continuous removal of the grocery tax.” It’s our most broad-based tax, he said. “It’s not a break for poor folks,” he claimed, adding its removal only helped drug dealers and others in “the underground economy.”

Sen. Larry Teague (District 20) said he assumed the Governor’s plan to again lower the grocery tax would pass. He also supported a tax on lottery ticket sales, but didn’t think it was doable. “I hate the lottery,” Teague said, adding that the only good thing about it is that it has provided scholarship money for students who may not have otherwise been able to afford college.

Rep. Tommy Baker (District 55) is again trying to amend state election laws to eliminate some local run-offs to save money. He ran out of time during the last legislative session, he said. Baker is a strong proponent of requiring training for local officials. The League’s new voluntary continuing education efforts are, in fact, a response to his call for training. Baker is working on legislation to this end, and he assured municipal leaders that any mandate, if passed, wouldn’t be unfunded. Baker expects it to “catch on,” he said.



Baker

Retirement issues are a priority for Rep. Tim Summers (District 99). The cost to employers, including cities and counties, is “absolutely out of control,” Summers said. Addressing the benefits of new people coming into the system could fix a lot, he said. Prison reform is also on the table, Summers said, who echoed the Governor’s thoughts on lowering the number of inmates: “Stop putting people in jail we’re mad at and put people in we’re afraid of.”

Rep. Kathy Webb (District 37) also wants the state to “be smarter on crime” in an effort to reform the system,



Webb

lower crime and save money in the process. The big issues facing us include Medicaid funding, highway funding, and corrections reform, Webb said. Speaker of the House Robert Moore wants us to tackle these hard issues this session, Webb said.

Gov. Beebe also weighed in. The Legislature needs the help of local leaders, Beebe said. “Now more than ever we need to work together.”



Photos by Andrew Morgan

Beebe

Beebe spoke at the luncheon to honor the 2010 Volunteer Communities of the Year (see them and their accomplishments on page 10 in this issue). “We’re here to celebrate these communities who’ve gone above and beyond,” Beebe said. As municipal leaders well know, Beebe said, government can only do so much. That’s where volunteers “step in, step up.”

“Not for recognition,” Beebe said, “but because it’s the right thing to do.”

Boozman addresses Conference



Boozman

U.S. Sen. John Boozman was on hand Friday, Jan. 14 during the Winter Conference’s concluding luncheon to speak to the municipal leaders gathered and give his perspective on the major issues facing Congress, the nation

and the state. He praised city and town leaders, who face many of our nation’s issues headfirst at the local level.

“You have tough jobs locally,” Boozman said, “and you do a great job.”

In the short-term, Boozman said, the nation’s economy and job retention and creation are a top priority.

“The major thing I think I need to talk about—and that you’re talking about—is jobs, jobs, jobs,” Boozman said. Local officials wake up every day thinking about how to create jobs, he said, but it’s difficult to plan if you don’t know what to expect. That’s why extending the Bush-era tax cuts for two more years, which Congress had recently done, was “a good thing,” he said. Extending the cuts will help eliminate uncertainty in the economy, he believed.

A solution to the nation’s growing deficit is a long-term goal, he said. The federal government could learn a lot from Arkansas when it comes to budgeting and “working within a box,” Boozman said. He gave the state Legislature, Gov. Mike Beebe and former Gov. Mike Huckabee credit for Arkansas’s sound financial shape in recent years.

Boozman is unhappy with the year-old healthcare reform, which he said won’t control costs the way the free market would.

“It’s truly a job killer,” Boozman said of the law, which he called an “attack on rural America.”

Stephens talks economy



Stephens

President and CEO of Stephens, Inc., Warren A. Stephens, presented the keynote address to municipal leaders at the Winter Conference’s Opening General Session, Jan. 13. Speaking in general about our nation’s economy, Stephens said, “Uncertainty is all over the place,” a major factor in our slow recovery from the recession.

That uncertainty extends to federal healthcare legislation, he said. “The bottom line is we just don’t know.”

New consumer protection reforms mean less credit is available, he said. "The lack of credit has made the economy slump worse."

On the local level, Stephens said, people want the basics taken care of: public safety, trash service and more. Cities and towns everywhere are struggling to provide basic services, however. Across the country, many states and cities are in debt. Seven cities have declared bankruptcy, and others have floated the idea, he said.

In his experience, the goal during difficult times is to do what it takes to "be in business the next day," Stephens said. Another favorite saying around Stephens,

Inc., is "relationships over contracts," he added. Thanks to conservative budgeting and the balanced budget law, Arkansas has set a wonderful example for other states to follow, Stephens said.

Stephens praised Gov. Beebe's economic development efforts in the state. "Frankly, I think his leadership has been terrific." Arkansas has some great companies, Stephens said, but they're "homegrown." He would like to see more corporate headquarters move into Arkansas from elsewhere, but believes our income tax and other tax rates are holding us back.

Agencies on hand to lend hand

The League Winter Conference each year provides an opportunity for state, federal and other agencies that offer municipal assistance, such as grants and training programs, to visit with municipal leaders from across the state and share information.

The **Arkansas Department of Aeronautics** is a small agency charged with overseeing and helping the state's 91 public airports. The agency is a source of information and performs inspections, improvements projects, offers grant programs and more. They also offer freebies, such as windsocks and powerline marker balls.

www.fly.arkansas.gov

The **Arkansas Natural Resources Commission** is tasked with helping communities with water management and development. Financial assistance is available for water, wastewater and solid waste projects. They also work with FEMA and the U.S. Army Corps of Engineers on levee certification and the National Floodplain Insurance Program. www.anrc.arkansas.gov

The **Arkansas Parks and Tourism Department**, in addition to running our 58 state parks, has several divisions, including the History Commission, Keep Arkansas Beautiful, the Great River Road division and more. Help for local governments is available through grant programs for parks, fitness trails, wildlife observation trails and more. www.outdoorgrants.com

The **Arkansas Highway and Transportation Department** offers a broad range of programs to help communities with infrastructure, including recreational trails, bridge replacement, railroad crossings, traffic signals, visitor centers and more. The Department's T-Squared program offers free training for municipal transportation workers. www.arkansashighways.com

The **Department of Rural Services** offers a clearinghouse of information and grant programs aimed at smaller cities and towns to fund fire departments, build community centers and much more.

www.arkansas.gov/drs

The **Arkansas Federal Surplus Property Program** is in the business of helping communities save money on the equipment they need. Have a need for anything at all? Check with Federal Surplus Property. If they don't have it on hand, they may be able to get it. Visit them online through the Arkansas Department of Emergency Management's website. www.adem.arkansas.gov

The **Arkansas Economic Development Commission** has the resources to help communities retain businesses, attract new business and to help existing businesses flourish. They also administrate the popular Community Development Block Grant (CDBG) program. www.arkansasedc.com

The **Arkansas Forestry Commission** helps communities manage their urban forests, but that's not all. They also help communities, especially smaller cities and towns, with fire prevention through training, interest-free loan and grant opportunities and more.

www.forestry.state.ar.us

Started by former Helena Mayor Joann Smith and her son, former State Sen. Kevin Smith, the **Grant Book Company** compiles the many grants and gifts available to cities and towns from numerous sources. The company is a League partner, with services available to members. www.thegrantbook.com

When you've found the perfect grant, **Legacy Consulting** can help you get it. Led by former DeQueen Mayor Chad Gallagher, Legacy can help you organize and write a winning proposal. Legacy is a League partner, and members are entitled to one free on-site visit per year. www.legacyincorporated.com

Volunteer Communities of the Year honored at Conference

The Department of Human Services Division of Volunteerism each year honors 12 cities and towns that make volunteerism a priority, giving their time, energy and resources to improve the quality of life in their communities. The winning Volunteer Communities of the Year for 2010 are Benton, Bentonville, Clarkridge, Fayetteville, Fort Smith, Heber Springs, McCrory, McGehee, Mountain Home, Stuttgart, Trumann and Van Buren. Their accomplishments are listed below. The DHS Division of Volunteerism and the League honored the winning cities and towns at a Jan. 13 luncheon during the League's 2011 Winter Conference.

Benton

Benton saw an increase of 40.8 percent in volunteers and 53.6 percent in volunteer hours over the previous year. Fifty-one volunteers gave 26,520 hours of service to the Benton Senior Activity Center. The Churches Joint Council on Human Needs, an innovative volunteer organization through the Ministerial Alliance, pooled their resources with 220 volunteers working over 49,000 hours by assisting individuals in need. Fifty-five Master Gardeners spent over 4,000 hours improving the landscape of their community. The first annual Saline Summer Daze festival, featuring a concert with Arkansas's own American Idol, Kris Allen, generated \$200,000 for local charities.

Bentonville

More than 1,500 employees from local companies volunteered over 24,000 hours to four organizations. Habitat for Humanity and Rebuilding Together of Northwest Arkansas constructed accessibility homes for the elderly and low-income individuals through the efforts of 879 volunteers. Volunteers gave time as sports coaches, scout leaders and more. One Bentonville resident, Jason Quail, a.k.a. the "EcoGeeco," was recognized for continuously helping to drive positive change in environmental and social sustainability through outreach and education. Overall, Bentonville volunteers gave 163,680 hours of service.

Clarkridge

Due to community growth, the demand on the Clarkridge Volunteer Fire Department continues to increase. With 30 personnel and 249 auxiliary members, the Fire Department plays an integral role in the community and depends on local fundraising activities to support its services and equipment. Volunteerism in this community also means driving veterans to appointments in Little Rock, mentoring teens through Juvenile Services, cleaning

up Pigeon Creek Park, creating "scroll saw portraits" of fallen soldiers for their families, and holding monthly potlucks to increase community cohesion. Clarkridge volunteers donated more than 32,000 hours to improve the quality of life in their community.

Fayetteville

Fayetteville's "With a Can We Can!" program led to over 50,000 pounds of food to help stock food pantries. The Parks and Recreation Department and Animal Shelter involve 747 volunteers in projects, events and their day-to-day operations totaling 24,326 hours of service. Over 4,000 volunteers worked on community health and educational projects and through local nonprofits contributing more than 138,000 hours building awareness, services for youth, disabled, elderly and low-income families. The Fayetteville Public School District had 1,250 volunteers give 63,500 hours to educational programs and activities. Fayetteville also held its first annual celebration recognizing the community's volunteers.

Fort Smith

Fort Smith's Community Clearinghouse sends backpacks home with 883 students, who have been hungry, with seven meals for the weekend. Volunteers deliver nutritious meals to AIDS patients and the elderly; they befriend families at risk for child abuse or neglect; lead scout troops, and take care of abandoned pets. Through Partners-in-Education, the Boys and Girls Club Lean-On-Me program and several local churches, the youth-at-risk numbers are lower than most cities of comparable size. A group of mentally and physically challenged citizens partner with several nonprofits to assist with yard work, historical home cleaning and cleaning up city parks.

Heber Springs

In Heber Springs more than 3,306 citizens have committed 144,951 hours to the community. The Chamber of Commerce sponsors the World Championship Cardboard Boat races that receive national attention, as well as the Fourth of July Fireworks and Spring Fest, all of which bring thousands of visitors to the community. The dedicated volunteers of the Humane Society operate the shelter and maintain a thrift store for revenue. Cleburne County Cares, operated 100 percent by volunteers, offers transitional housing units, goods pantry and thrift store. Volunteers engage in beautification projects, entertaining children, tourism promotion, providing meals for seniors and greet and escort patients at the local hospital.



McCrary

Through the work of many volunteers and 6,300 hours of service, McCrary's Woodruff County Health Center played an important role in improving the quality of life in the community. More than 100 volunteers prepared and promoted the Mosquito Festival, held over Memorial Day weekend and drew thousands of people to this annual event. The historic Ken Theatre, operated by volunteers, provides opportunities for individuals to experience the arts and other programs throughout the year. Various sports programs continue to mold and shape the lives of the youth in the city, with volunteers contributing 3,000 hours of service. One hundred and fifty volunteers giving over 10,808 hours of service this year in McCrary.

McGehee

That 32 individuals donated over 7,600 hours of service to the Boys & Girls Club of McGehee is a testament to the importance of volunteerism in this community. The work provided on Memorial Gardens, Rose Garden, Depot Museum, Senior Citizens Park and the new Veteran's Memorial takes hundreds of hours of dedicated service. The McGehee Community Food Pantry fed 800 households two days a week. A total of 1,239 volunteers provided 46,120 hours of their time this year.

Mountain Home

In addition to collecting 98,920 pounds of food, Mountain Home Food Basket broke ground for construction of a new 2,100 square-foot building. Volunteers donated more than 2,200 hours to the Baxter County Alternative School, and the Hill 'N Hollow Quilters Guild donated handmade quilts to various local groups in need. The Baxter County Public Library Foundation has 17 volunteers, who raised more than \$804,000 toward the construction of the new Donald W. Reynolds Library in Mountain Home. Three volunteers with Camp Quality drove 14,000 miles in private vehicles and donated baked goods.

Stuttgart

More than 600 at-risk families were provided a Christmas with the assistance of Christmas Wishes, a

program comprised of 36 volunteers working with local agencies and schools. The Community Outreach Program for Youth "Back to School Extravaganza" had 654 participants receiving much-needed supplies. More than 2,500 hours of service contributed by 162 volunteers garnered \$120,000 in scholarship awards for high school students. Community pride is evident when over 150 volunteers worked 6,800 hours to clean up the city.

Trumann

The citizens of Trumann continue to help anyone who needs their help, despite an ice storm in 2009 that devastated the city with the loss of homes, businesses and their police chief. The Trumann Police and Fire Departments, together with individuals, raise thousands of dollars in one day to grant the wishes of children in the community. Volunteers with the Parks & Recreation Department assist with the youth, men's, co-ed and senior men sports programs. The Police Department's Cops for Kids program—funded solely by donations from local businesses—holds a Red Ribbon Day to raise drug prevention awareness. Members of the American Legion Post 42 volunteered to remodel the old Boy Scout Hut with the assistance of over 50 individuals and businesses.

Van Buren

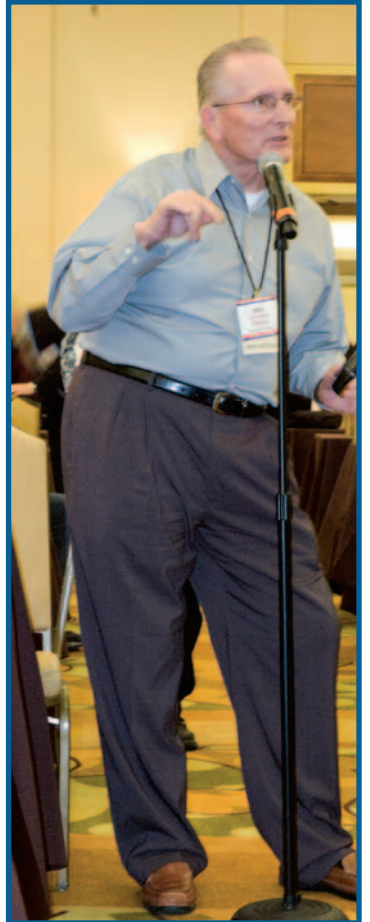
More than 10,200 volunteers and 287,500 hours of service helped to improve the community and quality of life in Van Buren. Keep Van Buren Beautiful volunteers—265 strong—are committed to advancing litter control, recycling, education, code enforcement and economic development. The Gospel Rescue Mission had six people donating more than 3,600 hours preparing and serving a Thanksgiving meal to 250 deserving individuals. Twenty-two Court Appointed Special Advocates spent over 5,000 hours seeing that foster children have proper representation in court and in daily activities. Forty-four volunteers of the Crawford County Search & Rescue Team spent hundreds of hours locating victims of Albert Pike Recreation Park flood. Volunteers in Van Buren work diligently to meet the needs of the community.

Winter Conference Snapshots



Photos by Andrew Morgan and Mark Potter





Winter Conference Snapshots





Photos by Andrew Morgan

League helps cities and towns move

By Sherman Banks

Arkansas ranks near the top among the states with an obese population. During the Arkansas Municipal League's Winter Conference, a panel of Arkansas health experts challenged the League to face the problem of obesity and to contribute to possible solutions.

The state has already taken steps to confront the problem, but some of the most successful strategies are taking place at a local level, where city leaders can draw attention to the problem and encourage long-term, sustainable solutions.

The weight of the problem

According to the Arkansas BMI (Body Mass Index) Task Force, childhood obesity doubled in the past two decades and tripled in adolescents. The study also found that one in four Arkansas high school students is either overweight or at risk for being overweight.


An overweight child has a higher risk of developing diabetes, orthopedic problems, sleep disorders and kidneys problems. Children who are overweight or obese are more likely as adults to have high blood pressure, high cholesterol and heart disease.

It is frightening to realize that 65 percent of obese 5-10 year-olds have a minimum of one cardiovascular risk factor and 25 percent have two or more. Parental obesity more than doubles the risk of adult obesity among both obese and non-obese children under age 10.

The current generation of obese children may have a life expectancy 10 years shorter than that of their parents, but obesity in Arkansas is not just a childhood problem. Arkansas's adult obesity rate is 30.1 percent, and the state's men are more obese than women at 31.8 percent.

In June 2010 Arkansas was named the eighth most obese state in the country, according to the seventh annual "F as in Fat: How Obesity Threatens America's Future 2010" report from the Trust for America's Health (TFAH) and the Robert Wood Johnson Foundation.

LET'S MOVE!



AMERICA'S MOVE TO RAISE A
HEALTHIER GENERATION OF KIDS



Arkansas initiatives

Now that we have an overview of the problem, what are the solutions? The state of Arkansas has already recognized that we need better health education, more physical education and activity programs, and a healthier school environment.

Arkansas leads the nation in addressing the epidemic of childhood obesity by:

- Establishing the Arkansas Child Health Advisory Committee to make nutrition and physical activity policy recommendations to the state Board of Education and the state Board of Health;
- Prohibiting in-school access to vending machines offering food and beverages in all elementary schools;
- Requiring schools to report all money received from food and beverage contracts;
- Mandating the creation of community advisory committees to raise awareness of the importance of proper nutrition and physical activity;
- Calling for the incorporation of nutrition and physical activity goals and objectives into the annual school planning and reporting process; and
- Mandating that parents receive an annual report listing their child's BMI.

Summit talks sustainability

Local action, long-term solutions

In October of 2010 Don Zimmerman, Executive Director of the Arkansas Municipal League, asked if I would represent the League in recruiting Arkansas cities and towns to participate in the *Let's Move! Cities and Towns* initiative being championed by the First Lady Michelle Obama.

Let's Move! is designed to engage mayors and other municipal leaders in the campaign to solve the problem of childhood obesity within a generation. The initiative emphasizes the unique ability of communities to solve this problem at the local level, and the critical leadership of you as a mayor or elected official is vital in encouraging action in your community.

Let's Move! offers you the opportunity to adopt long-term, sustainable, and holistic programs to combat childhood obesity. Each city and town is unique, therefore the solutions will be unique.

Over the next 12 months, you can utilize one or all of the four pillar areas to develop programs. The four pillars are:

1. Helping parents make healthy family choices
2. Creating healthy schools
3. Providing access to healthy and affordable food
4. Promoting physical activity

The Arkansas Municipal League leads other state leagues with over 40 cities and towns participating in the campaign.



For information on how your community can become involved in the First Lady's campaign, Let's Move! Cities and Towns, please contact Sherman Banks at 501-376-8193, e-mail sbanks@aristotle.net, or write to P.O. Box 165920, Little Rock, AR 72216.

www.letsmove.gov/officials.php

The League on Jan. 26 and 27 hosted a sustainability seminar titled "Putting Sustainability to Work for You" at League headquarters in North Little Rock. The seminar drew about 100 municipal and business leaders over the course of the two days.

Sustainability expert Eric A. Woodroof, Ph.D., covered a broad range of topics, including U.S. and global perspectives on how governments and businesses deal with emissions through policy and initiatives, how cities and businesses can turn environmental awareness into an economic development advantage, the Climate Registry and how it is used, and how cities and businesses can work together to improve the environment and the local economy.

Sustainable initiatives go far beyond the environment, Woodroof said, and they go beyond partisan politics. "This is the reality," he said, and these kinds of initiatives will make our communities and businesses more competitive as we face the future.



Woodroof promotes sustainability at a January meeting.

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ACCRTA seeks nominations for Clerk of the Year

The Municipal Clerk of the Year Award each year recognizes a member of the Arkansas City Clerks, Recorders, Treasurers Association (ACCRTA) who has made significant contributions to the objectives of the municipal clerks' profession and to the improvement of municipal government in Arkansas and the clerk's own community.

Qualities are length of service, good relationship with other clerks, interest in education, furthering of the association, attendance at national and regional conferences, community service and furthering the municipal clerks' association.

Any municipal official or ACCRTA member may nominate a candidate for Municipal Clerk of the Year for 2011. **The deadline for nominations is May 1, 2011.** The finalist will be honored at the 77th Arkansas Municipal League Convention, June 15-17, in Hot Springs.

Requirements for nominees:

- Has been an active ACCRTA member at least five years
- Holds a city clerk/recorder/treasurer or deputy position
- Is a Certified Municipal Clerk or Certified Arkansas Municipal Clerk
- Provides service to other municipal clerks in the state as the opportunity exists
- Exhibits leadership

Complete the nomination form below and mail to:

City Clerk Sherri Gard, CMC
P.O. Box 1908
Fort Smith, AR 72902

Municipal Clerk of the Year 2011

Nominee's Full Name _____
Number of Years as Municipal Clerk _____
Date of Certification _____ Date of Recertification _____
Number of Years as ACCRTA Member _____ Date of Membership _____
Municipal Clerk of what city _____ Appointed/Elected Yr. _____
Address _____ City _____ Zip _____
Business Phone _____
ACCRTA Offices held _____
Committee service _____
Other activities IIMC participation _____
Education program participation (instructor, panel member, moderator): _____

Individual submitting nomination _____
Name _____
Address _____
Signature _____ Phone _____ Date _____

Nominator: Please briefly summarize the reasons why you believe your nominee should be selected as the 2011 Municipal Clerk of the Year. (Attach separate pages as needed.)

Match grant proposals with community needs

Over the next couple of months we will look at some specifics for developing a well-written proposal. This month let's look at some of the important framework that builds a good grant program.

By Chad Gallagher

Grant funding isn't meant to stand alone, project-by-project. Every grant request should fit into an overall community blueprint. Grants should be sought that help cities and towns achieve goals that already exist. Grants are simply a tool to help build the community desired. To this end we recommend cities and towns conduct a needs assessment. The assessment should be comprehensive in reviewing every aspect of the community and should identify strengths, weaknesses, successes, failures, opportunities and challenges. It should assess the current health or state of the community.

Once the city has assessed its needs it can use this information to develop a strategic plan or community blueprint. The blueprint articulates the vision and paints the picture of the desired result. It sets goals and identifies strategies for implementation.

Once the city has a blueprint, grants should be seen as a tool to help achieve these ends. Peruse *The Grant Book* (www.thegrantbook.com), have discussions with our firm and interact with various agencies to become familiar with available grants. In doing so the city can begin to identify funding opportunities that match community needs and help fulfill the city's plan.

Prepare thoroughly

To prepare for developing a successful proposal there are several things you can do:

1. Clearly identify each project you would like to find funding for.
2. Build a case for that project. Include all the information you can find about it, including successes elsewhere, the need it addresses and the benefits it brings.
3. Research and collect hard data. Hard data is needed to write successful grants. Soft data is helpful, but most failing grant proposals lack hard data. Soft data is anecdotal and persuasive. It describes the importance of a project through quotes or testimonials. Hard data gives statistics, demographics and other quantifiable and measurable data that demonstrates and supports your funding request.

4. Build local support. Build support as wide and deep as possible. Support from all stakeholders is always helpful when a funding opportunity presents itself.
5. Build a budget. For every project in your community plan you should have an estimated budget. Find out what it will cost to build your dream.
6. Learn from others. Find other cities in Arkansas or elsewhere that have tackled similar projects. How did they do it, what did it cost, and what lessons did they learn?
7. Build relationships with funders. Once you have started matching up funding opportunities with your wish list, make an effort to get to know those people.
8. Ask for help. The League understands that every city cannot afford a staff of professional community developers and grant writers. That's why they've established partnerships and programs to help members with these kinds of projects.

Ultimately, grant writing is one piece of a comprehensive approach, but it is an important piece. When done well it reaps many benefits for the entire community.

Other grant news

The Grant Book Company, Legacy Consulting and the League are ready to schedule a series of regional grant workshops. These one-day workshops are free for League members. We would like to schedule one in each region of the state. If you are willing to host a workshop in your region, please contact me.



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



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Regionalism: Salvation or sprawl?

When exploring the various forms of regionalism and the opportunities they present, it's important to remember that regionalism is a means to an end, not the end itself.

By Jim von Tungeln

As a planning concept, regionalism may be one of the most highly touted in modern history. Its superiority over local controls enjoys a revered position among some urban scholars. As with any planning truism, it deserves a closer look from time to time. After all, unchallenged truisms in urban planning lead to things like downtown malls and the discontinuance of sidewalks.

Regionalism represents much too complex a subject to cover in a short time. In fact, there have been entire books written about it. The following simply presents a few points to help local officials evaluate the concept better as it relates to urban planning.

First, let us consider some different concepts of regionalism. There is, for example, regionalism that exists through either mandate or support of federal or state government. The regional transportation entities of metropolitan urban areas are the most familiar examples of this type. Also, some states mandate a number of regional urban functions.

Closely associated with these is what I term "Adam Smith Regionalism." This famous economist allowed that one valid role of government was to undertake major public works, such as massive bridges, that were too large (or unprofitable) for the private sector. We can expand that to refer to functions that, while necessary, may be too costly to be carried out by local governments. Solid waste disposal provides one example.

Then there is governmental regionalism. In some states, city government gives way to county government. The government of Nashville/Davidson County, Tenn., may be the nearest example, geographically speaking.

Most often, municipal leaders in our state will encounter the prospect of regional service providers. Although the best systems are those that benefit all concerned, city officials will be primarily concerned with what is best for their present and future residents. Here are some questions that might be helpful in assessing its role for the municipality.

Are there potential "unintended consequences?" Sometimes one city is asked to provide its services to other cities. This type arrangement should be, and often is, good for all cities concerned. There can be, however, long-term ramifications. For example, several years ago my city pretty much "gave away" its water system to an organization serving an entire network of neighboring cities. These cities compete daily with my city for residents as well as businesses.

This move, not universally lauded, certainly contributed to the exodus of residents from the provider city. Any number of businesses soon followed the residents. This, in turn, induced the state highway department to increase the capacity of the transportation system connecting the cities. This has the effect of enabling further out-migration. (When a state agency causes it, it's out-migration. When planners cause it, it's sprawl.)

Thus we arrive at another question. Will regionalism promote sprawl? If so, the final result can be the abandonment of existing neighborhoods in the provider city as smaller communities flourish.

Does regionalism help fulfill a stated policy? Some planners promote regionalism on the basis of efficiency. It is important to realize that "efficiency" is a tool and not a goal in itself. If a particular action increases the



efficiency of achieving a desired policy outcome, that is one thing. No one disputes the achieving of a valid goal in the most cost-efficient manner. History, however, provides numerous examples of undesirable outcomes accomplished by highly efficient methods.

Will it affect city resources? There are at least two ways to support, financially, independent regional entities if user fees do not provide enough capital. The first is with some sort of public funds. In our current political climate, this would most likely involve a “zero-sum” resolution. That is to say that no new resources would become available. Funding for one organization must come from that of another. Existing entities, including cities and counties, could lose funds that might otherwise accrue to them.

The second method, and one that is linked to the first, would be to enable something akin to taxing authority for the regional entity. Some regional organizations already enjoy a troubling level of autonomy. Municipal officials would most certainly be wary of a move toward additional independence, as, no doubt, would environmental groups.

Will the municipality retain control over its destiny? Although many, if not most, independent utility organizations cooperate fully with their parent city, I have witnessed any number of conflicts. These occur when the organizations become regionally oriented to the point where the policies and concerns of the provider city become secondary. This normally occurs despite the fact that city taxpayers and ratepayers originally purchased the land and facilities that support the system.

The most prevalent example of such conflict occurs when independent systems, established by a municipality, allow development on their systems that do not meet the standards of the Arkansas State Fire Code. Some homeowners prefer the (false) savings promised by building a house that doesn’t meet code. The result can be both further sprawl and a reduction in safety.

This analysis does not aim to belittle regionalism. Like “new urbanism” it can be a fine tool to carry out policy. Both, however, would best operate as tools and not as ends or trends for municipal planning. And like any other aspect of urban management, its use should involve both cost-benefit analysis and an analysis of potential consequences.



Jim vonTungeln is staff planning consultant and is available for consultation as a service of the Arkansas Municipal League. He is a member of the American Institute of Certified Planners. Persons having comments or questions may reach him at (501) 372-3232. His website is www.planyourcity.com.

Arkansas loses planning pioneer

The planning community in Arkansas suffered the loss of one of its pioneers recently. Jason Rouby died Jan. 15 at the veteran’s hospital in Little Rock. He began his professional career in journalism but ended it with a 21-year stint as executive director of Metroplan, the metropolitan regional planning agency in central Arkansas. Jason was born in Cleveland Heights, Ohio, in 1923. He was a veteran of WWII, earning three Bronze Stars for actions during the Battle of the Bulge.

Jason was active with the Arkansas Chapter of the American Planning Association, holding several offices in that organization over the years. He is remembered by a number of planners in the state who either worked for him or enjoyed his professional fellowship.

—Jim von Tungeln

Regionalism can spread both costs and benefits over a larger area.



PHOTO BY JIM VON TUNGELN

Making a case for trees: Part 2

This month we present Part 2 of an excerpt of an article written for community tree advocates and tree professionals to communicate with community leaders the importance of keeping their urban forestry programs intact. I encourage community leaders to give this information serious consideration while making budget decisions. Thank you again to the Arbor Day Foundation for allowing us to reprint the following.

—John Slater

By The Arbor Day Foundation

According to the Arbor Day Foundation, this is not the time to cut the budgets urban forestry programs, even though the economy is in decline. Our trees play an important role in energy savings, storm water retention, air pollution, increased property value and economic and quality of life factors.

The Arbor Day Foundation has access to important research being done in our country and around the world on the value of our natural systems. They work closely with researchers to provide accurate and meaningful information to educators, tree advocates, urban foresters and community leaders from the smallest towns to the largest metropolitan areas.

Green infrastructure grows in value

Sewer and water pipes crack and break, bridges rust, streetlights wear out and streets develop potholes. Most city infrastructure depreciates with time. The tree resource, on the other hand, is the one part of infrastructure that increases in service value over the span of its life. When planting and pruning costs are spread over a longer period, these expenses become a smaller and smaller part of the cost-benefit ratio. On the positive side of the ledger, the so-called eco-services of trees increase with time and size of the tree. Large-maturing species and trees with greater longevity improve the ratio even more. Forest Service studies have produced quantified models for various species and in all climate zones of the country. These studies also quantify the “pay back” of planted trees after a set number of years. For example, in the Pacific Northwest, 100 trees would accrue \$84,000 in costs (if cared for) and yield \$202,000 in measurable benefits after 40 years. This is a return of \$118,000 and does not include the effects of jobs created or preserved, educational value for children, or the more traditional values of beautifying the city and bringing pleasure to its residents.

How Arbor Day Foundation materials can help

Each Tree City USA community receives support materials from the Arbor Day Foundation. Road signs and the Tree City USA flag help residents gain a feeling of pride in the accomplishments of their city and this, in turn, helps develop public support that is essential for a continuous urban forestry program. Ready-to-use press releases and other publicity items help to inform residents of the annual Arbor Day celebration and the importance of trees. Public service announcements on radio and television also help take the message of tree planting and care to millions of people. Less obvious are the tokens of appreciation provided for the mayor’s office. Including the mayor and city council members in Arbor Day celebrations and publicity is always appreciated. It helps garner support for urban forestry, especially if public statements of appreciation are made as part of the Arbor Day program or other tree-related events. This is simply a basic lesson from political science 101! To learn more about Arkansas’s Tree City USA program visit our website at www.arkansasforestry.org and click on “Community Forestry.”

What is needed

In short, the facts are on the side of urban forestry as a wise investment. Tools are available to help deliver this message, and citizens usually have a strong emotional tie to trees. Putting this together to maintain reasonable budgets is now an essential part of the challenge for arborists, urban foresters and all who work with or enjoy trees and want them to be a part of our future.

Make a Memory...Plant a Tree



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

Much of our public infrastructure, such as streets and sewer pipes, deteriorates with age. Trees actually increase in value over time.

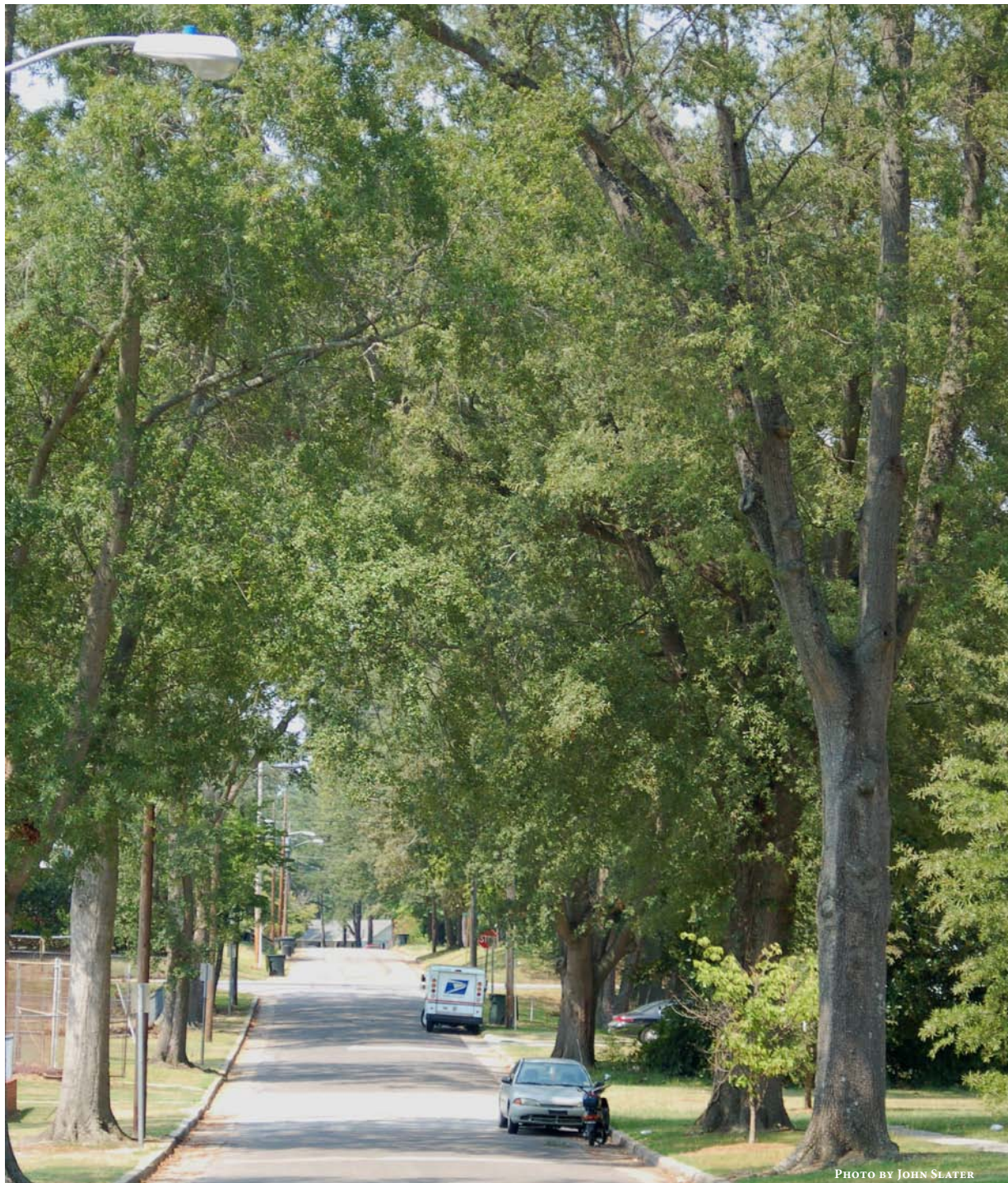


PHOTO BY JOHN SLATER

AUFC Conference comes to Hot Springs

The Arkansas Urban Forestry Council will hold their 20th Annual Conference, “Forests for All: Managing Modern Urban Forests,” April 18-20 at the Clarion Resort on the Lake in Hot Springs. I encourage you to come early for the weekend and stay over after the conference to enjoy the natural beauty of the city I have called home for over 44 years.

For more information about the conference, contact Cathy at 1-800-958-5865, email info@arkansastrees.org, or visit the website www.arkansastrees.org.

—John Slater

Trauma network will save lives statewide

Thanks to Act 393 of 2009, the state's new trauma system is online and revolutionizing emergency response.

By Terry Collins, R.N

A patient is picked up at the scene of an accident by ambulance on a rural highway somewhere in Arkansas. At that moment, every second and every decision is critical.

With one phone call, the ambulance service is directed to the nearest hospital that can offer the specific medical attention the patient needs right away. A meaningless trip to a hospital unequipped or too busy to offer immediate help is avoided. Time is saved. Money is saved. And most importantly, a life is saved.

This efficient network is now a reality in Arkansas, thanks to Act 393, which established the new statewide trauma system that was approved by the state Legislature and signed into law in 2009.

Next level care

Last fall, the trauma program at the University of Arkansas for Medical Sciences (UAMS) Medical Center became the first in the state to achieve Level 1 designation from the Arkansas Department of Health as providing the highest level of trauma care.

Until that point, Arkansas was the only state that didn't have a Level 1 trauma center and one of only three states without a trauma system. UAMS received the designation following a survey by the state Health Department, which is administering the new statewide trauma system. At the top of the system for coordinating emergency care in the state, Level 1 trauma centers must have specialized surgeons on duty at all times to quickly care for the most serious and urgent cases.

UAMS became the first of 73 hospitals that indicated they will be a part of the new trauma system, which is already revolutionizing the way trauma care is delivered in the state.

New lifelines

The service appropriately directing the ambulance described in the opening paragraph is the result of the

Arkansas Trauma Call Center (ATCC), which began taking calls Jan. 3.

The ATCC is a call center staffed 24 hours a day, 365 days a year with the task of advising ambulance services statewide on the transport of major and moderate trauma patients to hospitals with the appropriate, available care.

The component that makes this center work is that each of the state's hospitals was provided with a trauma dashboard, which is a real-time, computer-based system that details each location's immediate availability and capability. Emergency and hospital personnel can access it at any given time.

A third piece that will make emergency department visits more efficient is a statewide repository for radiation imaging, which is expected to be in place this spring. Currently, patients often receive a CT scan at one hospital, and then again upon transfer to another hospital, piling up unnecessary costs and wasting time. The repository will be an online database for imaging where all hospitals have access at any time.

A better chance

Trauma is the leading cause of death for Arkansans aged one to 44. Getting to a Level 1 trauma center can lower the risk of death by 25 percent.

While UAMS will be the hub as the state's only Level 1 trauma center, three other levels of trauma designations for Arkansas hospitals will denote the kinds of resources available in a trauma center and they will all be connected.

This connection, made possible through the creation of this statewide trauma system, will save hundreds of lives each year.



Terry Collins, R.N., is Trauma Program Director, University of Arkansas for Medical Sciences.



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NEWSLETTER

FEBRUARY 2011

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

Time for a file check-up

One of the most dreaded jobs we face at the end of the year—or the beginning of a new year—is cleaning out old files. If you retain most of your records on a computer, the task seems far less daunting; however, if you still file with paper you have a more time-consuming task to do. Some employers just add to their driver files without ever reviewing or purging the contents. It is important to know what can be removed and what must stay indefinitely in the folder.

Employers must retain the following records for an FMCSA audit:

5 years:

- Alcohol test results with alcohol concentration of .02 or greater
- Verified positive drug test results
- Refusals to take tests, substituted, adulterated specimens
- Annual MIS
- SAP reports
- All follow-up tests and schedules for these tests

3 years:

- Previous employer drug and alcohol test results for new employees
- 2 years:
- Supervisor, employee, BAT, and STT education and training records after the person ceases those specific functions
- Random selection documents, reasonable suspicion determinations, post-accident determinations, medical evaluations for insufficient amounts of urine or breath, and supervisor and employee education and training records
- Records of inspection, maintenance, and calibration of breathalyzers

1 year:

- Negative or cancelled drug test results and alcohol test results with concentration of less than 0.02
- Record of Violation check annually
- Bi-annual physical exam

Read your current FMCSA Book to know how and what records must be secured and how to keep them electronically. Call Craig at 501-932-3161 for any help with your Driver Qualification Files (DQFs).

Management Information System (MIS) Reports

A best practice is to complete an MIS form even if you don't have to send one in. It tells you a lot about your testing program, and you can use it during DOT Agency and USCG inspections and audits.

If you are asked to submit an MIS report to the DOT Agency or USCG, you must have it in by March 15. The MIS form, instructions, and Internet links for submitting it are found at www.dot.gov/ost/dapc/mis.html. If you are covered by the FTA rules, you must complete and maintain MIS reports every year, even if you don't have to send it in. PHMSA employers with 50 or more employees must submit an MIS each calendar year. PHMSA employers with less than 50 employees will submit an MIS report upon request. FTA must submit a report upon request from FTA. FAA Part 121 certificate holders and employers with 50 or more safety sensitive employees must submit an MIS each calendar year. FAA employers with 49 or fewer safety sensitive employees must submit a report upon request from FAA.

C/TPAs may report on behalf of their member clients as an aggregate report. Please circle March 15 on your calendar as a reminder — just in case you have to file an MIS.

Watch for your notice to comply!

Are employees entitled to rehabilitation?

DOT employees that violate the alcohol/drug misuse rules will be referred to a substance abuse professional for evaluation. Any treatment or rehabilitation would be provided according to the employer's policy or labor/management agreements.

The employer is not required to provide rehabilitation, pay for treatment, or reinstate the driver in his/her safety-sensitive position. Any employer who does decide to return a driver to safety-sensitive duties must ensure that the driver 1) has been evaluated by a substance abuse professional (SAP), 2) has complied with any recommended treatment, 3) has taken a return-to-duty test, and 4) is subject to unannounced follow-up testing (six per year for the first year and up to five years as deemed appropriate by the SAP). The employer must follow

the guidelines provided by the SAP. The employee also remains in the random testing pool during the follow-up testing period. These records must be maintained in your drug-testing files and ready for audit, should the company choose to keep the driver on their payroll.

Statistics prove that most employers do not choose to retain the driver and termination is the established course of action.

Positive drug and alcohol test results must be reported to the State of Arkansas.



a'TEST CONSULTANTS, Inc., provides drug and alcohol testing as a service of the Arkansas Municipal League Legal Defense Program.

The program helps cities and towns comply with the U. S. Department of Transportation required drug testing for all holders of commercial drivers' licenses.

Visit Us.
www.arml.org

The must-have reference for every city hall in Arkansas

The new 2009-2010 edition of the *Handbook for Arkansas Municipal Officials* has arrived. The *Handbook* compiles state laws affecting Arkansas municipalities, including the newest laws from the 2009 legislative session.

This is the most complete publication on municipal law and city government in Arkansas. You may order and pay for your copy online via Visa or MasterCard by visiting the Publications page at www.arml.org, or use the order form below.



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Hoarders: Coming to an animal shelter near you?

The following is an excerpt from the Winter 2010 issue of PETA's *Animal Times* magazine. You can say what you like about PETA, but when it comes to euthanasia policy, many of us could take lessons from them!

—Billy Grace

By People for the Ethical Treatment of Animals

Animal hoarding was a dirty little secret until recently, when hoarders started appearing on TV, revealing their compulsion to collect huge numbers of dogs, cats, birds or other animals, most of whom end up stacked in cages only inches bigger than their own bodies—for life.

Imagine what it must be like for these animals to be confined to a cramped box, sitting in their own filth and unable to take a single step in any direction, let alone bask in the sun or feel the grass beneath their feet.

Alarmingly, as a result of the “no-kill” movement, the hoarding mentality has infiltrated animal shelters, often with horrific results. News website MSNBC.com reports that “rescues” and “shelters” currently make up one-quarter of the estimated 6,000 new hoarding cases reported in the U.S. each year.

“Institutional hoarders”

A case in point is an animal shelter in New Jersey that was taken over in early 2010 by a “no-kill” group that later abandoned the effort. The group’s successors described conditions at the facility as “abysmal, horrendous, shocking, horrifying.” They added, “It’s difficult to put into words what it’s like to see 99 dogs crammed into a facility built to comfortably house only 50. What it’s like to witness 274 cats in a building meant for only 80. Perhaps the best description is a word we in this field know only so well: hoarder.

“The facility is disgusting. Cats come in healthy, get sick and die. Kittens drop dead in their cages every day. Dogs live in cramped cages, spend 23-and-a-half hours in cages where they can’t stand up from their own filth. Their noses are rubbed raw and bloody and many have split pads from getting their feet caught in the wire pop-up cages meant for cats. And this place calls itself a no-kill shelter.”

In South Carolina, hundreds of cats were found warehoused at the beguilingly named Sacred Vision Animal Sanctuary (SVAS). Many sick cats were removed by law enforcement, and a cat named Elvis was finally euthanized after having endured weeks of terrible suffering, unable to breathe or eat properly and choking on his own mucus. In January 2010, an animal shelter in Clarksdale, Miss., was raided and nearly 400 dogs and cats were found inside the facility, although it was designed to hold no more than 60 animals. The animal shelter director refused to euthanize any animals. The list goes on.

Doing animals no favors

No matter how hard people try to find homes for animals in need or how much we wish things were different, nothing alters the hard truth: There are far more animals than there are people who can or want to give them lifelong homes, and millions of animals continue to reproduce every year in the U.S., thereby adding to the problem.

One PETA staffer who had previously managed a “no-kill” shelter had a change of heart after witnessing the suffering of a pit bull who had lived in a cage at the facility for 12 years. The dog had gone insane from confinement and would slam his body against the sides of his cage, becoming so enraged that workers were afraid to handle him. She realized then that some fates truly are worse than death.

It has been three years since nearly 800 cats were seized in various stages of starvation and disease from For the Love of Cats and Kittens (FLOCK), a “no-kill” shelter in Pahrump, Nev., but approximately 140 of the cats are still homeless and waiting to be adopted at a new facility, despite much advertising and many adoption events. Even if homes could be found for the estimated

CALENDAR

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**

six million or so animals who end up homeless each year, millions more will be dropped off at animal shelters next year and the years after that unless resources are redirected to the cause of this crisis: the relentless breeding of dogs and cats.

One must not forget, in the pursuit of an ideal, that we must not do more harm than good, but “no-kills” leave the dirty work to others, often refusing to take in the worst-off animals—those deemed “unadoptable”—and closing their doors when they are full. To avoid euthanizing animals, these facilities may adopt animals to anybody, no matter how unprepared or irresponsible, and reduce their hours of operation to prevent drop-offs. Severe crowding causes disease to flourish, which, ironically, can lead to the mass destruction of every animal in the facility—even those who arrived in good health.

The fact that the best we can do for some animals is to give them a peaceful death is a sad indictment of our throwaway society. But life in a cage is not a “rescue.” Animals need more than food and water. Think about how sad your own dog or cat would be living such a bleak existence. Storing animals in crates as if they were old furniture is not the answer.

This article is reprinted with permission.



Billy Grace is the director of North Little Rock Animal Control. He can be reached at 501-791-8577, or email bgrace@aristotle.net.

**Do you
have an event
in your city you
would like featured in
City & Town? Contact
Whitnee Bullerwell
at wvb@arml.org.**

Twelve steps for ethical leadership

By Elizabeth Kellar, Deputy Executive Director, International City/County Management Association

- 1. Hold yourself to a higher standard than is required.** Your action may be legal but unethical. Some people see a line in the sand and ask how close they can get to it without crossing it. This line, however, is a starting point. Stay as far away from the “unethical” line as possible, to avoid even the appearance of impropriety. Be sure your local government has an ethics law or ordinance. Just as important, actively promote and reinforce the ethical values that your municipality supports.
- 2. Openly share information.** Go beyond the technical requirements to disclose any personal or financial interest you may have. You gain public trust when you fully disclose information in a timely way.
- 3. Stay out of politics.** Exercise your right to vote, and be a good advocate for your local government’s position with the state Legislature and Congress. But do not show favoritism to members of your governing body or to any candidate for office.
- 4. Keep your word.** If you accept a job, honor this commitment unless the fundamental terms of employment change.
- 5. Don’t accept or solicit gifts.** Some special interests or powerful individuals may assume they can buy your influence. If your municipality doesn’t have a policy, establish one so that employees understand the reasons they cannot accept inappropriate gifts.
- 6. Tell the truth, and take care to be accurate.** Your résumé should be complete and accurate. Likewise, your local government’s financial and operational reports should reflect the highest standards of accuracy and clarity of information.
- 7. Remember the powerless.** Your responsibility is to serve the best interests of all the people, not just to be a referee for competing interests that have power. Children, the elderly, the disabled, troubled teenagers and those who are struggling to make ends meet all count on you to remember their voices.
- 8. Keep improving your knowledge and skills, and generate a learning environment for your organization.** Competence is critical to using public resources wisely. The League offers a wide variety of training that will help you stay current on laws and topics that matter to cities.
- 9. Use fairness and merit in all personnel actions.** Be sure your municipality has positive programs to ensure meaningful employment opportunities for all segments of the city.
- 10. Treat your colleagues with respect and courtesy.** Employees deserve your best self, as do your colleagues in the profession.
- 11. Ask for advice, and encourage your staff to ask for advice.** You can call a trusted colleague for advice if you are wrestling with a difficult issue. Do your employees know whom to contact if they need advice?
- 12. Share your passion for public service and its stewardship responsibilities.** If you can inspire those you work with, your contributions will multiply to leave your city in better shape than you found it.

Reprinted with permission from *Public Management* magazine, a publication of the International City/County Management Association.

Elizabeth Kellar is Deputy Executive Director, International City/County Management Association.

ACCRTA scholarships available

The executive board of the Arkansas City Clerks, Recorders and Treasurers Association (ACCRTA) awards scholarships for tuition to attend the Municipal Clerks' Training Institute, the Academy for Advanced Education and the International Institute of Municipal Clerks' annual conference, all of which will enable Arkansas clerks to further educational training.

A scholarship honoring the memory of Bill S. Bonner will be awarded to a first-year attendee in the certification program at the Municipal Clerks' Institute in September 2011.

Scholarships include: four local \$400 scholarships to attend the Municipal Clerks' Institute, Sept. 18-23, 2011, in Fayetteville; one \$400 scholarship for the Academy for Advanced Education, Sept. 21-22, 2011, in Fayetteville; and

one \$400 scholarship to attend the International Institute of Municipal Clerks (IIMC) annual conference, May 8-12, 2011, in Nashville.

These scholarships are in addition to the 11 regional scholarships awarded by the IIMC.

Fill out the scholarship application below and return it to:

Linda Simpson, CAMC, CMC
City Clerk / Treasurer
City of Lake City
P.O. Box 660
Lake City, AR 72437

For more information, contact Scholarship Chairman Linda Smpson at 870-237-4431, or e-mail lakecitysimpson@yahoo.com

2011 APPLICATION FOR SCHOLARSHIP ASSISTANCE

I, _____, am a member of the Arkansas City Clerks, Recorders and Treasurers Association and the International Institute of Municipal Clerks, and do hereby apply for assistance from ACCRTA. (Applicant must be a City Clerk, Deputy City Clerk, Recorder, Treasurer or related title at the time of application.)

Name _____ Title _____

Street Address or P.O. Box _____

City, State, Zip _____

Telephone _____ Date assumed present position _____

Other related experience:

Title	Municipality	Years
_____	_____	_____
_____	_____	_____
_____	_____	_____

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

Check one: This application is for a ___ First ___ Second ___ Third year Institute

What are the approximate costs of the institute you plan to attend?

Travel/Transportation _____ Registration Fee/Tuition _____

Lodging and Meal _____ Total Amount _____

How much does your municipality budget your department yearly for education? _____

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

I understand that if a scholarship is awarded to me, it must be used between Jan. 1, 2011, and Dec. 31, 2011, and that I must attend all sessions. Yes. _____

Have you attached written evidence that your Chief Executive or legislative body supports your attendance at the institute and that in the event that a scholarship is awarded, you will be given the time to attend the institute? Yes ___ No ___

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

Signature: _____ Date: _____

CHECK THE SCHOLARSHIP FOR WHICH YOU ARE APPLYING:

___ Municipal Clerks' Institute, Fayetteville—Sept. 18-23, 2011

___ Academy for Advanced Education, Fayetteville—Sept. 21-22, 2011

___ IIMC Conference, Nashville, Tenn.—May 8-12, 2011

DEADLINE: April 2, 2011

DEADLINE: April 2, 2011

DEADLINE: March 2, 2011

DISCLAIMER: ACCRTA will not be responsible for applications that do not reach the chairman by the deadline. Please feel free to call after a few days to be sure your application was received.

Keep dog parks bite-free

Cities may have tort immunity, but with a few simple steps they can help keep dog parks fun and dog-bite free.

By Merry Moiseichik, R.Ed., J.D.

If a dog bites someone or another dog in a public dog park, who is liable? Most likely it is the owner of the dog and not the city who provides the park, as cities and towns in Arkansas are immune from suits for negligence under Ark. Code Ann. 21-9-301, though generally not for intentional acts, according to the Arkansas Supreme Court's decision in *Deitsch v. Tillery* 309 (1992).

However, avoiding injuries from dog bites requires the participation of the dog owner, the park visitor and the park administrators.

Most states have “dog bite laws,” and Arkansas is no exception. Act 1768 of 2001—found in ACA §§ 20-19-401 through 20-19-408 (2005)—is entitled “Ownership and Breeding of Wolves and Wolf-Dog Hybrids.” As indicated by the title, our state specifically identifies the dogs that fall under the law, in this case wolves and wolf-dog hybrids because they are considered dangerous. Owners of these dogs are required to have the dogs vaccinated for rabies and if one “bites a person ... while out of its confined area, the person responsible for the adequate confinement of the animal upon conviction shall be guilty of a Class A misdemeanor.” With these particular dogs there is no second chance. The state has identified them as dangerous, and one bite is all it takes for liability or a conviction.

As for other dogs, the rule is not so strict. However, “the notion that every dog is entitled to one free bite” is generally not supported. (3B C.J.S. Animals § 332.) This is true in our state, as explained by the Arkansas Supreme Court in *Bradley v. Hendricks* (1972):

“Actually, the label “one bite” is out of harmony with a modern humanitarian society and our holdings, and we have said that it is not necessary to prove that the owner knew that his animal had ever before bitten anyone; rather, it is only necessary to prove that the owner had notice of the propensities of the animal to injure people.”

In addition, state law provides for recovery of damages for injuries caused by dogs to other domesticated animals in ACA § 20-19-102, which is probably broad enough to cover damage to another dog.

So what role does the city play that provides the dog park? Is the city liable? Probably not. First, as noted above, Arkansas municipalities have tort immunity. The person who gets bitten in a dog park entered an area known to have dogs off leashes and should know there is a possibility of being bitten. Of course, no one enters a dog park expecting to get bitten, and as long as one does not provoke a dog, one can expect to be fairly safe. If someone gets bitten and wants to recover damages, he or she will have to sue the owner.

No city, however, wants anyone to get hurt. Here are several precautions and rules that we recommended:

- Provide a fenced area that is high enough to keep dogs inside and extends underground so dogs cannot dig and get under it. There should be a latching gate. A double gate is recommended so the dog that rushes through the first gate will have to wait for the owner to put on the leash before exiting the area.
- Provide a convenient parking lot so that dog owners do not have to walk their dogs past people on city streets.
- Have signage with the rules clearly visible. The sign should include the fact that users are in the park at their own risk and the city will not be responsible for dogs biting, trampling or tripping people, etc.
- The number of dogs per person and the minimum age of the users should be identified (children are bitten more often than any other age group).
- All dogs entering the park should have a collar, dog registration or license tags, and owners should carry a leash, identification, and be responsible for supervising and cleaning up after their dogs.

- Not all dogs should be allowed to visit the park, including dogs that are known to bite or are considered dangerous, dogs that are known to provoke fights with other dogs, male dogs that have not been neutered, and dogs that are not up-to-date on their vaccinations.
- Be aware of the city's authority to regulate animals running at large (see sidebar).
- Be familiar with state law and Arkansas Department of Health regulations on rabies control in case a dog does bite someone (see sidebar).

In general, a city is not liable for injuries, but when creating a dog park with rules and regulations, the city will be responsible for enforcing such rules, and it is recommended that a city attorney be involved in policy creation.



Merry Moiseichik, Re.D., J.D., is Professor of Recreation, Health Science, Kinesiology, Recreation and Dance at the University of Arkansas.

More laws relating to dogs and other animals in Arkansas

- ACA § 14-54-1102—Dogs running astray.
 - ACA § 2-40-110—Canine brucellosis.
 - ACA § 19-5-1136—Animal Rescue and Shelter Trust Fund.
 - ACA § 20-19-102—Injuries by dogs to domesticated animals.
 - ACA § 20-19-103—Sterilization of impounded dogs and cats.
 - ACA § 20-19-104—Voluntary certification of animal control officers, shelters and humane society counterparts.
 - ACA § 5-62-103—Offense of cruelty to animals.
 - ACA § 17-101-307—[Veterinary] license required exemptions (subsection b allows for public employees licensed to perform euthanasia).
 - ACA § 20-19-301 through 312—Rabies Control Act.
- Visit the Department of Health's website at www.healthy.arkansas.gov for rabies regulations.

Announcing...

Our New Voluntary Certified Continuing Education Program for 2011

The League's new Voluntary Certified Continuing Education Program continues in 2011 with a series of seminars covering topics helpful to municipal leaders. The first round of seminars held in late 2010 and early 2011 were a great success and drew capacity crowds to cover issues such as municipal finance and budgeting, personnel matters and municipal operations. Make plans now to participate this spring and summer.

- Who?** For Arkansas mayors and aldermen.
- What?** The certification plan is voluntary, approved by the Executive Committee, and consists of 21 hours of core topics.
- Why?** To increase the knowledge of local officials on how cities and towns function and equip them with the leadership skills needed to meet the challenges of the 21st Century.
- When?** The next seminar is focused on procedural rules and job responsibilities. The seminar will be held April 28 at League headquarters in North Little Rock.
- Where?** The April 28 seminar will be held at League headquarters in North Little Rock. Two remaining seminars will be held in June at the League's Annual Convention in Hot Springs.

Schedule and topics to be covered:

- Procedural Rules/Who Does What at City Hall—April 28
- Municipal Land Use/Planning and Zoning—June 16
- Great Cities/Towns: Methods and Suggestions to Effectively Lead—June 17

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

Managers behaving badly

By Melanie Kennon, Ed.D.

Is it bullying or just plain rude, inappropriate behavior that we are seeing play out with disturbing frequency in companies across our nation? I personally have witnessed inappropriate “dressing down” of employees in front of co-workers or customers, and I have been on the receiving end of a temper tantrum from a manager. (I am, by choice, no longer with that company.)

The January 2011 edition of “Workforce Management” cites a survey of human resource professionals and senior executives in which nearly two-thirds believe that their employees are struggling to stay focused because of criticism, gossip, bad behavior and lack of teamwork. What I see in companies with which I work that allow such bad behavior is decreased job satisfaction, damaged employee morale, and mass exodus of talent. So, if this boorish behavior is the norm in your organization, perhaps it is time for you as the human resources professional to take a stand.

Workplace bullying is a silent epidemic in America that saps productivity, creates toxic work environments, and costs employers an estimated \$300 billion annually. It is a growing problem and one that has not been adequately addressed by employers as yet. It transcends gender, ethnicity and age. Toxic practices associated with bullying can escalate quickly to violence in the workplace, costing employers an estimated \$4.9 billion annually. In a 2007 joint study conducted by the Society for Human Resource Management and the Ethics Resource Center, about one-third of all human resource professionals reported having observed unethical bullying and/or illegal behavior. The most prevalent misconduct observed was “abusive, intimidating behavior toward employees (excluding sexual harassment)” with 57 percent of participants confirming they had witnessed this. An estimated 21-28 million workers exit companies annually because of bullying. When the human resources department does nothing, it gives the bully tacit approval to continue his or her egregious behavior.

What is it?

Workplace bullying refers to repeated unreasonable actions of individuals (or a group) directed towards an employee (or group of employees), which is intended to intimidate and creates a risk to health and safety of the employee(s). It often involves an abuse of authority,

power and the rights of others. It is not about being “tough” or insisting on high standards. It is about abusive disrespect. It includes behaviors that intimidate, degrade, offend or humiliate the target, often in front of coworkers, so as to create a feeling of worthlessness and defenselessness.

Workplace bullying is different from the concepts of aggression and violence, which tend to be singular acts. Bullying is an ongoing pattern of behavior. According to a 2008 study cited by the National Institute of Occupational Safety and Health, examples of bullying include:

- Unwarranted or invalid criticism
- Blame without factual justification
- Being treated differently than the rest of your work group
- Being sworn at
- Exclusion or social isolation
- Being shouted at or being humiliated
- Being the target of practical jokes
- Excessive monitoring

Any of the above sound familiar? In a 2007 survey, the Workplace Bullying Institute found that 49 percent of workers have either directly experienced or witnessed bullying, with 82 percent of the bullied individuals losing their jobs and 38 percent leaving voluntarily following the abuse. Bullying is four times more prevalent than other “illegal” forms of harassment and yet, it continues to receive tacit approval as tolerated behavior under the guise of “getting results” out of employees. Incivility tends to rear its ugly head in organizations that have a definite pecking order, such as hospitals, police departments, accounting firms and academia. Places where people are separated by rank are where we encounter top-down bullying. While not all bosses are bullies, most bullies are bosses. In fact, approximately 73 percent of bullies are bosses, practicing management by intimidation.

How does it affect people and the bottom line?

The victims of bullying tend to experience significant mental and physical health issues. Common illnesses cited are headaches, depression, sleep disturbances, gastrointestinal problems, heart attacks, high blood pressure and post traumatic stress syndrome. For 45 percent

of bullied targets, stress affects their health adversely. In her book, *STOP the Bullying at Work*, Teresa Daniels cites recent estimates that suggest that Americans lose approximately \$300 billion per year as a result of lost productivity, absenteeism, turnover, and increased medical costs due to increased work-related stress. Often, bullying will surface in other illegal ways such as sexual harassment and discrimination. At the very least, creativity is stifled, morale decreases, and your company earns a bad reputation which puts you at a loss in the talent wars. Who wants to work for a company where you are constantly under attack? Can you afford that kind of damage? If not, it may be time to evaluate the work environment and other factors that may put your organization at risk for bullying behavior.

The target

Typically the target is highly skilled, bright, self-assured and creative. They are employees that contribute positively. Targets are usually independent workers, more technically skilled than the bully, better liked, but typically non-confrontational. Targets are nice people, team players, but bullies see them as weak and expendable. Individuals are targeted primarily because of a perceived threat to the bully. Targets are employees that contribute in positive ways to an organization. They are employees you want to keep.

Bullying types

There are five basic bully types that people will quickly be able to identify in their past or present work environments. They are Screaming Mimi, Chad the Critic, Forked-tongue Fran, Gatekeeper Greg, and the Serial Bully.

Screaming Mimi is emotionally immature and lacks self-control. Encounters with her are like walking through a minefield. You never know what might set her off. She tends to be narcissistic and will play the victim when it suits her needs. "Oh, poor me! Just look at the incompetent people I have to put up with." She controls through fear of job loss and demeaning the employee's efforts as always lacking. She thinks nothing of yelling, cursing, and otherwise poisoning the workplace with her angry outbursts.

Chad the Critic uses constant put-downs and excessive criticism to belittle others' contributions. He makes unreasonable demands with impossible deadlines to

whittle away at the target's self-esteem and confidence. He will engage in intense cross-examination to confuse and trip the target. He is usually upfront and open in his campaign to harangue the target.

Forked-tongue Fran, however, practices covert operations. Fran is passive-aggressive, pretending to be your friend but sabotaging the target at every chance. Fran steals credit for your work. She plays favorites. She gathers enough information about the target's weaknesses or emotional triggers to arm herself for the fatal blow. She may withhold important information to make the target look bad.

Gatekeeper Greg controls resources, approvals, information, staffing and time. He shuts down open communication and feeds paranoia and frustration in the target. Rules are made up on a whim for everyone to follow except, of course, the Gatekeeper himself. The Gatekeeper sets the target up to fail by cutting off necessary resources and information, much in the same way that the Serial Bully does.

Serial Bullies are vicious and vindictive in private, but innocent and charming in front of witnesses. Female serial bullies are especially partial to making themselves the center of attention by claiming to be the injured party while portraying their target as the villain. They think nothing of compulsive lying, manipulation and deception as means to an end: torturing the target.

Corporate or institutional bullying

This occurs when bullying is entrenched in an organization and has become an accepted part of the workplace culture. It can manifest itself in a variety of ways. It is frequently prevalent in law practices, accounting firms, hospitals, police departments, government agencies and academia. Corporate bullying can manifest itself in a variety of ways, from placing unreasonable expectations on employees to dismissing employees suffering from work-related stress as being "weak" and incompetent. Institutions who suffer from the infection of corporate bullying often see increased absences due to illness and increased grievances, resignations, requests for transfer and disciplinary actions. The human resource professional in such an organization spends much of their time and energy avoiding litigation and cleaning up after the bully if he or she is in a position of authority.

see **Managers**, page 40

What can you do about it?

Given that human resources are the corporate insiders charged with developing strategies, policies and training to respond to legislation or potential legal issues as well as employee retention strategies, it just makes sense that HR professionals should encourage their companies to proactively deal with this problem. While bullying is not illegal in the United States unless it crosses the discrimination or harassment lines, it is just as damaging to the organization. Since 2003, 13 states have introduced some version of anti-bullying or healthy workplace legislation that gives victims some recourse. Two Canadian provinces, Saskatchewan and Quebec, have instituted anti-bullying laws that give an employee the right to sue for damages. Unfortunately, Arkansas is not one of those states that have addressed workplace bullying.

There are several actions, however, that human resource professionals can take to create a healthy workplace culture in their organizations. A “no bullies allowed” attitude must be the company message in the same way that we would find sexual harassment, racial or gender discrimination, or violence to be inappropriate and despicable behavior. Establish a zero-tolerance policy much like you have for harassment that attacks the problem systemically and is faithfully enforced no matter the bully’s rank. Such a policy should include open-door but confidential reporting, grievance, and investigative

procedures. Assure employees of non-tolerance of retaliation. Train your employees and supervisors on what is acceptable behavior in the workplace. Improve management’s ability and sensitivity in responding to conflicts. When witnessed or reported, bullying should be dealt with immediately. Don’t reward performers who don’t play for the good of the team. Even your most successful “rainmaker” may be costing your company more than they are worth in the destruction they leave in their wake when they engage in bullying behavior. Use feedback to evaluate employees so that a bully manager is unable to present a skewed view of an employees work and value to the organization. Recognize the difference between a tough boss who is fair, professional and objective and a bully who is unfair and inconsistent in treatment of employees and abuses power and authority.

It takes an intentional effort on the part of management and human resources to create a culture that nurtures employees rather than destroys them. Bullying is not just on the playground anymore. It is alive and well in the workplace, and it has serious bottom-line implications for your organization. If you don’t think bullying behavior is a big deal, think again.



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



2011 Directory of Arkansas Municipal Officials

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2011 Directory

P.O. Box 38

North Little Rock, AR 72115-0038

Personnel records and the Arkansas Freedom of Information Act

By David Schoen, League staff

In the January issue of *City & Town* we looked at a number of federal and state statutes dealing with record retention. Here, we will examine a more specific issue: When to release—or not release—records in response to a request by the press or a member of the public.

Ark. Code Ann. 25-19-105 contains the provisions from the Arkansas Freedom of Information Act (FOIA) pertaining to records, including personnel records. The following information is derived from that code section and from the pamphlet, “Arkansas Freedom of Information Handbook (14th edition).” The statute is available in the *Handbook for Arkansas Municipal Officials*. Both the *Handbook* and the pamphlet may be ordered from publications page on the League’s website at www.arml.org. The FOIA pamphlet may also be downloaded from the same location.

What must be released?

The FOIA was adopted to allow citizens to observe the actions of government leaders and to promote and protect the right of individuals to attend the meetings of policy-making, tax-supported bodies. Information in employee records that must be released upon request include salary and compensation, dates of hire, job applications and resumes, work history, and work email addresses.

When is information in personnel records exempt ?

Not all information in personnel records may be released. The FOIA lists exemptions for personal privacy and job evaluation records. If information is exempt, it does not mean that the document in its entirety must be withheld, but only that the custodian must redact the exempt information from the document and then provide the record with the remaining non-exempt material. Examples of information exempt under the personal privacy exemption are non-elected employee’s addresses (must verify city or county), unlisted phone numbers, religious affiliation, welfare payments, payroll deductions, social security numbers, marital status, and details about the employee’s family life.

How do we handle job evaluation and disciplinary records?

Job evaluation records are generally exempt and include “disciplinary” records. However, an exception

exists for certain cases in which the discipline resulted in suspension or termination. Such records may be released only if the following criteria are met. First, the suspension or termination must be final, which means that all appeals have been exhausted or waived. Second, the records must have formed the basis for the suspension or termination. Finally, a “compelling public interest” in disclosure must exist. Factors used to determine whether an interest is compelling are (1) the nature of the infraction that led to suspension or termination, with particular concern as to whether violations of the public trust or gross incompetence are involved; (2) the existence of a public controversy related to the agency and its employees; and (3) the employee’s position within the agency. In short, “a general interest in the performance of public employees should not be considered compelling, for that concern is, at least theoretically, always present.”

An employee may see his or her own records.

What are the procedures for handling requests for personnel or job evaluation records?

The FOIA specifies the procedures for personnel or job evaluation record requests. The custodian must determine whether records are releasable within 24 hours and notify the person making the request and the employee of his or her decision. If contact fails, the custodian must send written notice via overnight mail to the last known address. The custodian, requester or subject may seek an Attorney General’s opinion, to be issued within three working days. (Note: The Attorney General has emphasized that the custodian must first make a determination, and then seek an opinion as to the correctness of that decision. The custodian should not merely seek an opinion asking the Attorney General whether or not to release the records.) No disclosure may be made until the Attorney General’s opinion is issued.

The guidelines discussed in this article should help city officials and employees with a basic understanding of their rights and obligations with respect to the release of employee records. However, situations are bound to arise that will create additional questions. When that happens, contact your city attorney or one of the Municipal League lawyers for further assistance.

Growing communities focus on infrastructure

Maintaining the physical infrastructure in your community can have a profound impact on how successfully your community retains and attracts residents and employers alike.

By Mark S. Goodman, CEcD

Increasingly we are realizing the importance of taking care of our communities as the “product” that we promote as a great place to live, work, invest and play. What we do to prepare our communities to be those “great places” falls under the category of Community Development. While there are many facets of community development, in this article we will discuss the community’s physical infrastructure. What constitutes infrastructure and why is it critical for successful community economic development?

What is physical infrastructure?

Physical infrastructure refers to the physical support system needed for goods and services to be developed and delivered. It includes water and sewer pipes, roads, bridges, cables, telecommunications (including Wi-Fi) equipment, water and sewage treatment facilities, and power plants and distribution lines. Infrastructure capacity refers to the measure of what the infrastructure is capable of supporting, both now and in the future.

Both government and private businesses provide infrastructure. Public infrastructure usually includes water, wastewater and stormwater systems; streets and road improvements; as well as schools, hospitals and other public services. Private infrastructure includes natural gas and electric distribution, and telephone and telecommunications systems, although these systems may also be provided by the public sector or cooperative associations.

Planning for economic development, including all infrastructure systems for industrial, commercial (business) and residential development, occurs within the context of ongoing capital improvement planning and implementation that jurisdictions are required to provide. The construction of such infrastructure usually requires significant capital outlays and the use of a capital improvement budget and debt financing. Debt is usually repaid from user rates and charges, although tax revenues may be used as well.

Why is infrastructure investment so important?

From an economic development standpoint, infrastructure investment provides services and facilities necessary to retain and expand existing business and

incubate or attract new business. Many industries have special infrastructure requirements based upon the type of processes they use in their particular businesses. Not surprisingly, infrastructure quality and capacity is identified as one of the top factors of business location and community progress. As such, the benefits of infrastructure investment are many and include:

- Providing necessary services to support and promote retention and expansion of existing industry and business;
- Providing for increased productivity and production from existing businesses;
- Improvement of quality of place, making a community more appealing to existing and potentially new residents and businesses, whether it be in transportation, safe drinking water, sidewalks, or other;
- Properly planned and configured roads, water, sewer, telecommunications and power lines that lead to improved industrial, commercial and residential maintenance and development;
- Supporting regional development by connecting communities and citizens to each other and to opportunities throughout the region; and
- Stabilizing taxes and tax rates through routine investments and spreading cost over time.

Balancing infrastructure necessity and risk

Communities often find themselves in a balancing act, recognizing that infrastructure development, maintenance and improvement is expensive and is not a guarantee to business and industry success. Yet, at the same time, poor infrastructure will render a community non-competitive. And infrastructure development and construction provides jobs and economic impact through immediate and future activity, implying that infrastructure development provides financial benefits as well as direct costs.

This suggests the importance of infrastructure planning in a community’s master plan. Infrastructure investment requires a carefully prepared master plan, including a land use plan and capital improvement program to project where and when public and private

infrastructure will be required to service existing and future residential, commercial and industrial users. Infrastructure programming can generally be broken into three categories: 1) keeping up with repairs on existing infrastructure; 2) adding capacity or improving efficiency to existing infrastructure; and 3) actively building new infrastructure that adds capacity for growth.

Questions that should be answered include:

- What infrastructure do we need to install?
- Are we keeping up with needs?
- Who is responsible for the installation?
- How much will it cost?
- How can it be paid for? By fees, taxes, grants, or a mix of sources?
- Over how many years can it be financed?
- When will it be completed?
- If improvements are to be phased in, what are the phases and time periods?
- Can it be expanded?

Where do I get help?

Infrastructure planning and development does play a critical role in maintaining community viability and marketing of your community to others as part of an effort to create jobs. Comprehensive master planning for infrastructure investment requires resources and careful planning, organizing, and consensus building. Communities generally rely on third-party consultants or planning professionals to assist in infrastructure planning and programming. Many of these experts are associated or affiliated with the eight Planning and Development Districts or Economic Development Districts across the state, the Arkansas chapter of the American Planning Association (www.arkansasapa.org), and the Arkansas Municipal League. The Center for Economic Development Education at UALR's Institute for Economic Advancement (IEA) can provide advice and referral, as well as conduct a range of community economic analyses to inform your efforts. For further information, call us at 501-569-8519.



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



Support a family on \$20 a week?

Volunteer firefighters who are injured in their firefighter duties receive only \$20 a week for a compensable injury.

Solution: The Arkansas Municipal League's Volunteer Firefighters Supplemental Income Program protects the earnings of volunteer firefighters who are injured in their duties.

What they get: Weekly temporary total disability benefits payable up to a MAXIMUM of \$575 allowed under Arkansas Workers' Compensation Law; weekly benefits go for 52 weeks; \$10,000 death benefit.

How? Cost is only \$20 a firefighter a year. All volunteer and part-paid firefighters in the department must be covered. The minimum premium for each city or town is \$240.

Call: Sheryll Lipscomb at 501-374-3484, ext. 234, or Andrea Ross, ext. 237.

Protect your loved ones' financial security.

Arkansas Municipal League's Volunteer Firefighters Supplemental Income Program

AHPP accepting Certified Local Government grants

The Arkansas Historic Preservation Program (AHPP) will accept applications for Certified Local Government (CLG) grants through March 25. The grants are available to local governments participating in the CLG program or pursuing CLG status. City or county governments are eligible for CLG status if they have a historic district commission with design review authority over a designated historic district. Grant priorities include bricks and mortar rehabilitation projects, mini-grant rehabilitation programs, development of design review guidelines, administrative assistance to historic district commissions, and other applicable projects.

Applications must be turned in to the AHPP at 1500 Tower Building, 323 Center St., Little Rock, AR 72201, no later than Friday, March 25. For more information contact Patricia Blick at 501-324-9665 or email patriciab@arkansasheritage.org.

Historic preservation grants available

The Arkansas Historic Preservation Program (AHPP) will accept applications for its Historic Preservation Restoration Grant program through March 11. Two Historic Preservation Restoration Grant options are available for rehabilitation of historic structures: Option 1 grants of up to \$10,000 are available to owners of properties that are listed on the Arkansas Register of Historic Places (contact AHPP for full guidelines); Option 2 grants of \$10,000 or more are available to owners of properties that are listed on the National Register of Historic Places and owned by a nonprofit organization or a local government.

For a letter of intent, guidelines and applications, visit the AHPP website at www.arkansaspreservation.org; write to AHPP Grants, 1500 Tower Building, 323 Center St., Little Rock AR 72201; fax 501-324-9184; or email joia@arkansasheritage.org. All applications must be delivered to the AHPP office by 4:30 p.m., Friday, March 11. Faxed or emailed applications will not be accepted.

Rogers PD achieves CALEA accreditation

The Rogers Police Department in November 2010 achieved accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The award was presented at a CALEA conference in Garden Grove, Calif. The accreditation process allows a law enforcement organization to voluntarily demonstrate they meet an established set of professional standards. To meet CALEA standards, the Rogers Police Department was required to prove compliance with all 305 mandatory standards and 80 percent of 74 other recommended standards. Rogers PD met 100 percent of the mandatory standards and 93 percent of the other recommended standards.

Rogers PD is one of seven police departments in the state to receive accreditation from the nation's most prestigious law enforcement association.

Malvern PD receives money for bulletproof vests

The Arkansas Association of Chiefs of Police (AACP) in January presented the Malvern Police Department with a check for \$3,546 to purchase bulletproof vests, *The Malvern Daily Record* has reported. The AACP, a nonprofit organization of police chiefs and executives from across Arkansas, participates in the Bulletproof Vest Partnership, a U.S. Department of Justice initiative to provide this critical resource to state and local law enforcement agencies.

Obituaries

STEPHEN BERKSHIRE, 65, a former Austin alderman, died Dec. 27, 2010.

DAVID EASON, 38, a West Memphis Fire Department recruit, died during training Jan. 26.

WILLIAM "BILL" H. HASHBARGER, 86, died Jan. 30. Hashbarger was mayor of Russellville from 1983 to 1985.

HERSCHEL W. PAYNE, 88, a former Oppelo city marshal, volunteer fireman, alderman and mayor, died Jan. 8.

Local Option Sales and Use Tax in Arkansas



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

Sales and Use Tax Year-to-Date 2011 with 2010 Comparison (shaded gray)								
Month	Municipal Tax		County Tax		Total Tax		Interest	
Jan.	\$35,123,247	\$34,674,109	\$35,666,555	\$35,450,558	\$70,789,802	\$70,124,667	\$27,640	\$60,271
Total	\$35,123,247	\$34,674,109	\$35,666,555	\$35,450,558	\$70,789,802	\$70,124,667	\$27,640	\$60,271

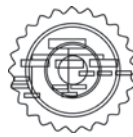
Jennette	585.81	Tuckerman	13,245.65	14,190.11	Marie	990.18	973.63	Barling	61,645.58	60,147.07
Jericho	965.68	Tupelo	1,334.37	1,429.51	Osceola	81,368.79	80,009.09	Bonanza	7,587.60	7,403.16
Marion	46,723.05	Weldon	753.89	807.64	Victoria	540.93	531.89	Central City	7,838.55	7,648.01
Sunset	1,645.45	Jefferson County	369,376.57	358,004.71	Wilson	8,609.05	8,465.19	Fort Smith	1,184,906.04	1,156,102.83
Turrell	4,525.00	Alzheimer	10,412.97	10,092.39	Montgomery County	31,250.76	34,431.02	Greenwood	104,986.44	102,434.39
West Memphis	145,348.43	Humphrey	3,485.55	3,378.24	Black Springs	474.57	522.86	Hackett	10,244.74	9,995.71
Cross County	213,400.11	Pine Bluff	481,643.59	466,815.41	Mount Ida	4,083.79	4,499.38	Hardford	11,396.17	11,119.14
Cherry Valley	5,414.41	Redfield	10,107.22	9,796.05	Norman	1,760.90	1,940.10	Huntington	10,156.17	9,909.29
Hickory Ridge	2,953.32	Sherrill	1,100.70	1,066.81	Oden	915.83	1,009.03	Lavaca	26,940.42	26,285.54
Parkin	12,320.86	Wabbaseka	2,821.64	2,734.77	Nevada County	26,110.92	24,378.63	Mansfield	10,421.88	10,168.54
Wynne	68,257.32	White Hall	41,337.39	40,064.77	Bluff City	833.61	778.30	Midland	3,734.75	3,643.97
Dallas County	124,440.75	Johnson County	95,801.19	98,786.35	Bodcaw	812.50	758.60	Sevier County	229,065.52	221,649.42
Desha County	93,386.44	Clarksville	64,086.09	66,083.01	Cale	395.70	369.45	Ben Lomond	973.90	942.37
Arkansas City	4,774.08	Coal Hill	8,310.68	8,569.64	Emmet	2,532.48	2,364.47	DeQueen	44,559.60	43,116.96
Dumas	42,456.12	Hartman	4,948.22	5,102.41	Prescott	19,447.34	18,157.13	Gilham	1,453.11	1,406.07
McGehee	37,041.70	Knoxville	4,242.52	4,374.71	Rosston	1,398.14	1,305.38	Horatio	7,706.14	7,456.65
Mitchellville	4,028.39	Lamar	11,747.87	12,113.93	Willisville	991.89	926.09	Lockesburg	5,495.55	5,317.63
Reed	2,228.99	Lafayette County	57,839.87	68,005.78	Newton County	35,999.51	42,747.86	Sharp County	63,052.34	62,172.28
Tillar	267.48	Bradley	2,188.03	2,572.59	Jasper	1,493.11	1,773.00	Ash Flat	7,781.78	7,673.16
Watson	2,334.35	Buckner	1,539.00	1,809.50	Western Grove	1,220.27	1,449.02	Cave City	15,036.79	14,826.91
Drew County	273,833.13	Lewisville	4,993.99	5,871.72	Ouachita County	285,151.64	294,883.22	Cherokee Village	30,640.25	30,212.58
Jerome	461.66	Stamps	8,281.85	9,737.47	Bearden	7,883.51	8,152.55	Evening Shade	3,711.31	3,659.51
Monticello	91,789.55	Lawrence County	112,694.68	113,163.13	Camden	92,177.45	95,323.25	Hardy	5,802.41	5,721.42
Tillar	2,077.46	Alicia	710.59	713.54	Chidester	2,522.72	2,608.82	Highland	7,869.57	7,759.73
Wilmar	5,730.57	Black Rock	3,513.75	3,528.35	East Camden	6,320.82	6,536.53	Horseshoe Bend	39.91	39.35
Winchester	1,932.33	College City	1,318.27	1,323.75	Louann	1,366.47	1,413.11	Sidney	2,194.86	2,164.23
Faulkner County	626,510.40	Hoxie	13,805.05	13,862.44	Stephens	8,072.71	8,348.22	Williford	502.81	495.81
Damascus	875.19	Imboden	3,352.02	3,365.96	Perry County	84,478.95	81,702.11	St. Francis County	138,608.80	139,938.32
Enola	1,394.37	Lynn	1,543.70	1,550.11	Adona	692.65	669.88	Caldwell	6,842.16	6,907.78
Holland	4,279.53	Minturn	558.67	560.99	Bigelow	1,218.62	1,178.56	Colt	5,414.86	5,466.80
Mount Vernon	1,068.03	Portia	2,367.00	2,376.84	Casa	774.14	748.69	Forrest City	217,389.20	219,474.38
Wooster	3,827.11	Powhatan	245.03	246.05	Fourche	218.54	211.35	Hughes	27,471.62	27,735.12
Franklin County	130,171.20	Ravenden	2,504.22	2,514.63	Houston	588.94	569.58	Madison	14,523.02	14,662.32
Altus	5,735.77	Sedgwick	548.87	551.15	Perry	1,163.06	1,124.83	Palestine	10,903.30	11,007.88
Branch	2,506.33	Smithville	357.75	359.23	Perryville	5,400.41	5,222.91	Wheatley	5,473.72	5,526.22
Charleston	20,815.88	Strawberry	1,386.88	1,392.64	Phillips County	102,999.31	131,178.47	Widener	4,929.30	4,976.60
Denning	2,843.31	Walnut Ridge	24,135.54	24,235.89	Elaine	13,048.38	10,086.77	Stone County	75,021.78	78,892.00
Ozark	24,747.38	Lee County	24,590.04	29,337.72	Helena-West Helena	186,045.66	175,054.95	Fifty Six	1,445.46	1,520.02
Wiederkehr Village	322.95	Aubrey	853.93	1,018.66	Lake View	8,010.04	6,192.00	Mountain View	25,503.86	26,819.55
Fulton County	76,314.13	Haynes	826.88	986.39	Lexa	4,993.07	3,859.79	Union County	411,856.25	433,580.17
Ash Flat	7.90	LaGrange	471.40	562.34	Marvell	21,043.34	16,267.10	Calion	1,203.06	1,263.18
Cherokee Village	3,195.56	Marianna	20,019.11	23,880.89	Pike County	143,375.24	137,516.05	El Dorado	533,660.94	561,809.63
Hardy	106.65	Moro	931.21	1,110.85	Antoine	999.01	958.19	Felsenthal	2,868.44	3,019.74
Horseshoe Bend	27.65	Rondo	915.74	1,092.41	Daisy	755.66	724.78	Huttig	17,766.57	18,703.69
Mammoth Spring	4,530.66	Lincoln County	44,174.45	40,697.09	Delight	1,991.62	1,910.23	Junction City	16,034.51	16,880.28
Salem	6,284.46	Gould	5,655.61	5,210.41	Glenwood	13,493.08	12,941.67	Norpiet	17,763.53	18,700.49
Viola	1,504.95	Grady	2,266.58	2,088.16	Murfreesboro	11,296.54	10,834.89	Smackover	49,468.72	52,478.82
Garland County	589,530.19	Star City	10,708.83	9,865.84	Poinsett County	97,176.59	106,871.93	Strong	14,671.04	15,004.89
Fountain Lake	2,778.85	Little River County	195,720.83	184,444.74	Fisher	1,611.45	1,772.23	Van Buren County	228,750.42	245,646.11
Lonsdale	801.72	Ashdown	39,122.89	36,868.90	Harrisburg	13,329.44	14,659.32	Clinton	19,156.23	20,571.13
Mountain Pine	5,245.16	Foreman	9,205.87	8,675.49	Lepanto	12,970.66	14,264.75	Damascus	1,577.47	1,693.99
Grant County	157,887.66	Ogden	1,751.16	1,650.27	Marked Tree	17,026.65	18,725.41	Fairfield Bay	19,416.35	20,850.45
Greene County	135,506.54	Wilton	3,592.33	3,385.37	Trumann	41,891.65	46,071.19	Shirley	2,827.70	3,036.56
Delaplaine	1,332.30	Winthrop	1,522.04	1,434.34	Tyronza	5,582.31	6,139.26	Washington County	1,089,076.44	1,118,717.62
Lafe	4,038.86	Logan County	76,320.55	76,364.90	Waldenburg	486.48	535.01	Elkins	17,779.45	18,264.23
Marmaduke	12,148.07	Blue Mountain	808.79	809.26	Weiner	4,621.52	5,082.61	Elm Springs	14,652.77	15,052.29
Oak Grove Heights	7,626.64	Booneville	25,225.73	25,240.39	Polk County	210,107.54	231,901.94	Farmington	51,234.94	52,631.93
Paragould	230,970.61	Caulksville	1,427.64	1,428.47	Cove	6,470.30	7,141.46	Fayetteville	824,974.90	847,468.98
Hempstead County	513,592.80	Magazine	5,606.40	5,609.66	Grannis	9,713.90	10,721.52	Goshen	10,687.57	10,978.98
Blevins	3,546.76	Morrison Bluff	453.41	453.68	Hatfield	6,791.28	7,495.74	Greenland	12,890.45	13,241.93
Emmet	252.65	Paris	22,713.58	22,726.77	Mena	95,230.06	105,108.24	Johnson	32,958.06	33,856.71
Fulton	2,380.70	Ratcliff	1,170.30	1,170.98	Vandervoort	2,027.24	2,237.54	Lincoln	25,638.79	26,337.86
Hope	103,157.29	Scranton	1,360.24	1,361.03	Wickes	11,403.30	12,586.16	Prairie Grove	36,098.96	37,083.25
McCaskill	816.24	Subiaco	2,689.85	2,691.40	Pope County	291,885.52	302,199.69	Springdale	622,309.09	639,277.21
McNab	728.79	Lonoce County	234,801.22	263,752.68	Atkins	35,180.77	36,423.94	Tontitown	28,850.74	29,637.40
Oakhaven	524.73	Allport	1,241.61	1,394.70	Dover	16,245.74	16,819.81	West Fork	29,021.29	29,812.59
Ozan	787.09	Austin	5,914.76	6,644.06	Hector	6,185.36	6,403.93	Winslow	5,670.66	5,825.29
Patmos	592.75	Cabot	149,198.54	167,595.02	London	11,307.23	11,706.79	White County	811,818.36	793,836.29
Perrytown	2,477.87	Carlisle	22,524.96	25,302.33	Pottsville	15,536.75	16,085.76	Bald Knob	39,678.98	38,800.08
Washington	1,438.13	Coy	1,134.07	1,273.90	Russellville	289,489.62	299,719.12	Beebe	60,939.99	59,590.15
Hot Spring County	264,311.39	England	29,485.80	33,121.46	Prairie County	27,444.30	23,612.13	Bradford	9,888.84	9,669.80
Donaldson	2,513.98	Humnoke	2,737.41	3,074.94	Biscoe	2,898.78	2,494.87	Garner	3,510.54	3,432.78
Friendship	1,588.59	Keo	2,297.47	2,580.75	Des Arc	11,775.77	10,131.46	Georgetown	1,557.49	1,522.99
Magnet Cove	3,493.36	Lonoce	41,911.68	47,079.47	DeValls Bluff	4,770.01	4,103.95	Griffithville	3,238.60	3,166.86
Malvern	69,568.38	Ward	25,223.26	28,333.36	Hazen	9,972.55	8,580.03	Higginson	4,672.48	4,568.98
Midway	2,637.37	Madison County	143,812.14	143,350.58	Ulm	1,248.84	1,074.47	Judsonia	24,499.61	23,956.93
Perla	886.83	Hindsville	411.64	410.32	Pulaski County	895,373.50	876,936.14	Kensett	22,138.65	21,648.27
Rockport	6,107.60	Huntsville	11,229.66	11,193.62	Alexander	2,875.74	2,816.52	Letona	2,484.57	2,429.54
Howard County	285,619.11	St. Paul	894.65	891.78	Cammack Village	13,893.81	13,607.71	McRae	8,170.66	7,989.67
Dierks	14,783.35	Marion County	67,549.79	64,932.44	Jacksonville	500,177.27	489,877.72	Pangburn	8,084.13	7,905.06
Mineral Springs	15,192.00	Bull Shoals	12,706.88	12,214.53	Little Rock	3,061,872.07	2,998,822.60	Rose Bud	5,302.89	5,185.43
Nashville	58,628.60	Flippin	8,621.62	8,287.56	Maumelle	176,506.60	172,872.01	Russell	2,818.32	2,755.89
Toilette	3,894.14	Pyatt	1,607.42	1,545.14	North Little Rock	1,010,402.90	989,596.88	Searcy	233,970.02	228,787.49
Independence County	460,983.02	Summit	3,723.12	3,578.86	Sherwood	359,650.80	352,244.94	West Point	2,571.10	2,514.15
Batesville	111,911.80	Yellville	8,335.71	8,012.73	Wrightsville	22,872.13	22,401.16	Woodruff County	9,184.74	16,192.53
Cave City	734.62	Miller County	383,059.66	369,489.34	Randolph County	109,770.05	108,632.61	Augusta	9,247.21	16,302.64
Cushman	5,462.29	Fouke	7,585.34	7,316.62	Biggers	2,656.74	2,629.21	Cotton Plant	3,331.08	5,872.62
Magness	2,263.12	Garland	7,585.34	7,316.62	Maynard	2,851.32	2,821.77	Hunter	527.42	929.83
Moorefield	1,895.81	Texarkana	170,670.15	164,623.96	O'Kean	1,504.24	1,488.65	McCrary	6,419.26	11,317.03
Newark	14,443.67	Mississippi County	573,633.95	564,048.30	Pocahontas	48,779.21	48,273.76	Patterson	1,620.43	2,856.79
Oil Trough	2,583.04	Bassett	1,540.28	1,514.54	Ravenden Springs	1,025.28	1,014.65	Yell County	83,890.53	82,004.20
Pleasant Plains	3,163.63	Birdsong	366.73	360.60	Reyno	3,622.13	3,584.61	Belleville	2,100.54	2,053.31
Sulphur Rock	4,988.33	Blytheville	167,523.45	164,724.06	Saline County	42.27	42.27	Danville	13,543.10	13,238.57
Izard County	38,383.84	Burdette	1,182.71	1,162.95	Scott County	131,068.81	151,700.98	Dardanelle	23,938.22	23,399.95
Jackson County	109,508.42	Dell	2,301.25	2,262.79	Mansfield	6,167.94	7,138.87	Havana	2,219.44	2,169.53
Amagon	716.18	Dyess	4,721.68	4,642.78	Waldron	24,671.78	28,555.47	Ola	6,816.84	6,663.56
Beebeville	791.57	Etowah	3,355.60	3,299.53	Searcy County	32,801.78	32,549.92	Plainview	4,274.68	4,178.56

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AIRPORT MANAGER—Batesville Regional Airport seeks Airport Manager to manage all aspects of municipally owned airport operations. The Airport Manager coordinates as well as participates directly in day-to-day airport operations, airport marketing efforts and assists local government entities with airport-related projects. The successful candidate will be an energetic self-starter interested in promoting a safety-conscious, customer-friendly atmosphere for the aviation community in the Batesville region. A full job description can be seen at www.cityofbatesville.com/airport-manager-job.php. Please send resume, references, and salary requirements to Airport Commission, 1126 Batesville Blvd, Batesville, AR 72501 or e-mail to BVX.manager@ozarkis.com.

EXECUTIVE DIRECTOR—The East Arkansas Planning and Development District (EAPDD), one of Arkansas's eight planning and development districts with offices in Jonesboro and serving the municipal and county governments of Randolph, Clay, Lawrence, Greene, Craighead, Mississippi, Poinsett, Cross, Crittenden, Saint Francis, Lee, and Phillips counties, is seeking applications for the position of Executive Director. The EAPDD is located in northeast and central east portion of the Arkansas Delta with a population of 388,000. Position Requirements: The successful candidate should have administrative/executive leadership experience in a public or private sector organization focused on community enhancement and economic development. The ability to demonstrate an understanding of regional governance and development in both rural and urban settings, as well as innovative techniques in building partnerships to advance initiatives that are advantageous to the EAPDD region. The ability to leverage entities and energize constituents to facilitate projects. Demonstrate organization management and financial administration skills to facilitate multiple priorities. Demonstrate an understanding of local, state and federal community economic development and human services programs. It is highly desired that the candidate have experience of working for a Board of Directors or advisory groups or councils. Qualified candidates will possess a minimum of a bachelor's degree in public or business administration, urban and regional planning, or related field. Five to 10 years of administrative/management responsibility in an organization(s) related to regional governance, community economic development, service delivery or related experience is requested. A master's degree is desired, and may reduce the number of years of management responsibility requested. Salary/

benefits negotiable. To apply, send a letter of interest, resume, and four professional references to the Executive Search Committee, c/o Ms. Tonya Hass, Institute for Economic Advancement, University of Arkansas at Little Rock, 2801 South University Ave., Little Rock, AR 72204-1009; or email tghass@ualr.edu. No phone calls or faxes please. Position open until filled. EOE.

FIREFIGHTER—Hope Fire Department is accepting applications for a firefighter. Preference given to applicants with fire academy certification. Applications may be picked up at the Hope City Hall, 206 West Ave. A, Hope, AR, M-F between 8 a.m. and 5 p.m., or call 870-777-6701 for more information. Application deadline is March 31, 2011. EOE.

FIREFIGHTER/EMT—Bella Vista Fire Department is accepting applications to fill future positions. Successful applicants must have HS diploma or equivalent; willingness to work nights, weekends and holidays; and current EMT certification. EMT-Paramedic experience preferred. Application forms are available from the Bella Vista Fire Department, 103 Town Center, Bella Vista, AR 72714. Or apply online at www.bellavistafiredepartment.com. Application deadline is March 1. Testing will be conducted March 10 (written) and 11 (practical). EOE.

FOR SALE—Lakeview has for sale a 2003 Dodge Intrepid Police Package vehicle. 63K miles. Equipped with console, siren, switches, light bar and trunk mounted equipment box. Prisoner partition available. Asking \$2750. Contact Chief Dave Manley or Mayor Dennis Behling at Lakeview City Hall, 870-431-8744.

PUBLIC WORKS DIRECTOR—Harrison is seeking qualified candidates for the position of Public Works Director. This position administers and organizes all public works functions for the City: operation and maintenance of streets, drainage, water and sewer, buildings, grounds, equipment, conservation resource, code enforcement, and safety. Responsibilities include but not limited to departmental operations, coordinating departmental activities/schedules, budget management/preparation, planning/completion of significant capital improvement projects, overseeing of contract engineers, consultants, and independent contractors, develop bid specifications for projects, personnel administration of 65 employees, and attending and participating in city council meetings. Qualifications: Comprehensive knowledge of the principles of civil engineering, project management, financial/budgeting

skills, technical construction and management techniques. A Bachelors degree in civil engineering is preferred, and minimum 5 years job related experience. Salary Range: \$55,000-\$68,000 DOE and qualifications. Benefits include vacation, sick leave, paid holidays, APERS retirement, with options of health, dental, vision, and life insurance avail. Apply in person at the Harrison Mayor's Office, 116 S. Spring, Harrison, AR 72601, or submit resume and cover letter to City of Harrison, Attn: Human Resources, P.O. Box 1715, Harrison, AR 72602, or email admin@cityofharrison.com.

WANTED: POLICE CRUISERS—The Allport Police Department is in need of police cruisers in good condition. We would like to expand our patrol fleet. Please contact Chief R. Wells at 501-414-5698.

WASTEWATER OPERATOR—Quitman is accepting applications for the wastewater department. Licensed wastewater operator preferred. Salary negotiable DOE. Applications can be picked up at Quitman City Hall, 8 a.m.-5 p.m. M-F.

WASTEWATER TREATMENT PLANT MANAGER—Harrison is seeking qualified candidates for the position of a certified Wastewater Treatment Plant Manager. This position will be responsible for coordinating, supervising and reviewing activities relating to the operation and maintenance of the wastewater treatment plant and facilities. Responsibilities include but are not limited to: Assigning work schedules for personnel, supervising and instructing the operation, lubrication and repair of equipment and facilities; reports to federal and state agencies on operating data of sewer plant; assists with preparing bid specification for plant equipment; orders and purchases supplies and materials; keeps operating records; prepares required reports. Qualifications: Comprehensive knowledge of Wastewater Treatment Plant principals and operating practices; mechanical ability; an Associates degree in biology, chemistry, engineering or related field preferred; minimum 5 years job related experience; at least a Class 4 wastewater license or ability to obtain within 60 days; Arkansas CDL or ability to obtain within 60 days. Salary Range: \$45,000 to \$50,000 DOE and qualifications. Benefits avail. include vacation, sick leave, paid holidays, APERS retirement, health insurance as well as dental, vision, and life insurance. Apply in person at Harrison Mayor's Office, 116 S. Spring, Harrison, AR 72601, or submit resume and cover letter to City of Harrison, Attn: Human Resources, P.O. Box 1715, Harrison, AR 72602, or email admin@cityofharrison.com.

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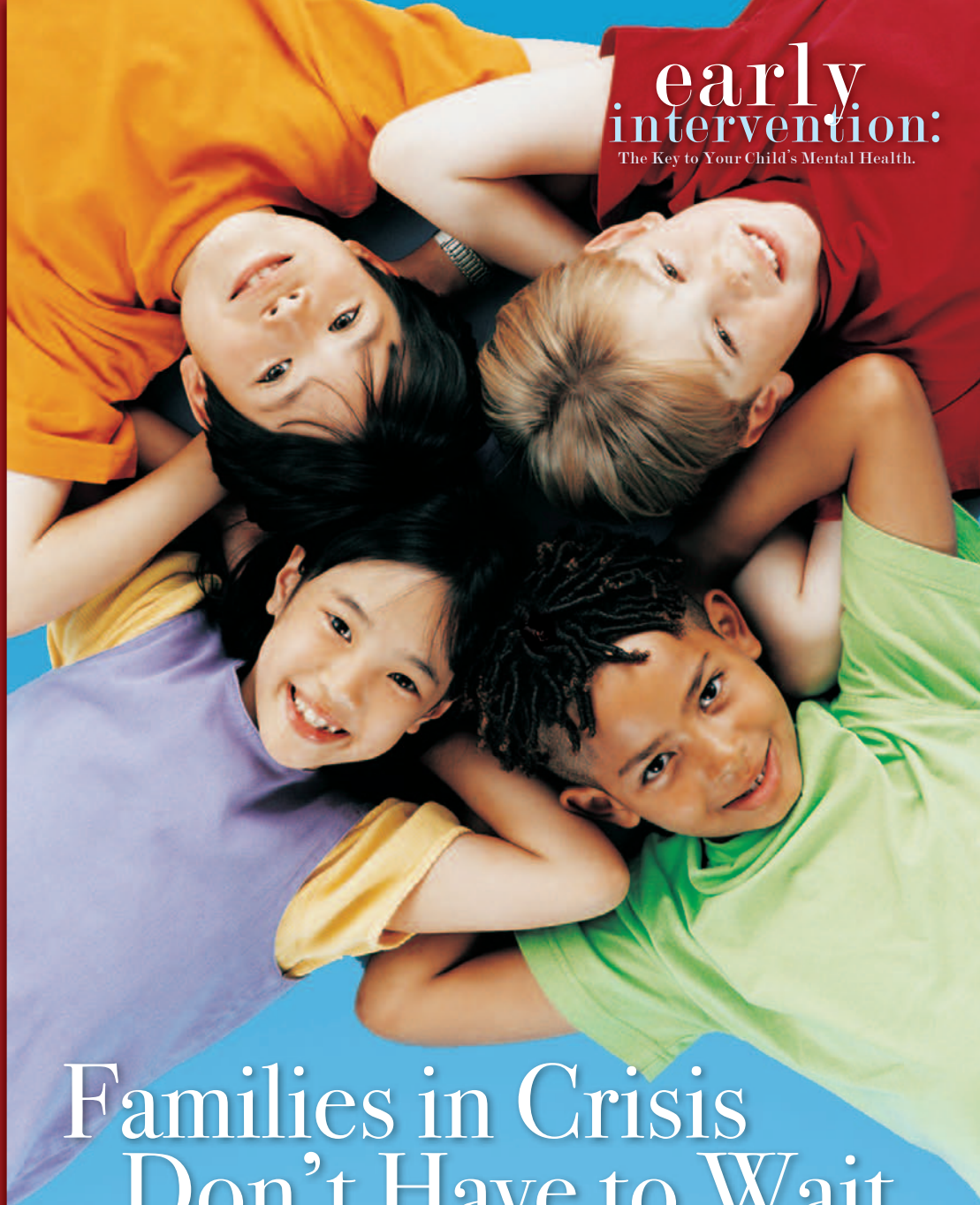
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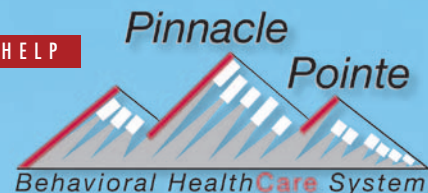
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Aggression toward other children • An inability to cope with feelings • Frequent crying
• Pleas for help • Fears of everyday things and/or possible disasters such as the deaths
of family members • No interest in playing • Isolation • Discussions of 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

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