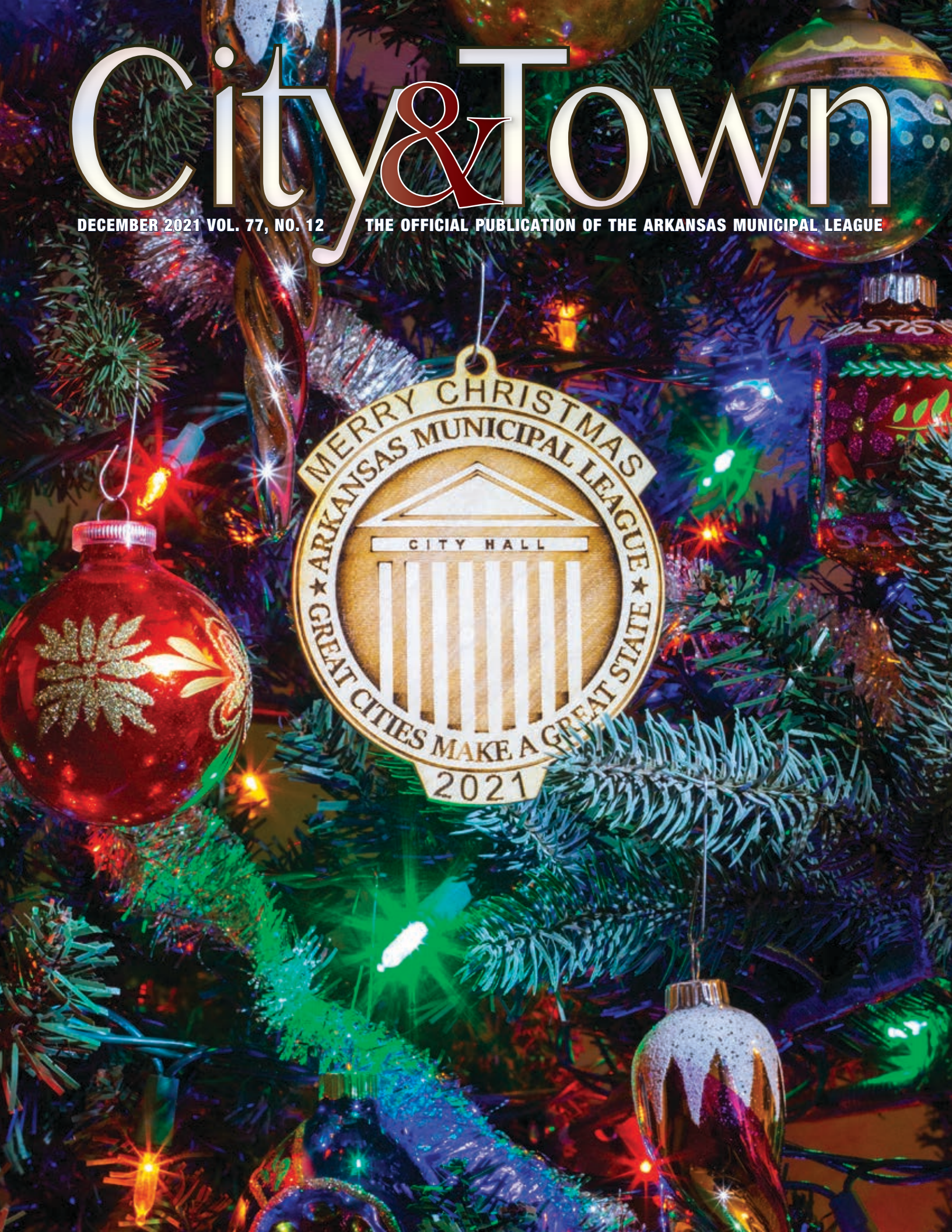


City & Town

DECEMBER 2021 VOL. 77, NO. 12

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE





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Cover photo by Andrew Morgan.



ON THE COVER—The laser-cut ornament featuring the League logo comes courtesy of Mena Council Member and 2021-2022 District 4 Vice President James Earl Turner, for whom custom woodwork is just one of many skills. Read about Turner and his hometown beginning on page 14. Read also about the virtual fall conferences of the National League of Cities and the Mississippi Delta Grassroots Caucus, the curious life of musician and former Harrison Mayor Hugh Ashley, Alzheimer’s historic new public restroom and much more. Also, whether you plan to attend in person or participate online, check out the registration info and expanded agenda for the League’s 2022 Winter Conference inside beginning on page 32. You won’t want to miss it!—atm

Features

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A lifelong love of his hometown drives Mena Council Member and League 2021-2022 District 4 Vice President James Earl Turner, who works to make sure the city builds on its strengths.
- 18 Hugh Ashley: From Hill Billy to mayor**
Long before he served Harrison as a mayor, council member and, later, as a state representative, the late Hugh Ashley in the mid-1920s was a 14-year-old member of a Los Angeles musical troupe dubbed The Beverly Hill Billies.
- 20 Delta Caucus covers region’s challenges**
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- 28 NLC elects new leadership at 2021 City Summit**
Although the ongoing pandemic put a damper on the National League of Cities’ initial plan to meet in Salt Lake City, municipal leaders from across the nation joined together online to elect a new slate of officers, set the agenda for the coming year and discuss infrastructure, pandemic relief efforts and other key issues affecting cities, towns and villages.
- 46 Incivility an unwelcome pandemic side effect**
Local leaders across the United States have witnessed firsthand a rise in incivility, an unfortunate symptom of the ongoing pandemic and the politicization of the issues surrounding it. Local leaders are also in a unique position to model more kind, inclusive behavior in our communities.

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Greetings, fellow municipal officials,

It's hard to believe we are almost to the end of another year. We have had a beautiful fall up here in the Ozarks. It was just beginning when I wrote last month's letter. Now as I write most of the leaves have fallen as we head into winter and the busy holiday season.



As I grow older, what these holidays mean to me has changed. Thanksgiving at one time meant a great meal, a chance to visit with family and a few days off. Now, as my family enjoys the food and fellowship, I spend a lot of time reflecting on how blessed we are as a nation and all the good things God has done for me and my family.

How long has it been since you have spent time thinking about all that is good and right in your life? If you haven't in a while, I would highly recommend you give it a try. I can assure you that as you think of family, friends, your many blessings and the place you are in life right now, it will smooth out those little bumps and potholes we all face from time to time.

Christmas seems to arrive almost as soon as Thanksgiving has passed, giving way to all the shopping and rushing to get ready for the "Big Day," as Abby, my seven-year-old daughter, calls it. Christmas is one of the most special seasons of the year for me. It seems the children, especially the younger ones, take on an almost angelic glow as they wait for the time when they get to open their presents and enjoy the candy and sweets that magically appear. Christmas is also a great time to share with our children and others the story of Jesus and what His birth means to us. After hearing the Christmas story, Abby didn't take lang to add her thoughts: "On top of everything else He does, Jesus loves us so much He wants us to get presents on His birthday, and that's really cool!"

Winter also means it is about time for our 2022 Winter Conference. This conference will be the first time in over two years that we will have the chance to meet in person. I am sure there are many of you looking forward to this as much as I am. There is also a virtual option for anyone who feels more comfortable participating online or cannot attend in person. Whichever way works best for you, I hope you will register and take advantage of the great lineup of speakers and workshops the League has put together.

I've always been impressed by all the League staff do, and I continue to be amazed as president, having been able to witness firsthand all the things they do—and do well. Planning a conference of this size is a daunting task if we did just a virtual event, or just an in-person one. To pull off both at once is, to me, superhero stuff. Be sure and thank our League staff for all they do. We are blessed to have them.

One last comment on the conference: If you plan to attend in person and have not been fully vaccinated, please consider doing so. The numbers don't lie. Most of the deaths and ICU patients are unvaccinated. I do not want any of our League members or staff to become part of that group.

At the federal level, the bipartisan infrastructure bill has finally passed and, looking at where the money is going, it contains many things we desperately need in our country, state and local communities. I doubt there is anyone that is 100 percent happy with all that is in the bill or not in it. But that is the way government should work. Identify a need, then come up with the best solution everyone can agree to—not the "my way or the highway" approach so many seem to be taking today.

As I'm sure you all know, there were no members from our congressional delegation who felt they could support this bill for various reasons. While I may disagree with their votes on this legislation, I hope we can continue to work together to meet the needs of the cities and towns of Arkansas. The needs that we identify are real, and they are not a Democrat problem or a Republican problem. They are American problems that need bipartisan solutions. To make government work, it takes all of us working together, laying aside partisan politics and personal agendas to do what is best for our country and for our kids' and grandkids' future.

And now I'll get off my soapbox and get to the message I want to leave with you: Happy Holidays and Merry Christmas to all, and whatever your reason to celebrate, I hope this season is a blessed one for all of you!

Best,

A handwritten signature in black ink, appearing to read "Tim McKinney". The signature is fluid and cursive, written over a light-colored background.

Tim McKinney
Mayor, Berryville
President, Arkansas Municipal League

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From the Desk of the Executive Director

The most wonderful time of the year...playoffs!

Okay, apologies to the family of the late Andy Williams.¹ His song, “The Most Wonderful Time of the Year,” is, as you know, a famous musical celebration of Christmas.² I’m partial to it as is Mother Hayes, although I think she preferred Perry Como’s³ version.⁴ Candidly, Mother Hayes had a bit of a crush on Mr. Como. I can remember many occasions where she sung his praises, so to speak. Generally commenting on his smooth singing voice and then gliding into commentary about his classic good looks. He did win five Emmy Awards, so there’s that. Where was I? Oh yes, Christmas.

For me, the day after Thanksgiving, or perhaps when the last float appears during the Macy’s⁵ Thanksgiving Day Parade⁶ with Santa smiling and Ho, Ho, Ho-ing, the Christmas spirit begins to flow. While growing up, I don’t recall any decorations being put up in my house until after Thanksgiving. My local controller has a strict rule that she begins decorating Friday while I’m still groaning about all the food I consumed the day before. Of course, I’m usually making myself my second leftover turkey sandwich while complaining but hey, that’s what the holidays are for! Major eyeroll from the local controller right now.

When the calendar gets to mid-November, I almost always have a bit of an awakening. I start to think about all the things that have occurred during the previous year, good and bad. Mother and Father Hayes were generally positive people, particularly Mother Hayes. Smile, she’d say, you’ll feel better. I take that attitude as I mentally peruse all the happenings starting from January 1. Images flash by and events are relived. The older I get the more introspective this annual ritual becomes. Time is, as they say, a fleeting thing. From my perspective it seems the days are slipping by in record time, like a film on fast forward. Nevertheless, I force myself to slow and think, to remember and to enjoy the memories. The truth is I have so much to be thankful for. The list is too long to fully review in this space, but here are some of the precious gifts in my life:

- **My family.** My wife, children, mother, brother, brother-in-law, sisters-in-law, father-in-law, and his spouse, and, last but not least, my not-blood-but-definitely-family sister and brother. They know who they are.
- **My faith.** I’ll leave it at that with one exception: I’m a constant prayer-er.
- **My job.** The League is an amazing entity. It’s such an honor to work with a staff that is singularly dedicated to making your city and town better in whatever way they can.



¹ Williams was born in Wall Lake, Iowa, on December 3, 1927. He had a TV show from 1962 to 1971. Many of you know that in 1991 he established the Moon River Theatre in nearby Branson. In the “who knew” category, he was friends with RFK. He was 84 when he passed away from cancer on September 25, 2012, in Branson. <https://bit.ly/3Dgh2Re>

² Technically this Christmas classic wasn’t Williams’. It was written in triple time (please don’t ask me what that means) by Edward Pola and George Wyle in 1963. Oddly, the song hit the UK Singles Chart in 2007 and peaked at 21. Harry Connick Jr.’s version hit Number 9 on the Billboard Adult Contemporary chart the week ending December 20, 2008. BarlowGirl’s version hit 21 on the Billboard Hot Christian Songs chart for the week ending January 3, 2009. Not to be outdone is Garth Brooks, who in 1999 recorded the song and it went to Number 56 on the Billboard Hot Country Singles and Tracks. I had no idea there were so many charts! <https://bit.ly/3EilgZD>

³ Mr. Como was born on May 18, 1912, in Canonsburg, Pennsylvania. His first name as it appeared on his birth certificate was Pierino. I’m guessing his agent wanted something easier to pronounce and suggested Perry. His parents were from Palena, Italy. Mr. Como passed in his sleep on May 12, 2001, at his home in Florida. <https://bit.ly/3xLtE1s>

⁴ The only reference I could find to Mr. Como signing that song comes from a YouTube video of “Perry Como’s Christmas in England” special from December 15, 1984. How Mother Hayes heard or saw that I have not a clue. She’s sneaky that Mother Hayes. <https://bit.ly/3EnDIFR>

⁵ Rowland Hussey Macy founded the store in 1858 and adopted the red star logo as his symbol of success recalling his days as a sailor. His first-day sales: \$11.06. His first full year: \$85k. By 1877 R.H. Macy & Co. was a full-fledged department store occupying the ground floors of 11 adjacent buildings. <https://bit.ly/31oFKS2>

⁶ I’ve watched this parade virtually every Thanksgiving since I was a kid. I’ve watched with my entire family, part of my family, friends and alone. It’s a tradition that reminds me of all that I’m thankful for as well and that the season of giving is just around the corner. The parade started in 1924, and to be clear I did NOT see the first parade! It’s a three-hour event and is widely considered the largest parade in the world. It pushed Ragamuffin Day into obscurity. I too did not know what Ragamuffin Day was until reading this: <https://bit.ly/31fgjmt>.

- **You.** Every city and town in this state is a unique and amazing place. Your leadership and tireless efforts to ensure the best possible municipal services in your community is astounding. I'm humbled that you've entrusted the League to my caretaking. I remind myself everyday just how fortunate I am.
- **My pets.**⁷ I know it's crazy, but they sure do make my life better. Seeing wagging tails and loving eyes after a long day is a great way for me to decompress.
- **My teams.** Again, I know, you've heard this a million times. The Green Bay Packers, the A-State Red Wolves, the U of A Hogs and the JHS Golden Hurricane. I do so enjoy cheering for all of them. Well, until the Red Wolves and the Hogs duke it out on the gridiron. Then I'll be full on Howl Yes!
- **My monthly column.** That sounds odd, I'm sure. It's true though. I've come to really appreciate this opportunity to communicate with you.

Like most of you, the past couple of years have been almost beyond description for me. As I migrated through my mid-November ritual I felt as though I was watching the world from afar. Like through a camera or movie. It was a weird feeling. Then, closer to Thanksgiving, I was able to settle in and focus. As I often do, when I need to focus and organize, I shut out the world, grab my notebook (I have LOTS of them) and begin to make a list of thoughts. Sometimes it's a word, sometimes a sentence. This process allows me to separate the wheat from the chaff.⁸ Then I make a list. This year I made several lists. I went back to my appointment in August 2018 when you made me the executive director of your Arkansas Municipal League. I made a 2018 personal list and a 2018 League list. The League list is comprised of the things this great League staff faced and overcame in 2018. I did the same thing for 2019, 2020 and 2021. Enormous is the only word I can think of that fully describes the many things the League staff both faced head on and accomplished with both quality and quantity. Here's a few things from each of the years. This isn't a comprehensive list—rather think of it as ESPN⁹ highlights!

- **2018**

- Don Zimmerman passed away unexpectedly after 50 years of League service. His death left an enormous gap in the organization.
- In the ensuing months the five major League programs received new managers due to retirement and the establishment of a full-time human resources department.
- Internal technology was analyzed and processes for updating were put in place.
- All the program trusts and bylaws were reviewed and updated where appropriate.

- **2019**

- The Arkansas Municipal League turned 85!
- Winter Conference had a record attendance of 1,230!
- The League had a successful legislative session.
- Summer Convention celebrated the League's 85th birthday in grand style with an unparalleled musical celebration and fabulous dining!
- A loss control program was established and immediately made a positive impact.
- Substantial repairs began on the portion of the building that houses the MHBP and the MLWCP. We stacked employees in other areas of the building and never missed a beat.

⁷ According, the Britannica Online Encyclopedia, dogs were likely the first true pets. Certainly, the process took a while for animals to be domesticated. Initially dogs were used for hunting or guarding. There's some indirect evidence that dogs may have been pets since Paleolithic times, and in Mesopotamia dogs that look very much like today's mastiff breeds were shown participating in lion hunts. It goes without saying, of course, that I had to look up Paleolithic and Mesopotamia to recall what those big words signify. <https://bit.ly/3DjnHtV>

⁸ This is a chiefly British saying meaning the separation of the bad from the good.

⁹ ESPN is located in Bristol, Connecticut, and it employs around 6,000 people worldwide! The station began operations on September 7, 1979. I was 19. Ouch. <https://bit.ly/3xKZgV3>

- **2020**

- At the Winter Conference the League introduced a PR campaign on local control: Be Local. Be Heard. Yep, we had T-shirt cannons,¹⁰ cheerleaders and a marching band!
- The League established a grants program.
- Our legislative staff engaged in a successful statewide campaign to meet face to face with legislators and local officials.
- Jonesboro suffered a massive tornado strike.
- COVID and the opioid epidemic hit with a vengeance.
- The League partnered with ACHI¹¹ to provide relevant scientific information to local officials on a weekly basis.

- **2021**

- The year started with the terrible events of January 6 in our nation's capital. A dark day in American history.
- Our ACHI partnership continued and blossomed.
- The legislature convened and several attacks on local control occurred. However, cities and towns had a good session overall.
- A winter storm of epic proportion hit!¹²
- The League purchased the property next door to our HQ.
- We had a census and the resulting re-districting across the state.
- The first of what we hope will be many settlements was reached in our trendsetting opioid litigation.
- The League read, researched, trained, analyzed and agonized over the CARES Act, ARPA and infrastructure funding from the federal government.

Wow...I'm exhausted just typing all of that. I'm also thankful for the efforts by you, the membership, and the 90-plus employees of the League. We got through these years together. That's real team effort and I'll forever be appreciative to have been a part of it.

As Christmas descends upon us, I wish all of you God's Peace. You're an amazing group of people who have given of yourselves to make your city and town a better place to live. That's a real and very rare gift: selflessness. Please take some time to rest and enjoy your family. Let your employees and fellow officials know how thankful you are to have them by your side. And of course, if you get a little time, watch some football. The playoffs are almost here and that's a pretty wonderful time of the year, too.

Until next month, Peace.



Mark R. Hayes
Executive Director
Arkansas Municipal League

¹⁰ The cannon was invented in the 1990s with the assistance of Tim Derk, who was the mascot for the San Antonio Spurs. It weighed 90 pounds and used a cast iron pipe! <https://nyti.ms/3IeWmg3>

¹¹ For the past two decades ACHI has focused on three major health areas affecting Arkansans. <https://bit.ly/3EiDhHB>

¹² Two days before the Sunday snow started, I drove the junior local controller to Laurel, Mississippi, to get a puppy. The local controller got one too. The three of us then spent 10 days in our home in Little Rock potty training two puppies and watching Zorro the Wonder Dog get put out with the two new fur balls. Good times.



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Time to levy property taxes

City and town councils may levy general property taxes of up to five mills on the dollar (Ark. Const. art. 12 § 4; A.C.A. §§ 26-25-102 and 103). In order to implement this millage, the governing body of the city or town must certify the rate of taxation levied to the county clerk. (A.C.A. § 26-73-202). This must be done prior to the time fixed by law for the quorum court to levy county taxes. *Id.* A.C.A. § 14-14-904(b) establishes the November or December meeting of the quorum court as the time to levy those taxes.

Accordingly, municipal officials should check with the quorum court to determine whether its levying meeting will be in November or December. It is important also to bear in mind that the city council must levy and certify its taxes annually, as failure to levy by the required date will result in a millage of zero for the following year (See Ark. Ops. Atty. Gen. No. 91-044 and 85-5).

The bottom line: If your city or town wishes to collect property taxes for the following year, make sure that council approval and certification to the county clerk occur prior to the meeting of the quorum court at which county taxes are levied.

Turnback reporting requirement repealed

Act 517 of the 2021 regular session of the Arkansas legislature has repealed the requirement in A.C.A. § 27-70-207 that municipalities receiving \$2 million or more in total highway revenues and highway severance turnback must submit reporting for the previous year's projects to the House Committee on Public Transportation and the Senate Committee on Public Transportation, Technology and Legislative Affairs. The act went into effect on July 29.

Note: Reporting requirements related to the wholesale sales tax on motor fuel and distillate special fuel under Act 91 of 2020, which amended Arkansas Code § 26-64-104(a)(1), remain in effect. Under Section 13:

(a)(1) Each city and county that expends revenues distributed under this chapter shall submit a report to the Secretary of the Department of Finance and Administration no later than ~~June 30~~ March 15 of each year detailing the following for the previous calendar year:

(B) Expenditures made from the revenues received under this chapter; and

(C) Projects funded using revenues received under this chapter.

Bridge-load posting certification deadline set for Dec. 31

To promote safe travel over bridges on city streets and ensure eligibility for federal highway funding, cities and towns with bridge-length structures must submit a properly endorsed bridge-load posting certification by December 31.

The Federal Highway Administration and the Arkansas Department of Transportation administer the requirements of the National Bridge Inspection Standards, and the regulations implementing this federal law place the compliance responsibility on the official with jurisdiction over each bridge. In addition to identifying structural deficiencies during the inspection process, the official must also advise the traveling public of any weight restrictions if a bridge is found to not be capable of safely supporting legal-load vehicles. If the bridge is determined to not be capable of safely supporting a minimum of a three-ton vehicle, it is the official's responsibility to close the bridge until it is adequately strengthened or replaced.

Arkansas law A.C.A. § 27-85-101, Conservation of Bridges, requires the "administrators of the various public highway, road and street systems shall make every effort to conserve the safe function of the bridges under their jurisdiction pursuant to the findings and recommendations of the bridge safety inspections by the bridge inspection teams of the Arkansas Department of Transportation in accord with the national bridge inspection standards published in the Federal Register."

Copies of required documents, as well as the Local Government Procedures for Compliance with the National Bridge Inspection Standards manual, can be downloaded at www.ardot.gov/divisions/bridge/bridge-rating-and-inventory. For questions or additional assistance, contact Todd Russell, district construction engineer, at todd.russell@ardot.gov or 870-836-6401.

Meeting Calendar

January 19-21, 2022, Arkansas Municipal League Winter Conference

March 14-16, 2022, National League of Cities—Congressional City Conference

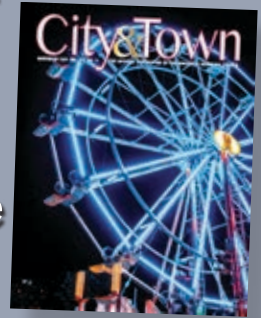
2021 Act 833 deadline for Arkansas fire departments

The 2021 Act 833 application period will open January 1, 2022, and will close June 30, 2022. Act 833 of 1992, "Funding for Fire Departments," is administered by the Arkansas Fire Protection Services Board and requires all Arkansas fire departments to become certified in order to be eligible for funding. Certification requirements include possession of a NFPA 1901-compliant fire suppression apparatus, a minimum of six active members with 16 hours of certified training and personal protective equipment for all active members. An online application is available on the Arkansas Fire Portal at arfire.arkansas.gov. To request log-in credentials contact your county LEMC/Fire Coordinator or State Fire Coordinator Louis Eckelhoff at 501-683-6781 or email louis.eckelhoff@adem.arkansas.gov. 🏠

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Mena Council Member and 2021-2022 League District 4 Vice President James Earl Turner.

Blind dates, rattlesnakes and a love for public service

By Andrew Morgan, League staff

James Earl Turner, a Mena council member and 2021-2022 League District 4 Vice President, was born and raised right here, about five blocks from the Glenaire Construction shop where our tour of the Polk County seat in west central Arkansas near the Oklahoma border begins. His mom worked for a local bank and his dad was a contractor, founding Glenaire in the late 1950s. “He built houses, so I grew up in construction,” Turner says. “I’ve tried to get away from it but I can’t.”

After several career twists and turns, Turner now runs the shop with one of his two sons, Eric, and another partner. His other son, Luke, works for Hampton Aviation at the Mena Intermountain Municipal Airport.

Turner says he’s always expressed an interest in public service, and in his early 20s he came close to running for the county quorum court but decided the timing wasn’t quite right. He turned his attention to serving in a public safety capacity. Turner and his first wife were living in the county in the late 1970s and he joined the rural fire department at Board Camp, about 10 miles east of Mena. “I served as—I don’t remember—either chief or director for the first couple of years. I wasn’t very good at that age but nevertheless I was active,” he recalls.

When he and his first wife split up, Turner moved back to town in 1983 and joined the Mena Fire Department, where he still serves today. “I’m the oldest one in the department right now.” The fire department has three full-time firefighters and everyone else is considered “paid-on-call,” he says. “We get \$25 per call or per meeting for training. Sometimes a call is 10, 15 minutes and sometimes it’s 10, 15 hours. Usually three or four hours is about the max, but still that’s extra money. And I enjoy it.”



Despite a slight dip in population according to the latest census, Mena shows signs of expansion, including a new subdivision that’s underway.



The original grass runway at the storied Mena Intermountain Municipal Airport. Despite a sordid past, the airport now features several modern runways and taxiways that can handle aircraft as large as a Boeing 727, and it's a major economic driver with companies like Crider Aircraft Painting and Hampton Aviation that serve the aviation industry.

It wasn't long after joining the department in 1983 that he met his current wife, Ewanta, on a blind date set up by a mutual friend. The pair shared a nice meal and as their date came to an end, Turner received a dispatch: A deputy had killed a rattlesnake and was holding it for him. With visions of a new snakeskin belt or hat band in his near future, they went together to retrieve it. Once they got it home, Turner began to skin it. "It started curling up and she said, 'If you'll get something I'll hold its tail.' I said what? She said, 'If you'll get a napkin or paper towel or something I'll hold its tail while you skin it.' So, she did. We skinned it out. So I thought, here's a girl that'll help me skin a rattlesnake." They were married a year to the day after skinning that snake. James wrote the story out, and one of the local papers published the story as part of their Valentine's Day issue. He titled it "Blind Dates and Rattlesnakes." "I guess if you skin rattlesnakes together, you stay together," Turner says.

Working for a contractor based out of Little Rock, Turner spent the early 1980s managing construction jobs near home. "I built a church here, a bank at Waldron and then we ended up moving to central Arkansas on January first of '87." They lived there for the next 10 years, though he worked mostly out of town. "Initially, I tell people, we lived in the back corner of the new heart hospital there at Bryant and Benton. We lived in a mobile home park that was right there." They then bought a few acres south of Bauxite and moved the mobile home there. He also served as a firefighter during their time in Bauxite.

At the end of 1996 Turner was working as a superintendent for another contractor and Ewanta took a new job overseeing the loan operations in southwest Arkansas and parts of Texas for First Commercial Bank—soon to be bought out by Regions—in Texarkana, so they moved there. In 2000 her work took them to Tyler, Texas. During this period Turner mostly did home

office work, he says. "CAD drafting, 3-D visualizations and such."

After a few more bank mergers and a growing desire to be back home and closer to family, they returned to Mena in 2004. "Immediately when I came back I started attending city council meetings and city commission meetings and getting familiar with all that." He ran for city council and won, starting his first term in January 2007. He attended his first League Winter Conference right out of the gate and signed up for the Cities of the First Class Advisory Council.

"In 2010 I made the mistake of running for mayor," Turner says with a laugh. He lost in a tight primary and decided to turn his sights back to serving on the council. "It took me four years to get back on the city council.



A new brewery, which is already preparing to expand its operation, may soon anchor an entertainment district, Turner says.



The Studebaker Showroom features several of the antique autos on display in the former dealership. The Art Moderne-style building is listed on the National Register of Historic Places.

I've been back on since 2015." Since his reelection, he has again been active with the League, serving as chair of the Cities of the First Class Advisory Council and then on the Executive Committee before being nominated to serve as District 4 Vice President.

Turner's service to his community extends well past the fire department and city council. "I'm on the board of our fair and rodeo association. I'm in Rotary. I serve on the A&P commission as the council member. I really have a hard time saying no." Friends have tried to convince him to take another shot at the mayor's office, but Turner says he's happy where he's at. "I really enjoy the city council. I'm involved, I have a say in what goes on in the city and have a hand in helping guide things. If I run for mayor and I don't make it, then I'm out again." He never had an agenda when he ran for office—instead, "I just wanted to be a part of city government and have tried to do what I can to help our city and improve it," he says.

The results of the 2020 census place Mena as Arkansas' 61st most populous city at 5,589. That's 148 less than the 2010 count. Turner is skeptical of the latest total, calling it likely an undercount. He considers it a more positive sign that the city's largest employers—Mena Regional Health System and the University of Arkansas Rich Mountain—continue to expand.

The Mena Intermountain Municipal Airport is an aviation hub and another major local employer. Commercial air travelers may not be familiar with the 1,079-acre city-owned airfield on the southeast side of

town, but it is well known in the aviation industry for its aircraft repair, painting, upholstery and other facilities.

The airport at Mena is infamous for more nefarious reasons as well, thanks to the 1980s exploits of drug trafficker Barry Seal, alleged connections to the CIA and other unsavory activities that have led to decades of speculation and conspiracy theories. The lore surrounding the airfield inspired a 2017 movie, *American Made*, starring Tom Cruise as Barry Seal. "It was 90 percent, eh, 75 percent fiction," Turner says. "And Tom Cruise and Barry Seal look nothing alike." On top of that, the movie wasn't shot in Mena. According to the Internet Movie Database, Ball Ground, Georgia, was the stand-in for the Arkansas locale. "They didn't even come get location shots. You'd think they would have at least come and gotten some pictures of the airport showing the surrounding area. They didn't even do that."

Mena is in a unique position economically for reasons far more positive than the aforementioned scandal. According to the Arkansas Economic Development Institute, more of the money that is made in the city stays in the city and recirculates in the economy rather than being spent outside the city and county, Turner says. He likens it to a black hole...but in a good way. "A black hole is always pulling things into it. We're attracting tourism and hopefully industry."

Other key employers in Mena include Sterling Machinery and U.S. Electrical Motors. The city is also home to several notable small manufacturers, like Brodix, acclaimed for its high-strength alloy racing

heads and blocks, and Repops Automotive Reproductions, which creates custom parts for vintage car restorations.

Another Mena link to vintage automobiles is the Studebaker Gallery, housed in the former dealership on Port Arthur Street built in 1948. While it is only open for tours on special occasions, visitors can check out the classic cars through the large showroom windows. The building was added to the National Register of Historic Places in 2000.

Tourism is another key economic driver for Mena, thanks in large part to its proximity to Rich Mountain and Queen Wilhelmina State Park. The scenic, twisting state highways also draw thousands of motorcycle enthusiasts through the city each year, and although the historic downtown district is already bustling with shops, galleries and cafes, Turner would love to see it grow. He's enthusiastic about the city's first microbrewery, The Ouachitas, which is also a coffee roaster and eatery. With the support of the city council, Turner is confident the city will be able to parlay the brewery's success into establishing an official entertainment district.

It would be fantastic to have amenities like that in place in time for the 2024 total solar eclipse, Turner says, since Mena is almost directly in the center of the path of totality. "We're nearly dead in it. They say we could have a half-million people here." Visitors can don their eclipse glasses, experience the rare solar event, and enjoy a locally brewed libation and good food afterward.



Turner shares some of his custom, laser-cut woodwork.



Inspired by startup incubators and maker spaces like the Innovation Hub in North Little Rock, the city hopes to host a similar organization in what was the old Mena High School.

Back at the Glennaire shop, things are a bit up in the air for the Turners. He'd like to get "semi-retired," James says. "If we can sell this property, the bank will let me retire then." Eric is preparing for his firefighter exam with an eye toward joining the department in the next year or two. "Then I won't have to worry about keeping him busy." Ewanta retired at the end of March, though she still puts in a little time helping at the hospital. James may also recruit her to help with the books at the shop, he says.

In the meantime, Turner would love to start moving away from construction management and concrete pouring and shift more to custom woodwork, creating signage and unique items using his laser engraver. He's also looking to purchase a sand carving machine to add to his creative repertoire.

A fifth wheel RV is parked outside the shop. It's James' and Ewanta's home for the time being. They sold their home in April and are ready to build a new place, but it's on hold for now. "I've had the plans drawn for two years for our building—the 'barndominium' we call it—but prices are so high we can't afford to do it right now," he says.

Until the price of materials comes down, they're making do at the shop, which has a fridge and a washer and dryer. Soon their lot will be set up enough to move the camper out there, he says, so the dogs—Rascal, Sassy and Max—will have a place to run around. But he's had so many jobs coming in that they haven't had much time to work on it anyway. "Ever since this pandemic started, we've stayed about two months behind. We've got more work than we can get done before the end of the year." 🍷

Hugh Ashley: From Beverly Hill Billy to Harrison mayor

By Jim von Tungeln

Paths to becoming a mayor of an Arkansas city are as varied in number as there are mayors. Few are more fascinating than that followed by Hugh Ashley, mayor of Harrison from 1970 until 1974. It is a path that began in 1915 in Searcy County, between the towns of Leslie and Marshall, wound along the west coast of America, and ended in Harrison in 2008. In between, the journey seems hard to believe, even when family, friends and publications as precise as *The Encyclopedia of Arkansas* verify its details.

Ashley's journey involves family, music and public service. Each requires dedication. Each requires skill earned by practice. Each requires passion. Each requires a will to overcome adversity. Each requires, to some extent, a love of adventure. Consider how they fit together in one remarkable life.

The story opens, according to the encyclopedia, when a young man rode a mule five miles from his family farm at Sulphur Springs to Leslie to take his first piano lesson. Afterward, the youth performed and recorded with a musical group led by his father. This experience took him on journeys as far as Dallas and Memphis. By his teenage years, his future seemed settled: Perform while he was touring, farm when he wasn't.

Then, a musical group formed in Los Angeles that called itself The Beverly Hill Billies. They appeared on radio station KNBC about 1929. (This was long before the popular TV series with the nearly identical name.) The group, enjoying the growing popularity of country-oriented music, decided that they needed a real hillbilly musician for their group.

This decision led to a search. The search led to the hill country of north Arkansas. The hills led to a 14-year-old musician plowing with a mule in a cornfield. This finding led to a short audition. The youngster's ability to sing and yodel impressed the talent scouts and led to an offer.

That young man was Hubert Carl Ashley. The rest is history. After the audition, the elder Ashley granted a leave of absence for his son, who then left for Pine Bluff. There he boarded a plane for California. Legend has it that the plane circled a spot near the Ashley family farm in Searcy County to drop a note assuring the family that Hugh had boarded safely and was headed west.



The Beverly Hill Billies, Los Angeles, mid-1920s. The youth in the tree with the guitar is 14-year-old Hugh Ashley of Searcy County, Arkansas.

He arrived at the Los Angeles airport, where a large crowd, assembled as a result of KNBC's promotional activities, greeted him. One can only imagine the level of emotion that this created in a teenager from the hills of Arkansas. That teenager would soon become the official hillbilly of a group so popular that it inspired the creation of the legendary Sons of the Pioneers, featuring future movie star Roy Rogers.

Hugh Ashley, as Arkansans knew him, appeared with The Beverly Hill Billies as "Little Hubert Walton." (Yes. Really.) He performed for two summer seasons before returning to Arkansas to

complete his education. He graduated from high school in Marshall and then attended the University of Arkansas at Fayetteville.

Afterward, he returned to California to further his career in music. He performed and recorded for nearly a decade. At some point along the way, the draft board caught up with him on tour at, as he later described it to friends, "a dusty little town in Nevada called Las Vegas." *The Encyclopedia of Arkansas* picks up his story:

"During World War II, Ashley was drafted in 1943 and served as a sergeant of entertainment in the Army Special Services. He was stationed at Letterman's Army Hospital in San Francisco, California, and provided musical entertainment for wounded Pacific-theater soldiers. It was here that Ashley met Helen Restvedt, a Red Cross volunteer, whom he married in Clinton (Van Buren County) after his discharge from the Army in 1946."

They moved to Harrison, Hugh and Helen, and would remain married for 62 years, until his death. Together, they began and operated a music store that became a landmark fixture in the city. According to family, Helen had an eye for business as astute as Hugh's ear for music. To complete the business as a family affair, the couple's children filled in with part-time jobs when they could. There they learned from their parents, according to Helen's obituary, "invaluable life lessons, like the value of the dollar, a strong work ethic, and good interpersonal skills."

During his musical career, Ashley met and collaborated with many of the greats in the industry. In a tribute in the *Arkansas Times* after Ashley's death, Colter McCorkindale reported that country music legend Jimmie Rodgers once personally thanked Ashley for playing

Rodgers' records on the radio and helping popularize country music.

Rob McCorkindale, a former city attorney and circuit judge in Harrison, remained a lifelong friend of Ashley's and remembers a wealth of fascinating tales. He recalls Ashley's telling of an encounter with a fellow performer by the name of Lawrence Welk. It seems that musician was despondent because his records weren't selling at the time and he was thinking about "going back home to North Dakota." Another story involves Ashley sharing a rolling piano in an Army hospital with Eddie Cantor, a famous comedian, dancer, singer, actor and vaudevillian. They moved the piano from room to room swapping the instrument along the way as each performed for the patients.

The future mayor went on to write music that was recorded by such country greats as Red Foley, Brenda Lee, Bill Monroe, Jim Reeves and Porter Wagoner. These are, by the way, all members of the Country Music Hall of Fame. That's not a bad client list for a songwriter. Ashley wrote Lee's first hit, "One Step at a Time." The song reached Number 15 on the country charts and Number 43 on Billboard's Top 100 in 1957.

The story persists that Jim Reeves was scheduled to record an entire album of Ashley's songs in the mid-1960s, but Reeves died in a plane crash before beginning the project. Interested readers can find a recording of Reeves performing the Hugh Ashley song "I'd Like to Be" on YouTube. Eugene Chadbourne, writing for the online database AllMusic.com, termed these some of Ashley's better lyrics. A YouTube search also finds recordings and video of Lee singing her hit "One Step at a Time" and a recording of Ashley singing—and yodeling—in "Rotation Blues," another original song.

Ashley was also instrumental in establishing an independent publishing company. At his urging, the label first introduced America to Arkansas folksinger and songwriter Jimmy Driftwood. He became another "Arkansas treasure," originating such hits as "The Battle of New Orleans" and "Tennessee Stud."

After Hugh and Helen settled in Harrison, their music store flourished. The city, as did all of our cities, encountered difficulties. On May 7, 1961, the city experienced a flood so vicious that, according to eyewitnesses, raging floodwaters blew manhole covers dozens of feet into the air. It flooded 80 percent of the downtown area, causing \$45 million (in today's dollars) in damage and four deaths.

In addition, portions of the city were experiencing blight and the city's drinking water source was undependable. More than a quarter of residences in the city lacked sanitary sewer service. The city of Harrison, like many others, needed bold leadership.

In 1968 Ashley ran for and won a seat on the Harrison City Council. Two years later, he became mayor. Family members recall his talking with pride about overseeing



Hugh and Helen Ashley in their later years

improvements to the town's drainageways so it would never experience another flooding disaster. So far, it hasn't.

Friend Rob McCorkindale, whom Ashley first encouraged to run for city attorney, recalls how Ashley helped secure a dependable water source for the city from Beaver Lake. During his administration, Ashley also oversaw the implementation of the city's new land use, transportation and community facilities plan.

After his term as mayor, he stayed on the Harrison City Council in 1975-1976. During his career in local government, he served on the executive committee of the Arkansas Municipal League. Not ready to leave public service, Ashley served two terms as state representative (1977-1980).

In later years he concentrated on running the music store, along with Helen, and tending his family farm in Searcy County. The Arkansas Forestry Association named him Arkansas Tree Farmer of the Year twice for his conservation efforts on two farms. So far, he is the only Arkansan so twice-honored.

Ashley died on October 31, 2008, and was survived at that time by his wife and three daughters. Some residents still remember visiting the many jam sessions involving Ashley and friends in the back room of the music store. Others recall the hordes of local youngsters coming in for their first music lessons. At its heyday, the store even featured a recording studio. The family closed the store in 2015 after nearly seven decades in business.

A daughter, Gussi Causey, now living in Jonesboro, commented, in an understatement concerning her father, "I always thought that someone should write a book about him." We can only hope that there might be time.

Our state's cities and towns still enjoy the blessing of elected officials who serve not for the pay, but for the love of their communities. Excellence in leadership survives. Sadly, music stores, where lovers of the art gather to enjoy fellowship, swap musical licks, compete with stories, learn to make joyous sounds, and smell the marvelous odor of history, may not. Folks like Hugh and Helen Ashley deserve remembering.

Know another interesting path to municipal leadership in Arkansas? Contact the author at 501-944-3649 or email uplan@swbell.net. ☺

Delta's challenges compounded by COVID

By Andrew Morgan, League staff

Community leaders from across the eight-state Delta region came together online via Zoom November 18-19 for the annual fall meeting of the Mississippi Delta Grassroots Caucus, where they discussed food insecurity, health care, workforce training, infrastructure and other challenges facing the nation's most impoverished region. The caucus advocates for the Delta in the nation's capital and provides a forum to work on policy affecting the region.

Caucus Executive Director Lee Powell thanked members for participating in the pared-down virtual event despite it being less than ideal. The conference was initially scheduled to return to the Great Hall at the Clinton Presidential Library. "We had people who were going to come from eight states plus Washington, D.C., and New York, and a few other states with Delta ties like Florida, Georgia and Texas, but it was too much of a risk for a super-spreader event," he said. The Caucus plans to return to in-person meetings next year.

Arkansas was well represented at the conference, with education, nonprofit and industry leaders updating participants on key issues and initiatives. Philander Smith College professor, Dr. Charity Smith, who has long worked with Arkansas students, particularly in the Delta, to raise their standardized test scores, shared about the importance of expanding educational opportunity and accessibility in the region. The COVID-19 pandemic has made the challenge even greater, she said. "Kids in the Delta can in fact achieve. However, they have had their learning interrupted by COVID-19. When COVID came we already had academic achievement gaps, but COVID has served to widen the achievement gaps in the Delta, and these gaps are unprecedented, particularly for minority and poor students."

When classes went virtual, barriers in access to the technology required to participate online became a large factor in determining who was able to keep up and who was left behind, Smith said. Arkansas now ranks 44th overall in the nation in education, she said. "If the whole state ranks 44, and the Delta is the lowest in the state, we have our work cut out for us."

Food insecurity remains another major challenge in the Delta, and Kathy Webb, CEO of the Arkansas Hunger Relief Alliance, gave an update on the latest statistics and her organization's efforts. Levels of food insecurity in the state rose significantly during the Great Recession of 2008, and they rose again in 2020, Webb said. "Last year, when the pandemic hit, we again saw these unprecedented numbers of people losing their jobs and struggling with hunger. During the first few months of the pandemic, we got reports that food pantries were seeing a 50 to 60 percent increase in people needing assistance. SNAP applications almost doubled in the months immediately after the beginning of the pandemic."

Despite those spikes, we haven't yet approached the numbers seen during the height of the recession, when one in three Arkansans experienced food insecurity, Webb said. "In my opinion, and it's one that's probably shared by others on this call, that's due in large part to the difference in response by the federal government." Direct stimulus payments, a SNAP benefits increase, expanded school meal programs and massive food donation efforts over the course of the pandemic have all helped keep food on families' tables.

However, many of those food donations have dried up in 2021, she said. "Much of the charitable food network is experiencing a significant drop in donated food without a corresponding drop in people seeking assistance." The Northeast Arkansas Foodbank, which serves Delta residents, saw 26 percent less food donated this year through October than in 2020, but they have not seen a decrease in people asking for help, Webb said.

Based in Little Rock, the Alliance (arhungeralliance.org) is a statewide anti-hunger organization that secures food for partners in the charitable food network, supports the SNAP benefits program through in-person outreach, promotes other federal nutrition programs through the No Kid Hungry campaign, and advocates for changes in food policy and the federal, state and local level.

Bo Ryall, president and CEO of the Arkansas Hospital Association, discussed the effects of the pandemic on the state's health care system, which has been pushed to the limit during surges. Delayed care due to prohibitions on so-called elective surgeries has meant worse health care outcomes for many Arkansans. "We saw, months after we stopped doing elective or non-emergency surgeries, patients coming in and it had exacerbated their conditions and made them much worse because they put off care for so long," Ryall said. Ceasing elective procedures also caused financial hardships for hospitals across the state, he said, especially smaller facilities that already run on very tight margins. "Thankfully Congress came through and passed the CARES Act, which provided direct money to hospitals."

He warned that we will likely experience more surges in the coming months, and that the best attack plan remains getting vaccinated and practicing social distancing. "The vaccinations have proven effective, not only at preventing COVID but also lessening the sickness and breakthrough cases," Ryall said. "The numbers just bear this out. Eighty-eight percent of the patients in Arkansas hospitals are unvaccinated individuals. There is no one in any Arkansas hospital that has had a problem with the vaccine." 🍷



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Altheimer community leaders cut the ribbon on the new restroom facility at the city's Jones Park.

PHOTOS BY ANDREW MORGAN

Altheimer cuts ribbon on first public restroom

By Andrew Morgan, League staff

Community leaders in Altheimer gathered the morning of October 30 to cut the ribbon on a new public restroom facility at the city's Jones Park. A single restroom facility may not seem like a cause for celebration, but it is for Altheimer, the Delta farming city of about 700 just northeast of Pine Bluff across the Arkansas River.

"This is huge," Mayor Zola Hudson said. She pointed to a single portable toilet standing about 50 yards away from the new restroom. It had been the only available restroom in the city park for many years, whether it was hosting ballgames, family reunions or communitywide events. "We've always had to use that, and we were just tired of it."

Something as simple as a restroom can enhance the quality of life in a small community, Hudson said. Altheimer is now the only community along the north side of the Arkansas River between North Little Rock and the Mississippi River to offer an enclosed public restroom with plumbing.

A lack of access to public restrooms is a challenge across the nation. In a recent article, "Where Did All the Public Bathrooms Go," Bloomberg CityLab explored the history of public toilet access, or lack thereof, in the U.S. According to Steven Soifer, president and co-founder of the American Restroom Association, "The state of public restrooms in the U.S. is pretty deplorable, with certain exceptions." He noted that there is a renewed push for



Mayor Hudson thanked the Altheimer Community Development Commission, whose four-year fundraising effort made this project a reality.

accessible, user-friendly public restrooms in cities across the nation.

In 2011 the U.N. took notice and commissioned a report that found a shocking lack of public toilets in the U.S., and according to a "Public Toilet Index" report released in August of 2021, the U.S. has only eight toilets per 100,000 people overall. Iceland ranked highest with 56 per 100,000 residents.

Local nonprofit the Altheimer Community Development Commission, or ACDC, took the lead on organizing and fundraising for the project, which took about four years to complete,

Hudson said. The pandemic was a setback, she said, but they were able to meet via Zoom and get the project back on track. ACDC was able to raise nearly \$30,000 with donations from Altheimer High School alumni, Saracen Casino, local churches and other supporters. The contract work was donated as well, which helped the project come in at about half of the original estimate, the mayor said.

In addition to the new restroom facility, the city has ordered several pieces of new playground equipment that will be delivered in the spring of 2022, and Hudson in preparing a grant application to fund a small community building and to add covers to six picnic tables. "We're not done yet," Hudson said. "We just want to make it be the state of the art across the river, because no one else has that." 🍷

Accessible fishing pier, kayak launch unveiled at Siloam's City Park



PHOTOS COURTESY CITY OF SILOAM SPRINGS

Siloam Springs Mayor Judy Nation is joined by donors and community members at the November 10 ribbon cutting of the new ADA-compliant fishing pier and kayak launch at City Lake. The cost of the pier was \$126,690, with donations from more than two dozen community businesses, organizations and individuals covering \$53,250 of the cost.



While the facility was designed for people with disabilities, it is open to all visitors. According to adachecklist.org, certain regulations must be met to ensure accessibility, such as floor space to allow wheelchair users to turn around in at least a 60-inch diameter. At least 25 percent of railings, guards and handrails must be no more than 34 inches above the deck.



A member of the Arkansas Canoe Club demonstrates how to use the adaptive kayak launch, which includes a step-down bench with transition steps so users can work their way down to the kayak, and a system of grab bars and straps provides plenty of gripping options for users to safely lower themselves into the boat.

Boozman visits League campus



PHOTOS BY ANDREW MORGAN

U.S. Sen. John Boozman and several members of his staff visited the League’s Don A. Zimmerman Campus in North Little Rock on November 9, where they took a tour of each department to learn about the different facets of the League’s operations. According to League Executive Director Mark R. Hayes, it was the first ever visit to League HQ by a sitting U.S. senator.

MLWCP seminar covers return-to-work, payroll reporting and more

More than 100 participants tuned in to the Municipal League Workers’ Compensation Program virtual seminar broadcast from League headquarters on November 10. MLWCP General Manager Katy Busby and League General Counsel John L. Wilkerson (pictured right) kicked off the seminar with a discussion of the distinction of return-to-work requirements under workers’ compensation versus the Americans with Disabilities Act, as well as information on medical certifications, fitness for duty exams and FMLA. Busby and Melissa Warden, MLWCP administrative assistant, covered the basics of payroll reporting, including a step-by-step guide to reporting online via the League’s portal. Jennifer Demogenes and Susan Murawsky from Company Nurse joined virtually to end the day with a walk-through of the new Company Nurse service, which is being rolled out over a three-year period to MLWCP members. 🏠



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Black Mayors Association talks ARPA at state capitol, League HQ

Members of the Arkansas Black Mayors Association joined League General Counsel John L. Wilkerson and other members of the League staff November 17 for a visit to the state capitol complex, where they updated members of the Arkansas Legislative Black Caucus on the rollout of funding for cities and towns through the American Rescue Plan Act. Afterward, they returned for lunch at the League's North Little Rock headquarters and continued the discussion on the latest ARPA guidance. 🍷



PHOTOS BY ANDREW MORGAN

Members of the Arkansas Black Mayors Association participate in the League's ARPA update before the Arkansas Legislative Black Caucus November 17.



From left, League Legal Counsel Blake Gary, General Counsel John L. Wilkerson, Grants Attorney Caran Curry and Director of Finance Cindy Frizzell.



State Rep. Monte Hodges, caucus chair, calls the meeting to order.



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NLC touts infrastructure success, tackles challenges at virtual City Summit

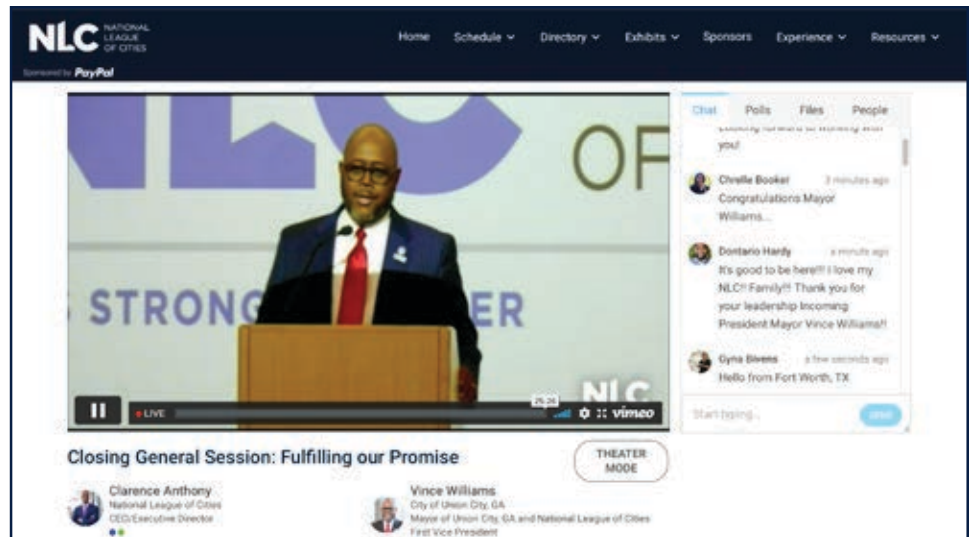
By Andrew Morgan, League staff

Local government officials from across the United States tuned in online for the National League of Cities' annual City Summit, held November 15-19. Originally slated to be an in-person event in Salt Lake City, the NLC chose to transition to a virtual conference as COVID-19 surged again across the country in the summer and fall largely due to the Delta variant. Nevertheless, the City Summit featured a packed agenda of general sessions and workshops focusing on the most pressing issues facing the nation's cities, towns and villages, including fighting the ongoing pandemic and economic recovery efforts, racial justice, threats to free and fair elections, the housing crisis and more.

The NLC held its annual business meeting on Friday, November 19, and announced the new slate of officers for the coming year. The new officers are Union City, Georgia, Mayor Vince Williams, president; Tacoma, Washington, Mayor Victoria Woodards, first vice president; and Rancho Cordova, California, Council Member David Sander, second vice president.

Incoming NLC president Williams pledged to build on the progress of the previous year in his inaugural address during the conference's closing general session on Friday, November 19. He said that the challenges this nation has faced over the past 18 months have made it even more clear that people need assurances, clarity and action from their elected local leaders.

"More than any other type of government leader in this country, we are beholden to the pledges we've made to our constituents, because we live among them," Williams said. "We see them at the grocery stores, the dry cleaners, the gas stations, the local restaurants. We see them."



Union City, Georgia, Mayor Vince Williams, incoming NLC president, addresses the virtual 2021 City Summit.

As NLC president, Williams has dubbed the theme of his one-year term "Fulfilling Our Promise."

"There is no hiding from accountability when you are a municipal leader," Williams said. "It falls on us all, the local public officials of our country, to fulfill our piece of the promise of America's cities, towns and villages."

For Williams, those promises include "fair and just protection under our laws; the opportunity for children, youth and families to thrive; and equitable opportunity for life, liberty and the pursuit of happiness for those living in our communities."

We are, of course, only human, he said, and we're facing numerous challenges that make it difficult to live up to these promises, COVID-19 being the greatest example.

"It's in those moments when we're in the midst of those challenges that are beyond and out of our control that we have to lean on each other and also lean on the National League of Cities for support."

NLC has continued to deliver for cities, he said, whether it's been sharing the most up-to-date guidance on the pandemic, pushing for direct aid to cities in the American Rescue Plan Act or advocating for the recently passed bipartisan infrastructure legislation.

Williams addressed what he sees as a crisis of public service in our country, with local leaders pushed to the brink in the midst of unprecedented challenges. "Be it the eviction and housing emergency, the loss of jobs followed by mass resignations, addressing calls for racial justice, a growing concern on climate change, or the challenges of our school districts and parents alike to provide the best education for our children. We are tired, and we have every reason to be. But we do have to keep going. Don't stop, keep pushing. Get it. Make it happen. We cannot lose sight of why we each decided to live a life of service in the first place."

NLC CEO and Executive Director Clarence Anthony addressed the virtual conference during a general session on Wednesday, November 17, and he too urged local officials to keep pushing forward. "Because we all know that it has been one heck of a year and a half, we all have a job to do, and that's to keep moving, despite it all."

Anthony listed the ways the NLC has delivered for the nation's cities, towns and villages, including advocating for \$65 billion in direct funding to local governments in pandemic recovery aid and providing guidance to municipalities on accessing and leveraging that aid. The NLC was also instrumental in guaranteeing \$550 billion in direct funding through the new infrastructure legislation for transportation, water systems, broadband and other local needs.

"We are delivering—no, let me just say *you* are delivering as local municipal leaders," Anthony said.

The NLC is tentatively scheduled to gather in person for the 2022 Congressional City Conference, scheduled for March 14-16 in Washington, D.C. 🏛️

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Jeffrey Thomas, Managing Director



A Message from 2021-2022 ACMA President Gary Brinkley

Greetings! I am Gary Brinkley, the city manager for Arkadelphia and the current president of the Arkansas City Management Association (ACMA). The purpose of this message is to share with you the benefits of an ACMA membership.

ACMA was originally established in the early 1990s to support and assist the city manager and city administrator forms of government in Arkansas by offering networking, education, advocacy and support to city managers/administrators and their staff. The ACMA is committed to strengthening cities and towns through education and networking opportunities, providing high ethics standards for city leaders, promoting awareness of critical issues facing Arkansas cities and towns, educating and inspiring young people to get involved in local government, and providing student scholarships for those pursuing a Master of Public Administration degree. The ACMA believes that to achieve excellence in local government we must develop and inspire effective leaders in our local communities.



Membership in the ACMA is open to all city managers, city administrators and their staff as well as mayors, chiefs of staff, department directors, division managers, administrator assistants and college students. Anyone interested in the objectives of ACMA and who have attained a position in a field of specialization or expertise qualifying them to contribute to the advancement of professional knowledge and practice in local government or who is interested in pursuing a career in city management is encouraged to join the ACMA.

ACMA works closely with the Arkansas Municipal League on issues such as legislation impacting local governments. Information exchange and knowledge sharing is vital, and ACMA does both through internships and mentoring. Member cities offer internships to rising juniors and seniors at the high school level, and both undergraduate and graduate students at the college level. Some internships are paid, while others are project-based for earning class credits. ACMA members often work with neighboring municipalities, offering guidance to newly elected officials and others on different matters.

The ACMA annually holds spring and fall conferences to provide educational and networking opportunities for its members. The association is a chapter of the International City/County Management Association (ICMA), which also holds annual national and regional conferences.

The 2021-2022 ACMA Officers are:

- President: Gary Brinkley, City Manager, Arkadelphia
- Vice President: Emily Jordan Cox, Intergovernmental Relations Manager, Little Rock
- Secretary/Treasurer: Jeff Dingman, Deputy City Manager, Fort Smith
- Immediate Past President: Bill Burrough, City Manager, Hot Springs

I encourage you to visit the ACMA website (www.arml.org/acma) as well as the ICMA website (www.icma.org) to learn more about these two great organizations, and consider becoming a member of ACMA. I also look forward to seeing you at the League's 2022 Winter Conference in January—ACMA will have both a booth in the exhibit hall and a virtual booth in the Attendee Hub, so please be sure to stop by for a visit.

Should you have any questions, please do not hesitate to contact me at gary.brinkley@arkadelphia.gov or at 870-246-9864. You may also contact Whitnee V. Bullerwell, League liaison to ACMA, at wvb@arml.org or at 501-978-6105.

Sincerely,

Gary Brinkley
2021-2022 ACMA President
Arkadelphia City Manager



Voluntary Certification Program

Level 1	Continuing Education	Advanced Level 2	Advanced Level 3
City Government 101 Municipal Finance 101 Human Resources	Various topics of interest to municipalities	Municipal Finance 201 Disaster Preparedness Leadership 101 at the Local Level	Personnel Management Technology/ Cybersecurity Conflict Management Leadership 201 at the Local Level
15 hours	6 hours	15 hours	20 hours

Voluntary Certification Class Schedule

Month	Even Year - Level 2	Month	Odd Year - Level 3
Jan.	Winter Conference (3 Hours of Continuing Education)	Jan.	Winter Conference City Gov't 101 (5 hours of Level 1) plus (3 Hours of Continuing Education)
Feb.	Municipal Finance 201 (5 hours of Advanced Level 2)	Feb.	Personnel Management (5 hours of Advanced Level 3)
Mar.	Disaster Preparedness (5 hours of Advanced Level 2)	Mar.	Technology/Cybersecurity (5 hours of Advanced Level 3)
April	City Government 101 (5 hours of Level 1)	April	Planning & Zoning (5 hours of Continuing Education)
May	Leadership 101 (5 hours of Advanced Level 2)	May	Conflict Management (5 hours of Advanced Level 3)
June	June Convention (3 Hours of Continuing Education)	June	June Convention (3 Hours of Continuing Education)
July		July	
Aug.		Aug.	
Sept.	Municipal Finance 101 Workshop (5 hours of Level 1)	Sept.	Municipal Finance 101 Workshop (5 hours of Level 1)
Oct.	Human Resources (5 hours of Level 1)	Oct.	Human Resources (5 hours of Level 1)
Nov.	MHBP/MLWCP	Nov.	Leadership 201 (5 hours of Advanced Level 3)
Dec.		Dec.	



2022 WINTER CONFERENCE

Statehouse Convention Center | Little Rock | January 19-21, 2022

The Arkansas Municipal League 2022 Winter Conference will be a hybrid event—you may choose to attend in person or virtually. **Online registration for both options will open on Friday, Oct. 15, at 8 a.m. at www.arml.org/reg.**

REGISTRATION

PLEASE NOTE: Registration *must* be done online. Telephone registration will *not* be accepted. **On-site registration is not available.** No refunds will be given for either attendee type after Monday, Jan. 3, 2022, at 5 p.m.

IN-PERSON Attendee

MEMBERS

Advanced Registration—**\$185**

Must register before Friday, Jan. 7, 2022, at 5 p.m.

After Friday, Jan. 7, 2022—**\$200**

Guest—**\$125**

Non-Member/Other—**\$250**

In-person attendee registration includes meals, activities and a printed or digital version of the *Handbook for Arkansas Municipal Officials, 2021-2022*.

**IN-PERSON ATTENDEE ONLINE REGISTRATION DEADLINE:
FRIDAY, JAN. 7, 2022, AT 5 P.M.**

VIRTUAL Attendee

Registration for *all* Virtual Attendees—**\$185**

**VIRTUAL ATTENDEE ONLINE REGISTRATION DEADLINE:
MONDAY, JAN. 17, 2022, AT 5 P.M.**



2022 WINTER CONFERENCE

Statehouse Convention Center | Little Rock | January 19-21, 2022

RESERVATIONS

Room blocks at participating hotels will open on Friday, Oct. 15, at 8 a.m. Please identify yourself as being with the Arkansas Municipal League to receive the reduced room rate listed below.

- Check in at 3 p.m.
- Cut-off date for hotel reservations is Jan. 1, 2022.
- Rooms in Little Rock are subject to a 13-15% tax.
- Rooms will be held until 6 p.m. and then released unless guaranteed by credit card.
- Contact the hotel directly to make changes or cancellations in accommodations.
- Please check on cancellation policy for your hotel as penalties can apply.

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DOUBLETREE HOTEL—~~\$149~~ **Sold Out**
800-774-1500 or 501-508-8146
Group Code: AML
Online: <https://bit.ly/3BgmFyE>

COURTYARD MARRIOTT—\$159/\$169
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Online: <https://bit.ly/3DBHTrk>



2022 WINTER CONFERENCE

Statehouse Convention Center | Little Rock | January 19-21, 2022

#2022AMLWC Tentative Agenda

Wednesday, January 19, 2022

12:00 P.M. to 2:00 P.M.	ARKANSAS CITY CLERKS, RECORDERS AND TREASURERS ASSOCIATION (ACCRTA) TRAINING <i>This session is an orientation for city clerks, recorders and treasurers. This training is especially helpful for individuals who are newly elected or new to their positions.</i>	ARKANSAS BALLROOM, MH
1:00 P.M.	MUNICIPAL LEAGUE WORKERS' COMPENSATION PROGRAM BOARD OF TRUSTEES MEETING <i>The quarterly board meeting of the MLWCP will be held at this time.</i>	MANNING ROOM, MH
1:00 P.M. to 7:00 P.M.	REGISTRATION (NO ON-SITE REGISTRATION AVAILABLE) <i>Stop by to receive your badge, tote bag, thumb drive containing updated publications and Handbook coupon to redeem at League Services.</i>	OSAGE ROOM, SCC
1:00 P.M. to 7:00 P.M.	VISIT WITH GOVERNMENTAL AGENCIES AND SPONSORS <i>Governmental agencies have been invited to exhibit in Governor's Halls I and II. Drop by during the breaks and exhibit hall hours to visit with the agencies and sponsors about services they provide to municipalities. Sponsors of the 2022 Arkansas Municipal League Hybrid Winter Conference will also be set up in the exhibit hall. Virtual attendees, be sure to head to the virtual booths in the Attendee Hub!</i>	GOVERNOR'S HALLS I & II, SCC
3:00 P.M. to 3:15 P.M.	OVERVIEW OF THE VOLUNTARY CERTIFICATION PROGRAM: LEVELS 1-3 <i>This session will address the various levels of certification newly offered through our League Voluntary Certification Program. Discussion on how municipal officials and personnel can obtain Level 2 and Level 3 Certified Municipal Official and Certified Municipal Personnel designations will take place.</i> Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: Whitnee V. Bullerwell, Deputy Director, Arkansas Municipal League	GOVERNOR'S HALL IV, SCC
3:15 P.M. to 4:15 P.M.	*U.S. CENSUS BUREAU: COUNT QUESTION RESOLUTION (CQR) <i>This continuing certification workshop focuses on the 2020 Census Count Question Resolution program. The CQR program provides a mechanism for governmental units to request a review of their official 2020 census results. Additionally, the CQR program helps ensure that housing and population counts are correctly allocated to the 2020 census tabulation blocks in all 50 states. A Q&A period will follow if time permits.</i> Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: Craig Best, CQR Specialist, U.S. Census Bureau	GOVERNOR'S HALL IV, SCC
4:15 P.M. to 4:30 P.M.	BREAK	

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#2022AMLWC Tentative Agenda

Wednesday, January 19, 2022, continued

<p>4:30 P.M. to 5:30 P.M.</p>	<p>PREPARING FOR THE 2024 GREAT NORTH AMERICAN ECLIPSE: WELCOMING VISITORS TO THE NATURAL STATE</p> <p><i>The 2017 Great American Eclipse proved that an astronomical experience could be a major tourism event. States within the path of the solar eclipse recorded historic economic impact. Nearly two-thirds of Arkansas will be within the path of totality for the Great North American Eclipse on April 8, 2024. Now is the time for cities, towns and communities to begin planning for this massive opportunity.</i></p> <p>Presiding: Mayor Virginia Young, Sherwood, First Vice President, Arkansas Municipal League Speaking: Mark R. Hayes, Executive Director, Arkansas Municipal League Kimberly J. Williams, Special Projects Manager, Division of Arkansas Tourism; Director, Arkansas' Great River Road; Travel Writer for the Arkansas Delta</p>	<p>GOVERNOR'S HALL IV, SCC</p>
<p>5:30 P.M. to 5:45 P.M.</p>	<p>BREAK</p>	
<p>5:45 P.M. to 6:45 P.M.</p>	<p>*STRESS IN THE WORKPLACE: THE IMPORTANCE OF MINDFULNESS AND MENTAL HEALTH</p> <p><i>This continuing certification workshop discusses how stress in the workplace can keep us from being fully engaged and doing our best work. Stress in city hall and city departments, if not addressed and handled properly, will lead municipal officials and personnel to burnout, disengagement, increased sick days and strained relationships in the workplace. This workshop, now more than ever, is beneficial to everyone in attendance. A few updates regarding the Municipal Health Benefit Program will also be announced, including changes related to this topic. A Q&A period will follow if time permits.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: Maggie Young, President, SWEAP Connection Katie Bodenhamer, MHBP General Manager & Benefits Counsel, Arkansas Municipal League</p> <p><i>*Wednesday's continuing certification workshops offer two hours of continuing certification credit. Participants will be scanned at the conclusion of the workshop at 6:45 p.m.</i></p>	<p>GOVERNOR'S HALL IV, SCC</p>
<p>7:00 P.M. to 8:30 P.M.</p>	<p>OPENING NIGHT BANQUET <i>Sponsored by JTS Financial</i></p> <p><i>Municipal officials who have newly obtained their "Certified Municipal Official" or "Certified Municipal Personnel" status, and those who have maintained their status with continuing education will be recognized. Additionally, the League will recognize the inaugural certification class on "Grant Writing 101 and Grant Management." Main Street Arkansas—now entering its 38th year—will present their Excellence in Downtown Revitalization Awards. Thank you to JTS Financial for sponsoring this wonderful event!</i></p> <p>Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Invocation: Council Member Gary Perry, Alma Emceeding: Secretary Stacy Hurst, Arkansas Department of Parks, Heritage and Tourism Presenting: Greg Phillips, Director of Main Street Arkansas, Arkansas Department of Parks, Heritage and Tourism</p>	<p>WALLY ALLEN BALLROOM, SCC</p>
<p>8:30 P.M. to 10:00 P.M.</p>	<p>OPENING NIGHT DESSERT RECEPTION <i>Sponsored by Stephens</i></p> <p><i>Stick around as opening night isn't over! After the banquet, join League President Tim McKinney, First Vice President Virginia Young and our incredible hosts from Stephens for delightful desserts and drinks at the beautiful Capital Hotel. There will be an opportunity to tour this amazing historic property.</i></p>	<p>CAPITAL HOTEL MEZZANINE</p>

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#2022AMLWC Tentative Agenda

Thursday, January 20, 2022

7:00 A.M. to 7:45 A.M.	<p style="text-align: center;">VOLUNTARY PRAYER SESSION</p> <p><i>This session is devoted to gather and pray for those who lead our nation, state and municipalities.</i></p>	FULTON ROOM, SCC
7:00 A.M. to 8:45 A.M.	<p style="text-align: center;">HOST CITY BREAKFAST</p> <p style="text-align: center;"><i>Sponsored by the City of Little Rock and The Little Rock Convention and Visitors Bureau</i></p> <p><i>Enjoy a delicious breakfast to get your day started off right. Thank you to the host city, Little Rock, and to the Little Rock Convention and Visitors Bureau for hosting this delicious and fortifying breakfast.</i></p>	GOVERNOR'S HALLS I & II, SCC
7:00 A.M. to 5:00 P.M.	<p style="text-align: center;">REGISTRATION (NO ON-SITE REGISTRATION AVAILABLE)</p> <p><i>Stop by registration to receive your badge, tote bag, thumb drive containing updated publications and Handbook coupon to redeem at League Services.</i></p>	OSAGE ROOM, SCC
7:00 A.M. to 5:00 P.M.	<p style="text-align: center;">VISIT WITH GOVERNMENTAL AGENCIES AND SPONSORS</p> <p><i>Governmental agencies have been invited to exhibit in Governor's Halls I and II. Drop by during the breaks and exhibit hall hours to visit with the agencies and sponsors about services they provide to municipalities. Sponsors of the 2022 Arkansas Municipal League Hybrid Winter Conference will also be set up in the exhibit hall. Virtual attendees, be sure to head to the virtual booths in the Attendee Hub!</i></p>	GOVERNOR'S HALLS I & II, SCC
8:45 A.M. to 10:00 A.M.	<p style="text-align: center;">OPENING GENERAL SESSION</p> <p><i>Winter Conference officially begins with the Presentation of Colors and the singing of the National Anthem. Little Rock Mayor Frank Scott Jr. will welcome attendees, and Clarence Anthony, CEO & Executive Director of the National League of Cities, will deliver our keynote address.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Color Guard: Little Rock Fire Department National Anthem: Sergeant Allison Walton, Little Rock Police Department Host City Welcome: Mayor Frank D. Scott Jr., City of Little Rock Speaking: Clarence Anthony, CEO and Executive Director, National League of Cities</p>	GOVERNOR'S HALL IV, SCC
10:00 A.M. to 10:30 A.M.	<p style="text-align: center;">TRENDSETTER CITY AWARDS</p> <p><i>Arkansas Business will present the 2021 Trendsetter City Awards to cities and towns with a vision for growth and improvement in areas such as education/workforce, tourism, infrastructure and public safety. These awards are presented in partnership with Arkansas Business Publishing Group, Crews & Associates, Crafton Tull, the Arkansas State Chamber of Commerce, the Associated Industries of Arkansas and the Arkansas Municipal League.</i></p> <p>Presiding: Mayor Virginia Young, Sherwood, First Vice President, Arkansas Municipal League Presenting: Mitch Bettis, President/Publisher, Arkansas Business Publishing Group Paul Phillips, Senior Managing Manager, Crews and Associates Bonnie Jacoby, Vice President Business Sales & Training, Arkansas Business Publishing Group</p>	GOVERNOR'S HALL IV, SCC
10:30 A.M. to 10:45 A.M.	BREAK	

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#2022AMLWC Tentative Agenda

Thursday, January 20, 2022, continued

<p>10:45 A.M. to 11:45 A.M.</p>	<p align="center">GENERAL SESSION II: OPIOID LITIGATION AND SETTLEMENT UPDATE</p> <p><i>The monumental process to fight for and receive opioid settlement dollars and to further litigate with other drug companies has taken a few years of hard work and “out of the box” thinking. Arkansas’ unique approach to this epidemic—joining together all cities, towns, counties and the state of Arkansas—has been very advantageous. Our combined levels of government, resulting in a strongly unified force, have caught the attention of other governmental entities, attorneys, and drug companies across the nation.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: F. Jerome Tapley, Principal Co-Chair, Cory Watson Attorneys Mark R. Hayes, Executive Director, Arkansas Municipal League Chris Villines, Executive Director, Association of Arkansas Counties John L. Wilkerson, General Counsel, Arkansas Municipal League Colin Jorgensen, Litigation Counsel, Association of Arkansas Counties</p>	<p>GOVERNOR’S HALL IV, SCC</p>
<p>12:00 P.M. to 1:30 P.M.</p>	<p align="center">VOLUNTEER COMMUNITY OF THE YEAR AWARDS LUNCHEON <i>Sponsored by American Fidelity Assurance</i></p> <p><i>Arkansans are known for giving back and the 2021 Volunteer Community of the Year Awards will be given to deserving cities and towns in Arkansas. Volunteerism in our state is strong and the cities and towns receiving recognition today have citizens who are going above the typical call of volunteerism. Thank you to American Fidelity Assurance for sponsoring this wonderful event!</i></p> <p>Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Invocation: Mayor Harry Brown, Stephens, Past Presidents Advisory Council, Arkansas Municipal League Speaking: First Lady Susan Hutchinson, State of Arkansas Emceeding: Craig O’Neill, News Anchor, KTHV Presenting: Amanda Richardson Nipper, Commission Chair, EngageAR</p>	<p>WALLY ALLEN BALLROOM, SCC</p>
<p>1:45 P.M. to 2:45 P.M.</p>	<p align="center">LEGISLATIVE UPDATE AND HOW ONE CITY’S ORDINANCE AFFECTED ALL OF ARKANSAS’ CITIES AND TOWNS</p> <p><i>Be sure to join this important session regarding legislative updates that have taken place since the conclusion of the 93rd General Assembly and hear how one city’s ordinance affected all cities and towns in Arkansas.</i></p> <p>Presiding: Mayor Virginia Young, Sherwood, First Vice President, Arkansas Municipal League Speaking: Mark R. Hayes, Executive Director, Arkansas Municipal League John L. Wilkerson, General Counsel, Arkansas Municipal League James Walden, City Planner, City of Conway Mayor Doug Sprouse, Springdale, Past President, Arkansas Municipal League Colby Fulfer, Chief of Staff, City of Springdale</p>	<p>GOVERNOR’S HALL IV, SCC</p>
<p>2:45 P.M. to 3:00 P.M.</p>	<p align="center">BREAK</p>	
<p align="right">MH = MARRIOTT HOTEL, SCC = STATEHOUSE CONVENTION CENTER</p>		

#2022AMLWC Tentative Agenda

Thursday, January 20, 2022, continued

<p>3:00 P.M. to 4:00 P.M.</p>	<p align="center">**HOW TO ENSURE YOUR CITY'S OR TOWN'S LAND USE IS ARRANGED TO YOUR ADVANTAGE</p> <p><i>This session is devoted to discussion on comprehensive land use plans, zoning regulations and compliance with zoning regulations. Attention to plans, zoning regulations and compliance will allow your city or town the ability to regulate land use to a municipality's advantage.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: Jim von Tungen, Planning Consultant, Arkansas Municipal League John L. Wilkerson, General Counsel, Arkansas Municipal League Kimberly J. Williams, Special Projects Manager, Division of Arkansas Tourism; Director Arkansas' Great River Road; Travel Writer for the Arkansas Delta</p>	<p>GOVERNOR'S HALL IV, SCC</p>
<p>4:00 P.M. to 4:15 P.M.</p>	<p align="center">BREAK</p>	
<p>4:15 P.M. to 5:15 P.M.</p>	<p align="center">**MUNICIPAL PROJECTS AND HOW ACT 9 BONDS CAN FUND THEM</p> <p><i>The cities and towns of Arkansas have a plethora of needs. Therefore, projects must be of priority, fully vetted and properly scaled. There is a good amount of chatter centered around solar projects, such as municipal net metering. Learn from the League's expert on municipal power and one of Mitchell Williams' expert attorneys on the usage of Act 9 Bonds for funding projects. A Q&A period will follow if time permits.</i></p> <p>Presiding: Mayor Virginia Young, Sherwood, First Vice President, Arkansas Municipal League Moderating: John L. Wilkerson, General Counsel, Arkansas Municipal League Speaking: Jason Carter, General Counsel, Arkansas Municipal Power Association Michele Simmons Allgood, Member, Mitchell, Williams, Selig, Gates, & Woodyard P.L.L.C.</p> <p><i>**The 3:00 p.m. and 4:15 p.m. sessions will also serve as two hours of CLE for city attorneys.</i></p>	<p>GOVERNOR'S HALL IV, SCC</p>
	<p align="center">DINNER ON YOUR OWN</p>	
<p align="right">MH = MARRIOTT HOTEL, SCC = STATEHOUSE CONVENTION CENTER</p>		

#2022AMLWC Tentative Agenda

Friday, January 21, 2022

7:00 A.M. to 8:45 A.M.	BREAKFAST	GOVERNOR'S HALLS I & II, SCC
7:00 A.M. to NOON	REGISTRATION (NO ON-SITE REGISTRATION AVAILABLE) <i>Stop by registration to receive your badge, tote bag, thumb drive containing updated publications and Handbook coupon to redeem at League Services.</i>	OSAGE ROOM, SCC
9:00 A.M. to 2:00 P.M.	CONTINUING LEGAL EDUCATION <i>City attorneys will meet for a total of six hours of CLE over Thursday and Friday.</i>	ARKANSAS BALLROOM, MH
9:00 A.M. to 10:00 A.M.	GENERAL SESSION I: AN OVERVIEW OF REDISTRICTING IN ARKANSAS <i>Redistricting in Arkansas has often been a point of contention. Listen to the experts discuss the Congressional Districts map as well as the map of the State Senate and Representative Districts. This session will provide information on how the redrawing of boundaries was completed.</i> Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: Shelby Johnson, State GIS Officer, AR Geographic Information Systems Office Doug House, Former Legislator, Arkansas Board of Apportionment	GOVERNOR'S HALL IV, SCC
10:00 A.M. to 10:15 A.M.	BREAK	
10:15 A.M. to 11:15 A.M.	GENERAL SESSION II: AEDI'S SALES TAX TOOL AND APPLICATIONS OF SALES TAX DATA <i>Experts with the Arkansas Economic Development Institute, affiliated with both the University of Arkansas at Little Rock and Arkansas State University and in collaboration with the Arkansas Municipal League, will share interesting data and reports regarding sales tax collections in Arkansas. This session also includes applications of sales tax data on specific purchases that cities and towns may find of interest. A Q&A period will follow if time permits.</i> Presiding: Mayor Virginia Young, Sherwood, First Vice President, Arkansas Municipal League Speaking: Mark R. Hayes, Executive Director, Arkansas Municipal League Dr. Michael Pakko, Chief Economist, Arkansas Economic Development Institute, State of Arkansas Dr. Carlos Silva, Regional Economist, Arkansas Economic Development Institute, State of Arkansas	GOVERNOR'S HALL IV, SCC
11:15 A.M. to 12:15 P.M.	*UPDATE ON THE AMERICAN RESCUE PLAN ACT (ARPA) <i>The League's outreach to our members regarding federal relief funds has been strong and consistent since the CARES Act, and now we've turned our attention to ARPA. In this session, League staff will review some of the high points of ARPA and update attendees on the most recent rule changes. A Q&A period will follow if time permits.</i> Presiding: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League Speaking: John L. Wilkerson, General Counsel, Arkansas Municipal League Cindy Frizzell, Director of Finance, Arkansas Municipal League Caran Curry, Grants Attorney, Arkansas Municipal League Blake Gary, Legal Counsel, Arkansas Municipal League Concluding Remarks: Mayor Tim McKinney, Berryville, President, Arkansas Municipal League <i>*Scanning for the final one hour of continuing education certification credit will take place at the conclusion of the ARPA session.</i>	GOVERNOR'S HALL IV, SCC
12:15 P.M.	LUNCH <i>Before you head home, join us for a buffet in the Marriott Grand Ballrooms.</i>	MARRIOTT GRAND BALLROOMS B & C, MH
1:15 P.M.	MUNICIPAL HEALTH BENEFIT PROGRAM BOARD OF TRUSTEES MEETING <i>The quarterly meeting of the MHBP's Board of Trustees will be held during this time.</i>	MANNING ROOM, MH

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Meet Deb Hudson, a clinical reviewer/ LPN for the Municipal Health Benefit Program.



City & Town: What are your duties at the Arkansas Municipal League?

Deb: I am a clinical reviewer in the Municipal Health Benefit Program. I precertify outpatient procedures and durable medical equipment (DME) for our members.

How long have you been working at the League? How did you get started? I started in 2015 through a temp agency. I have been an LPN since 1980 and have previously worked in medical offices. I was ready for a change of pace and was lucky enough to find a job at MHBP working "normal" hours but still getting to utilize my nursing knowledge.

How has the League changed since you started? What has stayed the same? During the pandemic we've had to think about how we can serve our member cities and towns in different ways, whether in the office or remotely. Our commitment to our members has never changed.

What advice would you have for someone just getting into public service? You have to realize that there are a lot of different ways to get to the same goal. You have to be flexible and a good listener. There is no "I" in team.

Where did you grow up? How has it changed? Stayed the same? I grew up in Fulton County, Arkansas, in the small town of Salem. With the exception of Highway 412 being widened and getting a stop light, not much has changed in the past 40 years.

What is your favorite spot in your hometown? Why? The square at the county seat is my favorite place in Salem. It's the place the community gathers for every holiday celebration.

What is your favorite part about working for the League and the cities and towns of Arkansas? The folks that I work with and the members that we serve. We are truly a work family. 🍷

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Meet Emily Jordan Cox, executive director of strategic operations for the city of Little Rock.

City & Town: What are your duties and responsibilities in Little Rock?

Emily: My official title is executive director of strategic operations, and I work in the city's Office of Executive Administration. My work ranges from managing the city's government relations efforts at the state and federal levels to working across multiple city departments to address needs in the community.



Why did you choose your profession? Did it choose you? I always wanted to help make the world a little better than I found it, and I like to think that my career in public service has afforded me the opportunity to do just that.

What's your favorite aspect of your job? What's the biggest challenge? No two days are the same! When the General Assembly is in town, I am busy reading bills and responding to legislation that impacts the city. When the American Rescue Plan Act passed and the city learned it would receive an allocation, I worked with the city manager and the mayor to propose how the city would spend the first tranche, and I continue working with my colleagues to implement the plan approved by the Little Rock Board of Directors. On another day, I might work with our 311 manager and the IT department to make improvements to the city's 311 app. It's also a challenge that no two days are the same, but at the end of each day, I love knowing that I have worked to improve the community where I live.

What's your favorite spot in Little Rock? Why? Hillcrest is the first neighborhood I lived in when I moved to Little Rock so I will always love being outside in Hillcrest, whether it's for a stroll at the farmers market on Saturday morning or a walk in Knoop Park to see the downtown skyline.

In what season does Little Rock shine the most?

Why? Spring and fall because people enjoy being outside in our parks, on patios and at various outdoor events.

What's the biggest lesson you've learned working for a city government?

In my experience, it is always better to under-promise and over-deliver. That sometimes requires saying, "I don't know, but I'll find out," which can be difficult to do.

What advice do you have for someone who would like to follow your footsteps into this job?

Public service is a noble pursuit and very fulfilling. That being said, don't let the perfect get in the way of the good. At the end of the day, you may not have crossed every item off your to-do list or you didn't serve as many people as you had hoped at an event, but the work is always worthwhile.

What are three "can't miss" things that someone can do if they visit Little Rock?

1. Little Rock Central High and the National Historic Site Visitor Center.
2. The Vogel Schwartz Sculpture Garden in Riverfront Park.
3. Bike or hike the trails! Two Rivers Park is my family's current favorite. 🏞️

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The deadline for enrollment in the Arkansas Municipal League 2022 Municipal Officials and Department Heads Accidental Death and Dismemberment Plan is Dec. 31, 2021.

**Contact Tammie Williams
at 501-537-3782, or email
twilliams@arml.org.**

Reminder: Time to pass your budget

Most cities and towns in Arkansas are legally obligated to pass their budget on or before February 1 of each year



Budgets in Mayor-Council Municipalities

A.C.A. § 14-58-201. Annual submission.

On or before December 1 of each year, mayors of all cities and incorporated towns having the mayor-council form of government shall submit to the governing body of the city or town, for its approval or disapproval, a proposed budget for operation of the city or town from January 1 to December 31 of the forthcoming year.

A.C.A. § 14-58-202. Adoption of budget.

Under this subchapter, the governing body of the municipality shall, on or before February 1 of each year, adopt a budget by ordinance or resolution for operation of the city or town (AML recommends using a written resolution).

A.C.A. § 14-58-203. Appropriations and changes.

- (a) The approval by the municipal governing body of the budget under this subchapter shall, for the purposes of the budget from time to time amount to an appropriation of funds which are lawfully applicable to the items therein contained.
- (b) The governing body may alter or revise the budget and unpledged funds appropriated by the governing body for any purpose may be subsequently, by action of the governing body, appropriated to another purpose, subject to the following exceptions:
 - (1) Funds resulting from taxes levied under statutes or ordinances for specific purposes may not be diverted to another purpose;
 - (2) Appropriated funds may not be diverted to another purpose where any creditor of the municipality would be prejudiced thereby.

Budgets in City Administrator-Director Municipalities

A.C.A. § 14-48-117(6)

He or she [the city administrator] shall prepare the municipal budget annually and submit it to the board for its approval or disapproval and be responsible for its administration after adoption.

A.C.A. § 14-48-122

- (a) The approval of the budget by the board of directors shall amount to an appropriation, for the purposes of the budget, of the funds which are lawfully applicable to the different items therein contained.
- (b) The board may alter or revise the budget from time to time, and unpledged funds appropriated by the board for any specific purpose may by subsequent action of the board be appropriated to another purpose subject to the following exceptions:
 - (1) Funds resulting from taxes levied under statute or ordinance for a specific purpose may not be diverted to another purpose; and
 - (2) Appropriated funds may not be diverted to another purpose where any creditor of the municipality would be prejudiced thereby.

Budgets in City Manager-Director Municipalities

A.C.A. § 14-47-120(6)

He or she [the city manager] shall prepare the municipal budget annually and submit it to the board for its approval or disapproval and be responsible for its administration after adoption.

A.C.A. § 14-47-140

- (a)(1) Any municipality organized and operating under the city manager form of government may authorize the mayor of the municipality to have the following

duties and powers if approved by the qualified electors of the municipality at an election called by the municipal board of directors by referendum or by the qualified electors of the municipality by initiative:

...

(E) The power to prepare and submit to the board of directors for its approval the annual municipal budget.

A.C.A. § 14-47-125

- (a) The approval by the board of directors of the budget shall amount to an appropriation for the purposes of the budget of the funds which are lawfully applicable to the different items therein contained.
- (b) The board may alter or revise the budget from time to time, and unpledged funds appropriated by the

board for any specific purpose may be appropriated by subsequent action of the board to another purpose, subject to the following exceptions:

- (1) Funds resulting from taxes levied under statute or ordinance for a specific purpose may not be diverted to another purpose; and
- (2) Appropriated funds may not be diverted to another purpose where any creditor of the municipality would be prejudiced thereby.

A *Sample Resolution for the Adoption of the Municipal Budget* can be accessed via the Legal FAQs page at www.arml.org/legal-faqs for your convenience. Please call or email the League with any questions you may have. ☎

NOTICE: Annexation Reports Due March 1

A.C.A. §§ 14-40-2201 and 14-40-2202 provide:

(a)(1) Beginning March 1, 2014, and each successive year thereafter, the mayor or city manager of a city or incorporated town shall file annually with the city clerk or recorder, town recorder, and County clerk a written notice describing any annexation elections that have become final in the previous eight (8) years.

(2) The written notice shall include:

(A) The schedule of services to be provided to the inhabitants of the annexed portion of the city; and

(B) A statement as to whether the scheduled services have been provided to the inhabitants of the annexed portions of the city.

(b) If the scheduled services have not been provided to the new inhabitants within three (3) years after the date the annexation becomes final, the written notice reporting the status of the extension of scheduled services shall include a statement of the rights of inhabitants to seek detachment.

(c) A city or incorporated town shall not proceed with annexation elections if there are pending scheduled services that have not been provided in three (3) years as prescribed by law.

A.C.A. § 14-40-2202. Inhabitants of annexed area

(a) In all annexations under § 14-40-303 and in accordance with § 14-40-606, after the territory

declared annexed is considered part of a city or incorporated town, the inhabitants residing in the annexed portion shall:

(1) Have all the rights and privileges of the inhabitants of the annexing city or incorporated town; and

(2) (A) Be extended the scheduled services within three (3) years after the date the annexation becomes final.

(B) The mayor of the municipality shall file a report with the city clerk or recorder, town recorder, and County clerk of the extension of scheduled services.

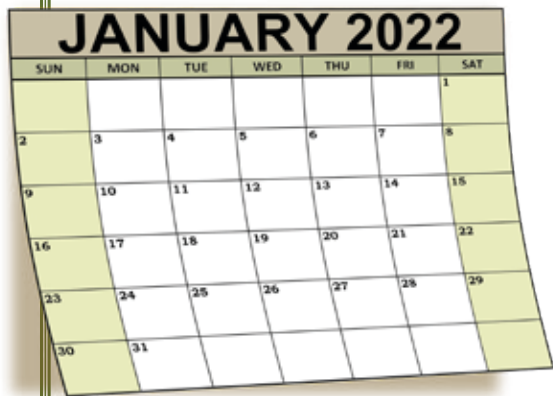
(b) If the scheduled services have not been extended to the area and property boundaries of the new inhabitants within three (3) years after the date annexation becomes final, the written notice reporting the status of the extension of scheduled services shall:

(1) Include a written plan for completing the extension of services and estimated date of completion; and

(2) Include a statement of the rights of inhabitants to seek detachment.

(c) A city or incorporated town shall not proceed with any additional annexation elections if there are pending scheduled services that have not been extended as required under this subchapter.

To obtain a sample *Notice Describing Annexation Elections and Schedules of Services* access the Legal FAQs page at www.arml.org/legal-faqs. ☎



Reminder to All City Councils Regarding First Council Meeting of 2022

A.C.A. § 14-43-501 guides regarding the organization at the beginning of a new year of the governing bodies of cities and towns.

A.C.A. § 14-43-501. Organization of governing body

- (a)(1) The members of a governing body elected for each city or town shall annually in January assemble and organize the governing body.
- (2)(A) A majority of the whole number of members of a governing body constitutes a quorum for the transaction of business.
- (B)(i) The governing body shall judge the election returns and the qualifications of its own members.
- (ii) These judgments are not subject to veto by the mayor.
- (C)(i) The governing body shall determine the rules of its proceedings and keep a journal of its proceedings, which shall be open to the inspection and examination of any citizen.
- (ii) The governing body may also compel the attendance of absent members in such a manner and under such penalties as it prescribes.
- (iii) The governing body may consider the passage of rules on the following subjects, including without limitation:
- (a) The agenda for meetings;
 - (b) The filing of resolutions and ordinances; and
 - (c) Citizen commentary.
- (b)(1)(A) In the mayor-council form of government, the mayor shall be ex-officio president of the city council and shall preside at its meetings.
- (B) The mayor shall have a vote to establish a quorum of the city council at any regular or special meeting of the city council and when his or her vote is needed to pass any ordinance, bylaw, resolution, order, or motion.
- (2) In the absence of the mayor, the city council shall elect a president pro tempore to preside over council meetings.
- (3) If the mayor is unable to perform the duties of office or cannot be located, one (1) of the following individuals may perform all functions of a mayor during the disability or absence of the mayor:
- (A) The city clerk;
 - (B) Another elected official of the city if designated by the mayor; or
 - (C) An unelected employee or resident of the city if designated by the mayor and approved by the city council.
- (c) As used in this section, “governing body” means the city council in a mayor-council form of government, the board of directors in a city manager form of government, and the board of directors in a city administrator form of government. 🏛️



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Visit the Municipal Vehicle Program's New Interactive Full Service Web Portal:

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Incivility on the rise, another harmful symptom of the pandemic

By Geoffrey Beckwith

Local leaders have presided over a remarkable period of disruption and uncertainty, navigating their communities through a devastating pandemic that has touched every person. Decades from now, when historians document the major lessons learned, I believe that local governments and unheralded officials in their hometowns will be recognized as true difference-makers who responded with extraordinary speed and innovation to save countless people from illness and death and kept the fabric of our society stitched together during the most difficult of times.

We are only beginning to understand the long-term impact that the past 20 months will have on the U.S. and the world going forward. Like an axe that strikes but does not fell a tree, the wounds and scars of COVID-19 will be visible for many years and will shape the way we grow. For some, the tragic loss of family members, friends or loved ones will be acutely painful forever. For others, the stark isolation and separation required for our physical health have led to depression and mental health struggles. Many have been or will be forced to shutter their businesses, transition to different vocations and face the prospect of lower incomes and fewer opportunities. Those at the end of their careers may cease working earlier than they planned, and those just starting out may find the going very slow and take longer to get momentum.

Systemic problems that persisted before the pandemic have been exacerbated. The wealth gap has increased, and the health gap has widened as well. Historically disadvantaged populations, primarily our BIPOC (Black, Indigenous and people of color) neighbors, who have been on the short end of the wealth and health spectrum, were hit much harder by COVID and we now find that there is much more ground to make up in the pursuit of a more equitable society.

The pandemic has caused so much pain, and yet we've seen so much resilience, and so much adaptation. Science has given us vaccines and testing, health professionals have given us treatment and guidance, technology has given us Zoom and WebEx, and government leaders have used all these tools to create a new normal, with most of society finding more stable ground to stand on and more balance in daily life. Most businesses

are reformatted and open, schools are back in person, Fenway Park has hosted record crowds. City and town halls, local boards and public agencies are opening back up to in-person engagement, following new protocols. People are finding their rhythm and making do.

Yet the beat is still off, for sure. Supply chains are still disrupted, inflation has popped into the picture, and partisan and polarized politics (especially at the national level) have not eased. These are the more visible signs that things are still askew.

Less tangible, but more insidious, is the growing sign that the uncertainty, angst, isolation and distancing of the past 20 months has emboldened a small but growing number of individuals to become more disruptive and confrontational, and less civil and tolerant in their interactions with public officials, businesses, co-workers, neighbors and strangers.

I'm sure that everyone reading this column has directly observed examples of this rising incivility. Local officials on select boards, city and town councils, and school committees all know of colleagues who have been yelled at, interrupted and insulted—all because they were simply trying to make their best decisions on very difficult and charged issues.

We know the hot-button issues: masks in schools or in public places, the potential of vaccine and/or testing requirements for employees or vendors or visitors, and whether to hold remote or in-person meetings, to name a few. Most see these as health measures to protect the public, and some see these as issues of individual liberty. It is the latter perspective that seems to trigger the greatest rise in confrontation and lack of civility. This makes sense, because if someone feels a lack of control or loss of power, they are more likely to engage in outbursts because they do not feel heard and do not trust that their viewpoints will be listened to.

A new study published by Lauren Park and Larry Martinez of Portland State University, "An 'I' for an 'I': A systematic review and meta-analysis of instigated and reciprocal incivility," published in the *Journal of Occupational Health Psychology*, offers good insights on how the pandemic has ramped up rude behavior in the workplace, and that insight translates well to the public sphere.

The authors assert that the pandemic has reduced face-to-face personal interaction, and people are out of practice in handling difficult situations or conversations. It is easier to ignore or dismiss others when there is no direct accountability, and these habits can spread to others, spiraling a workplace into a hotbed of tension and unhappiness.

In particular, Park and Martinez note that while those with less authority are more likely to act out, this makes it critically important for those in authority to model respectful behavior, and to support those who have been the target of incivility, as the failure to do so allows the behavior to spread and deepens a vicious cycle that becomes harder and harder to unwind.

This is good advice for employers. Workplace policies that set expectations for respectful interaction and engagement can help. Training on facilitating disagreements and difficult discussions, on how to actively listen and understand another's point of view even when it differs from your own, on how to deescalate charged situations, and on how to support those who have been the subject of abuse and insults are all helpful.

But taking these steps in the workplace is child's play when compared to taking action in a public setting, without a previously set shared behavioral covenant that binds all participants, with a camera lens aimed at you and people tweeting and livestream-commenting from a distance.

The first step is for local leaders to model civility in all their interactions, to do their best to not respond in kind to personal insults, to voice support for colleagues who have been the targets of rude or disruptive behavior, to actively listen to each other and to constituents during deliberations to understand everyone's perspective.

Civility does not mean unity. There will always be policy disagreements. Some will be small and nuanced; others will be larger and harder to reconcile. But that is the democratic process.

If local conversations can be framed with the understanding that everyone is trying to be their best selves and do what they believe is best for their community, then perhaps that will create a reinforcing loop for civility. And those who are compelled to stay outside that reinforcing loop will see their power to disrupt diminish. Rude behavior won't be eradicated, but it can be relocated to the margins instead of the main stage.

With a remarkable sense of vision—and perhaps a premonition of things to come—in January 2020, the

“Civility does not mean unity. There will always be policy disagreements. Some will be small and nuanced; others will be larger and harder to reconcile. But that is the democratic process.”

—Geoffrey Beckwith

Massachusetts Municipal Association's Policy Committee on Personnel and Labor Relations, as part of MMA's annual Best Practices Series, issued a Best Practice Recommendation for the Conduct and Civility of Public Officials. Please take the time to read their excel-

lent advice and the resources they suggest. It's a helpful summary and a great place to start. You can access it online here: <https://bit.ly/3nukq6o>.

Rising incivility is one of the many side effects of the pandemic. Unabated, it will spread (like a virus), and all of you reading this, as local leaders deeply committed to making your cities and towns true communities in the best sense of the word, may face stiffer headwinds and your work on pandemic recovery, equity and growth will become harder.

The good news is that you and your municipal colleagues are in the perfect position to shape local norms, to model best expectations, and to guide your neighbors in how to engage with respect and understanding. That work—fighting incivility and building inclusive communities—will make an outsized difference in the post-pandemic world. 🍷

Geoffrey Beckwith is the executive director of the Massachusetts Municipal Association. This article appeared originally in the November 2021 issue of The Beacon, the official monthly publication of the MMA, and is reprinted with permission.

Implement internal controls to protect employee data

By Tracey Cline-Pew, League staff

I had an eye-opening situation occur last week while attending an HR workshop. When I am away from the office, I monitor my email from my phone. I received an email with an attachment from an employee I'll call "James," asking that I change his payroll direct deposit to a new account. From my phone I replied, "I cannot change any information without an executed direct deposit authorization form." A terse response requesting that I email the form immediately followed. I replied, "I am currently out of the office and will talk to you tomorrow and provide you with the form."

The next morning when I was back in the office, I put a copy of the direct deposit authorization form on James' desk with a note to return it to me so I could make the requested change. When James got to work later that morning, he came to my office with a very puzzled look on his face and asked what change I was referring to. I quickly opened the original email from my computer—not my phone—and could clearly see that while the email looked like it came from James, his email address was incorrect. Fortunately, the League has internal controls in place that prevent sensitive information from being shared or changed without verified, written documentation. Does your city or town have internal controls in place?

To determine what controls are needed, start by asking these simple questions:

1. What can go wrong?
2. What steps have been taken to ensure that nothing can go wrong?
3. How can I verify that nothing went wrong?

There are two basic types of internal controls: preventative and detective. Preventative controls are put in place to stop errors and fraud before it occurs.

These controls can range from simple to sophisticated. In the context of protecting employee data, preventative controls may include:

- Physical controls such as maintaining employee files in locked, fireproof, waterproof file cabinets and limiting the employees who have access.
- Written documentation like requiring a written authorization from an employee before making any change to their personal data—especially if it affects payroll. (This one certainly saved me and my employee from a costly error.)
- Access controls such as requiring strong passwords and two-part authentication protocols to access the system where data is stored.

- Separation of duties. For example, while a designated member of HR may enter all new employee data into the computer system, only a designated person in payroll/finance can make changes to an employee's record that affects payroll.
- Training to ensure that all employees are alert and aware of possible threats and scams.

A preventative control may be something as simple as having a co-worker with approved access to your system review information entered into the system or database by another employee. Often a "second pair of eyes" catches mistakes that are easily overlooked. At the League, our payroll manager checks the new employee data I enter. Between the two of us, we eliminate mistakes and oversights.

Detective controls are put in place to uncover problems in an organization's processes. They detect irregularities after the fact. Like preventative controls, they can range from simple to complex.

Detective controls include:

- Physical inventories. For example, are all employee files present and accounted for in your filing system/cabinet? Are all the documents that are supposed to be housed in the file included?
- Weekly and/or monthly reconciliations of transactions. Many human resource information systems (HRIS) track system changes, so it is relatively simple to compare change authorization paperwork to actual changes made in the system.
- Internal audits such as reviewing policies and procedures to ensure that they are effective and being applied correctly.

Most finance departments are well versed in effective internal controls and will be a valuable resource as you explore the controls that will work best for your HR data. The important thing is that you begin to take proactive measures and implement ways to protect your employees' personal data and other critical information as well.

As always, the League is here to assist you. Please do not hesitate to reach out to us with any questions you may have. 📧



Tracey Cline-Pew is the League's director of human resources. Email Tracey at tpew@arml.org, or call 501-374-3484, ext. 111.



The Arkansas Municipal League Workers' Comp Program Fraud Tipline

To report suspected fraud by someone who is currently receiving benefits, please call:

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Insurance fraud costs honest Americans \$80 billion or more each year.***



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If you are willing to be contacted by us for further details, please let us know and supply contact information. Someone will reach out to you. We are happy to use any secure communications platform you choose.

Reduce regulatory burdens to lift small businesses

By Mark Stodola

Small businesses are the backbone of Arkansas' economy, particularly for the 435 cities that have a population of 5,000 or less. Small businesses drive the gross domestic product of our state and serve as the core employment base for our people. A 2016 Goldman Sachs report developed by Babson College estimated that small businesses employ more than 50 percent of America's private sector employees. The Kaufmann Foundation has reported that companies younger than one year have created approximately 1.5 million jobs annually for the past 30 years.

For these reasons cities and towns play a critical role in supporting small businesses. Regardless of the age of a company, small businesses are the heart and soul of a city. They bring the community together and energize the economic mobility of our town squares and Main Streets. For example, in 2013 Little Rock's Main Street was virtually dead. The only businesses still on Main Street were a military surplus store and a wig shop. The Arkansas Repertory Theatre was a "lonely child" several blocks away.

Fast forward to 2016 and continuing today, Main Street is now bustling with people and new businesses sprouting up along its new environmentally friendly streetscapes. More than 200 apartments have been developed since 2013, and the Little Rock Technology Park has become well established and is home to dozens of businesses and entrepreneurs. Several restaurants have moved into renovated historic buildings, and the Arkansas Ballet has made Main Street its home across from the Arkansas Repertory Theatre. Little Rock's Main Street is truly a "Creative Corridor" with arts and culture intertwined with science and technology.

All this happened because the revitalization of Main Street became a priority at city hall. Otherwise, it would not have happened.

While elected officials truly value what small businesses bring to a city, small businesses have repeatedly voiced concerns over the overwhelming maze of governmental requirements that must be navigated to open and operate a business. Just ask a new restaurant operator how difficult it is to open while dealing with zoning approvals, code inspections, grease traps, privilege licenses, health department approvals, state and local tax collections...the list goes on and on!

Regulations are numerous and often onerous. A Babson College survey found that nearly 60 percent of small businesses identify some difficulty in

understanding and managing government regulations and laws. Regulatory burdens are especially difficult for new and very small businesses. Adding to these challenges are language and cultural barriers.

Cities and towns should empower and assist with the creation of new businesses rather than serve as a hinderance. Largely prompted by the COVID-19 pandemic, many municipalities are now reexamining their processes to make starting a new business easier. It is apparent that local officials are in a unique position to ease the regulatory process small business owners face when starting a new business. As municipal officials, keep in mind these basic objectives for increasing the ease of entry:

- Keep the regulatory system simple and easy to follow.
- Make sure the city staff is knowledgeable about the various processes and permits necessary and ensure that language and capability do not create obstacles.
- Create an atmosphere at city hall where people understand municipal regulations and can explain that they are designed to be helpful.

Simplify the requirements

Simplify your municipality's business requirements with easy-to-understand language and documents. If regulations are too complicated, they likely will not be followed or complied with. Complex, vague and technical regulations are even more difficult when you are dealing with immigrants who are starting a business.

Create a one-stop shop

Create a one-stop shop for regulatory compliance so that businesses have consolidated access to the different services necessary. This will eliminate overlapping regulations, complexities and confusion. Consider bringing in your planning department, sanitation/public works and fire departments together to share their issues, expertise and resources in an effort to streamline the process. Consider hiring a small business ombudsman to meet with prospective small business owners to help walk them through the process. Offer checklists and important contacts organized by business function for the offices and services necessary, including utilities and the health department.

Review existing regulations and zoning requirements

We have learned during the pandemic that certain regulations, particularly in the food and personal care industries, are particularly harmful to small businesses. Safety protocols shut down several businesses, many never to reopen. Many municipalities adjusted by relaxing zoning laws, allowing outdoor dining in city rights of way, creating distanced outdoor dining in parking lots and changing “home occupation” ordinances. Review existing regulations, keeping in mind the objectives mentioned above, so that city regulations are helpful and not a hinderance.

Consider suspending fines and fees

Research has shown that small businesses pay a disproportionate amount of fees compared to larger firms. According to the Small Business Association, small businesses pay 36 percent more per employee to comply with city and state regulations than larger firms. The SBA also found that small firms and startups with fewer than 50 employees incurred regulatory costs of more than \$11,700 per year, per employee.

Encourage courts to fix penalties at the low end of the range or consider suspending the fine altogether

while giving the small businesses time to come into compliance. Often the burden is not based on resistance to the regulation but rather the inability to pay for compliance.

Too often, aspiring entrepreneurs and undercapitalized small business owners find themselves challenged by burdensome, expensive or confusing structural barriers. Reaching out to those small businesses that make our cities and towns great places to live and work should be a priority in every city hall.

The National League of Cities’ Center for City Solutions has produced a Municipal Action Guide, “Reducing Regulatory Burdens on Small Businesses: Policies, Programs, and Practices for Local Leaders,” that provides a more in-depth look at this subject. It includes key strategies and case studies from cities across the nation. To view or download a PDF of the guide, visit www.nlc.org/resource/reducing-regulatory-burdens-on-small-business. 📄



Mark Stodola is a lawyer with the Barber Law Firm in Little Rock and a member of the Kauffman Foundation's Mayors' Council. He served as mayor of Little Rock from 2007 to 2018 and as president of the National League of Cities in 2018.





SOURCE: LIBRARY OF CONGRESS; CAROL M. HIGSMITH'S AMERICA

Hard times can require bold action.

Planning your city: Be bold. Be cautious. Be realistic. Be united in leadership.

By Jim von Tungeln

Characteristics of good leaders in municipal government vary when it comes to the planning function. Such characteristics may range from casual lip service to enthusiastic championship. They also include all points in between. Nonetheless, certain traits of successful planning leaders show up repeatedly.

Let us consider some.

Planning must be bold, and boldness requires commitment. Successful urban plans employ the words “shall” and “will.” At the same time, they avoid such fluffy terms as “make every effort,” “will establish a goal of” and “support the implementation of.” Bold plans speak to intentions, not wishes.

All community leaders have heard timid voices saying, “Now isn’t a good time to ask the citizens to

support [whatever].” Brave voices respond, “When will be a good time?”

A point worth remembering is that, at the onset of the Great Depression, the city of San Francisco asked its citizens to support and finance an insane but much needed project to bridge a mile of one of the most treacherous bodies of water in the country. Pundits claimed the chances were less than nil.

The citizens responded by approving the bond issue on November 4, 1930. They built the bridge, San Francisco largely avoided the ravages of the economic catastrophe, America gained an iconic landmark and citizens gained a way to get across San Francisco Bay safely.

It stands even today as a marvel and tribute to bold thinking. The American Society of Civil Engineers voted the bridge one of the seven civil engineering wonders of

the United States in 1994, a tribute to bold planning. Oh, and the citizens of the area had to pledge their homes and property as collateral for the bonds, which were paid off on July 1, 1971.

In short, the best time to begin addressing a municipality's most basic problem is today.

Although the notions may appear at odds, bold plans can also be cautious. During the construction of the Golden Gate Bridge, a supporting net saved 19 workers from plunging into the bay. Significant traffic arteries can require bold thinking, but caution may keep them from destroying neighborhoods or commercial centers. Thoughtful reflection may have saved many downtowns from shortsighted demolition.

Avoiding collateral damage is a concept that often appears in military planning. It might also prove fruitful in urban planning.

Sound planning is realistic. "Build it and they will come" is a catchy variation on a famous movie line, but it's not so fruitful as a rationale for spending tax dollars. Ample examples exist if one bothers to look.

Planning deals with issues that money can't always overcome. For example: Workers once lived near their workplace. Freeways and improved highways promoted commuting. Commuting called for more freeways and improved highways. More freeways and improved highways created more commuting. Commuting demands.... Suffice it to say that our plans must attempt to accommodate this never-ending cycle.

Farming once employed six times the labor that it does now. Improved technology eliminated jobs. Job scarcity led to migration from once vibrant cities. Now business and industry avoid those communities because of the lack of "rooftops" and skilled labor forces. It proves tempting to "whistle past" these urban graveyards, but that doesn't solve problems.

Many veterans of World War II, aided by the unevenly administered GI Bill, were happy to purchase homes of 800 square feet in which to raise their families. Data from the National Association of Home Builders indicates that the median single-family floor area is now 2,274 square feet, while the average square footage for new single-family homes nears 2,475 square feet. Equity in a home is now the sole source of net worth for many American families, and plans must deal with the dynamics generated by this phenomenon.

The preference for socioeconomic insularity continues to thwart efforts to provide workforce housing in many cities. Solutions deemed workable by planners and leaders can encounter stiff resistance from entrenched communities.

Accommodating motorized vehicles continues to be the prime objective for cities, rather than neighborhood stability. It can even take precedence over the desire to preserve a city's historical foundations.

The ability to raise needed revenue to keep up with modern trends, although improved since the 1980s, remains constricted. The solution to meeting the need for more services to accommodate new growth appears, too often, to be additional growth. Again, municipal leaders must confront never-ending cycles.

These factors require a type of leadership familiar in the business sector but sometimes lacking in the public. Some call it "unified leadership." Others call it "lateral communication." Public administration academicians refer to unified "silos" in which attention focuses on the needs of the selected group at the expense of the needs of the system as a whole.

It works this way in planning. A city is blessed with multiple groups containing bright, energetic, enthusiastic and influential people who have the best interest of the city at heart. The problem is: They don't interact with one another. At best, this can lead to a lack of coordination in planning. At worst it can lead to conflicting efforts.

As stated by Thomas E. Bryant, a council member from and major cheerleader for Batesville: "To accomplish anything significant it takes what I refer to as 'a coalition of the willing,' meaning that for a city to move forward it takes not just a progressive mayor or a couple of councilpersons willing to take bold action but a solid group (majority or greater) who are determined to challenge their citizens to make the changes, sometimes painful changes needed to move the community/city forward."

Failure can result from what a Civil War general likened to "a team of horses acting independently and not as a unified force."

From where will come the leadership to confront stalemates? Jeff Levine, in his book *Leadership in Planning: How to Communicate Ideas and Effect Positive Change*, challenges planners themselves. He cautions, "Leading is a scary thing. No one is in front of you showing you the way you are going." But he adds, "You can do it." That's good advice for others, as well as planners, who deem a city's success important.

There is an extra facet of successful planning that should not go unrecognized, one which hovers over those previously mentioned like a protective umbrella. This is simple patience. Local urban problems weren't created in months or even decades. Some took centuries and will require the healing salve of time and care for rebirth.

In the meantime: When all else fails, be bold. 🍓



Jim von Tungeln is staff planning consultant and available for consultation as a service of the Arkansas Municipal League. He is a member of the American Institute of Certified Planners. Persons having comments or questions may reach him at 501-944-3649. His email is uplan@swbell.net.

Conway's home-grown influencers boost engagement

By Shelby Fiegel

Arkansas communities are facing competition for resources, jobs, visitors and citizens regionally, nationally and internationally. In a global market, it's become even more difficult to stand out from the crowd. Our communities must get creative to attract social and economic investment.

One way to garner attention from new and diverse audiences is to turn to influencers. According to Influencer Marketing Hub, an influencer is defined as someone with the power to affect the purchasing decisions of others because of their authority, knowledge, position or relationship with their audience. Influencers often have a distinct niche in which they actively engage. Many communities engage influencers to promote assets within their communities, such as hiking and biking trails, arts and culture, culinary experiences and shopping opportunities.

While community leaders can turn to outside influencers to promote their cities and towns, what if we looked internally and developed our own "home-grown" influencers, people who already love our communities and have chosen to invest in them?

When the NCAA announced a policy earlier this year to allow student athletes the ability to get paid for their NIL (name, image and likeness), the Conway Convention and Visitors Bureau, in partnership with the University of Central Arkansas and the Conductor, saw an opportunity to develop influencers from the inside and create a program that was the first of its kind in the nation.

A diverse group of UCA student athletes signed NIL agreements with the CVB in July 2021 as a part of the 4+40 program. The program name 4+40 is a nod to the four years of college where the students learn the skills and acquire the resources needed to make them successful leaders in their careers, with 40 years representing the average career length.

The goal of the agreements is to utilize the students as ambassadors to promote the city of Conway's quality of life and place to potential visitors and citizens. Selected students have the opportunity to develop and participate in ad campaigns and testimonial videos

while also utilizing their own social media accounts to create organic content about Conway.

Every UCA student athlete was invited to apply for the program via an online survey developed by the CVB. Students were invited to be a part of 4+40 based on credit status, academic standing, interest in participating in the program and their passion for the city of Conway.

"This first class of NIL student athletes provides a unique perspective on Conway," said CVB Executive Director Rachel Shaw. "Some moved here from large cities thinking Conway would be too small to have anything fun. Some moved here from very small, rural communities thinking Conway would be huge and hard to navigate. All of them seem to have come to the same conclusion that Conway is neither of those things. We plan to use their testimonials, and other first-hand accounts of what makes Conway special, to promote all our city has to offer, no matter where you are visiting from."

The program is a benefit for Conway and for the students as well. The program serves as a workforce development program, providing the students with training in multiple areas, connections to the local business community and a professional headshot.

UCA Director of Athletics Dr. Brad Teague said, "We are fortunate to have this unique program in Conway and at UCA. The best part about this program is the educational sessions the CVB and the Conductor provide to the cohort. Our student athletes are educated on life skills, including finance, taxes, branding, entrepreneurship, job satisfaction and more."

The Conway CVB contracted the Conductor, a public-private partnership between UCA and the firm Startup Junkie that provides entrepreneurial resources and maker space, to serve as the organizer and developer of all training programs for the UCA student athletes. According to managing director of the Conductor Jeff Standridge, the NIL program will create many opportunities for student athletes. "Conversely, without the proper guidance, its many benefits could easily become devastating consequences," he said. "Our focus has been on helping our student athletes to learn how

to creatively tell their own authentic stories, how to optimize their personal and social media brands, how to plan for and manage the personal finance implications (spending, saving, taxes, etc.), and how to consider their lives beyond athletics in terms of employment, entrepreneurship or whatever other career avenues they might pursue.”

Currently, a program like 4+40 has not been replicated by any other communities or schools, but imagine if communities across Arkansas developed similar programs to engage local influencers, whether they are college students, business owners, nonprofit leaders or other thought leaders. The conversations led by those local influencers could be transformational in the way external audiences view our communities.

Our citizens are on the front line of promoting our cities and towns. If we can harness the power of those citizens, we can develop even brighter futures for our communities.

Interested in learning more about the 4+40 program and how you can kick start something similar in your community? Reach out to Rachel Shaw at Rachel.Shaw@conwayarkansas.org or Grace Rains at grace@arconductor.org for more information. 📧



Shelby Fiegel is the Director of the University of Central Arkansas Center for Community and Economic Development. You can contact Shelby at sfiegel@uca.edu or 501-450-5269.

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Blue light: More disruptive to your sleep than your vision

By Kathryn L. Brown, O.D.

Most of us rely on digital devices every day, whether we're working on a computer or using tablets and phones for entertainment. This exposes our eyes to high amounts of blue light, leaving many people wondering whether the light is harmful and if there is anything they can do about it.

What is blue light?

Blue light is a wavelength of light that is visible to the human eye. It has the highest energy, and we are exposed to it in the form of fluorescent lights, LED lights, television screens, smartphones and computer screens. It helps us stay alert during the day and can aid in memory and cognitive function.

While we know that spending too many hours looking at screens or sitting too closely to screens can cause eye fatigue, blue light seems to have a stronger effect on circadian rhythm, or humans' natural wake and sleep cycle.

Typically, we feel awake during daylight hours because we are exposed to the blue light from the sun. When the sun sets, our brain naturally starts to prepare itself for sleep. But with the growth of technology over the past decade, we are exposing our eyes to more of those strong light wavelengths than in years past. Spending the evening hours focused on screens that emit blue light causes our brain to stay alert when it should be winding down, making it harder to fall asleep and disrupting the sleep cycle.

Do I need blue light glasses?

A popular remedy to blue light exposure is the use of glasses that filter out the wavelengths before they reach your eyes. The lenses can be used when sitting in front of a computer screen, when watching television, playing video games or scrolling through your phone.

These blue-light blocking glasses are marketed to help relieve eye strain and can come at a premium price, but the jury is out among optometrists and ophthalmologists on whether the lenses actually help with eye fatigue. However, they could be helpful in limiting your exposure to blue wavelengths closer to bedtime when the light has the strongest effect on our brains.

What else can I do?

If you're not in the market for blue-light blocking glasses, there are some other options to help reduce the affect the light has on your eyes.

At work, you can adjust the display settings on your computer monitor. Most computer screens have a "night light" option that helps reduce blue wavelengths, creating a warmer display. Smartphones and tablets have similar options, allowing users to make the display more orange than blue.

There are also blue-light blocking screen filters that you can purchase for smartphones, tablets and computer monitors that filter the wavelengths from the screen before they reach your eyes.

The best way to combat blue-light sleep disruption is to put devices down about an hour or two before bed, allowing your body to trigger the release of sleep hormones.

While limiting the amount of blue light your eyes are exposed to throughout the day can help support your circadian rhythm, you should take other steps to reduce eye fatigue, such as following the 20-20-20 rule: Take a 20-second break to look at something 20 feet away every 20 minutes. This helps your eyes refocus and allows them to rest throughout the day.

Additionally, many phones and tablets feature a "dark mode," which changes the typical white background with dark text to a black background with white text. This helps reduce glare, leading to more comfortable reading. You should also make sure that you maintain a good working distance from your screen and be aware of your posture.

While blue light is not believed to be a major cause of eye strain, it might be keeping you from getting a good night's sleep. 🌙



Kathryn L. Brown, O.D., is an optometric physician at the University of Arkansas for Medical Sciences (UAMS).



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Community Christmas trees: Tips for their selection, care and disposal

By Krissy Kimbro

As retailers promote their holiday sales ever earlier each year, bargain hunters are making their lists, checking them twice and racing to complete their holiday shopping in time to relax before Christmas. Cities and towns are helping spread the joy of the season with holiday decorations and twinkling lights in downtowns and along Main Streets across the state. When decorating includes living trees, real cut trees and real greenery, there are special considerations related to both their selection and disposal.



PHOTO BY SAMANTHA BREWER

May Hill Tree Farm in Stamps is one of many Christmas tree farms across Arkansas that allow customers to select and cut down their own Christmas tree.

Selecting a living Christmas tree

For communities interested in adding a living Christmas tree to public greenspace, there are many evergreen species that do well in urban settings and can grow into community treasures. One of the first steps when selecting a tree to be planted in the town square or other open space is to measure the area to determine the maximum diameter branches can extend and the maximum height the tree can safely grow without interfering with nearby infrastructure or power lines. As with any tree planting, select a tree that when mature will fit within the available space.

Local nurseries are a great resource for recommendations of species that grow well in the spot you've chosen. Two evergreens that thrive in Arkansas and could be decorated during the holiday season are eastern red cedar (*Juniperus virginiana*) and the green columnar juniper (*Juniperus chinensis* "Hetzii Columnaris"). American holly (*Ilex opaca*), with its glossy leaves and

bright red berries, is another beautiful evergreen that can be grown in tree form or as a shrub, although the sharp-tipped leaves make it unsuitable for holiday decorating.

If a living tree is purchased in a pot and will not be planted in its permanent location until after the holiday season, make sure to keep it sufficiently watered. Trees need to be watered up until at least the first hard frost. After the first hard frost, water the tree thoroughly and mulch the top of the soil with several inches of straw or leaves to help conserve moisture and protect roots from extreme temperatures.

Cut tree options

Real trees are sold in one of two ways: pre-cut and choose-and-cut. Pre-cut trees can be found at stand-alone cut-tree lots or in front of supermarkets and big box stores. Choose-and-cut trees are found on Christmas tree farms that offer customers the chance to wander tree-lined paths and select and cut the perfect tree. Arkansas has more than 20 Christmas tree farms located across the state.

Selecting a cut tree

To select a pre-cut tree, first measure the area where the tree will be placed. Next, look for the freshest tree available. Trees purchased from a choose-and-cut farm are the best option for obtaining a fresh tree, but there are ways to assess pre-cut trees for freshness. The "pull test" is one way to determine freshness. Using your thumb and forefinger, gently pull on the end of one branch. Needles on fresh trees should remain on the branch. If a tree loses needles when they are pulled, keep looking; the tree has already dried out considerably and is past its prime. All evergreens with needles shed their older needles yearly, so don't be concerned if some brown needles fall out of the tree when shaken. Just be sure to shake out any tree that will be displayed indoors prior to taking it inside.

Caring for cut trees

The most important step in caring for a cut tree through the holiday season is to maintain its water level. This reduces the risk of fire danger for trees displayed indoors and slows the rate at which needles dry and fall off. To aid in the tree's water uptake, cut a quarter-inch slice of wood from the end of the trunk. Place the tree



The Arkansas Game and Fish Commission has multiple locations around the state where Christmas trees may be dropped for use in fish habitats. Residents are also allowed to take trees from drop-off locations to be used as fish habitats in private ponds and lakes.

securely in an appropriate stand that is large enough to hold the trunk without whittling it down and one that is designed to hold enough water to keep the tree moist. A good guideline to follow is to select a stand that will hold at least one quart of water per inch of trunk diameter, or a minimum of one gallon. Water should be refreshed daily, and no additives are needed.

A proper cut across the base of the tree is all that is needed to ensure sufficient water uptake. Products such as flame retardants, holes drilled into the sides of tree trunks, water-holding gels and antitranspirants all have negligible beneficial impacts, if any, and some can even be detrimental to the tree's ability to maintain sufficient moisture.

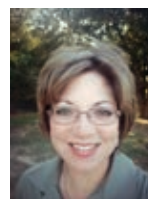
Disposal of cut trees

Cut trees displayed indoors should be removed from the home or building as soon as possible after Christmas. As the tree dries out, the number of falling needles will rapidly increase, and the risk of fire danger will also rise. Be sure to remove all tinsel, lights, wire and other non-organic decorations prior to disposing of the tree. Never burn pines or other evergreens in a fireplace. They do not burn cleanly or evenly, and burning them can cause dangerous buildup inside the chimney.

Some cities and towns offer curbside pickup of trees. In others, the trees are chipped and made available as mulch to local residents. If your municipality does not already offer this service, it is an excellent way to assist residents and recycle trees to benefit the environment.

The Arkansas Game and Fish Commission and the U.S. Army Corps of Engineers will accept trees dropped off at various locations around the state. They recycle trees for use in the construction and improvement of fish habitats.

Trees are a centerpiece of holiday decorating in most homes and communities. Choosing and caring for live trees is relatively simple, whether the tree is a living specimen to be planted for future enjoyment or a cut tree to be enjoyed for a single season and then recycled. If you need additional assistance with selecting, planting or caring for trees in your yard or in your community, please reach out to your local forester, arborist or county extension agent. 🌲



Krissy Kimbro is the urban and community forestry coordinator for Arkansas Department of Agriculture's Forestry Division. Contact Krissy at 479-228-7929 or email kristine.kimbrow@agriculture.arkansas.gov.



IMAGE COURTESY WITTENBERG DELONY & DAVIDSON ARCHITECTS

The modern, lodge-like terminal will be a major improvement on the existing passenger hub, which had not been upgraded since 1992.

Growing TXK, the air-travel hub for the Ark-La-Tex

By Tyler Brown

The Texarkana Regional Airport (TXK) is a public-use commercial service airport owned and operated by the Texarkana Regional Airport Authority, which was created by the cities of Texarkana, Arkansas, and Texarkana, Texas. TXK is located under Class Charlie airspace and is served by American Airlines (via Envoy Air) with nonstop daily service to Dallas Fort-Worth International Airport (DFW), and it will soon be served by United Airlines with nonstop daily service to Houston's George Bush Intercontinental Airport (IAH). TXK is also served by its first-class Fixed Base Operator (TAC Air) for corporate aviation support services.

Current airport facilities include a primary 6,601-by-150-foot grooved runway with 120,000-pound dual-wheel weight-bearing capacity (RWY 4-22). The airport also has a secondary 5,200-by-100-foot grooved crosswind runway with 25,000-pound single-wheel weight bearing capacity (RWY 13-31). All runways provide GPS approaches, and Runway 22 provides a CAT-I Instrument Landing System (ILS) approach. The airport is equipped with an FAA contracted air traffic control tower with operating hours of 0600-2300.

Economic growth in the region has substantially increased over the past decade, and the authority has committed TXK's agenda to expanding its operation to keep up with the demand. In 2021 alone, TXK, the University of Arkansas Hope-Texarkana and Wadley Regional Medical Center all broke ground on

multimillion-dollar expansions in Texarkana, with a combined \$265 million investment in the community. Further, in October of 2021, Texas A&M University-Texarkana recently announced a \$45 million capital project appropriation to construct a new academic building on the campus. Combine these advancements with initiatives put forth by ARTX REDI (Arkansas Texas Regional Economic Development, Inc.) and TexAmericas Center, the 12,000-acre mixed-use industrial park, and Texarkana is clearly the place to be.

TXK recently broke ground on a new \$36 million, 40,000-square-foot passenger terminal. The existing



PHOTO COURTESY MCE

TXK's new \$36 million, 40,000-square-foot passenger terminal is expected to be open to travelers in 2024.

passenger terminal was constructed in 1960 and was last renovated in 1992. Over time, aviation travel has increased and prompted the need for a larger and more modern facility to meet travelers' needs, said Paul Mehrlich, TXK executive director. "The new terminal will contribute to positive economic development in Texarkana and will benefit the entire Ark-La-Tex region," he said. "We are excited to be moving forward on this important development."

The terminal project is being funded by federal grants; the cities of Texarkana, Arkansas, and Texarkana, Texas; the Texas Department of Transportation; Arkansas Department of Aeronautics; and passenger facility charges. Construction is projected to be completed in 2024.

The location of the new passenger terminal will be across the airfield from the existing facility and adjacent to the airport's aircraft rescue and firefighting station. This location allows for a more streamlined entryway and direct access to Interstate 49. Amenities will include room for concessions, expansion opportunities for more airlines and destinations, and opportunities for facility growth. The new passenger terminal will also contain two enclosed passenger boarding bridges, something the airport has never had. In addition to its updated look, the aesthetics of the new terminal were designed to

reflect the natural state of its location by incorporating plenty of timber finishes, offering travelers a relaxing lodge-like experience.

While the COVID-19 pandemic presented some unprecedented challenges for TXK, passenger travel has roared back for the airport in 2021, recovering around 92 percent of its pre-pandemic levels. Enplanements in 2019 hit record highs, and airport management is encouraged to see high airport utilization from the Texarkana community.

TXK is the gateway to many tourist attractions in Arkansas, Texas and Oklahoma, including award-winning lakes, historical sites, thriving tourist towns, and incredible hunting and fishing opportunities. With state-of-the-art facilities that can expand in the future, the Texarkana Regional Airport Authority is confident airport users will increase and more businesses will be drawn to the area, making TXK the airport of choice for the Ark-La-Tex and southeast Oklahoma. 🍷



Tyler Brown is the airport real estate manager for Texarkana Regional Airport. Contact Tyler by phone at 870-774-2171, or email him at tyler.brown@txkairport.com.

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2020/2021 State Turnback Funds

Actual Totals Per Capita						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2020	2021	2020	2021	2020	2021
January	\$6.789	\$6.659	\$0.083	\$0.071	\$2.145	\$1.951
February	\$6.340	\$6.607	\$0.118	\$0.163	\$1.087	\$0.893
March	\$5.758	\$5.693	\$0.101	\$0.110	\$1.087	\$0.892
April	\$6.088	\$6.135	\$0.064	\$0.162	\$0.924	\$0.889
May	\$5.943	\$7.568	\$0.034	\$0.258	\$0.924	\$0.890
June	\$5.605	\$6.753	\$0.030	\$0.206	\$0.924	\$1.665
July	\$6.094	\$7.303	\$0.022	\$0.163	\$2.795	\$4.306
August	\$6.478	\$6.988	\$0	\$0.150	\$1.542	\$0.854
September	\$6.399	\$6.822	\$0.014	\$0.205	\$0.728	\$1.020
October	\$6.378	\$6.597	\$0.021	\$0.295	\$0.893	\$0.964
November	\$6.340	\$6.306	\$0.060	\$0.285	\$0.893	\$0.964
December	\$5.984		\$0.105		\$0.893	
Total Year	\$74.197	\$73.429	\$0.652	\$2.069	\$14.838	\$15.286

Actual Totals Per Month						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2020	2021	2020	2021	2020	2021
January	\$12,833,880.33	\$12,587,621.61	\$156,199.64	\$134,647.89	* \$4,054,970.57	* \$3,688,464.32
February	\$11,984,924.80	\$12,488,753.05	\$223,221.26	\$308,183.56	\$2,055,049.55	\$1,688,281.84
March	\$10,883,990.67	\$10,760,836.82	\$191,150.53	\$207,709.60	\$2,055,396.67	\$1,685,424.74
April	\$11,509,342.85	\$11,627,333.33	\$120,647.65	\$307,147.46	\$1,747,446.98	\$1,684,913.88
May	\$11,233,895.61	\$14,343,742.05	\$63,817.15	\$489,324.42	\$1,747,094.76	\$1,687,137.50
June	\$10,595,347.60	\$12,799,319.93	\$57,224.47	\$390,405.22	\$1,747,446.98	\$3,154,867.86
July	\$11,520,392.64	\$13,841,564.30	\$41,735.92	\$309,031.02	** \$5,284,317.00	*** \$8,160,945.43
August	\$12,263,537.56	\$13,245,023.56	\$0	\$285,053.21	\$2,919,346.12	\$1,617,878.89
September	\$12,097,147.76	\$12,929,805.85	\$26,456.51	\$389,181.65	\$1,376,535.41	\$1,932,348.55
October	\$12,057,206.89	\$13,228,061.49	\$39,675.17	\$592,445.41	\$1,688,464.32	\$1,933,129.73
November	\$11,984,780.59	\$12,644,574.33	\$113,060.67	\$571,049.30	\$1,688,281.98	\$1,932,763.61
December	\$11,312,336.38		\$199,121.43		\$1,688,464.32	
Total Year	\$140,276,783.68	\$140,496,636.32	\$1,232,310.40	\$3,984,178.74	\$28,052,814.66	\$29,166,156.35

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

** Includes \$3,513,475.64 supplemental for July 2020

***Includes \$3,513,480.88 supplemental for July 2021

Local Option Sales and Use Tax in Arkansas



2021 Elections

MOUNTAIN HOME, March 9
 Passed. 0.5% temporary
 Passed. 0.25% ongoing

COTTER, May 11
 Passed. 1% extension

HARRISON, May 11
 Passed. 0.25% temporary
 Passed. 0.25% ongoing

LOWELL, May 11
 Passed. 1% extension

BEEBE, Sept. 14
 Passed. 0.25% ongoing
 Failed. 0.75% temporary

GARFIELD, Sept. 14
 Passed. 0.5% extension

LITTLE ROCK, Sept. 14
 Failed. 0.625% ongoing

PEA RIDGE, Sept. 14
 Passed. 1% ongoing

KEY: Counties not collecting sales tax

Source: Rachel Garrett, Office of State Treasurer

See also: www.dfa.arkansas.gov

Sales and Use Tax Year-to-Date 2021 with 2020 Comparison (shaded gray)

Month	Municipal Tax	County Tax	Total Tax	Interest				
January	\$68,199,990	\$62,951,910	\$59,726,912	\$54,023,046	\$127,926,902	\$116,974,957	\$14,602	\$137,620
February	\$79,611,239	\$73,128,305	\$68,300,663	\$61,276,755	\$147,911,902	\$134,405,060	\$20,412	\$151,340
March	\$66,877,931	\$57,761,974	\$57,918,592	\$49,863,364	\$124,796,523	\$107,625,338	\$13,492	\$140,860
April	\$60,600,707	\$58,720,966	\$53,282,134	\$50,676,002	\$113,882,841	\$109,396,969	\$16,537	\$173,069
May	\$83,488,059	\$64,061,809	\$73,792,913	\$55,167,274	\$157,280,972	\$118,762,027	\$10,492	\$51,758
June	\$78,858,097	\$61,816,632	\$67,860,902	\$54,700,218	\$146,718,999	\$120,220,830	\$9,681	\$37,445
July	\$76,784,978	\$66,569,122	\$65,778,959	\$58,404,198	\$142,563,936	\$127,921,569	\$12,566	\$27,240
August	\$78,501,622	\$69,810,263	\$67,970,242	\$61,352,447	\$146,471,864	\$132,096,586	\$9,395	\$22,963
September	\$77,398,158	\$69,731,104	\$65,883,715	\$62,286,322	\$143,281,872	\$132,017,426	\$13,951	\$14,982
October	\$77,705,438	\$67,795,513	\$66,726,221	\$60,898,642	\$144,431,660	\$128,694,156	\$11,344	\$13,552
November	\$76,869,137	\$70,085,468	\$65,831,542	\$62,498,473	\$142,700,679	\$132,583,941	\$8,299	\$12,579
December	\$67,813,178			\$60,080,515		\$127,893,693		\$14,370
Total	\$824,895,355	\$790,246,247	\$713,072,795	\$691,227,256	\$1,537,968,151	\$1,488,592,551	\$140,771	\$797,777
Averages	\$74,990,487	\$65,853,854	\$64,824,800	\$57,602,271	\$139,815,286	\$124,049,379	\$12,797	\$66,481

November 2021 Municipal Levy Receipts and November 2021 Municipal/County Levy Receipts with 2020 Comparison (shaded gray)

CITY SALES AND USE	AMOUNT	LAST YEARS	Gentry	152,028.71	117,919.64	Mulberry	35,148.25	36,565.87	COUNTY SALES AND USE	AMOUNT	LAST YEAR
Alexander	172,941.44	145,535.73	Gilbert	831.05	1,070.58	Murfreesboro	33,832.79	36,936.02	Arkansas County	379,513.24	349,736.06
Alma	295,989.68	265,538.86	Gillett	14,400.22	12,452.23	Nashville	135,500.69	117,811.35	Ashley County	262,629.24	225,316.50
Almyra	3,577.04	3,588.12	Gillham	10,683.24	5,008.61	Newport	229,477.69	232,033.16	Crosssett	63,411.86	54,831.88
Alpena	7,527.43	7,420.23	Gilmore	663.69	552.50	Norfolk	8,387.32	8,253.17	Fountain Hill	1,420.26	1,742.43
Altheimer	4,009.60	4,267.41	Glenwood	99,050.35	84,568.95	Norman	6,471.53	4,935.44	Hamburg	33,349.75	28,446.46
Altus	8,656.79	6,925.23	Goshen	32,660.59	27,226.30	North Little Rock	3,595,333.87	3,196,528.39	Montrose	3,195.58	3,524.69
Amity	16,055.25	13,330.95	Gosnell	19,853.07	20,158.05	Oak Grove	1,689.38	979.40	Parkdale	2,261.89	2,758.02
Anthonyville	1,432.58	1,578.98	Gould	21,918.27	16,347.85	Oak Grove Heights	14,025.40	13,674.46	Portland	4,273.92	4,281.41
Arkadelphia	436,997.29	439,898.18	Grady	5,583.20	5,271.43	Ola	24,553.68	18,861.77	Wilmot	5,470.61	5,476.23
Ash Flat	126,220.21	125,387.76	Gravette	107,512.90	110,037.68	Oppelo	4,565.53	3,644.90	Baxter County	670,440.50	586,012.68
Ashdown	197,710.03	151,663.56	Green Forest	129,041.31	130,232.54	Osceola	116,257.58	113,850.21	Big Flat	1,729.42	1,774.08
Atkins	97,913.77	71,482.63	Greenbrier	320,153.78	287,934.45	Oxford	3,749.21	3,001.08	Briarcliff	4,637.99	4,025.79
Augusta	32,536.52	26,865.06	Greenland	43,957.97	45,369.86	Ozark	195,573.60	188,117.24	Cotter	17,412.12	16,546.68
Austin	56,742.75	45,008.82	Greenwood	295,856.63	280,418.36	Palestine	40,364.67	27,985.27	Gassville	42,665.60	35,447.43
Avoca	11,887.71	11,887.71	Greers Ferry	31,185.31	25,546.38	Pangburn	10,665.86	8,439.83	Lakeview	15,230.70	12,640.30
Bald Knob	58,356.03	49,005.62	Guion	1,378.77	1,205.12	Paragould	382,620.08	369,393.74	Mountain Home	252,043.45	212,343.40
Baling	68,713.73	80,009.13	Gum Springs	573.04	488.15	Paris	82,148.55	78,246.11	Norfork	9,138.42	8,716.86
Batesville	817,802.37	750,713.95	Gurdon	28,484.84	29,859.93	Parkdale	803.66	NA	Salesville	9,295.64	7,676.29
Bauxite	24,809.33	23,705.68	Guy	8,705.95	8,339.22	Parkin	6,389.91	NA	Benton County	947,062.58	1,019,368.50
Bay	13,867.21	11,477.16	Hackett	8,966.75	8,103.71	Patmos	760.98	774.92	Avoca	10,296.23	11,709.43
Bearden	10,442.33	13,725.62	Hamburg	96,477.91	106,605.48	Patterson	1,190.42	1,095.05	Bella Vista	636,463.26	636,484.45
Beebe	169,178.31	164,546.06	Hampton	11,016.72	8,214.15	Pea Ridge	111,641.98	94,750.89	Bentonville	1,145,143.38	847,038.29
Beedeville	134.69	162.73	Hardy	31,826.24	25,278.86	Perla	2,376.56	3,828.74	Cave Springs	116,176.11	46,333.84
Bella Vista	594,734.47	501,607.86	Harrisburg	82,926.30	71,843.48	Perryville	29,051.80	26,295.44	Centerton	376,161.12	228,309.94
Belleville	2,468.61	3,308.35	Harrison	599,263.36	564,111.82	Piggott	82,567.13	73,746.23	Decatur	37,485.03	40,767.06
Benton	2,020,427.01	1,810,830.26	Hartford	8,856.49	4,851.43	Pine Bluff	1,500,773.88	1,585,469.45	Elm Springs	9,831.10	3,287.28
Bentonville	3,487,970.09	2,983,224.86	Haskell	51,094.23	47,898.90	Pineville	3,417.43	2,527.40	Garfield	12,537.29	12,045.36
Berryville	310,715.19	311,086.67	Hatfield	6,002.42	5,275.55	Plainview	4,260.56	5,269.56	Gateway	9,217.98	9,717.87
Big Flat	445.61	822.06	Havana	4,097.16	4,063.96	Pleasant Plains	12,448.20	11,790.93	Gentry	80,128.75	82,181.98
Black Rock	11,517.21	5,094.94	Hazen	100,258.17	88,855.17	Plumerville	16,337.42	13,917.65	Gravette	74,991.20	74,695.62
Blains	5,245.53	4,173.31	Heber Springs	194,695.66	173,688.09	Pocahontas	343,220.71	321,604.56	Highfill	33,552.59	32,988.93
Blue Mountain	350.73	218.93	Hector	7,624.49	7,187.67	Portia	4,540.57	4,161.34	Little Flock	64,589.27	13,026.40
Blytheville	362,820.84	419,290.45	Helena-West Helena	293,761.54	272,818.81	Portland	8,877.14	9,981.28	Lowell	208,017.61	175,809.45
Bonanza	2,036.20	2,234.61	Hermitage	14,235.15	7,880.73	Pottsville	34,393.99	40,870.57	Pea Ridge	138,671.36	115,030.78
Bono	26,425.95	28,450.78	Higginson	2,347.32	2,299.17	Prairie Grove	208,197.65	166,670.20	Rogers	1,478,005.37	1,342,841.58
Booneville	139,610.62	132,678.23	Highfill	73,774.42	30,894.08	Prescott	61,146.96	61,736.41	Siloam Springs	365,484.34	360,856.88
Bradford	18,645.03	20,447.74	Highland	41,124.66	33,355.07	Pyatt	2,012.15	963.06	Springdale	255,672.01	157,213.53
Bradley	5,422.07	3,475.45	Holly Grove	8,948.64	8,574.84	Quitman	29,459.61	26,780.86	Springtown	1,754.80	2,087.54
Branch	2,712.12	1,905.26	Hope	211,765.98	188,486.30	Ravenden	6,189.78	3,389.16	Sulphur Springs	10,169.36	12,261.33
Briarcliff	3,550.16	1,863.75	Horatio	10,026.39	7,709.64	Rector	33,567.53	32,497.98	Boone County	542,899.13	503,229.53
Brinkley	202,710.33	180,025.20	Horseshoe Bend	35,939.68	29,722.36	Redfield	46,580.45	47,311.83	Alpena	5,095.79	5,310.16
Brookland	112,099.29	104,850.29	Hot Springs	2,085,867.30	1,969,952.89	Rison	20,046.38	18,859.53	Bellefonte	7,221.96	7,557.41
Bryant	1,461,325.86	1,460,079.29	Hoxie	25,673.72	21,100.53	Rockport	17,759.68	22,711.90	Bergman	7,485.54	7,307.72
Bull Shoals	38,295.29	36,968.27	Hughes	6,481.10	7,165.56	Roe	991.91	1,211.67	Diamond City	13,301.76	13,017.39
Cabot	1,066,309.33	1,002,349.93	Humphrey	2,465.53	2,915.24	Rogers	4,169,740.25	3,682,154.56	Everton	1,827.46	2,213.96
Caddo Valley	69,073.65	55,013.50	Huntington	5,428.88	4,667.06	Rose Bud	23,874.37	21,162.35	Harrison	229,644.33	215,452.80
Calico Rock	53,175.16	48,529.57	Huntsville	175,366.01	152,528.05	Rudy	15,536.94	11,799.42	Lead Hill	4,814.64	4,511.14
Camden	341,442.79	360,714.71	Imboden	11,553.92	11,750.40	Russellville	1,310,805.74	1,260,044.86	Omaha	2,249.18	2,813.22
Caraway	7,636.96	7,807.93	Jacksonville	821,095.89	782,936.76	Salem	30,349.68	24,835.88	South Lead Hill	1,511.16	1,697.92
Carlisle	73,251.54	69,047.69	Jasper	44,764.15	40,722.20	Salesville	5,574.84	5,227.50	Valley Springs	3,215.62	3,046.27
Cash	3,786.20	3,693.98	Jennette	336.44	193.01	Scranton	6,705.91	5,337.47	Zinc	1,616.59	1,714.56
Cave City	31,669.94	28,045.07	Johnson	81,568.89	68,272.74	Searcy	1,043,912.53	913,848.87	Bradley County	157,817.47	153,261.55
Cave Springs	139,116.90	146,444.56	Joiner	4,429.43	4,063.42	Shannon Hills	15,332.03	15,107.03	Banks	913.82	1,183.41
Cedarville	8,752.19	9,201.49	Jonesboro	1,959,880.40	1,769,801.13	Sheridan	281,418.06	257,302.59	Hermitage	5,514.42	7,921.23
Centerton	400,197.85	353,016.27	Judsonia	15,993.63	14,723.52	Sherill	729.80	1,732.57	Warren	57,276.45	57,290.57
Charleston	39,748.91	34,364.54	Junction City	7,189.77	8,354.58	Sherwood	1,146,857.86	1,087,029.11	Calhoun County	130,812.43	114,617.75
Cherokee Village	28,104.29	24,899.93	Keiser	5,328.50	5,238.88	Shirley	3,332.52	3,217.07	Hampton	37,282.54	32,488.52
Cherry Valley	4,481.43	NA	Keo	1,741.65	1,914.09	Siloam Springs	894,698.07	794,637.05	Harrell	6,629.40	6,232.70
Chidester	5,242.61	4,245.57	Kingsland	2,577.44	2,534.04	Sparkman	3,638.58	6,264.93	Thornton	10,701.76	9,987.04
Clarendon	47,214.36	46,595.36	Lake City	15,829.42	15,707.18	Springdale	3,317,360.63	3,121,097.79	Tinsman	1,578.44	1,325.06
Clarksville	440,026.09	434,190.10	Lake Village	79,850.76	77,211.63	Springtown	323.87	450.64	Carroll County	223,606.81	232,854.62
Clinton	116,743.23	100,870.36	Lakeview	5,235.23	5,046.45	St. Charles	4,083.65	4,950.72	Beaver	581.86	852.45
Coal Hill	5,752.09	5,909.26	Lamar	25,821.74	23,219.94	St. Paul	4,416.25	3,900.67	Blue Eye	399.48	255.73
Conway	3,219,086.29	2,840,974.61	Leachville	14,435.83	NA	Stamps	15,055.24	13,555.16	Holiday Island	20,833.96	NA
Corning	82,567.57	70,706.72	Lead Hill	7,878.54	7,020.78	Star City	58,990.35	85,507.79	Chicot County	176,108.19	218,520.16
Cotter	20,385.25	20,268.89	Lepanto	35,049.26	40,652.48	Stephens	6,931.66	7,053.72	Dermott	24,374.38	39,787.28
Cotton Plant	1,742.87	3,991.17	Leslie	7,703.43	7,703.43	Strong	10,693.12	13,747.16	Eudora	20,840.64	31,248.64
Cove	15,177.02	15,327.53	Lewisville	14,451.69	9,719.46	Stuttgart	694,513.28	639,789.53	Lake Village	24,905.04	35,462.88

Egypt	2,287.34	2,366.19	Newark	20,080.72	18,393.89	Gosnell	50,546.28	49,469.88	Sebastian County	1,012,867.32	922,866.62
Jonesboro	1,590,533.74	1,421,045.45	Oil Trough	3,845.97	4,066.68	Joiner	8,650.19	8,031.19	Barling	96,625.68	84,345.59
Lake City	47,082.84	43,985.80	Pleasant Plains	5,990.18	5,458.73	Keiser	13,044.76	10,582.76	Bonanza	11,860.99	10,432.07
Monette	30,484.44	31,711.18	Southside	72,818.14	61,015.78	Leachville	35,417.14	27,788.46	Central City	9,315.02	9,107.65
Crawford County	551,700.74	881,572.29	Sulphur Rock	10,363.70	7,132.31	Luxora	16,362.41	16,424.89	Fort Smith	1,801,214.26	1,564,067.23
Alma	79,198.49	64,156.75	Izard County	61,579.04	53,720.21	Manila	63,955.81	46,597.04	Greenwood	192,281.47	162,413.78
Cedarville	19,361.14	16,503.88	Jackson County	328,711.31	317,038.22	Marie	1,875.94	1,171.21	Hackett	15,841.60	14,731.90
Chester	1,957.87	1,882.44	Amagon	904.83	1,137.12	Osceola	121,172.12	108,156.10	Hartford	110,082.86	11,647.64
Dyer	10,496.35	10,371.16	BeeDeville	1,101.53	1,241.55	Victoria	347.40	515.89	Huntington	9,901.00	11,520.64
Kibler	13,664.29	11,377.49	Campbell Station	3,042.32	2,958.83	Wilson	13,305.32	12,590.58	Lavaca	49,505.00	41,528.73
Mountainburg	7,178.85	7,470.55	Diaz	16,050.85	15,293.07	Monroe County	NA	NA	Mansfield	13,820.99	13,117.20
Mulberry	20,979.10	19,593.92	Grubbs	3,947.15	4,478.85	Montgomery County	254,356.15	224,296.52	Midland	4,586.79	5,896.39
Rudy	1,767.52	722.19	Jacksonport	1,967.02	2,459.89	Black Springs	1,025.33	833.72	Sevier County	570,164.90	471,298.60
Van Buren	315,679.05	269,827.75	Newport	104,973.08	91,421.93	Glenwood	662.19	353.70	Ben Lomond	1,919.71	1,531.42
Crittenden County	957,835.07	1,609,969.67	Swifton	9,612.15	9,259.39	Mount Ida	10,637.78	9,061.46	De Queen	83,712.92	69,642.47
Anthonyville	1,212.00	1,307.02	Tuckerman	22,384.64	21,605.23	Norman	3,236.19	3,183.30	Gilham	2,152.81	1,689.84
Clarkdale	3,016.53	3,011.84	Tupelo	917.94	2,088.58	Oden	1,922.49	1,953.78	Horatio	12,615.22	11,026.20
Crawfordsville	4,147.74	3,888.60	Weldon	747.46	870.23	Nevada County	125,678.42	128,538.17	Lockesburg	8,145.04	7,804.94
Earle	16,438.32	19,597.24	Jefferson County	489,842.76	496,329.48	Bluff City	1,196.94	1,183.36	Sharp County	294,847.80	287,588.95
Edmondson	2,181.60	3,466.45	Altheimer	9,855.48	12,440.87	Bodcaw	1,227.37	1,316.97	Ash Flat	14,296.16	13,331.31
Gilmore	1,422.08	1,921.57	Humphrey	3,030.28	3,894.09	Cale	740.48	753.92	Cave City	24,292.30	23,697.08
Horseshoe Lake	2,370.13	2,370.50	Pine Bluff	584,149.48	620,564.35	Emmet	4,026.98	4,533.05	Cherokee Village	55,104.43	52,753.89
Jennette	953.44	840.23	Redfield	21,311.06	16,398.18	Prescott	31,455.11	31,454.59	Evening Shade	5,863.66	5,876.66
Jericho	879.82	966.06	Sherrill	750.49	1,062.03	Rosston	2,759.04	2,490.79	Hardy	9,884.45	9,930.46
Marion	123,462.46	100,218.67	Wabbaseka	2,548.83	3,224.01	Willisville	1,501.24	1,450.58	Highland	13,709.79	14,215.53
Sunset	1,486.72	1,446.66	White Hall	79,027.90	69,866.12	Newton County	54,053.39	49,540.88	Horseshoe Bend	181.49	108.83
Turrell	4,177.36	4,493.40	Johnson County	150,962.77	138,815.44	Jasper	4,675.40	3,086.37	Sidney	2,680.53	2,462.21
West Memphis	220,135.23	213,061.06	Clarksville	111,924.58	101,964.64	Western Grove	3,025.76	2,543.28	Williford	1,102.94	1,020.24
Cross County	603,160.51	563,332.64	Coal Hill	9,783.41	11,243.00	Ouachita County	547,950.95	571,334.56	St. Francis County	458,574.12	415,791.28
Cherry Valley	8,544.82	8,486.16	Hartman	6,156.39	5,765.92	Bearden	9,828.49	11,065.07	Caldwell	11,449.12	10,227.10
Hickory Ridge	3,388.21	3,545.68	Knoxville	7,874.45	8,121.18	Camden	134,407.12	139,550.48	Colt	7,438.12	6,965.48
Parkin	11,799.29	14,404.32	Lamar	20,509.36	17,831.03	Chidester	3,204.39	3,310.36	Forrest City	330,399.80	283,244.44
Wynne	123,550.72	109,080.72	Lafayette County	110,952.14	81,677.35	East Camden	10,107.13	10,664.16	Hughes	26,807.70	26,553.60
Dallas County	182,357.87	161,822.37	Bradley	3,924.51	3,849.34	Louann	1,937.83	1,878.54	Madison	19,268.04	14,170.52
Desha County	142,854.59	136,113.66	Buckner	1,598.87	1,685.62	Stephens	9,752.50	10,205.99	Palestine	12,845.36	12,548.92
Arkansas City	6,529.30	5,267.80	Lewisville	8,866.48	7,845.78	Perry County	182,815.21	130,986.95	Wheatley	7,082.72	6,541.66
Dumas	69,478.05	67,732.99	Stamps	12,190.21	10,377.27	Adona	1,085.36	1,313.56	Widener	5,381.84	5,030.62
McGehee	66,838.55	60,723.65	Lawrence County	422,117.94	370,318.35	Bigelow	2,564.06	1,979.77	Stone County	198,370.94	187,952.38
Mitchellville	5,088.00	5,181.44	Alicia	1,350.76	999.21	Casa	874.11	1,074.73	Fifty Six	2,021.65	2,075.03
Reed	2,257.47	2,475.58	Black Rock	5,573.08	5,334.47	Fourche	407.92	389.67	Mountain View	36,811.90	32,960.63
Tillar	555.69	302.25	Hoxie	24,540.42	22,401.54	Houston	1,041.65	1,087.30	Union County	609,570.13	727,344.38
Watson	3,212.56	3,036.90	Imboden	6,045.37	5,455.34	Perry	1,908.48	1,696.95	Calion	16,836.07	21,204.44
Drew County	491,028.12	475,932.11	Lynn	2,437.04	2,320.73	Perryville	10,001.31	9,176.08	El Dorado	746,393.83	902,860.09
Jerome	394.14	593.83	Minturn	821.79	878.33	Phillips County	209,019.72	199,975.79	Felsenthal	3,198.36	5,195.77
Monticello	138,639.75	144,147.33	Portia	4,005.06	3,521.39	Elaine	10,456.98	9,610.78	Huttig	21,803.47	29,063.07
Tillar	2,299.17	3,106.16	Powhatan	982.37	580.18	Helena-West Helena	197,661.05	185,509.49	Junction City	20,584.53	25,924.44
Wilmar	6,486.93	7,780.64	Ravensden	4,023.95	3,787.31	Lake View	6,909.30	6,691.27	Norphlet	26,507.48	32,705.63
Winchester	2,249.91	2,542.79	Sedgwick	1,539.68	1,224.83	Lexa	4,398.35	4,313.36	Spackover	68,721.11	68,059.14
Faulkner County	1,005,782.31	874,679.22	Smithville	821.79	628.53	Marvell	18,225.40	17,917.13	Strong	17,995.11	24,484.74
Enola	2,641.31	2,663.39	Strawberry	2,531.50	2,433.55	Pike County	218,189.16	207,768.65	Van Buren County	268,353.14	328,469.77
Holland	4,867.32	4,389.08	Walnut Ridge	50,856.68	43,014.18	Antoine	1,507.79	1,332.43	Clinton	35,918.81	29,177.88
Mount Vernon	1,196.06	1,142.58	Lee County	46,305.17	41,142.30	Daisy	1,174.21	1,309.66	Damascus	3,507.42	2,803.41
Twin Groves	2,633.00	2,639.75	Aubrey	1,135.81	1,274.92	Delight	3,842.86	3,177.34	Fairfield Bay	27,873.22	24,165.38
Wooster	8,654.86	6,776.67	Haynes	1,283.04	1,124.93	Greenwood	26,766.60	24,894.88	Shirley	3,550.36	3,263.17
Franklin County	317,102.04	303,236.96	LaGrange	546.87	667.46	Murreesboro	19,948.19	18,688.25	Washington County	1,957,073.76	2,832,819.67
Altus	9,182.44	9,426.36	Marianna	37,597.32	30,860.47	Poinsett County	310,477.27	311,918.17	Elkins	69,135.46	54,011.89
Branch	4,087.23	4,561.04	Moro	1,861.46	1,619.89	Fisher	2,238.68	2,557.15	Elm Springs	36,391.12	35,817.55
Charleston	35,735.59	31,343.20	Rondo	1,714.23	1,484.90	Harrisburg	27,510.92	26,397.16	Farmington	145,564.50	121,853.11
Denning	3,989.03	5,636.75	Lincoln County	165,083.05	153,042.73	Lepanto	21,541.10	21,707.13	Fayetteville	1,803,222.41	1,500,828.92
Ozark	48,908.61	45,784.44	Gould	4,814.92	5,184.43	Marked Tree	28,431.27	29,424.46	Goshen	40,345.01	21,845.44
Wiederkehr Village	690.41	472.26	Grady	2,214.08	2,781.13	Trumann	92,022.29	83,663.62	Greenland	23,281.87	26,394.03
Fulton County	267,599.72	231,440.53	Star City	15,774.39	14,085.28	Tyrnna	8,904.98	8,737.89	Johnson	69,269.81	68,412.34
Ash Flat	754.76	581.10	Little River County	387,036.62	309,039.97	Waldenburg	659.17	699.49	Lincoln	44,030.19	45,873.39
Cherokee Village	5,563.85	4,517.80	Ashdown	57,257.14	46,503.73	Weiner	8,046.81	8,210.42	Prairie Grove	135,219.13	90,278.18
Hardy	239.78	239.28	Foreman	13,128.43	9,954.54	Poik County	334,090.83	332,527.34	Springdale	1,441,115.38	1,309,400.82
Horseshoe Bend	73.47	96.85	Ogden	1,760.31	1,772.32	Cove	9,093.42	9,974.52	Tontitown	82,551.81	50,177.21
Mammoth Spring	6,205.06	5,566.07	Wilton	3,856.56	3,682.49	Grannis	14,139.00	14,465.66	West Fork	44,740.35	47,260.40
Salem	10,459.77	9,314.76	Winthrop	1,558.74	1,890.48	Hatfield	9,834.58	10,783.96	Winslow	7,005.68	7,975.34
Viola	2,391.18	1,919.92	Logan County	381,028.21	347,852.54	Mena	159,320.28	149,800.50	White County	1,443,261.45	1,297,639.68
Garland County	2,772,280.69	2,594,408.22	Blue Mountain	1,003.79	1,234.58	Vandervoort	3,278.20	2,271.68	Bald Knob	39,031.95	40,115.06
Fountain Lake	8,533.22	8,878.10	Booneville	43,447.99	39,725.56	Wickes	18,158.36	19,687.91	Beebe	130,575.97	101,291.55
Hot Springs	292,028.65	286,925.88	Caulksville	1,756.63	2,120.69	Pope County	470,131.70	433,225.28	Bradford	10,493.13	10,509.95
Lonsdale	1,850.36	1,659.13	Magazine	8,440.93	8,432.97	Atkins	52,182.10	52,029.13	Garner	3,265.56	3,932.58
Mountain Pine	10,509.34	13,590.74	Morrison Bluff	889.72	637.20	Dover	24,402.75	23,771.93	Georgetown	1,253.60	1,717.04
Grant County	284,176.21	248,861.35	Paris	36,227.57	35,165.58	Hector	7,501.52	7,762.97	Griffithville	2,398.87	3,115.60
Greene County	410,791.74	405,819.13	Ratcliff	1,904.91	2,011.17	London	17,083.75	17,923.83	Higginson	10,910.99	8,599.05
Delaplaine	860.52	1,612.89	Scranton	2,794.63	2,230.21	Pottsville	57,310.88	48,958.44	Judsonia	28,693.59	27,957.30
Life	5,620.29	6,168.13	Subiaco	4,574.07	5,694.99	Russellville	528,209.16	481,648.94	Kensett	21,667.22	22,820.02
Marmaduke	16,296.14	15,447.59	Lonoke County	380,827.83	361,804.98	Prairie County	107,272.43	103,644.95	Letona	3,714.38	3,531.01
Oak Grove Heights	14,844.01	12,360.86	Allport	1,147.19	1,462.99	Biscoe	4,070.93	4,306.92	McRae	9,533.58	9,443.72
Paragould	397,144.40	363,081.02	Austin	46,154.48	25,926.81	Des Arc	25,426.65	20,371.86	Pangburn	7,738.29	8,322.11
Hempstead County	723,805.84	649,961.38	Cabot	354,415.73	302,471.00	DeValls Bluff	6,940.61	7,344.31	Rose Bud	7,645.43	6,674.30
Blevins	4,149.45	3,633.65	Carlisle	27,119.09	28,165.83	Hazen	19,767.38	17,417.52	Russell	2,847.69	2,990.97
Emmet	259.34	496.02	Coy	1,160.53	1,221.28	Ulm	2,335.78	2,017.02	Searcy	354,986.49	316,517.07
Fulton	1,656.90	2,318.61	England	33,041.81	35,938.79	Pulaski County	1,039,207.42	947,989.25	West Point	2,631.02	2,561.71
Hope	129,978.84	116,449.73	Humnoke	2,921.34	3,612.96	Alexander	4,768.60	4,589.05	Woodruff County	113,532.12	101,325.13
McCaskill	821.25	1,107.40	Keo	2,761.27	3,256.75	Cammack Village</					

MUNICIPAL MART

To place a classified ad in City & Town, please email the League at citytown@arml.org or call 501-374-3484. Classified ads are FREE to League members and will run for two consecutive months from the date of receipt unless otherwise notified. FOR NON-MEMBERS, classifieds are available for the rate of \$0.70 per word and will run for one month unless otherwise notified. Once we receive the ad, we will send an invoice. The ad will run once payment is received.

ASSISTANT DIRECTOR OF FINANCE—The city of Eureka Springs is seeking an assistant director of finance to work with the city finance director to help lead and manage all aspects of the city's financial operations. Responsibilities will include but not be limited to: Develops and maintains timely and accurate financial statements and reports in accordance with generally accepted accounting principles (GAAP) and the Governmental Accounting Standards Board (GASB). Financial planning and forecasting. Management of all accounting, finance and treasury functions for the city. Applicants should have a bachelor's degree in accounting, finance or business and a minimum of seven years of experience in accounting role. Minimum three years in government accounting and management. For a complete job description, contact HumanResources@eurekaspringsar.gov. Applicants who are interested in applying should send their resume, cover letter and contact information to HumanResources@eurekaspringsar.gov.

ASSOCIATE STAFF ATTORNEY—The city of Rogers is seeking applications for a staff attorney. Salary range begins at \$55,754 DOE. General description of position: The associate staff attorney is responsible for the prosecution of misdemeanor and traffic cases in Rogers District Court and also represents the state of Arkansas/city of Rogers on district court cases that are appealed to the Benton County Circuit Court. Education and experience: Professional degree (J.D., Ph.D., M.D., etc.) plus 3 years related experience and/or training, and 19 to 23 months related management experience, or equivalent combination of education and experience. Required certificates, licenses, registrations: Must be licensed to practice law in the state of Arkansas and licensed to practice in the Western District of Arkansas and Eighth Circuit Court of Appeals. For full job description and to apply, please visit the city of Rogers website: www.rogersar.gov/jobs.aspx.

IT DIRECTOR—Fort Smith seeks applicants for the position of IT director. The IT director reports directly to the city administrator and is responsible for management strategies to maintain the accessibility, functionality, and security of all computer resources. The IT director is also responsible for the Geographic Information Systems (GIS) unit as well as project management and training support for technology-based projects undertaken by the various city departments. The director serves as the liaison between internal and external users of information technology. Minimum qualifications: bachelor's degree from an accredited four-year college or university in computer science, mathematics, GIS, engineering or a related field, or an equivalent combination of verifiable education and experience; at least 12 years of experience in an IT leadership role; and a minimum of five years of supervisory experience. Preferred qualifications: master's degree in computer science, mathematics, GIS, engineering or a related field; 15 or more years of experience in an IT leadership role; seven years or more of supervisory experience; IT experience in the public sector; and residence within a 30-minute drive to IT offices to limit response time for after-hours calls for service. The annual salary range for this position is \$92,955.20 to \$139,422.40 DOE. Please apply online. For more information contact Gary Holland, senior vice president, SGR at GaryHolland@governmentresource.com, 405-269-3445.

PARKS & RECREATION DIRECTOR—The city of Beebe is accepting applications for a full-time parks and recreation director. The parks and recreation director position is a key leadership position responsible for all the operations, activities, and policies of the department. The director will administer the initial development of park management protocols and, subsequently, the ongoing management of all aspects of park operations for the city of Beebe, including general maintenance, facility management, property management and public safety. The director will be responsible for both the daily operations, as well as long-term planning for future operational needs for the Parks Department to include development, marketing, implementation and supervision of both the athletic and recreational programs. For a full job description or to apply online please visit www.beebeark.org/employment-opportunities. Applications are also available at Beebe City Hall, 321 N. Elm Street, Beebe, AR 72012. Applications will be accepted until the position is filled. EOE.

POLICE CHIEF—Junction City is accepting applications for a new police chief. Must be a certified police officer with leadership experience. Should have minimum of five years of law enforcement experience. Please submit resumes to City of Junction City, P.O. Box 787, Junction City, AR 71749, email cityofjunctioncity@yahoo.com or fax 870-924-4023.

POLICE OFFICER—The city of Magnolia is accepting applications for full-time police officers. Minimum qualifications: Must be 21, high school diploma or GED, pass a background check and drug screening, no felony convictions and have a valid driver's license. Benefits include insurance, paid vacation/holidays/academy training, and retirement. Applications are available at MPD, 103 Harvey Couch Blvd., or Magnolia City Hall, 201 E. North. Please send resumes to P.O. Box 1126, Magnolia, AR 71754.

POLICE OFFICERS—The Berryville Police Department is now accepting applications for full-time police officers. Applications and job descriptions can be picked up at the Berryville Police Department at 303 East Madison Avenue, Berryville, 870-423-3343.

STAFF ATTORNEY—The city of Rogers is seeking applications for a staff attorney. Salary range begins at \$73,319 DOE. General description of position: The staff attorney represents the city of Rogers in all legal matters before state and federal courts, will assist the senior staff attorney in advising the mayor and city council on legal issues. Reviews, drafts and edits any legal documents or pleadings as assigned. Assists in providing leadership and strategic guidance to high-level departments within the city. Education and experience: Professional degree (J.D., Ph.D., M.D., etc) plus 6 years related experience and/or training, and 3 years related management experience, or equivalent combination of education and experience. Required certificates, licenses, registrations: J.D with three years of relevant experience. Licensed in the state of Arkansas and licensed in the Western District of Arkansas and the Eighth Circuit Court of Appeals. For full job description and to apply, please visit the city of Rogers website: www.rogersar.gov/jobs.aspx.

TREASURER—The City of Carlisle is now accepting applications for the position of treasurer. Interested persons should submit an application to the mayor's office no later than 8 a.m. on Tuesday, December 14. The treasurer is responsible for the maintaining the city's accounting records and systems and directing its financial operations. While a degree in accounting or finance is preferred, equivalent combinations of education and experience will be considered. Benefits include paid health insurance, APERS retirement, paid holiday, vacation and sick leave. For more information, please visit the city's website at www.carlislear.org/employment.htm. Resumes will be accepted but should be accompanied by a city application. The City of Carlisle is an EOE and drug-free workplace.

TRUCK DRIVER/EQUIPMENT OPERATOR—The city of Magnolia is accepting applications for a full-time truck driver/equipment operator. Minimum qualifications: high school diploma or GED, valid CDL and clean MVR, heavy machinery operation experience, pass a drug screening. Benefits include insurance, paid vacation/holidays and retirement. Applications are available at Magnolia City Hall, 201 E. North. Please send resumes to P.O. Box 1126, Magnolia, AR 71754.

WASTEWATER OPERATOR—The city of Magnolia is accepting applications for a full-time wastewater plant operator. Minimum qualifications: high school diploma or GED, Class 1 Operator License and pass a drug screening. Benefits include insurance, paid vacation/holidays and retirement. Applications are available at Magnolia City Hall, 201 E. North. Please send resumes to P.O. Box 1126, Magnolia, AR 71754.

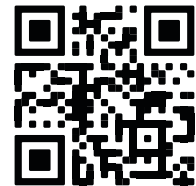
WATER DISTRIBUTION OPERATOR—The city of Magnolia is accepting applications for a full-time water distribution operator. Minimum qualifications: high school diploma or GED, Class 1 Operator License and pass a drug screening. Benefits include insurance, paid vacation/holidays and retirement. Applications are available at Magnolia City Hall, 201 E. North. Please send resumes to P.O. Box 1126, Magnolia, AR 71754.

WATER TREATMENT PLANT OPERATOR—The city of Magnolia is accepting applications for a full-time water treatment plant operator. Minimum qualifications: high school diploma or GED, Class 1 Operator License and pass a drug screening. Benefits include insurance, paid vacation/holidays and retirement. Applications are available at Magnolia City Hall, 201 E. North. Please send resumes to P.O. Box 1126, Magnolia, AR 71754.

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