

# City & Town

AUGUST 2022 VOL. 78, NO. 08

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE







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Cover photo by Andrew Morgan.



**ON THE COVER**—Sherwood Mayor Virginia Young was named the League’s 2022-2023 president at the 88th Convention in June. Get to know her and the steadily growing central Arkansas city inside beginning on page 18. Read also about Crossett’s partnership with ARDOT to improve the city’s Main Street corridor, the effects of inflation on local budgets and more, all inside. This issue also includes *Policies & Goals 2022-2023*, the League’s guiding document for the coming year that was adopted at this year’s Convention.—atm

## Features

- 16 Crossett, ARDOT partner up on Main Street**  
The city of Crossett and the Arkansas Department of Transportation worked together to improve the city’s Main Street, which is also a state highway. Other cities with similar needs could take the same route.
- 18 Teamwork drives success for Sherwood mayor**  
Sherwood Mayor and League 2022-2023 President Virginia Young credits teamwork for the many successes in the growing city, where leaders have worked to maintain its hometown feel while the population has surged in recent decades.
- 26 Inflation a mixed bag for city budgets**  
Budgeting conservatively, federal aid and higher sales tax revenues have helped cities and towns weather historic inflation, high gas prices and labor shortages, municipal leaders report.

## Special Insert

***Policies & Goals 2022-2023***  
The League’s guiding document, published annually, *Policies & Goals 2022-2023* features the resolutions adopted during the annual business meeting, describes the League’s programs and services, and includes the constitution of the Arkansas Municipal League.

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Dear public officials and friends,

It's hard to believe that August is here and students and teachers are returning to school. It seems that each year the summer passes more quickly than the previous one. Regardless of my age, I have always relished the summer months, even though this past month was a scorcher! Heat aside, Arkansas is a beautiful state in which to enjoy summer. I trust that each of you are taking advantage of the many opportunities here in Arkansas.



Our League year is moving quickly as well. I want to thank each of you who has volunteered to serve on various advisory councils. Your input and service are vital to our organization.

We are creating a task force to help move this year's initiative of mental health-care awareness forward. If you are interested in participating, we would love to hear from you. More information will be coming soon. The cybersecurity initiative will continue to be a priority as well.

The League's annual planning meeting will be held August 24-26 in Sherwood. We are excited to host the event. We appreciate each of our officers, past presidents, executive committee members and advisory council chairs who will be taking the time to attend. Many important decisions for the upcoming year will be discussed.

Please be sure to reach out and share any events that your city or town has coming up. Sherwood Fest is set for Saturday, September 24. I would be happy to assist you in signing up to participate in the 5K race that morning, sponsored by our Sherwood Rotary Club. If running is not your pace, we also have a disc golf tournament taking place on our newly completed disc golf course. No matter your interests, the day will be filled with something for everyone.

Purposely in His service,

A handwritten signature in black ink that reads "Virginia R. Young". The signature is fluid and cursive.

Virginia R. Young  
Mayor, Sherwood  
President, Arkansas Municipal League

# ARKANSAS MUNICIPAL LEAGUE OFFICERS

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**NOTE:** Names submitted for positions on committees, councils and boards received after the issue printer date will appear in the next issue of *City & Town*.

# From the Desk of the Executive Director

AUGUST?! ALREADY?!

Vacations are over...back to school and football!



I absolutely cannot believe it's August. How in the world have we blown through seven full months already?! It just cannot be. It seems like it was just yesterday that we celebrated the new year, dealt with the Omicron variant,<sup>1</sup> cheered during March Madness,<sup>2</sup> celebrated my birthday,<sup>3</sup> enjoyed spring (and a winter conference), started summer, saw each other at convention and then endured who knows how many days of 100-degree heat.<sup>4</sup> Good grief. It'll be Thanksgiving and Christmas before we know it. I'm reminded of a great song, "Feelin' Groovy" by Simon & Garfunkel. "Slow down, you move too fast. You gotta make the mornin' last."<sup>5</sup> We really do need to slow down, particularly in this horrible heat. Just a little side note here. The local controller is looking at me incredulously. No words from her, just The Look.<sup>6</sup> I suspect the mentioning of my birthday and a musical group from the 1960s was enough to send her over the edge.

Moving on. Vacations! Again, The Look. I'm ignoring it for now and pressing forward! Vacations! I'm a firm believer in taking time off from work and spending time with family. It's food for the soul. The great Lee Iacocca<sup>7</sup> was a fan of vacations. He said, on many occasions:

"Over the years, many executives have said to me with pride: 'Boy, I worked so hard last year that I didn't take any vacation.' I always feel like responding, 'You dummy. You mean to tell me you can take responsibility for an \$80 million project and can't plan two weeks out of the year to have some fun?'"<sup>8</sup>

I had the great fortune of setting aside most of the last two weeks in July to enjoy my family. The local controller and I rented accommodations near ours on Lake Hamilton and asked our family members to come visit when it fit their schedules. My brother Pete and his wife Jane joined us for several days and they had a one-day overlap with our daughter Bliss, son Colin and his girlfriend Emily. We had a blast! Franz and his girlfriend Jess joined us a day later. Such great memories. A few days later, Alison's brother Byrne, his wonderful bride Dyan and their precocious, adorable 4-year-old son Ryder joined in the fun as did a longtime friend of Byrne and his wife. Fun was had by all, but I believe Ryder may win the prize for biggest continued smile. He went "tubing"<sup>9</sup> for the first time in his life. I can still hear him yelling, much to his mother's chagrin, "FASTER! HIT THE BIG WAVES!" His cackles could be heard in Malvern! Pure delight is the best way I can describe it. Truth be told, Ryder and

<sup>1</sup> The newest variant, and perhaps the most contagious, is the BA.5. I don't know about you but that sounds like a great muscle car to me! <https://bit.ly/3zQiB9L>. By the way I collect Hot Wheels but only of the muscle car variety, mid-1950s to mid-1970s. As a kid my brother and I had Matchbox Cars, but they were ultimately subsumed by Hot Wheels. <https://bit.ly/3vvtivR>

<sup>2</sup> See last year's March column for a full explanation of March Madness. <https://bit.ly/3Jt0JFd>

<sup>3</sup> Not that you asked, but it's April 3, 1960. Yes, I'm old.

<sup>4</sup> 1980 is widely regarded as one of, if not the, hottest summers on record with a great many 100-degree days. As of the writing of this column we've not broken the record, but I have a feeling we might.

<sup>5</sup> Oddly, the actual title to the song is the "59th Street Bridge Song (Feelin' Groovy)." Not very catchy. The folk duo Simon & Garfunkel recorded the song for the 1966 album *Parsley, Sage, Rosemary and Thyme*. Paul Simon wrote the song and playing on the studio/album version are Dave Brubeck Quartet members Joe Morello and Eugene Wright. <https://bit.ly/3cPnYNu>

<sup>6</sup> Every spouse is familiar with The Look. While differing slightly due to facial structure and such there's not a person on the face of the earth who isn't familiar with their spouse's look and the encroaching fear that accompanies it. Brrrrr! The chill in the air is palpable!

<sup>7</sup> Iacocca was born Lido Anthony Iacocca in the Allentown, Pennsylvania, in 1924 and died in Los Angeles at age 94 in 2019. He served as the president of Ford Motor Company and later as the chairman of Chrysler. <https://bit.ly/3SgArj>

<sup>8</sup> <https://bit.ly/3zusyZ5>

<sup>9</sup> Of course, the tubing of today isn't anything like what I did in high school and college. I rode many a river on an actual innertube from the tire shop. I'm sure many of you did as well. There are still plenty of places to rest and ride on a traditional tube regardless of what it's made from or for. However, I suspect most of you think of tubing in today's terms. A large canvas and rubber platform with or without seats, complete with hand holds to help the rider stay on while being whipped around and pulled by a boat. If Ryder the rider (see what I did there?!) had his way we'd have been at full speed ALL THE TIME! [https://en.wikipedia.org/wiki/Tubing\\_\(recreation\)](https://en.wikipedia.org/wiki/Tubing_(recreation))



Byrne were joined by Byrne's buddy on the three-person towable. Ryder was smack dab in the middle. The only nervous one was Byrne! That of course made me drive the boat a tad faster and look for all the "big waves" I could find...and hit!

The local controller loves her nephew so I'm only getting a partial version of The Look. However, knowing the storm that is brewing I shall move on with the point of this column, right after I address school and football. Boom! The Look returns in full force and I'm pretty sure I hear the tornado sirens. Well at least the siren comment got a smirk. Just a wee tiny smirk but it's better than The Full-On Look.

In the blink of an eye kids will be headed back to school, be it pre-school, kindergarten, grade school, middle school (junior high school in my day), high school, trade school or college. With that return means some municipal jobs get a tad harder. Traffic flow increases from light to very heavy. Pedestrian walkways get a whole lot more use. Your law enforcement folks will be working more wrecks<sup>10</sup> and helping with school crossings, ball games, parades and a host of other things. Your fire departments will see increased training and assistance with school fire drills and safety classes. Town hall will be as busy as ever, that's for sure. With school starting, the much-anticipated football season will kick off soon thereafter. Kick off! Get it?! Oh boy you should hear the mumbling from the controller. "Dad jokes and puns. It's always dad jokes and puns!" I will be cheering on my Jonesboro High School Golden Hurricane squad, the Arkansas State University Red Wolves, the Razorbacks of the U of A and, of course, (angelic music playing in the background) the world's greatest football team: The Green Bay Packers playing on the hallowed grounds of Lambeau Field! I have a tear in my eye. She just blurted out: "I'll give you a tear in your eye." Happy wife, happy life!

One of the unique things about August 2022 is the beginning of the end of the Arkansas opioid epidemic. A *big* statement. I'm not much on predicting the future but given everything I'm about to tell you I believe you'll share in my optimism. I'm finishing this column on August 1. That's an important date. Please remember it. Today the local controller and I will meet with my good friend and colleague Chris Villines, the executive director of the Association of Arkansas Counties.<sup>11</sup> We will begin the process of constructing a public messaging campaign regarding the use of the settlement monies derived from our hard-fought legal battle with the opioid industry over the past four years. Chris and I know our limitations, so we'll be meeting with a PR professional who is as well known to us as we are to her. Today is the public birth, if you will, of a movement to heal from the terrors, death and desperation of prescription opioids, heroin and fentanyl. In the weeks prior to today's meeting, the League and the AAC have met on numerous occasions regarding the hands-on work that will be necessary to carry out this ambitious plan. The partnership between the League (499 cities and towns) and the AAC (75 counties) represents an unprecedented and united front of local government in Arkansas and across the nation. The Arkansas Opioid Recovery Partnership will make a difference for all of us. During our meetings it became clear we needed an experienced person to help lead this effort. We found that person and I take great pride in telling you that Kirk Lane has joined our team as the director of this massive undertaking to create a statewide plan for the appropriate disbursement of the settlement monies. We've met with Kirk and others at the state government level to get organized and ready to go when the proceeds arrive.

Kirk's name may be familiar to you. He has served as Arkansas' state drug director since Governor Hutchinson appointed him in 2017. He's also a local government person. Kirk spent 20 years with the Pulaski County Sheriff's Office and was the city of Benton's police chief from 2009 until his 2017 appointment. Kirk will share an office with another great League and AAC partner, the Arkansas Center for Health Improvement.<sup>12</sup>

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<sup>10</sup> Here's a little Hayes kiddo trivia. When Bliss turned 16, she plowed into the rear end of a brand-new Acura. She called in hysterics asking us to come and get her. The only problem, she didn't know where she was. When we finally did arrive Alison asked Wells what happened. His response was classic Wells: "I dunno. I was asleep." When Colin turned 16, while driving to school one morning with none other than Wells riding shotgun, he rear-ended a sedan. He and Wells called me soon thereafter. "Don't worry Bossman, nobody got hurt," was their opening phrase. That'll get your heart started. A side note: The lady who was struck called me later that evening to report how polite, earnest and concerned Colin was about her that she barely remembered her bumper laying in pieces on the pavement. Asked what happened Wells again replied, "I dunno. I was asleep." Not to be outdone by his older siblings, Wells smashed into the rear end of a brand-new Toyota Tacoma, totalling both vehicles. I didn't inquire if he was asleep or not. Some of you are asking about the fourth kiddo, Franz. Well, he didn't drive until he was 18. No story to tell. Well, that's not true but I'm getting The Look, the arms folded and toe tapping from the controller. Best to move along.

<sup>11</sup> <https://www.arcountries.org/>

<sup>12</sup> <https://achi.net/>

Together we've brought great minds and organizations together in what I believe will be a model for the rest of the country to follow.

As always, you will be the tip of the spear. Your leadership and knowledge of your communities will play an integral role in shaping the partnership's work. Please be responsive to our communications. When Kirk and his team ask for information it's because it's needed to properly construct a plan of action. I will begin by asking that you send me contact information of those entities and people in your city or town that are actively engaged in this fight. Please include cell phone numbers and a brief description of what they or their organizations do, how they're funded and anything else you believe pertinent.

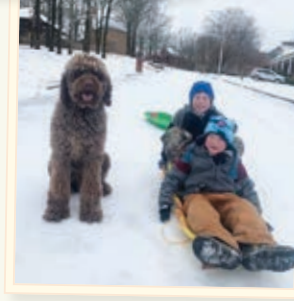
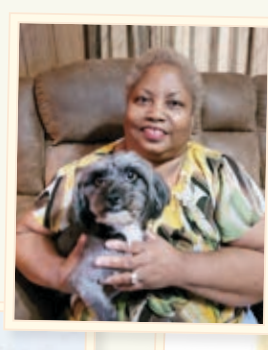
One final and very important word on this collaborative effort. If you attended the 88th Convention in June or have seen the cover of the July issue of *City & Town*, you'll be familiar with Jerome Tapley. Jerome has served as the lead attorney for you, the cities, towns and counties of Arkansas, in our legal actions to address the opioid epidemic. Jerome's dedication to this fight has been nothing short of phenomenal. He held a role in the national settlement discussions despite having one of the smallest clients in terms of population. Just think about cities like New York or Los Angeles, both of which are bigger than our entire state. Jerome was there, in the thick of it, watching out for us. His ideas and action to bring the most complete and unique litigation on this subject in the entire country has paid dividends for Arkansas and will for years to come. Most of you know that Alison's son Wells, my stepson, died from a fentanyl overdose in April 2020. We have taken this fight on because we don't want to see another family go through the trauma and pain we did. To that end, my family has the deepest regard for Jerome, certainly as a lawyer, but mostly as person. He's a man of great character and faith, and he is loved by the Hayes family. Please remember there are people you know who are suffering. Please extend your hand to them as Jerome has to Arkansas and to the Hayes family.

Until next month, Peace.



Mark R. Hayes  
Executive Director  
Arkansas Municipal League

P.S. A few of the League's furry family members didn't make it into last month's issue! Please enjoy the bonus adorableness!







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Kevin Beaumont, C Eng MICE  
Transportation Department Head/Principal

## Who we are ...

"Throughout my Civil Engineering career in both the US and the UK, I have been focused on improving quality of life and connectivity within the communities I have serviced, while also demonstrating responsible guardianship of the natural environment that has been gifted to us. We live in a beautiful natural state and I am eager to preserve it. I am passionate about creating safer, more aesthetically pleasing facilities by way of roundabouts and multiuse trail systems. The ultimate reward comes when I see people enjoying the very amenities that I have helped bring into being."

Kevin loves being outdoors and close to nature. He frequently gets to do this while enjoying his passions of mountain biking, watersport on Beaver Lake and overseas travel.

## **Trendsetter City Awards 2022 now accepting applications**

Presented by Arkansas Business Publishing Group and Crews & Associates in partnership with the Arkansas Municipal League, the Arkansas State Chamber of Commerce, Associated Industries of Arkansas and Crafton Tull, the Trendsetter City program is designed to honor cities that are leaders in innovative programs and initiatives for improvement and growth. Award recipients are recognized at the League's annual Winter Conference. Winners will be recognized in the following categories:

- **Infrastructure/Water:** Recognizes cities and towns that have found innovative ways to preserve existing infrastructure and minimize repair costs or time including underground utilities, streets, public waterways, wastewater and more.
- **Education/Workforce Development:** Recognizes unique programs that are improving graduation rates, raising education standards in K-12 or developing a more qualified workforce for employers.
- **Public Works (combined category):** Recognizes environmental and green management, planning and land use, parks and recreation, energy resource management and public safety programs.
- **Technology and Security (new for 2022):** Recognizes advances in local broadband to improve education and access, using technology to improve city communications or to improve cybersecurity.
- **Diversity and Inclusion (new for 2022):** Recognizes steps taken to promote diversity and inclusion that empowers citizens and creates opportunities for minority populations.
- **Tourism Development/Creative Culture:** Recognizes cities and towns that are building unique venues, attractions, museums and more to attract tourism and improve the quality of life of citizens.

The competition is divided into three population categories to allow cities to compete with other cities of comparable size. The population categories are: cities less than 5,000 population, 5,000-20,000 population and more than 20,000.

Each city can submit one award application in each award category. Entries must describe programs or projects brought to conclusion or showing significant results between July 2018 and July 2022. An official entry application must be submitted for each project. Entry forms must be received in the *Arkansas Business* office by 5 p.m. August 31 or be postmarked on or before that date. Entry forms should be submitted to: Kelli Roy, Arkansas Business Publishing Group, 114 Scott Street, Little Rock, AR 72201; or emailed to [kroy@abpg.com](mailto:kroy@abpg.com). Winners will be notified in September 2022. For more information and an application, please visit [www.arkansasbusiness.com/trendsetter](http://www.arkansasbusiness.com/trendsetter).

## **KAB releases spring cleanup results, opens registration for fall Great Arkansas Cleanup**

The Keep Arkansas Beautiful Commission (KAB) on July 18 announced the end-of-campaign results for its spring cleanup initiative, the Great American Cleanup in Arkansas. More than 9,000 Arkansans volunteered to improve their communities by removing 144.2 tons of litter during 308 cleanup events across the state.

Every year, KAB organizes the statewide event that begins on March 1 and continues through May 31.

"We saw outstanding numbers of volunteers across the state this year," said Robyn Taylor, volunteer program manager at KAB. "We are proud of the overwhelming involvement we received from Arkansans who have taken responsibility for keeping their communities clean, litter free and beautiful."

In addition to litter removal, volunteers also removed 395.8 tons of waste across 855.29 miles of roadside, 417.30 miles of waterway and shorelines, and 758.04 acres of parks and public areas. During these cleanups, 4,773 tires were collected and 3.2 tons of electronics were recycled. Volunteers also planted 2,643 trees, shrubs and flowers in Arkansas.

Registration is now open for KAB's annual fall event, the Great Arkansas Cleanup, which takes place from September (the first Saturday after Labor Day) through October. To participate or get resources to organize an event in your community, please visit <http://bit.ly/KAB-CLEAN>.



## 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. 🏠

## Meeting Calendar

**November 15-16, 2022**, National League of Cities, City Summit

**January 11-13, 2023**, Arkansas Municipal League Winter Conference

## Obituaries

**ROBERT "BIT" JOHNSON, Jr.**, 82, who served as fire chief, a first responder and auxiliary police officer for the town of Etowah, died June 15. He also served on the town council for 22 years before retiring in 2018.

**SCOTT MEREDITH**, 60, a Humphrey police officer with 31 years of service in law enforcement, died May 10.

**MIKE VONREE**, 74, who served the city of Gravette in various roles for more than 25 years, including 10 years on the city council, died April 16. He also served on the planning commission, the Gravette Historical Museum Commission, and from 2010 until early 2022 he served as Gravette's clerk/treasurer.



# Summaries of Attorney General opinions

## Recent opinions that affect municipal government in Arkansas

From the office of Attorney General Leslie Rutledge

*Three recent opinions address online publication of legal notices. Resolving issue would require “express legislative action,” the AG opines.*

### Opinion: 2021-065

Requestor: Danny Watson, State Representative

Q1) Is there a newspaper of general circulation in Little River County for purposes of Ark. Code sections 14-14-104, -105; 14-14-905; 14-14-917; 14-16-105; 14-16-106; 14-21-102; 14-22-101; 22-9-2, -3; 26-36-203; 26-37-102; and 26-37-107? Q2) Is there a newspaper of general circulation in Little River County for purposes of Ark. Code section 16-3-101 et seq.? Q3a) If so, does the *Little River Post* newspaper qualify as a newspaper of general circulation in Little River County? Q3b) If so, does the *Texarkana Gazette* newspaper qualify as a newspaper of general circulation in Little River County? Q4) Can a county official or litigant rely upon online newspapers for required publications under the foregoing laws? Due to the digitization of newspapers online, do online newspaper publications count as circulation of a newspaper of general circulation? Q5a) Could a county by ordinance identify a county website or county affiliated website as public location for purposes of posting in public places under Ark. Code section 14-14-104(b)? Q5b) Could a county by ordinance identify a county website or county affiliated website as public location for purposes of posting in public places under Ark. Code section 16-3-101 et seq.?

**RESPONSE:** In response to your first two questions, whether a particular newspaper qualifies as a newspaper of general circulation requires a factual determination, and I lack sufficient facts to provide a definitive answer here. Similarly, whether a publication qualifies as a “legal newspaper” also depends on certain facts. Therefore, no response is necessary to both parts of your third question. I also cannot provide a definitive answer to your fourth question given the state of Arkansas law. Only express legislative action will resolve this question. As to both parts of your fifth question, the answer is a qualified “yes.” But whether a court would accept a county’s designation of a website as a “public place” will ultimately be a factual question.

### Opinion: 2021-067

Requestor: Ronald Caldwell, State Senator

Q1) Whether there is a newspaper of general circulation in Woodruff County for purposes of publications required by counties under: Ark Code sections 14-14-104; 14-14-105; 14-14-905; 14-14-917; 14-16-105; 14-16-106; 14-21-102; 14-22-101; 22-9-203; 26-36-203; 26-37-102; and 26-37-107? Q2) Whether there is a newspaper of general circulation in Woodruff County for purposes of legal notices in court such as required under Ark Code section 16-3-101 et seq.? Q3) Can a county official or litigant rely upon online newspapers for required publications under the foregoing laws? Q3a) Due to the digitization of newspapers online, do online newspaper publications count as circulation of a newspaper of general circulation? Q4) Could a county by ordinance identify a county website or county affiliated website as a public location for purposes of posting in public places under Ark Code section 14-14-105? Q4a) Could a county by ordinance identify a county website or county affiliated website as a public location for purposes of posting in public places under Ark Code section 16-3-101 et seq.? **RESPONSE:** Regarding questions 3 and 4, I have addressed them in Op. Att’y Gen. 2021-065, a copy of which is enclosed for your convenience. With respect to questions 1 and 2 however, while Opinion 2021-065 did not provide a definitive answer whether the county referenced therein had either a “newspaper of general circulation” or a “legal newspaper” as defined by statute, under the facts as you have presented, it is clear that Woodruff County has neither a newspaper of general circulation nor a legal newspaper.

### Opinion: 2022-003

Requestor: Breanne Davis, State Senator

Q1) What are the requirements for an online news outlet to be eligible to publish legal notices? Q2) If *River Valley Now* obtains second-class mailing privileges and mails printed copies of their online news to subscribers who pay for it (their news is free to their readers but they have local businesses who advertise/sponsor and could qualify as subscribers), would they meet the standard? **RESPONSE:** With regard to your first question, online news publications are generally ineligible to publish “legal notices” required by state law. Express legislative changes would be needed. As to your second question, I lack sufficient information given the limited criteria you provide to be able to provide a definitive answer.

*To read full Attorney General opinions online, visit the “Opinions” page at [www.arkansasag.gov](http://www.arkansasag.gov) or email [oag@arkansas.gov](mailto:oag@arkansas.gov).*



# Fidelity bond coverage for municipalities available via state program

By Cindy Frizzell, League staff

Each year, the Arkansas Municipal League is asked if we offer fidelity bond coverage. The answer is no, but we want to ensure all municipalities know that they have fidelity bond coverage through the Arkansas Insurance Department's (AID) Self-Insured Fidelity Bond Program administered by the Governmental Bonding Board. This program covers actual losses sustained by the participating entity through any fraudulent or dishonest act committed by any official or employee for an amount not exceeding the lesser of \$300,000 or the amount of the loss. Premiums for this bond coverage are determined by the state risk manager and approved by the board. These premiums are paid by the state treasurer from funds withheld from the Municipal Aid Fund. There is a \$2,500 deductible per occurrence. A coverage certificate for your municipality can be obtained by contacting the Risk Management Division at 501-371-2690 or via email at [insurance.risk.management@arkansas.gov](mailto:insurance.risk.management@arkansas.gov).

The AID has also compiled a list of individuals who previously worked for governmental entities who no longer have fidelity bond coverage due to past claims coming before the board. The board wanted governmental entities to have a resource available to identify any current or prospective employee who will not have fidelity bond coverage through the state program. Any fraudulent activity causing loss committed by anyone on this list will not be a covered claim as they have been removed from fidelity bond coverage. To view the list, visit the Fidelity Bond Program page on AID's website and click the "Coverage Cancelled for Employees and Officials" link: <https://bit.ly/3OImlfaa>.

While the League hopes that our members won't need this coverage, we want to be sure that you have this information should you ever need coverage. Please feel free to reach out to Cindy Frizzell, the League's director of finance and program rates, at [cfrizzell@arml.org](mailto:cfrizzell@arml.org) or 501-537-3780 with any questions. 🍷

## Filing dates approaching for municipal office seekers

The **November 8, 2022**, general election is right around the corner, and several important filing dates are approaching for those seeking municipal offices.

### Mayor-council form of government

Candidates for municipal office in cities and towns with the mayor-council form of government must file with the county clerk a petition, political practices pledge and an affidavit of eligibility between **August 3, 2022**, and noon on **August 10, 2022**.

### City manager form of government

A municipal candidate in a city manager form of government must file a petition, political practices pledge and an affidavit of eligibility between **July 29, 2022**, and noon on **August 19, 2022**.

### City administrator form of government

The nonpartisan primary for municipal candidates in a city administrator form of government will be held

**August 9, 2022**. Candidates in a city administrator form of government seeking election in the November 8, 2022, general election must have filed a statement of candidacy, a \$10 fee and a petition between **May 11, 2022**, and **May 26, 2022**.

- **November 8, 2022**—General election and nonpartisan runoff election.
- **December 6, 2022**—General runoff election.
- **January 1, 2023**—Candidates elected take office.

### Key resources

For an in-depth look at candidate guidelines for local, state and federal office and the state statutes that govern their elections, see the 2022 handbook *Running for Public Office: A "Plain English" Handbook for Candidates*, a publication of the State Board of Election Commissioners, the Arkansas Ethics Commission and the Office of the Secretary of State. The handbook is available for download at [www.sos.arkansas.gov](http://www.sos.arkansas.gov). The site also features downloadable filing forms for candidates, district maps and other important information. 🍷



Crossett Mayor Crystal Marshall, center, cuts the ribbon on the newly improved Main Street/Highway 133.

## Crossett partners with ARDOT on Main Street project

By Steve Napper, attorney for the State Aid Street Committee

The city of Crossett held a ribbon cutting in July for the overlay of 2 miles of their Main Street, which is also known as Highway 133. This was a result of Crossett Mayor Crystal Marshall working with the folks at ARDOT to advance this project, which would likely not have occurred for another five to 10 years. The city agreed to turn a portion of Highway 133 into a city street in exchange for the improvement of Main Street. Even better, ARDOT also improved Highway 133 as part of the process. I was involved with this project from the outset and Lorie Tudor, Jared Wiley and others at ARDOT could not have been better partners. As a result of the success of this project I believe that other municipalities could similarly benefit.

After the State Aid Street Program was founded in 2013 the State Aid Street Committee discovered that many municipalities wanted to improve their main or

primary street but funding was precluded under the law because that street was also a state highway. However, as part of the Crossett project, Mayor Marshall and I became aware that ARDOT was very much interested in converting state highways into city streets and would expedite the project to make it happen. Once converted the city street would then be eligible for State Aid Street Funds if needed.

If your city or town has a state highway that also serves as your main or other important street and is in bad repair, the Crossett example may work for you. You may contact me at [steve.napper@hmflaw.net](mailto:steve.napper@hmflaw.net) or 501-681-7755 and I will review your proposed project and work with you to take it to ARDOT. You may also contact Mayor Crystal Marshall at 870-415-0014 and she will be happy to discuss her positive experience with ARDOT and her beautiful new Main Street. 🍷



# North Little Rock to host 2022 Destination Downtown conference

The 2022 Destination Downtown conference will be held September 14-16 in downtown North Little Rock. A partnership among Main Street Arkansas, Louisiana Main Street and the Mississippi Main Street Association, Destination Downtown is the South's premier downtown revitalization conference.

The conference attracts Main Street executive directors, board members, city officials, merchants, property owners and others who gather to share ideas on building sustainable downtown communities. Held annually for more than 20 years, the conference rotates among the three states and local Main Street communities where it is hosted each year.

Destination Downtown is open to anyone with an interest in the economic revitalization of historic downtown commercial districts and is designed so that attendees learn from their colleagues as well as from experts in the field. The agenda includes a variety of tours, concurrent sessions, networking events and more. For more information and to register, visit <https://bit.ly/3vpeFdz>.



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Sherwood Mayor Virginia Young accepts her nomination as the 2022-2023 League president at the 88th Convention in June.

## Sherwood mayor credits teamwork for city's continued growth

By Andrew Morgan, League staff

**M**anaging growth and increasing connectivity continue to be top priorities for Sherwood Mayor Virginia Young, who during the 88th Convention in June was named the Arkansas Municipal League's 2022-2023 president. Young first served the League as a 2011-2012 District 2 vice president during her first term as mayor. Now entering the final six months of her fourth term, Young has strived for consistency over the years, she says, and she brings her experience and passion for service to her League presidency as well.

In addition to helping implement the League's policies, goals and legislative priorities for the coming year, including during the 2023 general session of the Arkansas Legislature, Young aims to focus on the issue of mental health during her presidency, she says.

While mental health issues have always been there, they've been amplified, particularly during the

COVID-19 pandemic. "I think we've seen that we were designed to be interactive with people," Young says. "As a result of what we've experienced in our society in the last two years, a lot of people have been more isolated, and I think we're seeing the results of that in our children, in our older adults too. We need companionship, we need interaction. I think we've missed out on a lot of that and it's exacerbated a lot of situations."

She has been working with League leadership to establish a task force to explore what cities and towns can do to address mental health needs in their communities. The task force will also examine the relationship between the opioid crisis and mental health in Arkansas. The partnership between municipalities, the counties and state in the historic opioid litigation brings with it the opportunity to use settlement money to address both issues, Young believes.



Young grew up on a dairy farm just north of Sherwood near the Little Rock Air Force Base, and she attended Sherwood schools. Her father served on the Pulaski County Quorum Court for several years, but the idea of working in local government wasn't on her radar at that time, she says. In 1986 the former Sherwood Clerk/Treasurer Amy Sanders offered her a job in accounts payable. Though hesitant at first, Young ultimately spent 12 years in the department and worked several more in the planning and engineering department. During this time she also earned a master's degree in public administration and human resources development.

When in 2001 the city's clerk/treasurer retired before the term was complete, the city council appointed Young to the position, where she served until her successful run for mayor in 2007.

Young and her husband Larry, who in May retired from ABF Freight, plan to retire together on the dairy farm where she grew up. Between them they share seven children and nine grandchildren.

Following its incorporation in 1948, Sherwood remained a small group of wooded neighborhoods in the hills just north of North Little Rock on Highway 107. The 1950 census put its population at just 717. The city's population grew slowly for the first few decades but began to increase exponentially as it annexed small surrounding communities. Between 1970 and 2010 Sherwood grew by

nearly 27,000 residents. Aside from some small parcels of land around the city's boundaries, Gravel Ridge was the most recent community that voted to join Sherwood by annexation. "That was 2008 and it's worked out really well for us," Young says. "It's hard to believe they've been part of the community for 14 years now."

One of the challenges for Sherwood has been creating an overall city identity while maintaining the small-town feel and identities of its various components. "Everybody needs their own identity. You have your household identity and you have your own family identity, but you're still part of something bigger," Young says. "We all deserve that and want that." She gives a nod to her own neighborhood on the northeast side of town, which was annexed in the 1970s. "I tell people I live out in Indianhead. That gives people a point of reference. That doesn't mean that I don't live in Sherwood."

Sherwood is now the 13th most populous city in Arkansas, with a 2020 census count of 32,731. After Gravel Ridge joined the fold, growth has been driven by new residents. "Since that time, it's been new housetops," Young says. The development of new neighborhoods has primarily been on the north side of the city. The older, more established areas on the south and east sides of Sherwood are largely "built out," she says.

Creating a more connected city out of the patchwork of neighborhoods and communities has been a years-long effort, one that has been more concerted over the



Sherwood's growth over the past decade is largely driven by "new housetops," Mayor Young says, particularly on the north side of the city.





Lots for even more new housing are build-ready.

past decade. Funding was, of course, an issue, and the city was in financial trouble leading into the Great Recession. “2007 and ’08 were tough,” Young says, adding that prior to the recession, the city had all but ceased street overlays. “There were two or three years we just weren’t overlaying, and what little overlaying we did, we weren’t milling. I mean you can only put so many roofs on a house before taking them off.”

Since that time, the city has been on a pavement management plan. They’ve contracted with a company that regularly inspects and rates every street, and the city prioritizes overlays and other improvements based on that data. Another benefit of this system is that it has taken the politics out of whose street gets overlaid, she says. To further connectivity and drainage improvements, Sherwood residents in 2018 approved a three-quarter cent street improvement tax, which has allowed them to increase the budget for projects.

The biggest and, at about \$17 million, the most expensive portion of the city’s street projects will soon be underway on Jacksonville Cato Road, which connects Hwy. 107 to Batesville Pike on the northwest

side of the city. The area is prone to flooding, and one of the subdivisions has been cut off by floodwater several times, becoming accessible only by boat, Young says. The remedy will take some extensive work, including realigning parts of the street and adding large box culverts to divert stormwater. A 20-acre plot of land on the street will also be the new home of the Sherwood Public Works Department, and the excavating for the facility is



Country Club Drive, the city’s oldest street and a major connector between Highways 107 and 167, is receiving a major upgrade, along with several other crucial corridors in the city.



already underway. Once this is all complete, the mayor predicts this area too will “blow up” with new houses. “Now I don’t know what the economy’s going to do, but I suspect that by the time it evens back out this road will be finished.”

The city’s oldest street, Country Club Drive, is, in the words of one of her grandsons, “teared up” right now. Drainage was practically nonexistent, so that will be a major improvement, Young says, and it will also get new curbs and sidewalks. It is a key connector between Highways 107 and 167.

Maryland Avenue, another important connection between Hwy. 107 on the west and Brockington Road on the east, is also being upgraded with milling and overlay, traffic-calming mini-roundabouts, storm drains and sidewalks. Work there is expected to be complete in October.

In the short-term, these and other major street projects can be a bit painful for the residents along the corridors under construction, and traffic patterns will likely change, but “like remodeling a house, it’s painful but it’ll be a great improvement,” Young says.



A new Holiday Inn Express, only the second hotel in the state’s 13th most populous city, is currently under construction. Recruiting new business to the bedroom community is one of Sherwood’s economic development challenges, Young says.



Sylvan Hills High School, part of the Pulaski County Special School District, completed work on its new multi-use arena in 2021. Sherwood is the largest city in the state without its own school district.





After \$17 million in major roadwork is completed, Jacksonville Cato Road on the northwest side of Sherwood will be home to the city's new public works facility.

The city has also taken same financial planning approach to replace police cruisers and other city vehicles. "When you can't afford to replace stuff, you just don't do it," Young says. "But if you have 60 police officers and you need 60 police cars, and they're going to last, let's say, six years, then you need to be replacing 10 a year. You need to be on some kind of plan. This last year I think we bought 12."

The city's professional staff has expanded as well, with a grant writer, public information officer, city planner, staff engineer and GIS mapping positions. "The grant writer position sure comes at a good time with all of the federal funds coming," she says. "That's been a real blessing for us." Young praised the League's efforts over the past two years to assist cities and towns in navigating the CARES Act and American Rescue Plan Act funds.

"They've really helped the cities spend those funds properly and legally."

Sherwood has added several new amenities over the past few years, including a splash pad and a new tennis center. After outgrowing the old city library, the Amy Sanders Library—named for the former clerk/treasurer who, at 98, is the oldest surviving member of the city's founding officials—opened in 2018. Sanders was also instrumental in the creation of the city's new historical museum, which opened its doors in April of this year.

Getting to this point of financial stability has been a long and sometimes difficult process, she says, and she harkens back to when the city purchased the golf course, the popular Greens at North Hills at the southern entrance of Sherwood. She was against it at the time. She didn't believe the city could afford it without sacrificing funding for other more urgent needs. But she came around, she says. "You've got to be a big girl about it, and it's your baby now so you rock it and feed it." Since then it has become a wonderful asset in the city, she says. "At this point I wouldn't support going back on it."

Over the years, Mayor Young's leadership philosophy has always been to focus on the team effort, and she credits a great city staff and department heads for their successes. She also knows it's essential to not lose sight of who she is through it all. "I always remember that I'm Virginia. I was Virginia before I started this position and I'll be Virginia when I leave." She also strives to be accessible and approachable to Sherwood residents, "because I'm one of them," Young says. A friend recently told her that she's not a politician; she's an elected official. "I take that as a compliment." 🍷



The new Amy Sanders Library is named after the last surviving founder of Sherwood who, in 1986, hired Young for her first job with the city.



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# Meet Your **2022-2023** Vice Presidents



## **First Vice President**

### **Mayor Jonas Anderson, Cave City**

Anderson has previously served the League as the 2020-2021 District 1 vice president and on the Executive Committee.



## **District 1 Vice President**

### **Mayor Doyle Fowler, McCrory**

Fowler has previously served the League as a member of the Executive Committee and the Cities of the First Class Advisory Council.



## **District 2 Vice President**

### **Clerk/Treasurer Diane Whitbey, North Little Rock**

Whitbey has previously served the League for 18 years on several committees and advisory councils, including the Executive Committee, the Cities of the Large First Class Advisory Council, the Public Safety Advisory Council and the Economic Development Advisory Council.



## **District 3 Vice President**

### **Mayor Doug Kinslow, Greenwood**

Kinslow has previously served on the League's Executive Committee and as a member and chair of the Economic Development Advisory Council.



## **District 4 Vice President**

### **Mayor Crystal Marshall, Crossett**

Marshall has previously served on the League's Executive Committee and the Public Safety Advisory Council.

PHOTOS BY MARK POTTER



Thursday 6:47 pm

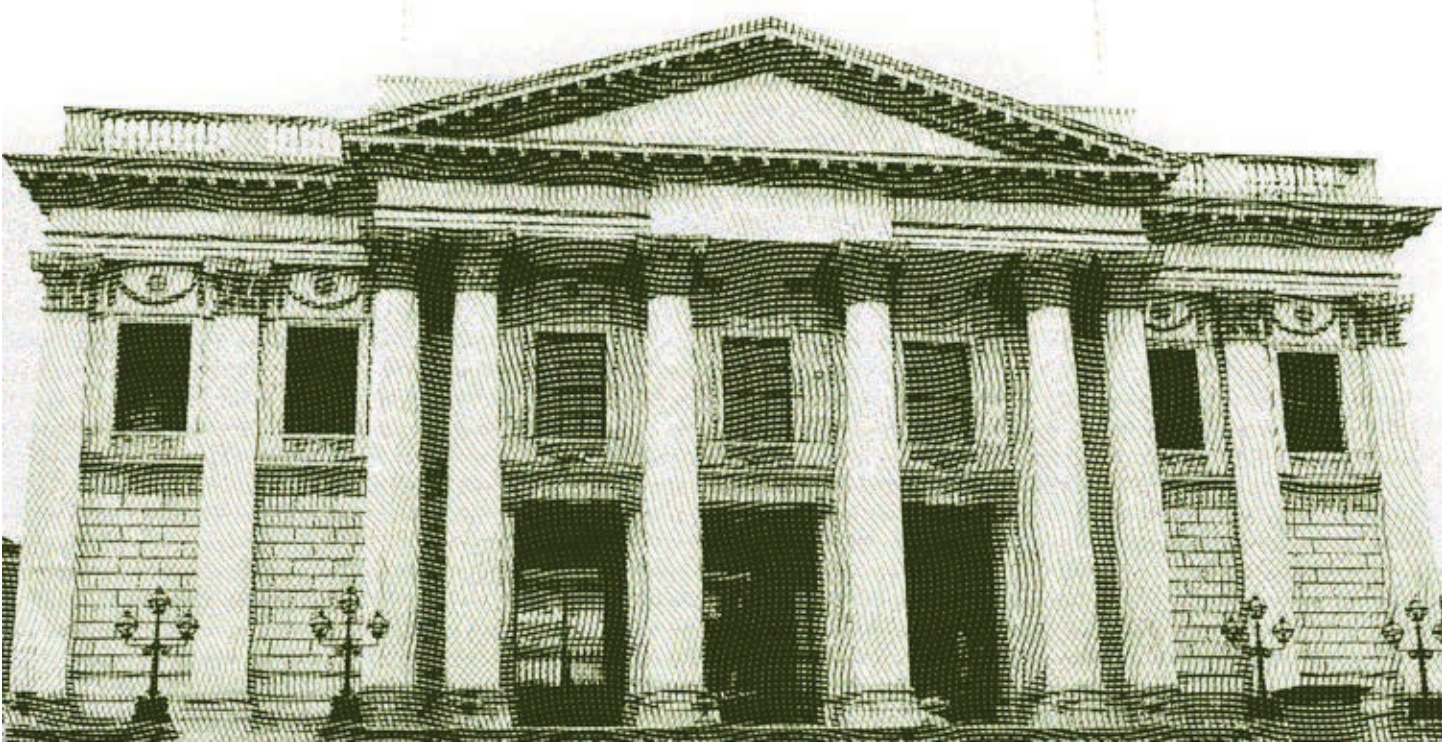


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# City budgets find inflation gives ... and takes away

By Kyle Massey

**T**he recent surge in inflation is a blessing and a curse to city budgets in a volatile age, but for Arkansas mayors and municipal finance officials doing the counting, the blessings are largely prevailing.

While driving up the cost of fueling fleets of police cars and firetrucks and significantly raising construction expenses, a stubborn trend of 8 percent inflation has also compounded revenue from municipal sales taxes, including a flood of steel purchases for the Interstate 30 Crossing spanning the Arkansas River at Little Rock.

City revenue and budgets are up this year compared with 2021 across the board, though last year's unexpected surge in sales tax revenue may be showing signs of tapering off. Federal COVID relief money for cities and towns has also offered some breathing room.

Staffing and payroll pressures are mounting, with all six cities surveyed by *Arkansas Business* raising pay to a floor of \$14 or \$15 an hour. Little Rock commercial drivers now command at least \$18 an hour, and the city has begun hiring remote employees in jobs like finance that don't require on-duty presence.

"So far, so good this year," said Sara Lenehan, Little Rock's chief financial officer. "We were a little bit conservative in our forecast for 2022 because we had some unusual sales tax growth in 2021. So we backed off a little bit in our projections, because we had seen a surge

connected to economic development and major construction projects going on. And, of course, inflation is probably playing a little bit of a factor in the rising collections."

Though Lenehan didn't expect the 2021 sales tax bonanza to last into this year, "the January to March results we received through May were still 6.6 percent above the first quarter of last year." She credited local governments' ability to collect taxes on internet sales for boosting revenue through the pandemic. "It helped mitigate the losses. We're also seeing recovery in some of the hardest-hit categories of 2020, like restaurants, bars and tourism."

Little Rock's 2022 operating budget of \$287.5 million—just up from an amended 2021 budget of \$287.3 million—"was built around a much stronger economic outlook than we saw a year ago," Mayor Frank Scott Jr. said in April. "As staff began building the Fiscal Year 2022 budget in September of 2021, the forecast focused on recovery from a global pandemic."

Cities routinely adjust their budgets throughout the year to prevent operating in the red.

North Little Rock's original 2022 general fund budget was \$76.8 million, up 3.3 percent from 2021's \$74.4 million. The overall 2022 city budget was \$212 million, almost exactly duplicating 2021's, including \$102 million for North Little Rock Electric, the municipal utility. Costs are under surveillance, but they've been rising.



## Raises all around

“Around last summer, we went ahead and raised all of our full-time people to \$15 an hour, right around when Amazon, McDonald’s and everyone else started that process,” North Little Rock CFO Ember Strange told *Arkansas Business*. “We jumped on doing that right away, because we were seeing so many people leaving the workforce.” Jonesboro tacked a 2 percent cost-of-living adjustment on top of its usual 2 percent raise for city employees and set a minimum wage of \$14 an hour.

Conway’s total revenue for 2022 is projected at \$76.2 million, well above 2021’s \$68.6 million, which drove a \$67.5 million budget and a \$1.1 million surplus. Conway’s conservative budget of \$73.2 million this year has a built-in \$3 million surplus.

“Sales tax revenue continues to be budgeted flat relative to the prior year’s actual receipts,” said Conway municipal CFO Tyler Winningham. “However, collections were very strong in 2021, so the budget from 2021 to 2022 shows a significant increase.” Conway’s 2021 tax receipts were 14 percent above 2020, which of course included the COVID lockdown. The 2022 budget provided a 4 percent cost-of-living raise for all full-time city employees.

Last year, full-time employees received a 3 percent bonus rather than a raise, with Mayor Bart Castleberry citing financial uncertainties. The 4 percent cost-of-living adjustment “is the largest given in many years, and it is management’s intent for this to help employees deal with the ever-increasing costs of goods and services,” Winningham wrote in a report to the city.

No town can escape rising costs, said Mark R. Hayes, executive director of the Arkansas Municipal League.

“Fuel costs in particular have caused cities and towns in Arkansas to adjust considerably,” Hayes told *Arkansas Business*. “The services provided are vehicle-driven, pardon the pun. Garbage pickup, police cars, firetrucks and other city vehicles all require fuel, so these are substantial budget issues because of the rising cost of fuel.”

Even buying city vehicles is a challenge as supply chain slowdowns persist. “The lack of processing chips that make the vehicles operate has caused a problem,” Hayes said. There’s also the added cost of drivers, and every other sort of city worker. “Pure labor jobs all the way through the highest professional jobs, people are just hard to find. When you find them, they typically want more money than what has been offered in the past.”

## Budgeting for \$5 gas

Strange, the North Little Rock finance chief, said she has spoken with the city’s director of vehicle maintenance and other department leaders to develop plans for keeping vehicle and fuel costs down. “The problem is, we’re not just seeing increases in fuel; we’re seeing it in everything. And then there are delays to get things we need.”

Fayetteville CFO Paul Becker said personnel costs largely drove an 11 percent budget increase for 2022. “We deferred salary increases in 2021, and that impacted this year,” Becker said in a phone interview. “We adopted some measures for retaining police officers, and we did increase some capital expenditures. But we had pulled back our budget by 8.4 percent in anticipation that revenue would fall, but that didn’t happen. So we restored many of the things and pushed ahead. Revenue is holding pretty steady, especially sales tax revenue.”

Becker thinks he can amend this year’s budget to cover extra fuel costs. Carl Geffken, city manager of Fort Smith, where the 2022 budget is up 7.4 percent, said his officials had the foresight to budget police department gasoline purchases at \$5 per gallon, more than the highest retail rate so far.

“It’s all about conservative budgeting, but not overly so,” Geffken said. “We saw last year that oil had hit \$100 a barrel, gasoline prices were going up. We were just covering our bases, trying to avoid getting caught short and having to move money around.”

## COVID rescue funds

Federal money to cities from the American Rescue Plan Act signed by President Joe Biden in March 2021 has provided a cushion in certain budget areas. The \$350 billion in direct aid to local governments flowed in two tranches to cities, with Little Rock poised to receive its second of two \$18.8 million infusions.

The capital city received the most, a total of \$37.7 million, followed by Springdale at \$21.4 million, Fort Smith at \$21.2 million, Fayetteville at \$17.9 million and North Little Rock at \$16.8 million. All cities were expecting their second installments in coming weeks. Lenehan said proposals for Little Rock’s new money include \$2 million for parks and community centers, \$2 million for a senior center revamping and \$1 million apiece for affordable housing and healthy food in grocery deserts. Other priorities are replacing sewer station discharge pumps and buying two \$300,000 side-loading sanitation trucks.

All the state’s other cities have infrastructure plans for their Rescue Act funds, but dollars are not going far these days.

“The labor shortage has been a real challenge in every city division,” Lenehan said. “Pay levels have gone up across the board, and offering remote work is one of the ways we are trying to help make finance positions more attractive. But obviously that’s not possible in positions like police, fire and public works. If you’re collecting trash, fighting crime or filling potholes, you’ve got to be physically present.” 🗿

*This article appeared originally in the June 6 issue of Arkansas Business and is reprinted with permission.*

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## Meet Jennifer Johnson, a paralegal in the Municipal Legal Defense Program.

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

**Jennifer:** I'm a paralegal on Municipal Legal Defense Program (MLDP) cases, and I also handle MLDP billing, rating data, audit questions and special projects.



**How long have you been working at the League? How did you get started?** Twenty-two years this month. A court reporter told me one of the attorneys here was looking for a paralegal/legal assistant.

**How has the League changed since you started? What has stayed the same?** The League has changed a lot since I started. Obviously, Don Zimmerman passing away and Mark Hayes taking his place as executive director were the most monumental of those changes. The buildings have changed, and many of the people have changed. The League's basic services have stayed the same, and the commitment to our members has stayed the same.

**What advice would you have for someone just getting into public service?** Sometimes public service jobs feel thankless and unappreciated, but in the end, I find public service to be fulfilling.

**Where did you grow up? How has it changed? Stayed the same?** Covington, Tennessee. I haven't been there in probably 15 years, but last time I was there, it wasn't much different from when I was a kid.

**What is your favorite spot in your hometown? Why?** The ballpark. Everyone in town played baseball or softball, and I think it added to the sense of community.

**What is your favorite part about working for the League and the cities and towns of Arkansas?** Assisting in litigation that ultimately impacts all the cities and towns across the state. 🏛️



**Meet Tawana Bailey, director of community outreach for the city of West Memphis.**

**City & Town:** What are your duties and responsibilities in West Memphis?

**Tawana:** I work in partnership with community-based providers and administrative staff to develop and implement programs that promote access to health and resources. In addition, I develop and facilitate the implementation of projects related to community relations for the West Memphis community.



**Why did you choose your profession?** I chose this field because I have a passion for helping others. Your biggest reward is knowing that you played a part in making someone else's life easier.

**What's your favorite aspect of your job?**

**What's the biggest challenge?** My favorite aspect of my job is being out in the community and meeting new people. I love being the voice for so many. The biggest challenge is that I wish I had more people in my department to help with the workload.

**What's your favorite spot in West Memphis?**

The new library and innovation center. It offers a space for children and adults and has a variety of programs.

**What is the public perception of your job versus the reality of your job?**

The public's perception is that my job is all fun and games because they always see me out smiling. The reality is that they don't see when I have to answer calls for people in need of food or utility and rental assistance. Having to tell people that the service is not available is the most heartbreaking thing ever.

**In what season does West Memphis shine the most?** For me, it's the wintertime. We assist so many families at Thanksgiving and Christmas with food and toys.

**What's the biggest lesson you've learned working for a city government?** The biggest lesson I've learned is to try not to stress over the things you cannot control. Take it one day at a time!

**What advice do you have for someone who would like to follow your footsteps into this job?** Make sure you have compassion and empathy. Most importantly, make sure you are patient. A lot of the aspects of my job cannot be taught. You learn from experience. Be that person who people can trust and rely on.

**What are three "can't miss" things that someone can do if they visit West Memphis?** 1. The all-new Southland Casino, 2. The West Memphis Library and Innovation Center, and 3. The Big River Trail. 🏠

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# Creating a strong safety culture starts at the top

By Allen Green, League staff

According to the Occupational Safety and Health Administration, developing a strong safety culture has the single greatest impact on accident reduction of any workplace practice. Therefore, developing a robust safety culture among employees at your organization should be near the top of your to-do list. Let's define what a "safety culture" is, look at the most common types and see what works best when creating a safety culture within your organization.

An organizational culture consists of shared beliefs, practices and mindsets that form an atmosphere of attitudes—good or bad—that shape behavior. Simply put, it's the way your organization does things. Safety culture is a subset and reflection of your organization's overall culture and direct result of many factors. Obviously, written rules, policies and procedures can and should play a role. However, the perceived or understood norms, assumptions, attitudes and beliefs of management and employees may not mirror what is written in black and white. This will no doubt include what is or is not enforced, perceived values, as well as persistent myths and stories passed on through the years.

Supervisors' priorities, responsibilities and accountability are what employees generally perceive as important and enhance the culture. Too much emphasis on production, deadlines and "the bottom line" are sure to impede a strong safety culture. Lack of action by management and supervisors to correct unsafe behaviors identified by employees can also deter safety. The amount of time and attention given to meaningful employee involvement and buy-in of the safety process is important to building a strong safety culture. The quantity and quality of motivation, information and training are all important in how employees perceive safety.

An organization's safety culture is a direct reflection of the organization's overarching culture and all the people who work in it. As a result, most employees will generate their perceptions of safety and its importance based on the attitude their employer projects. The Society for Human Resource Management ([www.shrm.org](http://www.shrm.org)) has outlined four basic types of safety

cultures. Starting with the least desired to the most desired, they are:

1. An organization with a "safety cop" culture uses bribes and threats to motivate employees to keep safety top of mind. Supervisors at these organizations are more like enforcers rather than coaches or mentors. Employees typically view these individuals as existing solely to catch them doing something unsafe and to punish them. In these cultures, the employees' fear of being punished often creates an unenjoyable work environment and workers don't understand the "why and how" behind safety.
2. An organization with a "too many rules" safety culture typically has numerous rules and regulations in writing, so the importance of safety appears present, but most of the rules are not strictly enforced. This ultimately creates confusion, as there are too many regulating factors in place.
3. An organization with an employee-involved safety culture provides an abundance of safety activities and training for employees, but management is not very active. Morale is higher at organizations with these cultures because supervision is not constantly policing employee actions. These are strong safety cultures but may lack needed involvement from management to go further. Management should be integrated into the safety culture to make it really flourish.
4. Finally, an organization with a fully integrated safety culture not only provides meaningful safety activities and training for employees, but they are attended and led by individuals at all levels, including management. In these organizations, supervisors typically have a dedicated safety budget and enforce rules when appropriate. Management's participation in safety tends to reinforce to employees that it is real and not just talk.



The integrated safety culture model promotes a strong, successful safety culture in which everyone—from management to the newest employee—feels responsible for safety and pursues it daily. As a result, organizations with a strong safety culture typically experience fewer at-risk behaviors, lower injury rates, lower turnover rates, lower absenteeism and higher productivity.

There are many strategies that you can implement to promote a stronger safety culture. First, develop key policies, goals, measures, and strategic and operational plans. Implement a process that holds management accountable for actively being involved in safety and setting the proper example.

If you haven't already, implement a mentor program or "buddy system" in which experienced individuals are paired with newer workers during and after the orientation period. Experienced workers can serve as role models and demonstrate safe work procedures. Encourage all employees to watch out for others, and develop safety responsibilities for all levels of the organization.

Make health and safety a part of frequent workplace communications. Encourage workers to report health and safety concerns and "near misses" that they encounter and respond to their concerns in a timely

fashion. Provide multiple paths for employees to bring suggestions, concerns and problems forward. Develop a system for tracking and ensuring the timeliness of hazard corrections and ensure that the organization has a system for reporting all injuries, including minor injuries and those only requiring the need for first aid.

Provide meaningful training opportunities for all applicable safety and emergency response topics, and provide and maintain personal protective equipment (PPE) and ensure that it is worn properly by employees. Involve employees in the decision-making process regarding safety training, inspections and PPE. Revise your employee evaluation, disciplinary and incentive processes to include safety performance.

Creating an effective safety culture is an integral part of your loss control efforts and will have a lasting, positive impact in all areas your organization. Contact the Arkansas Municipal League for assistance with your employee safety needs. 🏠



*Allen Green is the League's loss control liaison. Contact Allen at 501-374-3484, ext. 122, or email him at [agreen@arml.org](mailto:agreen@arml.org).*



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PHOTO BY JIM VON TUNGELN

Churches often include a common conditional use requirement due to their varied missions, style, size and scope. Here is the Methodist Church in Portland, Arkansas.

# Removing barriers: Easier said than done

By Jim von Tungeln

Last month’s column dealt with deregulation, specifically within the zoning function. This month’s effort centers on removing additional barriers that might prevent individual property owners, as well as potential investors, from utilizing property in ways they deem most useful or profitable.

First, some warnings: Removing such barriers may prove contentious and will require full support of the governing body. Next, the purpose of land use regulations is to protect the health, safety and welfare of the general public. If a regulation is accomplishing that purpose, the city should remove it only with great care. Sometimes, though, a less restrictive regulation might take its place. Finally, a regulation may not serve a useful function from the city’s standpoint but may be in place through federal or state mandate. Best leave it alone.

For land use regulations that deserve consideration, let’s begin with the concept of conditional uses. Today this may be one of the more jumbled zoning phenomena. It began as a simple application, often known as a “use permitted on review.” This indicated a use permitted in a zoning district, but not on every individual lot by right but perhaps after additional analysis.

The term “permitted by right” means, in zoning, that the code allows the use in a district without review beyond assuring conformity with criteria such as setbacks, height, lot coverage and other code requirements. The staff administers it.

The uses allowed under the “by right” criterion, however, are diminishing in modern practice. More uses require additional review. Codes now refer to them as “conditional uses.” Besides that additional review, the city is free to place conditions on the approval.

When conditions first appeared, they were simple and understandable. For example, a planning commission could approve the location of a convenience store at a specific location. It might add conditions such as restricted hours, noise control and unintrusive lighting in mixed-use areas. The planning commission approved the project. It did not require a change to the land use plan or zoning map. A majority of our major cities manage it this way.

Some cities, however, treat a conditional use request like a rezoning request. This brings the elected body—and political considerations—into the picture. Investors may wait for months while enough conditions pile up on the project as to make it no longer feasible.



Cities could move toward the original intent of such regulations. Eliminating board or council approval could permit reasonable, but simplified, notification procedures (perhaps notification by a sign with details available on the city's website.) Threshold conditions could appear in the regulations. The planning commission could attach additional conditions but only according to specified guidelines.

Investors would approve of this lessening of barriers. To paraphrase an observation often attributed to mid-20th century Supreme Court Justice Robert H. Jackson concerning the U.S. Constitution, the zoning code should not be a "suicide pact."

Codes could also benefit from a review of setback requirements. They first arose in major cities where sunlight never reached ground level due to the height of tall buildings. Later, they served to leave space for the widening of streets. Then municipalities decided that laying utility lines under their streets was not a good idea. They required easements adjacent to streets to accommodate utilities. Then the idea emerged that open space was healthier than densely packed buildings.

Now substantial setbacks reduce the use of property for no little or no reason. It might be time for developers to have a say in establishing setbacks that meet market demand but still address valid concerns.

While considering the wants of investors, a municipality might remember the advice of Alex Marshall in his book *How Cities Work: Suburbs, Sprawl, and the Roads Not Taken*. He reminds us that developers do not come into city hall hoping to find what they must do. They come hoping to find what they can do. This brings us to the issue of "bright-line rules."

For our purposes, bright-line rules are those activities that a developer may undertake with only a thorough review by the staff to make sure that a proposal meets the minimum requirements of the development regulations. The city requires no further review by the planning commission or governing body.

Typically, these include residential development below a certain density, commercial and industrial uses below a certain magnitude, and remodeling of existing structures involving no disruption to infrastructure or traffic. They avoid lengthy waits for public hearing notice and review scheduling. They can also avoid unreasonable conflicts involving NIMBY (not in my back yard) responses.

Subdivision plats do require approval by the planning commission. The review is an administrative one that determines only that the proposed development meets the minimum requirements of the development code. Adding further review or hearings only lengthens the development process, creates undue controversy and costs the investor (and customer) more money.

A municipality wishing to extend a welcoming hand to economic development could do well to provide unfettered review for projects that comply with adopted plans and pose no threat to the health, safety and public welfare of the community.

There is also a practice that involves what we might call "the nudge factor." It simply makes it easier for an investor to gain approval if the project meets stated community standards. Conversely, approval is more difficult, but not impossible, for those that do not meet the standards. These face a more stringent and costly review.

One of our cities deemed it less disruptive (and more desirable) for wireless communication towers to locate in industrial districts instead of other districts. The city allowed the staff to approve a tower use permit (TUP) through an administrative process with clearly defined standards in the industrial districts. Location in other districts required a conditional use permit or so-called "stealth technology." (The latter involves disguising the tower to resemble a familiar form such as flagpole or large tree.)

Want to guess where applicants hunted the hardest for sites?

Another city adopted design guidelines for structures in commercial districts. The guidelines established precise materials and forms that met goals for consistency and visual harmony. Investors could select two procedural tracks for approval. The first track offered administrative (staff) approval if the development voluntarily met the stated design guidelines. The second track required planning commission review based on stated review criteria.

Again, the majority of applicants accepted the "nudge" toward pre-established design guidelines. This avoided costly submittals and provided a "win-win" situation.

The foregoing do not represent suggestions as much as ideas to consider when removing barriers to investment in your city. Transparency and information are important aspects of urban planning, as is public participation. If those can occur at the planning stage, the execution stage might enjoy smoother (bright-line) processes while still protecting the welfare of the city.

The turning down of a proposal that the staff has thoroughly vetted with no exceptions noted and that is in complete compliance with all city plans may not only mean disinvestment at the present but may have a chilling effect on future proposals.

Fair and reasonable land use regulations, applied consistently, can help make great cities, and we know where that can lead. 🏡



*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](mailto:uplan@swbell.net).*

# Balancing big dreams with hard work: Lessons from Greenbrier

By Greta Hacker

The city of Greenbrier in many ways exemplifies both the joys and troubles of small-town living in Arkansas. It has a top-rated school system and its citizens form a close-knit, family friendly community. However, like many rural communities, it has struggled over the years with its transportation infrastructure and a lack of a downtown area. These challenges have only become more apparent as Greenbrier's population has grown.

Over the last five years, Greenbrier has demonstrated that it is up to the task of capitalizing on its assets and areas for improvement. The city has made great strides in economic and community development, and recent wins have made big impacts. Its recent progress serves as a good example of how any city can take steps to improve the quality of life in their communities.

Greenbrier's recent community development efforts began when they implemented recommendations from a First Impressions Tour (FIT) conducted in 2017 in partnership with the University of Central Arkansas Center for Community and Economic Development. Through the FIT, Greenbrier leaders received a broad assessment of the city's strengths and weaknesses. Some of the suggestions for improvement that emerged from this report included the development of sidewalks, improving recreation facilities, increasing wayfinding signage and engaging in beautification efforts.

Greenbrier city officials went right to work on implementing these recommendations in the following years. Greenbrier Events Center Director Shellie O'Quinn noted that throughout the community development process, Greenbrier succeeded because they tempered idealism with realism. "One thing I love about our current leadership is that they seize opportunities when they arise," she said. "They dream big but back it up with realistic expectations. The amazing facilities that we enjoy in our community today are a direct result of hard work and dedication to those big dreams."

These big dreams include several large improvement projects, including 55-acre Matthews Park, a new fire



Greenbrier doesn't have a traditional city center, and Matthews Park, completed in 2020, helps make up for that by giving residents a place to gather.



Public input helped guide city leaders when choosing the park's amenities.

station, a new city building that houses Greenbrier's parks and recreation department and chamber of commerce, and a 4,000 square-foot events center. In 2018 residents passed a sales tax increase that funded the construction of the city park and fire station. The projects wrapped in 2020 and 2021, respectively.

The creation of Matthews Park addressed an important need in the community by functioning as a central gathering place, said Greenbrier Chamber of Commerce President Ashton Pruitt. "Greenbrier does not have a traditional downtown with a lively entertainment



district. Matthews Park allowed us to have a special central location for recreation, celebrations and events. It really brought the community together.”

The park has served as the location for several large community events, including an art festival and Glisten in Greenbrier, a month-long holiday celebration featuring a tree-lighting ceremony, skating rink and light display.

Gaining community buy-in was a key ingredient in Greenbrier’s success throughout the process of developing Matthews Park. “It was important to us to ask the people what they would want in a park,” said Greenbrier Mayor Sammy Joe Hartwick. “We visited groups including senior citizens and school groups to get their feedback, and we included Greenbrier citizens on our city park board.”

O’Quinn also emphasized the importance of partnerships in Greenbrier’s achievements. “The city of Greenbrier works very closely with the Greenbrier Chamber of Commerce and the Greenbrier School District,” she said. “Most of the progress in the community can be attributed to the collaboration between these amazing institutions. They share many resources that help ease the growing pains of our community.”

One of Greenbrier’s current projects includes improving its streets and sidewalks. Mayor Hartwick noted that the city was proud to partner with the Arkansas Department of Transportation in widening its intersections and installing turning lanes and turning arrows in high-traffic areas. Hartwick also highlighted a sidewalk project connecting Highway 65 to Greenbrier High School.

Finally, Greenbrier is taking steps to plan for future growth by conducting a community survey. City officials will eventually use this citizen input to guide the development of a citywide strategic plan.

“Our citizens have been given a great opportunity to share their dreams and participate in the process of creating a unified vision as well as working to make it come to fruition,” O’Quinn said. “Having the buy-in of our community will be essential to realizing the ultimate ‘big dream’ of shaping a future Greenbrier that is even bigger and better than any of us individually could ever imagine.” 🍷



*Greta Hacker is the graduate assistant at the UCA Center for Community and Economic Development. You can contact her at [mhacker1@cub.uca.edu](mailto:mhacker1@cub.uca.edu) or 501-852-2394.*



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# Know the signs of shingles

By Caleb L. Guthrey, M.D.

**M**ost adults remember catching chicken pox when they were children. The fever and itchy rash usually passed within 10 days, much to our relief. But the varicella-zoster virus that causes chicken pox remains dormant in the body, and it can reactivate decades later as shingles.

According to the Centers for Disease Control and Prevention, more than 99 percent of Americans born in 1980 or earlier have had chicken pox, even if they have no memory of it. And while the creation of a varicella vaccine has caused a significant drop in chicken pox cases since the 1990s, the medical community has seen a rise in the number of people who develop shingles.

Almost one-third of Americans will have shingles at some point, according to the CDC. It's most often seen in older adults or people with compromised immune systems, but it's a painful condition for anyone who develops it. That's why it's so important to recognize your symptoms and get treatment as early as possible.

## Symptoms of shingles

Shingles causes a blister-filled rash that usually forms in a stripe on one side of the body, though in some cases it can spread more widely, including to a person's face. People often feel pain, itching or tingling in the days before a rash appears. The blisters typically scab over in seven to 10 days, but it can take two to four weeks for the rash to clear completely.

Although the rash is the telltale sign of shingles, a person might experience a variety of other symptoms, including fever, headaches, chills, fatigue or an upset stomach.

The most common complication from shingles is known as postherpetic neuralgia. The condition occurs when nerve fibers are damaged, causing severe pain that can last long after the other symptoms subside. The treatments for it are usually expensive and sometimes invasive, but there's no real cure for postherpetic neuralgia. The good news is the condition usually eases over time.

## Getting treatment

There aren't any quick solutions to get rid of shingles, but antiviral medications can reduce the length and severity of your illness. These treatments are most effective in the first 72 hours after the onset of symptoms, so getting an early diagnosis is key.

Your doctor is likely to focus on pain relief while the illness runs its course. Pain at the site of the rash can be eased with over-the-counter or prescription medications. You can also apply creams, lotions or cold compresses to the area to soothe any itching.

It's important that you keep the rash covered until scabs have formed over the blisters. A person who has shingles can pass the varicella-zoster virus to anyone who doesn't have immunity. Anyone infected in this way would not develop chicken pox; however, it would increase their chances of getting shingles in the future.

## Importance of vaccination

Of course, we'd all prefer not to get shingles at all. Fortunately, there's a vaccine that can significantly reduce the risk of illness.

The CDC recommends two doses of the Shingrix vaccine for adults 50 and older and for those who are 19 or older and have weakened immune systems. The CDC recommends those who received older Zostavax vaccination be reimmunized with Shingrix, which is more effective than Zostavax. If you are unsure which vaccination you have received, ask your doctor or the Arkansas Department of Health. It's possible, though uncommon, to develop shingles more than once, so you can get vaccinated against it even if you've had it before.

If you're an adult who has never had chicken pox or been immunized against it, then also consider getting the varicella vaccine. Lowering your risk of contracting the varicella-zoster virus will in turn lower your chances of developing shingles.

While both of those vaccines provide strong protection, they don't offer guarantees against illness. If you develop any of the symptoms associated with shingles, then it's best to talk to a medical professional as soon as possible. 🏥



*Caleb L. Guthrey, M.D., is an internal medicine-pediatrics specialist who treats children and adults at the University of Arkansas for Medical Sciences (UAMS) Neighborhood Clinic on Rahling Road in Little Rock.*



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# Planning for planting

Resources abound for municipalities looking to develop urban-forest management plans.

By Krissy Kimbro

**P**lanting trees and incorporating more greenspace is undeniably a goal of most Arkansas cities and towns. Trees and landscaping are long-term investments that pay off in the form of economic, aesthetic and health benefits for the community and its visitors. A successful urban-forest management plan includes not only what, when and how to add trees to the urban landscape, but also a plan for their maintenance and how they will be removed at the end of their lifespan or when storms, pests or disease negatively impact the urban forest. Having an urban forester on staff is a valuable resource, but not all municipalities can afford that luxury. Fortunately, multiple resources are available to local governments, including Master Gardener and Master Naturalist groups, tree boards and other entities seeking to grow and maintain their community forest and green infrastructure.

## How to get “grow”ing

First, municipal leaders should determine who will have responsibility for overseeing the development of a green infrastructure plan or urban-forest management plan and the level of detail it will include. At a basic level, the plan should define both short- and long-term goals for incorporating new trees into the community forest and who will be responsible for maintenance and assessment over the lifespan of the trees. Communities with existing tree ordinances already incorporate most, if not all, of these into their tree ordinances.

## Plan components

A sound urban-forest management plan should define which publicly owned trees are included and delineate locations for future tree plantings. Consideration should be given to site and species selection based on community goals, planned future development and the desired benefits to be obtained from the trees, such as shade, aesthetics, stormwater runoff control or wildlife habitat. Boundaries can be described using descriptive text, maps or a combination of the two.

Tree planting specifications should include desired species and when and how they will be obtained, planting locations and a schedule detailing when to plant the trees, and a process that considers surrounding infrastructure and preparing the ground prior to planting. To give new trees the best chance at becoming established successfully in the landscape, a minimum of two years



PHOTO COURTESY CITY OF HOT SPRINGS

Allen Bates, urban forester for the city of Hot Springs, is responsible for overseeing data collection and the assessment of city trees, as well as for making recommendations for updates to the city’s management of their urban trees.

of post-planting care, including watering, mulching and pruning—and who will perform those tasks—should be scheduled. A long-term maintenance plan that addresses irrigation, pruning and mulching, and which assigns the personnel responsible for carrying out the work should also be developed. Finally, the plan should address who will be responsible for determining if tree removals are necessary and who will perform them.

State agencies such as the Arkansas Department of Agriculture Forestry Division, the Arkansas Game and Fish Commission and the Natural Resource Conservation Service have specialists available to provide technical assistance in the form of urban tree inventories, urban-forest management plans, suggestions for plants to incorporate into the urban landscape, grant opportunities and other funding resources, and assessments of current health issues facing the plants and wildlife within municipal landscapes. Contractors



specializing in urban forestry and landscape services, such as local plant nurseries, certified arborists and landscaping contractors can be consulted for assistance with plant selection and purchasing, planting services, pruning and removals. When seeking out contractor services, it is recommended to request and verify references from others who have used their services, and it is fiscally responsible to obtain a minimum of two or three bids from different contractors before selecting one.

## Online resources

Resources to help a community develop and implement a successful urban-forest management plan or a tree planting and tree maintenance campaign abound online. Fees vary based on factors such as the level of detail involved, the depth of service provided and whether the resource is provided by a governmental agency, a nonprofit organization or a corporate entity. Here are just a few examples to explore:

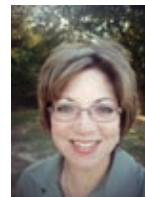
- Vibrant Cities Lab ([vibrantcitieslab.com](http://vibrantcitieslab.com)) is an online resource by the USDA Forest Service, American Forests and the National Association of Regional Councils. Case studies, current research, a curated list of resources and an urban forest toolkit are all available to assist cities with successfully implementing urban-forest management plans into their green infrastructure goals.
- The i-Tree suite of software ([itreetools.org](http://itreetools.org)), peer-reviewed and developed by the USDA Forest Service, provides free urban forestry analysis and benefits assessment tools, some of which are cloud-based and some which require download to a computer. The i-Tree tools can be used to evaluate individual tree data or data related to an area of tree canopy coverage, thus making

them a cost-effective way to begin building or to strengthen an existing urban forest management plan.

- Plan-it Geo ([planitgeo.com](http://planitgeo.com)), which bills itself as “a full-service urban forestry and software provider for greenspace managers and tree care companies,” offers urban forestry consulting services and proprietary software to governments, tree care professionals, nonprofit groups, and schools and universities. Their software allows users to access real-time urban tree data via any device. They offer tree inventories and assessments as well as the ability to utilize data from those inventories and assessments to help clients create tailored urban forest management plans.

## Practical takeaways

“Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan.” Tom Landry’s famous quote about the importance of planning is applicable to community forests, too. August is the perfect time to address your urban-forest management plan considerations in advance of the fall planting season. Take stock now of whether a plan exists for your community, if an existing plan needs to be updated or expanded, or if the creation and implementation of a plan should be considered to help meet local goals for greenspaces and the urban forest in your community. 🌳



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The Urban Forestry Toolkit is one of many online resources available to help city leaders create a plan for growing and managing their community trees. The toolkit can be accessed via the Vibrant Cities Lab website, a joint project of the USDA Forest Service, American Forests and the National Association of Regional Councils.

# Dry time is the right time to check stormwater pipes

By Jay Whisker, PE, CFM

**N**ow that summer is here, stormwater systems need to be checked. The worst time to find out your stormwater system is not working is while it is raining and threatening to flood your neighborhood. Checking your system now, while it is dry, will ensure better operation when the rain does come. Maintenance checks for pipes as well as ditches are important to the sustainability of a system.

With summer comes grass to mow and bushes to trim, and if clippings and other yard waste are not disposed of properly, they can easily block a stormwater drain. Ensuring these items are not in front of any drain is the first step. Toys, stray basketballs, boards and other debris can block pipes as well.

Just as important as keeping the pipe opening clear is keeping the drainage ditch free of too much growth. Bushes, trees and grass that are too tall will hinder the water flow. It is important to note that scalping the grass or removing trees and bushes may allow the ditch to erode. This erosion can cause the sides to slough, wear holes into the sides and erode the bottom below the proper grade. Ensuring the water can flow and that the channel keeps its shape through proper maintenance is important.

It's also important to check detention and retention ponds. Keep them as you would the ditches and the pipes by mowing and maintaining as well as ensuring the pipes are clear and free of debris.

While checking pipes for blockages in front, investigate the pipe and make sure there are no blockages. During dry times, some animals may try and make the pipe their home. This does not need to happen as water will eventually be rushing through during rainfall.

Some pipes will rust at the bottom and eventually develop holes. This is problematic for three reasons. First, the pipe has no bottom and therefore the flow line of the pipe could erode and lower the flowline below the intended outflow. The water sitting in the pipe would become stagnate and attract mosquitos. Second, the pipe with no bottom will allow ground water into the pipe. Over time this will eventually cause sink holes



PHOTO COURTESY MCE

The summer dry season is the perfect time to check stormwater pipes for debris, rust and other issues.



around the pipe. Depending on the size of the pipe, these sinkholes can range from being a trip hazard to being a very large, dangerous situation. Third, if the bottom of the pipe has rusted out, it will not be a clean break. The jagged edges will catch every leaf, limb and piece of debris that passes by and will clog the pipe.

There are several solutions for fixing pipes that have rusted out underneath. One solution is to replace the bottom with a concrete floor. Smaller, longer pipes make this much harder to do as it is difficult to correctly perform the work.

Another solution is to use the existing pipe as a conduit and slip a smaller pipe in place through it, a practice referred to as sliplining. This requires the existing pipe to be in good shape at the top of the pipe and to have kept its shape throughout the pipe. If either of these conditions is not met, it is very difficult to slip a pipe into an existing pipe with good results.

The third solution is to replace the pipe. If this is the method chosen, consider some other parameters. Should I change the type of pipe? Should I make it larger or smaller? Can I route it differently to make it more effective? Choosing either of the first two solutions above does change the characteristic of the system. A concrete floor could change the flowline and possibly reduce the pipe size. Sliplining obviously changes the pipe size.

As always, when changing the characteristics of any stormwater pipe, it is always good practice to seek the advice of a professional engineer to ensure that additional problems are not created. ☺



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# 2021/2022 State Turnback Funds

Actual Totals Per Capita						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2021	2022	2021	2022	2021	2022
January	\$6.659	\$6.744	\$0.071	\$0.485	\$1.951	\$1.961
February	\$6.607	\$6.648	\$0.163	\$0.486	\$0.893	\$0.964
March	\$5.693	\$5.544	\$0.110	\$0.411	\$0.892	\$0.964
April	\$6.135	\$6.689	\$0.162	\$0.314	\$0.889	\$0.964
May	\$7.568	\$6.636	\$0.258	\$0.433	\$0.890	\$0.964
June	\$6.753	\$6.504	\$0.206	\$0.363	\$1.665	\$0.963
July	\$7.303	\$7.289	\$0.163	\$0.407	\$4.306	\$3.463
August	\$6.988		\$0.150		\$0.854	
September	\$6.822		\$0.205		\$1.020	
October	\$6.597		\$0.295		\$0.964	
November	\$6.306		\$0.285		\$0.964	
December	\$6.12		\$0.374		\$0.96	
<b>Total Year</b>	<b>\$79.549</b>	<b>\$46.054</b>	<b>\$2.443</b>	<b>\$2.900</b>	<b>\$16.250</b>	<b>\$10.242</b>

Actual Totals Per Month						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2021	2022	2021	2022	2021	2022
January	\$12,587,621.61	\$13,523,371.95	\$134,647.89	\$971,650.77	* \$3,688,464.32	*\$3,933,044.80
February	\$12,488,753.05	\$13,330,126.26	\$308,183.56	\$974,949.61	\$1,688,281.84	\$1,932,029.37
March	\$10,760,836.82	\$11,116,392.03	\$207,709.60	\$824,985.57	\$1,685,424.74	\$1,932,175.48
April	\$11,627,333.33	\$13,413,142.61	\$307,147.46	\$629,375.82	\$1,684,913.88	\$1,932,175.48
May	\$14,343,742.05	\$13,306,592.12	\$489,324.42	\$868,435.30	\$1,687,137.50	\$1,933,337.16
June	\$12,799,319.93	\$13,042,397.16	\$390,405.22	\$728,488.74	\$3,154,867.86	\$1,930,396.00
July	\$13,841,564.30	\$14,616,346.04	\$309,031.02	\$816,970.67	** \$8,160,945.43	*** \$6,944,783.81
August	\$13,245,023.56		\$285,053.21		\$1,617,878.89	
September	\$12,929,805.85		\$389,181.65		\$1,932,348.55	
October	\$13,228,061.49		\$592,445.41		\$1,933,129.73	
November	\$12,644,574.33		\$571,049.30		\$1,932,763.61	
December	\$12,272,528.63		\$749,777.69		\$1,933,129.71	
<b>Total Year</b>	<b>\$152,769,164.95</b>	<b>\$92,348,368.17</b>	<b>\$4,733,956.43</b>	<b>\$5,814,856.48</b>	<b>\$31,099,286.06</b>	<b>\$20,537,942.10</b>

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

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

\*\*\*Includes \$3,514,811.45 supplemental for July 2022



# Local Option Sales and Use Tax in Arkansas



KEY: Counties not collecting sales tax

Source: Rachel Garrett, Office of State Treasurer See also: [www.dfa.arkansas.gov](http://www.dfa.arkansas.gov)

Sales and Use Tax Year-to-Date 2022 with 2021 Comparison (shaded gray)								
Month	Municipal Tax		County Tax	Total Tax		Interest		
January	\$79,509,192	\$68,199,990	\$67,235,746	\$59,726,912	\$146,744,937	\$127,926,902	\$7,996	\$14,602
February	\$90,989,478	\$79,611,239	\$75,394,289	\$68,300,663	\$166,383,767	\$147,911,902	\$20,291	\$20,412
March	\$71,237,219	\$66,877,931	\$60,990,849	\$57,918,592	\$132,228,069	\$124,796,523	\$13,414	\$13,492
April	\$70,722,847	\$60,600,707	\$61,123,066	\$53,282,134	\$131,845,913	\$113,882,841	\$23,045	\$16,537
May	\$85,621,568	\$83,488,059	\$73,394,919	\$73,792,913	\$159,016,487	\$157,280,972	\$45,685	\$10,492
June	\$79,693,712	\$78,858,097	\$68,198,650	\$67,860,902	\$147,892,362	\$146,718,999	\$66,577	\$9,681
July	\$82,774,267	\$76,784,978	\$69,831,518	\$65,778,959	\$152,605,785	\$142,563,936	\$100,880	\$12,566
August		\$78,501,622	\$67,970,242	\$65,883,715		\$146,471,864		\$9,395
September		\$77,398,158	\$65,883,715			\$143,281,872		\$13,951
October		\$77,705,438	\$66,726,221			\$144,431,660		\$11,344
November		\$76,869,137	\$65,831,542			\$142,700,679		\$8,299
December		\$76,860,225	\$65,183,723			\$142,043,948		\$9,939
<b>Total</b>	<b>\$560,548,283</b>	<b>\$901,755,580</b>	<b>\$476,169,038</b>	<b>\$778,256,518</b>	<b>\$1,036,717,321</b>	<b>\$1,680,012,098</b>	<b>\$277,888</b>	<b>\$150,710</b>
Averages	\$80,078,326	\$75,146,298	\$68,024,148	\$64,854,710	\$148,102,474	\$140,001,008	\$39,698	\$12,559

July 2022 Municipal Levy Receipts and July 2022 Municipal/County Levy Receipts with 2021 Comparison (shaded gray)

CITY SALES AND USE . . . . .	AMOUNT	LAST YEAR	Gassville . . . . .	27,199.93	27,474.69	Mountainburg . . . . .	18,175.13	16,304.16	COUNTY SALES AND USE . . . . .	AMOUNT	LAST YEAR
Alexander . . . . .	184,549.52	161,379.88	Gentry . . . . .	172,578.19	160,266.71	Mulberry . . . . .	37,826.40	28,877.89	Arkansas County . . . . .	334,609.05	323,267.17
Alma . . . . .	325,127.81	292,732.85	Gilbert . . . . .	1,613.18	1,775.02	Murfreesboro . . . . .	44,132.53	41,097.13	Ashley County . . . . .	230,132.61	262,928.92
Almyra . . . . .	3,258.00	2,760.54	Gillett . . . . .	13,391.52	12,924.11	Nashville . . . . .	143,282.80	135,729.54	Crosssett . . . . .	55,565.54	63,985.04
Alpena . . . . .	11,610.14	7,350.70	Gillham . . . . .	15,432.83	10,392.61	Newport . . . . .	255,239.34	237,156.26	Fountain Hill . . . . .	1,244.52	2,033.30
Altheimer . . . . .	3,570.71	3,646.17	Gilmore . . . . .	710.08	423.26	Norfolk . . . . .	9,970.66	7,435.68	Hamburg . . . . .	29,223.19	33,195.07
Altus . . . . .	8,400.19	7,587.89	Glenwood . . . . .	117,787.57	97,785.17	Norman . . . . .	3,466.07	4,325.33	Montrose . . . . .	2,800.17	4,113.08
Amity . . . . .	16,915.81	15,166.74	Goshen . . . . .	36,023.24	31,123.50	North Little Rock . . . . .	3,707,221.46	3,862,282.07	Parkdale . . . . .	1,982.01	3,218.42
Anthonyville . . . . .	1,503.01	1,399.83	Gosnell . . . . .	18,096.52	18,180.89	Oak Grove . . . . .	1,468.90	1,338.13	Portland . . . . .	3,745.09	4,996.11
Arkadelphia . . . . .	477,284.36	401,064.37	Gould . . . . .	15,148.14	15,384.86	Oak Grove Heights . . . . .	11,592.52	13,982.39	Wilmore . . . . .	4,793.71	6,390.37
Ash Flat . . . . .	138,092.71	138,092.71	Grady . . . . .	5,522.97	3,591.22	Ola . . . . .	20,537.22	20,551.28	Baxter County . . . . .	713,560.01	650,725.74
Ashdown . . . . .	174,801.85	165,073.92	Gravette . . . . .	128,959.10	93,004.44	Oppelo . . . . .	4,162.85	4,315.54	Big Flat . . . . .	1,840.65	1,969.99
Atkins . . . . .	79,137.00	72,251.96	Green Forest . . . . .	131,708.19	131,619.36	Osceola . . . . .	118,801.34	103,353.29	Briarcliff . . . . .	4,936.29	4,470.36
Augusta . . . . .	26,407.05	25,494.20	Greenbrier . . . . .	332,994.42	321,520.41	Oxford . . . . .	3,210.69	3,105.39	Cotter . . . . .	18,531.99	18,373.92
Austin . . . . .	80,538.10	50,199.14	Greenland . . . . .	48,152.10	40,340.82	Ozark . . . . .	226,808.00	191,778.83	Gassville . . . . .	45,409.65	39,361.87
Avoca . . . . .	9,614.62	13,698.25	Greenwood . . . . .	321,187.87	299,851.80	Palestine . . . . .	37,072.45	32,276.60	Lakeview . . . . .	16,210.26	14,036.16
Bald Knob . . . . .	64,266.95	62,115.59	Greers Ferry . . . . .	30,195.39	26,573.11	Pangburn . . . . .	10,047.22	9,936.35	Mountain Home . . . . .	268,253.68	235,792.37
Barling . . . . .	80,583.40	76,221.52	Guion . . . . .	8,451.27	1,583.84	Paragould . . . . .	449,543.49	397,302.26	Norfork . . . . .	9,726.16	9,679.46
Batesville . . . . .	859,944.80	822,786.98	Gum Springs . . . . .	1,373.59	945.42	Paris . . . . .	88,431.73	81,082.81	Salesville . . . . .	9,893.47	8,523.98
Bauxite . . . . .	31,380.27	26,217.76	Gurdon . . . . .	30,343.08	33,136.35	Parkdale . . . . .	524.63	338.05	Benton County . . . . .	1,077,862.14	1,108,834.82
Bay . . . . .	9,205.29	10,525.04	Guy . . . . .	8,236.50	8,259.04	Parkin . . . . .	4,737.03	2,978.57	Avoca . . . . .	11,718.25	12,737.13
Bearden . . . . .	11,406.38	13,378.66	Hackett . . . . .	10,093.44	7,139.89	Patmos . . . . .	109.94	938.86	Bella Vista . . . . .	724,365.71	692,346.41
Beebe . . . . .	230,824.93	178,350.95	Hamburg . . . . .	102,647.39	94,196.30	Patterson . . . . .	680.55	1,707.55	Bentonville . . . . .	1,303,300.03	921,379.80
Beedeville . . . . .	145.01	96.81	Hampton . . . . .	8,247.66	8,117.49	Pea Ridge . . . . .	132,857.16	101,650.00	Cave Springs . . . . .	132,221.28	50,400.40
Bella Vista . . . . .	604,137.10	507,724.82	Hardy . . . . .	36,405.60	33,399.85	Perla . . . . .	4,351.12	3,146.49	Centerton . . . . .	428,113.03	248,347.89
Belleville . . . . .	2,614.00	2,503.90	Harrisburg . . . . .	88,898.37	76,259.82	Perryville . . . . .	30,051.45	26,755.13	Decatur . . . . .	42,662.12	44,345.04
Benton . . . . .	2,255,003.55	2,018,396.08	Harrison . . . . .	955,288.57	600,105.96	Piggott . . . . .	75,915.21	80,936.59	Elm Springs . . . . .	11,188.88	3,575.79
Bentonville . . . . .	4,316,796.04	3,303,307.01	Hartford . . . . .	7,730.38	5,501.16	Pine Bluff . . . . .	1,595,340.27	1,556,184.30	Garfield . . . . .	14,268.83	13,102.54
Berryville . . . . .	355,849.64	325,417.40	Haskell . . . . .	58,550.50	63,067.06	Pineville . . . . .	3,222.25	3,075.48	Gateway . . . . .	10,491.08	10,570.77
Big Flat . . . . .	373.67	377.14	Hatfield . . . . .	7,007.62	4,935.19	Plainville . . . . .	5,244.34	3,888.39	Gentry . . . . .	91,195.39	89,394.80
Black Rock . . . . .	10,629.54	4,457.36	Havana . . . . .	4,457.36	4,129.68	Pleasant Plains . . . . .	11,794.34	13,979.13	Gravette . . . . .	85,348.30	81,251.39
Bleivins . . . . .	4,374.33	3,990.23	Hazen . . . . .	98,632.44	90,171.81	Plumerville . . . . .	15,103.21	14,791.87	Highfill . . . . .	38,186.57	15,216.69
Blue Mountain . . . . .	279.10	301.32	Heber Springs . . . . .	221,229.75	207,432.98	Pocahontas . . . . .	387,752.09	357,752.20	Little Flock . . . . .	73,509.74	67,470.24
Blytheville . . . . .	463,930.62	505,575.65	Hector . . . . .	10,312.28	6,635.42	Portia . . . . .	4,694.53	4,032.39	Lowell . . . . .	236,747.08	191,239.62
Bonanza . . . . .	2,599.84	3,881.47	Helena-West Helena . . . . .	276,955.03	301,207.94	Portland . . . . .	9,091.98	8,979.90	Pea Ridge . . . . .	157,823.37	125,126.62
Bono . . . . .	22,799.86	20,910.23	Hermitage . . . . .	19,424.17	14,646.56	Pottsville . . . . .	42,280.90	32,196.27	Rogers . . . . .	1,682,133.86	1,460,697.97
Booneville . . . . .	158,983.80	151,408.48	Higginson . . . . .	2,100.36	2,958.74	Prairie Grove . . . . .	194,852.38	190,895.90	Siloam Springs . . . . .	415,961.66	392,528.00
Bradford . . . . .	15,785.75	18,129.78	Highfill . . . . .	93,670.56	58,826.38	Prescott . . . . .	59,953.98	59,908.06	Springdale . . . . .	290,983.07	171,011.60
Bradley . . . . .	5,135.18	4,924.53	Highland . . . . .	32,524.40	36,362.14	Pyatt . . . . .	2,137.33	1,893.28	Springtown . . . . .	1,997.15	2,270.76
Branch . . . . .	2,573.58	2,389.44	Holly Grove . . . . .	11,003.73	14,226.75	Quitman . . . . .	31,143.71	28,832.10	Sulphur Springs . . . . .	11,573.87	13,337.42
Briarcliff . . . . .	1,753.28	3,350.05	Hope . . . . .	237,164.33	208,747.54	Ravenden . . . . .	5,016.38	3,359.09	Boone County . . . . .	598,712.34	525,788.24
Briarley . . . . .	189,503.34	177,852.96	Horatio . . . . .	9,207.19	8,086.73	Rector . . . . .	35,548.74	34,137.10	Alpena . . . . .	5,619.67	5,548.21
Brookland . . . . .	116,573.26	97,688.67	Horseshoe Bend . . . . .	31,648.28	29,083.29	Redfield . . . . .	129,272.81	46,429.49	Bellefonte . . . . .	7,964.42	7,896.19
Bryant . . . . .	1,593,433.05	1,526,745.79	Hot Springs . . . . .	2,233,497.85	2,133,617.43	Rison . . . . .	20,092.92	16,784.83	Bergman . . . . .	8,255.09	7,635.31
Bull Shoals . . . . .	43,936.63	36,805.39	Hoxie . . . . .	20,385.39	19,751.73	Rockport . . . . .	63,490.20	18,678.87	Diamond City . . . . .	14,669.26	13,600.93
Cabot . . . . .	1,222,220.79	1,101,443.65	Hughes . . . . .	6,290.38	7,179.90	Roe . . . . .	740.65	731.74	Everton . . . . .	2,015.33	2,313.20
Caddo Valley . . . . .	64,121.69	62,723.63	Humphrey . . . . .	2,841.23	2,676.32	Rogers . . . . .	4,609,384.46	3,975,722.33	Harrison . . . . .	253,253.12	225,111.09
Calico Rock . . . . .	57,756.82	52,488.42	Huntington . . . . .	3,890.98	4,548.77	Rose Bud . . . . .	24,476.23	27,044.87	Lead Hill . . . . .	5,309.61	4,713.37
Camden . . . . .	380,428.83	383,765.60	Huntsville . . . . .	188,178.19	166,314.03	Rosston . . . . .	2,923.19	NA	Omaha . . . . .	2,480.40	2,939.33
Caraway . . . . .	7,486.25	7,735.08	Imboden . . . . .	12,341.89	11,770.60	Rudy . . . . .	15,296.42	14,987.11	South Lead Hill . . . . .	1,666.52	1,774.03
Carlisle . . . . .	59,834.43	65,292.55	Jacksonville . . . . .	833,811.84	1,013,797.21	Russellville . . . . .	1,427,688.34	1,276,625.35	Valley Springs . . . . .	3,546.20	3,182.83
Cash . . . . .	5,218.30	2,746.87	Jasper . . . . .	77,602.38	42,712.19	Salem . . . . .	30,696.47	24,783.09	Zinc . . . . .	1,782.81	1,791.43
Cave City . . . . .	34,397.38	30,163.80	Jennette . . . . .	285.51	319.53	Salesville . . . . .	6,294.98	5,799.57	Bradley County . . . . .	149,595.34	155,583.05
Cave Springs . . . . .	151,427.22	121,228.35	Johnson . . . . .	141,857.26	74,362.88	Scranton . . . . .	4,688.80	6,447.49	Banks . . . . .	866.21	1,201.34
Cedarville . . . . .	9,936.13	9,314.56	Joiner . . . . .	4,511.41	4,017.41	Searcy . . . . .	1,098,439.95	1,016,704.99	Hermitage . . . . .	5,227.13	8,041.22
Centerton . . . . .	466,388.40	410,199.91	Jonesboro . . . . .	2,047,774.63	1,963,838.93	Shannon Hills . . . . .	14,952.25	15,049.19	Warren . . . . .	54,292.41	58,158.35
Charleston . . . . .	49,974.88	40,499.62	Judsonia . . . . .	14,594.73	13,698.50	Sheridan . . . . .	300,791.13	259,014.53	Calhoun County . . . . .	116,667.53	112,642.28
Cherokee Village . . . . .	31,714.52	27,550.05	Junction City . . . . .	6,066.76	6,187.41	Sherrill . . . . .	843.22	680.76	Hampton . . . . .	33,251.12	31,928.58
Cherry Valley . . . . .	5,459.87	2,932.82	Keiser . . . . .	7,196.31	5,228.35	Sherwood . . . . .	1,261,312.75	1,195,161.91	Harrell . . . . .	9,512.56	6,125.28
Chidester . . . . .	4,670.12	5,813.06	Keo . . . . .	2,085.11	1,476.89	Shirley . . . . .	3,648.83	3,088.38	Thornton . . . . .	9,544.56	9,814.90
Clarendon . . . . .	46,712.05	52,218.96	Kibler . . . . .	10,329.82	5,300.76	Siloam Springs . . . . .	990,811.30	927,168.13	Tinsman . . . . .	1,407.76	1,302.22
Clarksville . . . . .	544,026.87	468,110.19	Kingsland . . . . .	2,826.15	2,639.99	Sparkman . . . . .	4,844.07	4,522.06	Carroll County . . . . .	239,131.94	225,511.78
Clinton . . . . .	128,275.82	122,897.27	Lake City . . . . .	15,678.94	17,399.85	Springdale . . . . .	4,036,141.89	3,306,378.17	Beaver . . . . .	622.26	900.03
Coal Hill . . . . .	6,095.79	5,764.79	Lake Village . . . . .	99,369.90	84,066.13	Springtown . . . . .	1,356.83	441.93	Blue Eye . . . . .	427.22	270.01
Concord . . . . .	2,442.66	NA	Lakeview . . . . .	6,494.57	4,600.66	St. Charles . . . . .	1,789.26	1,769.57	Holiday Island . . . . .	22,280.47	20,340.70
Conway . . . . .	3,670,932.82	3,340,170.15	Lamar . . . . .	29,441.20	27,523.79	St. Paul . . . . .	4,722.72	3,021.56	Chicot County . . . . .	171,490.99	146,810.07
Corning . . . . .	84,004.86	76,627.52	Leachville . . . . .	16,675.72	12,409.18	Stamps . . . . .	17,041.22	14,680.05	Dermott . . . . .	23,735.33	26,730.59
Cotter . . . . .	18,675.86	21,064.58	Lead Hill . . . . .	10,565.70	6,425.15	Star City . . . . .	56,769.14	53,640.08	Eudora . . . . .	20,294.24	20,994.02
Cotton Plant . . . . .	2,010.66	2,713.11	Lepanto . . . . .	41,281.69	37,440.11	Stephens . . . . .	6,237.30	5,768.51	Lake Village .		



Egypt	2,359.80	2,576.26	Newark	20,162.63	20,049.35	Gosnell	54,556.23	53,829.27	Sebastian County	414,503.89	1,021,766.98
Jonesboro	1,640,914.52	1,547,205.18	Oil Trough	3,861.66	4,432.68	Joiner	9,336.43	8,738.91	Barling	109,047.57	93,384.60
Lake City	48,574.21	47,890.83	Pleasant Plains	6,014.62	5,950.02	Keiser	14,079.63	11,515.34	Bonanza	13,385.81	11,550.04
Monette	31,450.03	34,526.49	Southside	73,115.18	66,507.24	Leachville	38,226.86	30,237.24	Central City	10,512.53	10,083.69
Crawford County	581,075.59	939,919.57	Sulphur Rock	10,405.96	7,774.24	Luxora	17,660.47	17,872.29	Fort Smith	2,032,772.55	1,731,682.78
Alma	83,415.35	68,403.00	Izard County	63,963.51	56,349.07	Manila	69,029.56	50,703.89	Greenwood	217,000.56	179,819.09
Cedarville	20,392.01	17,596.20	Jackson County	324,442.27	315,901.62	Marie	2,024.77	1,274.42	Hackett	17,878.15	16,310.67
Chester	2,062.11	2,007.03	Amagon	893.08	1,133.04	Osceola	130,784.96	117,687.04	Hartford	11,379.08	12,895.87
Dyer	11,055.22	11,057.58	Beedeville	1,087.22	1,237.10	Victoria	374.96	561.35	Huntington	11,173.84	12,755.26
Kibler	14,391.83	12,130.52	Campbell Station	3,002.81	2,948.22	Wilson	14,360.84	13,700.06	Lavaca	55,869.21	45,979.21
Mountainburg	7,561.08	7,964.99	Diaz	15,842.39	15,238.04	Monroe County	NA	NA	Mansfield	15,597.77	14,522.92
Mulberry	22,096.12	20,890.75	Grubbs	3,895.88	4,462.79	Montgomery County	265,617.01	252,609.10	Midland	5,176.45	6,528.28
Rudy	1,861.63	769.99	Jacksonport	1,941.47	2,451.07	Black Springs	1,070.72	938.96	Sevier County	604,581.95	547,522.64
Van Buren	332,487.12	287,686.42	Newport	103,609.78	91,094.17	Glenwood	691.51	398.35	Ben Lomond	2,035.59	1,779.10
Crittenden County	1,032,215.88	911,936.77	Swifton	9,487.32	9,226.19	Mount Ida	11,108.74	10,205.28	De Queen	88,766.11	80,905.88
Anthonyville	1,306.12	1,331.97	Tuckerman	22,093.93	21,527.78	Norman	3,379.46	3,585.13	Gillham	2,282.76	1,963.14
Clarkdale	3,250.78	3,069.32	Tupelo	906.02	2,081.10	Oden	2,007.60	2,200.39	Horatio	13,376.71	12,809.48
Crawfordsville	4,469.83	3,962.82	Weldon	737.75	867.12	Nevada County	131,048.17	123,031.71	Lockesburg	8,636.70	9,067.25
Earle	17,714.84	19,971.27	Jefferson County	512,205.83	478,488.92	Bluff City	1,248.08	1,132.67	Sharp County	331,010.79	296,555.78
Edmondson	2,351.01	3,532.62	Altheimer	10,305.42	11,993.69	Bodcaw	1,279.81	1,260.55	Ash Flat	16,049.58	13,746.97
Gilmore	1,532.51	1,958.25	Humphrey	3,168.62	3,754.12	Cale	772.12	721.62	Cave City	27,271.74	24,435.94
Horseshoe Lake	2,554.19	2,415.75	Pine Bluff	610,818.00	598,258.18	Emmet	4,199.04	4,338.86	Cherokee Village	61,862.97	54,398.72
Jennette	1,027.48	856.27	Redfield	22,283.98	15,808.75	Prescott	32,799.06	30,107.10	Evening Shade	6,582.83	6,059.89
Jericho	948.15	984.50	Sherrill	784.75	1,023.85	Rosston	2,876.93	2,384.09	Hardy	9,568.78	10,240.09
Marion	133,049.95	102,131.47	Wabbaseka	2,665.19	3,108.12	Willisville	1,565.37	1,388.43	Highland	15,391.29	14,658.76
Sunset	1,602.17	1,474.26	White Hall	82,635.81	67,354.78	Newton County	75,935.20	57,017.07	Horseshoe Bend	203.75	112.22
Turrell	4,501.76	4,579.16	Johnson County	176,933.97	154,076.16	Jasper	6,568.08	3,552.13	Sidney	3,009.30	2,538.98
West Memphis	237,229.85	217,127.59	Clarksville	131,179.77	113,174.15	Western Grove	4,250.65	2,927.08	Williford	1,238.21	1,052.06
Cross County	592,519.29	561,501.13	Coal Hill	11,466.52	12,479.00	Ouachita County	563,509.36	588,905.83	St. Francis County	432,574.02	460,137.37
Cherry Valley	8,394.07	8,458.57	Hartman	7,215.52	6,399.80	Bearden	10,107.56	11,405.38	Caldwell	10,799.98	11,317.86
Hickory Ridge	3,328.43	3,534.15	Knoxville	9,229.15	9,013.98	Camden	138,223.46	143,842.33	Colt	7,016.40	7,708.38
Parkin	11,591.12	14,357.49	Lamar	24,037.73	19,971.30	Chidester	3,295.38	3,412.17	Forrest City	311,666.90	313,453.80
Wynne	121,370.98	108,714.10	Lafayette County	102,984.39	87,984.75	East Camden	10,394.11	10,992.14	Hughes	25,287.76	29,385.66
Dallas County	165,900.62	166,200.88	Bradley	3,642.68	4,146.60	Louann	1,992.86	1,936.32	Madison	18,175.58	15,681.86
Desha County	148,702.62	126,223.57	Buckner	1,484.05	1,815.79	Stephens	10,029.39	10,519.85	Palestine	12,117.06	13,887.32
Arkansas City	6,796.59	4,885.04	Lewisville	8,229.76	8,451.66	Perry County	193,173.74	161,263.92	Wheatley	6,681.14	7,239.36
Dumas	72,322.27	62,811.48	Stamps	11,314.79	11,178.63	Adona	1,146.85	1,293.14	Widener	5,076.72	5,567.16
McGehee	69,574.71	56,311.44	Lawrence County	400,859.93	373,607.41	Bigelow	2,709.35	1,949.00	Stone County	218,526.52	200,896.98
Mitchellville	5,296.28	4,804.96	Alicia	1,282.74	1,008.08	Casa	923.64	1,058.03	Fifty Six	2,227.06	2,217.94
Reed	2,349.89	2,295.70	Black Rock	5,292.41	5,381.85	Fourche	431.03	383.61	Mountain View	40,552.18	35,230.69
Tillar	578.43	280.29	Hoxie	23,304.56	22,600.50	Houston	1,100.67	1,070.40	Union County	712,461.68	590,838.99
Watson	3,344.08	2,812.23	Imboden	5,740.92	5,503.79	Perry	2,016.62	1,670.57	Calion	19,677.88	17,224.86
Drew County	530,972.45	476,902.77	Lynn	2,314.31	2,341.35	Perryville	10,567.99	9,033.44	El Dorado	872,380.32	733,414.56
Jerome	0	595.04	Minturn	780.41	886.13	Phillips County	191,729.68	203,148.61	Felsenthal	3,738.23	4,220.65
Monticello	149,797.63	144,441.32	Portia	3,803.36	3,552.67	Elaine	9,591.98	9,763.27	Huttig	25,483.75	23,608.62
Tillar	2,484.21	3,112.50	Powhatan	932.99	585.34	Helena-West Helena	181,310.58	188,452.79	Junction City	24,059.07	21,059.03
Wilmar	7,009.01	7,796.51	Ravenden	3,821.30	3,820.95	Lake View	6,337.75	6,797.43	Norphlet	30,981.77	26,570.81
Winchester	2,430.97	2,547.97	Sedgwick	1,462.14	1,235.71	Lexa	4,034.53	4,381.80	Smackover	80,320.79	69,904.62
Faulkner County	1,143,448.39	1,024,921.27	Smithville	780.41	634.11	Marvell	16,717.79	18,201.40	Strong	21,032.56	19,889.54
Enola	3,002.84	3,120.88	Strawberry	2,404.01	2,455.16	Pike County	253,837.12	223,304.25	Van Buren County	236,673.80	239,724.54
Holland	5,533.53	5,142.98	Walnut Ridge	48,295.52	43,396.22	Antoine	1,754.13	1,432.07	Clinton	31,678.50	30,214.50
Mount Vernon	1,359.78	1,338.84	Lee County	40,858.50	39,334.24	Daisy	1,366.05	1,407.59	Damascus	3,093.36	2,903.01
Twin Groves	2,993.39	3,093.18	Aubrey	1,002.21	1,218.89	Delight	4,470.71	3,414.93	Fairfield Bay	24,582.76	25,023.92
Wooster	9,839.48	7,940.68	Haynes	1,132.12	1,075.49	Glenwood	31,139.75	26,756.37	Shirley	3,131.24	3,379.10
Franklin County	363,626.77	182,002.49	LaGrange	482.54	638.12	Murreesboro	23,207.34	20,085.64	Washington County	2,135,268.44	3,092,267.97
Altus	5,129.68	1,013.94	Marianna	33,174.91	29,504.27	Poinsett County	314,203.04	294,106.71	Elkins	75,430.35	58,958.66
Branch	4,686.90	490.92	Moro	1,642.51	1,548.71	Fisher	2,265.55	2,411.13	Elm Springs	39,704.59	39,097.96
Charleston	40,978.68	3,375.56	Rondo	1,512.59	1,419.64	Harrisburg	27,841.05	24,889.80	Farmington	158,818.37	133,013.22
Denning	4,574.30	2,100.11	Lincoln County	162,804.24	149,707.13	Lepanto	21,799.60	20,467.59	Fayetteville	1,967,408.68	1,638,284.71
Ozark	56,084.41	4,927.92	Gould	4,746.46	5,071.43	Marked Tree	28,772.45	27,744.23	Goshen	44,018.49	23,846.19
Wiederkehr Village	791.71	50.83	Grady	2,183.51	2,720.52	Trumann	93,126.57	78,886.18	Greenland	25,401.73	28,811.37
Fulton County	310,808.52	258,063.58	Star City	15,556.65	13,778.29	Tyronza	9,011.84	8,238.93	Johnson	75,576.94	74,678.00
Ash Flat	876.63	647.95	Little River County	376,108.32	310,934.58	Waldenburg	667.08	659.55	Lincoln	48,039.21	50,074.78
Cherokee Village	6,462.23	5,037.49	Ashdown	55,640.44	46,788.85	Weiner	8,143.37	7,741.57	Prairie Grove	147,531.04	98,546.45
Hardy	271.52	266.80	Foreman	12,757.73	10,015.57	Polk County	350,128.08	319,250.90	Springdale	1,572,331.22	1,429,324.37
Horseshoe Bend	85.34	107.99	Ogden	1,710.61	1,783.19	Cove	9,529.94	9,576.28	Tontitown	90,068.28	54,772.77
Mammoth Spring	7,206.98	6,206.34	Wilton	3,747.67	3,705.07	Graniss	14,817.70	13,888.10	West Fork	48,814.03	51,588.82
Salem	12,148.69	10,386.25	Winthrop	1,514.73	1,902.05	Hatfield	10,306.68	10,353.40	Winslow	7,643.56	8,705.76
Viola	2,777.29	2,140.79	Logan County	401,153.94	361,407.57	Mena	166,968.08	143,819.58	White County	1,244,192.89	1,391,385.09
Garland County	2,984,191.07	2,803,098.43	Blue Mountain	1,056.81	1,282.69	Vandervoort	3,435.56	2,180.98	Bald Knob	33,648.29	43,013.09
Fountain Lake	9,185.49	9,592.24	Booneville	45,742.89	41,273.58	Wicks	19,029.98	18,901.88	Beebe	112,565.67	108,609.16
Hot Springs	314,351.04	310,005.75	Caulksville	1,849.41	2,203.33	Pope County	486,914.71	435,072.88	Bradford	9,045.81	11,269.22
Lonsdale	1,991.80	1,792.59	Magazine	8,886.78	8,761.58	Atkins	54,044.92	52,251.02	Garner	2,815.14	4,216.68
Mountain Pine	11,312.66	14,683.96	Morrison Bluff	936.71	662.03	Dover	25,273.89	23,873.31	Georgetown	1,080.69	1,841.08
Grant County	292,813.74	268,291.51	Paris	38,141.09	36,535.91	Hector	7,769.31	7,796.07	Griffithville	2,068.00	3,340.68
Greene County	459,372.63	441,527.13	Ratcliff	2,005.53	2,089.54	London	17,693.62	18,000.27	Higginson	9,406.04	9,220.27
Delaplaine	962.29	1,754.81	Scranton	2,942.24	2,317.11	Pottsville	59,356.79	49,167.24	Judsonia	24,735.90	29,977.02
Lafe	6,284.95	6,828.95	Subiaco	4,815.67	5,916.91	Russellville	547,065.46	483,703.05	Kensett	18,678.67	24,468.61
Marmaduke	18,223.34	16,806.83	Lonoke County	924,071.89	388,605.48	Prairie County	91,240.49	83,095.19	Letona	3,202.06	3,786.10
Oak Grove Heights	16,598.48	13,448.49	Allport	1,212.24	1,571.37	Biscoe	3,462.53	3,452.99	McRae	8,218.61	10,125.97
Paragould	444,111.32	395,028.49	Austin	48,771.50	27,847.37	Des Arc	21,626.62	16,332.72	Pangburn	6,670.95	8,923.32
Hempstead County	797,874.63	735,105.00	Cabot	374,511.54	324,876.37	DeValls Bluff	5,903.33	5,888.15	Rose Bud	6,590.90	7,156.48
Blevins	4,574.08	4,109.65	Carlisle	28,656.78	30,252.20	Hazen	16,813.14	13,964.14	Russell	2,454.91	3,207.05
Emmet	285.88	561.00	Coy	1,226.34	1,311.75	Ulm	1,986.69	1,617.09	Searcy	306,023.32	339,383.22
Fulton	1,826.45	2,622.35	England	34,915.32	38,600.93	Pulaski County	1,095,596.88	1,138,858.71	West Point	2,268.12	2,746.78
Hope	142,177.55	131,704.41	Humnoke	3,086.98	3,880.59	Alexander	5,027.35	5,513.02	Woodruff County	96,029.47	115,101.10
McCaskill	905.29	1,252.46	Keo	2,917.83	3,498.00	Cammack Village					

# MUNICIPAL MART

To place a classified ad in City & Town, please email the League at [citytown@arml.org](mailto: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.

**CHIEF FINANCIAL OFFICER**—Benton Utilities is currently seeking qualified candidates for the position of chief financial officer. The CFO directs the financial planning and accounting practices of Benton Utilities, as well as the relationships with lending institutions, the financial community and ratepayers (to include billing/customer services) by performing the following duties personally or through subordinate managers, under the direction of the general manager. The incumbent serves in a managerial capacity to ensure compliance with all regulatory financial statutes/guidelines and may serve as the financial liaison to the Benton Public Utility Commission and Benton City Council. Salary based on education and experience. Submit resume and application via mail to Terrie Sossamon, Benton Utilities, 1827 Dale Ave., Benton, AR 72015; or via email to [tsossamon@bentonutilities.com](mailto:tsossamon@bentonutilities.com). Applications and resumes will be accepted until position is filled. For complete job description and qualifications visit [www.bentonutilities.com/personnel](http://www.bentonutilities.com/personnel). EOE.

**DISTRIBUTION OPERATOR**—Springdale Water Utilities is now accepting applications for the position of distribution operator. Working under the direction of the distribution supervisor and supervision of the distribution manager and the distribution director, this individual is a member of a three-member crew working in the water distribution and sanitary sewer collection systems owned, operated, and maintained by Springdale Water Utilities. Persons employed in this position are responsible for making sure health and safety measures are executed. This is a safety sensitive position. Pre-employment and random drug testing are required per DOT regulations. This position is required to be on call (duty assignment) at scheduled weekly intervals and to be available for working outside normal business hours. Actively participates in duties of a high performance three-member crew assigned to maintain, upgrade, and expand the Utility's water distribution system and the sanitary sewer collection system. Education and training: Obtain, within three years, a Class II Water Distribution Operator's License issued by the Arkansas Department of Health. Employees in this position are strongly encouraged to obtain a Class IV Water Distribution Operator's License. The Utility's compensation system is designed to motivate employees to contribute to the maximum of their ability by compensating based on their job performance and meeting licensing requirements. Inability to obtain proper licenses, within a year of being eligible to test, will result in a decrease of potential merit increases. Employee must obtain and maintain, within six months, a State of Arkansas CDL commensurate with work duties and remain insurable by the carrier providing automotive insurance coverage to the Springdale Water and Sewer Commission. Salary range is \$22.01 – \$33.02 DOE. For a complete job description and to apply, visit [www.springdalewater.com](http://www.springdalewater.com) by clicking the apply here button or by e-mail to [hr@springdalewater.com](mailto:hr@springdalewater.com). Open until filled. Springdale Water provides an exceptional benefit package and is an Equal Opportunity Employer.

**FINANCE DIRECTOR/TREASURER**—The city of Sherwood is looking for a finance director/treasurer to 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. Manages department administration for the city including issuance of new debt and compliance with existing programs and procedures. Monitors and evaluates municipal operations, financial transactions, and procedures for compliance with statutory requirements and policies. Directs and manages the preparation and administration of municipal budget and Comprehensive Annual Financial Report (CAFR). Develops and interprets cash and investment policies and procedures. Manages certain aspects of payroll processes related to funding of benefits, payroll, tax filings and auditing of bi-weekly payroll. Directs and manages the annual audit process. Applicants should have a bachelor's in accounting, finance or business. CPA or CMA required. Minimum of seven years of experience in accounting role. Minimum three years in government accounting and management. Salary commensurate with experience. We offer excellent benefits. Please visit our website for a full job description. Interested applicants should go to [www.cityofsherwood.net](http://www.cityofsherwood.net) to complete the online application and attach their resume. Please contact Jill Ross at 501-833-3703 or [Jill@cityofsherwood.net](mailto:Jill@cityofsherwood.net) with any questions.

**POLICE OFFICER**—The Carlisle Police Department is now accepting applications for a full-time police officer. Preference will be given to CLEST-certified applicants, and salary is commensurate with prior law enforcement experience. Benefits include paid overtime, holiday pay, certificate pay, uniform allowance, generous sick and vacation leave, paid health insurance and LOPFI retirement. For more information, visit the city's website at [www.carlislear.org/employment.htm](http://www.carlislear.org/employment.htm). EOE.

**PUBLIC WORKS FIELD TECHNICIANS**—The city of Cave Springs is accepting applications for public works field technicians. This is an opportunity to develop your career in a small, hometown community, with dynamic growth and development potential. This position is full time and reports directly to the public works director. The pay range is \$14 to \$22 per hour, with compensation being commensurate with experience, and includes continuing

industry-based education, uniforms and a benefits package with health, vision, dental and APERS retirement. A background investigation will be conducted before employment can begin. Job description and application available upon request by mail or email. Submit a completed application/resume, with salary history, via mail or email to: Mayor Randall J. Noblett, City of Cave Springs, P.O. Box 36, Cave Springs, AR 72718; phone: 479-248-1040, ext.6; cell: 479-644-3149; email: [randall.noblett@cavespringsar.gov](mailto:randall.noblett@cavespringsar.gov).

**PUMP STATION SUPERVISOR**—Springdale Water Utilities is now accepting applications for the position of pump station supervisor. Working under the direction of the technical services director, persons in this position are charged with the primary responsibility of working in the operation and maintenance of fire hydrants, sewer lift stations, water storage facilities and water booster stations owned, operated and maintained by Springdale Water Utilities. The pump station supervisor is responsible for ensuring appropriate health and safety measures are established and executed by pump station operators. This is a safety sensitive position. Pre-employment and random drug testing are required per DOT regulations. This position is required to be on call (duty assignment) at scheduled weekly intervals and to be available for working outside normal business hours. High school diploma or equivalent required. Individuals must have met the minimum licensing requirements of Class II Water Distribution Operator's License issued by the Arkansas Department of Health in order to apply for this position. Encouraged to obtain other operating licenses that are applicable to assigned job duties. The Utility's compensation system is designed to motivate employees to contribute to the maximum of their ability by compensating based on their job performance and meeting licensing requirements. Inability to obtain proper licenses, within a year of being eligible to test, will result in a decrease of potential merit increases. Employees must have and maintain, a State of Arkansas CDL commensurate with work duties and remain insurable by the carrier providing automotive insurance coverage to the Springdale Water and Sewer Commission. Directly accountable for supervision of all assigned personnel as indicated on the Utility's organizational chart and to periodically assist in the training of employees with less experience. Salary range is \$25.96-\$38.94 DOE. For a complete job description and to apply, visit [www.springdalewater.com](http://www.springdalewater.com) by clicking the apply here button or by e-mail to [hr@springdalewater.com](mailto:hr@springdalewater.com). Open until filled. Springdale Water provides an exceptional benefit package and is an Equal Opportunity Employer.

**PUMP STATION MANAGER**—Springdale Water Utilities is now accepting applications for the position of pump station manager. Working under the direction of the technical services director, this individual is charged with the primary responsibility of working with assigned personnel in the operation and maintenance of all sewer lift stations, water storage facilities and water booster stations owned, operated, and maintained by Springdale Water Utilities. The pump station manager is responsible for ensuring appropriate health and safety measures are established and executed by personnel under his or her supervision. This is a safety sensitive position. Pre-employment and random drug testing are required per DOT regulations. This position is required to be available for working outside normal business hours. This individual assumes responsibility for supervising pumping station operators in the daily work assignments required for operation, maintenance and repair of water storage facilities and pump stations (sewer lift stations and water booster stations). High school diploma or equivalent required. Individuals must have met the minimum licensing requirements of a Class II Water Distribution Operator's license issued by the Arkansas Department of Health in order to apply for this position. Individual must obtain within one year, after assuming position and meeting licensure experience requirements, a Class IV Water Distribution Operator's License issued by the Arkansas Department of Health and a Class III Wastewater Operator's License issued by the Arkansas Department of Environmental Quality. The Utility's compensation system is designed to motivate employees to contribute to the maximum of their ability by compensating based on their job performance and meeting licensing requirements. Inability to obtain proper licenses, within a year of being eligible to test, will result in a decrease of potential merit increases. Must have and maintain a valid State of Arkansas CDL commensurate with work duties and be insurable by the carrier providing automotive insurance coverage to the Springdale Water and Sewer Commission. Salary range is \$30.41-\$45.61 DOE. For a complete job description and to apply, visit [www.springdalewater.com](http://www.springdalewater.com) by clicking the apply here button or by e-mail to [hr@springdalewater.com](mailto:hr@springdalewater.com). Open until filled. Springdale Water provides an exceptional benefit package and is an Equal Opportunity Employer.

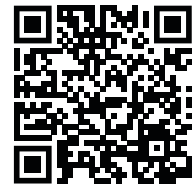
**SR. PURCHASING AGENT**—The city of Fayetteville seeks applicants for the position of senior purchasing agent. This senior level position manages the majority of the city's construction bids, RFPs and RFQs amongst various other duties. This is in a fast-paced, high-volume bidding environment where attention to detail is critical and multi-tasking is necessary. This position also has a great energetic supportive team who work great together. To learn more about this position or to submit an application, please visit Careers at [www.fayetteville-ar.gov](http://www.fayetteville-ar.gov) or contact Andrea Foren, NIGP-CPP, purchasing manager, at [aforen@fayetteville-ar.gov](mailto:aforen@fayetteville-ar.gov).



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