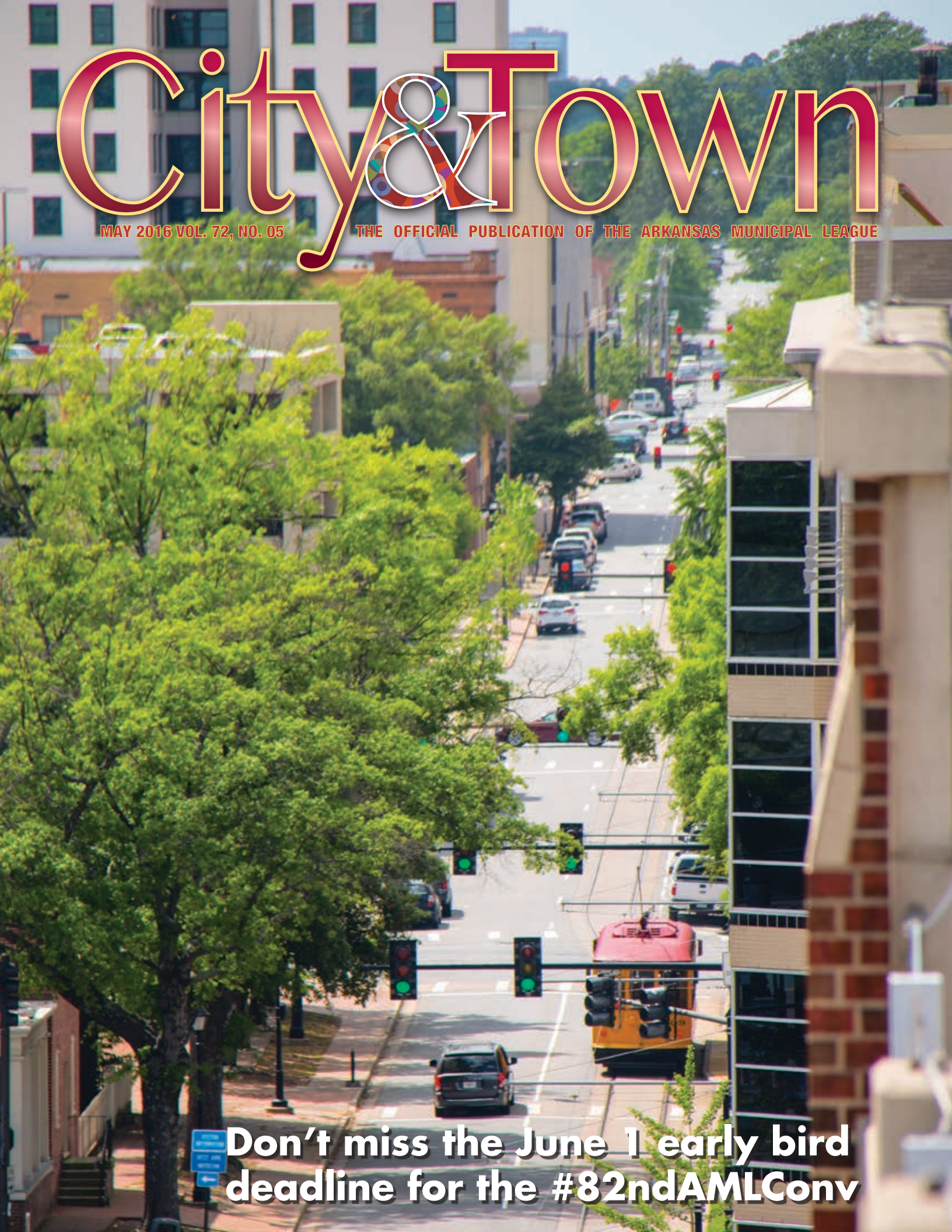


# City & Town

MAY 2016 VOL. 72, NO. 05

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE



**Don't miss the June 1 early bird deadline for the #82ndAMLConv**

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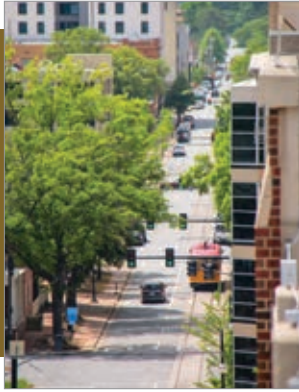
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**ON THE COVER**—Little Rock’s urban forest is green and lush in this westward view up downtown’s West 2nd Street. We look forward to seeing you at the Marriott Hotel and Statehouse Convention Center—just one block over—for the League’s 82nd Convention, June 15-17. If you haven’t yet registered or booked your hotel room, don’t hesitate. The June 1 early bird deadline is fast approaching. Check out the reservation information and a tentative Convention agenda inside beginning on page 24, and we’ll see you there!—atm

## Features

- 6 Symposium covers Delta’s challenges, strengths**  
The future of the Mississippi Delta region has promise, despite the many socio-economic challenges that face the agriculturally and culturally rich part of the country.
- 8 Creating a sense of place in our cities**  
An inaugural Placemakers Summit, held in Bentonville in April, explored the ways in which accommodating population growth, encouraging economic expansion, and fostering a sense of place are essential to creating livable, sustainable cities and towns.
- 10 Stephens Mayor named Champion of Rural Arkansas**  
The Rural Community Alliance has named Stephens Mayor and League First Vice President Harry Brown one of its 2016 Champions of Rural Arkansas for his efforts to strengthen his city and the surrounding area.
- 16 Prepping for the 2020 Census: Reporting boundary changes**  
The 2020 Census is fast approaching, and in part one of a four-part series of articles, we look at the importance of updating municipal boundary maps between now and 2018.

## City & Town Contents

Arkansas Municipal League Officers.....	5
a'TEST .....	34
Calendar .....	21
Directory Changes .....	58
Economic Development.....	36
Engineering.....	22
Fairs & Festivals .....	50
Grant Money Matters .....	40
Municipal Mart .....	56
Municipal Notes .....	48
Obituaries.....	48
Planning to Succeed .....	14
President's Letter .....	4
Sales Tax Map.....	53
Sales Tax Receipts .....	54
Turnback Estimates .....	52
Urban Forestry.....	18
Your Health .....	42

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Dear Friends and Colleagues,  
I recently had the honor of attending the Southern Municipal Conference in Norfolk, Va., with League Executive Director Don Zimmerman and Pea Ridge Mayor Jackie Crabtree. The focus of the conference was building resilient communities. One of the highlights from the conference was hearing from Virginia Gov. Terry McAuliffe. He has implemented major economic development initiatives designed to strengthen the Commonwealth's pro-business climate, ensure efficient investments in world-class infrastructure, and develop a 21st century workforce capable of meeting the needs of emerging businesses and industries.



Batesville was pleased to host the IBLA World Tour concert recently. While in town the performers were able to perform at West Magnet School, Southside High School, and finish with a community performance at a local church. I appreciate Sherman Banks and all of his dedicated work in organizing the event and allowing Batesville to be a stop on the tour. It was a great honor having this talented group of musicians and singers visit our town.

There is a lot of construction going on in the City of Batesville this season. Our street and utility construction crews are taking full advantage of the great spring weather. Contractors are working also to install new fiber optic lines throughout the city. And Arkansas Game and Fish is in the process of building a new launching ramp and access to the White River. This will be a great asset to our area fisherman.

Our Parks and Recreation Department is in full sports mode. Baseball, softball, and soccer tournaments are quickly filling up the calendar. We are also proud to announce that Movies in the Park is back again for the fourth summer. These events have been very successful and are free to the public. Family-friendly movies are shown on a large outdoor screen on the banks of the beautiful White River. Vendors are always on hand with food and refreshments, making for a great family evening.

I do not want to close without sending one last reminder that early registration for the 82nd Convention closes on Wednesday, June 1. Please don't forget to use **#82ndAMLConv** when you post to your social media pages. I look forward to visiting with each of you at some point during the convention.

Sincerely,

A handwritten signature in blue ink that reads "Rick Elumbaugh". The signature is fluid and cursive.

Rick Elumbaugh  
Mayor, Batesville  
President, Arkansas Municipal League

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# Delta symposium touts region's strengths

By Andrew Morgan, League staff

Arkansas's Delta still has much to offer despite the many socio-economic challenges the region faces, policymakers, educators, office-holders, and other stakeholders explained at a symposium held April 7 at the Pine Bluff Convention Center. Pine Bluff-based Simmons Bank hosted the one-day symposium, titled "The Arkansas Delta: Why It Still Matters." The event was designed to give community leaders an opportunity to network with each other and discuss mutual challenges.



Nelson

A decades-long loss of population in the Delta is one of the major challenges the region faces, and finding ways to keep people and their talents in its cities and towns is essential, said Rex Nelson, who is director of corporate community relations at Simmons Bank and a longtime Delta advocate.

"It is almost as if there is a giant magnet that is to the north and west of our state—you can close your eyes and visualize it," Nelson said. "Put it about Joplin, Missouri, and it's as if it has pulled the population of our state from south and east to north and west."

One overlooked effect of this population shift is its effect on the state's four congressional districts, he said. The 3rd and 4th districts, which include the Delta, have lost population but have grown in size, while the 1st and 2nd districts, which include central and, most notably, Northwest Arkansas, have gained population and have shrunk in size. He noted that the 4th district, now served by Rep. Bruce Westerman, includes 33 of the state's 75

counties. The district now geographically covers more than 40 percent of the state.



Westerman

Rep. Westerman, who addressed symposium attendees, said that as America's breadbasket, with abundant food and water, the Delta has potential for future growth, particularly when states like California are facing massive water shortages and a shrinking agricultural base. The 4th district is large and sprawling, he explained, and each part has a strong agri-base.

"The common theme is that we have an abundance of resources, and I'm still a firm believer in wealth generated from the land," Westerman said.

Increasing Internet bandwidth in rural Arkansas by expanding broadband would help the Delta in numerous ways, he said, from attracting new businesses and people to the area, to increasing educational and job training opportunities, he said.

"We've got a strong foundation, and I think we've got room to really build on our history in agriculture and manufacturing along with other industries," Westerman said.

Chris Masingill, federal co-chairman of the Delta Regional Authority (DRA), updated local leaders in the investments the agency has made in the region. The DRA is tasked with promoting economic advancement in the eight-state Mississippi Delta region, which he called one of the most iconic in the United States.

The economy is improving over the whole region, Masingill said, though progress is slow.

“Is it where we want it to be? Absolutely not,” he said.

In Arkansas, we are experiencing the lowest unemployment rate in 20 years and exports are up, he said. Another way to see that the region is trending up is to look at the number of so-called major economic development announcements, he added. To qualify as a major announcement, the development must add 200 jobs and \$30 million in capital investment.



Masingill

“In 2015, we had 668 major economic development announcements,” Masingill said.

“We have enormous natural resources,” Masingill said. “We have opportunities to see innovation and economic development because of that. Good things are happening in the Delta region.”

Almost 150,000 jobs have been created in the overall Delta region since 2010 because of “re-shoring, or on-shoring, or right-shoring, or whatever you want to call it,” he said. That trend is “for real,” he said.

Focusing on workforce education is the key to continuing to grow the rural economy, Masingill said.

“Our human capital is our greatest asset in this region,” he said.

Dr. John Kirk, director of the Institute on Race and Ethnicity at the University of Arkansas at Little Rock and the state’s premier historian on the history of race relations and civil rights in the state, gave an overview of historical perspectives on race and ethnicity in the Arkansas Delta as attendees enjoyed a lunch of tasty fried

catfish and hushpuppies. Kirk has published eight books and most recently edited *Race and Ethnicity in Arkansas: New Perspectives*, published in 2014 by the University of Arkansas Press.



Kirk

When asked about the civil rights movement in Arkansas, most could immediately name the Little Rock school crisis, Kirk said, but perhaps not much else.

“One of the things I did over the last 25 years is to write the rest of the history of the civil rights movement in the state, that is what had happened before the Little Rock school crisis, back in the 1940s and 50s, and what happened afterward, in the 1960s and 1970s.”

Arkansas has a rich history in this area though it hasn’t been recorded as well as it has in other states, he said. In addition to recovering those “lost histories,” the Institute has created the Arkansas Civil Rights Heritage Trail—a series of educational markers along the walk—to raise awareness about the sacrifices made in the battle for racial justice in the state. The trail now stretches from the Old State House to the Statehouse Convention Center on Markham Street in downtown Little Rock. The trail will eventually extend east to the William J. Clinton Presidential Center and Park and back on the opposite side of the street, Kirk said. 🏛️

# Bentonville summit talks placemaking

By Andrew Morgan, League staff



Urban planners, developers, municipal leaders, and other stakeholders from across Arkansas, Missouri, Oklahoma, Texas, and Kansas gathered in Bentonville April 22-24 for the first-ever Placemakers Summit and Small Developers Bootcamp, an event designed to explore so-called “place-based” growth strategies that strengthen the community while strengthening the economy. The event was produced by Velocity Group and Incremental Development Alliance. The League was one of the event’s co-sponsors, along with several Main Street Arkansas groups, the *Arkansas Times*, and *Block Street & Building*.

Day one of the event—the summit—featured a big-picture overview of development trends with a focus on the Northwest Arkansas corridor and its cities’ master plans. The summit was held in downtown’s historic Meteor Theater and Guitar Gallery. The theater held its grand opening in 1927 with a showing of the silent film *Venus of Venice*, and it featured a \$6,000 pipe organ built especially for the theater. It has changed names and ownership several times over the years and now features a guitar and amp shop and a small historical museum. The theater hosts musical, art, and other special events.

The small-developer bootcamp portion of the event focused on the private sector partnerships and development needed to implement the cities’ plans.

Mike Malone with the NWA Council, an economic development group that advocates for infrastructure in the region, said that, unlike 20 years ago, the quality of the local workforce and the quality of place are now among the top items on the checklist of companies looking to locate to a city or a region.

“Connecting the sense of place back to the workforce, which is one of the most important site selection factors, just makes a lot of sense,” Malone said.

In the past, when young people entered the workforce they moved to where the jobs were. Now, he said, they pick where they want to live based on the quality of place and the jobs seek to locate where the talent is. Local leaders and developers must keep this in mind as the region grows, Malone said.

Meredith Bergstrom, executive director of Main Street Siloam Springs, and Monica Kumar, executive director of Downtown Bentonville Inc. (DBI), shared their experiences in what they called activating beautiful community spaces in their cities’ downtowns. Downtowns should be a balance of “serious hard work and serious play,” Kumar said.



“We think that creating a sense of wonder, imagination, anticipation, and surprise are really important elements in building awesome downtowns,” she said.

DBI has worked to accomplish these elements by focusing first on people, Kumar said, citing recent, successful special events such as an international festival that brought locals and visitors downtown.

Similarly, in Siloam Springs, development has been fueled by the people who live, work, and visit downtown, Bergstrom said. The city is blessed with beautiful natural resources downtown—lovely Sager Creek runs through downtown and Bob Henry Park is adjacent—as well as well-preserved buildings, she said, but it’s the people that help make it great.

Many cities and towns across the state have already begun implementing official master plans, and the summit gave several municipal planners, economic and community developers in the northwest area a chance to discuss their progress.



Sam Walton set the growth of Northwest Arkansas in motion when he opened his first five-and-dime on Bentonville’s downtown square 66 years ago, the city’s Community and Economic Development Director Troy Galloway said.

“It’s no longer just a matter of whether or not we will grow,” he said. “It’s a matter of how we will grow, and how we will harness that growth in a way that creates communities of lasting value.”

In 1990 the population in Bentonville was just over 11,000 people. Today’s estimated population is right at 45,000, Galloway said. Accommodating that growth and preparing for more in a sustainable way is critical, he said.

Rogers Director of Planning and Transportation stressed the importance of teamwork when creating a plan and implementing it. Without, he said, “you might have individual successes, but you won’t have combined success.”

Finding what’s unique about your city’s downtown and building upon that is one key to revitalization, said Patsy Christie, Springdale’s director of planning. The city had long wanted to take Spring Creek, which runs through downtown and was built originally for flood control, and transform it into something that enhanced the heart of the city. After years of planning, the opportunity came just as the region-wide Razorback Greenway effort was getting underway, and that trail now runs along the creek and through downtown. The coordination of these events prompted the city to work on its master plan and the momentum really picked up, Christie said.

“People have started thinking, you know something really can happen in downtown Springdale,” she said.

It has also given the city the opportunity to partner with businesses, foundations, and other civic-minded groups to further their plans, she said.



# Rural Community Alliance names League First Vice President a 2016 Champion of Rural Arkansas



From left, Penny Harris, Mayor Harry Brown, and Dorothy Singleton

Founded in 2003, the mission of the Rural Community Alliance (RCA) is to empower rural communities to effect change by creating opportunities in education, economic development, and youth empowerment to improve quality of life and place. Every other year, the RCA recognizes individuals from across the state who demonstrate a bold effort in strengthening rural Arkansas. A reception held April 22 honored individuals the RCA views as being a “Champion of Rural Arkansas.”


Among the Champions of Rural Arkansas award winners was League First Vice President and Stephens Mayor Harry Brown. Mayor Brown was presented the award by Southwest Regional Director Penny Harris and Delta Regional Director Dorothy Singleton. In the presentation Ms. Harris mentioned Mayor Brown, who was born and raised in Stephens, is the city’s first African-American mayor. She lauded Mayor Brown for his dedication to Stephens and shared some of his favorite sayings with the audience. Brown, when speaking to the people of Stephens often says, “The city may have ‘city limits’ but community goes beyond city limits. When you give love to your community, love is returned to you.”

Mayor Brown has advocated for Stephens by seeking out opportunities and improvements for his hometown. Upgrading the water system and streets, building a new walking trail and community center, converting the former Stephens High School into city offices after a devastating fire, establishing youth programs and partnering with Southern Arkansas University (Camden) to provide job training for residents are just a few of Mayor Brown’s accomplishments.



Others receiving champions awards were the Honorable Asa Hutchinson, Governor of Arkansas; Mr. Darryl Treat, Searcy County Chamber President; Dr. David Rainey, former School Superintendent/State Representative and Forward Arkansas Steering Group; and Mr. Jack Crumbly, former School Superintendent and State Senator.

Four current legislators were honored as Legislative Champions for their work in sponsoring and passing an Act 60 waiver as well as legislation to establish Pilot Schools of Agriculture. Legislators receiving the Legislative Champion awards were Rep. Mary Bentley, Sen. Bruce Cozart, Rep. Charlotte Douglas, and Sen. Gary Stubblefield.

Congratulations to League First Vice President and Stephens Mayor Harry Brown and all 2016 Champions of Rural Arkansas on a job well done! To learn more about the Rural Community Alliance, contact Executive Director Candace Williams at 870-714-0881 or visit [www.thenewrural.org](http://www.thenewrural.org). 



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# 3 sources of cyberattacks—and 3 preventive steps local government can take

By Jayne Friedland Holland

**W**hen it comes to cybercrime, the numbers tell a startling story:

According to a Bank of America Merrill Lynch report in 2015, 80 million to 90 million cybersecurity events happen every year.

The same study revealed 70 percent of cybercrimes go undetected.

According to a PricewaterhouseCoopers study, 1 billion data records were compromised in 2014.

What affect is cybercrime having on your constituents? Cyberthreats and cybercrimes have become a part of our vernacular, with *The New York Times* publishing 700 articles in 2014 related to data breaches, versus just 125 in 2013. Not only has cybercrime entered our regular conversations, but it tops the list of constituent fears as well. According to a 2014 Gallup poll, Americans fear

having their credit card information stolen by hackers more than they fear getting robbed or even being murdered.

Add to this the fact that mobile devices have opened up access to information in astounding ways—from tracking health information to finding an address using GPS. With all of the opportunities today's technology provides, it also opens the door to cybersecurity risks.

The cybercriminals posing the greatest risk to you and the constituents you serve can be grouped into three broad categories: state-sponsored threat actors, hacktivists, and individual cybercriminals. Understanding the main differences between each cybercriminal type can be your agency's best cyberthreat defense.

## 1. State-sponsored, also known as nation-state threat actors

These cybercriminals typically are backed by hostile foreign governments. Their highly targeted attacks are attempts to steal intellectual property, get access to military intelligence, or gain tactical advantage over a rival nation. In the past, U.S. companies Westinghouse Electric Company, U.S. Steel Corp., and others have fallen victim to state-sponsored attacks. In a February 2016 hearing before the House Appropriations Committee—Subcommittee on Commerce, Justice, Science and Related Agencies, FBI Director James Comey spoke about the agency's focus on state-sponsored cyberthreats, saying, "virtually every national security threat and crime problem the FBI faces is cyber-based or -facilitated ... we are targeting the most dangerous malicious cyberactivities: high-level intrusions by state-sponsored hackers."

With state-sponsored attacks on the rise, even such companies as Facebook are getting involved, warning users who may be the target of state-sponsored actors.

## 2. Hacktivists

Hactivists launch attacks to promote political agendas. The term "hactivist" first surfaced in the mid-1990s and became a mainstream term in 2008 with the public emergence of Anonymous, probably one of the best-known hactivist groups in the United States.

In 2014, following the shooting death of Ferguson, Mo., youth Michael Brown in an incident involving police officers, Anonymous took down several city websites, including that of the Ferguson Police Department. Recent hactivism by Anonymous includes disrupting service to the state of Michigan's website in January 2016 following the news of lead-tainted water supplies in Flint.

## 3. Individual threat actors

Individual threat actors are those who commit cybercrimes for "sport," often in an attempt to boost their cyber-credentials and hacker reputations. These actors typically operate alone, but their goal appears to be proving their skills and being recruited via social media for larger, more organized attacks. Recently, ransomware is on the rise as a prevalent individual threat actor attack mechanism. Ransomware infects a computer and restricts access, demanding a ransom to remove the restriction placed on the computer and/or files. Typically these attacks request payment via bitcoin because it is largely untraceable.

Cryptowall, a type of ransomware, first appeared in 2014. The FBI estimates that as of June 2015, more than \$18 million has been collected by Cryptowall. Targets can range from individuals to companies.

Organizations hit by ransomware include Hollywood Presbyterian Hospital in California, whose entire computer network was disabled, including digital patient records. The hackers encrypted the hospital's data and demanded \$3 million to unlock (decrypt) the network. The hospital reportedly paid a ransom to the hackers in bitcoins equivalent to approximately \$17,000. The city of Detroit also was a victim of ransomware and, in this case, the city's entire database was encrypted and held for a ransom of 2,000 bitcoins worth about \$800,000. The city did not pay the ransom.

## Prevention is key

Cyberattacks may be hitting government from a variety of sources, but your agency can take initial preventive steps:

1. Hactivists follow controversial legislation or civic unrest. Monitor current events in your region for situations that may ignite hactivism.
2. Prepare in advance with your Internet service provider (ISP). Have a mitigation plan in place prior to an attack. It is much more difficult to plan your response in real time in the middle of a crisis event.
3. Consider outsourcing your hosting needs. You also may choose to parse out large agencies with special hosting needs. In addition, consider "spreading the wealth" of your hosting needs with multiple hosting providers. Limit your hosting needs with only one provider.

Cyberthreats are constantly evolving. Like a virus that becomes immune to the original antibiotic cure, cyberattacks and threat actors continuously switch tactics in an attempt to stay a step ahead of virus protection software and law enforcement.

Cyberattacks are here to stay and the havoc they wreak is pervasive. By understanding where attacks come from and some preventive steps you can take to minimize an attack, your agency will be better prepared to defend itself and your constituents.

*Jayne Friedland Holland is Chief Security Officer at NIC Inc., managing NIC's legal, policy, and technology practices to ensure security of public-sector web portals and online services. Contact her at [jayne@egov.com](mailto:jayne@egov.com).*

*This article appeared originally March 28 at [www.govtech.com](http://www.govtech.com) and is reprinted with permission.*

# Life in municipal government can be a surprise, especially while it's happening

By Jim von Tungeln

**L**aws produce effects, and municipal officials face a complex range of laws, particularly in dealing with the planning and development of their communities. These range from the ancient common laws to the latest statutes enacted by the state legislature. They include federal laws and the sometimes bewildering interpretations placed on them by the courts. There is one law in particular, though, that lurks in the shadows of public administration like a monster from a horror movie, always ready to spring upon the unwary. It is the one we are most likely to ignore, and to our peril.

It is the so-called “Law of Unintended Consequences.”

For our policy wonks, in the article “Law of Unintended Consequences,” Alex Tabarrok wrote, “The law of unintended consequences is what happens when a simple system tries to regulate a complex system. The political system is simple, it operates with limited information (rational ignorance), short time horizons,

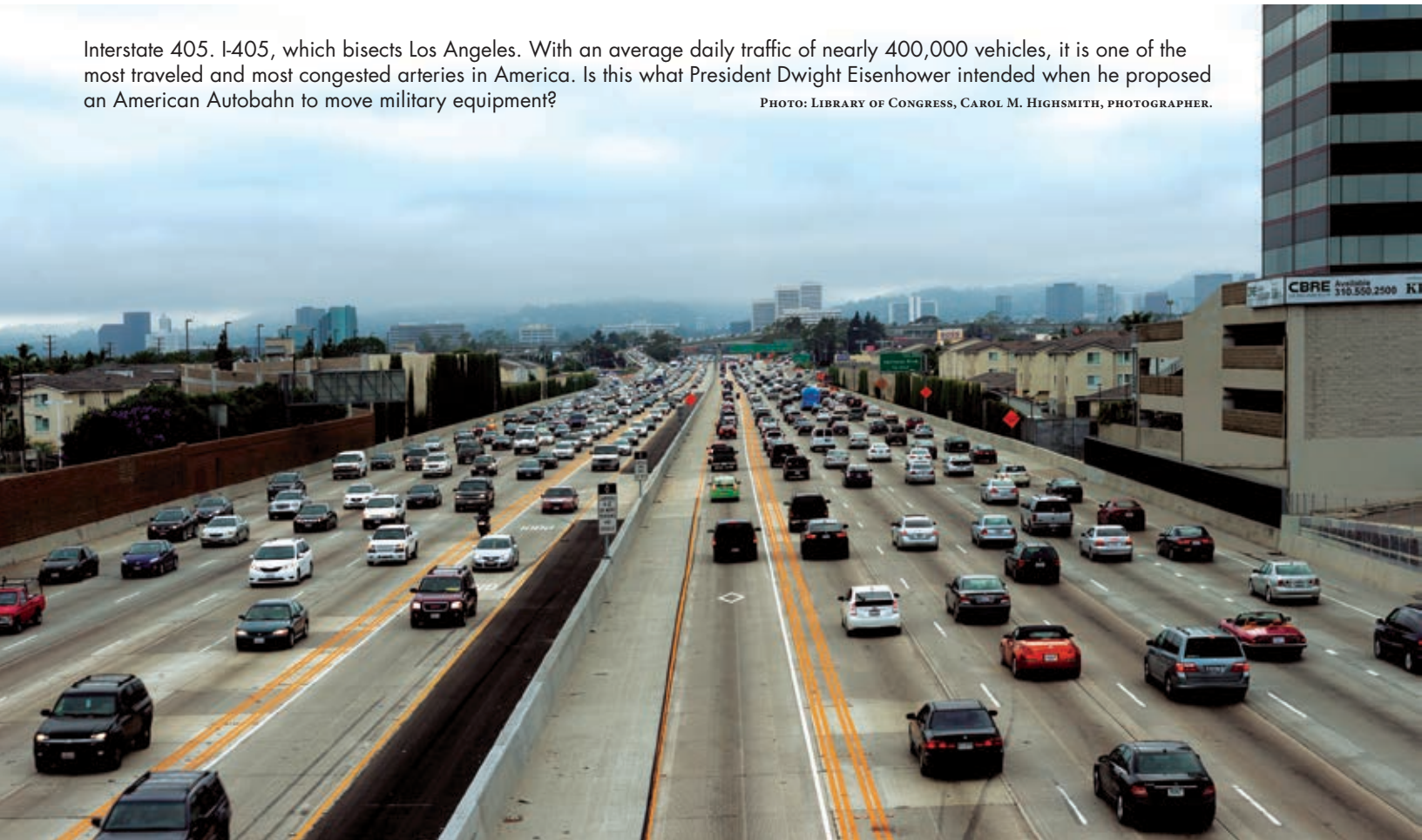
low feedback, and poor and misaligned incentives. Society in contrast is a complex, evolving, high-feedback, incentive-driven system. When a simple system tries to regulate a complex system you often get unintended consequences.”

For the rest of us, London School of Economics attendee Mick Jagger warns, “You can’t always get what you want.”

However we choose to define the Law of Unintended Consequences, its effects can be troublesome, embarrassing, disastrous, and, on occasion, all three. Consider, for example, the time a federal agency, in its grant program, decided to give extra credit to any city that would pass a fair housing ordinance. It was a well-intentioned effort to improve housing opportunities for minorities—one of that agency’s primary jobs. After a round of funding, it turned out that most of the cities passing fair housing ordinances had no minorities residing anywhere near them. Well...

Interstate 405. I-405, which bisects Los Angeles. With an average daily traffic of nearly 400,000 vehicles, it is one of the most traveled and most congested arteries in America. Is this what President Dwight Eisenhower intended when he proposed an American Autobahn to move military equipment?

PHOTO: LIBRARY OF CONGRESS, CAROL M. HIGHSMITH, PHOTOGRAPHER.



Then there was the famous Volstead Act at the national level. This, of course, came as a result of the 18th Amendment to the Constitution, better known as “Prohibition.” We have learned that when it passed in 1918, the city of New York had roughly 800 bars on record. By the time it was repealed, the city had an estimated 4,000 speakeasies in operation, hardly the intended consequence.

Unexpected results surface on a global scale as well. One famous example involved a proliferation of poisonous cobras in India. When the government sought to reduce their number and offered a bounty for each one turned in, enterprising capitalists began to breed them. The snake population actually rose.

Closer to home—actually as close as we can get—we remember the mechanical genius who decided that we could save substantial amounts of water by reducing the tank capacity of water closets. It probably would have, if it had worked. The problem was that it took three operations (flushes, if you will) to accomplish the function of the device. So much for saving water.

How, one might ask, does this affect us when we deal with planning? Consider early attempts at landscaping. Ordinances often required the planting of trees along street frontage at specified distances. It looked somewhat orderly at first, like proud troops marching along the street. Then one tree died and wasn’t replaced, presenting the “missing soldier” vista. Some places still suffer from the ragged results.

More recently, landscapers made Bradford Pear trees all the rage, no doubt because they bloom so beautifully one week out of the year. The rest of the year, we have found, those of the domesticated variety pollinate with their wild cousins producing gnarled, thorn-ridden mutations that are becoming the “Kudzu” of the 21st Century.

Traffic control is particularly confounding. Traffic engineers are always shocked to find congestion increasing after the construction of a new roadway. A highly contentious principle called “Braess’s Paradox” states that adding an additional road to a transportation network can actually cause an increase in traffic congestion. As a young planner, I witnessed congestion increase on the federal highway that ran through one southern city after Interstate 30 opened adjacent to it. Some cited additional use by those who had avoided the city entirely during construction. Others attributed it to (the avoidance of) a “weigh-station” on the interstate. Who knows?

In a recent instance, traffic deaths due to texting-while-driving actually increased after a law prohibiting the practice went into effect. Seems the violators simply moved their phones to their laps so the police couldn’t see what they were doing, making the act even more dangerous.

Sometimes, even considering land use regulations can produce unintended results. A plan to regulate certain types of signs, for example, will surely instigate a flurry of permits for the affected types unless the city first enacts a moratorium for the study period.

This brings us to some ideas for combating our troublesome law. First, don’t rush into regulation. Take time to determine if a regulation will indeed carry out or protect the provisions of the city’s adopted plans. Further, determine that it will protect the health, safety, welfare, and morals of the community. Adopting a regulation simply because another city did is a sure way to incur unintended consequences.

Next, work through scenarios of how regulations will work and how they may not work. Experienced professionals should have knowledge as to how good intentions can go astray. They surely haven’t seen it all, for I see new things weekly and I’ve been around for a long time. But they may save you trouble by using what they have seen.

Then, use a “devil’s advocate,” also called a policy analyst. This individual’s job should be to make every effort to spot flaws in a plan or regulation. Unfortunately, some planners and regulators become personally attached to their work and can view dissent as an affront. We must always remember that we work for the good of the community. Personal recognition of authorship is better afforded to novelists and playwrights than to planners. And, by the way, that’s not a widely accepted view in my profession.

It is also good to recognize what are genuine potential consequences and what are not. “They’ll build somewhere else,” is often claimed but seldom seen. Although it could happen where there are numerous competing choices, development is more apt to follow rooftops than it is to avoid regulatory complexity where there are profits to be made.

We shouldn’t let fear of unintended consequences keep us from being resolute and doing our job. Our citizens expect it. We needn’t be as pessimistic as the German military strategist Helmuth von Moltk, who warned, “No plan survives contact with the enemy.” We can, however, use caution before, during, and after we proceed, while remembering the words of Joel Garreau in *Edge City: Life on the New Frontier*: “No matter what your plan is, the result will always be a surprise.”



*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. Contact him at 501-944-3649. His website is [www.planyourcity.com](http://www.planyourcity.com).*

# 2020 Census timeline: reporting boundary changes

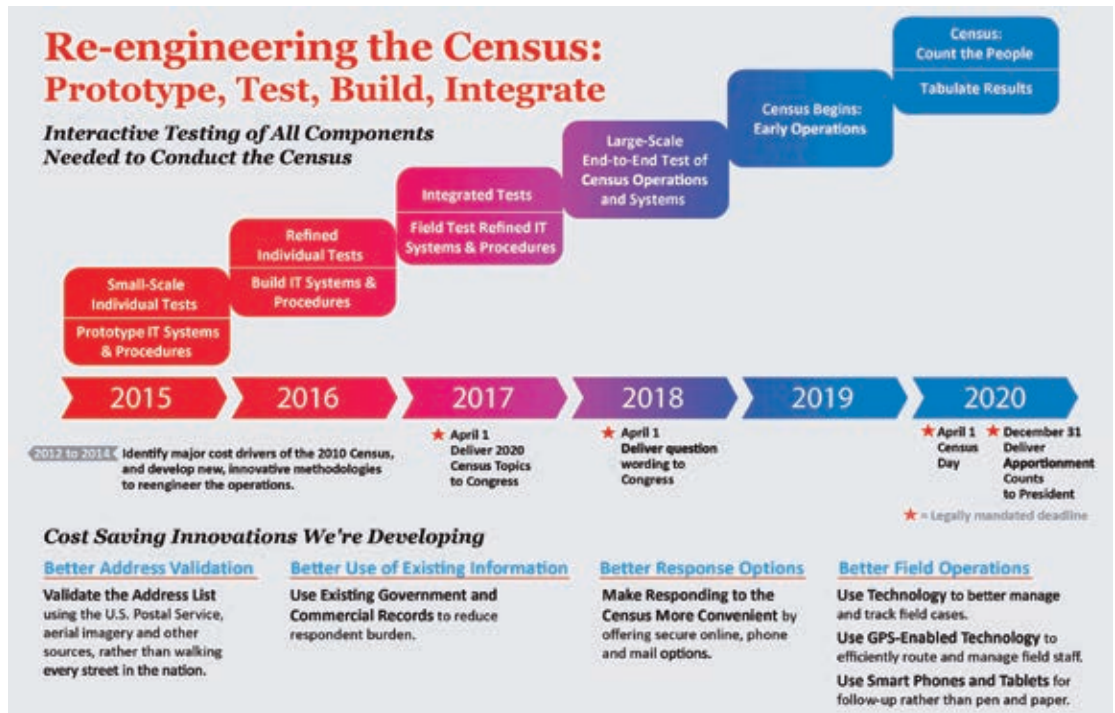
Part one in a four-part series outlining the steps cities and towns should take to prepare for the fast-approaching 2020 U.S. Census.

By Shelby Johnson

**B**elieve it or not, the 2020 Census is just around the corner. We held a meeting at the State Capitol March 23 with the U.S. Census Bureau and state leaders to begin pre-planning for the 2020 Census. It is a big task to count the population of the United States, and a very important part of the process is being able to tie the population to maps of various jurisdictions. This happens every decade and is the basis for equally redistricting populations into political subdivisions. This is fundamental to our democracy. It allows many levels of election boundaries—from U.S. Congress and state legislatures to local quorum courts and school boards—to be redrawn so that our population has equal representation.

Over the course of the next few months I'm going to write about why city leaders should execute city boundary changes before 2018. Be smart; get a start. Get it done between now and 2018.

Cities are one of the most important levels at which the Census summarizes population. So it is very important they have excellent maps. Here's the challenge: According to the Census Bureau, the United States has 19,497 incorporated cities. In the past, they have conducted their Boundary and Annexation Survey. Those surveys were sent to the highest elected official in the city. The surveys included a paper map, and requested the official to mark up the map with corrections to the city boundary. The response rate for the Boundary and Annexation Survey in Arkansas has always been low.



Here are the Arkansas response rates from 2010 through 2013:

<b>2010</b>	<b>92 cities</b>
<b>2011</b>	<b>14 cities</b>
<b>2012</b>	<b>15 cities</b>
<b>2013</b>	<b>20 cities</b>

For those 92 cities that reported boundary changes in 2010, the year the Census was conducted, it was too late. The populations were not counted in those newly annexed areas. The practical reality is there's just not enough time for the Census Bureau to incorporate that many city boundary changes into a massive national system. In order for population to be counted in those annexed areas they must have the map changes well in advance.



Time is the enemy. Whether a city's boundary changes by incorporation, annexation, or de-annexation, it takes time for the official documents to make their way through the entire recordation process. That process doesn't end with your clerk. In the eyes of the Census Bureau, it ends when the record is filed with the Secretary of State.

In the last decade, the Census Bureau has been experimenting with digital versions of their Boundary and Annexation Survey. Geographic Information Systems (GIS) has gained more adoption at local levels, and many cities are using GIS to keep up with everyday operations, including their annexation processes. The Census Bureau now allows a digital submission of the Boundary and Annexation Survey. This change shortens the timeline for newer annexation changes to make their way into the national system. Unfortunately, not all cities have that ability.

Also in the last decade, Arkansas has changed several laws governing city boundaries. One change is Act 914 of 2015. It requires the Arkansas GIS Office and cities to coordinate regarding annexation changes. Our goal is that your changes begin with a GIS map. The second thing the law does is to require the Arkansas GIS Office to submit a consolidated report of all city boundary changes to the Census Bureau.

As a city leader, now is the time to start thinking about boundary changes. The scope of work that must be done before the Census Bureau can begin counting population in April of 2020 is enormous! We must plan ahead. Be smart; get a start. Get it done, between now and 2018.

To check the current boundary information the GIS Office has for your city, visit [gis.arkansas.gov/checkmycity](http://gis.arkansas.gov/checkmycity).

*Shelby Johnson is Geographic Information Officer, Arkansas GIS Office. Contact Shelby at 501-682-2943, or email [shelby.johnson@arkansas.gov](mailto:shelby.johnson@arkansas.gov).*

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Our large, mature trees—like this State Champion Chinkapin Oak in Batesville, which has a circumference of 212 inches, a height of 117 feet, and a crown spread of 114 feet—often require special care to help them thrive, especially in harsh urban environments.



# Mature trees require special care

By Alison Litchy

**T**he biggest, the oldest, and the most significant trees sometimes need special care. Many people have a large tree that they love. We often are called out to measure large trees to see if they are state champions; however, most of the time this is not the case. Even if that tree is not a state champion, it remains a personal champion to those who enjoy it. These trees are no less important, champion or not.

While we always want to promote planting more trees, it is also important to take care of the mature ones that we have in our communities. Mature trees are often overlooked, or worse, over-pruned.

Mature tree care is a bit different than the care for younger trees. Typically, a mature tree faces vastly different issues than a young tree due to its size and other factors, such as the amount of water it requires, to remain healthy. As a tree matures, wounds tend to heal more slowly. Mature trees have their roots in place and have survived many storms, but each storm has also left its mark on that tree. Mature urban trees have to be just a little tougher than their forested counterparts. Urban

trees have to deal with not just nature, but also people, and our grey infrastructure such as sidewalks and streets.

A great start to mature tree care is to do a basic tree inspection. If done regularly, changes in the tree's health can be noticed before the problem becomes too serious to fix. Ideally, a tree should be inspected at least once a year to look for changes in new leaf size or formation, twig growth, and crown dieback. If the amount of growth is reduced, that is a good indicator that something has changed within the tree or in the soil. An International Society of Arboriculture (ISA) certified arborist will be able to compare past and current growth to get an idea of the amount of change that is occurring with the tree. It's also important to note visible signs of trouble, such as trunk decay or dieback in the crown. Contact an arborist to take a look at the tree if you notice these types of changes.

If your champion tree is in a high traffic area or is showing signs of decline, a great way to reduce stress is to properly mulch the tree. Mulch helps reduce competition from other plants for the water and nutrients in the soil, decomposes and adds nutrients to the soil, helps

prevent compaction, keeps frost out in the winter, and keeps moisture in the soil in the summer. Mulch should be between two to four inches deep under the canopy and kept away from the base of the trunk. When mulch is against the trunk, the trunk remains moist, inviting fungus and insects to infect the tree. The circle of mulch should cover as large of an area as possible. The critical root zone (CRZ) encompasses the area to the edge of the drip line. Roots, however, may spread out two to three times the height of the tree away from the trunk.

Soils are also a factor in mature tree care. Urban areas often have harsh soils that are compacted and include construction debris. These soils can have poor drainage, lack pore space, and have missing nutrients. These factors can limit growth. Your local Extension Office can conduct a free soil test. It's a great resource that will give you a detailed look at what specific nutrients, if any, you will need for optimum growth.

Pruning mature trees is often necessary to remove dead or dying branches. This can enhance the tree's structure and vitality and reduce risk to the public. There are many benefits to pruning, but removal of large limbs should be considered carefully. This is more stressful to a large tree than a young tree. Special equipment is also required to ensure the tree is pruned properly and safely. Hiring a certified arborist is important for these special trees. ISA certification allows you to know that this individual with a chainsaw knows how trees grow, and keeps up to date on latest techniques. A certified arborist is not going to remove any limbs unless it is necessary.

Lastly, mature trees and even champion trees can eventually fail. Removal is a method used as a last resort. Once the tree has been inspected by a certified professional, removal can then take place if necessary. Safety is always the number one issue.

If there is a mature tree in your city that needs inspection, contact a local Arkansas Forestry Commission office. This service is offered at no cost. To find a certified arborist in your area, visit [www.isa-arbor.com](http://www.isa-arbor.com).



*Alison Litchy is urban forestry partnership coordinator with the Arkansas Forestry Commission. Call Alison at 501-984-5867 or email [alison.litchy@arkansas.gov](mailto:alison.litchy@arkansas.gov).*



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The U.S. Air Force Concert Band and the Singing Sergeants perform at Little Rock's Central High School in April.

# USAF Concert Band and Singing Sergeants come to Arkansas

By Sherman Banks

**T**he U.S. Air Force Concert Band and Singing Sergeants, headquartered in Washington, D.C., travel all over the nation to make an impact in rhythm, harmony, and balance. They frequently perform for national television broadcasts and online videos, including the band's annual holiday specials, which have been viewed by millions worldwide. The premier musical unit inspires patriotism and military service in our citizens, it honors those who have served and those who serve, and represents the United States of America to the global community.

The band each year performs during ceremonies at Arlington National Cemetery, presentations at high-level events (including events for the President, Vice-President, Chairman of the Joint Chiefs of Staff, Secretary of the Air Force and Chief of Staff of the Air Force), national outreach events, and global deployments. Performances designed to enhance morale and *esprit de corps* of our military service members and their families.

This year's Spring Tour takes the group to five southern states: Arkansas, Texas, Louisiana, Mississippi, and Tennessee. The U.S. Air Force Concert Band and Singing Sergeants performed on April 7 at Little Rock Central High School Field House to a mesmerized audience of several hundred individuals with their exuberant sounds that soothed the spirit of all. The music of the band and melodic tones of the Singing Sergeants brought a sense of calm and a smile of peace to the faces of everyone.

Our hands were clapping to the themes of John Philip Sousa, and when Col. Larry Lang, commander and conductor, asked all the veterans to stand in the audience

you could feel the energy and see the pride that we had as we all stood. Then the band played the anthem from each branch of the armed services, and as the music played for each branch the tears flowed from each veteran and their family members.

We may be troubled with the violence in our streets and neighborhoods, and the constant threat of terrorism has created fear instead of trust, insecurity instead of serenity, and pessimism instead of optimism. The U. S. Air Force Concert Band and the Singing Sergeants brought a sense of harmony in that audience, if only for a short time; we could set aside our differences as the music moved each of us. We felt the tears and we did not know from whence the source.

If I could speak for every man and woman who was in attendance, I believe that each would use the words of William Congreve when he wrote, "Music has charms to soothe the savage breast, to soften rocks, and bend the knotted oak."

The band played a patriotic tribute finale, featuring the Singing Sergeants singing "The Magnificent Airmen and Their Flying Machines," and they concluded with a medley on "Southern Harmony," which made everyone proud to have served. I know I was proud to have served in United States Army. Thank you for allowing me to tell my story.



For more information contact Sherman Banks at (501) 786-2639; email [sbanks@aristotle.net](mailto:sbanks@aristotle.net); or write to P.O. Box 165920, Little Rock, AR 72216.

# County equalization boards to meet in August


County equalization boards will meet Aug. 1 through Oct. 1 to equalize the assessed value for all acreage lands, city and town lots, other real property and personal property. “Equalization” means to adjust the valuation of property in order to bring about a uniform tax rate (ACA § 26-27-315; *Black’s Law Dictionary*). The boards will meet as often as necessary during this time to complete their work (ACA § 26-27-309). If a county’s ratio of assessed-to-market value is out of compliance, the equalization board may meet after Oct. 1, but no later than the third Monday in November (ACA § 25-27-309 & 311).

County equalization boards have two responsibilities: (1) to review and equalize overall county assessments as assessed by the assessor, and (2) to hear assessment appeals by property owners. The board begins the review of assessments on Aug. 1, when the county assessor delivers the completed assessment records to the county clerk, who serves as the secretary for the board. Assessment appeals from landowners begin no later than the second Monday in August (ACA § 26-27-317).

Cities and incorporated towns have a part to play in deciding who sits as a member of the county equalization board. Cities and incorporated towns select one member of a five-member board (counties

with a population less than 79,000) and two members of a nine-member board (counties with a population greater than 79,000) (ACA § 26-27-303 and 304).

To select county equalization board members, city and incorporated town representatives within the county shall hold a meeting during the month of May each year in which the terms of any of the municipally-appointed members of the county equalization board shall expire (ACA § 26-27-304(b)(2) (A)). The mayor of the city or town or his or her designee shall serve as the representative of his or her city or town (*Id.*). The mayor of the county seat shall be the chair of the meeting, and if there are dual county seats, the mayor of the larger of the two seats shall be the chair of the meeting (*Id.*). Those at the meeting shall select the member of the board via majority vote, and each city or town shall be entitled to one vote (*Id.*). No action shall be taken unless a quorum is present. A majority of all of the representatives of all cities and incorporated towns in the county shall constitute a quorum (*Id.*).

Information for this article comes from “Arkansas Property Tax Equalization and Appeal System,” a publication of the Assessment Coordination Department. For more information, contact the Department at 501-324-9240, or visit [www.arkansas.gov/acd](http://www.arkansas.gov/acd). 

## CALENDAR

**Arkansas Municipal League 82nd Convention**  
June 15-17, 2016  
Wednesday-Friday  
Little Rock, Arkansas

**National League of Cities City Summit**  
November 16-19, 2016  
Wednesday-Saturday  
Pittsburgh, Pennsylvania

The design at Little Rock's MacArthur Park, which includes a narrow boulevard, parking, a multi-use path, and crosswalks, calms traffic and increases pedestrian safety.

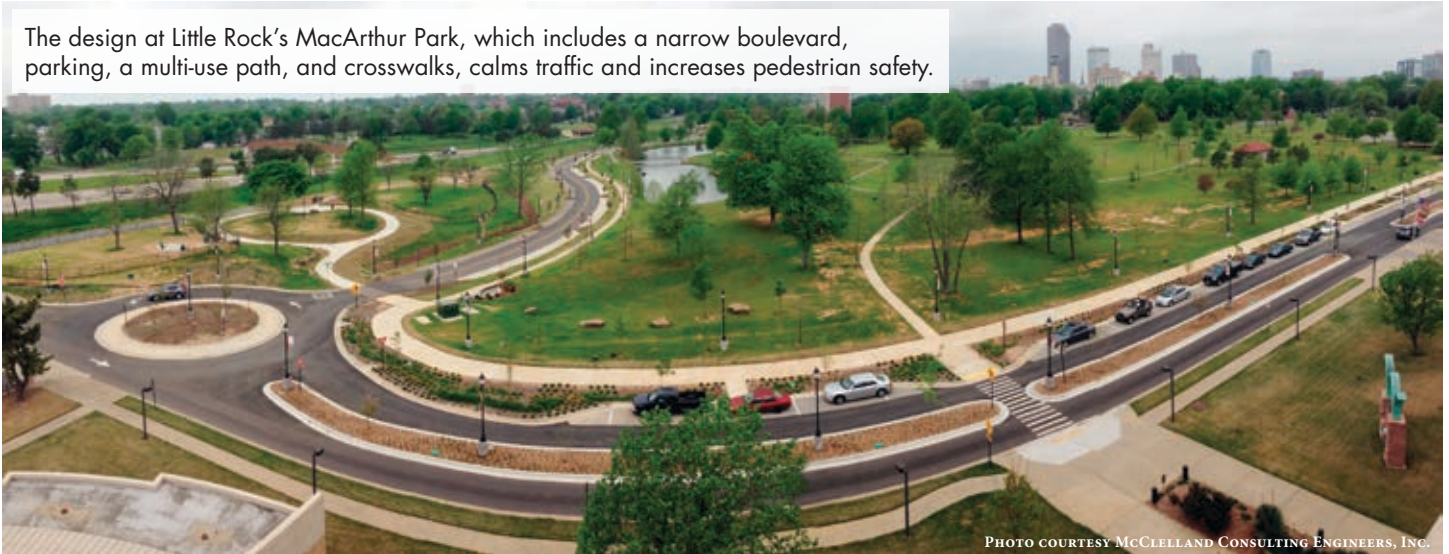


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# Do you need a traffic study?

By Stacy Akin, PE

With the ever-growing number of vehicles on our roads, we have learned that our approach to traffic must change. Most cities' infrastructure and basic early road systems were not designed for the volume of traffic we experience today. Community decision makers often are concerned with the traffic implications of land use decisions, but are unsure how to address them. Understanding the demands placed on the transportation network by any form of development is an important dimension of assessing its overall impact. New development typically increases traffic and may generate enough to create congestion and to compel a city to invest more capital into the transportation network whether it is in the form of new roads, intersection traffic control, or turn lanes. As traffic volumes increase, drivers may use other roadways not necessarily intended for through traffic. The public is often convinced that new development should be denied because of perceived traffic impacts. In some cases, cities deny proposed development based on perceived traffic impacts without having a clear understanding of how to evaluate and mitigate traffic impacts.

As a way of coping with these changes, we have come to depend on professionals who manage these issues. A good way to begin the approach is to work with a professional organization that has experience with carrying out traffic studies, a planning tool used to foresee demands on the existing transportation network and to mitigate negative effects. Understanding traffic effects on your city becomes even more important as budgets for infrastructure improvements are increasingly strained.

A traffic study analyzes a transportation system with support from data, which result in recommendations

for improvements, if required. These results vary in their range of detail and complexity depending on the type, size and location of the development or change to an area. The transportation system can be anything from one segment of a road or highway to multiple intersections that might include overpasses or railroad systems. Typically a traffic study would provide an analysis for a proposed transportation solution. In some jurisdictions, these studies require the signature of a registered professional engineer.

The question posed most often is, "When should a traffic study be initiated?" There are many reasons for beginning the process for a traffic study, including:

- Existing transportation problems are prominent, such as high crash locations;
- There is a roadway with complex geometrics;
- A sensitive area receives interest from developers;
- A construction, reconstruction or major roadway improvement project is proposed;
- Financial assessments or impact fees are imminent; or
- A proposed new development is expected to generate substantial new traffic.

Traffic studies help communities in a myriad of ways, such as:

- Allowing a community to assess the effects that a development may have;
- Ensuring safe and reasonable traffic conditions on streets after a development is completed;
- Reducing negative effects created by developments by helping ensure transportation networks can accommodate the associated resulting traffic increases;

- Protecting the community investment in the existing street system;
- Identifying potential problems with the proposed development or changes, which may affect the developer's decision to pursue it;
- Determining necessary improvements to accommodate new development;
- Forecasting additional traffic associated with new development; and
- Assisting communities in land use decision making.

Growth patterns can be affected by highway expansions or realignments made at state or federal levels. Even though traffic studies focus on a particular set of developments, they may provide information relevant to broader plans and decisions. One of the steps of a traffic study involves providing the community with all the necessary information about the upcoming traffic change. This level of information sharing would be done through social media, mail, television, radio and, of course, signage.

Not all changes in an area being developed need traffic analyses performed. If it is understood that a development will not significantly generate traffic, an assessment may not be necessary. This is where trip generation data proves useful. Trip generation information is a count of the inbound and outbound vehicle trips expected to be generated by a change in an area due to development, a surge in population or the results of a traffic redirection in the vicinity. These trip studies are performed on an average day or during peak traffic flows. Trip data provides estimates of the number of trips generated due to the new development and are then applied to various land uses within the development area.

Perhaps the area studied by a trip analysis does not meet the thresholds suggested? A traffic analysis may still be necessary if:

- The proximity of the proposed access points to other existing drives or intersections;
- A development includes a drive-through operation;
- There is a lack of left-turn lanes on the adjacent roadway;
- There is inadequate sight distance at access points; or
- High traffic volumes on surrounding roads may affect the movement to and from the proposed development.

Other helpful facts that may lower the congestion in your area could be applied such as:

- Encouraging consolidating trips by providing mixed use development;
- Encouraging alternative modes of transportation—walking, bicycles, public transit; and

- Designing pedestrian-friendly thoroughways with smaller setbacks, requiring parking behind buildings, providing sidewalks that connect residential and developed areas.

Traffic studies can range from a few thousand dollars to hundreds of thousands based on the complexity of the study, the extent, and the area involved. Some cities require traffic studies for smaller projects where the change in traffic is negligible, unnecessarily increasing the cost of development, while others allow large projects that significantly affect the traffic impact in the area to proceed without a traffic study. Whatever the case for your city, if a professional suggests that a traffic study would enhance the process for accommodating new development, then strongly consider that advice. Development might have greater long-term effects on your transportation corridors than you might have first envisioned.



*Stacy Akin, PE, is a Partner of McClelland Consulting Engineers and can be reached in the Little Rock office at [sakin@mcclelland-engrs.com](mailto:sakin@mcclelland-engrs.com), or call Stacy at 501-371-0272.*

Complete Streets - not for just cars and trucks

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MCE designs for the safety and comfort of all users

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# NED PERME BAND



## The Ned Perme Band to perform during 82nd Convention

**L**ongtime local television meteorologist Ned Perme and his nine-piece band, which specializes in a combination of country and folk rock, will perform at 8:30 p.m. Thursday, June 16 at the Statehouse Convention Center's Wally Allen Ballroom during the League's 82nd Convention. Crews & Associates, Inc., and Willdan/360 Energy Engineers are sponsoring the evening of entertainment, which also includes delicious desserts and beverages.

The Ned Perme band features a group of professional musicians from all over the state of Arkansas. Formed in 2013 to play a fundraising event, the band has continued to grow and evolve. The current lineup features Perme on piano; Jason Campbell, lead vocals and acoustic guitar; Cassie Lea Ford, vocals, keyboards, and synthesizer; Christine De Meo, vocals and acoustic guitar; Pete Brown, fiddle; Robert Jones, pedal steel; David O'Neal, drums; Charlie Barnes, bass; and David Scott, lead guitar.

PHOTO BY MARK WAGNER.





Please Join Us for  
A Once in a Lifetime Opportunity

An Exquisite Dinner at the  
Arkansas Governor's Mansion

With Dinner and Music by Don Bingham and Friends

1800 Center Street ♦ Little Rock, Arkansas

June 16, 2016 ♦ 6:30 until 8:15 in the evening

Precedes dessert reception and show at the Convention Center

Featuring the Ned Perme Band

Limited Seating

\$50 per person or \$500 for a table of 10

RSVP via email to: [arml@arml.org](mailto:arml@arml.org)

Formal reservation should accompany payment

Make checks payable to: Arkansas Governor's Mansion Association

Mail to: AML, P.O. Box 38, North Little Rock, AR 72115

Dress for the Evening

Coat and Tie for Gentlemen/Ladies Accordingly

No denim please



## 82<sup>nd</sup> Annual Convention

Marriott Hotel/Statehouse Convention Center, June 15-17, 2016

MONTHS

01

DAYS

00

HOURS

07

MINUTES

59

### Countdown to Convention.

June 15–17 in Little Rock, AR

See next page for more information.

Register online at [www.arml.org](http://www.arml.org).

Contact Whitnee Bullerwell

at 501-978-6105.

Cost for 10' x 10' exhibit space is \$550.

Cost for Large Equipment Space is \$1,100.

## TENTATIVE PROGRAM IN BRIEF

**WEDNESDAY  
JUNE 15**

1:30 P.M.-3:30 P.M.  
1:00 P.M.-7:00 P.M.  
2:30 P.M.-5:30 P.M.  
5:30 P.M.  
7:00 P.M.

CLERKS MEETING  
REGISTRATION AND EXHIBIT HALL OPEN  
CONTINUING EDUCATION CERTIFICATION TRAINING  
RESOLUTIONS COMMITTEE MEETING  
OPENING NIGHT BANQUET

**THURSDAY  
JUNE 16**

7:00 A.M.-8:45 A.M.  
7:00 A.M.-5:30 P.M.  
7:00 A.M.-5:30 P.M.  
8:45 A.M.-NOON  
NOON-1:15 P.M.  
1:30 P.M.-5:30 P.M.  
6:30 P.M.-10:00 P.M.

HOST CITY BREAKFAST  
REGISTRATION OPEN  
EXHIBITS OPEN  
GENERAL SESSIONS  
LUNCHEON  
CONCURRENT WORKSHOPS  
EVENING ACTIVITIES

**FRIDAY  
JUNE 17**

7:00 A.M.-8:45 A.M.  
7:00 A.M.-NOON  
8:45 A.M.-10:15 A.M.  
11:45 A.M. -1:30 P.M.

BREAKFAST  
REGISTRATION OPEN  
ANNUAL BUSINESS MEETINGS  
AWARDS AND NEW OFFICERS' LUNCHEON

## RESOLUTIONS

Suggested Convention Resolutions for consideration at the 82nd Annual Convention should be mailed to:  
82nd Convention Resolutions  
Arkansas Municipal League  
P.O. Box 38  
North Little Rock, AR 72115-0038

**The deadline for Resolution submission is Monday, May 16.**

Resolutions may be drafted by an official of any member city or town and can relate to any matter of municipal concern. See your **2015-2016 Policies and Goals** for resolutions adopted at the 81st Convention.

## WANTED: Elected City officials with 25 years of service

Were you elected and began serving your city or town in 1991? The League would like to know!

The League will give special recognition to **elected city and town officials** who are in their 25th year of municipal service at the 82nd League Convention, June 15-17, in Little Rock.

**Names must be submitted to the League by May 16.**

Call Ken Wasson at 501-374-3484, ext. 211; Sheila Boyd, ext. 218; or write to P.O. Box 38, North Little Rock, AR 72115-0038.

## NOTICE TO EXHIBITORS

At the 82nd Convention, a special Exhibit Hall is available for businesses, companies and manufacturers to display their products and services that are available to Arkansas municipalities.

To guarantee your firm's exhibit area, contact the League immediately to reserve space for your display. Your name will be added to the list of exhibitors, and we will reserve a space for your exhibit when you arrive.

The cost this year is \$550 for a regular exhibit space or \$1,100 for a large exhibit space. We cannot guarantee space for companies that do not register before June 1.

Call Whitnee Bullerwell at 501-978-6105, or write to Arkansas Municipal League, P.O. Box 38, North Little Rock, AR 72115-0038.



# 82<sup>nd</sup> Annual Convention

Marriott Hotel / Statehouse Convention Center, June 15-17, 2016

REGISTRATION

**Registration and payment must be received in League office by Wednesday, June 1, 2016, to qualify for Pre-registration rates.**

Pre-registration for municipal officials . . . . .	\$150
Registration fee after <b>June 1, 2016</b> , and on-site registration for municipal officials . . . . .	\$175
Pre-registration for guests . . . . .	\$75
Registration fee after <b>June 1, 2016</b> , and on-site registration for guests . . . . .	\$100
Other registrants . . . . .	\$200

- Registration will be processed **ONLY** with accompanying payment in full. Make checks payable to the Arkansas Municipal League.
- Registration includes meals, activities and a copy of **2015-2016 Handbook for Arkansas Municipal Officials**.
- No daily registration is available.
- Registration must come through the League office. No telephone registrations will be accepted.
- **No refunds after June 1, 2016.**
- Cancellation letters must be postmarked by **June 1, 2016**.
- **Marriott guests:** In order to avoid a cancellation penalty of one night's room and tax, reservations must be cancelled at least seven (7) days prior to arrival.

HOTEL RESERVATION

## Hotel Room Rates

<b>Marriott Hotel</b> (headquarters hotel)		
Single/Double . . . . .	<del>\$132</del>	Check-in . . . . . 3 p.m.
<b>Capital Hotel</b>		
Single/Double . . . . .	<del>\$189</del>	Check-in . . . . . 3 p.m.
<b>Doubletree Hotel</b>		
Single/Double . . . . .	\$139	Check-in . . . . . 3 p.m.
<b>Wyndham Hotel</b>		
Single/Double . . . . .	\$109	Check-in . . . . . 3 p.m.

- Cut-off date for hotel reservations is **June 1, 2016**.
- Rooms in Central Arkansas are subject to a 13.5 or 15 percent tax.
- Rooms will be held until 6 p.m. and then released unless guaranteed by credit card.
- Contact the hotel directly to make changes or cancellations in hotel accommodations.
- Hotel confirmation number will come directly from the hotel.
- Please check on cancellation policy for your hotel.

# TWO WAYS TO REGISTER

# 1

Register online at [www.arml.org](http://www.arml.org) and pay by credit card.

# OR

# 2

Complete the steps and **mail with payment** to:  
 ARKANSAS MUNICIPAL LEAGUE  
 Attn: 82<sup>nd</sup> Annual Convention  
 P.O. Box 38  
 North Little Rock, AR 72115-0038

## Step 1: Delegate Information

Name: .....

Title: ..... City of: .....

Email (required): ..... CC Email: .....

Address: ..... City: .....

State: ..... Zip: ..... Phone Number: .....

Guests will attend:  Yes  No Name: .....

Name: .....

In Case of Emergency (ICE) Contact Name: ..... ICE Phone Number: .....

## Step 2: Payment Information

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

<input type="checkbox"/> Pre-registration for Delegate \$ 150	<input type="checkbox"/> Pre-registration for Guest \$ 75	<input type="checkbox"/> Other Registrants \$ 200	Pre-registration Total \$ _____
<input type="checkbox"/> Regular Registration for Delegate \$ 175	<input type="checkbox"/> Regular Registration for Guest \$ 100	<input type="checkbox"/> Other Registrants \$ 200	Reg. Registration Total \$ _____

• **HOW ARE YOU PAYING?**

**Check**

Mail payment and form to: Arkansas Municipal League  
 82<sup>nd</sup> Annual Convention  
 P.O. Box 38  
 North Little Rock, AR 72115

**Credit Card** Complete information below and send to address above.

Credit Card:  Visa  MasterCard  Discover

Card Number: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_/20\_\_\_\_

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

Billing address (as it appears on statement): .....

City: ..... State: ..... Zip: ..... Telephone: .....

E-mail address (required for credit card payment) .....

## Step 3: Hotel Reservations

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

**Marriott Hotel** ..... Reservations..... 877-759-6290

**Capital Hotel** ..... Reservations..... 877-637-0037 or 501-374-7474

**Doubletree Hotel** ..... Reservations..... 800-222-8733 or 501-372-4371

**Wyndham Hotel** ..... Reservations..... 866-657-4458 or 501-371-9000

**\*\*TENTATIVE\*\***

**82<sup>nd</sup> ANNUAL CONVENTION OF THE ARKANSAS MUNICIPAL LEAGUE JUNE 15 - 17, 2016**

**WEDNESDAY, JUNE 15, 2016**

**1:30 P.M. to 3:30 P.M.**

ARKANSAS CITY CLERKS, RECORDERS, AND  
TREASURERS ASSOCIATION .....Conway Room

**1:00 P.M. to 7:00 P.M.**

REGISTRATION ..... Osage & Caddo Rooms, SCC

**1:00 P.M. to 6:45 P.M.**

MEET YOUR EXHIBITORS/  
RENEW ACQUAINTANCES .....Governor's Halls I - III, SCC

*Use this time to meet the exhibitors and see what products and services they have that could benefit your city. Popcorn and cool beverages will be served throughout the afternoon. Also, take the time to renew acquaintances with fellow municipal officials while relaxing in the Exhibit Hall.*

**1:00 P.M. TO 6:45 P.M.**

SOCIAL MEDIA LAB ..... Quapaw Room, SCC

*Do you want to build a social media presence to promote your municipality? Do Friends, Fans and Followers confuse you? Let League staffers walk you through the process of creating a social media presence using our lab.*

**2:30 P.M. to 5:30 P.M.**

WORKING IN A SOCIAL WORLD .....Governor's Hall IV, SCC  
(3 Continuing Education Hours)  
Speakers: TBA

**3:30 P.M. to 5:00 P.M.**

INTERIM JOINT CITY, COUNTY,  
LOCAL AFFAIRS COMMITTEE ..... Fulton Room  
*City officials are welcome to attend this committee meeting.*

**5:30 P.M. to 6:45 P.M.**

RESOLUTIONS COMMITTEE .....Governor's Hall IV, SCC  
*Each municipality has a designated representative who is a member of the Resolutions Committee.*  
Presiding: Mayor Harry Brown, Stephens  
First Vice President, Arkansas Municipal League

**7:00 P.M.**

OPENING NIGHT BANQUET ..... Wally Allen Ballroom, SCC  
*Welcome to the 82nd Annual Convention's Opening Night Banquet. Enjoy a delicious meal and visit with fellow delegates. At the conclusion of the banquet we will hear from Gov. Hutchinson and then recognize various municipalities and individuals who have made significant contributions to the AML this past year.*  
Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League  
Invocating: TBA  
Speaker: Governor Asa Hutchinson  
State of Arkansas

**8:30 P.M. to 10:00 P.M.**

PRESIDENT'S DESSERT RECEPTION .....Capital Hotel  
*After the opening night banquet, stroll over and enjoy delicious desserts and entertainment at the historic Capital Hotel.*

**Sponsored by: Stephens Inc.**

**THURSDAY A.M., JUNE 16, 2016**

**6:30 A.M. to 7:00 A.M.**

PRE-BREAKFAST EXERCISE WALK/JOG .....Marriott Lobby  
*Meet in the Grand Lobby of the Marriott Hotel.*

**7:00 A.M. to 5:30 P.M.**

REGISTRATION ..... Osage Room, SCC

**7:00 A.M. to 5:30 P.M.**

EXHIBITS OPEN .....Governor's Halls I - III, SCC

**7:00 A.M. to 8:45 A.M.**

HOST CITY BREAKFAST BUFFET .....Governor's Halls I - III, SCC  
*Country-style breakfast buffet will be served, courtesy of our Host City of Little Rock. At 7:30 A.M. in the AML Services area, Dr. Charles Smith from eDocAmerica will speak about various wellness challenges facing Arkansans.*

**7:15 A.M. to 7:30 A.M.**

VOLUNTARY PRAYER SESSION ..... Fulton Room  
*This is a brief time set aside for those who wish to gather to pray for our national, state and local leaders.*

**8:45 A.M. to 9:45 A.M.**

OPENING GENERAL SESSION .....Governor's Hall IV, SCC  
*The 82nd Annual Convention begins with the posting of the colors and the singing of the National Anthem, followed by a Host City Welcome from Mayor Mark Stodola of Little Rock.*

PRESENTATION OF COLORS

Color Guard by: TBA  
Singing the National Anthem: TBA  
Host City Welcome Address: Mayor Mark Stodola, Little Rock  
Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League  
Speaker: Clarence E. Anthony, Executive Director  
The National League of Cities

**9:45 A.M. to 10:00 A.M.**

BREAK .....Governor's Halls I - III, SCC

**10:00 A.M. to 10:45 A.M.**

GENERAL SESSION 2: BALLOT PROPOSALS  
AND LEGAL ISSUES OF CONCERN .....Governor's Hall IV, SCC  
*Are there ballot proposals and legal issues of municipal concern? This session will feature invited speakers with special knowledge on a variety of topics including, the Open Carry Law and various ballot proposals.*  
Presiding: Mayor Harry Brown, Stephens  
First Vice President, Arkansas Municipal League  
Speakers: Leslie Rutledge, Attorney General  
State of Arkansas  
Tom Carpenter  
Little Rock City Attorney  
Kristin Higgins, Program Associate  
University of Arkansas Cooperative Extension Service

## THURSDAY A.M., JUNE 16, 2016

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### 10:45 A.M. to 11:45 A.M.

GENERAL SESSION 3: AMERICA WALKS ..... Governor's Hall IV, SCC

Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League

Speakers: Ian Thomas, Ph.D.  
State and Local Program Director, America Walks

*Dr. Thomas of America Walks will move you to action with his motivational talk committed to mobilizing individuals, organizations and businesses to increase walking and walkability in our cities and towns.*

**Sponsored by: Arvest**

### 11:45 A.M. TO NOON

GENERAL SESSION 4: STATEWIDE LONG RANGE INTERMODAL PLAN ..... Governor's Hall IV, SCC

*The AHTD state bicycle and pedestrian plan is nearly complete. They want your reaction and feedback to the plan.*

Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League

Speakers: Virginia Porta, P.E., Senior Multimodal Planning Engineer  
Arkansas State Highway and Transportation Department

### NOON to 1:15 P.M.

LUNCHEON BUFFET ..... Governor's Halls I - III, SCC

**Sponsored by: American Fidelity**

## CONCURRENT WORKSHOPS

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### 1:30 P.M. to 2:45 P.M.

1. AVOIDING CONFLICT AT CITY COUNCIL MEETINGS ..... TBA
2. PROMOTING YOUR MUNICIPALITY ..... TBA
3. MANAGING YOUR BUDGET DURING TURBULENT TIMES ..... TBA
4. RESPECT AND UNDERSTANDING:  
CITIZEN AND LAW ENFORCEMENT COOPERATION ..... TBA
5. ANNEXATION, ZONING LAWS, AND  
PROFESSIONAL LAND USE PRACTICES ..... TBA
6. ECONOMIC AND BUSINESS DEVELOPMENT  
STRATEGIES FOR MUNICIPALITIES ..... TBA
7. DEVELOPING RELATIONS WITH INTERNATIONAL CITIES ..... TBA

### 2:45 P.M. to 3:00 P.M.

BREAK ..... Governor's Exhibit Halls I - III, SCC

Soft drinks and coffee available in the Exhibit Hall.

## CONCURRENT WORKSHOPS

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### 3:00 P.M. to 4:15 P.M.

1. AVOIDING LAWSUITS ..... TBA
2. UNDERSTANDING THE SIGNIFICANCE OF DIVERSITY ..... TBA
3. LEGAL TOOLS TO KEEP YOUR CITY CLEAN ..... TBA
4. PLANNING AND PREPARING FOR  
LARGE CAPITAL IMPROVEMENT PROJECTS ..... TBA
5. MUNICIPAL STREET MAINTENANCE:  
THE CHALLENGE NEVER ENDS ..... TBA
6. GRANTS AND FUNDING SOURCES FOR LARGE CITIES ..... TBA
7. AFFORDABLE HOUSING FOR SMALLER CITIES ..... TBA

### 4:15 P.M. to 4:30 P.M.

BREAK ..... Governor's Exhibit Halls I - III, SCC  
Soft drinks and coffee available in the Exhibit Hall.

## CONCURRENT WORKSHOPS

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### 4:30 P.M. to 5:30 P.M.

1. GRANTS AND FUNDING SOURCES FOR CITIES  
OF LESS THAN 10,000 POPULATION ..... TBA
2. THE IMPORTANCE OF UP-TO-DATE PUBLIC SAFETY POLICIES ..... TBA
3. ANIMAL CONTROL ..... TBA
4. MUNICIPAL HUMAN RESOURCE CHALLENGES ..... TBA
5. PLANNING FOR DISASTERS AND  
RESPONDING TO EMERGENCIES ..... TBA

### 1:30 P.M. to 5:30 P.M.

SOCIAL MEDIA LAB ..... Quapaw Room, SCC

*Do you want to build a social media presence to promote your municipality? Do Friends, Fans and Followers confuse you? Let League staffers walk you through the process of creating a social media presence using our lab.*

### 4:15 P.M. TO 5:30 P.M.

RESOLUTIONS COMMITTEE ..... Governor's Hall IV, SCC

*Each municipality has a designated representative who is a member of the Resolutions Committee.*

Presiding: Mayor Harry Brown, Stephens  
First Vice President, Arkansas Municipal League

### 5:30 P.M.

The exhibit hall will close for the day.

### 6:30 P.M. TO 8:15 P.M.

DINNER AT THE GOVERNOR'S MANSION ..... Arkansas Governor's Mansion

*Dinner and music by Don Bingham and Friends at the Governor's Mansion. Tickets are \$50 per person. Please RSVP to [arml@arml.org](mailto:arml@arml.org).*

### 8:30 P.M. to 10:00 P.M.

DESSERTS AND ENTERTAINMENT ..... Wally Allen Ballroom, SCC

*The Ned Perme Band will delight you with their unique Arkansas style of entertainment. Enjoy delicious desserts and beverages.*

**Sponsored by: Crews & Associates, Inc.  
Willdan/360 Energy Engineers**

**\*\*TENTATIVE\*\***

**82<sup>nd</sup> ANNUAL CONVENTION OF THE ARKANSAS MUNICIPAL LEAGUE JUNE 15 - 17, 2016**

**FRIDAY, JUNE 17, 2016**

**6:30 A.M.**

PRE-BREAKFAST EXERCISE WALK/JOG.....Marriott Lobby  
*Meet in the Grand Lobby of the Marriott Hotel.*

**7:00 A.M. to NOON**

REGISTRATION OPENS..... Osage Room, SCC

**7:00 A.M. to 10:30 A.M.**

EXHIBITS OPEN.....Governor's Halls I - III, SCC  
*(Exhibit Hall will close at 10:30 A.M. for the remainder of the Convention.)*

**7:00 A.M. to 8:45 A.M.**

BUFFET BREAKFAST.....Governor's Halls I - III, SCC

**7:15 A.M. TO 8:45 A.M.**

SOCIAL MEDIA LAB..... Quapaw Room, SCC  
*Do you want to build a social media presence to promote your municipality? Do Friends, Fans and Followers confuse you? Let League staffers walk you through the process of creating a social media presence using our lab.*

**8:45 A.M. to 10:15 A.M.**

ANNUAL BUSINESS MEETING.....Governor's Hall IV, SCC  
*At this session Executive Director Don Zimmerman will give his annual report followed by the Annual Business Meeting. During the business meeting, the League's Policies and Goals are presented and voted on. The nominating committee presents their recommended slate of new officers for the upcoming year, which will be followed by the annual business meetings for Municipal League Workers' Compensation Trust, Municipal Health Benefit Fund, Municipal Vehicle Program, and Municipal Property Program.*

**10:15 A.M. to 10:30 A.M.**

BREAK.....Governor's Halls I - III, SCC  
**Sponsored by: American Fidelity**

**10:45 A.M. to 11:15 A.M.**

SENATORIAL CANDIDATES..... Grand Ballroom Salon C  
Marriott Hotel  
*The two candidates for the U.S. Senate have been invited to address our convention.*  
Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League

**11:15 A.M. to 11:45 A.M.**

SISTER CITIES INTERNATIONAL:  
THE GHANA EXPERIENCE..... Grand Ballroom Salon C  
Marriott Hotel  
Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League  
Speaker: TBA  
Presiding: Mayor Rick Elumbaugh, Batesville  
President, Arkansas Municipal League

**11:45 A.M. to 1:30 P.M.**

AWARDS AND NEW OFFICERS'  
LUNCHEON..... Grand Ballroom Salons A & B  
Marriott Hotel  
*Municipalities and individuals are honored for their many successes and contributions during this past year. President Elumbaugh will give his presidential address and concluding remarks. The new League president and officers will be introduced to the Convention delegates.*  
**Sponsored by: Raymond James**


## Reminder:

# ACA reporting deadline extended

Starting in 2016, all municipal employers must file information returns for the ACA with the IRS, and the League has partnered with Five Points to help MHBF members with this process.

Even if an employer (municipal entity) is not an applicable larger employer (ALE) it must submit the appropriate forms to the IRS. The deadlines have been moved but are fast approaching. Employers should have distributed Forms 1095-C and 1095-B by March 31, 2016, which was two months beyond the original February 1 deadline.

Additionally, the deadline for print filings has been extended to May 31, 2016, while the deadline for electronic filing has been extended to June 30, 2016.

For more information, contact Five Points at 800-435-5023, [www.fivepointsict.com](http://www.fivepointsict.com), or contact your certified public accountant, tax attorney, or American Fidelity Assurance Representative Charles Angel at 501-690-2532 or via email at [Charles.Angel@americanfidelity.com](mailto:Charles.Angel@americanfidelity.com). Also, visit the League's website at [www.arml.org/services/mhbf](http://www.arml.org/services/mhbf) and scroll down for links to helpful information on ACA reporting, the forms that are required, and instructions for those forms. 



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# NEWSLETTER

MAY 2016

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

## Drugs and alcohol in the workplace

**A**lcohol and drug abusing employees and their family members can be an expensive problem for business and industry, with issues ranging from lost productivity, injuries, fatalities, absenteeism, theft, and low employee morale, to an increase in health care, legal liabilities, and workers' compensation costs. A recent Quest Diagnostic Drug survey has indicated that drug abuse has gone up in the past two years, while for 10 years it had gone down. Employers and employees are dealing with drug and alcohol issues at a greater rate than previous years.

There are four major drug and alcohol dependence issues impacting the workplace. They are: loss of productivity or production; absenteeism or extra sick leave; injuries higher injury and accident rates; fatal accidents or premature death. All of these issues impact an employer's bottom line and the wellbeing of the worker. Studies indicate family members living with an alcoholic or drug abuser may also suffer significant job performance related problems, including absenteeism, lack of focus, excessive use of health insurance coverage, and increased health-related problems.

Additional problems noted with a substance abuse dependent employee include: disciplinary problems, tardiness or sleeping on the job; poor decision making; apparent hang-over or withdrawal as an after effect of using a drug or alcohol; loss of efficiency; theft; lower morale of co-workers; difficulties with supervisors, co-workers, or tasks; higher turnover; illegal activities like selling drugs to other workers; and preoccupation with getting and using substances while at work. There are certainly more issues to list, but I believe what is here gives an employer concern.

The study also referenced employees who are nondependent drinkers who may occasionally drink too much and could have alcohol-related work performance problems.

Alcoholism can affect any industry, any vocation, and any size organization, but it is especially prevalent in particular industries. They are: installation, maintenance and repair work, excavation, mining and drilling, construction, and food services.

Prescription drugs can also cause issues in the workplace when they are taken incorrectly or abused. There are even serious medical issues that can happen with over-the-counter medications. Drug reactions can vary among individuals. The effects of prescription drugs such as benzodiazepines or barbiturates can have a negative impact on work. Long-term use can become a problem.

As an employer, you might find it beneficial to have an Employee Assistance Program to address alcohol and drug problems in the workplace. Actually, an EAP can deal with other issues and be a tremendous help to your employees and relieve an employer of the responsibility in handling employee issues. If you have any questions about help, please contact a'TEST Consultants, Inc. for guidance.



**a'TEST CONSULTANTS, Inc., provides drug and alcohol testing as a service of the Arkansas Municipal League Legal Defense Program. The program helps cities and towns comply with the U. S. Department of Transportation's required drug testing for all holders of commercial drivers' licenses.**



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# Business outreach surveys support the local economy

By Amy Whitehead

For rural and mid-sized communities, most job creation potential is within existing business and industry and new small business development. If your community does not communicate with these businesses and create an environment where they can thrive, another community will certainly be willing to be their new home. Without open lines of communication with your local business and industry, potential threats to the community's economic base may be ignored, and opportunities to grow or retain existing industry may not occur.

Business surveys can be a useful and easy first step in starting a business retention and expansion program. Though conducting a survey requires an investment of time, it does not require a significant investment of financial resources to be deployed.

## Why conduct a business survey?

Surveying your local business community provides several benefits to local leaders. The Newport Economic Development Commission (NEDC) is a good example of a consistent business outreach strategy. NEDC is a public commission funded through taxpayer money that deploys a business and stakeholder survey on a biennial basis for the past ten years. Jon Chadwell, executive director of NEDC, says, "We have been able to head off some problems earlier than we would have without the survey and we've been able to use the aggregate information when recruiting other businesses."

The information collected through business surveys allows community leaders to:

- Monitor the business climate;
- Understand opportunities and threats to the local economy and workforce and respond accordingly;
- Understand what policy or advocacy issues need to be addressed at the local, state, or federal level in order to support the local business community; and
- Assist with economic development marketing efforts.

Local leadership may spend a significant amount of time and resources attracting business investment to a community, then once the business has started operations it is not given the same level of attention and care that was initially extended in the attraction phase.

Conducting a survey each year will allow you to see trends in the local business climate and economy and anticipate warning signs and threats that can be mitigated.

## What should be included in a business survey?

While surveys can be low cost, they require an understanding of what types of information will provide you actionable data. If you are ready to invest the time in deploying a business survey, potential questions may relate to:

- Business owners' perceptions of the economy and five-year outlook;
- Challenges related to workforce, infrastructure, regulations, etc.;
- Training needed to take the business to the next level;
- Plans for expansion (or retraction) of facilities, product lines, or employees; and
- Percentage of sales outside the region or country, which allows you to understand what businesses are injecting new money in to the local economy.

Deploying the survey electronically through email or a website is recommended. Survey Monkey and FluidSurveys are two web-based programs that work well for conducting a survey. It is also a good idea to have hard copies available for those businesses that may not utilize the Internet on a regular basis. These surveys can be distributed to the businesses through mail, hand delivered, or placed in a central location such as the chamber of commerce or city hall.

## What to do with the survey responses

One of the worst things you can do is to ask for a business's feedback, and then not do anything with their responses. If a business identifies that they have an issue, then local leadership needs to respond to and address that issue. If the issue requires expertise or assistance beyond the capacity of local leadership, there are numerous state and federal entities that can assist businesses with their needs. The network of Small Business Technology Development Centers, the Small Business Administration, Arkansas Manufacturing Solutions,

Arkansas Economic Development Commission, and local universities and colleges can all serve as resources.

The University of Central Arkansas has worked with the Clinton Chamber of Commerce to deploy a business survey, and is currently working with the Park Hill Business and Merchants Association to conduct a business survey. Are you interested in conducting a business survey in your community? To get started, contact UCA's Center for Community and Economic Development at [cced@uca.edu](mailto:cced@uca.edu) or call 501-852-2930.



Amy Whitehead is Director, University of Central Arkansas, Center for Community and Economic Development.

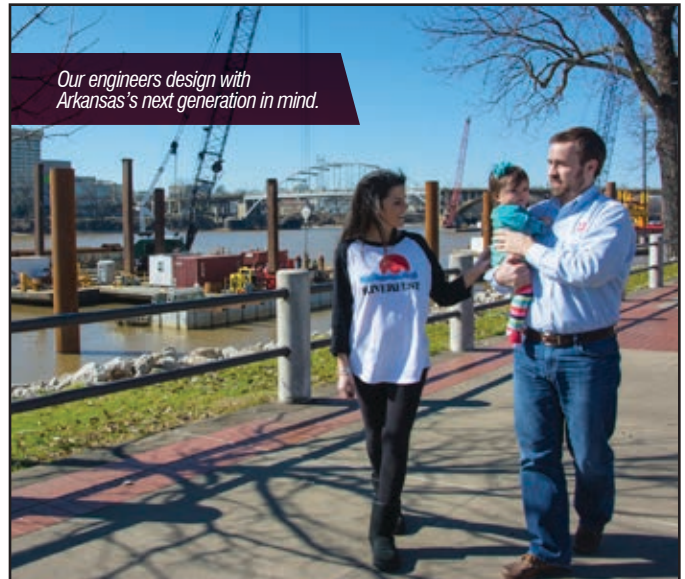
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The Arkansas City Attorney's Association (ACAA) is sponsoring a 2016 Continuing Legal Education Program that includes 12 hours of continuing legal education, including one hour of ethics for ACAA members. The program is scheduled for Thursday June 23 and Friday June 24 at the Arkansas Municipal League, 301 W. Second Street, North Little Rock.

CLE topics are selected based on the requests from our city attorney members and will include DUI, elections, ACIC, and annexation presentations, as well as a one hour ethics presentation.

Morrilton City Attorney Paul Dumas, ACAA president, urges all city attorneys to register for the program as soon as possible. The cost of the program is \$100 for current ACAA members and \$150 for non-members.

A registration form is below and is also available for download under the Meeting Registrations page at [www.arml.org](http://www.arml.org). A tentative agenda can be found on the League's website, also. For more information, please contact Jamie Adams at 501-978-6124 or [jadams@arml.org](mailto:jadams@arml.org).

## Register now for the ACAA 2016 Continuing Legal Education

**WHEN:** June 23 and 24, 2016; 8:00 A.M. to 4:30 P.M.

**WHERE:** Arkansas Municipal League Headquarters  
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**REGISTRATION FEE:** \$100 Per ACAA Member \$150 Per Non-Member

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# Arkadelphia—emerging shining star of South Arkansas

By Chad Gallagher

I've always loved Arkadelphia, but it was, as the song goes, for sentimental reasons. As a boy my grandmother and various aunts and uncles lived there. I had good memories visiting in the summers. Later I attended Ouachita Baptist University. Ouachita was a great experience and Arkadelphia was the setting. At that time, Arkadelphia was just another Arkansas town of its size to me. In truth, it had some real eyesores that needed to be cleaned up, and to say that parts of the town seemed tired is a bit of an understatement.

You can return to many small towns after 20 years and they seem to be frozen in time, unchanged. While there is a certain charm to the dependability of a small town, the truth is that more times than not the atmosphere and the people are unchanged while the town's infrastructure and economy are suffering. Like the economy, towns have ups and downs, booms and busts. Towns can be healthy or sickly, and ultimately an unhealthy town can die.

Arkadelphia was by no means a dying city 20 years ago. It is anchored by two universities, Henderson State University and Ouachita, which have given it a boost through the years. Yet 20 years ago Arkadelphia was looking tired on many fronts, and the economy was in trouble as it faced the loss of manufacturing jobs. Arkadelphia stands out because the city took action.

The city understood that your downtown district is either an asset or a liability and the city worked in an excellent manor through public and private partnerships and with numerous grants to remake its downtown infrastructure, keep businesses in place and keep it from becoming a ghost town. Major businesses and government offices made the decision to stay downtown, allowing the area to thrive and grow.

The city created a strong public-private partnership with Southern Bancorp, which made the important

decision to invest significantly in the community. The city took a major step forward when it unveiled the Arkadelphia Promise scholarship for local high school graduates. Beginning in 2011 this scholarship has provided varying levels of tuition assistance to local graduates going on to college.

Just last month, Arkadelphia leaders stood with Governor Asa Hutchinson and officials from Sun Paper to announce the construction of a \$1.36 billion dollar pulp mill. The mill will provide 250 jobs with an average annual salary of \$60,000. It will also provide 2,000 construction jobs over two years and an additional 1,000 indirect jobs. Landing the pulp mill was the result of years of hard work and investment by community leaders, an attractive local incentive package made possible by their economic development fund, some local property tax abatement and grants and incentives from the state. Once completed it will represent the largest private investment ever made in Arkansas.

Every small city and town in our state has the potential to be great, to enter a new boom period and to thrive in the new economy, but it won't happen on its own. It is a result of leadership, hard work, sacrifice, patience and good old fashion "hustle."

Well done, Arkadelphia!



*Chad Gallagher is principal of Legacy Consulting and a former mayor of De Queen. Contact him at 501-246-8842 or email [chad.gallagher@legacymail.org](mailto:chad.gallagher@legacymail.org).*



# IMPORTANT NOTICE: DOJ resumes Equitable Sharing payments to local law enforcement

The Department of Justice is pleased to announce that, effective immediately, the Department is resuming Equitable Sharing payments to State, local, and tribal law enforcement agencies.

As you know, the Bipartisan Budget Act of 2015 included a \$746 million permanent reduction, or “rescission,” that, when combined with the additional rescission of \$458 million contained in the Consolidated Appropriations Act signed into law in December 2015, reduced Asset Forfeiture Program funds by \$1.2 billion. Those rescissions threatened the financial solvency of the Assets Forfeiture Fund, and forced the Department to take cost-cutting steps across all discretionary programs, including on December 21, 2015, the deferral of Equitable Sharing payments.

It’s worth repeating that we did not make the decision to defer Equitable Sharing payments lightly, and it was always our intent to resume payments as soon as it became financially feasible. Thus, in the months since we had to make that difficult decision, we explored alternative options, while also keeping a close eye on incoming receipts. And now, we are finally at a point where it is no longer necessary to continue the deferral.

Therefore, effective immediately, we are resuming payments and agencies will receive the full amount of their share of any approved Equitable Sharing payments.

The Department is grateful to our partners for standing by us on our federal law enforcement task forces while the deferral was in effect. We understand this deferral has been difficult for many of you, as you depend on these resources for your critical law enforcement efforts to disrupt and dismantle criminal activity. The Department appreciates all the support and patience that you have afforded to the Department while we worked through this unfortunate, but necessary response to financial circumstances that were beyond our control.

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# Relieving pain from a pinched nerve

By Noojan Kazemi, M.D.

**P**inched nerves can wreak havoc on your daily life and activities. These pinched nerves occur when there is a compression on a given nerve, applied by surrounding bones, cartilage, muscles or tendons.

The biggest symptom of a pinched nerve is pain. In the lower back, a pinched nerve caused by a herniated disc can send shooting pains down the leg. In the neck, it can send shooting pains down the arm. In the elbow or wrist, it's common to experience numbness and the feeling of pins and needles, in addition to shooting pains. Occasionally, extremely compressed nerves can lead to weakness in muscles associated to the effected nerve.

## How do pinched nerves happen?

There are a number of causes for pinched nerves, including repetitive motions. For example, office workers who spend the majority of the day behind a keyboard can experience nerve compression in the wrist, also known as carpal tunnel syndrome.

As mentioned before, a herniated disc is a common cause for a pinched nerve in the lower back. With the spine, in general, age is a big factor. No one has a spine that is getting any younger. Each day, our spine grows more mature and more degenerative.

Diabetes is also a leading cause of pinched nerves, especially in Arkansas. High sugar levels in uncontrolled cases affect the nerves and can lead to neuropathy, which is numbness or weakness of the area surrounding the nerve.

## Is surgery the only option?

Treatment of pinched nerves depends on the severity and cause of the compression. In some cases, compression can be mild or occur in a small area where it is difficult to determine the source. In this instance, pain medication and rest can be beneficial. While it might not solve the problem completely, it can provide relief and reduce the impact of symptoms.

When a pinched nerve is the result of a larger, structural object, such as a disc or bone fragment, surgery is the only effective option. In any case, it's best

not to ignore the signs of a pinched nerve. When a nerve compression is diagnosed and treated quickly, surgery has a good chance of reversing its effects. However, a pinched nerve left undiagnosed or untreated can lead to permanent nerve damage.

Surgery techniques have improved immensely to help provide better results for patients. One minimally invasive technique used in patients with a pinched nerve in the back, called the lateral technique, allows surgeons to enter from the patient's side, instead of the traditional way through the back. This way, the surgery avoids splitting and dissecting through the very large muscles in the back—all of which can cause significant pain for the patient, increasing the hospital stay and delaying recovery.

Instead, the surgeon uses a special tube, passed through a small hole in the patient's side, that allows correction of various problems, including spine fusion or removing a herniated disc. The philosophy allows the surgeon to take the least-invasive approach and maximize nerve decompression. UAMS is one of the few places in the state where the technique is used.

## Preventing future pinched nerves

There are many simple steps people can take to avoid pinched nerves. If you have diabetes, keeping your condition in check is vital. As stated before, high sugar levels in uncontrolled cases can cause several problems related to nerve compression.

Watching your weight and keeping a healthy diet can also prevent nerve compression. Exercise, in general, is also a good way to stave off pinched nerves.

With so many basic ways to help avoid pinched nerves, it's important to make sure you're doing all you can to prevent nerve comprehension.



*Noojan Kazemi, M.D., is Assistant Professor, Department of Neurosurgery, UAMS College of Medicine.*

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# LED lighting brighter, greener, and more cost effective choice for cities

By Paul James

**LED** technology represents today's market leader for energy efficient lighting, resulting in energy savings, reduced maintenance costs, and enhanced illumination. The light-emitting diode (LED) is energy efficient, brighter, ecologically friendly, and a cost effective lighting source.

"LED technology has fundamentally changed the future of the lighting industry," said Ron Smith, president and CEO of Curtis Stout. "Our clients see a strong return on investment due to greatly reduced energy costs with savings of 60 percent or more compared to existing traditional lighting."

LED lighting lasts thousands of hours longer than traditional lighting, resulting in lower maintenance costs. In addition to the financial benefits, LED lighting is much brighter and more durable than traditional lighting.

LED street lighting offers more than just illumination. Public safety is becoming an increasingly important factor in the selection of lighting solutions. Light fixtures are often on every street corner, and with the new LED street lighting systems, cities are now able to add cameras, environmental sensors, Wi-Fi, gunshot detection, facial recognition, call stations and emergency notification. All of these options can be provided using wireless technology, eliminating the need for hardwired infrastructure.

The benefits of LED lighting to municipalities are significant.





## Top 5 Benefits of LED Lighting:

- 1. Cost savings and energy efficiency**—Municipalities that convert to LED lighting experience energy savings of 60 percent, on average. LED is the most efficient way to provide illumination.
- 2. Long operational life**—LED lighting has an operational expectation of up to 100,000 hours compared to as little as 750 hours for traditional lighting. Due to the extended life expectancy of LED lighting, five to 10-year warranties are common, compared to the typical one-year warranty for traditional lighting.
- 3. Ecological friendliness**—LED lights are free of toxic chemicals. Most conventional fluorescent light bulbs contain a multitude of materials like mercury that are dangerous for the environment. LED lights are 100 percent recyclable and will reduce your carbon footprint by up to one third. The long operational life span means that one LED light bulb can save the material and production required for 25 incandescent light bulbs.
- 4. Design flexibility**—LED light components can be arranged in any shape or pattern to produce highly efficient illumination. Individual LEDs can be dimmed, resulting in a dynamic control of light, color, and distribution. Well-designed LED illumination systems can achieve fantastic lighting effects, not only for the eye but also for the mood and the mind.
- 5. Instant lighting and frequent switching**—LED lights provide “instant on capability” offering full brightness powered up, which has great advantages for infrastructure projects such as traffic and signal lights. LED lights can also be switched off and on frequently without affecting the LED’s lifetime or light emission. In contrast, traditional lighting may take up to several minutes to reach full brightness, and frequent on/off switching drastically reduces operational life expectancy.

Additionally, LED lighting upgrades are energy savings projects and often qualify for special funding programs specifically designed for nonprofits and municipalities. The low-cost financing terms available in these funding programs can often result in the dollars from energy savings exceeding the monthly financing costs. Installing LED lighting not only makes financial sense for cities and towns, it is a big step toward a greener future.

*Paul James is Director-Energy Services at Curtis Stout. To schedule an energy audit or for further information, contact Paul at 501-372-2555, or visit [www.chstout.com](http://www.chstout.com).*



# Six essential tenets for effective community policing

By Yucel Ors

**T**rust between law enforcement agencies and the people they protect and serve is essential to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.

This is an excerpt from National League of Cities (NLC) report, “City Officials Guide to Policing in the 21st Century,” which is available at [www.nlc.org](http://www.nlc.org). The purpose of this guide is to inform elected officials about the relevant recommendations of the President’s Task Force on 21st Century Policing and provide guidance on how they can work together with their city’s law enforcement officials to implement the principles of community policing.

Community policing is a comprehensive approach to public safety rather than a set of easily implemented steps. Because it requires partnerships and a culture that actively embraces community engagement in policy-making and intervention, city leaders must often serve as champions of this approach and work in concert with law enforcement agencies and other decision-makers to underscore its importance and ensure that it becomes a part of the community’s doctrine.

Although community policing and the efforts surrounding it may look different in each municipality, there are several thematic take-away ideas from this publication that local elected officials should consider as

they work to integrate its tenets into their local public safety cultures.

## 1. Foster trust

Trust between police and the communities they serve is perhaps the most critical component of the community policing concept. City leaders are central to cultivating that trust within their communities. They can encourage their local law enforcement agencies to embrace the “guardians not warriors” approach to public safety and to develop positive, trust-based relationships with all segments of the community they serve.

## 2. Align policies with community values

For a number of social and historical reasons, different neighborhoods have different value systems and experiences relative to engagement with law enforcement officials. Local elected officials should take notice of the established culture and value system pertaining to public safety and create policies collaboratively with community members that are practical and appropriate.

## 3. Embrace new technologies

New technological innovations, such as body cameras and the use of social media in community engagement, can offer opportunities to build transparency, trust, and legitimacy into day-to-day law enforcement

operations. Use of these new tools must be carefully considered, and a clearly defined policy framework must be developed to underscore the purposes and goals of implementation.

#### 4. Prioritize community engagement

City and law enforcement officials should take a “big picture,” multifaceted approach to community governance. Much of this should center on building and sustaining the type of culture that is necessary for successful community engagement. This means working collaboratively with citizens to develop a culture and practice of policing that reflects the value of protection and the promotion of the dignity of all members of the community.

#### 5. Invest in training

City leaders should advocate for adequate training for the law enforcement officers in their communities. Training programs should encompass the core values of the community policing philosophy, while also recognizing new trends and dramatic shifts in society, technology, crime, economics, and socio-political factors. Law enforcement officers should be oriented towards problem solving and de-escalation, and the practice should be

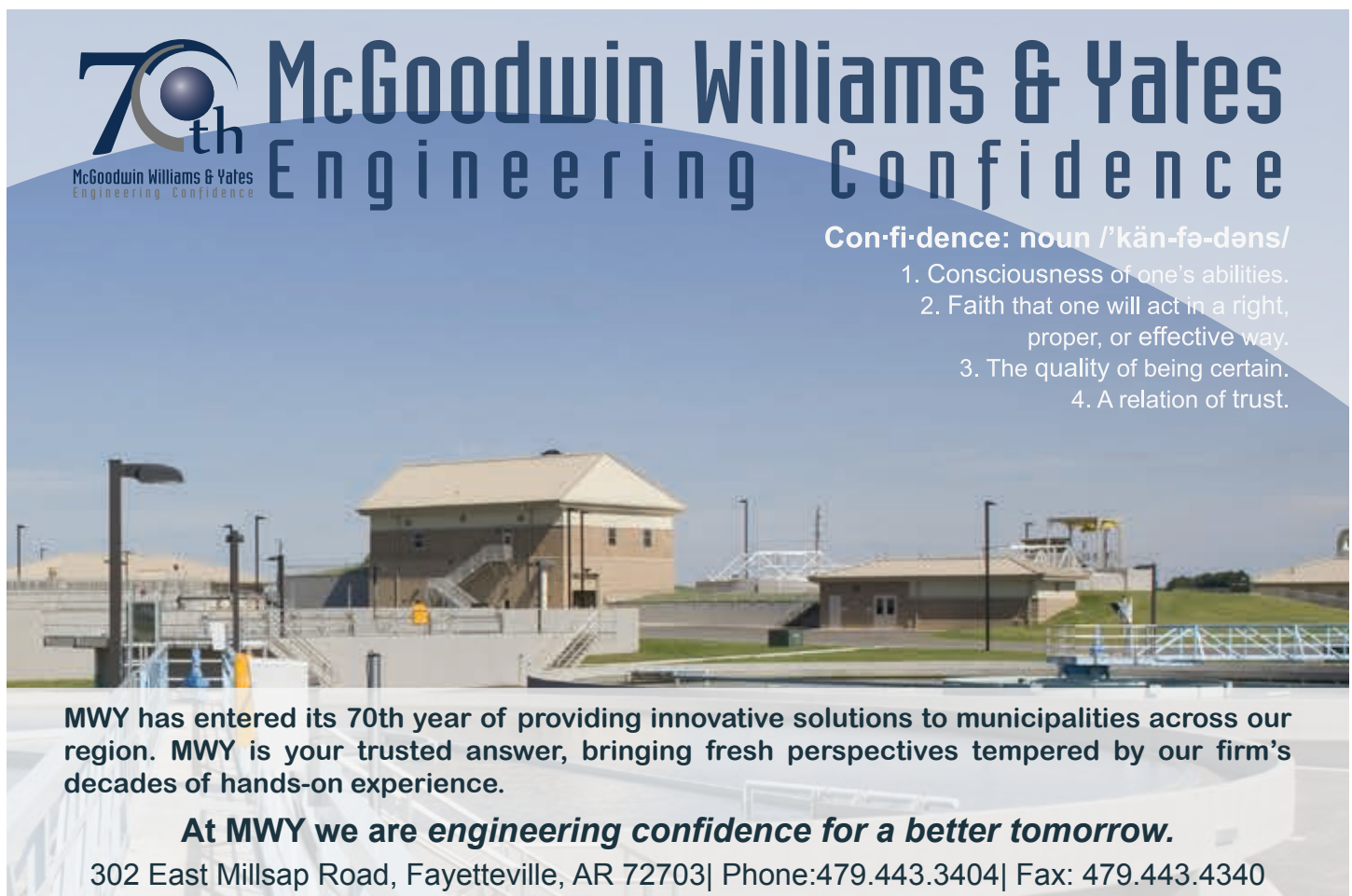
guided by the numerous community policing resources available to them.

#### 6. Remember to cultivate the wellbeing of officers

City leaders need to prioritize the mental and physical wellbeing of their community’s law enforcement officers, ensuring they have the tools to be at their best both on and off the job. This includes embracing injury reduction and mitigation practices, developing nutrition recommendations for public safety officers, providing ongoing physical training and endurance programs, helping officers develop skills for situational awareness, and, most importantly, supporting mental health treatment for officers and their families.

*Yucel (u-jel) Ors is NLC’s Program Director of Public Safety and Crime Prevention. Through Federal Advocacy, he lobbies on behalf of cities around crime prevention, corrections, substance abuse, municipal fire policy, juvenile justice, disaster preparedness and relief, homeland security, domestic terrorism, court systems and gun control. Follow Yucel on Twitter at @nlcpscp.*

*This article appeared originally on the NLC’s CitiesSpeak blog on March 21 and is reprinted with permission.*



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# Municipal Notes

## Rogers tops business index

Rogers topped the Arkansas Tech Business Index in January, according to the university's College of Business, the *Arkansas Democrat-Gazette* has reported.

Rogers, with a rating of 109.68, has held the top spot on the index for two months in a row now. The index ranks 19 cities in Arkansas based on labor, housing market, construction and retail indexes. A rating above 100 means a city is doing better than the state average.

Ten cities had a rating above 100 in January, including Benton, which was just added to the index. Benton had a rating of 104.28, according to the news release. Other rankings on the index include: Bentonville at 107.98, Conway at 102.54, North Little Rock at 99.95, Little Rock at 99.92 and Jonesboro at 98.01.

## Money to improve Northwest Arkansas water quality

The Natural Resources Conservation Service will use almost \$9 million to improve and protect the area's water quality over the next five years, the *Northwest Arkansas Democrat-Gazette* reported May 2. The \$8.8 million contribution to the Watershed Conservation Resource Center's West Fork White River Watershed Initiative consists of federal money and partnership donations from organizations and cities across Northwest Arkansas.

The watershed initiative aims to help ensure good quality water flows and enhance the West Fork of the White River watershed and the Beaver Lake watershed. The Beaver Lake watershed is the source of drinking water in Northwest Arkansas.

The money will go to river restoration and other best management practices on agricultural lands through the service's Regional Conservation Partnership Program, a U.S. Department of Agriculture initiative. The resource center's proposal was one of 265 applications submitted to the Conservation Service from throughout the country and was one of 84 selected.



## Obituaries

**DR. TIMOTHY DAVID CHASE**, 53, a Monticello alderman since 2004, died April 15. Chase also served as acting mayor for a time after his father-in-law, former Monticello Mayor Allen Maxwell passed away suddenly in September 2015.

**LEX "BUTCH" DAVIS**, 71, a Sherwood alderman from 1999 to 2010, and an avid volunteer, died April 11. He served 11 years on the League's Large First Class Cities Advisory Council. Davis was a disabled Vietnam veteran. During his tour in the summer of 1969, an explosion left him severely injured and unconscious. The blast killed six and wounded 28 of the soldiers in his company. Medics loaded him onto a helicopter with fallen soldiers. "I was one of the last flown out," he told *The Arkansas Leader* in 2011. "I was worried they thought I was dead." Davis was one of the first 15 inductees into the Arkansas Military Veterans Hall of Fame.

**JOHNNY RAY KIMES SR.**, 62, a Mulberry alderman since 2013, died March 18.

**RAY THORNTON**, 87, a three-term U.S. Congressman from Conway who served as president at both Arkansas State University and the University of Arkansas, and who served as an Arkansas Supreme Court justice, died April 13.





# League promotes respect and understanding with new training session, manual



The League is making fostering a climate of respect and understanding in our cities and towns a priority this year, and to that end League Wellness Coordinator David Baxter held the inaugural session of a new class on April 1 at the North Little Rock Electric headquarters. About 20 city employees participated in the training, which covered subjects like cultural diversity, improving communication, and facilitating greater understanding among employees, between law enforcement and the public, and between municipal officials and the citizens they serve.

As part of the League's efforts in this area, a new training manual, *Achieving Respect and Understanding in the Arkansas Municipal Workplace*, will be available at the 82nd League Convention, June 15-17 in Little Rock. The manual offers an overview of the challenges cities face and suggestions for creating a more inclusive environment for all citizens. 🏛️



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For more information contact an ARWA representative, contact us at 800-264-0303 or go to [www.wudb.com](http://www.wudb.com)

# Russellville breaks ground for aquatic center



**R**ussellville broke ground at the location of the city's new aquatic center on April 26. City leaders, residents, and representatives from Van Horn Construction and ETC Engineers and Architects Inc. of Little Rock participated in the groundbreaking on North Phoenix Avenue near Arkansas Tech University. Mayor Randy Horton told *The Courier* that the city expects the project to take 14 months at a maximum price of \$6.6 million. Voters approved a one-cent sales tax in 2013 to fund the project. 🏛️

## Fairs & Festivals

May 14, **HARRISBURG**, 19th Festival on the Ridge, 870-931-2790; **HORSESHOE BEND**, 30th Dogwood Days Festival, 417-257-3773

May 20-21, **LOWELL**, 40th Mudtown Days, 479-770-2185

May 27-28, **MOUNT IDA**, Mount Ida Good Ol' Days Festival, 870-867-2723

May 27-29, **AUGUSTA**, 19th Augusta Days, 870-347-6457

June 3-4, **MENA**, 39th Lum & Abner Festival, 479-394-3141

June 4, **GASSVILLE**, 14th Gassville in the Park Festival, 870-435-6439

June 10-11, **TYRONZA**, 14th Stars & Stripes Festival, 870-487-2168

June 13-19, **LESLIE**, 62nd Leslie Homecoming, 870-448-7505

June 16-18, **SMACKOVER**, 45th Smackover Oil Town Festival, 870-725-3521, [smackoverar.com](http://smackoverar.com)

June 18-26, **MOUNTAIN HOME**, 17th Red, White & Blue Festival, [www.redwhitebluefestival.com](http://www.redwhitebluefestival.com) 🏛️

# ACCRTA scholarships available

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

A scholarship honoring the memory of Bill S. Bonner will be awarded to a first-year attendee in the certification program at the Municipal Clerks' Institute in September 2016. This scholarship covers the registration fee.

Additional scholarships include: four local \$400 scholarships to attend the Municipal Clerks' Institute, Sept. 11-15, 2016, in Fayetteville; one \$400 scholarship for the Academy for Advanced Education, Sept. 12-13,

2016, in Fayetteville; and one \$400 scholarship to attend the International Institute of Municipal Clerks (IIMC) annual conference, May 22-25, 2016, in Omaha, Nebraska.

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

Fill out the scholarship application below and return it to:

**Donna Stewart, City Clerk**  
**City of Camden**  
**PO Box 278**  
**Camden, AR 71711**

For more information, contact: Scholarship Chairman Donna Stewart at **(870) 836-6436** or email **payroll.camden@cablelynx.com**.

## 2016 APPLICATION FOR SCHOLARSHIP ASSISTANCE

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

Name \_\_\_\_\_ Title \_\_\_\_\_

Street Address or P.O. Box \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Date assumed present position \_\_\_\_\_

Other related experience: Title \_\_\_\_\_ Municipality \_\_\_\_\_ Years \_\_\_\_\_

Education: H.S. \_\_\_\_\_ Graduate College (years) \_\_\_\_\_ Degree \_\_\_\_\_

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

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

Travel/Transportation \_\_\_\_\_ Registration Fee/Tuition \_\_\_\_\_

Lodging and Meal \_\_\_\_\_ Total Amount \_\_\_\_\_

How much does your municipality budget your department yearly for education? \_\_\_\_\_

What is your reason(s) for applying for this scholarship \_\_\_\_\_

I understand that if a scholarship is awarded to me, it must be used between Jan. 1, 2016, and Dec. 31, 2016, and that I must attend all sessions.

Please attach written evidence that your Chief Executive or legislative body supports your attendance at the institute and that in the event that a scholarship is awarded, you will be given the time to attend the institute.

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

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

CHECK THE SCHOLARSHIP FOR WHICH YOU ARE APPLYING:

<input type="checkbox"/>	Municipal Clerks' Institute, Fayetteville	September 11-15, 2016	<b>Deadline: May 27, 2016</b>
<input type="checkbox"/>	Academy for Advanced Education, Fayetteville	September 12-13, 2016	<b>Deadline: May 27, 2016</b>

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

# 2016 State Turnback Funds

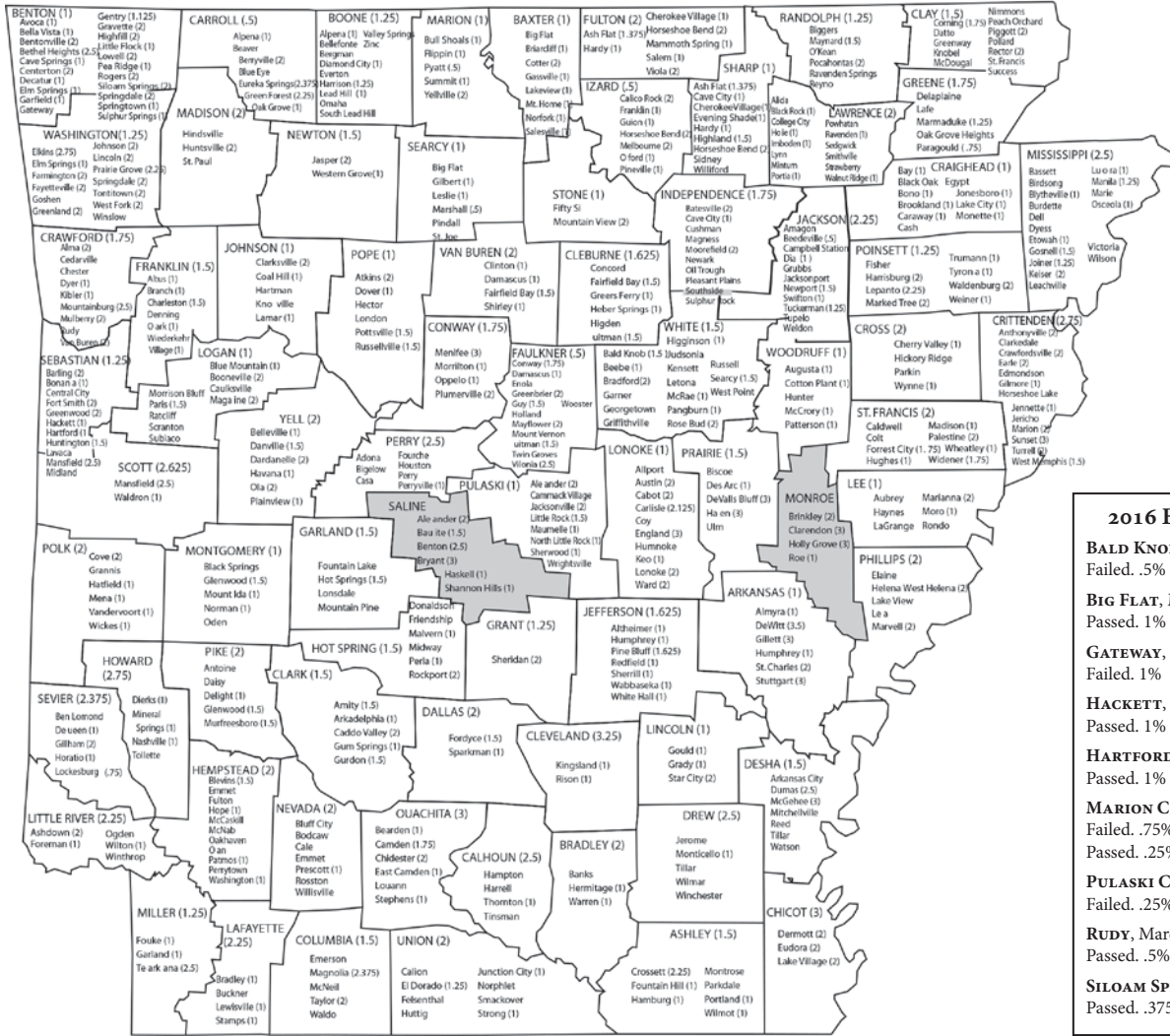
Actual Totals Per Capita						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2015	2016	2015	2016	2015	2016
January	\$4.8662	\$5.0284	\$0.5728	\$0.2297	\$2.0995	\$1.0777
February	\$4.8562	\$5.1992	\$0.4599	\$0.1524	\$1.0921	\$1.0775
March	\$5.1898	\$4.6255	\$0.2339	\$0.1655	\$1.0909	\$1.0778
April	\$4.7309	\$5.5340	\$0.6375	\$0.2342	\$1.1417	\$1.2574
May	\$5.2251		\$0.2547		\$1.0918	
June	\$5.2410		\$0.2738		\$1.0920	
July	\$5.3082		\$0.6600		\$2.9748	
August	\$5.0259		\$0.2560		\$0.9641	
September	\$5.3748		\$0.2632		\$1.0791	
October	\$5.2322		\$0.2767		\$1.0707	
November	\$5.0931		\$0.2797		\$1.0772	
December	\$4.8776		\$0.2499		\$1.0776	
<b>Total Year</b>	<b>\$61.0210</b>	<b>\$20.3872</b>	<b>\$4.4181</b>	<b>\$0.7818</b>	<b>\$16.4878</b>	<b>\$4.4904</b>

Actual Totals Per Month						
	STREET		SEVERANCE TAX		GENERAL	
MONTH	2015	2016	2015	2016	2015	2016
January	\$9,159,751.23	\$9,482,577.19	\$1,078,253.79	\$433,179.54	*\$3,951,880.56	\$2,032,277.00
February	\$9,140,972.61	\$9,804,689.33	\$865,620.02	\$287,481.18	\$2,055,766.00	\$2,031,997.39
March	\$9,768,890.51	\$8,722,769.73	\$440,227.94	\$312,010.76	\$2,053,376.13	\$2,032,596.84
April	\$8,905,034.06	\$10,436,025.60	\$1,199,954.61	\$441,661.71	\$2,149,094.75	\$2,371,134.08
May	\$9,840,348.46		\$479,664.03		\$2,056,091.57	
June	\$9,870,151.62		\$515,640.06		\$2,056,559.07	
July	\$9,996,770.39		\$1,242,957.21		**\$5,602,259.11	
August	\$9,465,188.42		\$482,195.54		\$1,815,712.03	
September	\$10,122,118.61		\$495,609.13		\$2,032,276.34	
October	\$9,866,818.54		\$521,753.79		\$2,019,155.56	
November	\$9,604,609.53		\$527,387.24		\$2,031,292.21	
December	\$9,198,069.64		\$471,202.66		\$2,032,217.62	
<b>Total Year</b>	<b>\$114,938,723.62</b>	<b>\$38,446,061.85</b>	<b>\$8,320,466.02</b>	<b>\$1,474,333.19</b>	<b>\$29,855,498.01</b>	<b>8,468,005.31</b>

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

\*\* Includes \$3,516,801.52 supplemental for July 2015

# Local Option Sales and Use Tax in Arkansas



- 2016 ELECTIONS**
- BALD KNOB**, March 1  
Failed. .5%
  - BIG FLAT**, March 1  
Passed. 1%
  - GATEWAY**, March 1  
Failed. 1%
  - HACKETT**, March 1  
Passed. 1%
  - HARTFORD**, March 1  
Passed. 1%
  - MARION CO.**, March 1  
Failed. .75%
  - PULASKI CO.**, March 1  
Failed. .25%
  - RUDY**, March 1  
Passed. .5%
  - SILKOM SPRINGS**, March 1  
Passed. .375%

KEY: Counties not collecting sales tax

Source: Rachel Graves, Office of State Treasurer

See also: [www.dfa.arkansas.gov](http://www.dfa.arkansas.gov)

Sales and Use Tax Year-to-Date 2016 with 2015 Comparison (shaded gray)								
Month	Municipal Tax		County Tax		Total Tax		Interest	
January	\$49,037,009	\$48,260,965	\$43,720,229	\$42,805,543	\$92,757,238	\$91,066,508	\$15,812	\$12,222
February	\$59,477,239	\$57,956,453	\$51,693,904	\$50,071,410	\$111,171,143	\$108,027,863	\$20,455	\$12,659
March	\$45,484,389	\$46,032,300	\$41,503,958	\$41,404,634	\$86,988,347	\$87,436,935	\$17,357	\$19,161
April	\$51,278,433	\$46,694,339	\$46,543,122	\$42,176,819	\$97,821,554	\$88,871,158	\$19,032	\$15,459
May		\$52,104,723		\$46,560,371		\$98,665,094		\$4,827
June		\$49,711,589		\$44,369,398		\$94,080,987		\$25,867
July		\$50,358,675		\$44,565,666		\$94,924,341		\$18,804
August		\$51,846,227		\$47,174,793		\$99,021,020		\$16,649
September		\$50,366,202		\$48,072,222		\$98,438,424		\$17,771
October		\$50,569,467		\$46,609,011		\$97,178,477		\$18,511
November		\$49,449,818		\$46,067,600		\$95,517,418		\$17,009
December		\$53,013,791		\$47,830,901		\$100,844,691		\$18,591
<b>Total</b>	<b>\$205,277,070</b>	<b>\$606,364,549</b>	<b>\$183,461,213</b>	<b>\$547,708,368</b>	<b>\$388,738,282</b>	<b>\$1,154,072,916</b>	<b>\$72,655</b>	<b>\$197,530</b>
<b>Averages</b>	<b>\$51,319,267</b>	<b>\$50,530,379</b>	<b>\$45,865,303</b>	<b>\$45,642,364</b>	<b>\$97,184,571</b>	<b>\$96,172,743</b>	<b>\$18,164</b>	<b>\$16,461</b>

CITY SALES AND USE . . . . .	AMOUNT	LAST YEAR	Garland	4,063.24	Murfreesboro	24,288.24	21,336.07	Portland	3,777.99	4,469.91
Alexander	68,866.15	72,202.27	Garland	3,033.08	Nashville	111,720.22	109,656.09	Wilmot	4,832.30	5,717.33
Alma	199,359.70	175,935.69	Gentry	19,409.37	Newport	180,420.20	181,552.37	Baxter County	312,964.01	268,319.23
Almyra	2,766.47	6,090.38	Gilbert	110.25	Norfolk	5,895.45	3,348.39	Big Flat	1,357.59	1,163.93
Alpena	5,271.03	4,067.21	Gillett	11,251.58	Norman	2,020.54	2,010.96	Briarcliff	3,080.69	2,641.22
Alzheimer	2,461.84	3,048.11	Gillham	4,364.35	North Little Rock	1,537,190.82	1,392,875.50	Cotter	12,662.15	10,855.88
Altus	6,543.83	6,183.62	Gilmore	372.80	Oak Grove	677.42	780.48	Gassville	27,125.72	23,256.20
Amity	8,568.57	7,869.71	Glenwood	59,763.07	Ola	14,547.72	14,322.40	Lakeview	9,672.84	8,292.99
Anthonyville	281.27	273.70	Gosnell	16,042.37	Oppelo	2,933.17	2,919.06	Mountain Home	162,493.26	139,313.36
Arkadelphia	161,532.64	158,560.05	Gould	4,356.39	Osceola	104,943.31	105,544.33	Norfolk	6,670.47	5,718.92
Ash Flat	84,455.08	77,002.13	Grady	3,379.66	Oxford	1,540.50	1,709.90	Salesville	5,874.20	5,036.24
Ashdown	125,626.33	115,508.46	Gravette	112,133.85	Ozark	80,028.35	73,121.21	Benton County	688,096.58	605,884.97
Atkins	50,358.51	48,292.02	Green Forest	71,985.86	Palestine	16,784.75	15,801.03	Avoca	7,904.13	6,916.30
Augusta	29,822.92	25,129.67	Greenbrier	164,219.09	Pangburn	6,703.47	8,062.91	Bella Vista	429,641.26	375,946.31
Austin	25,254.87	23,948.20	Greenland	18,003.57	Paragould	296,842.91	278,265.13	Bentonville	571,769.82	500,312.17
Avoca	6,123.31	3,770.20	Greenwood	215,381.07	Paris	83,144.11	74,274.17	Bethel Heights	38,419.25	33,617.76
Bald Knob	34,256.05	46,713.96	Greers Ferry	14,816.62	Patmos	103.83	61.13	Cave Springs	31,276.38	27,367.58
Barling	59,831.06	30,706.73	Guion	3,913.44	Patterson	1,171.13	1,210.09	Centerton	154,114.33	134,853.70
Batesville	596,722.37	540,869.84	Gum Springs	337.12	Pea Ridge	46,077.97	43,512.60	Decatur	27,518.68	24,079.50
Bauxite	14,604.92	12,410.62	Gurdon	22,863.36	Perla	4,331.52	2,324.24	Elm Springs	2,218.99	1,941.67
Bay	9,780.81	8,744.65	Guy	6,074.75	Perryville	22,348.22	23,905.02	Garfield	8,130.89	7,114.72
Bearden	11,621.25	8,777.91	Hackett	4,948.23	Piggott	61,654.54	62,180.25	Gateway	6,559.78	5,739.96
Beebe	109,153.60	110,785.00	Hamburg	25,582.48	Pine Bluff	985,587.49	959,821.90	Getwell	55,474.68	44,757.54
Beedeville	145.91	147.51	Hardy	16,165.85	Pineville	1,478.88	1,288.50	Gravette	50,421.22	44,119.76
Bella Vista	147,914.22	150,593.36	Harrisburg	49,742.11	Plainview	3,265.47	2,931.65	Highfill	9,442.84	8,262.71
Belleville	2,478.68	2,334.82	Harrison	451,792.21	Plumerville	12,865.55	11,775.33	Little Flock	41,869.21	36,636.55
Benton	1,299,106.64	1,088,230.47	Hartford	2,170.43	Pocahontas	251,652.72	223,499.31	Lowell	118,675.32	103,843.72
Bentonville	1,989,720.97	1,687,656.62	Haskell	24,728.35	Portia	2,204.20	2,365.60	Pea Ridge	77,648.35	67,944.15
Berryville	234,400.67	214,945.35	Hatfield	5,447.75	Portland	5,194.96	3,979.40	Rogers	906,448.15	793,163.66
Bethel Heights	72,490.05	42,481.50	Havana	2,410.09	Portsville	28,143.37	21,849.08	Siloam Springs	243,586.48	213,143.96
Black Rock	10,200.44	6,943.03	Hazen	52,760.11	Prairie Grove	73,436.10	87,298.42	Springdale	106,122.66	92,859.70
Blevins	2,946.50	2,162.07	Heber Springs	139,535.17	Prescott	76,617.23	50,316.38	Springtown	1,409.14	1,233.03
Blue Mountain	271.58	167.41	Helena-West Helena	240,497.21	Pyatt	425.12	456.96	Sulphur Springs	8,276.66	7,242.28
Blytheville	238,942.44	233,483.49	Hermitage	4,844.51	Quitman	20,215.72	20,952.85	Boone County	377,563.04	344,690.94
Bonanza	2,195.67	2,815.27	Higginson	1,689.35	Ravenden	2,330.24	2,322.80	Alpena	3,984.11	3,637.24
Bono	14,259.05	13,239.64	Highfill	51,950.33	Rector	24,790.33	24,684.44	Bellefonte	5,670.17	5,176.51
Booneville	105,452.10	85,232.68	Highland	25,455.25	Redfield	29,486.06	15,151.41	Bergerman	5,482.83	5,005.48
Bradford	13,544.31	11,823.59	Holly Grove	6,469.43	Rison	14,872.95	14,121.06	Diamond City	9,766.69	8,916.36
Bradley	1,858.60	2,875.01	Hope	175,310.98	Rockport	98,718.30	14,723.78	Everton	1,661.09	1,514.67
Branch	1,510.99	1,496.00	Horatio	5,869.60	Roe	394.48	485.29	Harrison	161,649.92	147,576.05
Briarcliff	967.12	1,397.66	Horseshoe Bend	20,979.16	Rogers	2,643,377.68	2,342,154.23	Lead Hill	3,384.62	3,089.94
Brinkley	103,573.10	95,040.18	Hot Springs	1,703,634.41	Rose Bud	21,224.62	16,173.66	Omaha	2,110.70	1,926.94
Brookland	17,243.97	12,469.06	Hoxie	17,575.88	Russellville	1,007,206.33	908,859.90	South Lead Hill	1,273.92	1,163.00
Bryant	976,896.43	956,261.58	Hughes	6,750.44	Salem	20,067.20	21,497.09	Valley Springs	2,285.55	2,086.57
Bull Shoals	12,176.04	11,899.92	Humphrey	2,236.80	Salesville	3,523.52	3,296.01	Zinc	1,286.41	1,174.39
Cabot	707,016.27	625,856.65	Huntington	2,756.99	Searcy	708,608.95	703,337.58	Bradley County	119,608.64	122,538.26
Caddo Valley	46,642.09	42,374.96	Huntsville	128,791.08	Shannon Hills	12,439.07	13,707.96	Banks	923.56	946.18
Calico Rock	25,359.98	22,155.16	Imboden	6,507.32	Sheridan	185,289.25	170,723.21	Hermitage	6,181.90	6,333.32
Camden	298,752.78	300,169.21	Jacksonville	666,289.24	Sherrill	983.28	808.44	Warren	44,710.80	45,805.92
Caraway	5,053.37	4,098.79	Jasper	23,980.25	Sherwood	341,687.56	361,398.85	Calhoun County	91,488.51	85,604.36
Carlisle	51,348.58	47,378.78	Jennette	114.49	Shirley	3,430.28	2,992.82	Hampton	25,932.52	24,264.65
Cave City	17,221.15	17,571.68	Johnson	40,354.03	Siloam Springs	586,198.62	514,662.14	Harrell	4,974.96	4,655.00
Cave Springs	27,059.59	21,266.63	Joiner	1,819.89	Sparkman	3,370.32	3,454.53	Thornton	7,971.70	7,459.00
Centerton	249,217.83	154,514.04	Jonesboro	1,458,857.96	Springdale	2,243,250.14	1,829,095.02	Tinsman	1,057.68	989.65
Charleston	29,271.20	28,869.50	Junction City	5,509.39	Springtown	485.40	336.53	Carroll County	142,298.64	131,178.93
Cherokee Village	14,462.98	14,566.89	Keiser	6,586.67	St. Charles	1,922.91	1,816.56	Beaver	520.94	480.23
Cherry Valley	4,236.13	0.60	Keo	998.76	Stamps	12,503.51	13,314.66	Blue Eye	156.28	144.07
Chidester	2,001.13	2,221.88	Kibler	2,690.41	Star City	68,648.96	77,240.99	Chicot County	198,104.08	179,528.55
Clarendon	47,579.74	41,412.97	Kingsland	1,619.37	Stephens	5,256.62	5,097.79	Dermott	20,686.11	18,746.45
Clarksville	362,859.87	335,702.78	Lake City	11,917.30	Strong	12,878.28	8,218.73	Eudora	16,246.73	14,723.33
Clinton	79,434.81	70,273.56	Lake Village	65,634.88	Stuttgart	530,980.08	522,658.98	Lake Village	18,437.78	16,708.92
Coal Hill	1,826.44	1,286.44	Lakeview	3,337.90	Sulphur Springs	1,577.54	1,413.97	Clark County	390,299.92	372,446.79
Conway	1,870,110.31	1,761,826.13	Lamar	11,192.61	Summit	6,121.75	3,821.97	Clay County	89,760.17	85,481.76
Corning	83,026.37	77,380.79	Lead Hill	4,888.46	Sunset	1,580.74	1,639.85	Corning	24,228.29	23,073.45
Cotter	11,653.28	11,527.12	Lepanto	26,333.73	Swifton	3,705.45	2,834.06	Datto	1,076.17	1,024.88
Cotton Plant	1,378.77	1,485.21	Leslie	2,843.29	Taylor	7,927.88	6,590.67	Greenway	2,249.21	2,142.00
Cove	13,393.18	12,106.04	Lewisville	7,810.31	Texarkana	385,694.87	365,185.89	Knobel	3,088.62	2,941.41
Crawfordsville	7,427.87	6,591.81	Lincoln	40,296.12	Texarkana Special	190,561.92	180,369.21	McDougal	2,001.69	1,906.28
Crossett	271,238.83	297,519.75	Little Flock	9,879.72	Thornton	1,070.00	1,376.56	Nimmons	742.56	707.16
Damascus	5,451.81	12,766.87	Little Rock	6,092,507.77	Tontitown	113,415.95	102,500.79	Peach Orchard	1,452.84	1,383.59
Danville	41,304.66	38,140.28	Lockesburg	5,112.64	Trumann	77,436.01	73,749.56	Piggott	27,614.65	26,298.40
Dardanelle	159,638.60	163,037.76	Lonoke	145,794.79	Tuckerman	17,802.25	12,574.23	Pollard	2,389.11	2,275.23
Decatur	19,978.80	20,025.40	Lowell	284,604.26	Turrell	3,703.24	3,085.42	Rector	14,183.99	13,507.91
Delight	4,556.17	3,504.43	Luxora	1,960.78	Tyronza	3,144.46	3,326.33	St. Francis	2,690.44	2,562.20
De Queen	114,021.85	93,867.37	Madison	1,308.04	Van Buren	606,559.70	547,302.06	Success	1,603.49	1,527.07
Dermott	24,970.12	27,094.10	Magazine	8,432.89	Vandervoort	513.91	422.15	Cleburne County	332,961.66	331,138.77
Des Arc	18,035.90	17,362.89	Magnolia	480,659.30	Vilonia	77,610.70	79,215.67	Concord	2,471.92	2,458.38
DeValis Bluff	12,928.27	11,775.64	Malmerv	168,875.38	Viola	5,177.20	2,626.22	Fairfield Bay	1,853.94	1,843.79
DeWitt	176,494.38	175,314.20	Mammoth Spring	6,972.53	Wabbaseka	941.92	880.41	Greers Ferry	9,026.55	8,977.13
Diamond City	2,048.30	2,219.75	Manila	28,993.98	Waldenburg	8,508.59	9,542.10	Heber Springs	72,587.24	72,189.83
Diaz	2,127.25	3,729.16	Mansfield	29,466.78	Waldron	57,435.41	47,010.57	Higden	1,215.70	1,209.04
Dierks	18,122.94	15,684.02	Marianna	80,236.10	Walnut Ridge	67,714.88	61,806.94	Quitman	7,415.74	7,375.16
Dover	22,658.41	20,630.59	Marion	209,111.42	Ward	42,596.69	17,393.58	Cleveland County	102,523.05	112,238.81
Dumas	143,817.27	135,347.24	Marked Tree	50,407.75	Warren	69,113.11	69,175.64	Kingsland	1,732.73	1,896.94
Dyer	2,390.87	2,150.35	Marmaduke	11,330.53	Washington	600.13	2,020.20	Rison	5,209.84	5,703.55
Earle	19,836.37	24,364.63	Marshall	14,091.22	Weiner	8,447.38	7,011.76	Columbia County	397,173.64	399,586.12
East Camden	3									

Crawford County	660,353.99	583,990.46	Newark	14,943.49	13,082.23	Blytheville	179,071.42	174,925.03	Mansfield	7,893.64	6,823.94
Alma	48,057.51	42,500.12	Oil Trough	3,303.83	2,892.33	Burdette	2,189.67	2,138.97	Waldron	31,574.53	27,295.77
Cedarville	12,362.46	10,932.86	Pleasant Plains	4,434.76	3,882.40	Dell	2,556.53	2,497.33	Searcy County	34,324.52	34,076.88
Chester	1,410.07	1,247.00	Southside	28,679.81	NA	Dyess	4,700.34	4,591.50	Big Flat	5.60	5.56
Dyer	7,768.66	6,870.29	Sulphur Rock	5,794.41	5,072.70	Etowah	4,023.95	3,930.77	Gilbert	156.89	155.75
Kibler	8,522.47	7,536.93	Izard County	43,813.07	40,999.86	Gosnell	40,675.12	39,733.29	Leslie	2,470.96	2,453.13
Mountainburg	5,595.92	4,948.81	Jackson County	252,870.92	267,630.79	Joiner	6,603.40	6,450.50	Marshall	7,592.18	7,537.41
Mulberry	14,677.10	12,979.83	Amagon	906.97	959.91	Keiser	8,701.36	8,499.88	Pindall	627.55	623.02
Rudy	540.97	478.41	Beedeville	990.26	1,048.06	Leachville	22,848.23	22,319.18	St. Joe	739.61	734.28
Van Buren	202,118.23	178,745.23	Campbell Station	2,359.97	2,497.72	Luxora	13,504.87	13,192.17	Sebastian County	837,555.65	740,814.59
Crittenden County	1,275,457.29	676,065.47	Diaz	12,197.81	12,909.79	Manila	38,313.49	37,426.34	Barling	76,548.57	67,706.90
Anthonyville	1,035.46	987.46	Grubbs	3,572.35	3,780.86	Marie	963.00	940.70	Bonanza	9,467.72	8,374.16
Clarkedale	2,386.05	2,275.45	Jacksonport	1,962.02	2,076.54	Osceola	88,928.11	86,868.98	Central City	8,265.73	7,311.01
Crawfordsville	3,080.64	2,937.84	Newport	72,918.48	77,174.68	Victoria	424.18	414.36	Fort Smith	1,419,482.86	1,255,526.89
Earle	15,525.41	14,805.73	Swifton	7,385.32	7,816.40	Wilson	10,352.21	10,112.49	Greenwood	147,400.05	130,374.75
Edmondson	2,746.21	2,618.91	Tuckerman	17,232.42	18,238.26	Monroe County	NA	NA	Hackett	13,370.07	11,825.77
Gilmore	1,522.31	1,451.75	Tupelo	1,665.86	1,763.10	Montgomery County	38,705.83	37,104.68	Hartford	10,570.91	9,349.93
Horseshoe Lake	1,877.97	1,790.92	Weldon	694.11	734.61	Black Springs	500.25	479.55	Huntington	10,455.66	9,247.99
Jennette	665.65	634.80	Jefferson County	724,837.73	703,649.48	Glennwood	212.23	203.45	Lavaca	37,689.76	33,336.44
Jericho	765.34	729.86	Altheimer	10,443.54	10,138.26	Mount Ida	5,437.01	5,212.09	Mansfield	11,904.63	10,529.60
Marion	79,395.68	75,715.29	Humphrey	3,268.91	3,173.36	Norman	1,910.03	1,831.01	Midland	5,351.32	4,733.22
Sunset	1,146.08	1,092.95	Pine Bluff	520,935.28	505,707.42	Oden	1,172.28	1,123.80	Sevier County	287,621.27	247,449.87
Turrell	3,559.78	3,394.76	Redfield	13,765.52	13,363.13	Nevada County	129,768.96	100,045.52	Ben Lomond	1,310.21	1,127.22
West Memphis	168,792.18	160,967.82	Sherrill	891.52	865.46	Bluff City	1,194.70	921.05	De Queen	59,583.09	51,261.26
Cross County	248,023.26	235,538.52	Wabbaseka	2,706.41	2,627.29	Bodcaw	1,329.58	1,025.04	Gilham	3,994.91	3,243.83
Cherry Valley	6,370.61	6,049.93	White Hall	58,649.40	56,934.97	Cale	761.14	586.80	Horatio	9,433.54	8,115.98
Hickory Ridge	2,527.78	2,527.78	Johnson County	121,888.86	108,197.22	Emmet	4,576.45	3,528.22	Lockesburg	6,677.57	5,744.93
Parkin	10,813.40	10,269.09	Clarksville	89,531.49	79,474.52	Prescott	31,755.77	24,482.15	Sharp County	75,764.60	67,527.96
Wynne	81,878.51	77,756.98	Coal Hill	9,872.07	8,763.15	Rosston	2,514.64	1,938.67	Ash Flat	9,062.53	8,077.31
Dallas County	137,795.56	138,428.14	Hartman	5,062.85	4,494.15	Willisville	1,464.46	1,129.04	Cave City	16,109.11	14,357.83
Desha County	104,049.83	104,526.27	Knoxville	7,130.91	6,329.91	Newton County	49,197.90	44,612.26	Cherokee Village	35,861.73	31,963.07
Arkansas City	4,026.88	4,045.32	Lamar	15,656.60	13,898.07	Jasper	1,480.18	1,785.26	Evening Shade	3,994.91	3,560.61
Dumas	51,777.36	52,014.44	Lafayette County	70,184.33	82,605.73	Western Grove	1,622.33	1,471.11	Hardy	6,750.66	6,016.77
McGehee	46,419.18	46,631.73	Bradley	3,307.69	3,893.09	Ouachita County	568,056.18	338,416.81	Highland	9,663.62	8,613.05
Mitchellville	3,960.87	3,979.01	Buckner	1,448.43	1,704.78	Bearden	8,718.64	8,879.10	Horseshoe Bend	73.98	65.94
Reed	1,892.42	1,901.08	Lewisville	6,741.78	7,934.96	Camden	109,957.71	111,981.42	Sidney	1,673.79	1,491.83
Tillar	231.05	232.11	Stamps	8,917.07	10,495.22	Chidister	2,608.37	2,656.38	Williford	693.56	618.15
Watson	2,321.51	2,332.14	Lawrence County	209,392.73	188,410.82	East Camden	8,402.74	8,557.39	St. Francis County	129,198.52	133,524.45
Drew County	439,689.89	424,740.31	Alicia	752.86	677.42	Louann	1,480.18	1,507.42	Caldwell	8,500.91	8,785.54
Jerome	477.86	461.62	Black Rock	4,019.31	3,616.56	Stephens	8,041.73	8,189.73	Colt	5,789.80	5,983.66
Monticello	115,998.39	112,054.41	College City	2,762.52	2,485.70	Perry County	104,835.28	107,134.00	Forrest City	235,436.91	243,320.01
Tillar	2,499.60	2,414.61	Hoxie	16,878.68	15,187.37	Adona	934.25	954.74	Hughes	22,071.74	22,810.76
Wilmar	6,261.24	6,048.36	Imboden	4,110.38	3,698.51	Bigelow	1,408.08	1,438.96	Madison	11,778.74	12,173.12
Winchester	2,046.23	1,976.66	Lynn	1,748.58	1,573.37	Casa	764.39	781.15	Palestine	10,430.84	10,780.10
Faulkner County	667,312.48	627,300.31	Minturn	661.79	595.48	Fourche	277.15	283.22	Wheatley	5,437.52	5,619.58
Enola	2,031.96	1,910.12	Portia	2,653.23	2,387.37	Houston	773.33	790.29	Whelan	4,181.53	4,321.55
Holland	3,348.53	3,147.75	Powhatan	437.15	393.34	Perry	1,206.93	1,233.39	Stone County	76,856.14	76,390.99
Mount Vernon	871.70	814.43	Ravenden	2,853.59	2,567.65	Perryville	6,526.37	6,669.47	Fifty Six	1,403.58	1,395.09
Twin Groves	2,013.92	1,893.17	Sedgwick	922.86	830.39	Phillips County	104,280.65	116,007.52	Mountain View	22,295.01	22,160.08
Wooster	5,170.07	4,860.08	Smithville	473.57	426.12	Elaine	11,673.37	12,986.09	Union County	435,843.84	508,533.29
Franklin County	149,798.25	140,159.44	Strawberry	1,833.58	1,649.85	Helena-West Helena	184,976.14	205,777.65	Calion	12,706.25	14,825.39
Altus	5,868.82	5,491.19	Walnut Ridge	29,689.48	26,714.48	Lake View	8,130.97	9,045.35	El Dorado	541,017.44	631,247.64
Branch	2,841.50	2,658.66	Lee County	30,166.95	29,197.85	Casa	5,249.34	5,839.66	Felsenthal	3,113.44	3,632.70
Charleston	19,526.62	18,270.17	Aubrey	934.81	904.78	Marvell	21,768.26	24,216.21	Huttig	17,415.35	20,319.86
Denning	3,646.72	3,412.08	Haynes	824.83	798.34	Pike County	135,165.86	124,886.52	Junction City	15,534.61	18,125.45
Ozark	28,523.41	26,688.07	LaGrange	489.40	473.68	Antoine	866.83	800.91	Norphlet	19,600.47	22,869.41
Wiederkehr Village	294.22	275.28	Marianna	22,627.96	21,901.25	Daisy	852.01	787.22	Smackover	51,566.49	60,166.69
Fulton County	98,154.74	98,157.53	Moro	1,187.76	1,149.61	Delight	2,067.05	1,909.85	Strong	14,671.90	17,118.87
Ash Flat	388.33	388.34	Rondo	1,088.80	1,053.79	Greenwood	16,195.60	14,963.93	Van Buren County	253,511.08	257,063.79
Cherokee Village	3,019.05	3,019.14	Lincoln County	50,977.12	56,282.40	Murfreesboro	12,157.81	11,233.22	Clinton	22,519.32	22,834.90
Hardy	159.90	159.90	Gould	4,035.17	4,455.11	Poinsett County	113,088.29	112,325.54	Damascus	2,163.65	2,193.98
Horseshoe Bend	64.72	64.72	Grady	2,164.62	2,389.90	Fisher	1,691.42	1,680.01	Fairfield Bay	18,650.70	18,912.07
Mammoth Spring	3,719.56	3,719.67	Star City	10,962.92	12,103.86	Harrisburg	17,460.34	17,342.57	Shirley	2,518.49	2,553.79
Salem	6,224.65	6,224.83	Little River County	189,426.71	159,041.69	Lepanto	14,358.13	14,261.29	Washington County	1,357,676.38	1,152,476.42
Viola	1,283.00	1,283.03	Ashdown	38,638.39	32,440.59	Marked Tree	19,462.74	19,331.47	Elkins	40,799.82	34,633.31
Garland County	2,020,528.07	1,726,961.42	Foreman	8,270.89	6,944.20	Trumann	55,339.10	54,965.85	Elm Springs	27,056.07	22,966.80
Fountain Lake	6,859.51	5,862.88	Ogden	1,472.56	1,236.36	Tyrone	5,779.66	5,740.88	Farmington	92,046.12	78,134.22
Hot Springs	205,686.15	175,801.59	Wilton	3,059.66	2,568.87	Waldenburg	462.68	459.56	Yayetteville	1,133,704.94	962,356.15
Lonsdale	1,281.89	1,095.64	Winthrop	1,570.74	1,318.78	Weiner	5,430.76	5,394.12	Goshen	16,501.74	14,007.66
Mountain Pine	10,500.67	8,975.00	Logan County	112,640.96	94,173.94	Polk County	259,809.96	244,929.08	Greenland	19,937.68	16,924.28
Grant County	179,313.77	164,611.99	Blue Mountain	1,109.85	927.90	Cove	7,793.28	7,346.92	Johnson	51,677.72	43,867.12
Greene County	492,505.93	462,883.41	Booneville	35,712.15	29,857.29	Grannis	11,302.30	10,654.94	Lincoln	34,652.11	29,414.77
Delaplaine	1,193.99	1,193.99	Caulksville	1,906.44	1,593.89	Hatfield	8,425.72	7,943.12	Prairie Grove	68,194.86	57,887.85
Lafe	5,015.90	4,714.21	Magazine	7,581.00	6,338.13	Mena	117,042.00	110,338.28	Springdale	989,102.87	839,609.31
Marmaduke	12,167.40	11,435.57	Morrison Bluff	572.83	478.91	Vandervoort	1,774.90	1,673.24	Tontitown	37,903.16	32,174.45
Oak Grove Heights	9,736.11	9,150.52	Paris	31,612.86	26,430.06	Wickes	15,382.54	14,501.50	West Fork	35,699.84	30,304.15
Paragould	285,983.20	268,782.31	Ratcliff	1,807.98	1,511.57	Pope County	334,583.70	296,450.80	Winslow	6,024.44	5,113.91
Hempstead County	349,659.71	365,080.34	Scranton	2,004.89	1,676.20	Atkins	40,182.55	35,602.90	White County	786,612.26	778,209.21
Blevins	3,264.84	3,408.83	Subiaco	5,119.64	4,280.29	Dover	18,359.27	16,266.84	Bald Knob	30,611.55	30,284.54
Emmet	445.68	465.33	Lonoke County	254,398.94	233,633.50	Hector	5,995.41	5,312.10	Beebe	77,294.96	76,469.25
Fulton	2,083.28	2,175.16	Allport	1,028.69	944.72	London	13,842.73	12,265.06	Bradford	8,020.08	7,934.40
Hope	104,630.51	109,244.90	Austin	18,230.14	16,742.09	Pottsville	37,811.04	33,501.67	Garner	3,000.93	2,968.87
McCaskill	995.00	1,038.88	Cabot	212,678.95	195,318.92	Russellville	371,981.72	329,586.51	Georgetown	1,310.26	1,296.27
McNab	704.79	735.87	Carlisle	19,804.47	18,187.92	Prairie County	56,566.15	55,235.20	Griffithville	2,377.49	2,352.10
Oakhaven	652.97	681.77	Coy	858.73	788.64	Biscoe	2,350.58	2,295.28	Higginson	6,561.88	6,491.78
Ozan	880.99	919.84	England	25,269.94	23,207.27	Des Arc	11,118.32	10,856.71	Judsonia	21,334.04	21,106.14
Patmos	663.33	692.59	Humnoke	2,540.41	2,333.05	DeValls Bluff	4,008.29	3,913.98	Kensett	17,413.82	17,227.80
Perrytown	2,819.17	2,943.50	Keo	2,289.95							

# 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. Ads are FREE to League members and available at the low rate of \$.70 per word to non-members. For members, ads will run for two consecutive months from the date of receipt unless we are notified to continue or discontinue. For non-members, ads will run for one month only unless otherwise notified.

**CITY ADMINISTRATOR**—Frontenac, Kan. (pop. 3,444; \$4.2 million budget; 20 FTE's), is a beautiful community adjacent to Pittsburg, located just 30 minutes from Fort Scott. The City is looking for a professional leader with strong communication skills. The desired candidate must have a bachelor's degree with at least 5 years of local government experience preferred. Salary \$65K-\$75K DOQ. Send cover letter, resume, and 3 professional references to LEAPS-Frontenac@lkm.org or LEAPS-Frontenac, 300 SW 8th, Topeka, KS, 66603. EOE. Open until filled. Application review begins May 23. For full advertisement, please visit LEAPS-Frontenac@lkm.org

**DIRECTOR OF ENGINEERING & CONSTRUCTION**—Broken Arrow, Okla., is a suburban community of 104,000, just to the southeast of Tulsa and is noted for low crime, good schools, quality development, and excellent access to surrounding areas. These factors are primarily fueling the growth of the community. This position is responsible for the managerial and administrative work of managing the activities of the Engineering/Construction Department which includes the Stormwater Management Division, the Engineering Division, and the Construction Division. In addition, the director provides guidance on matters involving building construction and renovation, infrastructure engineering and other construction related projects as assigned by the Assistant City Manager of Operations. See complete job details and apply online through May 25 at [www.brokenarrowok.gov/employment](http://www.brokenarrowok.gov/employment). EOE.

**DIRECTOR OF FINANCE**—Maumelle is accepting applications for the position of Director of Finance. This position reports directly to the clerk-treasurer and the mayor. The general purpose of the position is to perform responsible management and administrative work directing and coordinating the varied functions of the city's Finance Department. Work involves administering the central accounting system and data processing functions of the city. Education and experience: Applicants must possess a minimum of a Bachelor's Degree from a four year college or university and five years related experience and/or training, or equivalent combination of education and experience. Also, must have four years managerial experience. NOTE: Online applications and resumes will not be accepted by themselves. A city of Maumelle employment application must be completed. For additional information, including a complete job description, application and listing of employee benefits go to the city of Maumelle web page ([www.maumelle.org](http://www.maumelle.org)) and click on the Human Resources Department web site. Completed applications are to be mailed to: City of Maumelle, Human Resources Department, 550 Edgewood Drive, Suite 555, Maumelle, AR 72113. For questions, you may contact the Human Resources office at 501-851-2784, ext. 242 between 8 a.m. and 5 p.m. Monday-Friday. EOE. This ad is available from the Title VI Coordinator in large print, on audio, and in Braille at 501-851-2784 ext. 242.

**DIRECTOR OF HUMAN RESOURCES**—Maumelle is accepting applications for the position of Director of Human Resources. This position reports directly to the mayor. The general purpose of the position is to guide and direct the development, enhancement, maintenance, and administration of a comprehensive human resources and payroll administration system for the city of Maumelle. Education and experience: Applicants must possess a minimum of a Bachelor's Degree from a four year college or university and five years related experience and/or training, or equivalent combination of education and experience. Also, must have four years managerial experience. NOTE: Online applications and resumes will not be accepted by themselves. A city of Maumelle employment application must be completed. Please go to the city of Maumelle web page ([www.maumelle.org](http://www.maumelle.org)) and click on the Human Resources Department to print an application. Completed applications should be mailed to: City of Maumelle, Human Resources Department, 550 Edgewood Drive, Suite 555, Maumelle, AR 72113. For questions, you may contact the Human Resources office at 501-851-2784 ext. 242 between 8 a.m.

and 5 p.m. Monday-Friday. EOE. This ad is available from the Title VI Coordinator in large print, on audio, and in Braille at 501-851-2784, ext. 242.

**DIRECTOR OF MUNICIPAL COURT SERVICES**—The City of Corpus Christi, Texas, is seeking a new director of municipal court services. Corpus Christi, located on the Gulf of Mexico, is the largest city on the Texas coast, with a population of approximately 312,000. The Corpus Christi Municipal Court, with a FY2015-16 administrative budget of just over \$4 million, includes 66 employees: the director, assistant director, 30 municipal court staff, 23 City Detention Center staff, 3 case managers, and 8 marshals. Reporting to an assistant city manager, the director is responsible for the overall management, strategic planning, and employee relations for the court. Bachelor's degree required. Master's degree preferred. Must have a minimum 10 years' experience with similarly sized courts as director, or larger courts at assistant director level. Class 3 Texas Municipal Court Clerk Certification required, or equivalent for out of state candidates. View complete position profile and apply online at [bit.ly/SGRCCurrentSearches](http://bit.ly/SGRCCurrentSearches). For more information, contact: Molly Deckert, Senior Vice President, Strategic Government Resources, [MollyDeckert@GovernmentResource.com](mailto:MollyDeckert@GovernmentResource.com).

**DISPATCHER**—Siloam Springs is accepting applications for the position of Communications Dispatcher. This position is responsible for answering multiple phone lines including 911. The position requires simultaneous data entry into a computer aided dispatch program while dispatching routine and emergency calls to include police, fire, ambulance and other emergency response, maintain logs and tapes and other duties as required. Qualifications: U.S. citizen, be at least 18 years of age, possess a valid DL, HS diploma or equivalent, no felony convictions, must be able to work nights, weekends and holidays, must pass background check. Hire rate: \$12.33/hour. The city offers a generous benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, vacation and sick leave. The city requires a completed application be submitted for all positions. Applications and full job description are available at City Hall, 400 N. Broadway, Siloam Springs, or online at [www.siloamsprings.com](http://www.siloamsprings.com). For further information call 479-524-5136 or email [humanresources@siloamsprings.com](mailto:humanresources@siloamsprings.com). EOE. Open until filled.

**ELECTRICAL ENGINEER**—Hope Water & Light is currently seeking qualified candidates for the position of Electrical Engineer. Responsibilities include planning and analyzing electric system resources and needs; aides in development of the master plan to meet these needs, to include cost projections and capital budgeting under the direction of the Assistant General Manager, Operations. Monitors electric system operations and collaborates with all electric system departments. Thorough knowledge and familiarity with principles and practices of electric power line construction, maintenance, and substations required. Completion of Bachelor's Degree in Electrical Engineering or related areas or education at a level necessary to accomplish the job. Salary is based on education and experience. Submit resume with salary history via mail to Charlotte Bradley, Hope Water & Light, P.O. Box 2020, Hope, AR 71802; or email [charlotte@hope-wl.com](mailto:charlotte@hope-wl.com). Resumes will be accepted until June 3 or until position is filled. For a complete job description and qualifications contact Janell Morton at 870-777-3000 ext. 531 or visit [www.hope-wl.com](http://www.hope-wl.com) and follow the employment link.

**HUMAN RESOURCES MANAGER**—Bella Vista is accepting applications for a newly created Human Resources Manager position. This position is responsible for administering city personnel policies and practices, ensuring the adherence to said policies, procedures, and federal, state, and local regulations. This position is further responsible for employee relations, FMLA, benefit administration, ACA Reporting, payroll, drug screening program and training management in areas of personnel practices and laws. Requirements: Bachelor's Degree from four year

accredited college or university (major in Human Resources Management or closely related field preferred) and at least five years' experience directly related to HR Administration. Must possess formally recognized HR Certifications. HS diploma or equivalent additional required if experience instead of college is used to meet minimum qualifications. Broad experience in a generalist role preferred. Salary Range: \$55,000 - \$75,000. The city offers a generous benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, vacation and sick leave. Applications and a job description are available at City Hall, 101 Town Center, Bella Vista, Arm, or online at [www.bellavistaar.gov](http://www.bellavistaar.gov). For further information, including a copy of the complete job description, please call 479-876-1255. EOE. Open until filled.

**INVESTIGATOR/PATROL OFFICER**—The Clinton Police Department is looking to hire an investigator/patrol officer. Must be certified and experienced in all aspects of policing including investigative, patrol, affidavit preparations and courtroom experience. Send resume to: Clinton Police Department, P.O. Box 1050 Clinton, AR 72031; or call 501-745-4997.

## PLANNING AND COMMUNITY DEVELOPMENT

**DIRECTOR**—Bryant is currently seeking a forward thinking and innovative Planning and Community Development Director to help drive our city's growth. Bryant offers competitive wages, comprehensive benefits packages, excellent retirement programs and paid time-off. Job Requirements: Broad knowledge of such fields as advanced accounting, marketing, business administration, finance, etc., equivalent to four years of college, plus 7 years related experience and/or training, and 4 years related management experience, or equivalent combination of education and experience. This position pays up to \$77,296 pending council approval. For a complete job description, further information, or to complete an application please visit [www.cityofbryant.com](http://www.cityofbryant.com) and follow the employment link. Questions regarding this position can be directed to the Human Resources Department at 501-943-0999 ext. 0306. EOE.

**POLICE OFFICER**—Bradley is accepting applications for P/T II police officer. Must be certified and meet all requirements of law enforcement standards and training. Send resumes to: City of Bradley, P.O. Box 759, 410 Pullman Street, Bradley, AR 71826. EOE. For more information, call 870-894-3464.

**POLICE OFFICER**—Siloam Springs is accepting applications for the position of Police Officer. This position is responsible for vehicle police patrol, investigations, traffic regulation and related law enforcement activities. Federal and State laws and departmental policy govern this position. Minimum qualifications: Must be a U.S. citizen, possess a valid DL, HS diploma or equivalent, be at least 21 years of age, no felony convictions, must meet requirements to attend the AR Law Enforcement Training and Academy and attain certification. Hiring process includes a written test, physical agility assessment, oral interview board, psychological test, drug test and a thorough background investigation. Additionally, an applicant must meet the medical standards required by law Enforcement Minimum Standards and pass a health examination for communicable diseases. Applicants will be notified of the date, time and location of the department's entrance written and physical agility assessment. Shift work and irregular working hours are required. This position is subject to call out. The city requires a completed application be submitted for all positions. Applications are available at City Hall, 400 N. Broadway, Siloam Springs, or can be accessed online at [www.siloamsprings.com](http://www.siloamsprings.com). Please attach a copy of the following documents to your application: birth certificate, social security card, HS diploma or GED, valid DL. Hire rate: \$15.55/hour. The city offers a benefit package including, but not limited to medical, dental, vision, LTD, 457 Deferred Compensation, LOPFI, vacation and sick leave. For further information please call 479-524-5136 or email [humanresources@siloamsprings.com](mailto:humanresources@siloamsprings.com). EOE. Open until filled.



**SUBSTATION TECHNICIAN**—Hope Water & Light is currently seeking qualified candidates for the position of Electric Substation Technician. Duties include monitor and maintain electric transmission (115 KV) interconnection and substation (115 KV/13.8 KV) facilities. Includes operation and maintenance of substation metering, relaying, and protective equipment necessary for the delivery of power into the 13.8 KV distribution system, conducts construction and maintenance of interconnection and substation facilities responsible for revenue metering resources and activities at the wholesale power supply and industrial customer level. Completion of or in the process of completing an approved line worker apprentice program or Associate Degree in Electrical Engineering or a related area or equivalent related experience in the electric utility setting necessary to accomplish the job. Must be able to complete an approved substation maintenance program. Must have knowledge of regulatory requirements and industry practices pertaining to electric systems. Submit resume via mail to Charlotte Bradley, Hope Water & Light, P.O. Box 2020, Hope, AR 71802; or email [charlotte@hope-wl.com](mailto:charlotte@hope-wl.com). Resumes will be accepted until June 3, 2016 or until position is filled. For a complete job description and qualifications contact Janell Morton at 870-777-3000 ext. 531 or visit [www.hope-wl.com](http://www.hope-wl.com) and follow the employment link.

**WATER OPERATOR**—Forrest City Water Utility is seeking a water operator that has a Class IV Water Treatment and Distribution license. The Water Supply Operator is responsible for the operation of the Water Treatment Plant, storage distribution system monitoring on an assigned shift and other related duties. Application can be found on [dws.arkansas.gov](http://dws.arkansas.gov) or contact Derrick Spearman at Arkansas Workforce at 870-633-2900 located at 300 Eldridge Rd #2, Forrest City, AR 72335. Applications accepted until filled.

Forrest City Water Utility is located at 303 N. Rosser in Forrest City, AR 72335; 870-633.2921.

**WATER PRODUCTION MAINTENANCE**—Hope Water & Light is currently accepting resumes for the following position: Water Production Maintenance. Responsibilities include highly skilled maintenance work usually performed in relation to a water treatment facility. Position involves installing, adjusting, maintaining and repairing mechanical equipment as well as preventive and emergency repair work. Computer competency required. Water treatment knowledge helpful. Selected individual must possess knowledge in electric motors, pumps, valves and chemical feed units. Must have a high school diploma or GED. Must possess an Arkansas Class A CDL on or before completion of a six month initial employment period. Must be able to meet the essential functions of the job. HWL offers an excellent benefit package. Interested individuals may submit a resume to Department of Workforce Services, 205 Smith Road, Suite A, Hope, AR 71801. Nothing in this job posting should be construed as an offer or guarantee of employment. EOE.

**ZONING OFFICIAL**—Cave Springs seeks a Zoning Official to administer zoning and subdivision regulations; make recommendations consistent with good land use planning; prepare amendments to zoning and subdivision regulations; perform professional planning studies; and perform office administrative duties and related work as may be necessary, and as required. Job Requirements: Thorough knowledge of modern planning and land use principles and practices; thorough knowledge of modern land use, zoning, population and subdividing concepts; ability to prepare comprehensive plans, land use regulations, and studies; ability to perform technical research work and to give reliable advice on difficult planning and development projects; ability to establish and maintain effective relations with other staff members, officials, and the public; ability to express ideas clearly and

concisely, both in writing and orally; good professional judgment. Required Training: One year responsible experience in planning, zoning, and subdivision matters (including some supervisory experience), and possession of a degree in planning, urban studies, or related field; or any equivalent combination of education, experience, and training that provides the required knowledge, skills, and abilities. For more information contact Nicole Ferguson, City of Cave Springs, 134 N. Main St. Cave Springs, AR 72718; phone: 479-248-1040; fax: 479-248-7521.

**FOR SALE**—2007 Ford Crown Victoria Police Vehicle (black and white). Approximately 81,279 miles. Vehicle is equipped with lights, sirens, radar unit, camera, and has a prisoner partition. Trunk has storage area. Asking a reserve of \$8,000. Anyone interested or for more information, please contact Oak Grove Heights City Hall, Mayor Rudy Garner, at (870) 586-0042 between 8 a.m.-12 p.m.

**FOR SALE**—Two 115/230 volt 3HP electric motors (Emerson) \$250 each. Two 220/440 volt 20 HP electric motors (US Motors) \$500 each. One 8" Pressure relief valve (New) Newport Beach, Ca \$1,500. Contact Roseanna Markham, City of Norman at 870-334-2400 or 870-245-6436.



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# Changes to 2016 Directory, Arkansas Municipal Officials

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



## Alpena

Delete R/T (Vacant)  
Add R/T Lora Carter

## Cabot

Add AL Doug Warner

## Emerson

Delete R/T David Cunningham  
Add R/T Lora Watson

## Fourche

Delete TEL 501-759-2176  
Add TEL 501-759-3747

## Gateway

Add PC Grant Hardin

## Gilbert

Delete AL Ann Foley  
Add AL Diane Shelnett

## Lonsdale

Delete E-Mail [rt11oflonsdale@yahoo.com](mailto:rt11oflonsdale@yahoo.com)  
Add E-Mail [mayoroflonsdale@yahoo.com](mailto:mayoroflonsdale@yahoo.com)

## McGehee

Delete AM Rochelle Poyner  
Add AM Luci Williams

## Lonsdale

Delete TEL 501-920-5171

## Monticello

Delete AL Tim Chase  
Add AL (Vacant)

## Mulberry

Delete AL Johnny Kimes  
Add AL (Vacant)

## Rockport

Delete WEB [www.cityofrockport.com](http://www.cityofrockport.com)

## Rondo

Delete Mail 214 Front Street, Rondo  
Add Mail 214 Front Street, Marianna

## Strawberry

Delete AL Ruth Whitmire  
Add AL Jessica Whitmire  
Delete M Opal Mullen  
Add M Ruth Whitmire  
Delete AL Josh Mayland  
Add AL Justin Richey

## Ward

Delete WEB [www.bestofward.com](http://www.bestofward.com)  
Add WEB [www.wardarkansas.org](http://www.wardarkansas.org)

## 2016 Directory of Arkansas Municipal Officials - Price: \$25 each.

Orders must be pre-paid. To get your copy of this valuable resource, You may order and pay for your copy online via Visa or MasterCard by visiting the Publications page at [www.arml.org/store](http://www.arml.org/store), or fill out the form below, and send it to the Arkansas Municipal League at the address below.

Please send me \_\_\_\_\_ copies of the 2016 Directory of Arkansas Municipal Officials at: \$25 each.

My check of \$\_\_\_\_\_ is enclosed, payable to: The Arkansas Municipal League.

Send Directory to:

Name \_\_\_\_\_

Title \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Clip and mail to: Arkansas Municipal League

2016 Directory

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North Little Rock, AR 72115-0038



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Standing from left:  
Dennis Hunt (Executive Vice President  
and Director of Public Finance), Chris  
Angulo, Michael McBryde, Mark  
McBryde, Bo Bittle, Jack Truemper  
and Kevin Faught

Seated from left:  
Michele Casavechia, Lindsey Ollar  
and Jason Holsclaw

At Stephens, we understand that our success depends on building trust through integrity and sound judgment. These core values have forged relationships with Arkansas borrowers that span generations.

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We are continually impressed with the talent and dedication of the public sector employees who strive every day to improve our state's municipalities, counties, school districts, hospitals, colleges, universities, utility systems, and other governmental agencies. We thank each of you for your continued trust in our firm, and we look forward to serving you in the years to come.

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