

City & Town

JUNE 2021 VOL. 77, NO. 06

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE

ARKANSAS MUNICIPAL LEAGUE



MEET OUR NEW PUBLIC FINANCE BANKER.



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Director
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With his extensive expertise in municipal finance, William Harper adds even more value to the Crews & Associates team as a director in our Capital Markets group. He will serve clients in many sectors – schools, cities, colleges, utilities and other governmental areas – across Arkansas and Mississippi.

William began his career in financial services after college, ultimately joining Crews in 2014 as an analyst. His experience includes all aspects of municipal bond transactions, including structuring, pricing, document review and other tasks necessary to ensure a successful financing. He holds an MBA from the Walton School of Business at the University of Arkansas.

Contact William today and see what Crews can do for you.





Cover photo by Andrew Morgan.



ON THE COVER—The League’s North Little Rock headquarters will also be the HQ for the 87th Annual Virtual Convention, which begins June 16. Check out our convention preview beginning on page 18, and take a look at the packed agenda on the following pages. Read also inside about the spring conference of the Mississippi Delta Grassroots Caucus, Paragould’s first trail system and tips for easing pandemic-related stress in the workplace. And we’ll see you online for the 87th!—atm

Features

14 Delta Caucus conference covers pandemic’s impact

The Mississippi Delta Grassroots Caucus held its virtual spring conference May 13, and elected officials and community leaders from across the eight-state Delta region came together to discuss the economic, health care and other challenges facing them, with a focus on the effects of the ongoing pandemic.

18 Convention time!

The 87th Annual Virtual Convention is here, and with it the League is premiering a brand new one-stop attendee hub from which registered city and town officials and personnel may participate in the sessions, vote during the annual business meeting, visit sponsors’ and exhibitors’ virtual booths and much more. Take a moment to check out what’s in store.

30 Easing pandemic stress in the workplace

From the many disruptions in our daily lives, to dealing with the negative health effects or even death from the ongoing coronavirus pandemic, everyone has likely experienced added stress over the past year, which can make returning to the routines of the in-person workplace a difficult transition. Thoughtful managers and supervisors can help ease that transition.

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June greetings to my fellow municipal officials,

This is my last letter for *City & Town* as your League president. This past year has been anything but "normal," whatever that means in today's terminology. You can rest assured that we will never return to the way it was. What we want to do is focus on the future. As you may have heard me say before, without a vision, people will perish. That's not an original saying of mine, but it is always worth repeating.



You and I must keep the hope alive of a brighter future for our folks. Our citizens need to know that we as municipal officials and community leaders are constantly working to ensure the future of our cities and towns is bright for them and their children. We need to focus on the things that we can control and not worry about what we cannot control. We can be proactive in working to ensure that our citizens have consistent access to clean water, that their wastewater is removed properly, their trash is picked up and disposed of regularly, that potholes are filled quickly, that police and fire department personnel are fully trained and properly equipped. The list goes on and on. Are you getting my message? There is so much more to what you and I do, but if we focus on the basics first then we have the foundation to build on economic and community development.

We in Arkansas truly live in the "Land of Opportunity." I remember when that slogan was on our license plates. We are "The Natural State," but never forget that we have opportunities to progress just because we live in Arkansas. I tell our folks that we are in the best location. Mulberry has two exits off Interstate 40, which connects the east and west coasts. Interstate 49, which connects Canada with the Gulf of Mexico, is just a few miles to our west. We are in the foothills of the Boston Mountains and Ozark National Forest, which provide numerous recreational opportunities. Our eastern border is the Mulberry River, which is known nationally for kayaking, canoeing and rafting. Our southern border is the Arkansas River with access to fishing, boating and duck hunting. A Class I railroad, the Union Pacific, runs through our city limits. We have a several-hundred-acre business and industrial park with easy access to I-40. Our school district is small, but its educational ratings are high. Our community supports the arts, and the Crawford County Fairgrounds are located in our city. Our churches work together to support community endeavors such as the Mulberry Community Food Pantry and provide spiritual guidance to our citizens.

There is so much more that I could tell you about Mulberry. I want to encourage you to look for the opportunities your city or town has and communicate that to your folks. Provide them with the vision that the future is bright for them. I commend all of you mayors, council members and municipal officials who are keeping your opportunities before your folks and ensuring them that the future is indeed bright. Working together, Great Cities Make a Great State.

I must conclude with my last push, as your League president, for you to support and participate in the five major benefit programs offered by the Arkansas Municipal League.

May God bless you and bless you indeed,

Gary D. Baxter
Gary D. Baxter
Mayor, Mulberry
President, Arkansas Municipal League

ARKANSAS MUNICIPAL LEAGUE OFFICERS

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From the Desk of the Executive Director

GREAT CHALLENGES, GREATER CITIES



Summer is upon us and just like that, 15 months of COVID-19 living have fallen by the wayside. Gone now is the yellow plague of oak pollen, although I'm still washing off deck furniture and my grill. Sometimes I think that junk has more sticking power than Gorilla Glue.¹ In any event, we're gradually easing into summer. As I'm drafting this, Memorial Day² weekend is just two weeks away. I frequently think of that holiday as the official opening of summer. I know I've mentioned before that during my "formative" years, age 10 to 16, we lived in Wisconsin.³ Schools there followed this basic rule: School started the day after the Labor Day holiday and school ended the day before Memorial Day weekend. As we look back at the last 15 or so months, and in light of the recent CDC advice that those of us who are vaccinated may shed their masks in many circumstances, it seems we are leaving a cocoon of sorts.

The word cocoon reminds me of cicadas and a piece I recently wrote for the annual *Block, Street & Building* publication. The Local Controller⁴ is rolling her eyes. I can see the thought bubble above her head: "Cicadas?! Really Mark?!" Yep. Cicadas. I did a little online research and discovered some interesting things about those loud critters. For instance, I didn't know cicadas were broken down into "broods."⁵ The 17-year cicada that is emerging this month is Brood X.⁶ To be clear however, those in the know don't say X. Rather, the preferred reference is Brood 10. Arkansas will not see Brood 10. We get Brood XIX in 2024 and we had Brood XXII in 2015.⁷ Here's another fun fact: There are so many species of cicadas around the world only estimates of the total exist. The best guess, 3,000-4,000!⁸ However, only the 13- and 17-year varieties are found in eastern North America.⁹

And all that buzzing and clicking? It's a mating call. When they collectively gather near the top of a tree and let loose, they reach nearly 100 decibels. That equates to a jackhammer or chainsaw!¹⁰ This whole process of getting together and making a lot of noise is known as "chorusing." Who knew? Well, as it turns out, there are a lot

¹ I love Gorilla Glue. I also love Gorilla Duct Tape and Gorilla Waterproof Sealant Tape...and Gorilla Wood Glue...and...well, all Gorilla products are awesome. No, I'm not getting paid. The Local Controller breaks a lot of things, so I have a lot of experience using adhesives. BTW, Gorilla Glue was discovered in Indonesia, where it was used on teak furniture. Then folks figured out it worked on just about anything. Also, BTW, the company is located in Cincinnati and is considered one of the best places to work in that city. <https://www.gorillatough.com/about/>

² Memorial Day (previously, but now seldom, called Decoration Day) is a federal holiday in the United States for honoring and mourning the military personnel who have died in the performance of their military duties while serving in the United States Armed Forces. The holiday is observed on the last Monday of May. The holiday was formerly observed on May 30 from 1868 to 1970. https://en.wikipedia.org/wiki/Memorial_Day

³ Wisconsin was the 30th state admitted to the Union on May 29, 1848. It's known as the "Badger State" and "America's Dairyland." The path to the name "Wisconsin" goes like this: What is now the Wisconsin River was known as "Meskousing," a name rooted in the Algonquian language of the area's Native American tribes. French explorers later altered the name to "Ouisconsin" and from there it was "anglicized" to the Wisconsin River. From there it's just a hop, skip and a jump to the Wisconsin Territory and then finally plain old Wisconsin. <https://en.wikipedia.org/wiki/Wisconsin> Oh man, the Local Controller is not at all pleased with this little side story. She's talking with her facial expression and it says, "move on right now."

⁴ It occurs to me that it's been a while since I identified my Local Controller and many of you may be new readers and thus confused by my reference. Alison, my wife, is my Local Controller. The family has many names for her: Al, Ali, Alfonse (she hates that one), Mom, Mama-Bear, the brunette (she's not big on that one either), Queen Bee, Ali-Baba and so forth and so on.

⁵ <https://a-z-animals.com/blog/why-do-cicadas-only-come-out-every-17-years/>

⁶ Id

⁷ <https://www.fs.fed.us/foresthealth/docs/CicadaBroodStaticMap.pdf>

⁸ <https://earthsky.org/earth/17-year-cicadas-broodx-2021>

⁹ Id

¹⁰ <https://a-z-animals.com/blog/why-do-cicadas-only-come-out-every-17-years/>

of people super interested in cicadas and *they* know a lot. Just get on your Google¹¹ machine. There's a group with a website dubbed Cicada Mania. I'm not kidding.¹² The federal government has a map showing locations of the various broods in the United States.¹³ Not much to the west of us but wow, take a look to the east!

The Local Controller has lost all patience with me. I best get to the meat of the coconut!¹⁴ To say the past 15 months have been difficult is like saying climbing Mount Everest is harder than climbing other mountains. It's true but incomplete by a long shot. We've all seen the virus at its worse. We've stayed in constant contact with the news media and have heard the terrible infection and death numbers, watched the suffering of both those infected and those doing their utmost to provide health care. Each of you has your own story to tell. We all do. The difference between you, city officials and employees, and most of the rest of the world is that you couldn't stop. Your municipality couldn't quit. In fact, your city or town had to speed up. You had to do more and often do more with less. You did it. Municipal services continued through creative solutions each of you fashioned to fit your community's needs. To me that's the real legacy of this crisis: Municipal government not only continued all operations and services but did them better virtually every time. You've been the greater part of the overall good and I hope each of you see that and take time to appreciate it.

As we move into summer I, like you I'm sure, am looking forward to seeing friends and family at restaurants, parties, movie theaters and the list goes on and on. As leaders in your community it is imperative to act cautiously and slowly. The virus, as well as its variants, remains in our communities. As everyone knows the variants are more contagious than SARS-CoV-2, the virus which brought about the COVID-19 pandemic.¹⁵ While we are coming back to life, it's an arduous process. When my kids were learning to drive, I routinely reminded them that speed kills. What's easy to react to at slow speeds is dramatically harder when moving quickly. Reaction time gets shorter and shorter as a vehicle gets faster and faster. We are slowly coming back to life. Life like we last knew in early 2020. Life like the cicadas emerging from their earthen homes, gradually shedding their shells and with translucent wings making their way to the trees where their song is heard by all.

As we move about more and more, please take a moment to recognize your fellow municipal officials and personnel. All of you were there, day in and day out. In many instances the services we rely on daily are taken care of 24/7, 365 days a year. Those services didn't stop because COVID-19 spread like wildfire. The municipal chorus was ever present, and we are all the better because of them.

Until next month, Peace.



Mark R. Hayes
Executive Director
Arkansas Municipal League

¹¹ <https://www.thoughtco.com/who-invented-google-1991852> If you want to see the brief history of Google take a look at this website.

¹² Check out www.cicadamania.com.

¹³ <https://www.fs.fed.us/foresthealth/docs/CicadaBroodStaticMap.pdf>

¹⁴ I first heard that saying while in a jury trial in front of the Honorable Henry Woods, United States District Judge for the Eastern District of Arkansas. He was a giant in the legal world, and I'm honored to have tried more than a handful of cases in front of him prior to his death in 2002. He always had firm control of his courtroom and expected the attorneys trying a case to be well prepared and well versed in the law. When testimony and evidence seemed to be unfocused, he would tell the lawyer asking the questions to get to the meat of the coconut. Trust me, every lawyer who heard those words sped things up considerably! He was a fascinating man. <https://www.thoughtco.com/who-invented-google-1991852>

¹⁵ <https://www.aamc.org/news-insights/covid-19-variants-are-spreading-rapidly-here-s-what-scientists-know-about-them-and-why-you-need>

Wednesday 7:03 pm



THIS MOMENT BROUGHT TO YOU BY YOUR HOMETOWN. While we may not have provided the perfect evening weather, we helped make the evening more enjoyable. Whether it's managing storm water runoff or building the neighborhood park for your impromptu after-work picnic. A better life starts in the city limits. From small towns to big cities, Arkansas's municipal communities improve our quality of life, every day. *Great Cities Make a Great State.*





AMListServ is now AML Communities!

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Welcome to the Arkansas Municipal League Communities Platform

Our new AML Communities ListServ is more secure and offers a wealth of features designed to make idea sharing easier than ever. Upon login at <http://AMLCommunity.arml.org>, you may subscribe to the following communities:

**Mayor/City Manager • Council Member/City Director • Public Safety • City Attorney
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- Visit <http://AMLCommunity.arml.org>
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Quality Child Care Benefits All Arkansans

A message from Better Beginnings Program Manager Dawn Jeffrey, MSE



Better Beginnings Program Manager Dawn Jeffrey, MSE

What is Better Beginnings? What we do is right there in our name. We create opportunities that can give children a better beginning in life.

Children are born learning – their brains are not fully formed. The health of their brain development depends on their experiences in their first few years of life.

Babies need a whole lot of attention – especially talking. As they grow, all that talking starts to make sense. Children learn best through play. They learn math and science concepts from stacking blocks and pouring sand. That's what quality child care looks like.

Our online tools help families find star-rated quality child care, a checklist to help choose child care, and dozens of free resources for learning through play at home.

Better Beginnings helps improve the quality of child care through resources and training for child care teachers and program administrators.

More than half of our child care facilities have reached the top star level available.

Quality child care not only benefits the child that receives it, but the whole community.

By investing in quality child care learning environments for all Arkansas children, we create better opportunities for our children to experience a positive environment where they can learn, grow up balanced and succeed in life. These children are our future workforce.

Quality child care provides opportunities for families to go to work knowing their children are well cared for.

Arkansas child care providers are the workforce behind our workforce.

Workforce quality, absenteeism and productivity improve dramatically when parents are able to choose the highest quality care for their children.

Business depends on those same parents to keep the economy thriving.

Arkansas communities can grow with new business if we can demonstrate access to the best child care – Better Beginnings certified programs.

See **Build a Better Future** on our website to learn more about the economic impact of quality child care and early childhood education in your community.



better beginnings

EVERY CHILD DESERVES OUR BEST

CELEBRATING OUR 10TH ANNIVERSARY



ARBetterBeginnings.com • 501-682-8590

Division of Child Care and Early Childhood Education

How can YOU support quality early childhood education?

Visit our website to:



Learn about the economic impact of quality child care and early childhood education



Share this tool with your staff for finding star-rated quality child care



Discover and share how children learn through play



Watch the informational videos in our media center to discover how quality child care can affect your bottom line

Dawn Jeffrey, MSE, Program Manager for Better Beginnings, has used her knowledge and dedication to the future of children by serving in early childhood education for 36 years.



Trendsetter City Awards 2021 now accepting applications

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

The competition is divided into three population categories: cities less than 5,000 population, 5,000-20,000 population and more than 20,000. Trendsetter City Award winners will be recognized in the following categories:

- **Public Safety:** Recognizes cities and towns being proactive and innovative to improve public safety.
- **Infrastructure/Water:** Recognizes cities and towns that have found innovative ways to preserve existing infrastructure and minimize repair costs for utilities, streets, public waterways, wastewater treatment and more.
- **Education/Workforce Development:** Recognizes unique public programs and public-private partnerships that are improving graduation rates, raising the education standards in K-12 or developing a more-qualified work-force for employers.
- **Wellness and Fitness:** Recognizes city-led programs to improve the wellness of city employees and/or its citizens.
- **Tourism Development/Creative Culture:** Recognizes cities and towns that are building unique venues, attractions, museums and more to not only attract tourism but also improve the quality of life of citizens.
- **Environmental/Green Management Practices:** Recognizes cities and towns for their efforts to preserve or improve their environment.

Cities and towns can submit one application in each award category, and each entry must describe programs or projects brought to conclusion or showing significant results between July 2017 and July 2021. An official entry application must be submitted for each project. Applications must be received in the Arkansas Business office by 5 p.m. August 31 or be postmarked on or before that date. Winners will be notified in September. Entry

forms can be submitted to: C/O Kelli Roy, Arkansas Business Publishing Group, 114 Scott Street, Little Rock, AR 72201. Applications may also be emailed to kroy@abpg.com or faxed to 501-375-7933.

Applications for the Trendsetter City Awards can be found at www.arkansasbusiness.com/trendsetter.

After yearlong delay, Blackard receives Quill Award

Barbara Blackard, city clerk/treasurer for the city of Clarksville, was the 2020 recipient of the International Institute of Municipal Clerks' (IIMC) Quill Award, but due to the coronavirus pandemic, the institute cancelled its annual conference last year. Blackard was officially recognized at the IIMC's 2021 annual conference, held May 9-13 in Grand Rapids, Michigan.



2019-2020 IIMC President Lana McPherson, left, presents Clarksville City Clerk/Treasurer Barbara Blackard with the 2020 Quill Award.

The organization's most prestigious award, the Quill Award was established in 1987 to recognize IIMC members who have made significant and exemplary contributions to their community, state or province, IIMC and peers.

"You were chosen for your strong support of IIMC's goals and philosophies as outlined in IIMC's Code of Ethics and as set forth in the IIMC Constitution," 2019-2020 IIMC President Lana McPherson, MMC, said in a letter congratulating Blackard. "The criteria include length of service, strength and extent of participation in IIMC, service in teaching fellow municipal clerks, involvement with the initiation or administration of an IIMC-approved training institute or program, or any other activity that enhances the professionalism of IIMC members."

June 30 Act 833 deadline for Arkansas fire departments

The 2020 Act 833 application period opened January 1, 2021, and will close June 30, 2021. Act 833 of 1992, "Funding for Fire Departments," is administered by the Arkansas Fire Protection Services Board and requires all Arkansas fire departments to become certified in order to be eligible for funding. Certification requirements include possession of a NFPA 1901-compliant fire suppression apparatus, a minimum of six active members with 16 hours of certified training and personal protective equipment for all active members.

An online application is available on the Arkansas Fire Portal at arfire.arkansas.gov. To request log-in credentials contact your County LEMC/Fire Coordinator or State Fire Coordinator Louis Eckelhoff at 501-683-6781 or email louis.eckelhoff@adem.arkansas.gov. 

Obituaries

MICHAEL ANTON BAKER, Sr., 66, who retired with the rank of captain after serving as a Little Rock firefighter for 33 years, died May 26.

BRENDA STELL HOLLIS GRAHAM, 79, a lifelong Hamburg resident who worked for the city for more than 25 years, the last 13 as the city clerk/treasurer, died May 16.


CARL EDWARD PICKARD, 76, retired former chief of the Cabot Fire Department who served the city from 1962 to 1995, died May 22.

THOMAS "T-TOM" JOSEPH RICHARDSON, 71, who served as a council member for the city of Horseshoe Bend, died March 19.

Meeting Calendar

June 16-18, 2021, Arkansas Municipal League's 87th Annual Virtual Convention

November 18-20, 2021, National League of Cities City Summit, Salt Lake City, Utah



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Impacts of pandemic focus of Delta Caucus conference

By Andrew Morgan, League staff

Local elected officials, nonprofits and other community leaders from across the eight-state Delta region gathered virtually on May 13 for the annual spring regional conference of the Mississippi Delta Grassroots Caucus. The caucus has traditionally held two large meetings each year, one in Little Rock and one in Washington, D.C., but like most organizations it has moved its events online during the COVID-19 pandemic.

The health and economic impacts of the pandemic on historically underserved Delta communities dominated the conference agenda, with several Arkansas representatives participating in the meeting. Based in West Memphis, the East Arkansas Family Health Center is a community-based nonprofit that, over the course of 2020, served more than 17,000 area patients, providing a variety of health care services at its 12 sites, Dr. Susan Ward, the center's CEO, said. In order to continue to serve the community throughout the pandemic, the center had to first struggle with its own financial stability, and tough decisions had to be made, she said. "There was a rapid decline in productivity—40 to 50 percent. We were in jeopardy of site closures. We had to close down our dental department, per state mandate."

Amid these operational challenges, the center continues to respond to the pandemic. "We've had to be nimble, quick and pivot on a moment's notice. Our first patient case was on March 25, 2020, and our first employee case was on April 10, 2020," Ward said. It left them scrambling to come up with a plan of action that included securing their facilities, acquiring personal protective equipment, launching tele-health options for patients and more.

Expanding tele-health has presented some unique challenges for the organization, including ensuring that their IT capabilities are robust and that staff are properly trained. It has also been a challenge for patients, Ward said, many of whom have inadequate internet and mobile phone service and need education about the new form of care delivery if they do have access.

Educational outreach has been a priority of the center throughout the pandemic, Ward said, and that continues as the vaccines have become widely available. It's become especially important to combat the myths and misinformation about the safety and effectiveness of the vaccines, she said. "Why should I vaccinate?" Ward asked. "Because COVID is still here. It is true that cases have come down, but they plateaued at a high level. There's still pockets of disease cropping up across the nation, particularly because of the mutant strains from the U.K. and now India that have proven to be in the United States and will prove to be problematic unless we out-vaccinate the virus."

As of early May, 34 percent of Arkansans had received at least one vaccine dose. Gov. Asa Hutchinson has challenged the state to achieve a 50-percent vaccination rate by August, but convincing the public to take advantage of the now widely-available vaccines remains a challenge, Ward said. To reach that goal in Crittenden County will take nearly 30 percent of the population receiving the vaccine in the next two months, she said. "We know that we're going to have to pivot and go to where folks are, perhaps even go to truck stops and gas stations, wherever we can get people to take these vaccines," Ward said. COVID remains the third leading cause of death in the country behind heart disease and cancer, she said. "I would dare say that if we had a vaccine for heart disease and cancer that many of us would take it."

The Delta's local elected officials like Dumas Mayor Flora Simon have been on the front lines the past year, taking steps to educate and protect their communities. While the Desha County city has experienced negative effects of the pandemic, including having one of the very first recorded cases in Arkansas, cases did not skyrocket locally, she told conference participants. She credited the community's efforts to follow safety best practices and a strong regional response. "I applaud everyone in the area for taking those precautions," Simon said.



SOURCE: NASA EARTH OBSERVATORY

From the beginning of the crisis, the mayors and other community leaders met regularly to coordinate a region-wide response, which included working with local media and online outlets to educate the public with the most up-to-date information, she said. “Lucky enough, I believe it actually worked,” Simon said. “There’s always people that didn’t believe they needed to follow the rules, but overall they did.”

Dumas has felt some of the negative economic impacts of the pandemic, both in the business community and the city itself, the mayor said. Some businesses were able to remain open by shifting to drive-thru and curbside service. Some were forced to shut their doors, at least until some of the statewide restrictions were lifted. About a dozen Dumas businesses were able to take advantage of grants through the Economic Development Commission to help them weather the shutdown period, Simon said.

For the city, the only direct economic impact was felt with the closure of the community center, which meant a loss of that funding source, Simon said. The city has been able to keep all of its staff employed throughout the pandemic, although two employees were reduced to part-time hours.

Overall, in Dumas and the Delta area, “We fared well,” Simon said. “We all worked together to do those things we needed to do.”

One of the lower Delta’s larger communities, Greenville, Mississippi, along with the state of Mississippi as a whole, has felt the effects of the pandemic more acutely, Greenville Mayor Errick Simmons said. “COVID-19 has swept through our state in ways that have disproportionately affected Greenville and much of the Delta due to the high poverty rate and vulnerable populations we have,” he said. “Mississippi is the second worst performing state in the nation for vaccine distribution with only 25.5 percent fully vaccinated compared to 35.5 percent in the United States.”

Communities in the Delta have done a pretty good job utilizing mobile vaccine distribution and other outreach efforts, but a lack of large chain pharmacies and other broad-scale distribution infrastructure has hampered their efforts, he said. Vaccine hesitancy, particularly among white males in the state, also contributes to the low vaccination rate, Simmons said.

Disasters, whether they are public health emergencies like the coronavirus pandemic or natural disasters like flood events or hurricanes, hit underserved areas like the Delta region harder, Simmons said. He is part of the Mississippi River Cities and Towns Initiative, a group of 100 mayors from 10 states representing communities adjacent to the river from Minnesota to Louisiana and who are dedicated to measuring the impact of the challenges the region has faced the past several decades and developing policy that meets the scale of those challenges. “The Mississippi River corridor has sustained \$210 billion in actual losses due to disasters since 2005,” Simmons said. “Events that used to occur once every 25 or 30 years are now hitting us every couple of years.” He cited the May 2019 flood along the Mississippi and Arkansas rivers, which resulted in 270 consecutive days of flooding in Greenville and cost over \$6 billion in losses locally and \$20 billion across the entire basin.

“We’re now losing as much as eight percent of our annual economy to disaster impacts,” Simmons said. “Couple this with a 30-percent poverty rate throughout the Delta and you have an acute situation.”

These are the kinds of factors that Washington must take into account as the Biden Administration and Congress debate the size and focus of the infrastructure legislation now being considered. “We have to begin to think about the least of us in this infrastructure package, and we hope the president will do that,” Simmons said. 🏛️



PHOTO COURTESY PARAGOULD REGIONAL CHAMBER OF COMMERCE

Paragould Mayor Josh Agee called the new trail a bold step in both retaining and recruiting new talent to the city.

Paragould breaks ground on city's first trail system

Paragould broke ground May 14 on the city's first trail system, the 8 Mile Creek Trail, the city has announced. The groundbreaking was made possible by the efforts of the Greene County Future Fund, which in 2016 began working with a grant writer and the city of Paragould for initiatives that could improve the quality of life in Greene County. Through these efforts there have been nearly \$1 million over three grant cycles, including a \$403,000 grant through the Arkansas Highway and Transportation Department's Transportation Alternative Program (TAP), to provide this amenity to the citizens of Paragould and surrounding communities.

Urban biking, hiking and walking trails are a much-needed addition to our existing park system, Mayor Josh Agee said. "Paragould must be bold and create an environment that not only retains our talent but attracts talent within surrounding regions. We are on a job interview everyday with prospective residents. I want my children to live here when they grow up, a place where everyone else in our region says, I want to be a part of what is going on Paragould."

"An announcement like this, that our city and a local nonprofit have made such a monumental investment in the quality of life for our residents, gives us one more attribute that makes Paragould a wonderful and thriving community that we are lucky to call home," said Allison Hestand, economic developer and CEO of the Paragould Regional Chamber of Commerce.

According to the city and the Greene County Future Fund, the 8 Mile Creek Trail will provide several key benefits to the community, including increasing property values along the trail route, increasing business opportunities, and promoting better overall community health through exercise.

"This trail will promote healthy lifestyles and provide miles for walking, running, and biking," Neely Camp, a local businesswoman and Future Fund member said. "I can't wait to explore it with my kids. A community of our size needs next-level, quality-of-life features."

To learn more about the Eight Mile Creek Trail, visit greenecountyfuturefund.com. 

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No one yelled “Lights, camera, action!” while pre-recording sessions for the 87th Convention, but Lars Turpen was back on set to help create another great production.

League debuts new platform for 87th Annual Virtual Convention

The 87th Annual Virtual Convention begins Wednesday, June 16, and we are excited to gather together again with our membership to discuss the array of issues and challenges cities and towns face. We will set our agenda for the coming year, celebrate the successes of the past year, elect our 2021-2022 slate of officers, and all of those things that are a part of the League’s largest annual meeting. As more Arkansans become fully vaccinated against the coronavirus and cases continue to decline, we hope this is the last time the convention is a fully virtual event. Knock on wood!

For the 87th, the League is excited to debut a new virtual platform that offers more ease of use and a

robust suite of features, including an attendee hub. From within the hub, registered attendees will be able to access convention sessions from one place, participate in polls and end-of-session Q&As, and download presentation materials.

Registered attendees will be able to access the new attendee hub on Monday, June 14, in order to familiarize yourselves with its features before the convention begins on that Wednesday. And keep an eye on your emails and ListServes between now and then: Video walk-throughs will soon be shared to show you around the site and navigate the convention.

**87th ANNUAL
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GREAT CHALLENGES. GREATER CITIES.



League Executive Director Mark R. Hayes records a segment for the 87th Annual Virtual Convention.

Meet your sponsors and exhibitors

Along with the other expanded offerings of the 87th's new attendee hub, we're delighted to welcome back exhibitors, with a twist! Registered attendees will be able to visit virtual exhibitor and sponsor booths to learn more about products and services available to municipalities through videos and downloadable materials. The virtual exhibitor and sponsor booths will also put contact information and social media links right at attendees' fingertips.

Until we can meet again in person, the League wants to make the virtual convention experience a great one, said League Deputy Director Whitnee V. Bullerwell. "I am really excited about this new virtual platform, which has many more bells and whistles than our previous platform," she said. "Having the video capability to represent both our sponsors and exhibitors will be of great value. Overall, we want the 87th Annual Virtual Convention to be a better experience for our members, which is why we upgraded. It's our hope that the 87th will be informative and enjoyable all in one. And hopefully this will be our last 100-percent virtual convention."

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The return of concurrent sessions!

League conventions have traditionally featured a strong educational component, with Thursday afternoons dedicated to a series of concurrent sessions covering a broad range of topics important to cities and towns. After last year's more streamlined 86th Annual Virtual Convention, we are pleased to announce that the concurrent sessions are back!

The afternoon of Thursday, June 17, will feature three rounds of three concurrent sessions, each easily accessible from your personal attendee hub. That's nine sessions covering topics like disaster response and recovery, attracting business and industry, navigating the Freedom of Information Act and more. You can even move "room to room" as you might in the halls of the Statehouse Convention Center. Even better, all nine sessions will be recorded and available to view later, which means that unlike at an in-person convention, you don't have to miss a single session.

Taking care of business

The League's annual business meeting will take place on Friday morning, June 18, during which the membership will review and approve the policies and goals statement that will set the foundation for the coming year. The League will also elect its 2021-2022 slate of officers during the meeting, and Executive Director Mark R. Hayes will present his annual State of the League report.

Prior to the annual business meeting on the final day of the convention, two meetings of the Resolutions Committee will convene to approve the legislative package that will guide the League's advocacy efforts as we prepare for the next general session of the Arkansas legislature.

Please note: In order for your vote to be counted, whether in the Resolutions Committee or the annual business meeting, it will be necessary to click and join the current session. The speakers who introduce each of these sessions will stress that point so that every vote counts.

The past year has been an eventful one, to put it mildly, and an eventful year means an eventful 87th Annual Virtual Convention. The agenda is packed with essential information and guidance for cities and towns. Key sessions will include:

- An overview of the 93rd General Assembly of the Arkansas legislature and new laws that affect local government;
- Tips on achieving equity and inclusion at the local level;
- The latest on the ongoing and evolving coronavirus pandemic, plus a look at some coping skills during this time that has been traumatic for so many;

- Crucial guidance on the American Rescue Plan, which will include direct funding for local governments;
- An update on the economic development possibilities of opportunity zones, and a look at Opportunity Arkansas, a one-stop opportunity zones info hub.

Keynote: Build leadership skills through mindfulness with Mike Lee



PHOTO COURTESY MIKE LEE

The League is excited to present keynote speaker Mike Lee, who will address the convention during the opening general session on Thursday morning. Lee is the founder of MindShift Labs, and he has excelled at helping leaders at companies like Morgan Stanley, Cisco and IBM, and elite basketball stars like Steph Curry and Joel Embiid to utilize mindfulness to enhance their performance and personal leadership skills. Drawing on the latest research from neuroscience, sports psychology and personal experience, he has shared his practical exercises with audiences across the United States, Europe and Asia.

Get to know the new attendee hub!

As part of our new virtual platform, the attendee hub puts everything you need for a successful convention in one easy-to-access place. From viewing sessions to visiting exhibitor and sponsor booths, read on for a quick and easy guide to getting started in the attendee hub.



1. Registered attendees will receive a link to the attendee hub on Monday, June 14.
2. To log in, click the link and fill in your first and last name and the email address you registered with.
3. Click “next” to receive a verification code via email. Note: The automated email will come from Tricia Zello at tzello@arml.org. It may take a few minutes for the code to arrive. The code is valid for 24 hours. You will repeat this process again during the convention.
4. Once you’ve logged in, take a look around! The “My Event” homepage has all of your upcoming session information. This is where you’ll join each session, read about the speakers and access any available information specific to the presentation. If a Q&A or live poll is available during your session, you’ll participate in those here as well.
5. Under the “Exhibitors” tab, you can visit virtual exhibitor booths to learn more about products and services available to municipalities through videos and downloadable materials. Each booth will also put contact information and social media links right at your fingertips.
6. Likewise, the “Sponsors” tab will take you directly to our sponsors’ virtual booths.
7. Wondering who else is at the 87th Annual Virtual Convention? Check out the “Attendees” tab to view a list of municipal officials and personnel, sponsors and exhibitors who are registered. 🏛️

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87th Annual Virtual Convention

Wednesday, June 16, 2021

<p>12:30 P.M.</p>	<p>OPENING SLATE/VIRTUAL LEAGUE SERVICES</p> <p><i>Log on early to ensure a good connection or to troubleshoot any technical issues. League Deputy Director Whitnee V. Bullerwell will discuss the value and status of the Voluntary Certification Program for Municipal Officials and Personnel. The presentation will begin at 12:45 p.m.</i></p>
<p>1:00 P.M.</p>	<p>WELCOME TO LEAGUE'S VOLUNTARY CERTIFICATION PROGRAM WORKSHOPS</p> <p><i>The 87th Annual Virtual Convention offers three hours of continuing certification credit during this time. This afternoon is filled with speakers availing you of timely, helpful and much-needed information in your various municipal positions.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p>
<p>1:00 P.M. to 2:00 P.M.</p>	<p>ACHIEVING EQUITY AND INCLUSION IN YOUR HOMETOWN</p> <p><i>Without equity and inclusion, how can we work to fight inequality in the world? This continuing certification workshop is designed to discuss values, systems and practices that must be present to retain exemplary diverse personnel and leadership. Dr. Glover will also speak on how these practices can be applied to your entire municipality. *1 Hour of Continuing Certification Credit.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p> <p>Speaker: Malcolm Glover, Ph.D. APAC Trainer, UA Little Rock</p>
<p>2:00 P.M. to 2:15 P.M.</p>	<p>BREAK</p>
<p>2:15 P.M. to 3:15 P.M.</p>	<p>COPING SKILLS DURING A PANDEMIC: PERSONAL, PROFESSIONAL, PUBLIC</p> <p><i>This continuing certification workshop addresses the pandemic and how we have been greatly affected in our professional and personal lives. The challenges faced over the last year have been stressful, overwhelming and exhausting for everyone. These experts will provide valuable information on moving forward during a pandemic and avoid burnout. *1 Hour of Continuing Certification Credit.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville First Vice President, Arkansas Municipal League</p> <p>Speakers: Sacha McBain, Ph.D., Clinical Psychologist and Assistant Professor Department of Psychiatry and Behavioral Sciences University of Arkansas for Medical Sciences</p> <p>Dr. Joe Thompson, President & CEO Arkansas Center for Health Improvement University of Arkansas for Medical Sciences</p>
<p>3:15 P.M. to 3:30 P.M.</p>	<p>BREAK</p>

Tentative Agenda

<p>3:30 P.M. to 4:30 P.M.</p>	<p>REVIEW OF THE 93RD GENERAL ASSEMBLY AND ITS IMPACT ON ARKANSAS CITIES AND TOWNS</p> <p><i>The 93rd General Assembly was one for the record books. Listen as League staff members and other association representatives describe the laws affecting Arkansas cities and towns. Be sure to fully participate in this session as you will hear about some positive and negative impacts resulting from the 93rd General Assembly. *1 Hour of Continuing Certification Credit.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p> <p>Speakers: Mark R. Hayes, Executive Director Arkansas Municipal League John L. Wilkerson, General Counsel Arkansas Municipal League Jack Critcher, Legislative Liaison Arkansas Municipal League Chris Villines, Executive Director Association of Arkansas Counties Gary Sipes, Executive Director Arkansas Association of Chiefs of Police</p>
<p>4:30 P.M. to 5:00 P.M.</p>	<p>RESOLUTIONS COMMITTEE</p> <p><i>Each municipality has a designated representative who will vote on legislative matters to be included in the League's Policies and Goals for the coming year.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville First Vice President, Arkansas Municipal League</p> <p>Speakers: Mark R. Hayes, Executive Director Arkansas Municipal League John L. Wilkerson, General Counsel Arkansas Municipal League</p>
<p>5:00 P.M.</p>	<p>WRAP UP AND RUN DOWN OF NEXT DAY'S AGENDA</p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p>

87th Annual Virtual Convention

Thursday, June 17, 2021

<p>8:30 A.M.</p>	<p>OPENING SLATE/VIRTUAL LEAGUE SERVICES</p> <p><i>Log on early to ensure a good connection or to troubleshoot any technical issues. League Executive Director Mark R. Hayes will discuss our new virtual platform and what members can expect from this upgraded online experience. The presentation will begin at 8:45 a.m.</i></p>
<p>9:00 A.M. to 10:30 A.M.</p>	<p>OPENING GENERAL SESSION</p> <p><i>The Opening General Session begins with the Posting of the Colors and the singing of The National Anthem, followed by a Host City Welcome from Little Rock Mayor Frank D. Scott, Jr., and North Little Rock Mayor Terry C. Hartwick. Mike Lee, our keynote speaker, is going to equip you with amazing tools to become an effective leader and keep you motivated during challenging times.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p> <p>Posting of Colors: Little Rock Fire Department</p> <p>Singing of National Anthem: Sergeant Allison Walton</p> <p>Speakers: Mayor Frank D. Scott, Jr., Little Rock Mayor Terry C. Hartwick, North Little Rock</p> <p>Keynote: Mike Lee, President MindShift Lab</p>
<p>10:30 A.M. to 10:45 A.M.</p>	<p>BREAK</p>
<p>10:45 A.M. to 11:45 A.M.</p>	<p>GENERAL SESSION II: OPPORTUNITY ARKANSAS</p> <p><i>Opportunity Arkansas is the incredible result of the right entities and expertise partnering together to provide local officials the ability to access information on the opportunity zones that exist in our state. Hear from experts who have combined forces and will speak about an online avenue created to fully take advantage of opportunity zones. You don't want to miss this session.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville First Vice President, Arkansas Municipal League</p> <p>Speakers: Adam D. Reid, Attorney Gill Ragon Owen, P.A. Michelle Perez, Program Officer, U.S. Programs Winrock International</p>
<p>11:45 A.M. to 12:15 P.M.</p>	<p>87TH ANNUAL VIRTUAL CONVENTION AWARDS RECOGNITION, PART I</p> <p><i>Welcome to the Awards Recognition Ceremony. We will recognize individuals who have made significant contributions to the cities and towns of Arkansas.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p>
<p>12:15 P.M. to 1:00 P.M.</p>	<p>LUNCH BREAK</p>

Tentative Agenda

THURSDAY CONCURRENT SESSIONS Round 1

<p>1:00 P.M. to 1:45 P.M.</p>	<p>SESSION 1. RESPONSE AND RECOVERY OF EMERGENCIES AND DISASTERS</p> <p><i>The Arkansas Division of Emergency Management is with us today to disseminate information on this critical topic. Municipal officials and personnel will gain relevant information on the handling of emergencies and disasters. Now, more than ever, this session will be most beneficial to League members.</i></p> <p>Speakers: A.J. Gary, Director of ADEM and State Homeland Security Advisor Arkansas Division of Emergency Management Scott Bass, Deputy Director, Response and Recovery Arkansas Division of Emergency Management Lacye Blake, State Hazard Mitigation Manager Arkansas Division of Emergency Management</p>
<p>1:00 P.M. to 1:45 P.M.</p>	<p>SESSION 2. SECURING MUNICIPALITIES' NETWORKS AND CREATING WEBSITES FOR YOUR CITY OR TOWN</p> <p><i>This workshop will provide you with the needed information to secure your city or town's network and data. Included is information on creating or updating your city's or town's website.</i></p> <p>Speakers: Shellie Marquis, Sales Director Critical Edge Technology Tommy Murphy, Sales Manager AceOne Technologies</p>
<p>1:00 P.M. to 1:45 P.M.</p>	<p>SESSION 3. BEST PRACTICES ON LOSS CONTROL FOR CITIES AND TOWNS</p> <p><i>Join this session to hear the latest information on loss control for municipalities. The speakers have many years of expertise and will assist you in managing risks efficiently in your city or town.</i></p> <p>Speakers: Allen Green, Loss Control Liaison Arkansas Municipal League Paul Hansen, Director, Health and Safety Arkansas Workers' Compensation Commission</p>
<p>1:45 P.M. to 2:00 P.M.</p>	<p>BREAK</p>
<h2>THURSDAY CONCURRENT SESSIONS Round 2</h2>	
<p>2:00 P.M. to 2:45 P.M.</p>	<p>SESSION 1. BEST PRACTICES ON HOW TO ATTRACT BUSINESSES AND INDUSTRIES</p> <p><i>Join the professionals from AEDC to discuss the components your city or town needs to attract businesses and industries. Get the latest information and find out if COVID-19 has altered this process.</i></p> <p>Speakers: Matt Twyford, Director of Community Development Arkansas Economic Development Commission Bentley Story, Business Development Director Arkansas Economic Development Commission Katherine Holmstrom, Senior Project Manager Arkansas Economic Development Commission</p>
<p>2:00 P.M. to 2:45 P.M.</p>	<p>SESSION 2. HUMAN RESOURCES BEST PRACTICES</p> <p><i>This concurrent session will address human resources information related to the COVID-19 pandemic. Best practices will also be discussed during this time.</i></p> <p>Speakers: Tracey Cline-Pew, Director of Human Resources Arkansas Municipal League Doreen Mattes, Director of Human Resources City of Maumelle</p>

87th Annual Virtual Convention


<p>2:00 P.M. to 2:45 P.M.</p>	<p>SESSION 3. MUNICIPAL FINANCE UPDATE</p> <p><i>Listen as the CPAs discuss municipal updates on the latest Legislative Audit findings. Also, discussion will be included on how COVID-19 has affected municipal finances.</i></p> <p>Speakers: Cindy Frizzell, Director of Finance and Program Rates Arkansas Municipal League Tim Jones, CPA, CFF, Audit Manager Division of Legislative Audit</p>
<p>2:45 P.M. to 3:00 P.M.</p>	<p>BREAK</p>
<p>THURSDAY CONCURRENT SESSIONS Round 3</p>	
<p>3:00 P.M. to 3:45 P.M.</p>	<p>SESSION 1. NAVIGATING THE NEW LEGISLATION SURROUNDING THE FREEDOM OF INFORMATION ACT</p> <p><i>Barriers to public records are not as daunting in Arkansas as our state is known for having a liberal FOIA. Hear from attorneys who will discuss how the 93rd General Assembly changed, or tried to change, the FOIA.</i></p> <p>Speakers: John L. Wilkerson, General Counsel Arkansas Municipal League John E. Tull III, Managing Member Quattlebaum, Grooms & Tull PLLC</p>
<p>3:00 P.M. to 3:45 P.M.</p>	<p>SESSION 2. LATEST INFORMATION ON GRANTS</p> <p><i>This session will keep you on your toes! The discussion on available grants will be plentiful. These experts share information on all types of grants. Some are competitive, others are not. Either way, the information you will obtain during this session will be of great use to municipalities.</i></p> <p>Speakers: Caran Curry, Grants Attorney Arkansas Municipal League Jean Noble, Grants Manager Arkansas Economic Development Commission Debra Dickson, Program Fiscal Manager Arkansas Natural Resource Division Steve Boyster, Deputy Director, DF&A Commerce Broadband Supervisor, AEDC</p>
<p>3:00 P.M. to 3:45 P.M.</p>	<p>SESSION 3. HOW TO EFFECTIVELY HANDLE PUBLIC RELATIONS FOR YOUR CITY OR TOWN</p> <p><i>As municipal leaders, how do you know when it's time to engage a PR expert to assist in handling a situation or problem that has occurred in your municipality? These experts will answer that question and more in this important session.</i></p> <p>Speakers: Denver Peacock, Principal The Peacock Group Jordan P. Johnson, Principal JPJ Consulting</p>
<p>3:45 P.M. to 4:00 P.M.</p>	<p>BREAK</p>
<p>4:00 P.M. to 5:00 P.M.</p>	<p>RESOLUTIONS COMMITTEE</p> <p><i>Each municipality has a designated representative who will vote on legislative matters to be included in the League's Policies and Goals for the coming year.</i></p> <p>Presiding: Mayor Tim McKinney, Berryville First Vice President, Arkansas Municipal League</p> <p>Speakers: Mark R. Hayes, Executive Director Arkansas Municipal League John L. Wilkerson, General Counsel Arkansas Municipal League</p>
<p>5:00 P.M.</p>	<p>WRAP UP AND RUN DOWN OF NEXT DAY'S AGENDA</p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p>

Tentative Agenda

Friday, June 18, 2021

8:30 A.M.	<p>OPENING SLATE/VIRTUAL LEAGUE SERVICES <i>Log on early to ensure a good connection or to troubleshoot any technical issues.</i></p>
9:00 A.M. to 10:00 A.M.	<p>ANNUAL BUSINESS MEETING <i>During this session, Executive Director Mark Hayes will present his annual report, The State of the League. During the business meeting, attendees are presented with the League's Policies and Goals and voting is involved. The nominating committee presents their recommended slate of new officers for 2021-2022. Business meetings will then begin for the following League programs: Municipal League Workers' Compensation Program, Municipal Property Program, Municipal Vehicle Program and the Municipal Health Benefit Program.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry President, Arkansas Municipal League</p> <p>Speaker: Mark R. Hayes, Executive Director Arkansas Municipal League</p>
10:00 A.M. to 10:15 A.M.	<p>BREAK</p>
10:15 A.M. to 11:15 A.M.	<p>GENERAL SESSION II: UNRAVELING THE AMERICAN RESCUE PLAN <i>The American Rescue Plan (ARP) contains many unknowns. This session will cover all that you need to know about ARP including information you must remember as you appropriately use this direct funding over the next three years.</i></p> <p>Speakers: John L. Wilkerson, General Counsel Arkansas Municipal League Blake Gary, Legal Counsel Arkansas Municipal League Caran Curry, Grants Attorney Arkansas Municipal League</p>
11:15 A.M. to 12:15 P.M.	<p>87TH ANNUAL VIRTUAL CONVENTION AWARDS RECOGNITION, PART II <i>Welcome to the Awards Recognition Ceremony. We will recognize individuals who have made significant contributions to the cities and towns of Arkansas. League President and Mulberry Mayor Gary Baxter will give his Farewell Presidential Address. The introduction of the 2021-2022 officers will be announced. We will conclude the Awards Recognition session with an Incoming Presidential Address by Berryville Mayor Tim McKinney as our new League President.</i></p> <p>Presiding: Mayor Gary Baxter, Mulberry Past President, Arkansas Municipal League</p>
12:15 P.M.	<p>87TH ANNUAL VIRTUAL CONVENTION WRAP-UP Presiding: Mayor Tim McKinney, Berryville President, Arkansas Municipal League</p>





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Meet David Williams, mail clerk at the Arkansas Municipal League

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

David Williams: My title is mail clerk. I am responsible for all incoming and outgoing mail. In addition, I open, process and scan all Municipal Health Benefit Program claims and correspondence.



How long have you been working at the League? I started in September of 2002.

How has the League changed since you started? What has stayed the same? The biggest change has been physical. When I started, the program was in different building off site. The League has maintained its dedication to helping cities and towns pursue their goals, not what the League thinks their goals should be.

What advice would you have for someone just getting into public service? Two things. First, find out why you do things the way you do. Not just what the zoning of your town is, but why the zoning is that way. Second, communicate with everyone about everything—with coworkers, your supervisors and everyone you come into contact with.

Where did you grow up? How has it changed? Stayed the same? Beebe. There is a Walmart there now. I don't go there often, but while there are a few more chain stores, the town feels the same.

What is your favorite spot in your hometown? Why? Bell Slough. It is a natural trail near where I live that lets me get some quiet time away from technology.

What is your favorite part about working for the League and the cities and towns of Arkansas? The League is not a workplace driven by short-term profit goals. The League allows you to be of service to people and your community with a workplace ethic centered on long-term planning and sustainability. 🏛️

Meet Johnny Williams, water and wastewater superintendent for the city of Lake Village

City & Town: What are your duties in Lake Village?

Johnny Williams: I am water and wastewater superintendent for the city of Lake Village. I began my career at the city in 2005 and became superintendent 2011.



Why did you choose your profession? Did it choose you? I chose the water department after 20 years of fish farming. Opportunity arose and I accepted.

What's your favorite aspect of your job? What's the biggest challenge? Being able to serve in the community that I live in. Everyone's needs are different.

What's your favorite spot in Lake Village? Why? Home. I enjoy spending time with my wife of 34 years (Kathalene) and my two sons, Jonathan (30) and Jordan (22). And Jennie Baptist Church. We have an awesome church family.

What is the public perception of your job versus the reality of your job? The public may not realize the complexity and responsibilities that come with the job, such as obtaining and maintaining licensure and continuing education hours, maintaining safe levels of chemicals in the water supply, as well as maintaining lift stations, just to name a few.

In what season does Lake Village shine the most? Why? Fall, because of the Annual Fall Festival hosted by the Lake Village Chamber of Commerce.

What advice do you have for someone who would like to follow your footsteps into this job? Learn as much as you can about the job and understand how complex the job is, and obtain/maintain your water/wastewater license. The job is very rewarding, being able to meet and maintain friendships in the community.

What are three "can't miss" things that someone can do if they visit Lake Village? Lake Chicot, Lake Chicot State Park and our local churches. 🏛️

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Helping your employees manage pandemic-related stress

By Allison Atkinson, LCSW, CEAP

As we emerge from an unprecedented time of transition into continued transition and uncertainty, we can look for some different reactions in ourselves and others related to the area of need that was most affected by the pandemic. We have all been disrupted and are now having to stabilize in an unstable time.

As managers and supervisors, what should you expect in your employees? How can you help employees successfully deal with pandemic-related stress and anxiety? Maslow's Hierarchy of Needs is often used as a model to describe human motivation. For example, a person having trouble finding food or shelter will not be concerned with self-esteem until these more foundational needs are met. As employees, managers and organizations continue to transition through the pandemic, Maslow's Hierarchy of Needs provides a useful model for discussing the stress and anxiety employees feel, and it can assist you as supervisors and managers to help your teams. Setbacks and difficult situations in life can keep us stuck at one level on Maslow's model, or move us backwards. Discussing each stage can be an effective model for helping employees.

1. Physiological needs

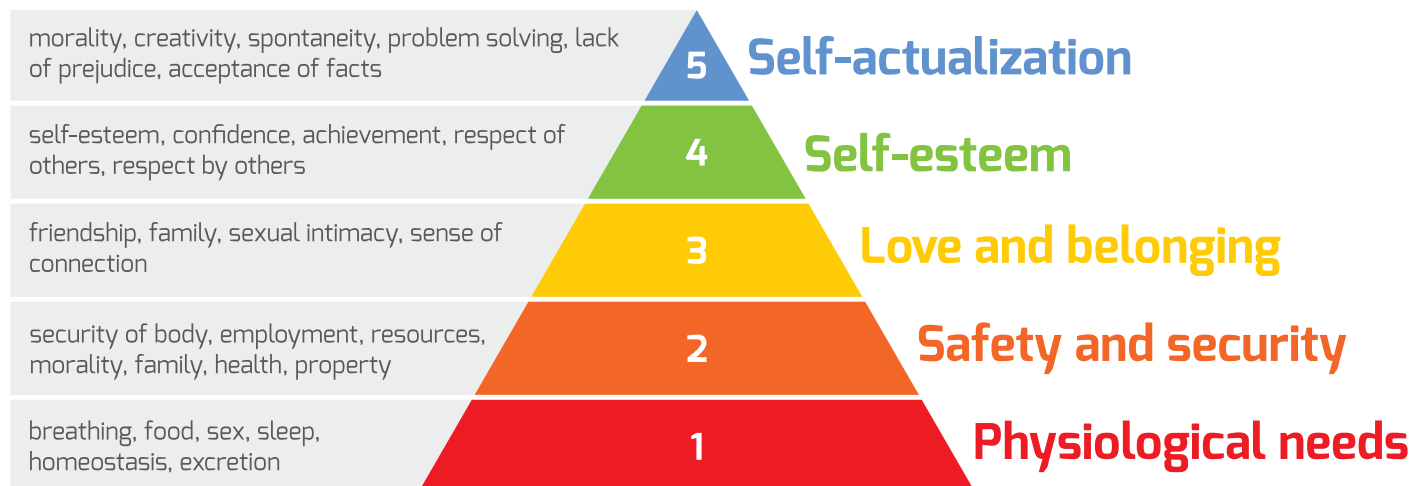
We know many disruptions occurred in basic service delivery and functionality. Disruptions to food, shelter and sleep will continuously affect all other areas until they are reconciled. You likely know employees who struggled with housing and food insecurity during this pandemic. If they are still working on stabilizing those areas it will be difficult for them to focus and they are more likely to be irritable, sad or anxious. You can help them by knowing your organization's and local community's options for assistance.

Everyone experienced sleep disruption, and it will continue to be difficult to regulate sleep, as things still are not "normal." Connect and promote resources for sleep hygiene like progressive muscle relaxation or virtual yoga classes.

2. Safety needs

Everyone experienced fear for their own health and the health of their family. Everyone. There was a legitimate reason for that fear, and it is not over. Try to only promote accurate, understandable information, and maintain calmness and transparency when updating employees on safety practices and new information.

Maslow's hierarchy of needs



Retrain staff on new and old policies as your workforce comes back on site. Review safety protocols, and be clear that you expect your supervisors to maintain these policies, especially when it comes to COVID safety like masks and sanitizing. If the company leadership and supervisors are ambivalent that burden is passed on to employees, who may feel anxiety if they want to “enforce” the policy with no authority.

Changes in employment and resources were felt throughout the state. Many employees walked away with not only fear, but frustration and sadness. Even if they understood reasons for staff reductions, furloughs or schedule changes, it is hard to separate fear and frustration from one of its sources. It is a lot easier to be mad at an organization than a disease. Remind employees they are valued, appreciated and were missed, and be prepared to hear some reasonably unreasonable complaints.

3. Love and belonging

Each of us likely turned to family and friends for support and reassurance during this strange time. Hopefully, your employees did as well. Even with the availability of digital connectedness, we have been unable to express ourselves, bond and spend time together in the ways we know. We may still be feeling residual sadness and disappointment with our relationships. The daily, even small human connections we have in the workplace can have a positive impact on physical health, mental health and even longevity. Discuss the many new ways people stayed connected and supported each other. Provide safe suggestions for how people can begin to reconnect. Try some icebreakers or informal discussions as people reenter routines. It could help shake off the dust and perhaps break some bad temporary habits we picked up at home.

4. Esteem

As the crisis stage that people have been living in wears off, you should expect to see more anxiety, worry and difficulty managing change and responding to stress. That may sound counterintuitive, but because of the difficulty of the last year, a lot of people have been living in a “make it work,” semi-crisis state of alertness. As some normalcy returns, and what used to be our typical stressors resurface, we may experience more spikes of anxiety. Discuss the difficulty of this transition and the ways we can support ourselves and others. Encourage work-life balance and stress management, and connect employees with resources like the Southwest Employee Assistance Program (SWEAP) or other benefits that support employees.

Each employee has experienced the challenges of the past year differently. Prepare to deal with employee frustration and some interpersonal workplace conflict. There has been much worry and confusion in the air, and that can lead to frustration and conflict. Employees want clarity, flexibility and recognition more than ever before to help them feel more settled. The more you can show appreciation and grace as employees reestablish their productive routines, the more you can coach them through getting back in the swing of things. Offer information on deep breathing, mindfulness and other skills for managing in-the-moment stressors.

5. Self-actualization

Motivation has been consistently raised as a concern by our clients over the last nine months. When everyone was essentially required to pause large parts of life, those ambitions were put on ice. It may take a moment to defrost those drives and reconnect to what we are working toward. For employees, it can be helpful to reconnect to the mission of the organization and reestablish professional goals—not just work deadlines, but professional development goals. This is an opportunity for leadership to give recognition to employees and highlight processes and desired behaviors that directly serve the organization’s overall mission and goals.

Managers and supervisors are in a prime position to help

Overall, it is important to remember the importance of mental health and stress management amid these changes. Provide skills building and in-the-moment tools for managing stress and handling conflict. Intentional effort toward improving employee mental health pays off in the long run, with retention, loyalty and long-term productivity.

What you can do right now:

- Connect employees with SWEAP resources.
- Listen. Be empathetic to your employees’ needs, connect them with help.
- Provide easy-to-digest, tangible information that employees can use today.
- Review your organization’s policies for accuracy in today’s world to cut down on confusion.
- Take care of yourself and encourage those around you to do the same. 🏠

Allison Atkinson is the director of organizational development with Southwest EAP. For members of the Municipal Health Benefit Program, Southwest EAP is a great employee benefit that connects them with free coaching and counseling about wellness and important mental health topics like anxiety and burnout. For more information, visit www.southwesteap.com or call 501-663-1797 or toll-free at 1-800-777-1797.

Ramping up youth and millennial outreach

By Mark Stodola

The last time I traveled outside of Little Rock was to the National League of Cities' Congressional City Conference, March 12-13, 2020. When we returned home, we learned that the highly contagious COVID-19 was spreading quickly across the United States and that Arkansas had experienced its first recorded cases.

Our world as we knew it was being turned upside down. Social events, weddings and funerals were canceled or held in isolation. Working from home became the norm, and virtual meetings became common occurrences. Public events and large gatherings were canceled. Restaurants were closed except for takeout and delivery, and just about every other normal thing we do in a day was suspended for fear of spreading the disease.

One of my responsibilities for the Arkansas Municipal League has been to reach out to our high schools and colleges with a youth and millennial leadership program, which is designed to educate students about careers in public service and the benefits offered. Prior to 2020, the program got off to a great start with in-person presentations to several hundred high school and college students, both in classrooms and through schoolwide assemblies. While we were prepared to do the same over the past year, COVID threw a wrench into our plans.

This year we decided to adapt to the new normal. We decided to contact teachers and college professors who teach civics, political science and other government classes and offer the presentation to their students virtually. (One of the unintended consequences of the COVID pandemic is that my computer skills have substantially improved!)

Figuring out how to contact hundreds of high school and college teachers has turned out to be quite a challenge. After making several phone calls and googling several different options, I called the Department of Education. I learned that there is no central database for this particular information. However, at the college level I was luckier. I found the website of a professional organization that had listed approximately 150 Arkansas college teachers along with their email addresses. Game on!

We contacted each of them and offered their students a one-hour virtual presentation on the importance of local government and the benefits of a career in public service at the local level. We received a very positive response and have been making presentations to college students from around the state.

We begin the presentation by pointing out that engaging young people with their city is critical to the future success of our cities, state and nation. We emphasize this by mentioning that 65 percent of all Arkansans live within a city limits, and 95 percent of Arkansas' population growth occurs within a city limits. This is why Arkansas cities and their officials must be committed to improving the lives of their citizens every day and why it is so important to make life in our hometowns better, safer and more fun.

We point out that, in our cities and towns, every morning begins with progress, from the moment we first turn on the water faucet. People depend on safe, sanitary and efficient municipal water and wastewater systems. This is one of the many reasons 85 percent of all new companies in Arkansas choose to locate their facilities inside the city limits.

We stress that parks, athletic facilities, ball fields, swimming pools, fire stations, police stations, flood control, water and wastewater facilities, street repair and recycling are all provided by the city. We emphasize that these are the reasons great cities make a great state.

We go on to discuss the function and role of the League and its programs and services. The NLC's activities and services are also mentioned, particularly its focus on youth and millennial civic engagement and why involving young people and young adults in municipal issues is so important. We discuss ways we can get young people more involved by creating youth councils, youth advisory boards, young professional councils or holding youth summits.

It is important as municipal officials that our outreach to involve young people in municipal government is authentic and real. In San Francisco, their youth council advocated for a legislative change that resulted in the council providing free public transportation to youth of low and moderate income. Some cities have allowed their youth councils to engage in "participatory budgeting." In Boston, their youth council was able to direct \$1 million to a variety of projects, such as new fans in schools without central air. In Pittsburgh, youth council students were allowed to spend a portion of the city's budget in each of the city's wards.

One emerging trend in some cities is lowering the voting age in municipal elections, allowing 16 and 17-year-olds to vote. Tacoma Park, Washington, and Greenbelt, Maryland, have each lowered the voting age for municipal

elections. Interestingly, 44 percent of registered teenagers voted in the 2013 municipal election in Tacoma Park, compared to only 10 percent of the overall turnout.

We conclude the program by emphasizing how important it is for municipal officials to build the public workforce of the future. The reason why? By 2030, 20 percent of the people in the United States will be over the age of 65. How cities attract and retain dedicated, smart and excellent young talent is the challenge. We all must actively recruit.

To emphasize that point, one city manager in Florida asks his students, “What do you want to be when you graduate?” For each career his students mention—whether it’s health care, meteorology, IT, education, criminal justice, engineering, law, education or business management—he tells them, “You can do that in local government.” The crime scene investigators may not have the same wardrobe as they do on TV, but those are all government jobs.

Local government hiring incentives are critically important. According to the Bureau of Labor Statistics, local government jobs for young people are attractive if local government can recruit and retain them early in their careers. As of December 2019, of the more than 14.6 million local government employees in the United States, a third are millennials between the ages of 25 and 40. Among those millennial employees, 84 percent are

satisfied with their job even though 80 percent of those feel they could earn a higher salary in the private sector, and 84 percent cite health care and other municipal benefits as the reason to stay in a state or local government job.

This fall we will be on the road again making presentations both virtually and in person. If you have a group who is interested, please call me. We have, either in person or virtually, presented to young people at the University of Arkansas at Fayetteville, the University of Arkansas at Monticello, the University of Arkansas at Little Rock, Hendrix and the University of Central Arkansas in Conway, and Southern Arkansas University in Magnolia, as well as others. As one professor put it, “Thank you, thank you, thank you! Your presentation about Arkansas cities was both informative and inspiring.”

We would like to come to your city or town and talk to your young residents, so please give us a call. You can reach me at 501-454-7070 or my assistant, Pipere Brettell, at 501-541-7302. 🏛️



Mark Stodola is a lawyer with the Barber Law Firm in Little Rock and a member of the Kauffman Foundation’s Mayors’ Council. He served as mayor of Little Rock from 2001 to 2019 and as president of the National League of Cities in 2018.

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Analyzing the 7 critical components of an effective safety program: Audits and inspections

By Allen Green, League staff

Way back in February, we introduced the seven critical components of an effective safety program. In the months since, we have looked at several of these components in depth, including management commitment, injury investigation, and training and education. This month we will continue the series with a look at audits and inspections.

In the work environment, the terms audit and inspection are often used interchangeably, and they can be very similar. Inspections are defined as organized evaluations or appraisals of materials, items or systems involving examination and/or testing and gauging. Audits are generally defined as more official, in-depth inspections or examinations, typically by an independent body. Think of inspecting your vehicle pre-trip versus the IRS auditing your tax return. For our purposes, safety inspections are a means of surveying and appraising the problems of unsafe conditions and work practices.

Good audit and inspection practices are a core component of an effective safety program. A successful audit and inspection program should provide for the following:

- **Detection**—Seeking out unsafe practices and conditions (hazards). Be proactive in identifying recognized and potential safety and health hazards and opportunities for improvement. Properly train personnel on what is to be inspected, what hazards to look for and how to identify them. Ensure that the entire workplace is inspected regularly to identify conditions that pose or could pose a safety or health concern. Audits should cover all areas and activities, tools, equipment and processes, including company vehicles and mobile equipment.
- **Reporting**—Document and share the information collected with the appropriate personnel.
- **Analysis**—Review the data to identify trends and determine why the hazards detected exist.
- **Action**—Evaluate potential solutions and take action to correct the problem or situation identified to mitigate the hazard.

Audits and inspections should be conducted on a regular basis to identify and document hazardous conditions and unsafe work practices. Make a commitment to

provide safety audits and inspections for each operating area. Next, decide who will conduct them and at what frequency. Involvement at all levels of the organization is important.

With this information, an audit schedule or matrix should be developed listing all areas/departments to be audited and the frequency for each. The next step is to develop or obtain inspection checklists for each audit area identified. Ideally, a customized checklist should be developed specifically for the area to be inspected. This will help streamline the audit, and it can be used as the basis for your audit training. It is important to train personnel in general hazard identification and on the specifics of the audit process they will be involved in.

Work area hazard inspections should be conducted daily by a supervisor or their designee, preferably at the beginning of the shift. Daily inspections should be supplemented by in-depth monthly inspections by a manager, safety specialist or safety committee member. Inspection reports should be reviewed by management and necessary action taken. Failure to take timely action on the hazards identified will not only lead to increased incidents and potential injuries, but it can absolutely crush the spirit and effectiveness of the audit program.

Get employees involved in the audit process. Utilize checklists or guides (photos are a great addition) to help identify items and issues to look for. Be sure to document and share findings with employees. Start by identifying high-risk areas. Next, break them down into manageable areas or audit zones. This may be as simple as using each department as an audit zone. However, large departments may need to be broken down into smaller zones. And finally, narrow down audit zones to specific pieces of equipment to be inspected within each.

Categories of items to inspect will vary depending on your site, but most safety audit checklists will include the following items: use and condition of personal protective equipment, emergency equipment such as first aid kits, automated external defibrillators (AED), safety showers and eyewashes, fire extinguishers, and emergency lighting. Don't forget walkways, exits and exit paths. Hand and power tools, ladders, forklifts and other powered mobile equipment should be inspected. Chemical storage, bulk

fuel and oil storage, and accompanying containments should be inspected. Electrical safety should include the condition and labeling of breaker panels and disconnects, plug and cord sets, and hazardous energy control (lock-out) practices. Don't forget basic housekeeping, overhead storage, walking-working surfaces and fire prevention measures.

Develop a feasible frequency to repeat each audit. For example, an entire department may only need to be inspected quarterly. However, within the department certain areas may be inspected monthly. Within each area, there may be equipment that is inspected weekly or daily. Keep in mind that audits can be scheduled or unscheduled "surprise" visits. A combination of both is recommended.

Consider rotating inspectors through the work area so no one person becomes complacent. It's always an advantage to have a "new set of eyes" going into an area. Audits can be internal versus external, self-inspection versus third party. The auditor doesn't necessarily have to be an expert from that department to detect a safety hazard. It is a good practice to have a mix of folks from within and outside the immediate audit area. This is sometimes referred to as cross-auditing and is a good practice to allow employees

to see how things are maintained in other departments. You should also consider auditing contractors and contract labor that regularly work on your premises.

It is beneficial for the effectiveness of both the program and the inspector to audit against a known performance measurement or standard. It makes the auditor's job much easier if they have a standard to compare to or score against. Examples of performance standards could include safety rule enforcement, following standard practices and procedures, and utilizing personal protective equipment properly. If utilized, be sure to address the metrics or standards to be used during audit training.

Implementing a safety audit program will add value to your organization and help improve your safety culture by involving employees in a process that will identify and correct hazardous conditions and unsafe work practices, ultimately reducing incidents and employee injuries. 🏢



Allen Green is the League's loss control liaison. Contact Allen at 501-374-3484, ext. 122, or email him at agreen@arml.org.

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A “black swan” event, such as COVID-19, can do the impossible, like close our city parks.

Planning: Where to start? The present isn't a bad choice

By Jim von Tungeln

Planning a city’s future contains one element similar to those used in planning a trip. We start from where we are, not from where we were a short time ago, and not from where we would like to be in the future. As Yogi Berra might have phrased it, if you start off to go somewhere, it might be good if you start from somewhere.

The past, present or future represent valid choices for beginning a novel. They may not work for beginning an urban plan. For that, we find ourselves stuck in the present. That sounds obvious. Some plans, however, begin with a review of the city’s glorious past and jump right into a wondrous future. This produces optimistic drawings of kids smiling and waving to the viewer while riding bicycles through once historic but now crime-infested areas that armored patrols avoid at night.

It’s as if jazzy urban design and lots of landscaping will address urban problems overnight. As an Ernest Hemingway character once said, “Isn’t it pretty to think so?”

Is this to imply that neither historical perspective nor sound goals for the future are of value in the planning process? Certainly not. It simply implies that a realistic view of existing conditions must shape how we begin preparing our plans to meet the challenges of the future. Some political administration experts suggest that acceptance of reality is not as consistent among our population as it once was. They advise careful documentation and constant repetition. At any rate, all three legs of the planning stool—the past, the present and the future—are essential for sound urban health.

The past points out the fact that each city is unique. This throws the cold water of reality on the practice of copying another city’s approach or relying on published “go-bys.” Not only are our cities unique, but individuality varies. One cannot judge other places, for example, by the issues associated with Hot Springs, Texarkana, West Memphis, Eureka Springs, El Dorado or Helena-West Helena.

The past counts. It is, therefore, vital to understand how each city came to be. Many came to life as hubs on transportation links, whether migrant routes, waterways or railroads. Many grew as support centers for the agricultural industry and its workers. One grew from a camp for folks working on a railroad bridge. One started as a sawmill. Some were jumping-off spots for migrants crossing rivers into the Texas or Oklahoma territories. Some supported mining activities. One was planned as a company town. Some were planned as private resort centers. Others just happened.

The common fact is that, for all of these, the reason for the original founding may no longer exist. In all, however, the past is a force that requires thought and can act as a motivating guide. As William Faulkner, in his novel *Requiem for a Nun*, wrote, “The past is never dead. It’s not even past.” For example, most of our cities existed prior to the development of the interstate highway system. It profoundly influenced—and continues to influence—urban development in America. Many cities flourished because of an interstate’s proximity but now strain under the need for the system’s constant expansion. Sometimes this need is created not by residents, but by people just passing through on their way to somewhere else.

So yes, plans must reflect the past, not purely focusing on how to restore a city’s grandeur but in learning about the impact of the past on the present.

The future controls the very essence of urban planning in many respects. After all, the reason for planning is to accommodate, as best we can, the opportunities and perils looming ahead. We do this to protect the health, safety and general welfare of future residents. That forces us into tricky territory. In a quote actually attributed to Berra (as well as Mark Twain and others throughout history), “It is dangerous to make forecasts, especially about the future.” Pitfalls loom ahead as well as opportunities.

One pitfall is overoptimism. During the grant era, it was common for population projections miraculously to match the number required to justify a project. When the people failed to materialize, cities were left with their portion of the cost and scarce resources.

Another pitfall is unforeseen phenomena. Author Nassim Nicholas Taleb covers such a danger in his controversial book, *The Black Swan: The Impact of the Highly Improbable*. A “black swan” is an event that is improbable and unpredictable, but possible. It produces great change and can create potential danger. Internet sales, for example, created a black swan for the retail businesses in our cities. The COVID-19 pandemic is the most prominent example in decades.

Urban plans cannot predict black swans, but a long-standing approach to planning involves setting up a mechanism for dealing with them. This approach often resembles what some call a “war room” mentality. Planning schools taught its use in the 1960s and later. But planning constantly bears us back to the present. A standard solution for dealing with the present suggests, “Fix the basics.” That approach focuses attention. It also directs planners toward issues that are on the minds of average citizens. These concentrate on affecting everyday life more than projections about the future.

A city preoccupied with its urban image, sometimes now called its “brand,” may forget that its downtown merchants must lock their doors during the day for fear of crime or that half the city floods each time it rains or that major streets become “parking lots” twice a day.

Other basics will involve mundane urban services like utilities. Batesville, for example, conducted a serious planning program a few years back, an effort that involved a good deal of citizen involvement. The main urban concern turned out to be its sewer system, then under severe strain. Without attention to wastewater treatment, the future appeared threatened.

Wastewater? Treating sewage did not loom as a sexy proposal, one that would excite the residents. No plan ever included renderings of joggers waving as they passed a sewage treatment plant. But the participants recognized the need, and the rest is history. Residents provided financial support. The city took on the project.

Soon, other things happened. With the confidence created by addressing Batesville’s most basic need first, the administration conducted another drive that resulted in a community center that now stands as a regional gem. The community still throbs with the excitement of healthy urban activity. It is hard to believe that it was all inspired, at least in part, by addressing a lowly, but basic need such as a functioning sewer system.

Balancing the past successes, the future potential and the cold facts of the present lead to another strength in the urban planning process. That is the need to operate within the bounds of reality. This may not be the sexiest approach, but it has worked for cities like Batesville. It can put our faith in the past, our hope in the future and our efforts in the present. 🏠



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

Retail recruitment critical for community development

By Shelby Fiegel

One commonality among all communities in Arkansas is that we all want our communities to grow, thrive and prosper. To achieve that vision, each community sets its own unique community and economic development goals. Yet, retail development and recruitment are critical pieces of the puzzle in every community. Consider these statistics:

- One in four jobs in America are retail related.
- 98 percent of small businesses are retail related.
- 78 percent of consumers prefer to shop in-store.
- A typical quick service restaurant (QSR) brings 15 jobs to a community.

Retail is a foundational piece of the economic ecosystem in our communities, and it's often a place to begin to build your local economy. But if you want to get serious about retail development and recruitment, where do you start?

Retail Strategies is a retail recruitment and downtown revitalization firm headquartered in the South, and Clay Craft, vice president of client services, and Jenn Gregory, president of downtown strategies, shared with us some tips and tricks cities and towns can use to bolster retail recruitment and downtown development:

Focus on increasing quality of life and place. In simple terms: Make your community a better place to live. Know where your community stands in education, crime rates, infrastructure and other key areas. Focus on beautification, walkability, connectivity and accessibility, especially in your downtown area. Business owners want to invest in places where they and their families can live, work and play. You need to entice them to come to your community.

Create residential density. Consider zoning that supports mixed-use development. Imagine spaces in your community where people work, shop and eat in the same place creating a 24/7 ecosystem of commerce and activity. If mixed-use development is not the right fit for your community, focus on connecting neighborhoods to surrounding downtown or commerce-rich areas.

Know your market. Identify your assets and positive attributes and communicate them effectively. Familiarize yourself with the language that national retailers speak. They want to know specifics: your population numbers, the traffic count in specific areas of town throughout the day, and household income.



PHOTO BY ANDREW MORGAN

Recruiting retail is essential to building a stronger, more diverse local economy while improving quality of life and place.

Craft a 30-second elevator pitch. To effectively communicate with retailers, you need to be able to get your message out fast and hit the high points. This pitch should convey what your community has to offer. And if you're emailing? Keep it short, sweet and to the point—three sentences or less. Make yourself stand out and don't waste their time.

Get rid of the red tape. Ask yourself: How easy is it to set up a business in your community? The easier it is, the better shot you have at recruiting. Also consider creating an A-to-Z development program that retailers can utilize when they come to your community.

Develop local incentives. Yes, "incentives" is a scary word in some places, but in many cases, they make the retail world go 'round. From a developer's perspective, rents have historically stayed flat, but building costs have gone up astronomically, making new development more challenging. Leverage local policies that can assist in new development.

Develop a vision and a plan. How do you achieve everything mentioned above? Get everyone on the same page and generate buy-in. It is important that all community-focused entities in your community (city, chamber, economic development, university/education system, merchants, etc.) are moving in the same direction, leveraging and connecting their different resources.

While these are just a few examples of next steps you can take to create a more robust retail recruitment and development strategy, Retail Strategies also offers a variety of resources, such as “10 Tips for Retail Real Estate,” on their website at www.retailstrategies.com.

Communities across the state have recognized the importance of retail and have already begun to invest in these kinds of strategies to retain and recruit business. One example is Magnolia in southwest Arkansas. “The city of Magnolia is continuously looking at ways to enhance the quality of life for its citizens,” Economic Development Director Ellie Baker said. “We have recently completed a 20-year zoning plan through Garver and are currently working on a new brand for the city. In order for us to get to the next level, it is imperative that we make connections with real estate developers and retailers.”

Wynne is also establishing plans to develop and recruit more retail. Through the Community Catalyst program in partnership with Entergy Arkansas and the University of Central Arkansas Center for Community

and Economic Development, the Cross County Chamber of Commerce and Wynne Economic Development recently hosted a virtual small business support training program called “E-Tail Strategies: Get Your Business Online” for local, established retailers and small businesses. The city is also making moves on the recruitment side, partnering with Retail Strategies to identify and fill retail gaps.

“In Wynne, we rely heavily on our retail sector to drive sales taxes that fund many city services and quality of place initiatives,” Wynne Economic Development Corporation CEO Cody Slater said. “As the city continues to invest in itself, a strong retail and service economy will be crucial to completing next steps.” 🏛️



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Identify triggers to avoid headaches

By Sheena CarlLee, M.D.

Few things in life are as unwelcome as a headache. The persistent, pulsing throb can temporarily shut down life, causing missed work or family time. While headache sufferers wait for the pain to pass, the world continues to keep on spinning. Studies have shown the cost of headaches and migraines can be substantial. Large employers can lose millions of dollars each year due to absenteeism and decreased productivity.

It is unlikely that anyone can eliminate headaches or migraines entirely from their life. However, certain habits or behaviors may be inadvertently increasing the frequency of headaches. Consider what you may be doing that could be adding unnecessary obstacles to your well-being.

Stress

We've all heard of stress or tension headaches. These can occur when the muscles in the neck and shoulders remain too tight for too long. Those tight muscles can affect the nerves in the head and result in headaches and even migraines.

The simple solution is to relax, but that's sometimes more easily said than done. Often it takes a concerted effort. Consider taking a short break, or look into massage therapy for the shoulders, neck or back. The goal is to remove tension and relax the muscles. Of course, avoiding stress in the first place is also a great option. However you accomplish it, physical relaxation can help ease your mind.

Diet

We truly are what we eat, and diet can have numerous impacts on our health. When it comes to headaches, studies have shown that foods can be triggers. For some people, it's a certain type of food that prompts a physical reaction, like nuts or beans. Others react to some part of processed foods such as nitrates or nitrites, food dyes or monosodium glutamate. Many people report headaches brought on by alcohol consumption, and particularly by red wine.

Sometimes it is a lack of dietary intake that triggers the headache. For example, dehydration or missing your morning cup of coffee may trigger a migraine.

If you're experiencing frequent headaches, think about what you've been eating and look for patterns. You may discover that your diet is to blame.

Environment

Seasonal changes and weather phenomena can all impact our health in many ways. Some people find they get migraines every time a major storm front rolls through, while others are prone to headaches every spring when the flowers are blooming and the world seems blanketed in pollen.

Of course, we can't stop the weather or prevent the seasons from changing, but if you can identify these as triggers, you can prepare for them with anti-allergy medication or other therapies such as acupuncture, meditation or relaxation therapy.

When possible, limit exposure to harsh lighting, excessive screen time or loud noises as these can also bring on headaches.

Sleep

A lack of sleep can also result in headaches. Our bodies and minds require this period of inactivity to recharge properly, and when it's abbreviated or ignored, things begin to malfunction. Guidelines for recommended sleep vary by age, and each individual is different, but a good rule of thumb is listen to what your body is telling you. If short nights consistently result in misery the next day, recognize the pattern and figure out a way to make more time for sleep.

Putting it all together

A common theme to this advice is paying attention to what your body is telling you. Try to identify your personal headache triggers and be proactive about avoiding them. If you're frequently sidelined by headaches or migraines, it's worth spending a few moments to think about the circumstances that led up to each occurrence and make note of factors common to each. You might be surprised what you'll find.

In the end, if you can identify a common trigger and remove it, you'll have one less headache to worry about. 🙏



Sheena CarlLee, M.D., is an assistant professor of internal medicine at the University of Arkansas for Medical Sciences (UAMS) Northwest Regional Campus in Fayetteville.

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PHOTO BY GRETCHEN RILEY, TEXAS A&M FOREST SERVICE

This year's historic winter storm event, combined with stressors from previous years, has caused some mature oaks to struggle after their budding-out process was disrupted by the deep freeze.

'Snowpocalypse' affecting oaks

By Krissy Kimbro

Winter storms that blanketed Arkansas in February provided the opportunity to experience historic snowfall amounts. Heading into the heat of summer, however, many trees are now showing evidence the "Snowpocalypse" is affecting their growth. In Arkansas' largest neighboring state, the Texas A&M Forest Service has received enough inquiries from citizens concerned about what they were seeing in their community trees to prompt a social media campaign promoting patience in determining the fate of affected oak trees. The full article, excerpted with permission below, can be found at tfsweb.tamu.edu/afterthestorm.

What the experts are saying

As trees emerged from winter dormancy, many appeared healthy, but among the green was an equal and seemingly arbitrary population of barren oak trees.

This bizarre phenomenon intrigued professionals across the South, especially since oak trees are known to be an incredibly resilient species. Months after winter storms, many still aren't leafing out and look dead.

Courtney Blevins, a 40-year Texas A&M Forest Service forester, can't recall any past freeze leaving so many oaks looking bare this late into the year. Foresters in Arkansas are receiving similar reports, especially in the southern half of the state. "I've been telling people my whole career that the single toughest species we have up here is live oak," said Blevins, who is based out of Fort Worth. "And yet, it's the live oaks that seem to be most stressed from this freeze. I'm shocked by that."

Neil Sperry, a gardening and horticulture expert, expressed similar shock. "I've never seen anything like this," he said. "We think of oaks as permanent as concrete and steel, and for them to selectively be affected by this freeze is particularly odd."

Blevins and Sperry have spent the past few months responding to residents concerned about the condition of their trees. Their advice to those wondering whether they should cut down their valuable trees is simple: Wait. “If your tree is dead, there’s no rush to take it down,” Blevins said. “That’s one big mistake people are making. They’re in a hurry to take that thing down, thinking it’s dangerous to leave it standing, and it’s not.”

Trees can stand firm for years after they have died. Landowners eager to replace dead trees should note that spring isn’t the best time of year to plant trees in the South, anyway. Instead, Arkansans should plant trees in fall or early winter when roots are able to grow and establish the tree. Experts are concerned landowners are cutting down trees that could have recovered, if just given the time. “I think most oaks are going to come through okay,” Blevins said. “If your tree is leafing out really late, it’s obviously stressed. But most trees die from a combination of stressors, not just one.”

What happened

With February’s freeze, experts expected twig and branch dieback. The outermost stems of trees lack insulation and are at risk of freezing in low temperatures. This explains why some trees have growth closer to their trunk and innermost branches while the edges of their canopies remain bare, but it doesn’t explain why so many trees are leafing out late or not at all. One theory suggests trees currently struggling were likely stressed before the winter storm.

“It’s been a tough decade for trees,” said Gretchen Riley, who leads the Urban and Community Forestry Program at Texas A&M Forest Service. “In 2011, [Texas] had unprecedented drought, and we lost 500 million trees. Those we didn’t lose experienced heavy stress, and in the past decade, we’ve seen a lot of tree mortality that really had its roots in that drought.”

Warm temperatures, like those the week before the freeze, can cue trees to begin the process of budding out. That process was interrupted when the record-low temperatures swept through the region. “That super-freeze froze back a lot of buds that were about to open up,” Blevins said. “Now, trees that were preparing to bud out have to generate a whole new set of buds to leaf out, and that takes time.”

With the last of their energy reserves being put toward re-producing buds and leafing out, trees have little energy left to put toward defense, making them more susceptible to pathogens and insects. Many are losing leaves to insects just as they’re trying to leaf out. In southern Arkansas, in particular, residents have noticed above-average populations of forest tent caterpillars.

What should be done

Unfortunately, there isn’t much you can do, and there is very little that you should do, according to the experts. “They’ve been stressed, and they don’t need additional stress,” Blevins said. “One thing you might want to do as we get into the heat of summer is give them supplemental watering once or twice.”

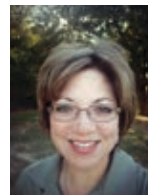
Other than occasional watering—and be careful not to overwater, he added—Blevins recommends patience. Avoid fertilization unless the tree is experiencing a specific deficiency. Insecticide and fungicide are also tempting treatments, but again, Blevins and Riley counsel patience. There’s no need for “preventative” treatments, and insect infestations and diseases should be treated on a case-by-case basis.

“The best thing to do with mature trees is nothing,” Riley said. “Trees are very sensitive to change. Many of these mature trees may be a hundred years old. They’ve done really well without us, and most things that we would go in and do to them now are more stressful than helpful.”

With the list of stressors piling up this year, it’s likely many of the trees which were late to leaf out will continue to appear splotchy, sickly or partially bare. That is not unusual, and many trees should be okay if they’re given the opportunity to leaf out normally next spring, Riley said. However, trees that continue to appear bare may not come back. “If by mid-July a tree has zero leaves, that tree’s dead,” she said. “If it has a small, poor showing of leaves, you might wait until next year to make that call. It could improve.”

The consensus among professionals is to be patient. “Just wait,” Sperry said. “These trees are coming back at their own pace. The important word continues to be ‘wait.’ Don’t start cutting those trees.”

If the community trees in your urban forest are suffering from more than just stress, contact your local county forester or extension agent, or reach out to a certified arborist. A listing of ISA-certified arborists can be found at treesaregood.org/findanarborist. 🌳



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



PHOTO COURTESY MCCLELLAND CONSULTING ENGINEERS

Would a roundabout, like this one in West Memphis, provide the traffic-calming results you desire? A traffic study can help find the answer.

Traffic studies help cities improve roadway efficiency and safety

By Robbie Bullis, PE

Traffic studies involve the collection and analysis of the transportation system data in a particular area. In most cases, traffic studies are used to find a solution to a recurring transportation issue, like accidents or congestion. A traffic study is typically requested by a governmental agency or private organization and is carried out by a qualified transportation engineer. While there are many reasons for requesting a traffic study, some of the most are most common are: an expectation of increased traffic congestion as a result of a new development, a proposed roadway construction project, and an evaluation of how well a roadway is operating.

In most cases, a city will require a new development to include a traffic impact study (TIS) as part of the application process. The length of the traffic study depends on the number of inputs necessary. For example, a TIS of a large development such as a shopping mall can take months to complete, while a straightforward intersection study may take a week or two. Along with duration, the cost of the study can be expected to increase with the size of the project. A typical intersection study will cost a few thousand dollars per intersection, while a full TIS for a multiphase development will be in the tens of thousands.

Traffic studies aim to collect data that accurately reflects real-world traffic. Volume, speed and crash data collection are a few of the most basic indicators for how well a roadway or intersection is operating. Transportation planning, design, traffic control, traffic operations, detailed signal timing and many other traffic engineering applications use traffic count data since volume is the primary measure for understanding travel behavior.

While traffic volume studies are primarily conducted for demand, speed studies are conducted because of safety concerns and the need to evaluate how well existing speed limits are working or if new ones are needed. If citizens are complaining about a speeding issue, then some sort of change will likely need to be made. A speed study can help determine how well a traffic calming technique is working.

Speed can also be a contributing factor to a crash problem at a particular location. Crash data is one of the most easily obtainable types of information, because when a vehicle is involved in a crash, a police report is usually made. From this report an engineer should be able to determine the cause of the accident and give a recommendation for how it can be prevented in the future.

A good example of a traffic study that incorporates both volume and speed is the recent Markham Street “road diet” traffic study in Little Rock. A road diet is a low-cost strategy that calls for restriping a section of roadway to remove at least one lane in order for it to be used for more pedestrian friendly purposes.

For those who live in the Capitol View/Stift Station neighborhood in Little Rock, Markham Street is known for its rollercoaster-like hills and slim sidewalks where cars fly by at well over the posted speed limit. More than once, cars have even lost control and crashed into one of the local restaurants. However, things could possibly change in the future thanks to the efforts of everyone involved in the event.

The Markham Street road diet was part of the seventh annual PopUp in the Rock event sponsored by studioMAIN urban planners and Create Little Rock as

part of the Better Block Project. This group focuses on showing the community possible options by temporarily transforming a few blocks and enhancing that particular area of the city and the businesses around it.

For a few weeks during the summer of 2018, a portion of Markham was temporarily narrowed from four lanes to three, creating a narrower roadway and a wider sidewalk. Organizers dressed up this extra sidewalk space and invited local vendors to set up shop.

For the traffic analysis, engineers were tasked with collecting traffic speed and volume counts prior to and during the event. As expected, the travel speeds were confirmed to be significantly lower while the volume counts remained the same. Because of the success of the pop-up event, the Capitol View/Stift Station Neighborhood Association passed a resolution supporting a permanent road diet, which was followed by the Little Rock Board of Directors hiring an engineering firm to design the improvements.

Road diets show that by simply reducing the number of lanes dedicated to cars, crashes are reduced since travel speeds are lower, which also means fewer opportunities for collisions. Surprisingly, the Federal Highway Administration has found in before-and-after studies that this technique doesn’t reduce the number of people who can move along the roadway. Even so, it can still be an uphill battle getting people to buy into the idea, and this is where the traffic study data can really help increase public support.

Traffic studies play an important part in the overall functionality of our roadways. With the right team of experienced traffic engineers and planners, cities and towns can make informed decisions for their roadways that provide a safer and more efficient means of transportation to the public. 🏠



Robbie Bullis is a project engineer in MCE's transportation department and works out of the Little Rock office. Contact Robbie by phone at 501-371-0272 or email him at rbullis@mce.us.com.

2020/2021 State Turnback Funds

Actual Totals Per Capita						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2020	2021	2020	2021	2020	2021
January	\$6.789	\$6.659	\$0.083	\$0.071	\$2.145	\$1.951
February	\$6.340	\$6.607	\$0.118	\$0.163	\$1.087	\$0.893
March	\$5.758	\$5.693	\$0.101	\$0.110	\$1.087	\$0.892
April	\$6.088	\$6.135	\$0.064	\$0.162	\$0.924	\$0.889
May	\$5.943	\$7.568	\$0.034	\$0.258	\$0.924	\$0.890
June	\$5.605		\$0.030		\$0.924	
July	\$6.094		\$0.022		\$2.795	
August	\$6.478		\$0		\$1.542	
September	\$6.399		\$0.014		\$0.728	
October	\$6.378		\$0.021		\$0.893	
November	\$6.340		\$0.060		\$0.893	
December	\$5.984		\$0.105		\$0.893	
Total Year	\$74.197	\$32.660	\$0.652	\$0.764	\$14.838	\$5.515

Actual Totals Per Month						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2020	2021	2020	2021	2020	2021
January	\$12,833,880.33	\$12,587,621.61	\$156,199.64	\$134,647.89	* \$4,054,970.57	* \$3,688,464.32
February	\$11,984,924.80	\$12,488,753.05	\$223,221.26	\$308,183.56	\$2,055,049.55	\$1,688,281.84
March	\$10,883,990.67	\$10,760,836.82	\$191,150.53	\$207,709.60	\$2,055,396.67	\$1,685,424.74
April	\$11,509,342.85	\$11,627,333.33	\$120,647.65	\$307,147.46	\$1,747,446.98	\$1,684,913.88
May	\$11,233,895.61	\$14,343,742.05	\$63,817.15	\$489,324.42	\$1,747,094.76	\$1,687,137.50
June	\$10,595,347.60		\$57,224.47		\$1,747,446.98	
July	\$11,520,392.64		\$41,735.92		** \$5,284,317.00	
August	\$12,263,537.56		\$0		\$2,919,346.12	
September	\$12,097,147.76		\$26,456.51		\$1,376,535.41	
October	\$12,057,206.89		\$39,675.17		\$1,688,464.32	
November	\$11,984,780.59		\$113,060.67		\$1,688,281.98	
December	\$11,312,336.38		\$199,121.43		\$1,688,464.32	
Total Year	\$140,276,783.68	\$61,808,286.86	\$1,232,310.40	\$1,447,012.93	\$28,052,814.66	\$10,434,222.28

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

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

Local Option Sales and Use Tax in Arkansas



KEY: Counties not collecting sales tax

Source: Rachel Garrett, Office of State Treasurer

See also: www.dfa.arkansas.gov

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

Month	Municipal Tax		County Tax	Total Tax		Interest		
January	\$68,199,990	\$62,951,910	\$59,726,912	\$54,023,046	\$127,926,902	\$116,974,957	\$14,602	\$137,620
February	\$79,611,239	\$73,128,305	\$68,300,663	\$61,276,755	\$147,911,902	\$134,405,060	\$20,412	\$151,340
March	\$66,877,931	\$57,761,974	\$57,918,592	\$49,863,364	\$124,796,523	\$107,625,338	\$13,492	\$140,860
April	\$60,600,707	\$58,720,966	\$53,282,134	\$50,676,002	\$113,882,841	\$109,396,969	\$16,537	\$173,069
May	\$83,488,059	\$64,061,809	\$73,792,913	\$55,167,274	\$83,488,059	\$118,762,027	\$10,492	\$51,758
June		\$61,816,632		\$54,700,218		\$120,220,830		\$37,445
July		\$66,569,122		\$58,404,198		\$127,921,569		\$27,240
August		\$69,810,263		\$61,352,447		\$132,096,586		\$22,963
September		\$69,731,104		\$62,286,322		\$132,017,426		\$14,982
October		\$67,795,513		\$60,898,642		\$128,694,156		\$13,552
November		\$70,085,468		\$62,498,473		\$132,583,941		\$12,579
December		\$67,813,178		\$60,080,515		\$127,893,693		\$14,370
Total	\$358,777,925	\$790,246,247	\$313,021,215	\$691,227,256	\$598,006,226	\$1,488,592,551	\$75,536	\$797,777
Averages	\$71,755,585	\$65,853,854	\$62,604,243	\$57,602,271	\$119,601,245	\$124,049,379	\$15,107	\$66,481

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

CITY SALES AND USE	AMOUNT	LAST YEAR	Garland	2,212.85	3,301.98	Mountain View	221,308.88	178,882.01	COUNTY SALES AND USE	AMOUNT	LAST YEAR
Alexander	203,311.44	120,459.15	Gassville	30,689.55	22,475.56	Mountainburg	21,064.40	14,428.18	Arkansas County	367,126.17	304,830.71
Alma	321,403.82	249,739.34	Gentry	141,103.83	119,504.29	Mulberry	36,353.94	31,162.75	Ashley County	295,498.92	242,708.30
Almyra	4,276.91	2,520.37	Gilbert	612.77	400.40	Murfreesboro	47,150.29	30,265.34	Crosssett	71,911.11	59,064.26
Alpena	8,537.93	6,570.60	Gillett	15,739.51	11,589.40	Nashville	157,548.69	153,681.02	Fountain Hill	2,285.17	1,876.93
Alzheimer	4,654.46	4,792.94	Gillham	7,308.45	4,550.54	Newport	258,436.45	203,561.04	Hamburg	37,307.07	30,642.20
Altus	7,977.03	7,174.57	Gilmore	516.24	417.75	Norfolk	8,686.84	4,918.52	Montrose	4,622.58	3,796.76
Amity	17,319.39	15,458.10	Glenwood	100,869.22	78,928.47	Norman	5,238.48	4,522.55	Parkdale	3,617.10	2,970.91
Anthonyville	1,624.49	1,436.80	Goshen	36,676.96	13,950.06	North Little Rock	4,215,472.31	2,855,731.64	Portland	5,615.00	4,611.88
Arkadelphia	462,949.13	358,584.89	Gosnell	22,593.86	17,308.56	Oak Grove	1,486.06	1,361.81	Wilmore	7,181.97	5,898.91
Ash Flat	169,150.65	116,873.61	Gould	19,584.51	17,398.11	Oak Grove Heights	20,931.22	9,817.06	Baxter County	693,458.92	544,788.85
Ashdown	174,193.03	166,850.84	Grady	4,898.28	4,844.46	Ola	25,042.31	19,670.78	Big Flat	2,099.36	1,649.28
Atkins	83,342.99	67,977.24	Gravette	111,882.58	112,608.61	Oppelo	4,551.57	3,544.82	Briarcliff	4,763.92	3,742.59
Augusta	28,628.58	27,512.75	Green Forest	128,999.43	145,750.42	Osceola	129,308.58	109,234.50	Cotter	19,580.54	15,382.68
Austin	61,060.70	41,016.91	Greenbrier	331,891.70	279,022.01	Oxford	4,097.84	2,086.07	Gassville	41,946.76	32,953.83
Avoca	11,564.65	11,692.20	Greenland	83,613.28	33,787.98	Ozark	179,368.18	169,341.14	Lakeview	14,957.92	11,751.10
Bald Knob	67,893.75	64,909.48	Greenwood	326,750.70	260,740.58	Palestine	31,598.29	26,237.46	Mountain Home	251,276.85	197,405.83
Barling	77,784.08	60,031.52	Greers Ferry	34,523.23	20,101.81	Pangburn	10,275.08	9,763.31	Norfork	10,315.11	8,103.66
Batesville	903,472.19	689,034.14	Guion	1,657.21	NA	Paragould	472,308.59	365,796.98	Salesville	9,083.75	7,136.30
Bauxite	21,375.63	14,940.01	Gum Springs	1,948.26	253.10	Paris	91,393.92	83,574.04	Benton County	1,200,134.85	890,249.86
Bay	14,534.53	10,678.47	Gurdon	29,553.35	28,160.09	Parkin	121.26	NA	Avoca	13,785.89	10,226.25
Bearden	16,166.62	12,771.98	Guy	9,727.17	7,004.82	Patmos	921.70	746.38	Bella Vista	749,353.32	555,863.94
Beebe	187,800.14	154,505.42	Hackett	8,685.73	6,741.43	Patterson	1,194.05	1,081.47	Bentonville	997,245.03	739,747.91
Beedeveille	187.32	129.60	Hamburg	97,700.08	89,414.53	Pea Ridge	106,378.92	77,953.46	Bethel Heights	67,008.45	49,706.30
Bella Vista	606,471.40	237,243.56	Hampton	8,474.09	7,554.15	Perla	2,582.40	2,240.42	Cave Springs	54,550.30	40,464.95
Belleville	2,171.16	2,561.42	Hardy	30,487.81	20,056.60	Perryville	30,930.47	26,183.31	Centerton	268,796.53	199,390.99
Benton	2,168,068.75	1,679,371.50	Harrisburg	85,575.08	61,423.25	Piggott	80,229.51	70,342.04	Decatur	47,996.35	35,603.29
Bentonville	3,669,698.89	2,570,334.55	Harrison	678,688.39	541,218.19	Pine Bluff	1,788,249.80	1,404,579.66	Elm Springs	3,870.22	2,870.89
Berryville	349,764.06	345,769.03	Hartford	5,747.37	4,315.88	Pineville	2,988.08	1,880.82	Garfield	14,181.38	10,519.63
Bethel Heights	44,327.11	92,983.89	Haskell	51,158.94	58,963.29	Plainview	3,417.51	5,522.04	Gateway	11,441.16	8,486.95
Big Flat	641.90	442.79	Hatfield	6,274.31	5,647.16	Pleasant Plains	14,769.06	10,955.77	Gentry	96,755.45	71,772.37
Black Rock	9,552.07	7,881.14	Havana	4,838.41	NA	Plumerville	15,343.11	12,237.23	Gravette	87,941.52	65,234.28
Blevins	4,733.12	4,282.88	Hazen	91,095.55	71,174.60	Pocahontas	373,426.98	330,004.49	Highfill	16,469.61	12,217.02
Blue Mountain	340.25	174.32	Heber Springs	208,371.07	162,787.39	Portia	4,672.26	3,267.25	Little Flock	73,025.65	54,169.81
Blytheville	565,252.71	414,899.42	Hector	7,728.47	5,363.68	Portland	9,391.46	9,412.69	Lowell	206,986.04	153,540.49
Bonanza	3,658.07	2,827.69	Helena-West Helena	333,140.62	271,705.44	Pottsville	35,744.35	28,184.02	Pea Ridge	135,429.38	100,460.37
Bono	26,891.23	19,670.65	Hermitage	7,779.03	6,079.39	Prairie Grove	205,435.37	147,355.86	Rogers	1,580,969.96	1,172,750.11
Booneville	165,998.19	137,930.06	Higginson	2,606.86	2,034.06	Prescott	65,467.02	68,168.05	Siloam Springs	424,848.25	315,148.83
Bradford	20,679.19	17,492.72	Highfill	35,386.17	31,373.65	Pyatt	3,655.19	835.66	Springdale	185,092.47	137,300.03
Bradley	5,360.74	2,886.15	Highland	40,754.49	36,065.88	Quitman	30,042.59	23,515.50	Springtown	2,457.73	1,823.12
Branch	20,196.68	2,103.34	Holly Grove	13,325.29	7,081.96	Ravenden	4,081.39	2,882.53	Sulphur Springs	14,435.64	10,708.23
Briarcliff	3,598.81	1,486.68	Hope	235,071.73	192,309.64	Reactor	37,097.76	34,628.30	Boone County	595,164.43	462,115.40
Brinkley	212,015.42	186,573.58	Horatio	9,016.72	7,291.26	Redfield	49,729.94	34,293.34	Alpena	6,280.28	4,876.32
Brookland	109,691.14	76,437.74	Horseshoe Bend	36,389.96	28,450.62	Rison	22,815.50	16,906.55	Bellefonte	8,938.07	6,939.97
Bryant	1,663,927.92	1,259,759.68	Hot Springs	2,370,016.19	1,794,574.70	Rockport	21,241.15	15,925.82	Bergman	8,642.76	6,130.72
Bull Shoals	40,039.17	37,170.47	Hoxie	22,673.94	19,869.30	Roe	764.86	934.01	Diamond City	15,395.54	11,953.86
Cabot	1,145,626.57	939,319.43	Hughes	7,894.87	6,658.75	Rogers	4,214,744.93	3,270,663.01	Everton	2,618.42	2,033.07
Caddo Valley	64,583.01	46,174.71	Humphrey	2,575.00	2,611.38	Rose Bud	24,003.50	18,840.78	Harrison	254,813.83	197,850.19
Calico Rock	54,260.63	53,394.79	Huntington	5,738.12	4,393.77	Rudy	18,069.02	7,693.19	Lead Hill	5,335.28	4,142.58
Camden	421,334.79	328,382.19	Huntsville	185,774.62	149,724.91	Russellville	1,459,052.46	1,153,529.52	Lebanon	3,327.17	2,583.38
Caraway	9,572.46	6,696.18	Imboden	14,950.73	11,158.97	Salem	27,327.16	25,280.95	South Lead Hill	2,008.11	1,559.20
Carlisle	67,033.01	59,525.66	Jacksonville	970,450.43	719,933.85	Salesville	5,580.53	4,880.34	Valley Springs	3,602.79	2,797.39
Cash	3,357.79	2,027.73	Jasper	44,873.95	38,494.45	Scranton	7,177.38	4,492.56	Zinc	2,027.80	1,574.49
Cave City	33,743.73	26,828.59	Jennette	546.71	311.93	Searcy	1,137,194.79	869,624.80	Bradley County	169,995.12	137,388.60
Cave Springs	152,093.71	44,979.44	Johnson	81,632.14	66,051.79	Shannon Hills	15,840.06	13,221.27	Banks	1,312.62	1,060.85
Cedarville	10,607.36	8,915.35	Joiner	5,231.17	4,124.75	Sheridan	272,823.32	236,693.32	Hermitage	8,786.10	7,100.85
Centerton	437,558.15	336,186.15	Jonesboro	2,108,493.80	1,582,676.94	Sherill	1,011.46	1,029.71	Warren	63,545.73	51,357.10
Charleston	41,008.59	36,849.96	Judsonia	16,913.41	15,254.92	Sherwood	1,299,052.09	1,034,919.98	Calhoun County	110,358.83	101,407.03
Cherokee Village	32,360.80	21,874.14	Junction City	9,490.67	8,381.39	Shirley	4,648.46	2,696.60	Hampton	31,281.34	28,743.94
Cherry Valley	NA	4,129.68	Keiser	8,198.65	5,219.53	Siloam Springs	1,001,781.73	763,846.29	Harrell	6,001.10	5,514.32
Chidester	6,167.90	3,417.37	Keo	1,894.05	1,642.28	Sparkman	6,680.22	4,438.78	Thornton	9,615.94	8,835.94
Clarendon	56,213.75	48,847.91	Kibler	6,346.02	3,547.83	Springdale	3,458,276.70	2,858,201.04	Tinsman	1,275.82	1,172.32
Clarksville	523,292.79	414,060.46	Kingsland	2,972.18	2,221.54	Springtown	204.39	191.41	Carroll County	231,312.18	208,109.78
Clinton	130,150.20	97,961.62	Lake City	17,854.66	13,546.21	St. Charles	2,352.98	1,453.40	Beaver	923.18	761.86
Coal Hill	5,818.64	5,848.42	Lake Village	101,569.61	85,880.47	St. Paul	4,586.13	NA	Blue Eye	276.95	228.56
Conway	3,547,230.43	2,729,258.51	Lakeview	5,830.21	4,189.35	Stamps	16,922.81	15,329.38	Holiday Island	20,863.89	NA
Corning	85,844.33	67,050.30	Lamar	28,067.16	24,670.29	Star City	60,217.64	82,154.40	Chicot County	162,191.01	141,349.10
Cotter	21,656.32	14,868.24	Leachville	14,629.80	NA	Stephens	7,509.24	7,413.94	Dermott	29,531.09	25,736.28
Cotton Plant	2,425.22	2,877.87	Lead Hill	7,278.69	7,068.71	Strong	14,296.46	11,238.02	Eudora	23,193.51	20,213.09
Cove	16,715.61	13,906.64	Lepanto	42,139.84	31,057.11	Stuttgart	707,531.51	593,665.18	Lake Village	26,321.41	22,939.06
Crawfordsville	12,959.86	8,080.98	Leslie	8,574.27	7,116.34	Sulphur Springs	3,121.90	2,515.99	Clark County	574,833.87	420,098.13
Crosssett	295,948.02	174,142.90	Lewisville	19,755.00	14,394.88	Summit	6,652.74	6,241.02	Clay County	109,975.18	91,442.15
Damascus	10,286.13	9,354.01	Lincoln	67,357.60	50,905.20	Sunset	21,347.40	5,737.79	Corning	29,684.77	24,682.29
Dandeville	52,777.99	51,307.87	Little Rock	32,648.93	10,593.55	Swifton	5,872.66	5,064.45	Datto	1,318.54	1,096.34
Dardanelle	206,356.11	190,062.78	Little Rock	8,112,743.66	6,412,285.70	Taylor	15,466.46	10,751.94	Greenway	2,755.75	2,291.35
Decatur	27,668.10	17,657.68	Lockesburg	6,210.97	7,445.71	Texarkana	608,004.88	471,361.67	Knobel	3,784.22	3,146.50
Delight	6,249.55	6,080.83	Lonoke	315,003.19	257,085.53	Texarkana Special	262,642.70	213,040.43	McDougal	2,452.49	2,039.19
DeQueen	159,793.60	140,067.56	Lowell	757,640.73	333,814.85	Thornton	1,621.79				

Caraway	31,882.01	23,681.76	Cushman	8,476.62	6,545.49	Burdette	3,159.50	2,045.64	Gilbert	269.99	217.34
Cash	8,525.14	6,332.42	Magness	3,788.23	2,925.20	Dell	3,688.85	2,388.37	Leslie	4,252.36	3,423.05
Egypt	2,791.86	2,073.77	Moorefield	2,569.24	1,983.92	Dyess	6,782.18	4,391.17	Marshall	13,065.65	10,517.53
Jonesboro	1,676,684.80	1,245,430.87	Newark	22,054.23	17,029.87	Etowah	5,806.21	3,759.27	Pindall	1,079.97	869.35
Lake City	51,898.63	38,549.98	Oil Trough	4,875.93	3,765.11	Gosnell	58,690.69	37,999.66	St Joe	1,272.82	1,024.58
Monette	37,415.87	27,792.27	Pleasant Plains	6,545.00	5,053.93	Joiner	9,528.14	6,169.05	Sebastian County	1,148,615.34	838,661.32
Crawford County	1,075,815.41	827,027.43	Southside	73,157.77	56,491.10	Keiser	12,555.31	8,129.01	Barling	104,977.94	76,649.62
Alma	78,292.87	60,187.23	Sulphur Rock	8,551.66	6,603.42	Leachville	32,968.02	21,345.36	Bonanza	12,983.94	9,480.22
Cedarville	20,140.30	15,482.75	Izard County	64,413.58	47,376.43	Luxora	19,486.37	12,616.57	Central City	11,335.54	8,276.64
Chester	2,297.21	1,765.97	Jackson County	351,882.50	282,458.62	Manila	55,283.06	35,793.37	Fort Smith	1,946,664.45	1,421,356.72
Dyer	12,656.31	9,729.47	Amagon	1,262.09	1,013.09	Marie	1,389.52	899.65	Greenwood	202,142.93	147,594.63
Kibler	13,884.38	10,673.54	Beedeville	1,378.00	1,106.13	Osceola	128,315.58	83,078.75	Hackett	18,335.57	13,387.72
Mountainburg	9,116.59	7,008.33	Campbell Station	3,284.02	2,636.10	Victoria	612.05	396.28	Hartford	14,496.85	10,584.87
Mulberry	23,911.18	18,381.60	Diaz	16,973.86	13,625.04	Wilson	14,937.34	9,671.27	Huntington	14,338.78	10,469.46
Rudy	881.32	677.51	Grubbs	4,971.10	3,990.34	Monroe County	NA	NA	Lavaca	51,687.35	37,739.51
Van Buren	329,280.83	253,132.90	Jacksonport	2,730.24	2,191.59	Montgomery County	256,423.52	192,087.53	Mansfield	16,325.89	11,920.34
Crittenden County	1,027,580.09	1,457,205.33	Newport	101,469.71	81,450.47	Black Springs	953.14	714.00	Midland	7,338.75	5,358.38
Anthonyville	1,500.88	1,150.00	Swifton	10,277.04	8,249.46	Glenwood	404.36	302.91	Sevier County	573,244.04	304,336.19
Clarkdale	3,458.54	2,726.05	Tuckerman	23,979.77	19,248.73	Mount Ida	10,359.38	7,760.24	Ben Lomond	1,862.67	1,600.83
Crawfordsville	4,465.34	3,519.62	Tupelo	2,318.13	1,860.78	Norman	3,639.26	2,726.18	De Queen	84,706.66	72,798.91
Earle	22,503.84	17,737.72	Weldon	965.90	775.33	Oden	2,233.62	1,673.21	Gilham	2,055.36	1,766.43
Edmondson	3,980.59	3,137.53	Jefferson County	558,884.98	436,607.37	Nevada County	151,392.52	132,106.52	Horatio	13,411.25	11,525.94
Gilmore	2,206.57	1,739.24	Alzheimer	10,408.87	8,249.46	Bluff City	1,393.77	1,216.22	Lockesburg	9,493.21	8,158.69
Horseshoe Lake	2,222.09	2,145.57	Humphrey	4,384.89	3,425.53	Bodcaw	1,551.13	1,353.53	Sharp County	341,999.56	252,258.99
Jennette	964.85	760.50	Pine Bluff	698,777.95	545,893.37	Cale	887.97	774.85	Ash Flat	15,853.53	11,693.57
Jericho	1,109.34	874.39	Redfield	18,464.95	14,425.03	Emmet	5,339.03	4,658.89	Cave City	28,180.47	20,785.92
Marion	115,082.83	90,709.27	Sherrill	1,195.88	934.23	Prescott	37,047.27	32,327.80	Cherokee Village	62,734.70	46,273.13
Sunset	1,661.22	1,309.39	Wabbaseka	3,630.35	2,836.07	Rosston	2,933.66	2,559.94	Evening Shade	6,988.50	5,154.72
Turrell	5,159.85	4,067.04	White Hall	78,671.78	61,459.30	Willisville	1,708.49	1,490.83	Hardy	11,809.27	8,710.52
West Memphis	244,661.71	192,844.49	Johnson County	172,527.15	134,697.58	Newton County	62,113.31	44,997.95	Highland	16,905.04	12,466.17
Cross County	615,219.77	495,982.58	Clarksville	126,727.02	98,939.92	Jasper	3,869.63	2,803.35	Horseshoe Bend	129.42	95.46
Cherry Valley	9,267.80	7,471.59	Coal Hill	13,973.39	10,909.48	Western Grove	3,188.70	2,310.05	Sidney	2,928.05	2,159.73
Hickory Ridge	3,872.26	3,121.77	Hartman	7,166.19	5,594.88	Ouachita County	651,372.33	658,097.48	Williford	1,213.28	894.91
Parkin	15,731.06	12,682.19	Knoxville	10,093.43	7,880.27	Bearden	12,615.17	10,100.61	St. Francis County	496,179.92	144,166.58
Wynne	119,114.75	96,028.84	Lamar	22,161.35	17,302.08	Camden	159,099.99	127,386.86	Caldwell	12,204.38	9,485.76
Dallas County	184,030.29	149,977.71	Lafayette County	79,428.01	119,416.09	Chidester	3,774.10	3,021.82	Colt	8,312.18	6,460.58
Desha County	142,842.13	108,489.30	Bradley	3,743.33	5,627.91	East Camden	12,158.10	9,734.64	Forrest City	338,006.62	262,713.05
Arkansas City	5,528.20	4,198.70	Buckner	1,639.20	2,464.45	Louann	2,141.71	1,714.80	Hughes	31,687.44	24,628.82
Dumas	71,081.22	53,986.54	Lewisville	7,629.71	11,470.90	Stephens	11,635.73	9,316.41	Madison	16,910.22	13,143.34
McGehee	63,725.38	48,399.74	Stamps	10,091.49	15,172.05	Perry County	156,853.86	118,737.23	Palestine	14,975.12	11,639.30
Mitchellville	5,437.58	4,129.87	Lawrence County	409,014.98	330,552.71	Adona	1,572.96	1,190.72	Wheatley	7,806.42	6,067.48
Reed	2,597.95	1,973.16	Alicia	1,103.62	891.91	Bigelow	2,370.73	1,794.62	Widener	6,003.24	4,665.96
Tillar	317.19	240.91	Black Rock	5,891.90	4,761.64	Casa	1,286.97	974.22	Stone County	207,163.33	95,697.01
Watson	3,187.03	2,420.55	Hoxie	24,742.40	19,996.01	Fourche	466.62	353.23	Fifty Six	2,287.13	1,747.66
Drew County	548,615.86	166,487.23	Imboden	6,025.40	4,869.53	Houston	1,302.02	985.62	Mountain View	36,329.60	27,760.52
Jerome	684.51	509.32	Lynn	2,563.24	2,071.53	Perry	2,032.05	1,538.25	Union County	632,235.10	532,509.27
Monticello	166,161.33	123,635.37	Minturn	970.12	784.02	Perryville	10,988.14	8,317.95	Calion	18,431.69	15,524.36
Tillar	3,580.53	2,664.16	Portia	3,889.36	3,143.26	Phillips County	224,568.88	126,404.76	El Dorado	784,799.98	661,009.24
Wilmar	8,968.89	6,673.46	Powhatan	640.81	517.88	Elaine	10,792.72	14,149.99	Fessenthal	4,516.37	3,803.97
Winchester	2,931.13	2,180.97	Ravenden	4,183.07	3,380.62	Helena-West Helena	208,323.50	224,220.59	Huttig	25,262.72	21,277.89
Faulkner County	1,067,226.56	837,443.43	Sedgwick	1,352.82	1,093.31	Lake View	7,514.17	9,856.05	Junction City	22,534.50	18,980.01
Enola	3,249.69	2,550.01	Smithville	694.21	561.04	Lexa	4,843.82	6,363.04	Norphlet	28,432.45	23,947.64
Holland	5,355.27	4,202.23	Strawberry	2,687.84	2,172.23	Marvell	20,120.57	26,386.59	Smackover	74,802.37	63,003.38
Mount Vernon	1,394.10	1,093.94	Walnut Ridge	47,508.96	38,395.20	Pike County	240,228.03	179,262.62	Strong	21,283.06	17,925.97
Twin Groves	3,220.85	2,527.37	Lee County	40,383.90	34,598.21	Antoine	1,540.60	1,149.62	Van Buren County	276,012.11	269,768.91
Wooster	8,268.45	6,488.18	Aubrey	1,251.41	1,072.13	Daisy	1,514.26	1,129.97	Clinton	34,788.13	23,963.49
Franklin County	309,860.85	248,257.17	Haynes	1,104.19	946.00	Delight	3,673.74	2,741.41	Damascus	3,342.44	2,302.41
Altus	9,626.14	7,712.36	LaGrange	655.15	561.29	Glenwood	28,784.18	21,479.28	Fairfield Bay	28,811.84	19,846.78
Branch	4,660.67	3,734.08	Marianna	30,291.60	25,951.81	Murfreesboro	21,607.88	16,124.20	Shirley	3,890.60	2,680.01
Charleston	32,027.86	25,660.37	Moro	1,590.03	1,362.23	Poinsett County	337,102.95	260,852.19	Washington County	3,394,127.14	1,636,261.10
Denning	5,759.88	4,614.75	Rondo	1,457.54	1,248.72	Fisher	2,763.62	2,138.51	Elkins	64,714.05	49,171.63
Ozark	46,784.55	37,483.28	Lincoln County	161,416.40	139,562.49	Harrisburg	28,528.50	22,075.52	Elm Springs	42,914.60	32,607.77
Wiederkehr Village	482.58	386.63	Gould	5,468.09	4,727.77	Lepanto	23,459.80	18,153.33	Farmington	145,997.63	110,933.27
Fulton County	264,579.70	197,622.30	Grady	2,933.30	2,536.16	Marked Tree	31,800.24	24,607.20	Fayetteville	1,798,209.82	1,366,332.45
Ash Flat	664.31	496.19	Star City	14,855.95	12,844.64	Trumann	90,418.75	69,966.55	Goshen	26,174.00	19,887.77
Cherokee Village	5,164.69	3,857.66	Little River County	359,933.23	348,090.41	Tyronza	9,443.41	7,307.36	Greenland	31,623.86	24,028.73
Hardy	273.54	204.31	Ashdown	54,162.07	52,379.99	Waldenburg	755.97	584.97	Johnson	81,967.87	62,281.59
Horseshoe Bend	110.72	82.70	Foreman	11,593.87	11,212.40	Weiner	8,873.33	6,866.23	Lincoln	54,962.95	41,762.46
Mammoth Spring	6,363.05	4,752.75	Ogden	2,064.19	1,996.27	Polk County	359,455.00	268,280.86	Prairie Grove	108,166.30	82,187.92
Salem	10,648.51	7,953.68	Wilton	4,288.93	4,147.81	Cove	10,782.24	8,047.38	Springdale	1,568,851.31	1,192,059.14
Viola	2,194.82	1,639.39	Winthrop	2,201.80	2,129.36	Grannis	15,637.06	11,670.80	Tontitown	60,119.55	45,680.59
Garland County	3,097,873.63	2,302,630.71	Logan County	401,984.41	327,677.32	Hatfield	11,657.24	8,700.44	West Fork	56,624.79	43,025.17
Fountain Lake	10,600.97	7,879.61	Blue Mountain	1,426.70	1,162.97	Mena	161,931.16	120,858.05	Winslow	9,555.58	7,260.62
Hot Springs	342,606.11	254,657.05	Booneville	45,907.54	37,421.51	Wandervoort	2,455.64	1,832.78	White County	1,573,454.63	1,230,742.47
Lonsdale	1,981.09	1,472.54	Caulksville	2,450.70	1,997.69	Wicks	21,282.22	15,884.06	Bald Knob	48,641.56	38,047.00
Mountain Pine	16,228.14	12,062.25	Magazine	9,745.29	7,943.86	Pope County	516,324.59	391,595.80	Beebe	122,821.20	96,069.67
Grant County	275,389.60	224,319.86	Morrison Bluff	736.36	600.24	Atkins	62,009.12	47,029.54	Bradford	12,743.85	9,968.13
Greene County	520,550.48	614,700.94	Paris	40,637.96	33,126.00	Dover	28,331.75	21,487.64	Garner	4,768.45	3,729.84
Delaplaine	2,068.88	1,585.60	Ratcliff	2,324.14	1,894.52	Hector	9,252.02	7,017.01	Georgetown	2,082.00	1,628.52
Lafe	8,168.51	6,260.39	Scranton	2,577.27	2,100.86	London	21,361.89	16,201.49	Griffithville	3,777.82	2,954.98
Marmaduke	19,814.87	15,186.24	Subiaco	6,581.23	5,364.70	Pottsville	58,349.43	44,253.93	Higginson	10,426.79	8,155.74
Oak Grove Heights	15,855.46	12,151.72	Lonoke County	407,972.37	327,990.73	Russellville	574,036.65	435,366.34	Judsonia	33,899.66	26,516.02
Paragould	465,729.63	356,938.14	Allport	1,649.68	1,326.26	Prairie County	84,544.41	77,706.58	Kensett	27,670.45	21,643.58
Hempstead County	804,492.81	390,423.11	Austin	29,235.15	23,503.70	Bischoe	3,513.21	3,229.06	Letona	4,281.53	3,346.87
Blevins	4,497.56	3,645.46	Cabot	341,067.20	274,202.10	Des Arc	16,617.57	15,273.56	McRae	11,451.00	8,958.87
Emmet	613.95	497.63	Carlisle	31,759.87	25,533.46	DeValls Bluff	5,990.84	5,506.31	Pangburn	10,090.98	7,893.08
Fulton	2,869.87	2,326.15	Coy	1,377.12	1,107.14	Hazen	14,207.68	13,058.58	Rose Bud		

MUNICIPAL MART

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

ASSISTANT CITY ENGINEER—The city of Hot Springs is seeking applicants for the position of assistant city engineer. Qualifications: Must possess a high school diploma or equivalent; supplemented by a civil engineering degree and an Arkansas registered engineer's license; a minimum of five years' experience or equivalent in public works, highways, water and wastewater engineering, or in project management of projects in those field; or any equivalent combination of education and experience. Must possess a valid Arkansas driver's license and a clean driving record. Starting salary \$33.97 per hour plus full benefits. All applicants are subject to pre-employment testing; individual in this position will be subject to random drug and alcohol testing. To apply, contact Human Resources Office at City Hall, 133 Convention Boulevard, Hot Springs, AR 71901; call 501-321-6841; or visit www.cityhs.net/jobs. All employees who wish to apply for a transfer or promotion to another classification and/or position must complete a "New Application for Transfer/Promotion Form" and return the original signed form to Human Resources by the closing date for the position. Forms are available in all departments as well as Human Resources. Open until filled. EOE.

CERTIFIED POLICE OFFICER—The city of Charleston is accepting applications for a full-time certified police officer. Candidates must be able to meet all requirements of law enforcement standards and training. Benefits include paid health insurance, vacation, sick leave and retirement. Interested and qualified applicants, please email resumes to batchley@charlestonar.org, or fax to 479-965-9980. EOE.

CITY MANAGER—The city of Texarkana, Arkansas, is seeking a city manager. Texarkana is located between Dallas and Little Rock on Interstate-30 and borders the Arkansas-Texas state line. Along with its thriving community, economic development, and historic downtown renovation in progress, Texarkana is nestled in some of the finest hunting, fishing and outdoor activities in the entire Midwest. The city manager plans and manages all operations of the city in accordance with policies set by the city board of directors. In collaboration with the mayor and board of directors, the city manager will be responsible for creating and leading the implementation of goals and objectives for the city. Applicant must have bachelor's degree in business administration, public administration or a related field, along with at least five years of experience of progressively responsible executive municipal work or as a private executive officer in an organization of comparable complexity. The city offers a competitive salary and total compensation DOE and also a comprehensive benefits package including health insurance and retirement options. Applicants may email applications and resumes to Heather Buster at Heather.Buster@expresspros.com. Upon receipt of email, candidates will be contacted immediately or within 24 hours.

DISTRICT MANAGER—The Holiday Island Suburban Improvement District is seeking a district manager. Holiday Island is a planned community in the scenic Ozark Mountains on Table Rock Lake, located within the city of Holiday Island's boundaries. The city and suburban improvement district share responsibilities in providing essential public services throughout the district. The suburban improvement district is the owner and operator of the community's public infrastructure and facilities. The district manager is responsible for the overall management of district provided facilities and services, including roads, water, sewer, fire/EMS, law enforcement, marina, campground and recreation. The district manager is the chief executive and operational officer and is responsible to an elected board of commissioners for the overall affairs of the district. The district manager must establish rapport and maintain an effective and contractual relationship with the city, Holiday Island Planning Commission and Carroll County Sheriff's Department. The district manager routinely speaks in public to large groups of people and provides the utmost in personal attention with individual responses to help and assist Holiday Island property owners. A bachelor's degree in public administration, business administration or related field is required. MBA and/or planned community experience a plus. Applicants should have substantial management and administrative knowledge and experience in municipal government or a public agency. Strong skills in team building, personnel management and budget preparation are essential. General information about Holiday Island can be found on-line at www.holidayisland.us. Applicants should send resume, cover letter and detailed salary history to: Holiday Island Suburban Improvement District, ATTN: District Manager Search, 110 Woodsdale Drive, Holiday Island, AR 72631, or email districtmgr@holidayisland.us.

E-911 DIRECTOR—The city of Jonesboro seeks applicants for the position of E-911 director. The E-911 director is responsible for planning, organizing and directing the overall operations of the E-911 management system for the city of Jonesboro and Craighead County, including but not limited to administrative and technical tasks in establishing and maintaining continuing, cooperative, and comprehensive dispatch planning processes that results in plans and programs that consider all dispatch modes and supports community development and social well-being goals. The ideal candidate must have experience in emergency services and be able to navigate and add content to the various social media platforms, make presentations at council meetings, to the public and media. Please apply online at www.jonesboro.org or contact HR@jonesboro.org.

FINANCE DIRECTOR—The city of Eureka Springs is looking for a finance director to lead and manage all aspects of the city's financial operations. Responsibilities will include but not be limited to: Develops and maintains timely and accurate financial statements and reports in accordance with generally accepted accounting principles (GAAP) and the Governmental Accounting Standards Board (GASB). Financial planning and forecasting. Management of all accounting, finance and treasury functions for the city. Manages dept administration for the

city including issuance of new debt and compliance with existing programs and procedures. Monitors and evaluates municipal operations, financial transactions and procedures for compliance with statutory requirements and policies. Directs and manages the preparation and administration of municipal budget and Comprehensive Annual Financial Report (CAFR). Develops and interprets cash and investment policies and procedures. Manages certain aspects of payroll processes related to funding of benefits, payroll, tax filings and auditing of bi-weekly payroll. Directs and manages the annual audit process. Applicants should have a bachelor's in accounting, finance or business. CPA or CMA required. Minimum of seven years of experience in accounting role. Minimum three years in government accounting and management. Familiar with BS&S Municipal Software. Interested applicants should send their resume, cover letter, salary requirements and contact information to HumanResources@eurekaspringsar.gov.

POLICE CHIEF—The city of Osceola is seeking applications for a new police chief. Osceola is a town of approximately 6,700 located 50 miles north of Memphis on I-55 and along the Mississippi River. The city is seeking a proven, dynamic, progressive leader, preferably with the rank of captain or higher in law enforcement, and preferably with a bachelor's degree or above in criminal justice or a related field. The chief of police is responsible for planning, organizing, managing and leading a force of about 30 officers, along with nine civilian employees, a 54-bed city jail and a video management system that includes officer-worn cameras and 35 Skycoops. In addition, the chief of police manages the \$2.6 million budget, including spending priorities and detailed inventory. The goal of the position is to ensure fair enforcement of laws and ordinances, protection of lives and property, and initiation of crime prevention endeavors, including in community policing and crime data analysis. The chief of police works under the direction of the mayor. Salary commensurate with experience and education, but the ideal candidate can expect competitive pay and good benefits. Please provide a cover letter, including your reason for applying, with your resume and send to janes@osceolalightandpower.com no later than Saturday, July 31. No phone calls please. EOE.

PUBLIC WORKS MAINTENANCE WORKER—The city of Highfill seeks a public works maintenance worker in the street department. The position reports to the community development/public works director. Minimum qualifications: HS diploma or GED and 18 months of related experience and training. Must possess valid DL. Must possess or have the ability to obtain a Class B CDL with 120 days of hire date. For full job description and list of qualifications, please email builder@highfillar.com.

TREASURER—The city of El Dorado is accepting applications for the position of treasurer. The city treasurer is appointed by and reports directly to the city council. An accounting or finance degree and municipal accounting experience a plus, as well as a proven history of working with monthly financial reporting, working with accounts payable and accounts receivable, audit compliance and yearly budgets. Will be trained to operate the city's accounting software. Salary is negotiable depending on experience. Full benefits, paid time off and retirement plan. To apply, please email resumes to City Clerk Heather McVay at cityclerk@eldoradoar.org. For more information, contact City Clerk McVay at 1-870-881-4877.

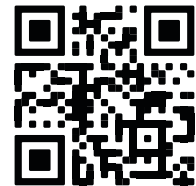
WATER SYSTEMS TECHNICIAN—The city of Bentonville has an immediate opening for a water utilities systems technician. Hiring pay range is \$22.23 to \$28.53/hour DOE. Provides direct technical and professional civil engineering support to the water utilities dept. for new development projects within the city water and wastewater collection systems. A complete job description is available on request. Associate's degree in geography, planning, landscape architecture, civil engineering, environmental science, construction management or related field and minimum four years of direct experience working in the engineering and/or utility field, or a combination of education and experience. Sound understanding of mapping processes and CAD, cartographic and geographic. Please contact HR at ewheeler@bentonvillear.com or bthompson@bentonvillear.com.

WATER/WASTEWATER MANAGER—The city of Highfill is hiring a qualified Water Operator DI/Wastewater Operator Class II to perform a variety of skilled and semi-skilled tasks in the maintenance and operation of the city's water system and wastewater treatment plant. Experience: Two years of experience performing duties at a level comparable to the city of Highfill's system. Position manages water and wastewater departmental finances and budget and staff. Works cooperatively with Centerton Utilities. This position reports to the mayor or the mayor's designee. Analyzes population and industrial growth of service areas to determine adequacy of current facilities and to project community demands for future facilities. Working conditions: The manager works in a variety of conditions and situations, indoors and outdoors in various types of weather. On duty at any time, day or night, as required in any emergency conditions. Job type: full-time. Pay: negotiable. Schedule: 8-hour shift on call. Education: HS or equivalent Required. Experience: Water treatment, one year required. License/certification: Water License I, Wastewater License II, clean driver's license. Benefits include health, vision, dental and paid time off. Interested applicants should send a resume to Mayor Michelle Rieff, City of Highfill, 2560 W. Hwy. 12, Gentry, AR 72734, or email resume to building@highfillar.com.

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