

City & Town

JUNE 2022 VOL. 78, NO. 06

THE OFFICIAL PUBLICATION OF THE ARKANSAS MUNICIPAL LEAGUE



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ON THE COVER—Though often unheralded, the League’s law clerks have long been an essential part of our day-to-day operations, and General Counsel John L. Wilkerson, center, introduces us to two clerks, Alena Hernandez and Caleb McKinzie-Alexander, recent graduates who have had a big part in the Municipal Legal Defense Program’s efforts over the course of the pandemic. Read also inside about the 33rd Annual Magnolia Blossom Festival and 32nd World Championship Steak Cook-Off, the recent Level 2 Leadership 101 certification workshop, funding assistance for water and wastewater projects, and our usual slate of dedicated columnists covering engineering, planning, urban forestry and other topics essential to good local governance. And with the 88th Convention right around the corner, check out the expanded tentative agenda inside beginning on page 26.—atm

Features

16 Leadership as art and skill set
The League’s Level 2 Leadership 101 certification workshop, held May 11 in North Little Rock, brought together a diverse group of speakers who shared their definitions of what leadership means, discussed how to build your skills as a leader and offered tips on building the next generation of leaders in our communities.

18 Law clerks essential to League’s legal team
The Municipal Legal Defense Program’s law clerks are part of what General Counsel John L. Wilkerson has dubbed a program within a program and are essential in helping the League provide cities and towns with outstanding legal assistance. Meet two of the program’s recent graduates who, over the past two years, have worked behind the scenes on ARPA, opioid litigation and much more.

20 Water/wastewater needs? WWAC exists to assist
The Water and Wastewater Advisory Committee, which operates under the Arkansas Department of Agriculture’s Natural Resources Division, offers funding assistance for water and wastewater projects.

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Greetings, fellow municipal officials,

When Andrew asked me if I was ready to send in my last president's letter, I was at first happy that once a month I would no longer have to come up with a semi-coherent letter that would be of some interest to everyone. While it will be a relief to not face that pressure every month, I must say it has been a privilege and an honor to serve as League president and have the opportunity to share my thoughts once a month with all of you in *City & Town* magazine. Our staff does an outstanding job every month putting out an informative and timely publication that is a giant resource for municipal officials and employees. I hope all of you will take a few minutes every month to read your *City & Town*. I think you will find something just about every month that is relevant to your city or town and can help you make your community a better place to live, work and do business.



Summer has apparently come early to Berryville this year. We did have a lovely spring—I enjoyed both days. The League's 88th Convention will be June 15-17, just a few days before summer officially begins. It's so good to have the option to meet in person again after two very trying years. We are not yet done with the COVID-19 pandemic, as our nation just passed the one million mark in COVID-related deaths. I hope everyone who has not received the vaccine will consider doing so and that those who have will continue to get booster shots as recommended. Vaccines along with a little common sense and courtesy for others have proven to be our best tools to protect everyone and lessen the severity of this disease that has held our country hostage for far too long.

One of my priorities as president has been to put a special emphasis on cybersecurity. A cybersecurity task force has met several times with the goal of providing our members with the latest information and tools that are available to make sure we are doing all we can to protect our cities and towns from these kinds of attacks. The League has put together a list of resources and recommendations to make your municipality safer. None of us are immune, and I encourage all of you to take advantage of these resources and keep up to date on what is happening in the world of cybersecurity.

My other big concern as president has been, to paraphrase Rodney King, why can't we all just get along? Our country is more divided than I can ever remember. It seems both sides want to govern from a position of "my way or the highway." That's not how a democracy works. I challenge all municipal officials in Arkansas to be leaders who say "enough." It's time to take care of the needs of the people who elect us, and to do that we must learn to work together for the good of all, not just one specific issue, political party or personal interest. No one in an election gets *all* the votes, but after the election we do serve *all* the people. Let's do it with fairness, integrity, truthfulness and as ladies and gentlemen. Maybe those at the state and national levels will follow our example. And if they don't, I hope we will have the courage to stand up and say, in a very nice and tactful way, to stop meddling and start taking care of the needs of the people.

I would like to close on a personal note. As most of you know, my family was in a bit of turmoil about the time of our Winter Conference, when my wife Grace was diagnosed with cancer. I just want to thank all of you for your kind words, calls and, most of all, your prayers. They have been felt in our home, and Grace is doing very well with the treatment she is receiving.

Thank you again for allowing me to serve as your president this past year. It has been the highlight of my 32 years as a mayor. I look forward to the next year with our new president, Sherwood Mayor Virginia Young. I have had the pleasure of getting to know Virginia this year, and she is going to be a great president. Keep up the great things you are all doing for your cities and towns.

Best,

Tim McKinney
Mayor, Berryville
President, Arkansas Municipal League

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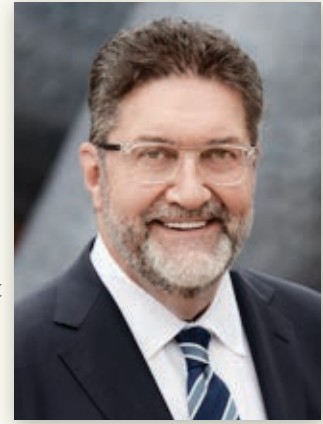
From the Desk of the Executive Director

Planes, trains and automobiles.¹

And right out of the chute the local controller is pinching the bridge of her nose. I can hear her brain from across the room: “Why would you use that title?! How about something related to cities and towns? You know, the people who pay you?!” This is gonna be fun!

In the past couple of months, I’ve traveled more than I did in 2020 and 2021 combined. I’ve been to Washington, D.C.,² twice for extended periods of time attending both a National League of Cities³ meeting and a continuing legal education conference sponsored by the International Municipal Law Association.⁴ I traveled to New Orleans⁵ for a mediation. It didn’t go well. Lawyers can be a frustrating lot. The food was awesome, though! Then off to Pittsburgh⁶ for a meeting of the National League of Cities Risk Information Sharing Consortium.⁷ We just call it NLC RISC, but I figured if I did that y’all would be scratching your head asking what the heck is Mark talking about. Cue the local controller: “Yeah, what *are* you talking about?” We were in Pittsburgh for almost a week. The last couple of days we got to hang out with the controller’s brother and *his* local controller, but most importantly we got to hang out with our four-year-old nephew! We did our best to spoil him. Two days after that trip I hopped on a plane going to Annapolis,⁸ Maryland, via the Baltimore airport and a 40-minute Uber ride. I flew back the next day after speaking for an hour to a group of planning, development and economic officials from the southern region. I was super happy to see a couple of our Arkansas PDD folks in attendance. It was, however, a long trip although I did fly on a plane, ride in a train *and* in a car on that trip. Not a traditional train trip but one of those airport train-tram thingies. My point: The world is slowly opening back up and travel, for both business and pleasure, is beginning to be a part of life again.

This summer brings a lot of road and air time for me and several other League staffers. Of course, y’all will be coming to Little Rock for the 88th Convention June 15, 16 and 17. Let me rephrase that: All y’all *better* be there!⁹ Seriously, we sure hope you’re going to join us. More on the convention in a bit. Over the next several months



¹ Apologies to the great Steve Martin and the late greats John Candy and John Hughes for borrowing the title to the 1987 hit about a man trying to get home for Thanksgiving but is thwarted at every turn. Candy is at his best playing a bumbling out-of-luck shower ring salesman. Martin is nothing short of perfection. If you haven’t seen it, do so as quickly as you can. <https://imdb.to/3wWxcig>

² Trips to D.C. have the added bonus of seeing my son Colin. He loves for Alison and me to visit because he gets free meals.

³ The League has been a longtime supporter and member of NLC. We’ve had Arkansas municipal officials serve in multiple leadership roles. <https://bit.ly/3GA2PS9>

⁴ IMLA is a great resource for municipal lawyers. It was founded in 1935 (the League was founded in 1934) and its first executive director was Charles S. Rhyne. Rhyne was a force to be reckoned with in the legal world. He was a great litigator, innovator and political influencer. He argued and won the seminal U.S. Supreme Court case *Baker v. Carr*. <https://bit.ly/3wS6cj4>

⁵ What can you say about NOLA, “The Big Easy,” that hasn’t already been said? Trivia and fun facts! That’s what you can say. 1. Masks are required when on a Mardi Gras float. 2. The city has many nicknames including The Crescent City because the mighty Mississippi makes a crescent shape around it. 3. St. Louis Cathedral is the country’s oldest active Roman Catholic Church. 4. City Park was originally used for dueling. Pow-pow! (The local controller is NOT amused.) 5. Bourbon Street is not named after booze! It is named after a royal house in France, The French House of Bourbon. Who knew?! 6. Dental floss was invented in NOLA by Levi Spear Parmly. I didn’t make that up. <https://bit.ly/3m386lt>

⁶ Pittsburgh was founded in 1758 and named after the British statesman William Pitt, 1st Earl of Chatham. It’s commonly referred to as the Steel City, in reference to industrial and steel making history, and the City of Bridges because of its 446 bridges. Man, that’s a lot of bridge maintenance! <https://bit.ly/3z7kijb>

⁷ This will tell you all you want to know about RISC and more. <https://bit.ly/3x44L1g>

⁸ Annapolis has a *loooong* history tracing back to 1649. I was 12. Moving on...it was incorporated in 1709. <https://bit.ly/3t1WCJ9> It’s beautiful, has great architecture, home to the State House and the U.S. Naval Academy. I cannot tell you how many boats I saw. They are everywhere. Well, everywhere in the water that almost surrounds the city, not in the city streets or parking lots. Okay, I’ll stop now.

⁹ BTW, during my recent emceeding of the opening ceremony of the International Institute for Municipal Clerks I made it clear to those not from the South that y’all and all y’all are considered plural. My comment got both loud laughs and odd stares.

I'll be attending meetings in¹⁰ Burlington, Vermont, Santa Fe and Albuquerque,¹¹ New Mexico, and Sherwood, Arkansas. Lots of planes, trains (tram thingies) and automobiles. Now that I think about it, I may actually ride a real train from Albuquerque to Santa Fe and back. That would be cool! I'm most happy the local controller will be accompanying me. She's great to travel with as long as I'm not writing a column. Again: "I heard that! Get to the point. The folks reading your stuff have very important things to do! Tick Tock BUDDY!" Ugh. When "buddy" is used I only have one foot left on the cliff. To the point it is!

The point: Convention! This will be the League's 88th Convention. Eighty-eight! That's a big number. I'll pause here to let the majority of my staff make an age joke related to me. Pause. Pause. Pause. A few were funny. Here's one of the local controller's favorites: "Mark is so old his idea of modern cinema is the talkies!" Hilarious. Back to Convention. In light of my travel schedule for this next couple of months it got me to thinking about the highways and byways y'all¹² will be traversing to come to the meeting. Here are a few:

- Interstate 40 from West Memphis to Fort Smith and all points in between, including Forrest City, Palestine, Wheatley, Brinkley, Carlisle, Lonoke, Mayflower, Conway, Menifee, Morrilton, Russellville, Clarksville, Mulberry, Alma and many more.
- U.S. Highway 67/167 from Corning to Hampton. On the way you'll run through or nearby Fordyce (via the Paul "Bear" Bryant bypass), Sheridan, North Little Rock, Sherwood, Jacksonville, Cabot, Searcy, Bald Knob, Newport, Diaz, Walnut Ridge, Pocahontas and a whole lot more.
- U.S. Route 49 from Piggott to Helena West Helena with all sorts of places along the way, including but not limited to Marvell, Cotton Plant, Waldenburg, Weiner, Brookland, Paragould, Marmaduke and Rector.
- Of course 49, 67/167 and 63 are used by folks from Jonesboro (Red Wolves! Howl Yes!), Bono, Egypt, Harrisburg, Cherry Valley, Wynne, Ash Flat, Cave City, Batesville, Judsonia, Kingsland, Warren and so many more it's hard to count.
- Add in Highways 79, 7 and 82 and you're romping through Harmony Grove, Camden, Stephens, Magnolia, El Dorado, Stamps and Lewisville territory.
- Highway 65/165 and I-530 make their way through and near Eudora, Montrose, Lake Village, Dermott, Dumas, Monticello, Pine Bluff, White Hall, Wabaseka, Redfield, England, Wrightsville, Greenbrier, Clinton, Marshall, Gilbert and Harrison, and when you're near Harrison it's a hop, skip and a jump to Diamond City, Lead Hill, Alpena, Berryville, Eureka Springs and Holiday Island.
- I-55 in northeast Arkansas will run ya by Blytheville, Luxora and Osceola.
- Jump down to southwest Arkansas and I-30 runs mostly north toward Hope, Prescott, Arkadelphia, Malvern, Rockport, Hot Springs, Bauxite, Benton, Bryant, Alexander and Little Rock.
- What about the western part of the state, Mark?! Well, I'll tell you. Let's head north on 71 from Fouke through Ashdown, Lockesburg, De Queen, Cove, Mena, Waldron and Greenwood. Now add in I-49 and its Rudy, West Fork, Greenland, Farmington, Fayetteville (Go Hogs!), Springdale, Siloam Springs, Cave Springs, Lowell, Rogers, Highfill, Bentonville, Pea Ridge and Bella Vista.

I'm exhausted from all that travel! Now, before we go any further just because I didn't mention your city or town doesn't mean I don't love you. I do! I love all 498 Arkansas cities and towns and the officials and employees that run them! Heck, I've visited well over 300 since starting at the League in 1989. Well, let me rephrase part of

¹⁰ The controller is begging me not to footnote every city I'm about to list. Fine. She's threatening me. I'll wait until she moves to another room. She actually just said: "I heard that!" Good grief, she has superhero powers!

¹¹ Admittedly I'm not a great speller but come on! Albuquerque may be one of the hardest, if not the hardest, city in the United States to spell. Ugh. I also struggle with restaurant. Stop laughing. You, not the local controller. She ain't laughing although she concurs that I'm a terrible speller.

¹² Or all y'all if you prefer.

that. Yes, I've visited, but on more than one occasion it was in my lawyer role and some of you were super happy to see me and some, not so much. Where was I? Oh yes. Planes, trains and automobiles.¹³

Starting on June 15 many of you will be headed to the Statehouse Convention Center for the 88th Arkansas Municipal League Convention. Please drive safely! I suspect none of you will be taking a train, but if I'm wrong, please be sure to tip the conductor if those folks still exist. I also believe none of you will be flying but there's likely a higher chance of flying versus train travel to this event. That said, please avoid flocks of birds, double check your fuel, engine, flaps and whatever other gizmos are on the checklist, and don't drink and fly. Also, don't drink and drive. And it goes without saying that you shouldn't drink and train.¹⁴

Yes, yes, yes. Back to the point. We are traveling again. We are gathering again. We are seeing people we haven't seen in a long time. We are enjoying each other's non-Zoom company and conversation. It's convention time and it's going to be great! Here are a few teasers:

- Wilkerson and Whitnee will be singing a medley of Dolly Parton and Kenny Rogers hits and duets. That's not true but I bet you laughed, and I got your attention.
- We're going to talk cybersecurity and mindfulness.
- Resolutions related to the upcoming legislative session will be discussed and voted upon. This is vitally important to ensure your legislative concerns are addressed.
- We're gonna eat really well!
- The opioid litigation and settlement(s) will be reviewed as will the effect of the pandemic on those in your communities suffering addiction and mental health issues.
- Money is on the agenda. As is decreasing crime.
- Infrastructure needs and grants will be discussed in detail.
- The issue of blighted properties in your communities has a concurrent session devoted to solutions.
- We'll hear from state auditors on best practices.
- Have I mentioned we're going to eat well?
- The League's annual business meeting will be held as well as reviewing legislative matters for the 94th General Assembly.

Of course, there will be much, much more, but that should whet your appetite. I cannot wait to see you and hear about what's happening in your neck of the woods.¹⁵ So, whether you're headed to Little Rock via a plane, train, automobile, scooter, bike, parachute, motorcycle, horse, covered wagon or skateboard, please arrive safely! I promise it's going to be a great convention.

Until next month, Peace.



Mark R. Hayes
Executive Director
Arkansas Municipal League

¹³ A couple of things to note here. First, the local controller is toe tapping and sighing right behind me. Second, I've written almost 10 paragraphs without a footnote! That's the first time the local controller has smiled since I started typing. I think we all know it won't last long but a fella can dream.

¹⁴ And just like that, the controller is shooting lasers from her eyes! She may actually be growling, but both Olive and Zorro are next to her and they ain't happy with my continued typing, aka not petting them. So, it could be one of the three growling. Or all three I suppose.

¹⁵ Apologies to Al Roker, NBC and the *Today Show* for using Al's saying.



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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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Existing subscribers will automatically migrate to their respective groups in the AML Communities ListServ—just follow these steps to set a new password!

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- Click the “sign in” button
- Click the “Can’t access your account?” link
- Follow the directions on the screen!

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A Special Message to Municipal Leaders

Supporting high-quality child care is a good investment in your community's future.

Arkansas child care providers are the workforce behind our workforce. Working families depend on child care just as employers depend on workers.

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



Recruiting new business depends on being able to offer high-quality child care for incoming employee families.

Supporting high-quality child care programs **helps create better opportunities** for the children and families in your community.



Better Beginnings is **your partner** in sustaining today's workforce and building a skilled, quality workforce for the future. You can help. See **Building a Better Future** on our website for actions you can take to support your community's growth.

Together, we can build a better future.



better beginnings

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DRA, federal partners announce \$34.2M in workforce development funding

In partnership with the U.S. Department of Labor (DOL) and the Appalachian Regional Commission, the Delta Regional Authority (DRA) on April 27 announced the availability of \$34.2 million in a fourth round of funding through the Workforce Opportunity for Rural Communities (WORC) Initiative, which seeks to invest in projects providing career and support services to people in the Delta and Appalachian regions so they may secure quality jobs in stable, high-demand occupations.

"In three years of funding provided by the Workforce Opportunity for Rural Communities Initiative, the U.S. Department of Labor has invested more than \$43.7 million into 33 workforce training projects in all eight states served by the Delta Regional Authority," said DRA Federal Co-Chairman Dr. Corey Wiggins. "As a result, the WORC Initiative has helped cultivate regional partnerships that expand workforce development opportunities for both employers and job seekers, keeping high quality jobs in the Delta while providing more than 12,000 hard-working individuals the opportunity to learn new skills, advance in their careers, and support their families."

Administered by DOL's Employment and Training Administration, WORC grants ranging from \$150,000 to \$1.5 million will fund projects to provide jobs, skills training and employment support services as workforce demands in these areas increase in high-growth and high-demand industries. Successful applicants will implement projects that demonstrate collaboration with community partners and coordination with existing economic development strategies.

The WORC Initiative aims to help rural communities create and promote new, sustainable job opportunities in competitive industries, particularly in regions that have suffered significant job losses in the energy extraction industry. These grants are intended to help new job seekers, dislocated workers and incumbent workers develop new skills and prepare people returning to the workforce.

Since 2019, the WORC Initiative has invested more than \$87.5 million into the Delta and Appalachian regions. To learn more about the WORC Initiative grants and to apply, email Anu Matthew at DOL-ETA-DWG@dol.gov.

Application period opens for Arkansas Heritage Grants

Two submission deadlines are approaching for community-based nonprofit groups and others interested in receiving funding through the Arkansas Heritage Grants program, Arkansas Heritage has announced. The two deadlines in 2022 for submitting proposals are June 15 and Oct 17. Grants cannot exceed \$5,000 and for-profit organizations or events are not eligible. Money must go toward the proposed program and not operating costs or infrastructure.

Arkansas Heritage Grants are designed to help groups promote awareness and enjoyment of Arkansas' heritage; increase community-based nonprofit groups' abilities to create heritage related programs, especially in places where they would otherwise not occur; foster cooperative efforts among organizations, businesses and government to increase the size and scope of events; and create ongoing components to existing heritage related celebrations. More information on grant criteria can be found at www.arkansasheritage.com.

2022 Act 833 deadline for Arkansas fire departments

The 2022 Act 833 application period opened January 1 and will close June 30. 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

TIMOTHY W. MCMINN, 75, who served on the Sherwood City Council for the past 12 years, died May 20. McMinn also served on the Sherwood Civil Service Commission from 1985 to 1994.

Meeting Calendar

June 15-17, 2022, Arkansas Municipal League 88th Convention

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

Summaries of Attorney General opinions

Recent opinions that affect municipal government in Arkansas

From the office of Attorney General Leslie Rutledge

Volunteer fire departments may raise dues without voter approval under certain circumstances

Opinion No. 2022-013

Requestor: Joshua P. Bryant, State Representative

Q1) If the levy of volunteer fire department dues is presented to and approved by the voters, may the volunteer fire department raise those dues without submitting the issue to the voters again? Q2) If the answer to Question 1 is yes, may the county continue to collect and remit the dues of the volunteer fire department without submitting the issue to the voters again? Q3) Would the answer to Questions 1 and 2 be

different if the issue presented to and approved by the voters listed a specific amount to be charged as the dues by the volunteer fire department? **RESPONSE:** The answer to all three of your questions is yes. If the measure approved by voters lists a specific rate, then only that rate may be assessed. If, however, voters merely approve a general authorization, then a volunteer fire department organized as a private, nonprofit corporation with a board of directors held accountable by the service area's members—via regular elections—may raise the dues.

To read full Attorney General opinions online, visit the "Opinions" page at www.arkansasag.gov or email oag@arkansas.gov.

Filing dates approaching for municipal office seekers

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

Mayor-council form of government

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

City manager form of government

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

City administrator form of government

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

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

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

Key resources

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

Fun and steaks abound at 33rd Magnolia Blossom Festival

Festivalgoers and ribeye lovers from across the Ark-La-Tex gathered in Magnolia May 20-21 for the 33rd Annual Magnolia Blossom Festival and 32nd Annual World Championship Steak Cook-Off. According to David Nelson, long-tenured cook-off chair, around 10,000 were in attendance for the two-day event on the southwest Arkansas city's historic square. League Deputy Director Whitnee V. Bullerwell was also on the scene. "I've been a steak judge before and was asked to be an appetizer judge this year," she told *City & Town*. "We judged 30 appetizers based on creativity, presentation and taste." The winner of the World Championship Steak Cook-Off was Jon Roger with Big Jon Big Eats out of Ruston, Louisiana. 🍷



PHOTOS BY WHITNEE V. AND MIKE BULLERWELL

This year's judges came with an appetite for appetizers. From left, SAU Offensive Line Coach J Pond, Bullerwell and Magnolia School District Superintendent John "Skipper" Ward.





Adam Osweiler, PE
Land Development Project
Manager/Senior Associate

Who we are ...

"Growing up in the Delta and along Bayou Bartholomew, I quickly learned the importance of water and how it affected everyone differently. I knew right away that protecting our natural environment from some of the harms that come from developing land was an important task. Today, I am lucky enough to be able to incorporate that same natural environment and sustainable design into commercial and residential development projects across our beautiful state. I take great pride in being able to continue to reimagine all these different spaces into amazing places."



Level 2 workshop focuses on leadership skills

Municipal officials and personnel from across Arkansas who have achieved Level 1 certification through the League's voluntary certification program gathered at the Wyndham Hotel in North Little Rock on May 11 for the Level 2 Leadership 101 workshop. The hybrid workshop was also livestreamed and recorded, providing those who couldn't attend in person with several ways to participate and earn five credit hours for the course. Overall attendance was strong, with 67 in-person participants and 112 joining online for a total of 179.

The certification program will continue at the League's 88th Convention, June 15-17 in Little Rock, where three hours of continuing education will be available. 📍



North Little Rock Deputy Clerk and Revenue Enforcement Officer Jim Scott, who retired as a lieutenant with the North Little Rock Police Department, shared what he believes are the key practices of an exemplary leader. Jason Van Goor, assistant special agent in charge with the FBI's Little Rock office, focused on coaching and developing future leaders, those with what he called the combo for success: "knowledge, skills, ability, experience and personality."



"Leadership is an art, not a science," said Ventrell Thompson, who serves as the vice president of customer service with Entergy Arkansas. He reminded municipal leaders that the end goal should always be to build a highly functioning team.



League Deputy Director Whitnee V. Bullerwell shared ways leaders can increase their emotional intelligence by building skills like active listening, practicing empathy and increasing situational awareness. These practices combine to create psychological safety in the workplace, she said, a place where employees feel safe to learn and collaborate, discover, ask questions, experiment and to make and learn from mistakes.



Jami Cook, secretary of the Arkansas Division of Public Safety, drew upon her history in law enforcement, both as an officer and in administration, to define what leadership means for her. It's easy for positions of power and the titles that come with them to inflate your ego, she said. "Don't let the job change you, because it happens. It's very easy to get arrogant in these positions. Always stay humble."



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League law clerks Alena Hernandez and Caleb McKinzie-Alexander graduated from the William H. Bowen School of Law in May. Their next steps are to study for and pass the bar exam in California and Arkansas, respectively.

League law clerk program offers real-world experience

By John L. Wilkerson, League staff

As you all know, the Arkansas Municipal League offers a variety of services to support the cities and towns of Arkansas. Whether it's through one of our benefit programs, or one of our many training sessions, or our help with the American Rescue Plan Act (ARPA), or through our lobbying efforts, or...well, you see where I'm going. No matter your need, the League staff will always work to provide anything they can to help you and your municipalities. Along with these programs and trainings are what I call "programs within programs." These unheralded programs do not often get talked about but are an essential part of the League's day-to-day operations. One such program within a program is the Municipal Legal Defense Program's law clerk program. To properly showcase the program is to highlight two recent "graduates" of the law clerk program, Alena Hernandez and Caleb Alexander-McKinzie. These two recent graduates

of the William H. Bowen School of Law exemplify the value law clerks provide to the cities and towns and how, without their help, the League could not accomplish as much as it does.

First, let me introduce the law clerk program. A "law clerk" is a law school student who works part-time in a work-study-training program. Often, law clerks for the League are students at the Bowen School of Law—the alma mater of just about every lawyer working for the League, including yours truly. Law clerks work 20-ish hours a week helping the litigation counsel side of MLDP, or helping Blake Gary, Lanny Richmond, Caran Curry and me on the legal counsel side. The tasks vary widely—one day a law clerk could be writing a motion to dismiss in an employment case and the next day organizing time sheets for an FLSA case; another law clerk may spend Wednesday reading a newly passed bill and the next day answering a mayor's question about how

many readings it takes to properly present a bond ordinance. Because the tasks are so varied, it is incredibly important to hire the right people as law clerks, and the League has had many great law clerks—in fact, several of them have found a career at the League after graduation. Lanny Richmond, Jenna Adams, Brie Gibson and I are all graduates of the League’s law clerk program, and each of us can speak to the value of that experience.

With the stage set, I’d like to brag on Alena and Caleb, two of the most recent graduates of the MLDP law clerk program. These two have been a fundamental part of our work over the last two years. Between COVID-19, the CARES Act, ARPA, the opioid litigation and the many other duties we handle every day, there is no shortage of help needed. These two remarkable law students have been fundamental to the success of the MLDP and the League as a whole. Even if you haven’t met Alena and Caleb personally, you may know them as “Law Clerk 5” and “Law Clerk 6” in your email inbox! All jokes aside, we could not have accomplished as much as we did during these challenging times without their help.

Alena, who comes to Arkansas from Southern California, began working for the MLDP last May. I remember her first day very well. The Interim Final Rules for ARPA had been released two weeks before she started. As soon as she sat down at her new desk, I gave her all 151 pages of those Interim Rules and said, “Please read this.” From there, Alena’s focus was almost entirely ARPA. As you all remember, ARPA consumed the second half of 2021 and the first half of 2022. We had weekly trainings, we answered hundreds of questions, we produced written materials and a website, and we did as much as we could to understand every nuance of this once-in-a-lifetime funding source. Behind every training, every answer we gave, every page of written material and every other step we took was Alena. She answered questions, she researched federal rules, she created PowerPoints...so many PowerPoints. In fact, even after graduation Alena has spent her Saturday mornings calling mayors who have not completed the first round of reporting. On top of her Rescue Plan work, Alena also worked with Jenna in litigation and helped Mary Caffee, Larra Bender and I gather all the opioid settlement documents. The list of Alena’s contributions to the League goes on. Alena heads back home soon to take the California bar exam. As someone who has taken and passed California bar exam, I know she’ll need all the good wishes you can offer. Of course, I also know she’ll pass it with flying colors.

A native of DeValls Bluff, Caleb began his time here at the League two years ago just as the pandemic really took hold. I’m sure it goes without saying how important everyone was during those early days of COVID-19. It was a time of uncertainty, and as soon as Caleb walked in the door, he hit the ground running to



Caleb and Alena spent two years with the League, working on everything from the American Rescue Plan Act to helping to successfully litigate cases for the MLDP.

help. If Caleb had a motto, I believe it would be “what can I do to help?” Caleb brought a tireless work ethic and a unique perspective that allowed us to always think about ways to improve our work. He helped me prepare for a national presentation on police liability while at the same time helping me litigate a complex case for Batesville. He helped draft, and re-draft, legislation during the legislative session while also organizing a panel on the importance of local control at the law school. And, during all this, he served on the trial team with Mary Caffee and Keith Wren for two MLDP victories. I could go on, but I’ll finish with this—Caleb has been invaluable to the League. Caleb’s next step is studying for the Arkansas bar exam in July. Again, please join me in wishing him well. Of course, I have no doubt he’ll pass with flying colors.

As you can tell, I’m very proud of the MLDP law clerk program and the law students who join us and dedicate their time to the cities and towns of Arkansas. Working for local government is rewarding work, and I’m happy to share that experience with as many young people as possible. Alena and Caleb will be missed immensely. Please join me in wishing them luck on what I know will be very successful legal careers. 🍀



John L. Wilkerson is general counsel for the Arkansas Municipal League. Contact John at 501-374-3484, ext. 128, or email jwilkerson@arml.org.

WWAC offers funding assistance for water and wastewater projects

By Nicole Blanks

The Water and Wastewater Advisory Committee (WWAC), which operates under the Arkansas Department of Agriculture's Natural Resources Division, provides developmental guidance for water and wastewater projects by recommending financing through different funding agencies. WWAC was implemented in 1992 and is recognized as a unique model due to the cooperative efforts of the funding and regulatory agencies serving on the committee.

WWAC meets monthly to review water and wastewater applications submitted for review. Projects eligible for funding include treatment plants, distribution and collection lines, water/wastewater service extensions, elevated and ground storage tanks, and new water sources.

Who are our partners?

WWAC is comprised of representatives from the Arkansas Natural Resources Commission, Arkansas Rural Water Association, Arkansas Department of Health, U.S. Department of Agriculture–Rural Development, Communities Unlimited, Arkansas Department of Energy and Environment–Environmental Quality, and Arkansas Economic Development Commission.

During the WWAC's monthly meetings, each agency represented on the committee may review each water and wastewater project and provide comments to assist the applicants with compliance requirements and project development. The committee can provide funding recommendations or make requests for additional information prior to providing a funding recommendation.

The application process

Completing the WWAC application is the first step in the process. The application is a savable, fillable PDF located on the Water/Wastewater Advisory Committee page located under the Natural Resources Water Development Section of the Arkansas Department of Agriculture website, agriculture.arkansas.gov.

The application is easy to complete. The initial portion asks for general information about the applicant and the applicant's engineering firm. The remainder of the application requests more detailed information about the proposed project, including the type of project (water or wastewater), new wastewater treatment plant, new water storage tank or other needs. The application must be signed by the project applicant and the person preparing the application.

The completed application should be emailed to anrc.wwac@agriculture.arkansas.gov. Receipt of the application will be acknowledged by email. WWAC applications must be received by the 15th of each month to be eligible for the meeting agenda for the following month.

Applications are sent to committee members for comments and evaluation. During the monthly meeting, members discuss each application and determine funding recommendations. A letter containing information about the funding recommendation and next steps is sent to the applicant of each reviewed project. If you have questions about completing the application, contact Nicole Blanks at 501-682-0547 or by email at Nicole.Blanks@agriculture.arkansas.gov.

Requested documents

The WWAC application is the only document required to be submitted initially. However, WWAC may request a preliminary engineering report (PER) or a copy of project plans and specifications to assist in funding recommendations or to move forward in the application process.

Water plan compliance

The State Water Plan provides policy for the orderly development and management of the state's waters and related land resources with the public's interest in mind. All public entities that propose to complete a water resources project must coordinate with the Natural Resources Division to ensure that the project is consistent with the State Water Plan or meets an existing exemption from review.

To start the water plan compliance (WPC) process, an exemption checklist form can be filled out by the applicant or the applicant's preparer. If it meets exemption status, an exemption letter will be sent. Should the project not meet exemption status, a WPC application will be sent. A preliminary engineering report must be submitted with the WPC application. All forms for WPC process can also be found at www.agriculture.arkansas.gov or by emailing coordinator Josh Burns at Josh.burns@agriculture.arkansas.gov. 📧



Nicole Blanks is program outreach coordinator with the Arkansas Department of Agriculture's Natural Resources Division. You can reach her by phone at 501-682-0547 or email Nicole.Blanks@agriculture.arkansas.gov.



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FROM THE DESK OF
MAYOR, **FRANK SCOTT, JR.**

Arkansas Municipal League
2022 88th Hybrid Convention



Dear Delegates,

On behalf of the City of Little Rock, I am pleased to welcome you for the 88th Hybrid Convention of the Arkansas Municipal League. Our state is fortunate to have an active, engaged Arkansas Municipal League.

I know you will be spending most of your time focused on the conference activities downtown, however I hope you will get a chance to explore the many attractions Little Rock offers. While you are downtown, hop on one of our streetcars for a free, fun and convenient way to discover the unique boutiques and fantastic restaurants in our downtown core.

A city growing forward, Little Rock continues to renew and grow, not just in downtown but throughout the city. Recently ranked one of 12 ‘Best Places to Live’ by Outside magazine, one of ‘America’s 50 Best Small Cities’ by Resonance Consultancy, one of the Top 100 Cities by Livability, and a Top 10 ‘Best U.S. Value Destination’ three years running by Trivago.com, Little Rock continues to garner national and international acclaim for its amenities, beauty and quality of life. Both Southern Living and Food & Wine magazines have named Little Rock as one of “15 Southern Cities All Food Lovers Should Visit Now.”

Little Rock offers many wonderful visitor attractions including the Clinton Presidential Center, Central High School National Historic Site, Old State House Museum, Historic Arkansas Museum, and the Mosaic Templars Cultural Center. For those who enjoy experiencing local cuisine, may I suggest visiting Wicked Taco on 2nd Street or Lassis Inn, which is known for its vast selection of fried fish.

Again, we are excited to be hosting the convention in Little Rock. For those who came from out of town, please come back again soon. For those who live here, I look forward to working with you as together we grow Little Rock forward!

Sincerely,

Mayor Frank D. Scott, Jr.
City of Little Rock

CITY HALL, SUITE 203, 500 W. MARKHAM

📞 501.371.4510 📧 fscottjr@littlerock.gov

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2022 Arkansas Municipal League 88th Convention
Statehouse Convention Center
June 15-17, 2022



Greetings!

As Mayor of North Little Rock, it is my pleasure to welcome you to the 2022 Arkansas Municipal League 88th Hybrid Convention. While you're visiting, we hope you'll enjoy some of the best of what North Little Rock has to offer.

The **Argenta Arts & Entertainment District** is North Little Rock's historic downtown neighborhood. Enjoy a variety of restaurants and breweries, the North Little Rock Heritage Center, and more. Stop by Argenta Plaza, an outdoor community space that's perfect for relaxing or people-watching.

As you stroll down Main Street, you might see (or hear!) the **METRO Streetcar** making its rounds. Hop on one of the replica vintage trolleys and enjoy amazing views of the Arkansas River as you travel between Argenta in North Little Rock and the River Market District in Little Rock.

Not far from Argenta in North Shore Riverwalk Park, the **Arkansas Inland Maritime Museum** offers tours of the USS *Razorback* (SS-394), a World War II-era submarine. Enjoy the exhibits and learn about the tugboat USS *Hoga* (YT-146), which was designated a National Historic Landmark for the tugboat's heroic actions during the attack on Pearl Harbor.

To immerse yourself in nature without leaving town, visit **Burns Park**, one of the largest municipal parks in the nation. Within its 1,700 acres, you'll find two 18-hole golf courses, a dog park, disc golf, nature trails, and more.

Last but not least, visit **The Old Mill at T.R. Pugh Memorial Park**, a historic replica of an 1800's gristmill that was featured in the opening scenes of *Gone With The Wind*. The unique sculptures, beautiful landscaping, and peaceful waterfall make this a perfect photo op.

On behalf of the City of North Little Rock, I welcome you and extend my best wishes for a fun and successful conference.

Sincerely,


Terry C. Hartwick
Mayor

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WORK
PLAY
VISIT



Arkansas River Trail



Justice Center



*Big Rock Quarry Bike Park
- Pump Track*



Burns Park Golf Course



The Old Mill



@cityofnlr

The Arkansas Municipal League 88th Convention



88th ANNUAL CONVENTION

Wednesday, June 15, 2022

<p>1:00 P.M. to 3:00 P.M.</p>	<p>ARKANSAS CITY CLERKS, RECORDERS AND TREASURERS ASSOCIATION (ACCRTA) ANNUAL BUSINESS MEETING <i>The ACCRTA will hold their annual business meeting prior to the start of the 88th Annual Convention.</i></p>	<p>ARKANSAS BALLROOM, MH</p>
<p>1:00 P.M. to 6:30 P.M.</p>	<p>REGISTRATION (NO ON-SITE REGISTRATION AVAILABLE) <i>Stop by to receive your badge, tote bag, thumb drive containing updated publications and Handbook coupon to redeem at League Services.</i></p>	<p>OSAGE ROOM, SCC</p>
<p>1:00 P.M. to 6:30 P.M.</p>	<p>EXHIBIT HALL OPENS <i>Drop by during the breaks and exhibit hall hours to visit with exhibitors and sponsors to discuss the products and services available to municipalities. Popcorn and beverages will be served throughout the afternoon. Also, take the time to renew acquaintances with fellow municipal officials and personnel while relaxing in the exhibit hall. Virtual attendees, be sure to head to the virtual booths in the Attendee Hub!</i></p>	<p>GOVERNOR'S HALLS I-III, SCC</p>
<p>3:00 P.M. to 4:00 P.M.</p>	<p>*RESOURCES TO KEEP MUNICIPAL IT INFRASTRUCTURE SAFE AND SECURE <i>The cyber threat landscape is continuously changing and the risks to our municipalities from ransomware, business email compromise and threats to critical infrastructure are increasing significantly in 2022. Our expert panel will discuss these increasing threats and the resources to protect your municipality and increase your cybersecurity posture.</i></p> <p>Presiding: Whitnee V. Bullerwell, Deputy Director Arkansas Municipal League</p> <p>Speaking: Jeff Melton, General Manager, Information Technology Services Arkansas Municipal League</p> <p>Mark Kirby, Cybersecurity Advisor, State Coordinator (Arkansas) Cybersecurity and Infrastructure Security Agency (CISA)</p> <p>Chad Johnston, Protective Security Advisor-Arkansas, Region VI Cybersecurity and Infrastructure Security Agency (CISA)</p> <p><i>*Continuing certification workshops offer three hours of continuing certification credit during the 88th Convention. Participants will be scanned for two hours of continuing certification credit at the conclusion of the Thursday workshop at 11:45 a.m.</i></p>	<p>GOVERNOR'S HALL IV, SCC</p>
<p>4:15 P.M. to 4:30 P.M.</p>	<p>BREAK</p>	<p>GOVERNOR'S HALL I-III, SCC</p>
<p>4:30 P.M. to 5:30 P.M.</p>	<p>PRACTICING MINDFULNESS IN A FAST AND FURIOUS WORLD <i>This session is a game changer in how one approaches life. As a society, we have become accustomed to "busyness" and multitasking, which leads to feeling stressed, anxious and preoccupied throughout the day. Mindfulness practices offered and demonstrated by certified facilitator Kerrie Lauck to become centered and present in the moment will be transformative for convention attendees.</i></p> <p>Presiding: Mark R. Hayes, Executive Director Arkansas Municipal League</p> <p>Speaking: Kerrie Lauck, J.D., Certified Workplace Mindfulness Facilitator KLauckwork</p>	<p>GOVERNOR'S HALL IV, SCC</p>

MH = Marriott Hotel, SCC = Statehouse Convention Center, * = Certification Credit, ** = CLE, *** = Certification Credit and CLE

Tentative Agenda



88th ANNUAL CONVENTION

<p>5:30 P.M. to 6:30 P.M.</p>	<p align="center">RESOLUTIONS COMMITTEE</p> <p><i>Each municipality has a designated representative who is a member of the Resolutions Committee.</i></p> <p>Presiding: Mayor Virginia Young, Sherwood First Vice President, Arkansas Municipal League</p>	<p>GOVERNOR'S HALL IV, SCC</p>
<p>7:00 P.M.</p>	<p align="center">OPENING NIGHT BANQUET <i>Sponsored by JTS Financial</i></p> <p><i>Welcome to the 88th Convention Opening Night Banquet. Enjoy a delicious meal and visit with fellow delegates. During this time, we will recognize various municipalities and individuals who have made significant contributions to the League this past year. Thank you to JTS Financial for sponsoring this event!</i></p> <p>Presiding: Mayor Tim McKinney, Berryville President, Arkansas Municipal League</p>	<p>WALLY ALLEN BALLROOM, SCC</p>
<h3>Thursday, June 16, 2022</h3>		
<p>7:00 A.M. to 8:30 A.M.</p>	<p align="center">HOST CITY BREAKFAST <i>Sponsored by the City of Little Rock and the LRCVB</i></p> <p><i>Start the day off right with a country-style breakfast buffet. Thank you to our host city, Little Rock, and the Little Rock Convention and Visitors Bureau for sponsoring today's breakfast.</i></p>	<p>GOVERNOR'S HALL I-III, SCC</p>
<p>7:00 A.M. to 5:30 P.M.</p>	<p align="center">REGISTRATION (NO ON-SITE REGISTRATION AVAILABLE)</p> <p><i>Stop by to receive your badge, tote bag, thumb drive containing updated publications and Handbook coupon to redeem at League Services.</i></p>	<p>OSAGE ROOM, SCC</p>
<p>7:00 A.M. to 5:30 P.M.</p>	<p align="center">EXHIBIT HALL OPENS</p> <p><i>Drop by during the breaks and exhibit hall hours to visit with exhibitors and sponsors to discuss the products and services available to municipalities. Popcorn and beverages will be served throughout the afternoon. Also, take the time to renew acquaintances with fellow municipal officials and personnel while relaxing in the exhibit hall. Virtual attendees, be sure to head to the virtual booths in the Attendee Hub!</i></p>	<p>GOVERNOR'S HALL I-III, SCC</p>
<p>7:15 A.M. to 7:45 A.M.</p>	<p align="center">VOLUNTARY PRAYER SESSION</p> <p><i>This is a time for those who wish to gather to pray for our national, state and local leaders.</i></p>	<p>FULTON ROOM, SCC</p>
<p>8:45 A.M. to 10:00 A.M.</p>	<p align="center">OPENING GENERAL SESSION <i>Sponsored by Crews & Associates</i></p> <p><i>The 88th Convention begins with the Presentation of Colors and the singing of the National Anthem. Little Rock Mayor Frank Scott Jr. will welcome delegates, and keynote speaker Jeff Butler will discuss "Building and Managing an Effective Multi-Generational Workplace." Thank you to Crews & Associates for sponsoring our keynote speaker!</i></p> <p>Presiding: Mayor Tim McKinney, Berryville President, Arkansas Municipal League</p> <p>Color Guard: North Little Rock Police Department National Anthem: Sergeant Allison Walton, Little Rock Police Department Host City Welcome: Mayor Frank Scott Jr., Little Rock (tentative) Speaking: Jeff Butler, President, Jeff Butler International</p>	<p>GOVERNOR'S HALL IV, SCC</p>
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The Arkansas Municipal League 88th Convention



88th ANNUAL CONVENTION

Thursday, June 16, 2022 continued

10:00 A.M. to 10:15 A.M.	BREAK	GOVERNOR'S HALLS I-III, SCC
10:15 A.M. to 10:45 A.M.	<p style="text-align: center;">OPIOID SETTLEMENT: HOW TO USE THE MONEY FOR GOOD</p> <p>Presiding: Mayor Virginia Young, Sherwood First Vice President, Arkansas Municipal League</p> <p>Speaking: Jerome Tapley, Principal Co-Chair Cory Watson Attorneys Kirk Lane, Arkansas Drug Director State of Arkansas John L. Wilkerson, General Counsel Arkansas Municipal League</p>	GOVERNOR'S HALL IV, SCC
10:45 A.M. to 11:45 A.M.	<p style="text-align: center;">***PRE-PANDEMIC & PANDEMIC DRUG USE IN ARKANSAS</p> <p><i>This session will focus on the notable increase in drug use and instances of drug overdoses during the pandemic, how cities and towns have addressed those issues, what the future holds, and what civil and criminal law strategies have been, and can be, used to minimize the impact of drug use in Arkansas. This session will include an overview of drug use in Arkansas, the personal perspective of the impact drug use has had on first responders, and a discussion of strategies from both the litigation and criminal side of this crisis.</i></p> <p>Presiding: Mayor Virginia Young, Sherwood First Vice President, Arkansas Municipal League</p> <p>Speaking: Jerome Tapley, Principal Co-Chair Cory Watson Attorneys Kirk Lane, Arkansas Drug Director State of Arkansas Police Chief Chris Chapmond City of Hot Springs Matthew Stallings, Political Director Arkansas Professional Firefighters</p> <p><i>***This session will serve as continuing certification credit for the League's Voluntary Certification Program and as CLE credit for city attorneys.</i></p>	GOVERNOR'S HALL IV, SCC
12:00 P.M. to 1:15 P.M.	<p>88TH CONVENTION FOOD FEST! <i>Sponsored by American Fidelity Assurance</i></p>	GOVERNOR'S HALL I-III, SCC

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Tentative Agenda



88th ANNUAL CONVENTION

THURSDAY CONCURRENT SESSIONS Round 1

<p>1:30 P.M. to 2:30 P.M.</p>	<p align="center">ARKANSAS NATURAL RESOURCES DIVISION: FUNDING SOURCES FOR CITIES/TOWNS</p> <p>Presiding: TBD Speaking: Debra Dickson, Program Fiscal Manager Arkansas Department of Agriculture, Natural Resources Division Caran Curry, Grants Attorney Arkansas Municipal League Mayor Jan Larson City of Jasper</p>	<p align="center">GOVERNOR'S HALL IV, SCC</p>
<p>1:30 P.M. to 2:30 P.M.</p>	<p align="center">REQUIRED TRAINING FOR WATER SYSTEMS</p> <p>Presiding: Kevin Settle, City Director City of Fort Smith Speaking: Blake Gary, Legal Counsel Arkansas Municipal League Jack Critcher, Legislative Liaison Arkansas Municipal League Ryan Benefield, Deputy Director (tentative) Arkansas Department of Agriculture, Natural Resources Division</p>	<p align="center">CARAWAY ROOMS I-II, SCC</p>
<p>1:30 P.M. to 2:30 P.M.</p>	<p align="center">**STRATEGIES ON DECREASING CRIME</p> <p><i>Across the nation, violent crime is on the rise. Because the protection and safety of citizens is a top priority for cities and towns, understanding strategies to combat the rise in violent crime is fundamentally important. Today's speakers will showcase how partnerships between federal, state and local law enforcement agencies can help decrease violent crime and keep the citizens of Arkansas safe.</i></p> <p>Presiding: Lloyd Franklin, Police Chief City of Pine Bluff Speaking: Jonathon Ross, Acting U.S. Attorney Eastern District of Arkansas J.R. Wilson, Police Chief and Assistant City Manager City of Hope Keith Chrestman, Prosecuting Attorney Second Judicial District</p> <p><i>**This session will serve as one hour of CLE for city attorneys.</i></p>	<p align="center">DREW ROOM, SCC</p>
<p>2:30 P.M. to 2:45 P.M.</p>	<p align="center">BREAK</p>	<p align="center">GOVERNOR'S HALLS I-III, SCC</p>

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The Arkansas Municipal League 88th Convention



88th ANNUAL CONVENTION

THURSDAY CONCURRENT SESSIONS Round 2

<p>2:45 P.M. to 3:45 P.M.</p>	<p align="center">UPCOMING INFRASTRUCTURE GRANT FUNDING</p> <p>Presiding: Mayor Crystal Marshall City of Crossett</p> <p>Speaking: Caran Curry, Grants Attorney Arkansas Municipal League Carlos A. Meredith, Advanced Program Management Engineer Program Management Division, ARDOT Jean Noble, PCED, Director, Grants Management Arkansas Economic Development Commission ADFA Representatives: TBD</p>	<p>GOVERNOR'S HALL IV, SCC</p>
<p>2:45 P.M. to 3:45 P.M.</p>	<p align="center">**BLIGHTED PROPERTIES: HOW TO CONDEMN AND ABATE</p> <p><i>Blighted, dilapidated and abandoned properties exist in nearly every city and town of Arkansas. These properties are not just an eye sore—they can be fire hazards, havens for criminal activity and can stunt development. While condemning and abating property is a daunting task under Arkansas law, many municipalities have found success. This session will feature one such city's success story. Also, two experts from the University of Memphis will share their experience in utilizing litigation as a tool in the fight against blighted properties.</i></p> <p>Presiding: TBD</p> <p>Speaking: Daniel Schaffzin, Associate Professor of Law University of Memphis Brigid Welsh, Neighborhood Preservation Clinic Attorney University of Memphis Mayor Shirley Washington City of Pine Bluff Janice L. Erby-Smith, Condemnation/Demolition Coordinator City of Blytheville</p> <p><i>**This session will serve as one hour of CLE for city attorneys.</i></p>	<p>DREW ROOM, SCC</p>
<p>2:45 P.M. to 3:45 P.M.</p>	<p align="center">PLANNING AND ECONOMIC DEVELOPMENT DISTRICTS: HOW THEY CAN BEST ASSIST YOUR HOMETOWN</p> <p>Presiding: TBD</p> <p>Speaking: TBD</p>	<p>CARAWAY ROOMS I-II, SCC</p>
<p>3:45 P.M. to 4:00 P.M.</p>	<p align="center">BREAK</p>	<p>GOVERNOR'S HALLS I-III, SCC</p>
<p align="center">MH = Marriott Hotel, SCC = Statehouse Convention Center, * = Certification Credit, ** = CLE, *** = Certification Credit and CLE</p>		

Tentative Agenda



88th ANNUAL CONVENTION

THURSDAY CONCURRENT SESSIONS Round 3

<p>4:00 P.M. to 5:00 P.M.</p>	<p>PARTICIPATION IN THE MUNICIPAL PROPERTY PROGRAM (MPP) AND DISCUSSION ABOUT CYBERSECURITY INSURANCE</p> <p>Presiding: Mayor Noel Foster City of White Hall</p> <p>Speaking: John Wells, General Manager Municipal Property Program and Municipal Vehicle Program Arkansas Municipal League</p> <p>Jeff Melton, General Manager, Information Technology Services Arkansas Municipal League</p> <p>Justin Swarbrick, Vice President Alliant Insurance Services</p>	<p>CARAWAY ROOMS I-II, SCC</p>
<p>4:00 P.M. to 5:00 P.M.</p>	<p>HOW TO COMPLY WITH THE \$5,000 POLICE STIPEND</p> <p>Presiding: Carol Westergren, City Clerk/Treasurer, City of Beebe District 2 Vice President, Arkansas Municipal League</p> <p>Speaking: Blake Gary, Legal Counsel Arkansas Municipal League</p> <p>Amanda Yarbrough, Attorney Commission on Law Enforcement Standards and Training</p> <p>Ember Strange, Director of Finance City of North Little Rock</p>	<p>FULTON ROOM, SCC</p>
<p>4:00 P.M. to 5:00 P.M.</p>	<p>**LEGISLATIVE AUDIT BEST PRACTICES</p> <p>Presiding: Carl Rabey, Finance Director City of Centerton</p> <p>Speaking: Tim Jones, Audit Manager Division of Legislative Audit</p> <p>David Coles, Information Systems Supervisor Division of Legislative Audit</p> <p>Joe Archer, Field Audit Supervisor Division of Legislative Audit</p> <p>Cindy Frizzell, Director of Finance and Program Rates Arkansas Municipal League</p> <p><i>**This session will serve as one hour of CLE for city attorneys.</i></p>	<p>DREW ROOM, SCC</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 Virginia Young, Sherwood First Vice President, Arkansas Municipal League</p>	<p>GOVERNOR'S HALL IV, SCC</p>
	<p>DINNER ON YOUR OWN</p>	
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The Arkansas Municipal League 88th Convention



88th ANNUAL CONVENTION

Friday, June 17, 2022

7:00 A.M. to 8:30 A.M.	BREAKFAST BUFFET	GOVERNOR'S HALLS I-III, SCC
7:00 A.M. to 10:45 A.M.	EXHIBIT HALL OPENS <i>Drop by during the breaks and exhibit hall hours to visit with exhibitors and sponsors to discuss the products and services available to municipalities. Popcorn and beverages will be served throughout the afternoon. Also, take the time to renew acquaintances with fellow municipal officials and personnel while relaxing in the exhibit hall. Virtual attendees, be sure to head to the virtual booths in the Attendee Hub!</i>	GOVERNOR'S HALLS I-III, SCC
7:00 A.M. to 12:00 P.M.	REGISTRATION (NO ON-SITE REGISTRATION AVAILABLE) <i>Stop by to receive your badge, tote bag, thumb drive containing updated publications and Handbook coupon to redeem at League Services.</i>	OSAGE ROOM, SCC
8:15 A.M. to 12:15 P.M.	**CONTINUING LEGAL EDUCATION <i>**City attorneys will receive 4 hours of CLE.</i>	DREW ROOM, SCC
8:45 A.M. to 9:45 A.M.	ANNUAL BUSINESS MEETING <i>During this session, Executive Director Mark R. 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 2022-2023. Business meetings will then begin for the following League programs: Municipal League Workers' Compensation Program, Municipal Vehicle Program, Municipal Property Program and the Municipal Health Benefit Program.</i> Presiding: Mayor Tim McKinney, Berryville President, Arkansas Municipal League Speaking: Mark R. Hayes, Executive Director Arkansas Municipal League City Attorney Howard Cain, Huntsville Group Manager, Municipal League Workers' Compensation Program	GOVERNOR'S HALL IV, SCC
9:45 A.M. to 10:00 A.M.	BREAK	GOVERNOR'S HALLS I-III, SCC
10:00 A.M. to 11:00 A.M.	LEGISLATIVE MATTERS OF INTEREST FOR THE 94TH GENERAL ASSEMBLY Presiding: Mayor Virginia Young, Sherwood First Vice President, Arkansas Municipal League Speaking: John L. Wilkerson, General Counsel Arkansas Municipal League Jack Critcher, Legislative Liaison Arkansas Municipal League Phillip Patterson, City Administrator City of Siloam Springs Mayor Jonas Anderson City of Cave City	GOVERNOR'S HALL IV, SCC

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Tentative Agenda



88th ANNUAL CONVENTION

<p>11:00 A.M. to 12:00 P.M.</p>	<p align="center">*CONSOLIDATION OF PSAPS IN ARKANSAS</p> <p>Presiding: Mayor Tim McKinney, Berryville President, Arkansas Municipal League</p> <p>Speaking: C.J. Engel, Executive Director Arkansas 911 Board AJ Gary, Director Arkansas Division of Emergency Management Mark R. Hayes, Executive Director Arkansas Municipal League</p> <p><i>*Continuing certification workshops during the 88th Convention offer three hours of continuing certification credit to maintain certification status. Participants will be scanned for the final hour at the conclusion of the New Officers' and Awards Luncheon.</i></p>	<p align="center">GOVERNOR'S HALL IV, SCC</p>
<p>12:15 P.M. to 1:30 P.M.</p>	<p align="center">NEW OFFICERS' AND AWARDS LUNCHEON</p> <p align="center"><i>Sponsored by Envirotech Vehicles, Inc. and Olympus Construction</i></p> <p><i>To close out the 88th Convention, the New Officers' and Awards Luncheon will recognize individuals who have made significant contributions to the cities and towns of Arkansas, and League President and Berryville Mayor Tim McKinney will give his farewell address. The 2022-2023 officers will be introduced, followed by the inaugural address by the 2022-2023 League president. Thank you to Envirotech Vehicles, Inc. and Olympus Construction for sponsoring this event!</i></p> <p>Presiding: Mayor Tim McKinney, Berryville President, Arkansas Municipal League</p>	<p align="center">GRAND BALLROOM, MH</p>
<p align="center">MH = Marriott Hotel, SCC = Statehouse Convention Center, * = Certification Credit, ** = CLE, *** = Certification Credit and CLE</p>		

CLE Offered During League Convention

Twelve hours of continuing legal education (CLE) will be available for city attorneys who attend the 88th Arkansas Municipal League Convention, June 15-17 at the Statehouse Convention Center and Marriott Hotel in Little Rock. The Arkansas City Attorney's Association (ACAA) sponsors the CLE. League General Counsel John Wilkerson urges members to register for the Convention as soon as possible.

The 12 hours will be offered June 15-17, and the tentative agenda includes an pre-pandemic and pandemic drug use in Arkansas, how to condemn and abate blighted properties, strategies on decreasing crime and more. The program will also include at least one hour of ethics.

Four hours of on-demand CLE classes will be made available during the week of convention. Similar to Winter Conference in March, Thursday's CLE classes will also be a part of the 88th Convention agenda, with four hours available on that day. Friday's final four hours of CLE classes will be held in the Drew Room at the Statehouse Convention Center. Thursday and Friday CLE classes will be available for in-person and virtual attendance.

To attend the CLE program, you must register for the 88th Convention. Registration closes at 5 p.m. on June 1. You must register online at the link below. In-person registration will not be available. To view pricing, the tentative agenda and to register, please visit the 88th Convention site at <https://cvent.me/Bxvw4a>. For registration information or assistance, please contact Tricia Zello at 501-374-3484, ext.285, or tzello@arml.org. For CLE information, please contact Mary Caffee at mcaffee@arml.org.



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Meet Eli Singer, general manager of the Municipal League Workers' Compensation Program.

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

Eli: My duties include maintaining oversight of claims management, management of premium billing, management of MLWCP membership, ensuring accuracy of payments, and ensuring compliance with all Arkansas Workers' Compensation Commission (AWCC) and Medicare requirements.



How long have you been working at the League? How did you get started?

I have been working at the League since mid-March of this year. Prior to that I was an attorney with the AWCC for eight years in the Medical Cost Containment Division and was also in private practice representing respondents in workers' compensation and general liability insurance cases.

Why did you choose your profession? Did it choose you? I enjoy having an occupation that affords me the ability to help others. So, public service was a natural choice as a profession.

What advice would you have for someone just getting into public service? To find creative solutions and prioritize pathways that focus on the betterment of our member cities and towns and that benefit their employees.

Where did you grow up? How has it changed? I spent most of my childhood years in East End, Arkansas. As cities expand in central Arkansas, so has East End expanded, but I haven't had family there for some time.

What is your favorite spot in your hometown? My favorite spot in my hometown is my front porch. I love the view.

What is your favorite part about working for the League and the cities and towns of Arkansas? My favorite part is getting the opportunity to work with such great people and to improve and support a program that will better our cities and towns and help injured employees heal and return to work. 🍷

Meet Jennifer Corter, assistant to the mayor for the city of Batesville.

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

Jennifer: By title I am assistant to the mayor. Other than helping with his administrative duties and making him look good from behind the scenes, it's pretty much whatever needs to be done, for whichever department that needs it at the time.



Why did you choose your profession? Did it choose you? I believe this profession chose me. I had just graduated and needed a job. I worked a temporary assignment with the water department and a few months later was called to interview for a full-time position. I worked 17 years in accounts receivable, billing and then to office manager before moving to the city clerk's office and working in accounts payable/payroll, on to where I am today, more than 31 years later.

What's your favorite aspect of your job? What's the biggest challenge? My favorite part would be my work family. I can't say enough good things about our mayor, city clerk and the office team we have! The biggest challenge is sometimes there are just not enough hours in the workday!

What's your favorite spot in Batesville? How do you pick just one? Riverside Park on the banks of the White River is beautiful. Main Street is being revitalized and has great things happening. Our community center, aquatics park and sports complex are all great attractions and growing each year.

What is the public perception of your job versus the reality of your job? I would say most people think I just sit at a desk from 8 a.m. until 5 p.m. and answer the phone. In reality, I may be answering the phone while setting up social media posts, planning events, sitting in the floor entertaining a child while their parent sets up new accounts, gathering information for meetings, taking payments, filling in for the city clerk or the payroll clerk, and often answering questions and complaints from my cell phone.

In what season does Batesville shine the most? Christmas! Our award-winning Christmas light display in Riverside Park has millions of lights. Ice-skating and nightly train and carriage rides are available, and for the past couple of years, we have even had a Ferris wheel.

What's the biggest lesson you've learned working for a city government? No matter how hard you try, you can never make everyone happy, every time.

What advice do you have for someone who would like to follow your footsteps into this job? Always do your best! A smile, compassionate heart and good attitude goes a long way when trying to help someone. You may not be able to fix their problem but at least they know you care enough to try. 🙏

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The power of effective communication

By Tracey Cline-Pew, League staff

We are all familiar with the notion that “words have power.” I’ll add that effective communication is one of the most valuable tools that any leader, manager, supervisor or human resources professional can have. Our words, when used correctly, can strengthen relationships, foster understanding, build trust, motivate and empower employees, and improve teamwork and processes. Conversely, poor communication can cause low employee morale, loss of productivity, workplace conflict, distrust, absenteeism and employee retention problems.

In my position as director of human resources, I often deal with problematic situations involving employee conflict. It has been my experience that 99 percent of these issues stem from miscommunication and misunderstanding. With that in mind, it makes sense to review lessons learned in Communication 101. These ideas and concepts are not new, but it never hurts to get back to the basics.

Effective communication begins with active listening. That implies not only relaying your message but giving others an opportunity to respond and understand. We all know someone who loves the sound of their own voice or who barks out orders and never pauses to find out if the listener comprehends what they are being asked to do. The person barking orders is usually left wondering why the task that the listener was asked to perform was done incorrectly. When we fail to actively listen, we do not allow for understanding and clarity. Actively listening is a

conversation where it is safe for all parties to ask questions, make suggestions and provide constructive feedback. Actively listening builds trust.

We live in a world where e-communication is pervasive. However, if you want to foster positive relationships among team members and managers, create an atmosphere of collaboration, increase employee engagement and reduce misunderstandings, communicate face to face whenever possible. When you communicate face to face, your expression, tone and body language relay your intent as much as your words. The reader of an email cannot see you smile or nod your head in agreement. Face-to-face communication is personal and sends the message that the people you are communicating with matter. Is there a better message than that to convey to your employees?

When communicating, speak clearly and monitor the tone of your voice. It is not only what you say but how you say it that matters. What does speaking loudly convey to you? How about mumbling? Research shows that a speaker’s tone sets the mood and employees become inclined to act in a similar manner. If you have employees who yell and are disrespectful, what does that say about your communication style?

I don’t think you can address effective communication without touching on emotional intelligence. When you are communicating, “read the room” and know your audience. Know when to speak and when to listen. Impulse control is an important component of emotional intelligence as

well. By impulse control, I mean never confront anyone when you are angry. No one wins when that happens, and your credibility is diminished. If you are angry, take a moment to collect yourself and adjust your words in accordance with the situation and the emotional well-being of yourself and others. I could jump on my soapbox and discuss the components of emotional intelligence and their impact on communication for another 10 paragraphs. Instead, I'll simply point out that to communicate effectively you must recognize and understand the emotions in yourself and others and be considerate of everyone concerned.

When communicating, be mindful. It's such a simple, powerful statement. I have had two bosses who taught me the importance of this valuable lesson. One was Don Zimmerman. He had a way of making an employee feel like they were the most important person at the League. He did this by stopping everything that he was doing when someone entered his office—no glancing at the clock, checking emails or taking phone calls. He focused fully on the person and conversation taking place in the present moment. He maintained eye contact, asked clarifying questions and responded in an open and honest manner. Don may not have always agreed with the idea or suggestion being discussed, but every employee still walked away feeling heard and respected. That is effective communication at its finest!

Mark Hayes is also an outstanding communicator. No surprise there—his booming voice and confident manner are well known. One of the many things that Mark taught me was the value of what I call “touch points.” Almost every week at some point, Mark takes a stroll through the halls of the League just to say hello and talk with employees. He never fails to ask how they are doing, how their families are and if there is anything that he can do for them. He often has his dogs Olive and Zorro in tow, which also adds to the conversation. I can guarantee that Mark knows the names, breeds and latest antics of most of our employees’ pets. This personal interaction builds relationships, loyalty and trust. It gels our organization into a team of employees who are secure in their roles and valued. I strive to mirror the lessons learned from both Don and Mark.

There is so much more to communicating effectively, but space is limited so I will end by saying that your words matter. Choose and use them wisely. As always, the League is here to assist you. Please do not hesitate to reach out to us with any questions you may have. 📧

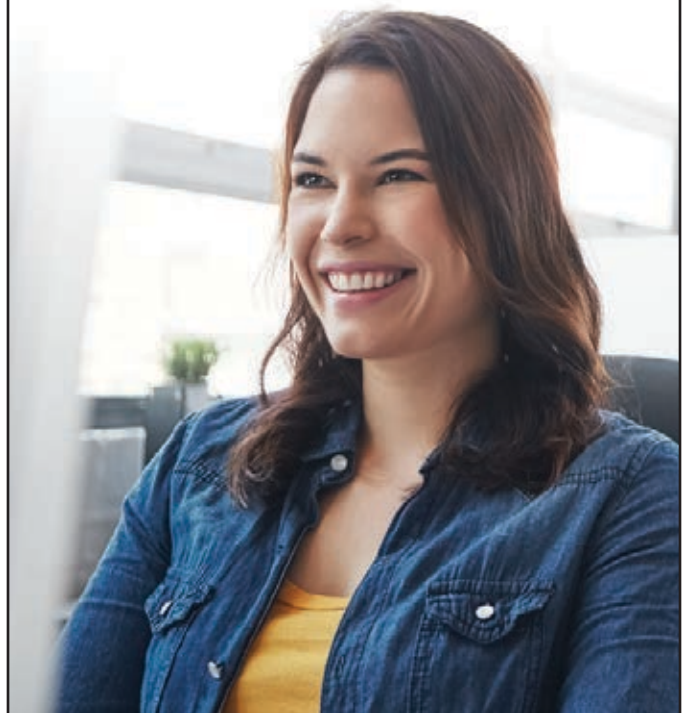


Tracey Cline-Pew is the League's director of human resources. Email Tracey at tpew@arml.org, or call 501-374-3484, ext. 111.

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Workers' comp 101: Communication during a claim

By Allen Green, League staff

This month we continue our series on the basics of workers' compensation with a discussion on the importance of communication throughout the life of the claim. As a manager, maintaining open lines of communication can help you close claims, understand the required care that ill or injured employees need, get employees back to work sooner and reduce the chances of litigation. Communicating with all relevant parties involved in a workers' compensation claim—the injured employee, their supervisor, medical providers and claims adjusters—provides a better experience for the injured employee and can help reduce costs.

Communicating with employees

Through open communication, employers can create a foundation of trust and comfort, giving employees the sense that they can come to their manager or supervisor for any issue. Reviewing workers' compensation policies and processes lets employees know what to expect and how to report injuries. Employers should train employees at the time of hire on how to report occupational illnesses and injuries.

Management should discuss the workers' compensation claim process again in more detail when an employee becomes ill or injured so the employee will understand what is expected of them throughout the life of the claim. Ensure that the employee has completed and signed both pages of the Form N and received a copy. It's important to document that the employee is aware of their rights under the law, and Form N covers this.

Open communication can also help identify pre-existing conditions and prevent employees from aggravating illnesses or injuries. Management should discuss with their employees the new job tasks they will be assigned if returning to light duty or restricted work to make sure these tasks won't aggravate an existing injury. This will also help employees feel as though their employer genuinely cares for them and their health.

Management should let their employees know what types of benefits they will receive when going through the workers' compensation process. Following up with employees can help reduce anxiety and prevent them from feeling isolated while away from work. Consistently checking in with employees can help them return to work more quickly, reduce overall claim costs and lead to fewer employee lawsuits.

Communicating with supervisors

Supervisors play an important role in workers' compensation. They typically serve as contact points between management and employees during the claims process. Additionally, supervisors can ensure that employees are following the correct medical restrictions and help determine which work tasks are available for employees within those restrictions. Employers who do not incorporate their supervisors within their workers' compensation programs can miss out on valuable opportunities. For instance, supervisors can promote workplace safety programs, which can help prevent employee illnesses or injuries and subsequent workers' compensation claims.

Communicating with medical providers

A manager or supervisor should maintain contact with the injured employee's medical providers, starting before treatment begins. Medical providers and employers should agree to the treatment parameters for ill or injured employees. Employers cannot dictate what treatment is provided to employees, but they can ask the medical provider to consider more conservative treatment methods over more expensive ones.

Communicating with medical providers also gives employers an opportunity to discuss what return-to-work options are available, and it gives medical providers a better understanding of the employee's typical job tasks. If medical providers do not understand an employee's job tasks or the nature of the employer's operations, they may just take an employee off work completely until they are fully healed. This practice is costly and can extend the healing time for an employee. It is in everyone's best interest to get employees back to work quickly.

Employers who establish relationships with medical providers will be more confident in the quality of treatment that their employees receive. Open communication fosters trust and transparency, keeps costs down and can help prevent fraud.

Communicating with claims adjusters

Building strong partnerships with claims adjusters can help employers simplify the claims process and promote the best outcomes. Claims adjusters are responsible for managing claims and determining how much

insurance will pay. Providing pertinent information to the claims adjuster in a timely manner helps create a level of trust and encourages claims adjusters to listen to any ideas that employers may have concerning claims. Managers who develop relationships with their claims adjusters can also promote faster resolutions if they do not see eye to eye on a particular claim.

Inform your adjuster immediately when employees return to work and if it is full or light duty. This can help prevent overpayments. Contact your adjuster if there are any issues or concerns about the employee's ability to perform the assigned work. Forward any paperwork received directly from medical providers or from the injured employee to your adjuster. In turn, managers should listen to the adjuster's expertise. Doing so can help reduce lost time, lower medical costs and prevent

fraudulent claims. Obviously, any concerns over malingering or fraud should also be reported immediately. We'll cover these topics more in depth in a future article.

Keeping communication open and building relationships with employees, supervisors, medical providers and claims adjusters can keep claims moving forward, costs down and prevent injured employees from becoming disgruntled during the process. 🍷



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





SOURCE: LIBRARY OF CONGRESS

New technology in transporting people and goods solved one of the biggest problems facing modern planners but created others.

Where have all the planners gone?

By Jim von Tungeln

At any point over the last year, several major cities or organizations were searching for urban planners. Scores of other cities needed part-time services provided by such professionals. As with other skills, the search hasn't been easy. For qualified urban planners, it is a "seller's market" at this time. Who are these people, what do they do and how do we find them?

If we ask who they are, the answer might be, "An urban planner is a professional who practices in the field of urban planning." As with information we often receive from people in other professions, that answer is accurate but useless.

Someone else might reply, "An urban planner is someone who develops plans and programs for the use of land." That is more useful, but it blurs the line between an urban planner and an urban designer, similar but separate professions.

A more cynical person might say, "An urban planner is one who takes the warm, but false, memories of the past, merges them with the harsh, but overstated, realities

of the present, and prophesies, often unrealistically, a glorious future."

Let us simply say that our planner is one who accumulates data, seeks public sentiment, analyzes policies from decision makers, accommodates statutory and legal constraints, considers alternatives, and assists in molding the whole into a coherent and workable strategy, bound by defensible regulations, for development of a stated planning area within a stated timeframe. That sounds like something a planner would say, doesn't it?

Whatever one might think of planners, they have been around forever. We read of Roman officials banning wagons in the Forum during peak hours because of the noise of wheels on cobblestone streets. The first recorded description of urban planning appears in *The Epic of Gilgamesh* (2750-2500 BCE): "Go up on to the wall of Uruk and walk around. Inspect the foundation platform and scrutinize the brickwork. Testify that its bricks are baked bricks, and that the Seven Counsellors must have laid its foundations." Building standards, it seems, are not a new phenomenon dreamed up by a rogue city planner.

Once established, the first international conference of planners occurred in 1898. Not surprisingly, the topic centered on the adage “fix the basics.” In this case that was how to deal with the physical and smelly consequences of having thousands upon thousands of horses traversing city streets. The planners studied the issue, failed to find a solution, disbanded and went home. Technology, as it often does, solved that problem while creating others.

For those problems, we first try to assign blame and then find answers. The layout of cities historically emerged from many influences: trade, the military, architects, inspired rulers, transportation, design and happenstance. Some might say that there is enough blame to go around. Optimists see hope in the minds of trained professionals.

Who are professionals? Many of the founders of modern urban planning in America came from the legal profession. Not the least of these was Alfred Bettman, whose successful intervention helped sway the U.S. Supreme Court in 1926 to decide in favor of cities in *The Village of Euclid, Ohio, v. Ambler Realty Co.* The decision allowed the fulfillment of urban plan provisions through zoning, establishing the doctrine, “First we plan. Then we regulate.”

Few attorneys enter the planning profession these days, so what sort of background should a city seek when advertising for a position? A higher education involving the development of critical thinking skills is a must. Planning is a function about which reasonable people viewing the same set of facts can, and do, disagree on their impact. A successful planner must navigate that chasm and communicate the possible solutions. An undergraduate degree in areas involving policy analysis helps.

Many urban planning professionals have undergraduate degrees in design fields such as architecture, landscape architecture or engineering. They tend to view urban planning issues as problems solvable through good urban design. It is comforting to think so.

In the 1960s, when planning centered on making life better for “the least of those among us,” many humanities majors in areas such as sociology entered the field. Belief that government could be a positive force in people’s lives steered others into urban planning.

Diversity in undergraduate disciplines may represent one of the more valuable aspects of planning as a profession. At present, a review of some key professional planners in Arkansas cities reveals such undergraduate degrees as architectural engineering, architecture, landscape architecture, geography, government, agriculture, anthropology and, oh yes, one with practically a minor in English literature.

At the graduate level, planners obtain a master’s in urban and regional planning (MURP) or its equivalent.

Our state does not have an institution offering such a degree, but neighboring states do.

Some professional planners who didn’t have easy access to a MURP have substituted a master’s in public administration. That degree is offered in Arkansas and equips a person with many of the skills required in planning, such as policy analysis, management and establishing regulatory processes.

These days, graphic skills and knowledge of geographic information systems are valuable tools in a professional planner’s tool chest.

Unlike the fields of architecture, landscape architecture, engineering or surveying, urban planning does not require a professional registration. The ultimate designation occurs with the completion of requirements for membership in the American Institute of Certified Planners. This designation guarantees that a planner applicant has achieved a controlled and regulated combination of education and experience.

Where have all the planners gone? Most have gone to big city or regional planning agencies. These sources have absorbed the majority of professionals in the field, at least in our state. Some work in the private sector, but the roster has dwindled. On January 1, 1971, there were six consulting firms in the Little Rock metropolitan area alone that offered services solely in urban planning. There was also a requirement in some grant programs for approval as a “planner-in-charge.” Today, that designation doesn’t exist, nor is there a firm offering consulting services only in urban planning. This places a burden on smaller communities that cannot afford or justify a full-time position.

As for the cities themselves, they must compete with the allure of municipal hot spots such as Austin, Texas, or Nashville, Tennessee. Even in our state, geographic appeal varies from region to region. As economic developers like to phrase it, young professionals today don’t look for places where jobs are available and move there. They look for places where they wish to live, move there, and then look for jobs.

Faced with the dearth of planners, some cities have opted to hire applicants from other fields who have skills in such areas as policy analysis, regulatory enforcement, communication and management. This works only if training and backup assistance is available. Check with the Arkansas Municipal League for any other assistance. 🍷



Jim von Tungen 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.



PHOTOS COURTESY ARKANSAS MINORITY HEALTH COMMISSION

In addition to screenings, the Arkansas Minority Health Commission's Mobile Health Unit provides patients with health education, makes referrals to local care providers and partners with foodbanks statewide to offer even more support to the communities they serve.

Heal on wheels: Mobile health clinics reach Arkansas' underserved

By Dalton Thompson

Health care costs are the leading cause of bankruptcies in the United States. Rural communities, where access to care can be limited, are feeling the brunt of a crisis of access and affordability. In Arkansas, almost 250,000 people do not have health insurance. With rising costs and public health crises becoming more common, Arkansans are delaying care to save money. Luckily, some organizations have decided that it doesn't have to be this way—and they're coming to a town near you!

The Arkansas Minority Health Commission (AMHC) launched their Mobile Health Unit in 2019. Their mission is to provide underserved and minority communities with no-cost preventative health-care services like screenings for blood pressure, cholesterol, A1C and HIV. The AMHC strives to provide equitable access to health care for communities who have been historically underserved, but anyone can utilize its services. In addition to screenings, the Mobile Health Unit provides

patients with health education, makes referrals to local care providers and partners with foodbanks statewide to offer even more support to the communities they serve.

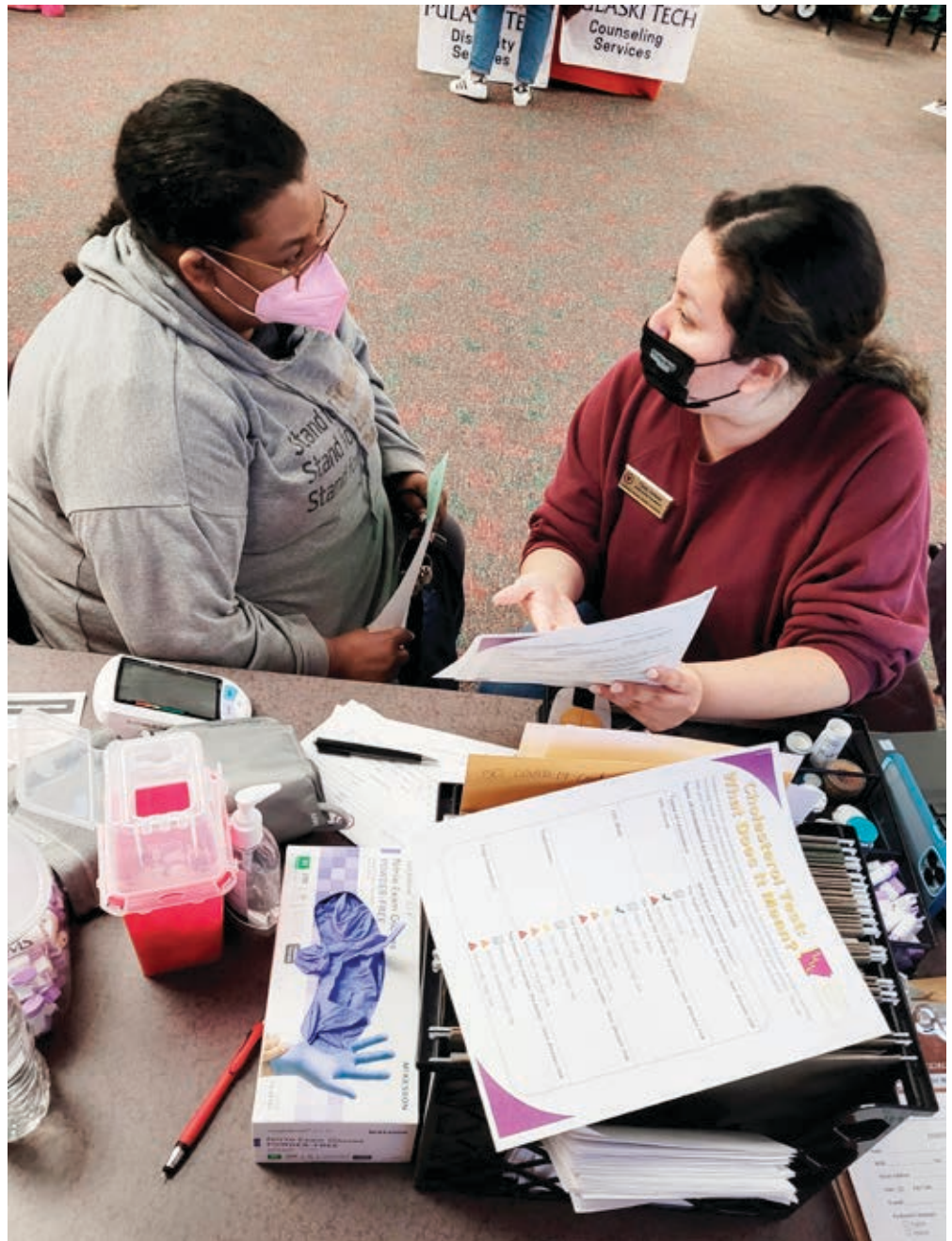
"The Arkansas Minority Health Commission's Mobile Health Unit serves as a vessel to promote health and prevent diseases and conditions that are most prevalent among minority populations," said AMHC's Mobile Health Unit coordinator, Cindy Arreola. "Our team travels the state of Arkansas, meeting people where they are and providing free services to bridge the gap for those who do not have easy access to preventative health care."

In addition to AMHC's Mobile Health Unit, Arkansans in the eastern region of the state have access to the Delta Care-A-Van, a service of the New York Institute of Technology College of Osteopathic Medicine (NYITCOM) at Arkansas State University in Jonesboro. The Care-A-Van program strives to make a difference in underserved communities in the Mississippi Delta.

Like AMHC’s Mobile Health Unit, NYITCOM’s Delta Care-A-Van specializes in preventive care screenings, health education, referrals to local care providers or other social services, and health education programs. Since 2018, the Care-A-Van has been working to address a shortage of physicians in the Delta region.

According to Delta Population Health Institute Executive Director Dr. Brookshield Laurent, NYITCOM’s program has teamed up with medical and nursing school programs to connect students and residents to the communities who need their healing hands. “The Delta Care-A-Van serves to provide preventative care and mental health screenings in rural communities in the Delta in partnership with health care systems,” she said. “It offers inter-professional educational opportunities with health professional students to increase the health care workforce in rural communities. The Delta Care-A-Van also serves as an entry point to provide capacity building through cross-sector collaborations to address social determinants of health.”

The AMHC Mobile Health Unit and the NYITCOM Delta Care-A-Van join an estimated 2,000 mobile health clinics in the United States that are bringing real change to our communities, and at lower costs than traditional healthcare services. Mobile Health Map, a collaborative mobile clinic resource (www.mobilehealthmap.org) reports that, on average, the cost of a visit to a mobile clinic is about \$155, but the savings are estimated to be about \$1,800 when compared to traditional medical services. Data shows that mobile clinics are saving patients and communities a lot of money: For every dollar invested in a mobile clinic, \$12 is saved, a 12-to-1 return-on-investment. Sixty percent of patients served by mobile clinics are uninsured, so these savings have a real impact in our local communities.



Since 2019, the Arkansas Minority Health Commission’s Mobile Health Unit has been providing underserved and minority communities with no-cost preventive health-care services, such as screenings for blood pressure, cholesterol, A1C and HIV.

Clinics like the AMHC Mobile Health Unit and the NYITCOM Delta Care-A-Van are great examples of how we can create healthier communities across the Natural State without bankrupting Arkansans. For more information, please visit www.arminorityhealth.com and www.nyit.edu/arkansas/delta_care_a_van.



Dalton Thompson is a 2022 graduate of University of Central Arkansas, majoring in political science and public administration. He served as the UCA Center for Community and Economic Development intern in Spring 2022.

The truth about cataracts

By Joseph G. Chacko, M.D.

Cataracts are a progressive, painless clouding of the natural lens of the eye. They are often related to growing older but can sometimes develop in younger people. Cataracts block or scatter the light, causing blurred vision and glare. Over a long period of time, they can cause blindness. Cataract means “waterfall,” as if you were looking through a waterfall.

The good news is cataracts are treatable, so this is one sign of aging that doesn’t have to be permanent.

Symptoms of a cataract

Some signs that you may have cataracts include problems driving at night or in the rain, sensitivity to glare, and seeing halos or starbursts around lights. Vision may become blurry, foggy or cloudy. Other symptoms include changes in the way you see colors, double vision or ghost images in the affected eye, your contact lenses or eyeglasses not working as well, and increasing nearsightedness.

Reasons cataracts develop

Cataracts develop when the crystalline proteins in the lens of the eye aggregate and become misaligned; this makes the lens cloudy and prevents light from passing through properly. Most of the time, cataracts are due to aging—in fact, more than half of Americans older than 65 have them. However, cataracts can form in younger people. Sometimes babies are born with cataracts if the lens did not form properly during pregnancy. Children may develop them due to an injury or illness. Exposure to ultraviolet light can also increase the risk of cataracts and other eye conditions in people of all ages.

There are more than a dozen different types of cataracts, but the most common type is a nuclear sclerotic cataract. This type of cataract forms in the center or nucleus of the lens. As this type of cataract increases, reading vision may actually improve temporarily. The lens will harden and turn yellow or even brown over time. Those with this type of cataract will struggle to see small details, the richness of colors will lessen, and halos will appear around bright objects at night.

While the risk for cataracts increases with age, there are some factors that may increase risk of developing them. An eye injury or prolonged exposure to sunlight or radiation may contribute to developing cataracts. Those who spend a lot of time outdoors should wear sunglasses with 100 percent UVA and UVB protection.

Some lifestyle habits such as smoking or excessive alcohol use may also increase the risk of developing cataracts. A family history of cataracts can also play a role.

Certain medications and treatments as well as medical conditions such as diabetes can cause a cataract to form. Cataracts can also develop after receiving radiation therapy for cancer. These cataracts are known as secondary cataracts.

Treatments available

There is currently no medical treatment to prevent or reverse cataracts; however, once it develops, the condition is surgically treatable. Cataract surgery can be performed to remove the cloudy lens from your eye to help you see clearly again. Cataract surgery is one of the most successful and common procedures performed.

There are several different types of surgeries for cataracts, but in all of them, the surgeon removes the cloudy lens and replaces it with an artificial lens implant. During the surgery, patients are given a local anesthetic to numb the eye. While patients are usually awake during the surgery, they are sedated and don’t feel any pain or discomfort. The outpatient surgery usually takes 15 to 20 minutes, and more than 95 percent of those undergoing the procedure can see better afterwards.

This surgery does come with a few potential, but uncommon, risks, including infection, bleeding, glaucoma and retinal detachment.

Those who are experiencing changes in their vision and think they may have a cataract should visit their eye doctor for an exam to discuss the best options for them. 🏥



Joseph G. Chacko, M.D., performs cataract surgery at the Harvey & Bernice Jones Eye Institute in the College of Medicine at the University of Arkansas for Medical Sciences.

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Climate-ready trees make a resilient community forest

By Krissy Kimbro

Resiliency is the ability of an organism to adapt well in the face of adversity or significant sources of stress. It's a desirable trait for both humans and trees. As Arkansas temperatures begin their rapid climb toward summertime highs and rainfall amounts begin to decrease, young trees and fragile tree species are more susceptible to decline and potential death if not properly cared for. Municipalities with a commitment to protecting and conserving their community trees must then allocate more employee time and water to meet those trees' needs.

One strategy helping communities meet the challenge of maintaining a lush greenscape with limited resources is planting trees that are resilient to the stressors of drought and high-heat conditions. Native "climate-ready" trees have the ability to thrive despite less-than-ideal growing conditions.

Urban trees face stress even in ideal conditions. The average lifespan of a tree planted in the urban setting is only seven years. Soil compaction due to pedestrian and vehicle traffic, limited groundwater availability due to concrete and other surrounding impermeable hardscape, higher nighttime temperatures due to the urban heat island effect and other stressors all factor into the significantly shorter lifespan of community trees. Throw in the possibility of incorrect planting techniques or improper care and the ability of urban trees to overcome stress drops even lower. However, choosing more resilient and adaptable trees makes them more likely to survive decades.

Right tree, right place

One of the first decisions when planting a tree in the urban setting is also one of the most important: planting the right tree in the right location. Selecting tree species that are native to the area is vital. Non-native species can certainly be impressive standouts with unique curb appeal, but they require a tremendous amount of work and care when planted outside of their natural habitat. Exotic cultivars often have very little ability to withstand stress, and the heat



PHOTOS BY KRISSY KIMBRO

Trees planted in urban areas, such as this city park in northeast Arkansas, are particularly vulnerable to climate-based stresses such as increasingly extreme hot and cold temperatures. This tree was planted less than a month before the below-freezing temperature extremes that occurred in February 2021. As it struggled to put on new growth to replace what was killed in the freeze, summer heat and drought-like conditions furthered its decline.

and limited rainfall of Arkansas summers are significant stressors for tender plants. Native tree species have survived over many years because they have adapted to the conditions of their range. Reputable nurseries and landscaping companies are valuable partners in helping the public select viable and resilient native trees.



Planting trees, such as these native Arkansas saplings grown and donated by the Forestry Division to Arkansas communities, has long been promoted as a viable option for mitigating the effects of climate change and surviving stressors such as drought, high temperatures and less-than-ideal soil textures.

Researching resiliency

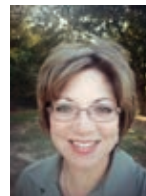
The Nature Conservancy ([nature.org](https://www.nature.org)) recently published the report “Climate-Ready Trees: Tree Species Selection Guidelines for the Albuquerque Metro Area.” The Climate-Ready Trees for Albuquerque project provides tree-planting decision-makers and practitioners with a resource to help them make informed decisions when selecting tree species. The report lists tree species and assigns each a numerical score based on historical and projected climate data and the species’ tolerance to extreme heat and cold, soil texture stress and drought. The report also considers various planting sites, such as public recreation areas, commercial properties, streetscapes and green stormwater infrastructure locations. The guidelines help users choose the right tree for the right place.

In California, researchers with the Climate-Ready Trees project (climateredytrees.ucdavis.edu) hope to promote the idea of replacing vulnerable tree species with promising species not currently being utilized in the urban setting—species with the potential to tolerate climate change. For the selected species, trees are planted and are being similarly irrigated and maintained at both a reference site and a park site in the targeted climate zone. Over the 20-year project period, trees will be compared based on their size, health and the management issues discovered. Ultimately, the researchers hope to be able to recommend for planting in the urban setting some extremely resilient tree species that have not previously been planted in large numbers.

Closer to home, the Arkansas Department of Agriculture’s Forestry Division is participating in a seven-state, three-region Urban Tree Improvement Program (UTIP) led by Texas A&M Forest Service. The UTIP was started 40 years ago in Texas to develop genetically improved trees—drought-tolerant, storm-tolerant, climate-adaptable progeny—that can withstand tough urban environments and better resist invasive pests.

Practical takeaways

Want a quick way to determine which trees will do well in your area as climate changes continue? Look at the oldest and largest trees doing well in your community. Larger trees have successfully survived multiple growing seasons, including stress caused by weather, diseases, pests and drought, so they possess characteristic traits that will continue to help them survive climate-induced challenges. When considering new trees to introduce into the urban setting and to increase species diversity, make it a priority to consider hardy, native, climate-ready species. Their resiliency will help increase the likelihood of a sustainable urban forest. 🌳



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 MCE

Creating bike- and pedestrian-friendly spaces in our communities, like this trail adjacent to The Momentary, a contemporary art and dining space in downtown Bentonville, increases connectivity and improves the quality of life.

Improve connectivity through walkability, bikeability

By Brett Budolfson, PLA, ASLA, LEED GA

Cities and towns across Arkansas are eager to improve walkability and bikeability, with mayors looking for ways to make bring these changes to their communities while ensuring safety and comfort for residents. Here are a few relatively low-cost strategies to start moving the wheels in the right direction.

Look to the streets

Communities already monitor, maintain and resurface streets regularly, and administrations should see this as an opportunity to reevaluate how their streets function for both pedestrians and cyclists. How can improvements be made? Some streets or alleys could be closed completely (or even temporarily) and designated for pedestrians. Add seating to create linear parks and spaces for gathering.

Put streets on a diet

A road diet is a planning technique where the number of vehicular travel lanes are reduced on streets to provide space for bike lanes. Road diets also make it safer for pedestrians by minimizing the active crossing distance of the street. On streets with excess parking, consider converting curbside parking spaces into parklets to create spaces to gather or dine alfresco. By reviewing current street conditions, widths, traffic counts and surfacing needs, a municipality can kick start their bike infrastructure, make it safer for citizens and reinvigorate community spaces.

Apply the paint

With the relatively low cost of paint and striping, municipalities can maximize space for bike and pedestrian traffic. Adding or shifting striping can slow

vehicular traffic and create more elbow room for bikes and pedestrians. Striping to create pinch points (also known as bulb-outs) helps slow vehicular traffic and provides a shorter crossing point for pedestrians by minimizing the length of conflict points on the road. Utilize more paint to create wider, highly visible crosswalks and medians for pedestrians.

City-owned missed opportunities

To maximize opportunities within your means, complete an assessment of all city-owned properties and ask, "What if?" Could we put trails here? Maybe parks over there? How could this property be utilized to the greatest extent to improve the quality of life for our citizens? When considering these opportunities, it's helpful to involve all municipal departments and stakeholders. Utility easements and other properties that cities already maintain could be potential trail corridors.

Master plans and low-hanging fruit

While being opportunistic can launch some bike-friendly developments, preparing an overall bicycle and pedestrian master plan is necessary for long-term success. Municipalities should work with their communities and design professionals to prioritize projects and high-impact areas. This planning effort should include some grand visions. It should also include projects that are low-hanging fruit, things that can be achieved quickly and relatively cheaply. Be ready. Get the ideas and cost estimates on paper. When grant applications are due, you'll be prepared with community support and a paper trail of why a specific project is important. Connecting citizens with their hometown's public assets is why all bike and pedestrian projects are important. 🏡



Brett Budolfson is a professional landscape architect in MCE's Little Rock office. Contact him by phone at 501-371-0272 or email him at bbudolfson@mce.us.com.

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2021/2022 State Turnback Funds

Actual Totals Per Capita						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2021	2022	2021	2022	2021	2022
January	\$6.659	\$6.744	\$0.071	\$0.485	\$1.951	\$1.961
February	\$6.607	\$6.648	\$0.163	\$0.486	\$0.893	\$0.964
March	\$5.693	\$5.544	\$0.110	\$0.411	\$0.892	\$0.964
April	\$6.135	\$6.689	\$0.162	\$0.314	\$0.889	\$0.964
May	\$7.568	\$6.636	\$0.258	\$0.433	\$0.890	\$0.964
June	\$6.753		\$0.206		\$1.665	
July	\$7.303		\$0.163		\$4.306	
August	\$6.988		\$0.150		\$0.854	
September	\$6.822		\$0.205		\$1.020	
October	\$6.597		\$0.295		\$0.964	
November	\$6.306		\$0.285		\$0.964	
December	\$6.12		\$0.374		\$0.96	
Total Year	\$79.549	\$32.261	\$2.443	\$2.129	\$16.250	\$5.816

Actual Totals Per Month						
MONTH	STREET		SEVERANCE TAX		GENERAL	
	2021	2022	2021	2022	2021	2022
January	\$12,587,621.61	\$13,523,371.95	\$134,647.89	\$971,650.77	* \$3,688,464.32	*\$3,933,044.80
February	\$12,488,753.05	\$13,330,126.26	\$308,183.56	\$974,949.61	\$1,688,281.84	\$1,932,029.37
March	\$10,760,836.82	\$11,116,392.03	\$207,709.60	\$824,985.57	\$1,685,424.74	\$1,932,175.48
April	\$11,627,333.33	\$13,413,142.61	\$307,147.46	\$629,375.82	\$1,684,913.88	\$1,932,175.48
May	\$14,343,742.05	\$13,306,592.12	\$489,324.42	\$868,435.30	\$1,687,137.50	\$1,933,337.16
June	\$12,799,319.93		\$390,405.22		\$3,154,867.86	
July	\$13,841,564.30		\$309,031.02		** \$8,160,945.43	
August	\$13,245,023.56		\$285,053.21		\$1,617,878.89	
September	\$12,929,805.85		\$389,181.65		\$1,932,348.55	
October	\$13,228,061.49		\$592,445.41		\$1,933,129.73	
November	\$12,644,574.33		\$571,049.30		\$1,932,763.61	
December	\$12,272,528.63		\$749,777.69		\$1,933,129.71	
Total Year	\$152,769,164.95	\$64,689,624.97	\$4,733,956.43	\$4,269,397.07	\$31,099,286.06	\$11,662,762.29

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

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

Local Option Sales and Use Tax in Arkansas



Source: Rachel Garrett, Office of State Treasurer

See also: www.dfa.arkansas.gov

Sales and Use Tax Year-to-Date 2022 with 2021 Comparison (shaded gray)								
Month	Municipal Tax		County Tax	Total Tax		Interest		
January	\$79,509,192	\$68,199,990	\$67,235,746	\$59,726,912	\$146,744,937	\$127,926,902	\$7,996	\$14,602
February	\$90,989,478	\$79,611,239	\$75,394,289	\$68,300,663	\$166,383,767	\$147,911,902	\$20,291	\$20,412
March	\$71,237,219	\$66,877,931	\$60,990,849	\$57,918,592	\$132,228,069	\$124,796,523	\$13,414	\$13,492
April	\$70,722,847	\$60,600,707	\$61,123,066	\$53,282,134	\$131,845,913	\$113,882,841	\$23,045	\$16,537
May	\$85,621,568	\$83,488,059	\$73,394,919	\$73,792,913	\$159,016,487	\$157,280,972	\$45,685	\$10,492
June		\$78,858,097		\$67,860,902		\$146,718,999		\$9,681
July		\$76,784,978		\$65,778,959		\$142,563,936		\$12,566
August		\$78,501,622		\$67,970,242		\$146,471,864		\$9,395
September		\$77,398,158		\$65,883,715		\$143,281,872		\$13,951
October		\$77,705,438		\$66,726,221		\$144,431,660		\$11,344
November		\$76,869,137		\$65,831,542		\$142,700,679		\$8,299
December		\$76,860,225		\$65,183,723		\$142,043,948		\$9,939
Total	\$398,080,304	\$901,755,580	\$338,138,870	\$778,256,518	\$736,219,174	\$1,680,012,098	\$110,431	\$150,710
Averages	\$79,616,061	\$75,146,298	\$67,627,774	\$64,854,710	\$147,243,835	\$140,001,008	\$22,086	\$12,559

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

CITY SALES AND USE	AMOUNT	LAST YEAR	Gassville	27,447.09	30,689.55	Mountainburg	16,409.81	21,064.40	COUNTY SALES AND USE	AMOUNT	ISE	AMOUNT
Alexander	174,094.02	203,311.44	Gentry	202,734.68	141,103.83	Mulberry	28,932.22	36,353.94	Arkansas County	393,542.60		367,126.17
Alma	311,764.65	321,403.82	Gilbert	6,754.40	612.77	Murfreesboro	50,558.55	47,150.29	Ashley County	292,189.68		295,498.92
Almyra	4,668.88	4,276.91	Gillett	14,836.73	15,739.51	Nashville	147,033.91	157,548.69	Crossett	70,549.23		71,911.11
Alpena	7,813.18	8,537.93	Gillham	10,884.43	7,308.45	Newport	265,786.93	258,436.45	Fountain Hill	1,580.12		2,285.17
Altzheimer	4,639.49	4,654.46	Gilmore	465.36	516.24	Norfolk	8,429.99	8,686.84	Hamburg	37,103.45		37,307.07
Altus	8,893.86	7,977.03	Glenwood	105,470.03	100,869.22	Norman	4,865.32	5,238.48	Montrose	3,555.26		4,622.58
Amity	16,562.21	17,319.39	Goshen	21,932.98	36,676.96	North Little Rock	4,235,342.42	4,215,472.31	Parkdale	2,516.48		3,617.10
Anthonyville	2,052.07	1,624.49	Gosnell	20,885.49	22,593.86	Oak Grove	1,608.79	1,486.06	Portland	4,754.98		5,615.00
Arkadelphia	528,615.68	462,949.13	Gould	16,904.04	19,584.51	Oak Grove Heights	22,441.88	20,931.22	Wilmore	6,086.36		7,181.97
Ash Flat	139,141.68	159,150.65	Grady	9,871.66	4,898.28	Ola	27,193.20	25,042.31	Baxter County	730,693.97		693,458.92
Ashdown	218,627.87	174,193.03	Gravette	124,447.86	111,882.58	Oppelo	4,774.64	4,551.57	Big Flat	1,884.85		2,099.36
Atkins	97,886.17	83,342.99	Green Forest	130,865.47	128,999.43	Osceola	132,681.16	129,308.58	Briarcliff	5,054.82		4,763.92
Augusta	30,405.11	28,628.58	Greenbrier	359,371.82	331,891.70	Oxford	4,011.99	4,097.84	Cotter	18,976.98		19,580.54
Austin	55,431.90	61,060.70	Greenland	48,454.88	83,613.28	Ozark	208,981.15	179,368.15	Gassville	46,500.02		41,946.76
Avoca	11,564.05	11,564.05	Greenwood	315,396.08	326,750.70	Palestine	37,086.21	31,598.29	Lakeview	16,599.50		14,957.92
Bald Knob	62,221.03	67,893.75	Greers Ferry	36,299.30	34,523.23	Pangburn	9,732.49	10,275.08	Mountain Home	274,694.97		251,276.85
Barling	87,973.32	77,784.08	Guion	2,158.48	1,657.21	Paragould	438,360.99	472,308.59	Norfork	9,959.70		10,315.11
Batesville	930,524.94	903,472.19	Gum Springs	735.35	1,948.26	Paris	87,452.01	91,393.92	Salesville	10,131.05		9,083.75
Bauxite	29,926.69	21,375.63	Gurdon	29,382.60	29,553.35	Parkdale	1,264.97	NA	Benton County	1,139,449.71		1,200,134.85
Bay	19,763.84	14,534.53	Guy	8,544.71	9,727.17	Parkin	7,171.77	121.26	Avoca	12,387.81		13,785.89
Bearden	13,955.12	16,166.62	Hackett	8,939.16	8,685.73	Patmos	126.25	921.70	Bella Vista	765,754.97		749,353.32
Beebe	237,734.97	187,800.14	Hamburg	111,569.34	97,700.08	Patterson	1,112.75	1,194.05	Bentonville	1,377,768.82		997,245.03
Beedeville	164.56	187.32	Hampton	7,055.70	8,474.09	Pea Ridge	146,248.22	106,378.92	Cave Springs	139,776.23		54,550.30
Bella Vista	678,471.96	606,471.40	Hardy	34,901.10	30,487.81	Perla	3,437.71	2,582.40	Centerton	452,574.82		268,796.53
Belleville	2,947.63	2,171.16	Harrisburg	103,463.21	85,575.08	Perryville	28,950.66	30,930.47	Decatur	45,099.77		47,996.35
Benton	2,209,827.52	2,168,068.75	Harrison	912,871.01	678,688.39	Piggott	87,014.14	80,229.51	Elm Springs	11,828.20		3,870.22
Bentonville	4,217,084.42	3,669,698.89	Hartford	7,857.95	5,747.37	Pine Bluff	1,737,605.18	1,788,249.80	Garfield	15,084.13		14,181.38
Berryville	358,260.64	349,764.06	Haskell	54,740.08	51,158.94	Pineville	3,355.04	2,988.08	Gateway	11,090.53		11,441.16
Big Flat	666.94	641.90	Hatfield	6,447.54	6,274.31	Plainville	6,430.59	3,417.51	Gentry	96,406.17		96,755.45
Black Rock	10,197.83	9,552.07	Havana	4,785.54	4,838.41	Pleasant Plains	13,279.81	14,769.06	Gravette	90,224.98		87,941.52
Blains	4,998.38	4,733.12	Hazen	92,839.55	91,095.55	Plumerville	16,746.05	15,343.11	Highfill	40,368.49		16,469.61
Blue Mountain	521.66	340.25	Heber Springs	210,382.49	208,371.07	Pocahontas	373,482.45	373,426.98	Little Flock	77,709.99		73,025.65
Blytheville	484,981.84	565,252.71	Hector	8,082.26	7,728.47	Portia	5,151.44	4,672.26	Lowell	250,274.49		206,986.04
Bonanza	2,967.60	3,658.07	Helena-West Helena	324,228.57	333,140.62	Portland	8,684.22	9,391.46	Pea Ridge	166,841.18		135,429.38
Bono	26,604.89	26,891.23	Hermitage	14,253.75	7,779.03	Pottsville	56,134.20	35,744.35	Rogers	1,778,248.70		1,580,969.96
Booneville	160,133.25	165,998.19	Higginson	2,304.51	2,606.86	Prairie Grove	213,510.83	205,435.37	Siloam Springs	439,729.15		424,848.25
Bradford	20,317.38	20,679.19	Highfill	118,366.77	35,386.17	Prescott	60,968.03	65,467.02	Springdale	307,609.45		185,092.47
Bradley	5,049.37	5,360.74	Highland	38,250.10	40,754.49	Pyatt	1,749.24	3,655.19	Springtown	2,111.27		2,457.73
Branch	2,658.27	20,196.68	Holly Grove	10,075.53	13,325.29	Quitman	33,048.88	30,042.59	Sulphur Springs	12,235.19		14,435.64
Briarcliff	1,789.24	3,598.81	Hope	249,940.74	235,071.73	Ravenden	NA	4,081.39	Boone County	590,026.13		595,164.43
Brinkley	200,508.82	212,015.42	Horatio	9,158.75	9,016.72	Rector	34,091.93	37,097.76	Alpena	5,538.13		6,280.28
Brookland	121,125.46	109,691.14	Horseshoe Bend	37,991.86	36,389.96	Redfield	78,486.90	49,729.94	Bellefonte	7,848.87		8,938.07
Bryant	1,607,145.99	1,663,927.92	Hot Springs	2,459,052.48	2,370,016.19	Rison	22,476.53	22,815.50	Bergman	8,135.33		8,642.76
Bull Shoals	42,295.05	40,039.17	Hoxie	22,777.92	22,673.94	Rockport	26,706.25	21,241.15	Diamond City	14,456.44		15,395.54
Cabot	1,149,136.91	1,145,626.57	Hughes	8,049.21	7,894.87	Roe	936.65	764.86	Everton	1,986.09		2,618.42
Caddo Valley	58,854.95	64,583.13	Humphrey	2,762.50	2,575.00	Rogers	4,508,940.69	4,214,744.93	Harrison	249,578.88		254,813.83
Calico Rock	57,614.30	54,260.63	Huntington	5,692.68	5,738.12	Rose Bud	29,940.16	24,003.50	Lead Hill	5,232.58		5,335.28
Camden	407,244.45	421,334.79	Huntsville	181,893.21	185,774.62	Rosston	23.12	NA	Omaha	2,444.42		3,327.17
Caraway	10,111.37	9,572.46	Imboden	11,319.13	14,950.73	Rudy	15,363.88	18,069.02	South Lead Hill	1,642.34		2,008.11
Carlisle	72,032.48	67,033.01	Jacksonville	971,972.31	970,450.43	Russellville	1,490,529.15	1,459,052.46	Valley Springs	3,494.75		3,602.79
Cash	3,518.75	3,357.79	Jasper	48,178.33	44,873.95	Salem	28,646.54	27,327.16	Zinc	1,756.93		2,027.80
Cave City	32,940.62	33,743.73	Jennette	368.73	546.71	Salesville	4,896.31	5,580.53	Bradley County	182,126.64		169,995.12
Cave Springs	147,170.13	152,093.71	Johnson	152,437.21	81,632.14	Sarantion	5,051.31	7,177.38	Banks	1,054.58		1,312.62
Cedarville	9,812.88	10,607.36	Joiner	6,792.11	5,231.17	Searcy	1,192,719.55	1,137,194.79	Hermitage	6,363.83		8,786.10
Centerton	493,679.49	437,558.15	Jonesboro	2,201,074.32	2,108,493.80	Shannon Hills	9,207.43	15,840.06	Warren	66,098.94		63,545.73
Charleston	43,214.53	41,008.59	Judsonia	16,115.14	16,913.41	Sheridan	314,347.94	272,823.32	Calhoun County	178,994.25		110,358.85
Cherokee Village	35,816.11	32,360.80	Junion City	6,503.74	9,490.67	Sherrill	1,006.75	1,011.46	Hampton	51,014.71		31,281.34
Cherry Valley	7,119.32	NA	Keiser	6,228.45	8,198.65	Sherwood	1,248,223.95	1,299,052.09	Harrell	9,071.20		6,001.10
Chidester	5,614.35	6,167.90	Keo	2,758.32	1,894.05	Shirley	4,647.63	4,648.46	Thornton	14,643.52		9,615.94
Clarendon	62,274.64	56,213.75	Kibler	5,028.34	6,346.02	Siloam Springs	1,018,494.37	1,001,781.73	Tinsman	2,159.81		1,275.82
Clarksville	557,338.09	523,292.79	Kingsland	2,968.89	2,972.18	Sparkman	6,345.09	6,680.22	Carroll County	239,027.99		231,312.18
Clinton	130,846.64	130,150.20	Lake City	16,889.81	17,854.66	Springdale	4,009,619.29	3,458,276.70	Beaver	621.99		923.18
Coal Hill	5,960.34	5,818.64	Lake Village	132,720.95	10,569.21	Springtown	627.13	204.39	Blue Eye	427.03		276.95
Concord	4,531.98	NA	Lakeview	5,463.60	5,830.21	St. Charles	2,347.81	2,352.98	Holiday Island	22,270.78		20,863.89
Conway	3,804,923.90	3,547,230.43	Lamar	32,887.98	28,067.16	St. Paul	4,445.33	4,586.13	Chicot County	209,397.40		162,191.01
Corning	90,474.44	85,844.33	Leachville	13,110.27	14,629.80	Stamps	21,169.08	16,922.81	Demott	28,981.80		29,531.09
Cotter	19,022.27	21,656.32	Lead Hill	12,769.02	7,278.69	Star City	60,485.66	60,217.64	Eudora	24,780.08		23,193.51
Cotton Plant	1,661.46	2,425.22	Lepanto	43,773.29	42,139.84	Stephens	7,122.14	7,509.24	Lake Village	29,612.77		26,321.41
Cove	16,255.17	16,175.61	Leslie	8,099.38	8,574.27	Strong	12,182.78	14,296.46	Clark County	622,818.76		574,833.87
Crawfordsville	14,394.69	12,959.86	Lewisville	15,608.92	19,755.00	Stuttgart	798,932.08	707,531.51	Clay County	113,943.07		109,975.18
Crossett	280,319.73	295,948.02	Lincoln	96,870.37	67,357.60	Subiaco	9,804.93	NA	Corning	32,503.36		29,684.77
Damascus	9,670.51	10,286.13	Little Flock	21,139.80	23,648.93	Sulphur Springs	3,657.86	3,121.90	Datto	982.05		1,318.54
Danville	60,217.78	52,777.99	Little Rock	6,343,909.80	8,112,743.66	Summit	6,495.53	6,652.74	Greenway	2,628.87		2,755.75
Dardanelle	212,841.09	206,356.11	Lockesburg	7,930.57	6,210.97	Sunset	8,912.79	21,347.40	Knobel	2,220.95		3,784.22
Decatur	21,618.80											

Egypt	2,549.33	2,791.86	Newark	21,895.96	22,054.23	Gosnell	54,766.90	58,690.69	Sebastian County	404,149.15	1,148,615.34
Jonesboro	1,772,712.37	1,676,684.80	Oil Trough	4,193.63	4,875.93	Joiner	9,372.48	9,528.14	Barling	106,323.44	104,977.94
Lake City	52,475.68	51,898.63	Pleasant Plains	6,531.68	6,545.00	Keiser	14,134.00	12,555.31	Bonanza	13,051.41	12,983.94
Monette	37,415.87	37,415.87	Southside	79,400.69	73,157.77	Leachville	38,374.47	32,968.02	Central City	10,249.92	11,335.54
Crawford County	592,239.53	1,075,815.41	Sulphur Rock	11,300.94	8,551.66	Luxora	17,728.67	19,486.37	Fort Smith	1,981,991.69	1,946,664.45
Alma	85,017.97	78,292.87	Izard County	66,044.75	64,413.50	Manila	69,296.12	55,283.06	Greenwood	211,579.65	202,142.93
Cedarville	20,783.79	20,140.30	Jackson County	364,079.47	351,882.58	Marie	2,032.59	1,389.52	Hackett	17,431.53	18,335.57
Chester	2,101.73	2,297.21	Amagon	1,002.18	1,262.09	Osceola	131,289.99	128,315.58	Hartford	11,094.81	14,496.85
Dyer	11,267.62	12,656.31	Beedeville	1,220.05	1,378.00	Victoria	376.40	612.05	Huntington	10,894.71	14,338.78
Kibler	14,668.34	13,884.38	Campbell Station	3,369.66	3,284.02	Wilson	14,416.29	14,937.34	Lavaca	54,473.53	51,687.35
Mountainburg	9,706.35	9,116.59	Diaz	17,777.86	16,973.86	Monroe County	NA	NA	Mansfield	15,208.12	16,325.89
Mulberry	22,520.64	23,911.18	Grubbs	4,371.84	4,971.10	Montgomery County	257,759.66	256,423.52	Midland	5,047.14	7,338.75
Rudy	1,897.40	881.32	Jacksonport	2,178.66	2,730.24	Black Springs	1,039.05	953.14	Sevier County	592,948.46	573,244.04
Van Buren	338,875.03	329,280.83	Newport	116,267.81	101,469.71	Glenwood	671.05	404.36	Ben Lomond	1,996.42	1,862.67
Crittenden County	1,091,733.72	1,027,580.09	Swifton	10,646.38	10,277.04	Mount Ida	10,780.12	10,359.38	De Queen	87,058.06	84,706.66
Anthonyville	1,381.43	1,500.88	Tuckerman	24,793.15	23,979.77	Norman	3,279.49	3,639.26	Gillham	2,238.84	2,055.36
Clarkedale	3,438.23	3,458.54	Tupelo	1,016.71	2,318.13	Oden	1,948.22	2,233.62	Horatio	13,119.32	13,411.25
Crawfordsville	4,727.56	4,465.34	Weldon	827.90	965.90	Nevada County	130,415.70	151,392.52	Lockesburg	8,470.51	9,493.21
Earle	18,736.28	22,503.84	Jefferson County	571,453.92	558,884.98	Bluff City	1,242.05	1,393.77	Sharp County	321,894.12	341,999.56
Edmondson	2,486.57	3,980.59	Altheimer	11,497.47	14,008.87	Bodcaw	1,273.63	1,551.13	Ash Flat	15,607.54	15,853.53
Gilmore	1,620.88	2,206.57	Humphrey	3,535.14	4,384.89	Cale	768.39	887.97	Cave City	26,520.63	28,180.47
Horseshoe Lake	2,701.46	2,722.09	Pine Bluff	681,472.81	698,777.95	Emmet	4,178.78	5,339.03	Cherokee Village	60,159.15	62,734.70
Jennette	1,086.72	964.85	Redfield	24,861.62	18,464.95	Prescott	32,640.77	37,047.27	Evening Shade	6,401.53	6,988.50
Jericho	1,002.82	1,109.34	Sherrill	875.53	1,195.88	Rosston	2,863.04	2,933.66	Hardy	10,791.15	11,809.27
Marion	140,721.65	115,082.83	Wabbaseka	2,973.48	3,630.35	Willisville	1,557.83	1,708.49	Highland	14,967.39	16,905.04
Sunset	1,694.56	1,661.22	White Hall	92,194.50	78,671.78	Newton County	62,372.46	62,113.31	Horseshoe Bend	198.14	129.42
Turrell	4,761.32	5,159.85	Johnson County	181,496.97	172,527.15	Jasper	5,394.96	3,869.63	Sidney	2,926.41	2,928.05
West Memphis	250,908.57	244,661.71	Clarksville	134,562.80	126,727.02	Western Grove	3,491.44	3,188.70	Williford	1,204.10	1,213.28
Cross County	597,312.54	615,219.77	Coal Hill	11,762.23	13,973.33	Ouachita County	623,548.57	651,372.33	St. Francis County	483,824.25	496,179.92
Cherry Valley	8,461.98	9,267.80	Hartman	7,401.60	7,166.19	Bearden	11,184.47	12,615.17	Caldwell	12,079.54	12,204.38
Hickory Ridge	3,355.36	3,827.26	Knoxville	9,467.16	10,093.43	Camden	152,950.50	159,099.99	Colt	7,847.68	8,312.18
Parkin	11,684.89	15,731.06	Lamar	24,657.65	22,161.35	Chidester	3,646.48	3,774.10	Forrest City	348,592.36	338,006.62
Wynne	122,352.82	119,114.75	Lafayette County	113,140.07	79,428.01	East Camden	11,501.55	12,158.10	Hughes	28,283.80	31,687.44
Dallas County	176,216.42	184,030.29	Bradley	4,001.90	3,743.33	Louann	2,205.19	2,141.71	Madison	20,328.98	16,910.22
Desha County	151,385.60	142,842.13	Buckner	1,630.40	1,639.20	Stephens	11,097.99	11,635.73	Palestine	13,552.64	14,975.12
Arkansas City	6,919.22	5,528.20	Lewisville	9,041.32	7,629.71	Perry County	187,360.39	156,853.86	Whately	7,472.70	7,806.42
Dumas	73,627.15	71,081.22	Stamps	12,430.59	10,091.49	Adona	1,112.34	1,572.96	Wheatley	5,078.18	6,003.24
McGehee	70,830.02	63,725.38	Lawrence County	381,529.34	409,014.98	Bigelow	2,627.81	2,370.73	Stone County	213,910.01	207,163.33
Mitchellville	5,391.84	5,437.58	Alicia	1,220.88	1,103.62	Casa	895.85	1,286.97	Fifty Six	2,180.01	2,287.13
Reed	2,392.28	2,957.95	Black Rock	5,037.20	5,891.90	Fourche	418.06	466.62	Main View	39,695.49	36,329.60
Tillar	588.87	317.19	Hoxie	22,180.75	24,742.40	Houston	1,067.55	1,302.02	Union County	697,545.67	632,235.10
Watson	3,404.42	3,870.03	Imboden	5,464.08	6,025.40	Perry	1,955.93	2,032.05	Calion	19,265.91	18,431.69
Drew County	542,206.94	548,615.86	Lynn	2,202.71	2,563.24	Perryville	10,249.96	10,988.14	El Dorado	854,116.28	784,799.98
Jerome	0.00	684.51	Minturn	742.77	970.12	Phillips County	212,555.35	224,568.88	Felsenthal	3,659.97	4,516.37
Monticello	152,967.10	166,161.33	Portia	3,619.95	3,889.36	Elaine	10,633.86	10,792.72	Huttig	24,950.22	25,262.72
Tillar	2,536.77	3,580.53	Powhatan	887.91	640.81	Helena-West Helena	201,004.54	208,323.50	Junction City	23,555.38	22,534.50
Wilmar	7,157.31	8,968.89	Ravenden	3,637.03	4,183.07	Lake View	7,026.17	7,514.17	Norphlet	30,333.14	28,432.45
Winchester	2,482.40	2,931.13	Sedgwick	1,391.63	1,352.82	Lexa	4,472.75	4,843.82	Smackover	78,639.21	74,802.37
Faulkner County	1,162,345.81	1,067,226.56	Smithville	742.77	694.21	Marvell	18,533.69	20,120.57	Strong	20,592.23	21,283.06
Enola	3,052.46	3,249.69	Strawberry	2,288.08	2,687.84	Pike County	248,789.86	240,228.03	Van Buren County	283,664.23	276,012.11
Holland	5,624.98	5,355.27	Walnut Ridge	45,966.58	47,508.96	Antoine	1,719.25	1,540.60	Clinton	37,968.18	34,788.13
Mount Vernon	1,382.25	1,394.10	Lee County	43,442.83	40,383.90	Daisy	1,338.89	1,514.26	Damascus	3,707.53	3,342.44
Twin Groves	3,042.87	3,220.85	Aubrey	1,065.60	1,251.41	Delight	4,381.82	3,673.74	Fairfield Bay	29,463.55	28,811.84
Wooster	10,002.10	8,268.45	Haynes	1,203.73	1,104.19	Greenwood	30,520.58	28,784.18	Shirley	3,752.93	3,890.60
Franklin County	302,960.81	309,860.85	LaGrange	513.07	655.15	Murreesboro	22,745.89	21,607.88	Washington County	2,137,454.93	3,394,127.14
Altus	8,772.95	9,626.14	Marianna	35,273.25	30,291.60	Poinsett County	347,670.41	337,102.95	Elkins	75,507.59	64,714.05
Branch	3,904.95	4,660.67	Moro	1,746.40	1,590.03	Fisher	2,506.86	2,763.62	Elm Springs	39,745.25	42,914.60
Charleston	34,141.96	32,027.86	Rondo	1,608.25	1,457.54	Harrisburg	30,806.55	28,528.50	Farmington	158,981.00	145,997.63
Denning	3,811.14	5,759.88	Lincoln County	170,931.50	161,416.40	Lepanto	24,121.58	23,459.80	Fayetteville	1,969,423.29	1,798,209.82
Ozark	46,727.52	46,784.55	Gould	4,983.40	5,468.09	Marked Tree	31,837.15	31,800.24	Goshen	44,063.56	26,174.00
Wiederkehr Village	659.63	482.58	Grady	2,292.52	2,933.30	Trumann	103,045.95	90,418.75	Greenland	25,427.74	31,623.86
Fulton County	286,371.84	264,579.70	Star City	16,333.24	14,855.95	Tyrnza	9,971.74	9,443.41	Johnson	75,654.33	81,967.87
Ash Flat	807.71	664.31	Little River County	430,124.73	359,933.23	Waldenburg	738.13	755.97	Lincoln	48,088.40	54,962.95
Cherokee Village	5,954.15	5,164.69	Ashdown	63,631.47	54,162.07	Weiner	9,010.78	8,873.33	Prairie Grove	147,682.12	108,166.30
Hardy	250.17	273.54	Foreman	14,589.99	11,589.99	Poik County	372,654.42	359,455.00	Springdale	1,573,941.28	1,568,851.31
Horseshoe Bend	78.63	110.72	Ogden	1,956.28	2,064.19	Cove	10,143.06	10,782.24	Tontitown	90,160.51	60,119.55
Mammoth Spring	6,640.35	6,363.05	Wilton	4,285.90	4,288.93	Grannis	15,771.04	15,637.06	West Fork	48,864.02	56,224.79
Salem	11,193.52	10,648.51	Winthrop	1,732.29	2,201.80	Hatfield	10,969.78	11,657.24	Winslow	7,651.38	9,555.58
Viola	2,558.92	2,194.82	Logan County	403,895.56	401,984.41	Mena	177,710.36	161,931.16	White County	1,579,095.80	1,573,454.63
Garland County	3,279,145.57	3,097,873.63	Blue Mountain	1,064.03	1,426.70	Wandersvoort	3,656.60	2,455.64	Bald Knob	42,705.50	48,641.56
Fountain Lake	10,093.37	10,600.97	Booneville	46,055.51	45,907.54	Wicks	20,254.34	21,282.22	Beebe	142,865.29	122,821.20
Hot Springs	345,421.18	342,606.11	Caulksville	1,862.05	2,450.70	Pope County	505,239.24	516,324.59	Bradford	11,480.70	12,743.85
Lonsdale	2,188.67	1,981.09	Magazine	8,947.51	9,745.29	Atkins	56,078.85	62,009.12	Garner	3,572.90	4,768.45
Mountain Pine	12,430.80	16,220.80	Morrison Bluff	943.12	736.36	Dover	26,225.05	28,331.75	Georgetown	1,371.59	2,082.00
Grant County	321,850.74	275,389.60	Paris	38,401.76	40,637.96	Hector	8,061.70	9,252.02	Griffithville	2,624.64	3,777.82
Greene County	473,720.35	520,550.48	Ratcliff	2,019.24	2,324.14	London	18,359.50	21,361.89	Higginson	11,937.90	10,426.79
Delaplaine	992.34	2,068.88	Scranton	2,962.35	2,577.27	Pottsville	61,590.62	58,349.43	Judsonia	31,394.13	33,899.66
Life	6,481.25	8,168.51	Subiaco	4,848.58	6,581.23	Russellville	567,653.69	574,036.65	Kensett	23,706.46	27,670.45
Marmaduke	18,792.52	19,814.87	Lonoke County	885,058.90	407,972.37	Prairie County	90,855.40	84,544.11	Letona	4,063.96	4,281.53
Oak Grove Heights	17,117.94	15,855.46	Allport	1,649.68	1,649.68	Biscoe	3,447.92	3,534.21	McRae	10,430.84	11,451.00
Paragould	457,982.39	465,729.63	Austin	46,712.44	29,235.15	Des Arc	21,535.34	16,617.57	Pangburn	8,466.59	10,090.98
Hempstead County	834,036.54	804,492.81	Cabot	358,700.21	341,067.20	DeValls Bluff	5,878.41	5,990.84	Rose Bud	8,364.99	8,092.94
Blevins	4,781.39	4,497.56	Carlisle	27,446.93	31,759.87	Hazen	16,742.17	14,207.68	Russell	3,115.71	3,626.71
Emmet	298.84	613.95	Coy	1,174.56	1,377.12	Ulm	1,978.32	1,645.30	Searcy	388,396.49	383,793.17
Fulton	1,909.23	2,869.87	England	33,441.24	40,524.68	Pulaski County	1,166,860.26	1,202,172.22	West Point	2,878.64	3,106.21
Hope	148,621.44	144,136.21	Humnoke	2,956.65	4,073.99	Alexander	5,354.36	5,819.51	Woodruff County	104,567.01	113,932.20
McCaskill	946.32	1,370.69									

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.

BUILDING INSPECTOR I—The city of Benton seeks applicants for the position of building inspector I. Oversees permitting process, plan review process, inspection process. Inspects all buildings in all phases of construction. Manages and oversees any and all construction in floodplain, determines what is and what is not a floodplain. Education: HS diploma or GED and additional college or trade related courses. Two years of related experience or equivalent combination of education and experience. Minimum qualifications: certification in National Building Code, certification in State Plumbing Code, certification in state HVACR code, certification as a National Floodplain Administrator. For complete job description and city application, please visit www.bentonar.org.

DEPUTY DIRECTOR OF PUBLIC WORKS—Eureka Springs seeks applicants for the position of deputy director of public works. The role of the deputy director is to assist the director of public works in the planning, directing, supervising and coordinating of departmental functions and operational activities; to assist in the monitoring and preparation of operating and capital improvement budgets and management of personnel assigned to the department; and to provide highly complex staff assistance to the director. Minimum qualifications: Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be: Possession of valid Arkansas DL; possession of certification in water distribution, water treatment, and/or arboriculture; maintain a Class 3 Arkansas distribution license, Class 4 wastewater license, Class C solid waste license; three years of experience in utility or construction management; proficient in Microsoft Office; associates degree in environmental science; ability and desire to acquire required certifications within a set time frame. Applicants who are interested in applying should send their resume, cover letter, and contact information to HumanResources@eurekaspringsar.gov. A complete job description is available online at www.cityofeurekasprings.us.

FINANCE DIRECTOR—The city of Centerton is accepting applications for the position of full-time finance director. Starting salary DOQ. For more information contact Human Resources at 479-795-2750, ext. 103. To send your resume, or to request a job description email careers@centertonar.us. All applicants are subject to a state background check and pre-employment drug testing. To learn more about our great city visit www.centertonar.us. Applications will be accepted until the position is filled. EOE.

HUMAN RESOURCES DIRECTOR—The North Little Rock Wastewater Department seeks applicants for the position of full-time human resources director. Starting salary DOQ plus full benefits. Qualifications: bachelor's degree in HR plus five years' experience. All applicants are subject to pre-employment testing. Complete job description available on request. Send resume to ksullivan@nlrwu.com or NLRWU@NLRWU.com. Open until filled. EOE.

HR BENEFITS SPECIALIST—The city of Benton seeks applicants for the position of human resources benefits specialist. The human resources benefits specialist manages and controls city benefits for all city employees and reports to the human resources director. Qualifications: associate's degree in human resources, business administration or related field; two-plus years benefits, Human Resources, or payroll experience. For a complete job description and city application, please visit www.bentonar.org.

PATROL OFFICER—The city of Benton is accepting applications for the position of patrol officer. The patrol officer works under the general supervision of the patrol sergeant and is responsible for enforcing traffic and criminal laws. This position is governed by state and federal laws, department policy and civil service rules and regulations. Requires HS diploma or equivalent, 12 to 18 months of related experience. Other job-related education and/or experience may be substituted for all or part of these basic requirements upon approval of the chief of police. Special requirements: certified by the Arkansas Law Enforcement Standards Commission. For a complete job description and city application, please visit www.bentonar.org.

POLICE CHIEF—The city of Stuttgart is accepting applications for the position of police chief. This position requires a close working relationship with the mayor. This position entails all manner of police policy and advanced knowledge of city ordinances and state and federal laws. The position requires certified law enforcement training and experience in a supervisory position for at least five years. Benefits include 100 percent of the premium for employee's full insurance coverage paid by the employer, sick and vacation pay accruing at the beginning of employment, holiday pay and benefits through the LOPFI retirement system. Salary DOQ. Please request applications from Personnel Director Carol Ables at 870-673-8817. No online applications, please. Open until filled.

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