

State Revenue Offices
Joint Performance Review Committee

September 9, 2015

1. What is the employee turnover rate at the Revenue offices?

The turnover rate from July 1, 2014 thru June 30, 2015 was 15% in State Revenue Offices.

2. What kind of training is provided to the employees?

State Revenue Office employees are receiving on the job training. Depending on the location the employee will generally observe a co-worker for a few days and review procedures manuals prior to processing any transactions. The employee will also view computer based training on basic navigation of the driver services/motor vehicle system.

In a larger office a new employee will typically process motor vehicle renewals before moving to more complex transactions. In a smaller office the new employee may be exposed to multiple transactions just simply because of the lower volume of customers. Depending on the skills of the employee they should be processing transactions with minimal assistance within the first six weeks of employment. All new employees are on six month probation. Employee progress is reviewed monthly with the employee.

All employees have access to a message board where we provide updated information as needed.

State Revenue Offices are divided into five districts where the district managers will provide additional training using the train the trainer method on policy, legislative material or system changes.

We estimate the average cost for training a new employee would be equal to the first months' salary; DFA Service Representative entry level would be \$2005.42 monthly.

3. What types of transactions are done at the Revenue offices?

The mission of the Office of State Revenue Administration is to collect revenue through effective collection and administration of taxes, driver's license fees and motor vehicle fees according to Arkansas State law.

We process basic renewal transactions on motor vehicles, trailers, motorcycles, boats and large instate commercial and non-commercial trucks.

We process title transactions and collect Arkansas sales/use tax when a customer purchases a motor vehicle, trailer, motorcycles, ATV or truck. This also includes filing of liens on motor vehicles, trailers, motorcycles, ATV and trucks. Customers also have the ability to obtain duplicate titles, duplicate registrations and make address changes.

We issue Arkansas identification cards, non-commercial driver licenses, commercial driver licenses, commercial driver license test packets, commercial learner's permits, persons with disability cards and state employee identification cards. A customer may obtain a traffic violation report and we also collect reinstatement fees on Arkansas driver licenses.

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Arkansas residents may also purchase deed stamps for the transfer of real estate.

The Office of Motor Vehicle has approximately 400 inventory plate types. This includes dealers, military, college, special interest, plates that can be personalized, public, etc. State Revenue Office employees must have the knowledge of appropriate fees and special requirements to obtain the various plate types.

The Office of Driver Services issues 10 variations of driver licenses, including identification cards and state employee identification cards.

4. What is the average number of transactions each employee performs and the time it takes to perform the transactions?

State Revenue Offices employees processed 4,143,130 transactions last year and collected \$531,240,344.85 in revenue July 1, 2014 thru June 30, 2015.

The average number of transactions varies from location and transaction type. An employee working a motor vehicle express basic renewal line can process 150 transactions per day. We have some locations which also operate a driver license renewal express line; those employees can process up to 100 transactions per day. An employee processing a title and registration and payment of sales tax may only process 25 transactions per day.

The majority of our employees process various types of transactions; we would like to see an employee process an average of 40 transactions per day.

Some of our customers require more assistance than others; the employee may be required to contact the auto dealership, insurance company, county assessor and collector before they are able to start the application entry into our system.

Below is the average time to actually enter the transaction into our system after all documentation has been reviewed.

Driver License Renewal	7 minutes
New Driver or New Resident Driver License	10 minutes
Duplicate Driver License	7 minutes
Payment of Reinstatement Fees	5 minutes
Commercial Driver Test Packets	10 minutes
Motor Vehicle Renewal	2-4 minutes
Title, Registration and Sales Tax	10-15 minutes
Title, Transfer and Sales Tax	10-15 minutes

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5. How are the employees in the individual offices evaluated specifically and how are they evaluated with regard to their time in serving customers?

All employees have a yearly performance evaluation which varies depending on the degree of responsibility of the employee and the size of the office. All performance evaluations have a minimum of four duty areas.

The four duty areas are:

Collect fees and taxes: Offices with three or less employees will receive an unsatisfactory rating if they have more than 12 unresolved money errors; larger offices with four or more employees are allowed 24 unresolved money errors before receiving an unsatisfactory rating.

Execute issuance of license: Employees are allowed no more than 12 errors during the rating period before they are given an unsatisfactory rating.

Provide taxpayer service information and customer service: Employees who receive 3 verifiable complaints receive an unsatisfactory rating.

Other duties as needed: We have this as a standard because there are instances where employees are asked to perform other job duties out of the ordinary to make sure the office runs efficiently. Examples would be in a smaller office, the service representative may be required to perform the duties of the office supervisor in the absence of the supervisor. In the larger extended hour offices an employee may be required to work past their designated shift to serve the customers.

Our goal is for all employees to process an average of 40 transactions per day. Employees who consistently do not meet this average are worked with to help achieve the goal. If necessary employees are placed on a performance plan, where their work is reviewed by the office supervisor and district manager weekly and discussed with the employee. The employee is given a designated time to reach the goal or be terminated.

6. Do you ever do customer surveys in the offices to get feedback directly from the public?

We have used surveys in the past but it has been several years. In 2003 to 2006 we took a random sampling of customers who had recently visited a State Revenue Office and mailed a multiple choice survey with an area for comment. We also provided a postage paid envelope; customer response was low.

We are looking into the possibility of adding a customer survey to our website which would be submitted electronically.

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Currently the offices have signage with the contact information for the district manager over the location. We have recently updated those signs adding the following email address RevenueOffice.Comments@dfa.arkansas.gov. This email address will allow customer to email comments or concerns directly to the State Revenue Office Administrator. Customers can also provide feedback by using MVINforantion@dfa.arkansas.gov and Support@ark.org from the DFA website.

7. What is being done in each office to promote information about new technology within the offices? Also provide information concerning the offices around the state and the condition they are in and how conducive they are to the population they serve?

All offices have signage with information on ARStar and Gov2Go; the 12 offices with kiosk have signage to promote the usage of the kiosk. The DFA website provides information concerning options for motor vehicle renewals and direct links to ARStar and Gov2Go.

The Office of Motor Vehicle has a newly designed motor vehicle renewal notification which will be put into production with the November renewal notices.

We have 134 State Revenue Offices across the state; 31 of the offices are located within a city or county owned building, 2 offices are in State owned facilities and 101 are leased privately.

We are currently in the process of relocating our office in Melbourne and remodeling the location in Van Buren. We are in negotiations to add square footage and remodel the Bryant office.

We have just completed a remodel of the Jacksonville, Southwest Little Rock, England, Star City and Stuttgart. We have relocated the following offices within the past five years: Benton County Central, Conway, Gravette, Marion, Rogers, Stephens, and Smackover.

The office which is currently creating the most challenge is the Benton office; the office is located in a facility owned by Saline County. We are currently working with Saline County to secure additional space within the County Courthouse area. Other locations we could look at for possible remodel or relocation would be Fayetteville, Greenbrier and North Little Rock.

All offices are run with new generation servers from DIS; the bandwidths for the locations vary depending on the size of the location. We have 24 offices which also have 4G back-up systems.

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8. Would it be possible to provide information in the Driver's License Instruction booklets concerning new motor vehicle renewal technology to familiarize the new generation?

We contacted Arkansas State Police concerning adding information to the Driver's License Instruction booklets. They are currently in the process of updating the booklet; State Police will be adding a page to the instruction booklet with information concerning ARStar and Gov2Go.

9. Does DFA have an estimate or projections as to how staffing could be reduced and possible budget cuts if the goal of 50% of motor vehicles renewal were processed using new technology?

Our goal is within the next 5 years citizens will embrace the technology provided by DFA and renew their motor vehicle license using ARStar rather than visiting a State Revenue Office. Based on the current number of motor vehicle renewals this would be a reduction of 485,463 transactions or 22.4%. We estimate with minimal growth we can reduce staff by 4.16% or 1 employee for every 24,273 transactions processed using our new technology. DFA will monitor this activity by reviewing monthly reports on the number of transactions processed in State Revenue Offices and ARStar.

10. Representative Bob Johnson asked out of the 72% of the motor vehicle renewals processed in a State Revenue Office, what was the percentage of the customers who came to the State Revenue Office because their renewal notice reflected no assessment or personal property payment?

The percentage of citizens whose renewal notice reflected a no for personal property assessment, personal property taxes paid or verification of insurance at the time the renewal notice was printed was 61.27%.

FINANCE AND ADMINISTRATION--REVENUE SERVICES (630)

FISCAL YEAR 2016

As Enacted by Act 924 of 2015

I) AGENCY SUMMARY & REVENUE SOURCES

MISSION

The Revenue Division is responsible for administration and enforcement of State taxing laws, vehicle and driver licenses imposed under Arkansas law and Child Support Enforcement imposed under Arkansas and Federal law. Offices within the Division and their responsibilities are the Office of the Assistant Commissioner for Policy and Legal which includes the Hearings and Appeals Section; the Office of Income Tax administers Individual and Corporate Income Taxes AND Income Tax Systems, which processes income tax returns; the Office of Field Audit; Office of Motor Vehicle administers licensing, registration and titling of vehicles; Office of Excise Tax Administration is responsible for Sales Tax, Motor Fuel Tax, Miscellaneous Tax, Tax Credits and tax administration of Bingo and Raffles; Office of Driver Services which includes, Issuance, Technical Services, Safety Responsibility, Driver Control and Commercial Driver Licenses; Office of Assistant Commissioner for Operations and Administration which consists of the Cashier Section (which prepares deposits of all monies for deposit with the State Treasurer) and General Services sections; Office of Revenue Legal Counsel which represents the Division in litigation involving taxes, fees, licenses and programs administered by the Division; and the Office of State Revenue Office Administration administers the County automobile registration and renewal offices.

TOTAL APPROPRIATION

The total appropriation for the Revenue Division is \$1,273,481,673 for FY2016.

FUNDING SOURCES

This agency's appropriations are funded with tax refunds, State Central Services Fund, and special revenues.

II) CHANGE LEVEL REQUESTS

Commercial Drivers License Program

This appropriation provides for the operating expenses of this program. Fees collected for licenses issued are dedicated as special revenue to support the program. The change level request is \$1,000,000 in Operating Expenses for costs associated with the Arkansas Integrated Revenue System Driver Services.

Operations Appropriation

This appropriation is for the operation of the Revenue Services Division. The change level request is \$2,315,135 in FY2016 for Regular Salaries and Personal Services Matching to support 20 additional positions, Operating Expenses to cover postage, rent increase, and other operating related expenses. The change level request also allows for the replacement of aging and high mileage vehicles in the Capital Outlay line item.

III) ADDITIONAL POSITIONS (Total FY2015 Authorized Positions:1,480)

Total Authorized Positions FY2016: 1,501

Total Base Level Positions: 1,480

Increase / (Decrease) Over Base Level: 21

Extra Help Positions FY2016: 221 (Total FY2015 Authorized Extra Help: 221)

IV) SPECIAL LANGUAGE

APPROPRIATION TRANSFERS: Dictates distribution of refunds in Tax Administration Program and allows transfer between Refund line items with report to Legislative Council on amounts and reasons for transfer.

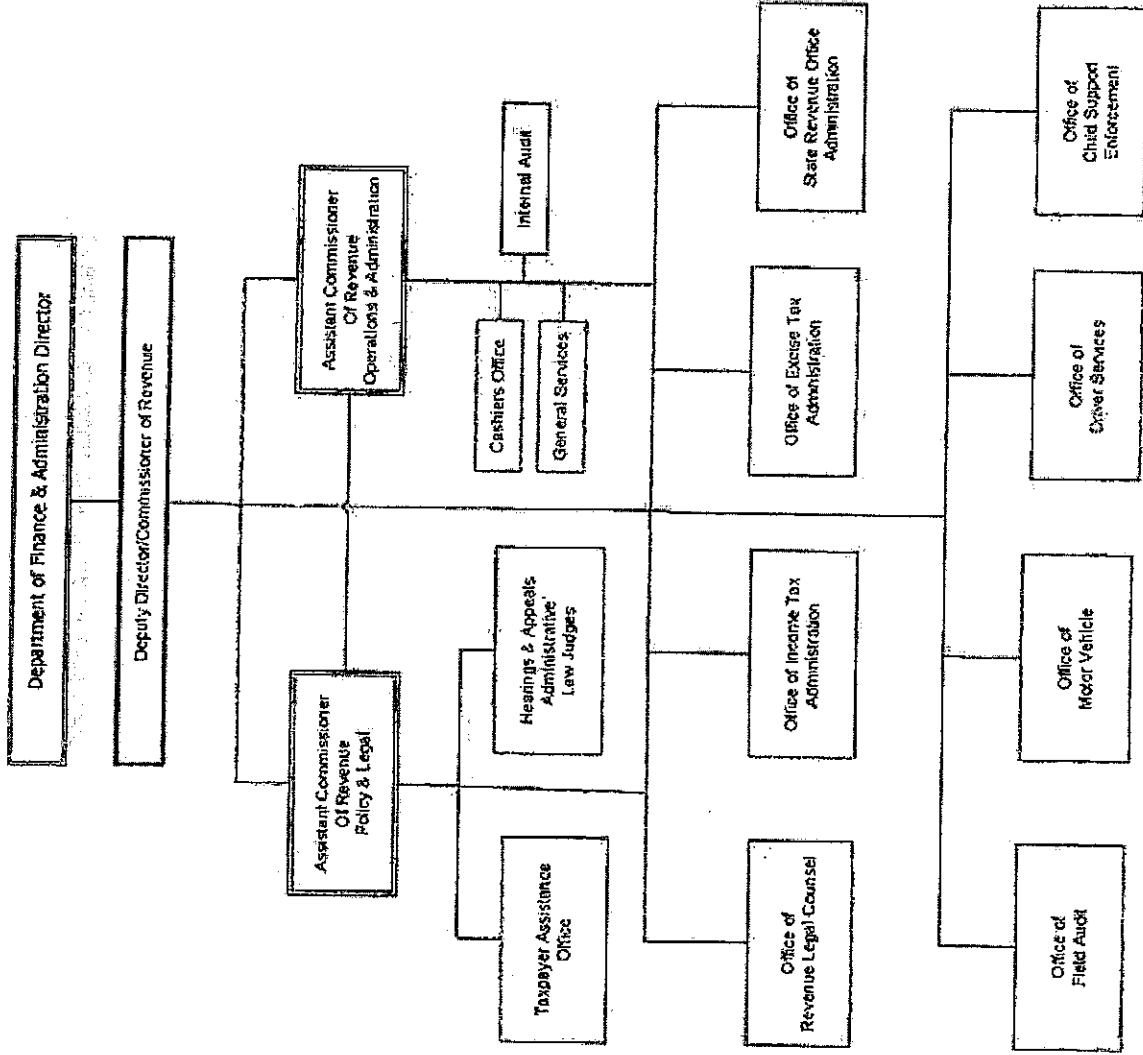
EXTRA HELP EXEMPTION: States extra Help positions are exempt from limitation of hours with report to Legislative Council when temporary or part-time employees are employed by DFA for longer than 7 months.

AUTHORITY TO EMPLOY CERTIFIED LAW ENFORCEMENT OFFICERS: Gives Department authority to employ not more than one (1) certified law enforcement officer to provide security for Department buildings, grounds, property, employees and customers.

CONTINGENT POSITIONS: Authorizes the establishment of 50 contingency data entry positions to be utilized as deemed necessary by the Director of DFA after seeking prior review by Legislative Council/Joint Budget; allows transfers from the various programs in the Act to the Tax Administration Program for salaries and matching.

COMMERCIAL DRIVER LICENSE FUND: Language governs excess funds of the Commercial Driver License Fund over an amount equal to three most recent fiscal year budgets be transferred into the State Central Services Fund.

April 2015



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Office Name	Number of employees	DFA Local Revenue Office Manager C118	DFA Local Revenue Office Supervisor C114	DFA Supervisor C113	DFA Service Representative C111
Arkadelphia	4		1		3
Ash Flat	2		1		1
Ashdown	2		1		1
Atkins Outreach*					
Augusta	2		1		1
Bald Knob	3		1		2
Batesville	5	1			4
Beebe	3		1		2
Benton	7	1		1	5
Bentonville	16	1	1		14
Berryville	3		1		2
Blytheville	4	1		1	2
Booneville	2		1		1
Brinkley	1		1		
Bryant	5	1			4
Cabot	6	1		1	4
Camden	5	1		1	3
Cave City Outreach*					
Charleston	1		1		
Clarendon	1		1		
Clarksville	3	1			2
Clinton	3		1		2
Conway	12	2		1	9
Corning	2		1		1
Crossett	4		1		3
Danville	2		1		1
Dardanelle	2		1		1
Decatur Outreach*					
DeQueen	4		1		3
Dermott	1		1		
Des Arc	1		1		
DeWitt	2	1	1		
Dierks Outreach*					

Outreach offices are not open 5 days a week.
 Employees come from local offices when the Outreach is open.

Rovers who travel to multiple offices are listed in supervisory positions in their base office

Dover Out	h*							
Dumas	2				1			1
Earle	1				1			
El Dorado	7		1				1	5
England	2				1			1
Eudora Outreach*								
Fayetteville	9		1				1	7
Fordyce	2				1			1
Forrest City	4				1			3
Fort Smith East	9		1				1	7
Fort Smith Garrison	5		1				2	2
Glenwood	2				1			1
Gravete	2				1			1
Greenbrier	2				1			1
Green Forrest Outreach*								
Greenwood	4		1					3
Hamburg	2				1			1
Hampton	1				1			
Harrisburg	2				1			1
Harrison	6		1				1	4
Hazen	1				1			
Heber Springs	4				1			3
Helena	5		1				1	3
Hope	4				1			3
Horseshoe Bend Outreach*								
Hot Springs Albert Pike	6		2				1	3
Hot Springs Downtown	7		1				1	5
Hot Springs Village	3						1	2
Hughes	1						1	
Huntsville	3		1				1	1
Imboden Outreach*								
Jacksonville	7		1				1	5
Jasper	2						1	1
Jonesboro	13		1				3	9
Lake City	2						1	1

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Lake Villa	2	1	1	1
Leachville Outreach*				
Lead Hill Outreach*		1		
Lewisville	2	1		1
Lincoln	2	1		1
Little Rock Central	11	1	1	9
Lonoke	4	1		3
Magnolia	4			3
Malvern	4	1		3
Mammoth Spgs. Outreach*				
Manila Outreach*				
Marianna	2	1		1
Marion	3	1		2
Marked Tree	2	1		1
Marshall	2	1		1
Maumelle	2	1		1
McGehee	2	1		1
Melbourne	3	1		1
Mena	4	1		3
Monticello	4	1		2
Morrilton	3	1		2
Mountainburg Outreach*				
Mountain Home	6	1	1	4
Mountain View	3	1		1
Mt. Ida	2	1		1
Murfreesboro	2	1		1
Nashville	3	1		2
Newport	3	1		2
North Little Rock	5		1	2
Osceola	3	1		2
Ozark	3	1		1
Paragould	7	2	1	4
Paris	2	1		1
Piggott	2	1		1
Pine Bluff	7	1	1	5

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Pocahontas	3	1	2
Prescott	2	1	1
Ragland Special License	13	1	10
Rector	1	1	
Rison	2	1	1
Rogers	8	1	6
Russellville	9	1	6
Salem	2	1	1
Searcy	7	1	5
Sheridan	3	1	2
Sherwood	8	1	6
Siloam Springs	3	1	2
Smackover	1	1	
Springdale	11	1	8
Star City	2	1	1
Stephens Outreach*			
Stuttgart	3	1	2
Southwest Little Rock	9	1	7
Texarkana	8	1	5
Trumann	2	1	1
Van Buren	7	1	5
Vilonia Outreach*			
Waldron	2	1	1
Walnut Ridge	4	1	2
Warren	2	1	1
West Little Rock	11	1	9
West Fork Outreach*			
West Memphis	6	1	4
White Hall	6	1	4
Wynne	3	1	2
Yellville	2	1	1
	472	86	304
	50	32	472

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Office Name	Employee Name	Title	Grade	Salary	Office Transaction Count
Arkadelphia	Carol J Hughes	DFA Local Revenue Office Supervisor	C114	30,605.54	29,437
	Jenine Michele Runyan	DFA Service Representative	C111	26,438.67	
	Kelisha Brown	DFA Service Representative	C111	24,791.94	
Ash Flat	Lita S Long	DFA Service Representative	C111	24,791.94	
	Jessica D. Gross	DFA Service Representative	C111	24,791.94	22,936
	Tricia L. Jordan	DFA Service Representative	C111	24,791.94	
	Jerry Lynn Roe	DFA Local Revenue Office Supervisor	C114	29,082.14	
	Melissa A Booth	DFA Local Revenue Office Supervisor	C114	30,605.54	17,935
Ashdown	Jacob A Baker	DFA Service Representative	C111	26,438.67	
	Russellville Employee				
Atkins Outreach*	Tanya M. Stuckey	DFA Service Representative	C111	26,438.67	2,464
	Lavera Dawn Way	DFA Local Revenue Office Supervisor	C114	32,489.39	10,935
Bald Knob	Margaret L Standridge	DFA Local Revenue Office Supervisor	C114	30,605.54	18,506
	Debbie Denise Gatewood	DFA Service Representative	C111	25,856.69	
	Judy A. Emler	DFA Supervisor	C113	29,147.25	49,962
Batesville	Alisa C. Hatfield	DFA Local Revenue Office Manager	C118	37,200.59	
	Tonja M. Hewitt	DFA Service Representative	C111	24,065.18	
	Tammy J. Shannon	DFA Service Representative	C111	24,305.84	
	Marsha Smith	DFA Service Representative	C111	24,305.84	
	Susan K McConnaughay	DFA Local Revenue Office Supervisor	C114	30,605.54	30,458
Beebe	Joyce M Edwards	DFA Service Representative	C111	26,438.67	
	Wanda Archer	Extra Help	C108	20,788.14	
	Pamela J Watts	DFA Local Revenue Office Manager	C118	37,200.59	61,306
	Krista Michelle Long	DFA Supervisor	C113	38,072.74	
	Catherine A Lee	DFA Service Representative	C111	27,999.50	
	Sandra L Johnson	DFA Service Representative	C111	24,305.84	
	Leslie Denise Price	DFA Service Representative	C111	27,482.42	
	Vacant	DFA Service Representative	C111	24,065.00	
	Vacant	DFA Service Representative	C111	24,065.00	
	Cindy Gail Richmond	DFA Local Revenue Office Manager	C118	33,861.15	145,399
Bentonville	Amanda K Constancio	DFA Service Representative	C111	24,791.94	
	Sheri Ann Downs	DFA Service Representative	C111	25,856.59	
	Kelley J Elam	DFA Service Representative	C111	28,065.23	
	Trista L Finster	DFA Service Representative	C111	24,065.18	
	Amanda D Goss	DFA Service Representative	C111	26,438.67	

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Employees come from local offices when the Outreach is open.

	Shelly L Rodgers	DFA Service Representative	C111	25,856.69
	Charlotte Faith Clark Snyder	DFA Service Representative	C111	25,856.69
	Tyral J Spence	DFA Service Representative	C111	28,065.23
	Daly Sheree Stephens	DFA Service Representative	C111	24,305.84
	Taylor N Teel	DFA Service Representative	C111	24,305.84
	Jeanette K Womochil	DFA Service Representative	C111	24,305.84
	Vacant	DFA Local Revenue Office Supervisor	C114	27,858.00
	Vacant	DFA Service Representative	C111	24,065.00
	Vacant	DFA Service Representative	C111	24,065.00
	Vacant	DFA Service Representative	C111	24,065.00
Berryville	Bridget Merkaye Contreras	DFA Local Revenue Office Supervisor	C114	30,605.54
	Tina Marie Burger	DFA Service Representative	C111	26,438.67
	Teresa Annette Tibbets	DFA Service Representative	C111	26,438.67
Blytheville	Sabrina Lynn Benson	DFA Supervisor	C113	28,657.41
	Shebrekea Janae Carauthers	DFA Service Representative	C111	24,305.84
	Latonya Rashaal Cullins	DFA Local Revenue Office Manager	C118	34,199.78
	Jennifer Nicole Phillips	DFA Service Representative	C111	24,305.84
Booneville	Gail Devaun Cassidy	DFA Local Revenue Office Supervisor	C114	30,605.54
	Michelle D Mikles	DFA Service Representative	C111	26,438.67
Brinkley	Vira Annette Hamilton	DFA Local Revenue Office Supervisor	C114	30,605.54
Bryant	Risa L Ibert	DFA Local Revenue Office Manager	C118	39,861.74
	Rachel A Michel	DFA Service Representative	C111	26,438.67
	Marshall Alan Lewis	DFA Service Representative	C111	24,305.84
	Ebony Dodson	DFA Service Representative	C111	24,305.84
	Marqueena L Simmons	DFA Service Representative	C111	24,305.84
Cabot	Vacant	DFA Local Revenue Office Manager	C118	33,861.00
	Vacant	DFA Service Representative	C111	24,065.00
	Melinda Chandler	DFA Supervisor	C113	29,082.35
	Janice Evans	DFA Service Representative	C111	24,305.84
	Anita Hood	DFA Service Representative	C111	28,571.50
	Shawna R Peeks	DFA Service Representative	C111	24,791.94
Camden	Rita L Long	DFA Local Revenue Office Manager	C118	37,200.59
	Nannie Marvette Smith (Rover)	DFA Local Revenue Office Supervisor	C114	29,932.24
	Tekelia J Davis	DFA Service Representative	C111	26,438.67
	Tyesha L Jackson	DFA Service Representative	C111	24,791.94
	April D Ward	DFA Service Representative	C111	24,065.18

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Dermott	Fredia S Mcfadden	DFA Local Revenue Office Supervisor	C114	28,699.42	C114	28,699.42	
Des Arc	Stephanie Dobbins	DFA Local Revenue Office Supervisor	C114	28,136.58	C114	28,136.58	6,843
Dewitt	Lindsey n Palmer	DFA Local Revenue Office Supervisor	C114	28,699.42	C114	28,699.42	11,656
	Fran Campbell (Rover)	DFA Local Revenue Office Manager	C118	36,382.11			
Dierks Outreach*	Nashville Employee						1,166
Dover Outreach*	Russellville Employee						1,929
Dumas	Shirley A Walters	DFA Local Revenue Office Supervisor	C114	34,605.79	C114	34,605.79	11,005
	Blake Michael Morgan	DFA Service Representative	C111	26,438.67			
Earle	Pamela E Shelley	DFA Local Revenue Office Supervisor	C114	30,605.54	C114	30,605.54	4,174
El Dorado	Donna Kaye Washington	DFA Local Revenue Office Manager	C118	36,927.90			48,310
	Tameka Kaye Buffington	DFA Supervisor	C113	29,082.14			
	Alicia B Brewer	DFA Service Representative	C111	26,438.67			
	Santana A Meadows	DFA Service Representative	C111	26,050.54			
	Jessica J Crew Frazier	DFA Service Representative	C111	24,791.94			
	Tiffany Thurmon	DFA Service Representative	C111	24,791.94			
	Robin L Farley	DFA Service Representative	C111	24,791.94			
England	Diane W Rice	DFA Local Revenue Office Supervisor	C114	35,208.37	C114	35,208.37	10,290
	Patricia A Lewis	DFA Service Representative	C111	29,010.80			
Eudora Outreach*	Lake Village Employee						1,488
Fayetteville	Danielle Joy Wilson	DFA Local Revenue Office Manager	C118	34,199.78	C118	34,199.78	118,258
	Pamela J Mehauffey	DFA Supervisor	C113	29,082.35			
	Sandra Diane Bounds	DFA Service Representative	C111	24,791.94			
	Linda M Coger	DFA Service Representative	C111	24,065.18			
	Scharrelle Eastley	DFA Service Representative	C111	24,791.94			
	Amy B Keeton	DFA Service Representative	C111	24,065.18			
	Felicia Shantaine McComb	DFA Service Representative	C111	26,438.67			
	Tamara Stevens	DFA Service Representative	C111	24,791.94			
	Evelyn M Kayadeth-Moore	DFA Service Representative	C111	24,305.84			
Fordyce	Lily A Young	DFA Local Revenue Office Supervisor	C114	29,082.14	C114	29,082.14	11,370
	Deloris A Rainey	DFA Service Representative	C111	24,791.94			
Forrest City	Sonia Marie Thorne	DFA Local Revenue Office Supervisor	C114	29,082.35	C114	29,082.35	26,725
	Kimberly a Bennett	DFA Service Representative	C111	24,791.94			
	Kristen Nicole Ray	DFA Service Representative	C111	26,244.61			
	Makeeta S Winfrey	DFA Service Representative	C111	24,305.84			
Ft Smith East	Constance Reed Oswald	DFA Local Revenue Office Manager	C118	34,883.89	C118	34,883.89	91,187
	Deborah Lynn Taber	DFA Supervisor	C113	27,271.09			

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	Julia E Brooks	DFA Service Representative	C111	13,025.27	
	Wanda S Haralson	DFA Service Representative	C111	26,438.67	
	Kira M Kennedy	DFA Service Representative	C111	24,065.18	
	John William Larker	DFA Service Representative	C111	24,065.18	
	Kimberly A Parker	DFA Service Representative	C111	24,791.94	
	Tiffany V Phimvongsa	DFA Service Representative	C111	12,032.59	
	Ronald D Wells	DFA Service Representative	C111	24,791.94	
Ft Smith Garrison	Kellie M Owens	DFA Local Revenue Office Manager	C118	37,200.59	31,852
	Jennifer Jeffcoat Ulmer	DFA Supervisor	C113	28,655.95	
	Patricia A Brison	DFA Service Representative	C111	31,395.52	
	Rhonda D Sinkuler	DFA Service Representative	C111	25,859.60	
	Ora L Dumas (Rover)	DFA Supervisor	C113	29,147.25	
Glenwood	Sharion K Pipkins	DFA Local Revenue Office Supervisor	C114	32,489.39	11,768
	Rhonda Renee Raines	DFA Service Representative	C111	26,438.67	
Gravette	Gloria J Salkill	DFA Local Revenue Office Supervisor	C114	28,699.42	18,846
	Mary Ruth Poe	DFA Service Representative	C111	26,438.67	
Greenbrier	Sherry L Garrett	DFA Local Revenue Office Supervisor	C114	30,605.54	31,140
	Amelia Ann Rooney	DFA Service Representative	C111	26,438.67	
Green Forrest Outreach*	Harrison Employee				3,262
Greenwood	Regina F Cantrell	DFA Local Revenue Office Manager	C118	37,200.59	31,114
	Kimberly D Cox	DFA Service Representative	C111	24,791.94	
	Shanna Angellique Lamont-Fox	DFA Service Representative	C111	26,438.67	
	Karen A Olsen	DFA Service Representative	C111	24,305.84	
Hamburg	Lela M Campbell	DFA Local Revenue office Supervisor	C114	37,045.22	
	Nicole L Breedlove	DFA Service Representative	C111	24,305.84	
Hampton	Vacant	DFA Local Revenue Office Supervisor	C114	27,858.00	6,775
Harrisburg	Debra Lynn Hickinbotham	DFA Service Representative	C111	26,438.67	12,952
	Georgia Lee Owens	DFA Local Revenue Office Supervisor	C114	28,699.42	
Harrison	Kathy A Cikanek	DFA Local Revenue Office Manager	C118	37,200.59	58,615
	Krista Ann Hutton	DFA Supervisor	C113	29,082.35	
	Angela Nicole Bailey	DFA Service Representative	C111	26,244.61	
	Eva D Braden	DFA Service Representative	C111	26,438.67	
	Mark J Gray	DFA Service Representative	C111	24,305.84	
	Cindy Ann Jackson	DFA Service Representative	C111	26,438.67	
Hazen	Gail C Qualls	DFA Local Revenue Office Supervisor	C114	32,489.39	5,695
Heber Springs	Carol Lee Baker	DFA Service Representative	C111	26,438.67	35,702

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	Dina G. Davenport	DFA Service Representative	C111	26,438.67	
	Kela J. Stevenson	DFA Local Revenue Office Supervisor	C114	32,660.99	
	Melissa J. Vice	DFA Service Representative	C111	26,438.67	
Helena	Barbara A Hayes	DFA Local Revenue Office Supervisor	C114	32,809.50	24,712
	Linda K Shannon	DFA Service Representative	C111	26,438.67	
	Vickie Washington	DFA Service Representative	C111	25,856.69	
	Kimberly Denise Johnson	DFA Service Representative	C111	26,244.61	
	Sharon Lynn Harris (Rover)	DFA Local Revenue Office Manager	C118	49,226.53	
Hope	Margie E Dooley	DFA Local Revenue Office Supervisor	C114	30,605.54	26,679
	Kristen L Hodges	DFA Service Representative	C111	24,065.18	
	Vickie L Bateman	DFA Service Representative	C111	24,791.94	
	Julie Dalene Paddle	DFA Service Representative	C111	25,856.69	
Horseshoe Bend Outreach*	Meibourne Employee				864
Hot Springs Albert Pike	Pamela June Lafferty	DFA Local Revenue Office Manager	C118	36,382.11	54,070
	Roger W Bright (Rover)	DFA Local Revenue Office Manager	C118	34,199.78	
	Vacant	DFA Supervisor	C113	26,531.00	
	Michael C Hall	DFA Service Representative	C111	24,791.94	
	Tamara A Brown	DFA Service Representative	C111	25,856.69	
	Vacant	DFA Service Representative	C111	24,065.00	
Hot Springs Downtown	Mary D Robbins	DFA Local Revenue Office Manager	C118	34,883.89	64,703
	Susan K Kelly	DFA Supervisor	C113	29,082.14	
	Donald A Hughes	DFA Service Representative	C111	26,438.67	
	Katherine J Pate	DFA Service Representative	C111	24,791.94	
	Melissa Eunice Spakes	DFA Service Representative	C111	26,438.67	
	Velvet E Trehern	DFA Service Representative	C111	25,856.69	
	Faleasha A Young	DFA Service Representative	C111	24,305.84	
Hot Springs Village	Mona Kathleen Tillery	DFA Local Revenue Office Supervisor	C114	30,605.54	22,510
	Martha Allison Fryar	DFA Service Representative	C111	26,438.67	
	Linda Louise Davis	DFA Service Representative	C111	26,438.67	
Hughes	Deborah J Shirley	DFA Local Revenue Office Supervisor	C114	44,946.72	3,228
Huntsville	Vacant	DFA Local Revenue Office Supervisor	C114	27,858.00	22,401
	Aimee M Ustrey	DFA Service Representative	C111	24,791.94	
Imboden Outreach*	Shelly A Alexander (Rover)	DFA Local Revenue Office Manager	C118	37,200.59	
	Walnut Ridge Employee				3,336
Jacksonville	Carla P Turley	DFA Local Revenue Office Manager	C118	34,199.78	54,511
	Jacqueline Laverne Johnson	DFA Supervisor	C113	28,869.15	

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	LaTonnie Luckadue	DFA Service Representative	C111	29,085.68	
	Sylvia Rose Thomas	DFA Service Representative	C111	26,438.67	
	Demetria K Young	DFA Service Representative	C111	25,668.66	
	Christen J Schellenberg	DFA Service Representative	C111	24,305.84	
	Cristal G Kennedy	DFA Service Representative	C111	24,305.84	
Jasper	Alisha Nicole Martin	DFA Local Revenue Office Supp	C114	30,605.54	9,940
	Debbie A Roberts	DFA Service Representative	C111	26,438.67	
Jonesboro	Vacant	DFA Service Representative	C111	24,065.00	107,206
	Shirley R. Gaines	DFA Service Representative	C111	26,377.94	
	Veronica Hager	DFA Service Representative	C111	24,791.94	
	Charles A. Hill	DFA Service Representative	C111	24,791.94	
	Kelly Marie Morgan	DFA Supervisor	C113	28,933.63	
	Robin D. Muir	DFA Local Revenue Office Manager	C118	37,200.59	
	Teresa Kay Poe	DFA Service Representative	C111	26,244.61	
	Tracy A. Schmidt	DFA Service Representative	C111	24,305.84	
	Annette Arnold Stone	DFA Service Representative	C111	24,546.50	
	Carolyn Faye Taylor	DFA Supervisor	C113	29,147.25	
	Bradley S. Wallace	DFA Service Representative	C111	24,791.94	
	Geneva L. Webb	DFA Supervisor	C113	27,271.09	
	Carolyn Evon Williams	DFA Service Representative	C111	26,052.21	
Lake City	Jennifer O'Neal Kelems	DFA Service Representative	C111	26,052.21	13,053
	Jamie Lynn Wallace	DFA Local Revenue Office Supervisor	C114	30,605.54	
Lake Village	Phyllis R Reginelli	DFA Local Revenue Office Supervisor	C114	29,932.24	11,648
	Tiffany D Dixon	DFA Service Representative	C111	24,791.94	
	Lisa Ann Smith	DFA Local Revenue Office Supervisor	C114	30,605.54	3,133
Leachville Outreach*	Harrison Employee				1,426
Lead Hill Outreach*	Donna A McDowell	DFA Local Revenue Office Supervisor	C114	27,858.06	
Lewisville	Lisa Anne Burns	DFA Service Representative	C111	24,065.18	9,643
	Pamela L Pyatte	DFA Local Revenue Office Supervisor	C114	32,489.39	
Lincoln	Angela R Langway	DFA Service Representative	C111	24,305.84	15,142
	Vacant	DFA Local Revenue Office Manager	C118	33,861.00	119,167
Little Rock Central	Sandra M Johnson	DFA Supervisor	C113	28,506.19	
	Kaneesha A Bell	DFA Service Representative	C111	24,065.18	
	Sylvia L Brown	DFA Service Representative	C111	26,438.67	
	Donna M Brumett	DFA Service Representative	C111	24,791.94	
	Priscilla A Garcia	DFA Service Representative	C111	24,065.18	

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	Lalena M Holt	DFA Service Representative	C111	24,791.94	
	April L Wilson	DFA Service Representative	C111	26,438.67	
	Yvone R Williams	DFA Service Representative	C111	26,438.67	
	Jazmenn J Wright	DFA Service Representative	C111	24,305.84	
	Vacant	DFA Service Representative	C111	24,065.00	
Lonoke	Gerry Ray	DFA Local Revenue Office Supervisor	C114	33,733.44	20,935
	Amber N Moore	DFA Service Representative	C111	24,791.94	
	Kimberly A Sisson	DFA Service Representative	C111	24,305.84	
	Brennon W Ingle (Rover)	DFA Local Revenue Office Supervisor	C114	28,569.63	
Magnolia	Gloria L Counter	DFA Local Revenue Office Manager	C118	37,200.59	32,053
	Glenda G Gunnels	DFA Service Representative	C111	26,438.67	
	Hali Machelie Hampton	DFA Service Representative	C111	24,305.84	
	Sonya M Edington	DFA Service Representative	C111	24,065.18	
Malvern	Burt T Ashburn	DFA Local Revenue Office Manager	C118	34,726.22	36,947
	Debbie D Hastings	DFA Service Representative	C111	24,791.94	
	Holly W Duncan	DFA Service Representative	C111	24,305.84	
	Crystal D Motes	DFA Service Representative	C111	31,814.22	
Mammoth Springs Outreach*	Melbourne Employee			1,461	
Manila Outreach*	Leachville Employee			5,144	
Marianna	Mary E Palmer	DFA Local Revenue Office Supervisor	C114	30,605.54	10,922
	Elizabeth Guest	DFA Service Representative	C111	26,438.67	
Marion	Ronda J Woods	DFA Local Revenue Office Supervisor	C114	29,932.24	19,963
	Denita D Hood	DFA Service Representative	C111	24,791.94	
	Monica D Stevens	DFA Service Representative	C111	24,305.84	
Marked Tree	Sarah L Brewer	DFA Service Representative	C111	26,438.67	11,192
	Linda C. Washington	DFA Local Revenue Office Supervisor	C114	30,605.54	
Marshall	Haley A. Blackwell	DFA Service Representative	C111	24,065.18	10,926
	Vickie L. Fountain	DFA Local Revenue Office Supervisor	C114	30,605.54	
Maumelle	LaConstance R Hune	DFA Local Revenue Office Supervisor	C114	28,136.58	28,995
	Keaira L Mack	DFA Service Representative	C111	24,791.84	
McGehee	Linda D Merritt	DFA Local Revenue Office Supervisor	C114	34,969.58	8,115
	Connie Lynn Terry	DFA Service Representative	C111	26,438.67	
Melbourne	Anna F. Hopper	DFA Local Revenue Office Supervisor	C114	30,605.54	16,484
	Sabrina L. Vaughn (Rover)	DFA Local Revenue Office Manager	C118	34,199.78	
	Cynthia A. Ward	DFA Service Representative	C111	24,791.94	
Mena	Pamela L Huff	DFA Local Revenue Office Supervisor	C114	29,082.35	26,601

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	Tracy Dawn Foster	DFA Service Representative	C111	26,438.67	
	Betty Sue Barrett	DFA Service Representative	C111	24,305.84	
	Chelsee M Shores	DFA Service Representative	C111	24,791.94	
Monticello	Eunice C Watson	DFA Local Revenue Office Supervisor	C114	30,605.54	25,439
	Midge Malia Baughn	DFA Service Representative	C111	26,438.67	
	Debbie Ellen Walls	DFA Service Representative	C111	26,438.67	
	Mark E Cater (Rover)	DFA Local Revenue Office Manager	C118	37,200.59	
Morrilton	Rhonda G Finton	DFA Local Revenue Office Supervisor	C114	30,605.54	29,322
	Lynn Rae Masker	DFA Service Representative	C111	26,244.61	
	Teresa Naff	DFA Service Representative	C111	26,438.67	
Mountainburg Outreach*	Fort Smith East Employee				1,818
Mountain Home	Becky Howard	DFA Service Representative	C111	24,791.94	61,191
	Pamela S. Kapshandy	DFA Service Representative	C111	24,305.84	
	Amber R. Knapp	DFA Service Representative	C111	24,305.84	
	Denise L. Lane	DFA Service Representative	C111	24,791.94	
	Kimberly M. Stinnett	DFA Supervisor	C113	27,816.46	
	Suzanne Justine Vaughn	DFA Local Revenue Office Manager	C118	34,199.78	
Mountain View	Pamela J. Henderson	DFA Local Revenue Office Supervisor	C114	29,935.36	19,246
	Tena G. Tate (Rover)	DFA Local Revenue Office Manager	C118	37,200.59	
	Tommy Brent Taylor	DFA Service Representative	C111	25,859.60	
Mt. Ida	Nicki L Jones	DFA Local Revenue Office Supervisor	C114	37,791.52	10,610
	Eunice Jeanne Thew	DFA Service Representative	C111	26,438.67	
Murfreesboro	Francis D Humphry	DFA Local Revenue Office Supervisor	C114	30,605.54	7,967
	Shanna DeAnne Coleman	DFA Service Representative	C111	26,438.67	
Nashville	Rebecca J Ray	DFA Local Revenue Office Supervisor	C114	42,214.64	19,972
	Lisa D Sharp	DFA Supervisor	C113	30,942.70	
	Suzanna L Brewer	DFA Service Representative	C111	26,438.67	
Newport	Cary A. Barner-Nelson	DFA Service Representative	C111	28,065.23	24,319
	Doris E. Hill	DFA Service Representative	C111	26,438.67	
	Lee D. Madden	DFA Local Revenue Office Supervisor	C114	38,746.66	
North Little Rock	Loretta D Mitchell (Rover)	DFA Local Revenue Office Manager	C118	37,200.59	28,049
	Marion R Berry	DFA Local Revenue Office Manager	C118	39,490.88	
	Phyllis A Gray	DFA Supervisor	C113	30,942.70	
	Shapan T Kelly	DFA Service Representative	C111	25,859.60	
	Ivory E Jones	DFA Service Representative	C111	24,065.18	
Osceola	Vicky L.Copeland	DFA Service Representative	C111	26,438.67	16,692

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	Nina C. Harris	DFA Service Representative	C111	29,151.82	
	Brenda S. Lee	DFA Local Revenue Office Supervisor	C114	36,667.28	
Ozark	Cynthia S. Rowe	DFA Local Revenue Office Supervisor	C114	28,699.42	19,304
	Quejette Jones	DFA Service Representative	C111	26,244.61	
Paragould	Thomas Mark Deaton (Rover)	DFA Local Revenue Office Manager	C118	36,382.11	
	Vacant	DFA Service Representative	C111	24,065.00	56,094
	Stacy A. Curry	DFA Supervisor	C113	28,657.41	
	Vicki R. Huckabay	DFA Service Representative	C111	24,791.94	
	Amanda Rose Traxler	DFA Service Representative	C111	24,791.94	
	Kathy S. Vowell	DFA Local Revenue Office Manager	C118	37,200.59	
	Linda C. Woodward	DFA Service Representative	C111	25,667.20	
	Christy M. Boothe (Rover)	DFA Local Revenue Office Manager	C118	34,199.78	
Paris	Anita M Forst	DFA Local Revenue Office Supervisor	C114	34,923.41	16,509
	Kimberly M Bolden	DFA Service Representative	C111	26,244.61	
Perryville	Trinity M Grimstead	DFA Local Revenue Office Supervisor	C114	28,136.58	13,103
	Debra K Hogan	DFA Service Representative	C111	24,791.94	
Piggott	Penny S. Hill	DFA Local Revenue Office Supervisor	C114	29,082.14	10,404
	Lori A. Parker	DFA Service Representative	C111	24,791.94	
Pine Bluff	Marion D Martin-Williams	DFA Local Revenue Office Manager	C118	39,961.58	54,409
	Debra Thornton	DFA Supervisor	C113	30,942.70	
	Gracye R Broom	DFA Service Representative	C111	26,438.67	
	Cindy T Daniels	DFA Service Representative	C111	24,065.18	
	Carrie Mae Giles	DFA Service Representative	C111	26,438.67	
	Lakeisha D Welch	DFA Service Representative	C111	24,791.94	
	Lisa R Chambliss	DFA Service Representative	C111	24,065.18	
Pocahontas	Sally Beth King	DFA Service Representative	C111	26,438.67	23,950
	Michele J. Thielemier	DFA Service Representative	C111	24,791.94	
	Melissa A. Vandergriff	DFA Local Revenue Office Supervisor	C114	30,605.54	
Prescott	Angie R Faulkner	DFA Local Revenue Office Supervisor	C114	29,082.56	11,025
	Tera L McKinnon	DFA Service Representative	C111	24,305.84	
Ragland Special License	Kelly Riggs	DFA Local Revenue Office Manager	C118	34,199.78	83,540
	Tonya Spivey	DFA Supervisor	C113	29,082.35	
	Amanda Boyd	DFA Service Representative	C111	26,438.67	
	Casey Creed	DFA Service Representative	C111	24,305.84	
	Cathy Vanderver	DFA Service Representative	C111	24,065.18	
	Engracia Wallace	DFA Service Representative	C111	24,305.84	

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	Keitra Hawkins	DFA Service Representative	C111	24,305.84	
	Lynn Smith	DFA Service Representative	C111	26,438.67	
	Stephanie Brumett	DFA Service Representative	C111	24,305.84	
	Lisa Norwood	DFA Service Representative	C111	24,305.84	
	Helen Walker	DFA Service Representative	C111	26,438.67	
	Vacant	DFA Service Representative	C111	24,065.00	
	Bobbie W Bohlar (Rover)	DFA Local Revenue Office Manager	C118	37,200.59	
Rector	Sarah B. Miner	DFA Local Revenue Office Supervisor	C114	30,605.54	5,894
Rison	Kristi Lynn White	DFA Local Revenue Office Supervisor	C114	29,082.14	
	Hannah E Terry	DFA Service Representative	C111	24,791.94	
Rogers	Tina M Magnuson	DFA Local Revenue Office Manager	C118	33,861.15	
	Gyenn Bouchard	DFA Service Representative	C111	26,438.67	83,522
	Lisa Gilbert	DFA Service Representative	C111	24,305.84	
	Stephanie E Rogers	DFA Service Representative	C111	26,244.61	
	Linda A Shimko	DFA Service Representative	C111	24,791.94	
	Kathryn J Swadley	DFA Service Representative	C111	24,791.94	
	Beverly Joe Vaughn	DFA Service Representative	C111	26,438.67	
	Vacant	DFA Local Revenue Office Supervisor	C114	27,858.00	
Russellville	Krishele L Teague	DFA Local Revenue Office Manager	C118	34,199.78	73,008
	Melissa K Whitbey	DFA Supervisor	C113	29,082.35	
	Alvine Leanea Caldwell	DFA Service Representative	C111	26,244.61	
	Janell Collins-Lang	DFA Service Representative	C111	24,305.84	
	Raven L Cox	DFA Service Representative	C111	24,065.18	
	Tiffany L Deal	DFA Service Representative	C111	36,239.84	
	Bertha M Kellybrew	DFA Service Representative	C111	24,065.18	
	Toni A Mckown	DFA Service Representative	C111	26,438.67	
	Melody I Short (Rover)	DFA Local Revenue Office Supervisor	C114	30,605.54	
	Rhonda S Sy Dow	DFA Service Representative	C111	24,305.84	
Salem	Anna J. Humphries	DFA Local Revenue Office Supervisor	C114	30,605.54	15,642
	Kimberly Dawn Zook	DFA Service Representative	C111	25,856.69	
Searcy	Deborah L Reed	DFA Local Revenue Office Manager	C118	37,200.59	66,485
	Kristin Lanette Hernandez	DFA Supervisor	C113	29,082.14	
	Catherine M Gillen	DFA Service Representative	C111	24,791.94	
	Alexandria D Rowton	DFA Service Representative	C111	24,791.94	
	Jessica E Baker	DFA Service Representative	C111	24,791.94	
	Donnie G Cook	DFA Service Representative	C111	24,305.84	

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Sheridan	Teresa M Allred	DFA Service Representative	C111	24,065.18	
	Jackie S Cotton	DFA Local Revenue Office Supervisor	C114	28,869.15	22,964
	Shelia M Harrington	DFA Service Representative	C111	24,791.94	
	Afton R Craig	DFA Service Representative	C111	24,065.18	
Sherwood	Jasmine Marie Norwood	DFA Local Revenue Office Manager	C118	33,861.15	84,312
	Sean R Preachers	DFA Supervisor	C113	27,271.09	
	Sonia Veronica McFarlane-Henn	DFA Service Representative	C111	26,438.67	
	Lisa Harp	DFA Service Representative	C111	25,667.20	
	Tyjuana M Miles	DFA Service Representative	C111	24,791.94	
	Robyn Gayle Brown	DFA Service Representative	C111	24,305.84	
	Janice R Hobson	DFA Service Representative	C111	24,305.84	
	Charles A Dougan	DFA Service Representative	C111	24,065.18	
	Norene M Drinkwater	DFA Local Revenue Office Supervisor	C114	28,699.42	31,470
	Mary A Burrell	DFA Service Representative	C111	26,438.67	
Smackover Springdale	Cynthia K Hoyt	DFA Service Representative	C111	26,438.67	
	Vacant	DFA Service Representative	C111	24,065.00	
	Johnnie B Johnson	DFA Local Revenue Office Supervisor	C114	32,062.16	7,704
	Karen H Davis	DFA Local Revenue Office Manager	C118	34,883.89	130,120
	Lacie Jayann Reece	DFA Supervisor	C113	28,869.15	
	Annie K Campbell	DFA Service Representative	C111	24,305.84	
	Patricia D DeLong	DFA Service Representative	C111	24,791.94	
	Christi L Gibson	DFA Service Representative	C111	24,305.84	
	Martha Ivet Martinez	DFA Service Representative	C111	24,305.84	
	Berenice Mondragon	DFA Service Representative	C111	25,859.60	
Star City	Karen June Paslay	DFA Service Representative	C111	26,244.61	
	Debra Jean Sinclair	DFA Service Representative	C111	26,244.61	
	Celia M Trejo	DFA Service Representative	C111	24,065.18	
	Regina E Dudley (Rover)	DFA Local Revenue Office Supervisor	C114	30,605.54	
	James Glenn Haley	DFA Local Revenue Office Supervisor	C114	30,605.54	13,303
	Pamela R Fish	DFA Service Representative	C111	26,438.67	
	Camden Employee				984
	Maud E London	DFA Local Revenue Office Supervisor	C114	29,082.14	20,505
	Tammy L Brandon	DFA Service Representative	C111	24,791.94	
	Linda A Harrison	DFA Service Representative	C111	24,305.84	
SW Little Rock	Carolyn M Daniel	DFA Local Revenue Office Manager	C118	36,654.80	82,201
	Angela L Gilkey	DFA Supervisor	C113	28,869.15	

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	Shawna D Givens	DFA Service Representative	C111	24,305.84	
	Patricia A Day-Parker	DFA Service Representative	C111	24,791.94	
	Clinton C Anderson	DFA Service Representative	C111	24,065.18	
	Vacant	DFA Service Representative	C111	24,065.00	
	Vacant	DFA Service Representative	C111	24,065.00	
	Vacant	DFA Service Representative	C111	24,065.00	
	Vacant	DFA Service Representative	C111	24,065.00	
Texarkana	Cynthia A Booth	DFA Local Revenue Office Manager	C118	40,049.57	60,865
	Barbara J Allen (Rover)	DFA Local Revenue Office Manager	C118	33,861.15	
	Shauntal D Collins	DFA Supervisor	C113	29,082.14	
	Shayla Bolden	DFA Service Representative	C111	24,791.94	
	Carolyn Denise Burks	DFA Service Representative	C111	26,052.21	
	Betty Carol Moss	DFA Service Representative	C111	26,438.67	
	John Nguyen	DFA Service Representative	C111	24,791.94	
	Kathy M Powell	DFA Service Representative	C111	24,791.94	
Trumann	Vickie D. Davis	DFA Service Representative	C111	25,667.20	14,765
	Anna P. Looney	DFA Local Revenue Office Supervisor	C114	29,493.15	
Van Buren	Lou Jean Melton	DFA Local Revenue Office Manager	C118	39,490.88	64,330
	Cynthia Marie Burkholder	DFA Supervisor	C113	29,147.25	
	Lara N Aspedon	DFA Service Representative	C111	25,856.69	
	Kelly L Laves	DFA Service Representative	C111	26,438.67	
	Gayle A Meadows	DFA Service Representative	C111	24,791.94	
	Charla Kay Pike	DFA Service Representative	C111	25,859.60	
	Jessica M Riviera	DFA Service Representative	C111	24,791.94	
Wilonia Outreach*	Conway Employee				6,173
Waldron	Patty Ridenhour	DFA Local Revenue Office Supervisor	C114	30,605.54	
	Lisa Fowler	DFA Service Representative	C111	26,438.67	14,386
Walnut Ridge	Marjorie D. Barber	DFA Service Representative	C111	24,305.84	22,228
	Deborah J. Foley	DFA Local Revenue Office Supervisor	C114	33,367.15	
	Kelli B. O'Neal	DFA Supervisor	C113	27,816.46	
	Amber L. Young	DFA Service Representative	C111	24,305.84	
Warren	Johnnie M Mangum	DFA Local Revenue Office Supervisor	C114	30,605.54	17,543
	Larry D Waton	DFA Service Representative	C111	25,287.81	
	Deborah Louise Smith	DFA Service Representative	C111	26,438.67	
West Little Rock	Cynthia M Henman	DFA Local Revenue Office Manager	C118	34,883.89	126,900
	Cultina A Phillips	DFA Supervisor	C113	27,271.09	

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	Aretha Franklin	DFA Service Representative	C111	26,438.67	
	Katrina L Childress	DFA Service Representative	C111	26,438.67	
	Djuana P Thrash	DFA Service Representative	C111	25,859.60	
	Eric S Gravitt	DFA Service Representative	C111	24,791.94	
	Heather Marie Truan	DFA Service Representative	C111	26,244.61	
	Rochelle D Johnson	DFA Service Representative	C111	24,546.50	
	Sharon K Boehm	DFA Service Representative	C111	24,305.84	
	Nicole L Calhoun	DFA Service Representative	C111	24,305.84	
	Cameron Barnett (Rover)	DFA Service Representative	C111	24,791.94	
West Fork Outreach*	Fayetteville Employee				1,880
West Memphis	Kathy J Pitts	DFA Local Revenue Office Manager	C118	34,883.89	45,458
	Earnestine Thomas	DFA Supervisor	C113	28,720.02	
	Marilyn Willis	DFA Service Representative	C111	26,050.54	
	Tracy T Farmer	DFA Service Representative	C111	25,667.20	
	Cathy B Jenkins	DFA Service Representative	C111	26,050.54	
	Patricia A Sprinkle	DFA Service Representative	C111	26,244.61	
White Hall	Brenda G Delahunt	DFA Local Revenue Office Manager	C118	41,505.57	37,250
	Willie A Martin	DFA Supervisor	C113	29,082.14	
	Tarondalette R Anderson	DFA Service Representative	C111	27,544.82	
	Merrion L Byrd	DFA Service Representative	C111	24,305.84	
	Roberta M Wood	DFA Service Representative	C111	25,856.69	
	Brenda Joyce Martin	DFA Service Representative	C111	25,859.60	
Wynne	Anita M. Lucas	DFA Service Representative	C111	26,438.67	25,187
	Lisa L. Owens	DFA Service Representative	C111	24,305.84	
	Mary L. Parkman	DFA Local Revenue Office Supervisor	C114	35,213.78	
Yellville	Katrina Lynn Lowery	DFA Service Representative	C111	24,065.18	22,506
	Deborah A. Parnell	DFA Local Revenue Office Supervisor	C114	30,605.54	
	Angela June White	DFA Service Representative	C111	26,438.67	
Central District Managers Office	Tara K Smith	DFA Revenue Office Dist Manager	C121	58,030.13	Little Rock
Central District Managers Office	Sondra K Thomas	DFA Revenue Assistant Manager	C119	43,936.05	
Central District Managers Office	Cindy S Manning-Benson	Administrative Specialist	C109	33,480.51	

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NE District Managers Office	Amy M. Brown	DFA Revenue District Manager	C121	43,064.74	Jonesboro
NE District Managers Office	Tiffany B. Deatherage	DFA Administrative Specialist II	C109	22,045.30	
NE District Managers Office	Wendy L. Goodon	DFA Revenue Assistant D Manager	C119	40,920.67	
NW District Managers Office	Loretta L Turner	DFA Revenue Office District Manager	C121	42,966.56	Fayetteville
NW District Managers Office	Karen L Hopkins	DFA Revenue Office Asst District Manager	C119	40,920.67	
NW District Managers Office	Virginia A Phelan	Administrative Specialist II	C109	38,537.82	
SE District Manager Office	Janice Lung	DFA Revenue Office District Manager	C121	44,022.37	Stuttgart
SE District Manager Office	Tonya C Highfill	DFA Revenue Office asst. District Manager c119	C119	35,909.54	
SE District Manager Office	Wickie Howard	Administrative specialist ii	C114	29,107.73	
SW District Manager Office	Melinda K Williams	DFA Revenue Office Dist. Manager	C121	49,351.33	Prescott
SW District Manager Office	Sylvia M Humphry	DFA Revenue Assistant Manager	C119	40,920.67	
SW District Manager Office	Shanna M Loe	Administrative Specialist	C109	25,456.08	
The 134 State Revenue Offices are divided into five districts.					

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