



Arkansas State Highway Commission Meeting

September 15, 2021

01

Meeting Minutes

July 28, 2021

02

Consideration of Minute Orders

03

Updates

State Highway Revenue

Patrick Patton

Chief Fiscal Officer

2021-2022 OPERATIONS BUDGETED REVENUE

■ FY 2021 ■ FY 2022

August

(MILLIONS)

VARIANCE	\$2.8	\$1.8	\$0.0	-\$0.9	\$2.8	\$0.0	\$6.5
% CHANGE	5.7%	10.6%	0.0%	-60.0%	933.3%	0.0%	9.3%

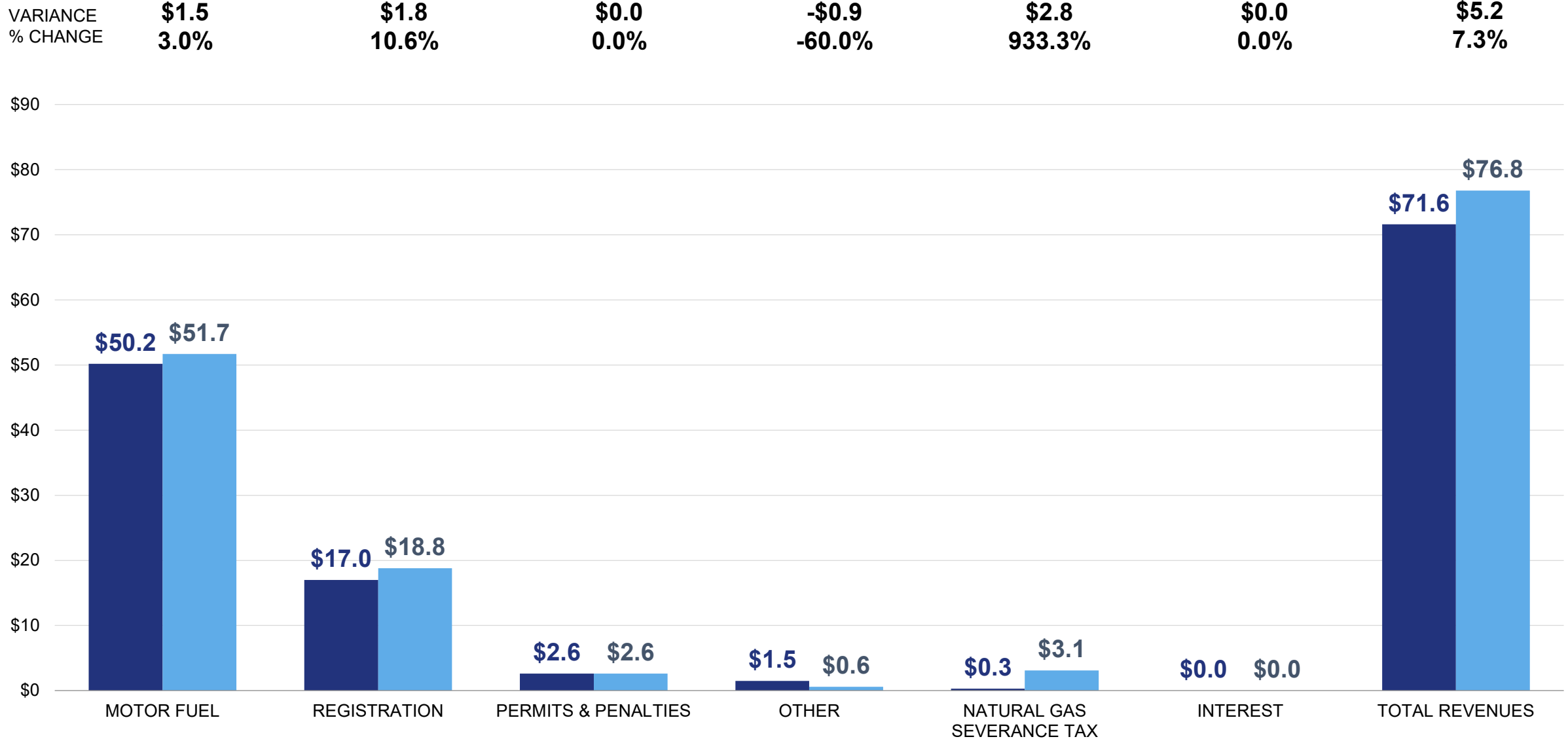


2021-2022 OPERATIONS – BUDGETED vs. ACTUAL

■ BUDGETED ■ ACTUAL

August

(MILLIONS)



2021-2022 ACT 416 – BUDGETED REVENUE

FY 2021 FY 2022

August

(MILLIONS)

VARIANCE	\$0.4	\$0.0	\$0.0	\$0.4
% CHANGE	4.2%	0.0%	0.0%	4.0%



2021-2022 ACT 416 – BUDGETED vs. ACTUAL

■ BUDGET ■ ACTUAL

August

(MILLIONS)

VARIANCE
% CHANGE

\$0.2
2.1%

\$0.0
0.0%

\$0.0
0.0%

\$0.2
2.0%



2021-2022 FUEL CONSUMPTION

August

FY 2021 FY 2022

(MILLION GALLONS)

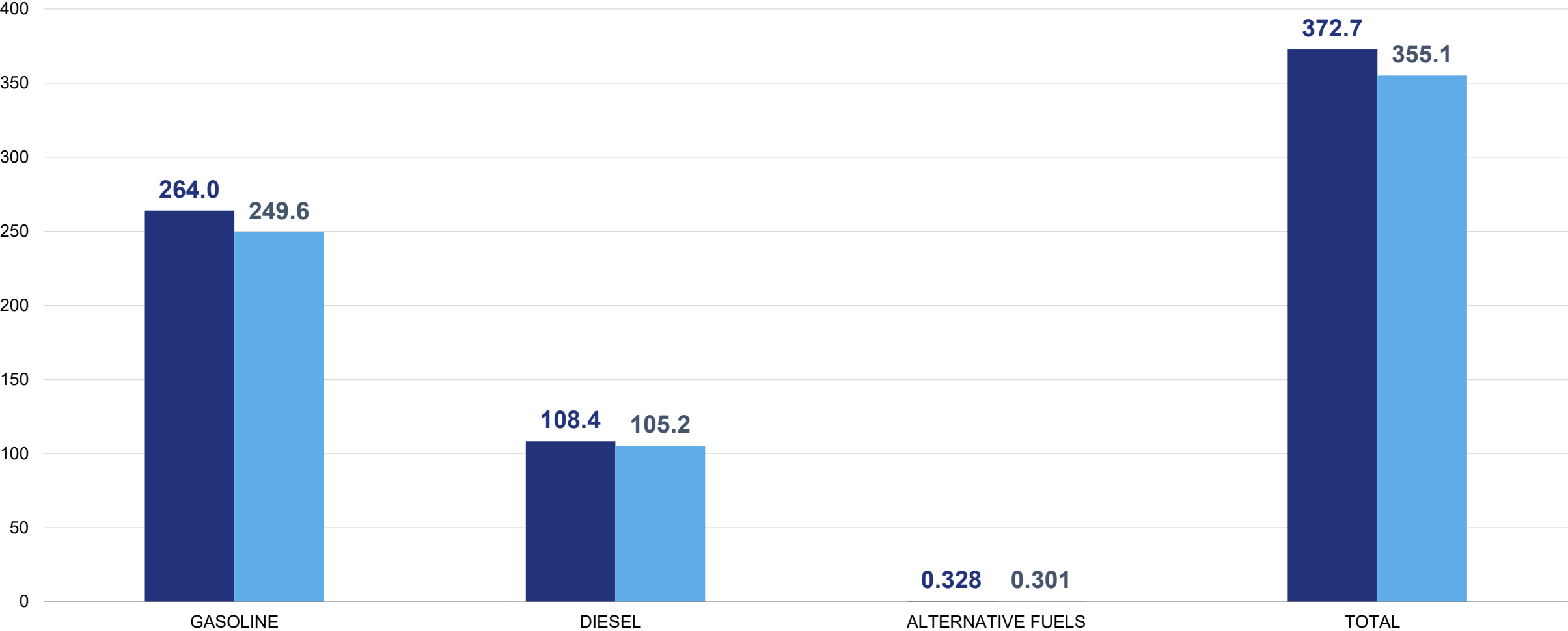
VARIANCE
% CHANGE

-14.4
-5.5%

-3.2
-3.0%

-0.03
-8.4%

-17.6
-4.7%





Arkansas Fuel Consumption

ROLLING 12-MONTH COMPARISON

	Previous 12 Months (gallons)	Current 12 Months (gallons)	Variance
Gasoline	1,450,668,529	1,490,433,123	2.74%
Diesel	666,100,516	709,688,453	6.54%
Alternative	2,269,054	1,878,349	-17.22%
Total	2,119,038,099	2,201,999,925	3.92%

STATE FISCAL YEAR

2022 Sales Tax

	Projected Net	Actual Receipts	Variance	Monthly Variance	Actual Variance
Jul	20,020,000	20,642,228	622,228	3.11%	3.11%
Aug	20,510,000	20,730,514	220,514	1.08%	2.08%
Sept					
Oct					
Nov					
Dec					
Jan					
Feb					
Mar					
Apr					
May					
Jun					
Total	40,530,000	41,372,742	842,742		



Half-Cent Sales Tax

PROJECTED vs. ACTUAL

Projected Net	Actual Receipts	Variance	Percent Variance
\$1,501,468,512	\$1,526,756,752	\$25,288,240	1.68%

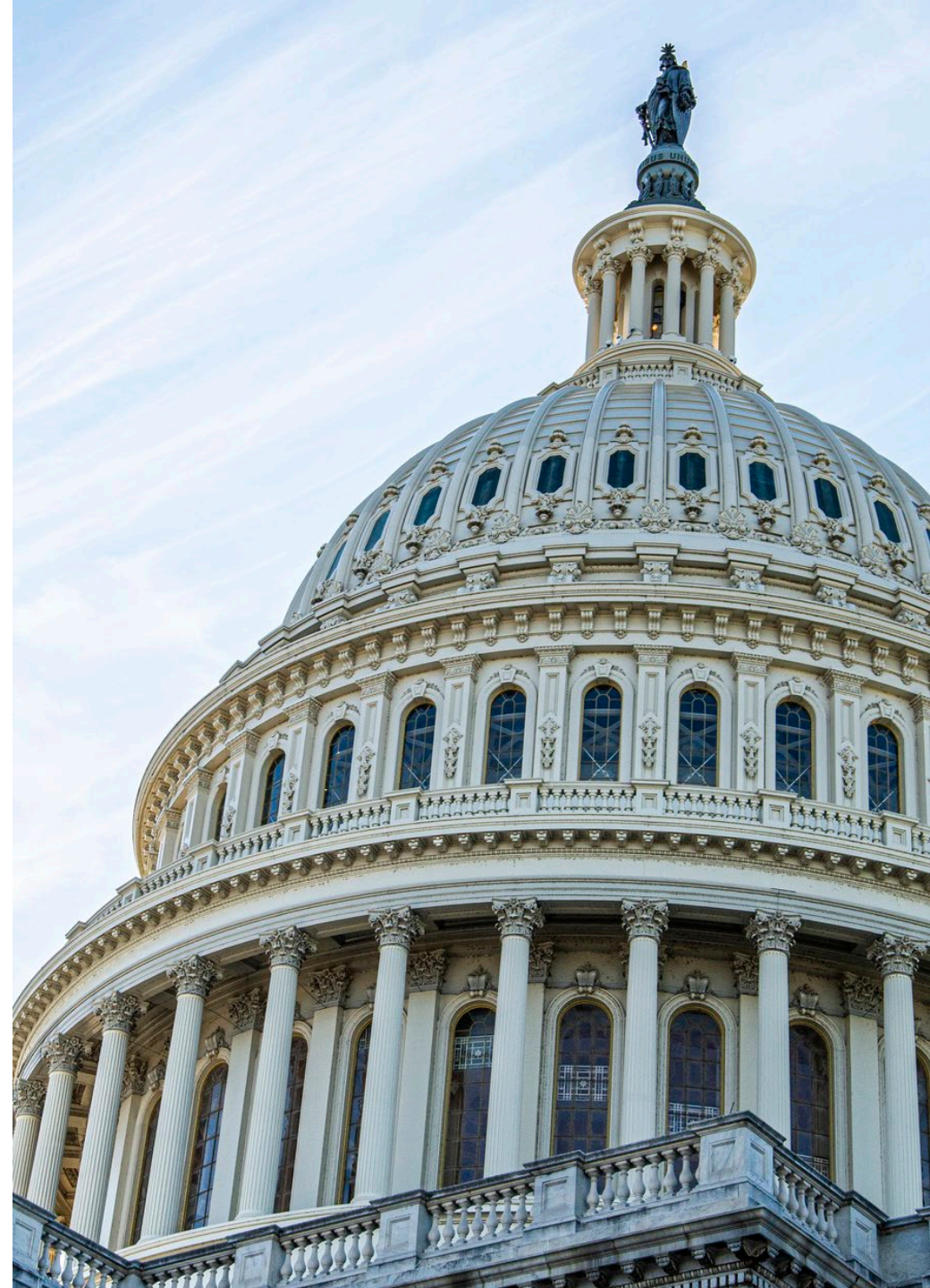
Federal Highway and Transit Issues

Kevin Thornton

Assistant Chief - Administration

Infrastructure Investment and Jobs Act – IIJA

- Passed out of the U.S. Senate
- Currently under consideration by the U.S. House
- \$110B for roads, bridges and major projects
- 35% increase over FAST Act spending levels
- Arkansas' share is \$3.6B over 5 years
- U.S. House to vote on or before September 27



04

Consultant Selection

On-Call Certified Public Accountant Review Services



On-Call Certified Public Accountant Review Services

- Booth Management Consulting, LLC
Columbia, Md.
- MH Miles Company, CPA, PC
Decatur, Ga.
- Stambaugh Ness, Inc.
York, Pa.

Architectural Services

Arkansas Welcome Center

Bella Vista

Arkansas Welcome Center Bella Vista

- Crafton Tull & Associates, Inc.
Fayetteville, Ark.
- Cromwell Architects Engineers, Inc.
Little Rock, Ark.
- Garver, LLC
North Little Rock, Ark.



05

**Highway Commission Review
and Advisory Subcommittee Study
Recommendations**

Implementation Rules

2019

Act 298 of the 92nd
General Assembly

September 24

Guidehouse began
work on the study

November 20

ALC adopted the final
report

Findings

13 Recommendations
across 6 Focus Areas

2021

Act 739 of the 93nd
General Assembly

TODAY

Rules for implementing
Recommendations

FOCUS AREA

Organizational Structure

1

Finalize KPIs and implement performance management

- Establish the ARDOT Key Performance Indicators (KPIs) Oversight Committee.
- Hold internal meetings with key ARDOT staff members to finalize development of operational effectiveness KPIs and recommend performance targets for each one that will support and evaluate ARDOT's accomplishment of its Strategic Plan.
- Solicit stakeholder comments regarding operational KPIs and performance targets.
- Make final adjustments to the operational effectiveness KPIs and performance targets based on the comments received.
- Develop a dashboard to monitor and evaluate how ARDOT is meeting the performance measure for each KPI.
- Develop annual review to identify successes and address areas of needed improvement.

2

Strengthen knowledge management in anticipation of increased retirement

- The ARDOT Human Resources Division has been assigned the responsibility to oversee the implementation and long-term management of ARDOT's Knowledge Management Program.
- Continue reviewing all ARDOT positions to identify which ones are at risk of knowledge loss and identify responsibilities and associated processes, workflows, and critical areas of expertise.
- Continue with knowledge interviews and further develop methods for knowledge capture of high-risk work responsibilities, processes, and workflows.
- Identify staff in each Division or District who will be responsible for management of the knowledge captured and transfer of the knowledge to appropriate parties.
- Develop annual review of ARDOT's KM Program to ensure alignment with current.

FOCUS AREA

Portfolio Planning

3

Publish status of construction projects and maintenance activities

- Evaluate existing reporting platforms currently in use and document project information provided through them.
- Identify additional project information that could be provided through currently used reporting platforms for construction projects and maintenance projects.
- Hold internal meetings with key ARDOT staff members to select project information that will be provided and how this information should be presented.
- Solicit stakeholder comments regarding project information that will be provided and how this information should be presented.
- Finalize project information that will be provided and how this information should be presented.

4

Implement a platform that tracks all stakeholder inquiries to resolution

- Establish the ARDOT Customer Service Oversight (ACSO) Committee.
- Hold internal meetings with key ARDOT staff members and evaluate existing resources to identify the quantity, scope, and type of customer inquiries.
- Conduct a targeted survey of ARDOT inquiries to assess and analyze customer's needs.
- Establish goals for customer experience.
- Solicit stakeholder comments regarding the establish goals for customer experience.
- Select a consultant to provide software which can be integrated into ARDOT's website that allows input, tracking, and documentation of response to customer inquiries.
- The consultant provided software will provide a reporting structure that summarizes information regarding customer inquiries to ARDOT administration and the public.
- Establish metrics and performance measurements to evaluate customer service goals progress.

FOCUS AREA

Procurement

5

Implement efficiencies in procurement and purchasing

Procurement of Construction Projects / Procurement of Equipment and Materials

- Select focus areas to evaluate related to this portion of the recommendation.
- Identify needed data to be able to evaluate the current processes and procedures.
- Identify needed data that is not currently tracked, identify and implement methods of capturing it.
- Evaluate current processes and procedures and document the best practices.
- Identify new or improved processes and procedures.

6

Implement construction contractor performance measurement

- Establish the Contractor Performance Evaluation Committee (CPEC)
- Solicit stakeholder comments regarding the implementation of this recommendation.
- Identify metrics that define quality and desired performance.
- Develop guidance for the type or size of projects where this evaluation will be used.
- Establish protocols that ensure subjectivity.
- Develop a form to be used by the ARDOT Resident Engineer to document performance evaluation.
- Establish a review process of the final evaluation with the prime contractor.
- Establish an appeal process for the prime contractor.
- Finalize the process.

FOCUS AREA

Expenditures

7

Implement project and portfolio management frameworks

Construction and Maintenance Projects

- Evaluate the need for a Construction Project Management Office.
- Evaluate the need for a Maintenance Project Management Office.
- Review existing planning and construction project and maintenance management protocols and software.
- Identify best practices in other states.
- Select identified systems and processes.
- Provide needed training to implement the selected systems and processes.

8

Implement best practices in construction project design

- Establish formal procedures for practical design, value engineering, and a comparison of engineer's estimates against final cost.
- Establish the analysis which will identify benefits, cost savings, and return of investment from the use of practical design, value engineering, and a comparison of engineer's estimates against final cost.
- Establish processes which will identify needed changes to design approach for projects most likely to have change orders, that exceed estimated completion dates, and are likely to benefit from practical design solutions.

FOCUS AREA

Information Technology

9

Build an IT Governance Structure to guide to the Department's IT investments

- Establish an Information Technical (IT) Governance Committee made up of ARDOT leadership including the appropriate Assistant Chiefs and Division Head that reports through the Deputy Director and Chief Operating Officer to the Director.
- Establish a framework and charter for the committee.
- Establish governance focus areas and priorities.
- Establish needed subcommittees to address each focus area.
- Establish a framework and charter for each subcommittee.
- Establish frequency for committee and subcommittee meetings.
- Identify KPIs to evaluate performance.

10

Implement mid-term IT initiatives that can optimize business operations

- Determine preliminary ARDOT data governance and application development standards.
- Complete the existing application and database inventory including known policies, procedures, training and database schema categorized by business function.
- Establish application and database scoring system based on business function relevancy, risks, and cost of ownership.
- Review and validate scoring assessment with internal subject matter experts.
- Create an overall assessment for all applications and databases in the inventory, which will, in part, evaluate the security and configuration of each one.
- Establish a phased approach for implementation based on the needed actions as identified in the assessment as follows:
 - Phase 1 – Retain as is or eliminate
 - Phase 2 – Re-engineer
 - Phase 3 – Migrate

11

Develop critical pillars necessary to establish IT as an effective business partner

- Evaluate industry standards and protocols for Information Technology Project Management (ITPM).
- Select a preliminary set of ITPM tools, templates, and success metrics.
- Establish and provide training to staff members to implement the ITPM tools, templates, and success metrics.
- Complete implementation of the Information Technology Service Management (ITSM) already selected and installed at ARDOT including:
 - Service desk capabilities;
 - Service catalog management;
 - Risk management;
 - Asset catalog;
 - Project Management capabilities including tracking and reporting.
- Establish a multi-year long range plan for management and use of the ITSM.

FOCUS AREA

People Capabilities

12

Ensure staff can develop in their careers at the Department

13

Improve staff capabilities to align with current/future organizational needs

- Continue to monitor turnover and identify high turnover positions that are important to ARDOT's continuity of operations for accomplishment of the Strategic Plan.
- Continue implementing the existing Workforce Strategic Plan, and adjust as needed, in order to mitigate the impact of turnover and increase employee engagement.
- Continue to establish how pooled positions can be used to properly align our employee's compensation with their competencies and responsibilities.
- Identify and publicize the steps required for advancement within career paths with respect to competencies, experience, training, and certifications.

12

Ensure staff can develop in their careers at the Department

13

Improve staff capabilities to align with current/future organizational needs

- Consider the benefit of a compensation study.
- Evaluate the ACE employee performance evaluation process to ensure that the accomplishment of training, attendance, completion of projects and assignments, and increased competencies are taken into consideration.
- Continue to identify and fill training gaps, and prioritize training where it will have the most impact.
- Encourage supervisors to utilize employee development plans, including training and other activities, as part of the performance evaluation process.

12

Ensure staff can develop in their careers at the Department

13

Improve staff capabilities to align with current/future organizational needs

- Continue providing manager training both in-house and by utilizing our existing external partners.
- Implement a Leadership Development Program to further develop existing leaders at all levels, as well as to prepare future leaders.
- Continue cross-training in high turnover areas and for high turnover positions.
- Complete implementation of the Maintenance Training Academy, which offers formalized practical training, including but not limited to equipment operation.

06

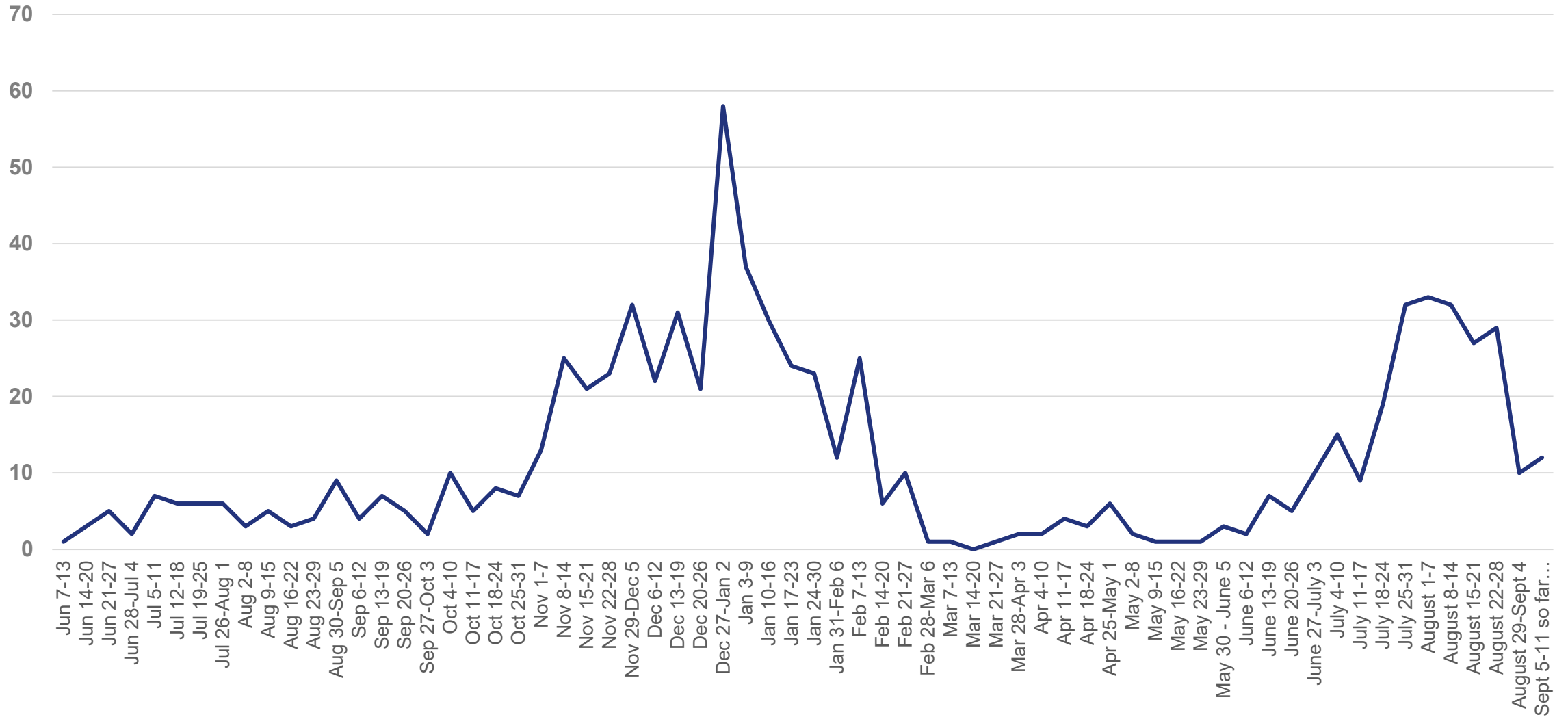
COVID-19 Update

Crystal Woods

Division Head – Human Resources

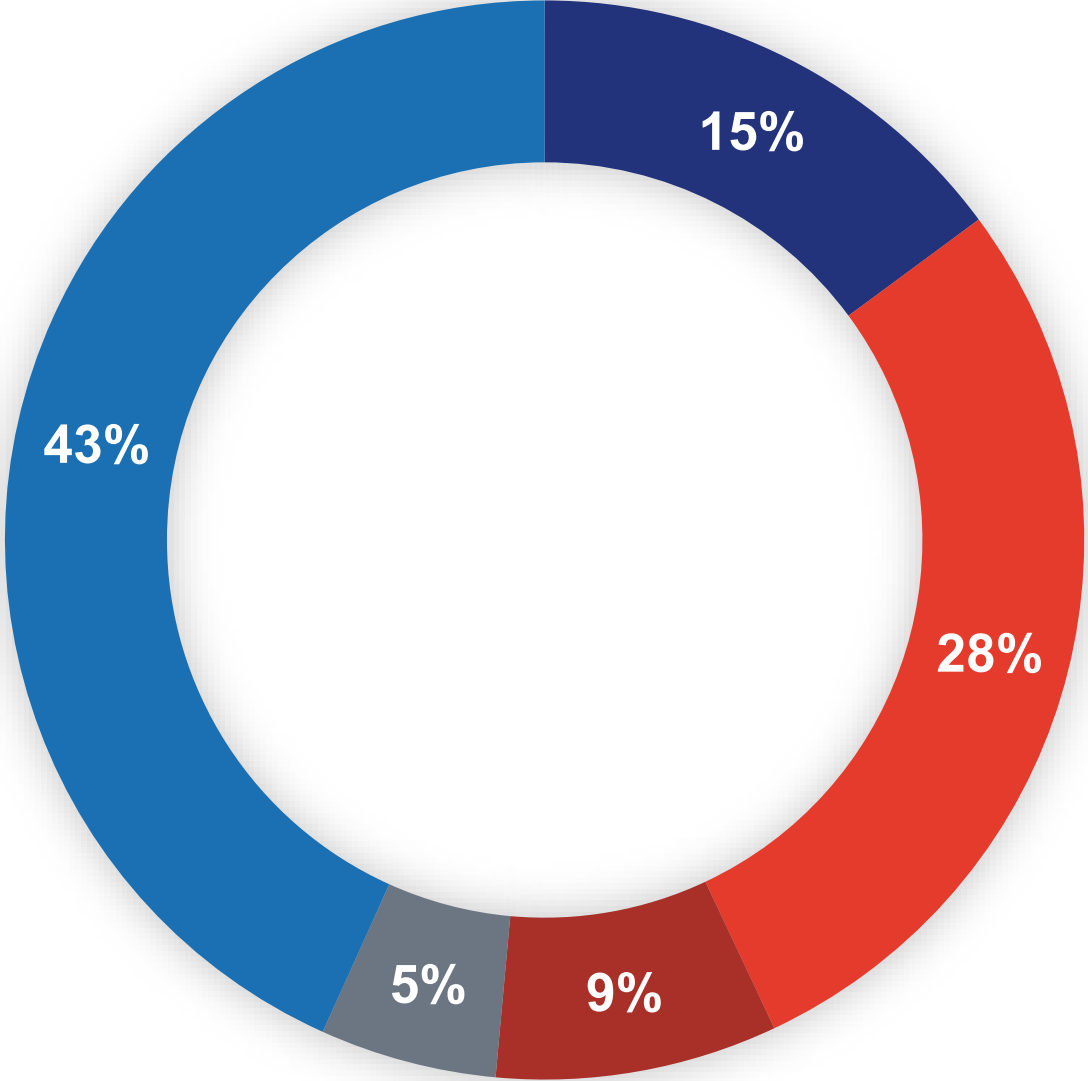
ARDOT Positive Cases

BY WEEK



ARDOT Positive Cases

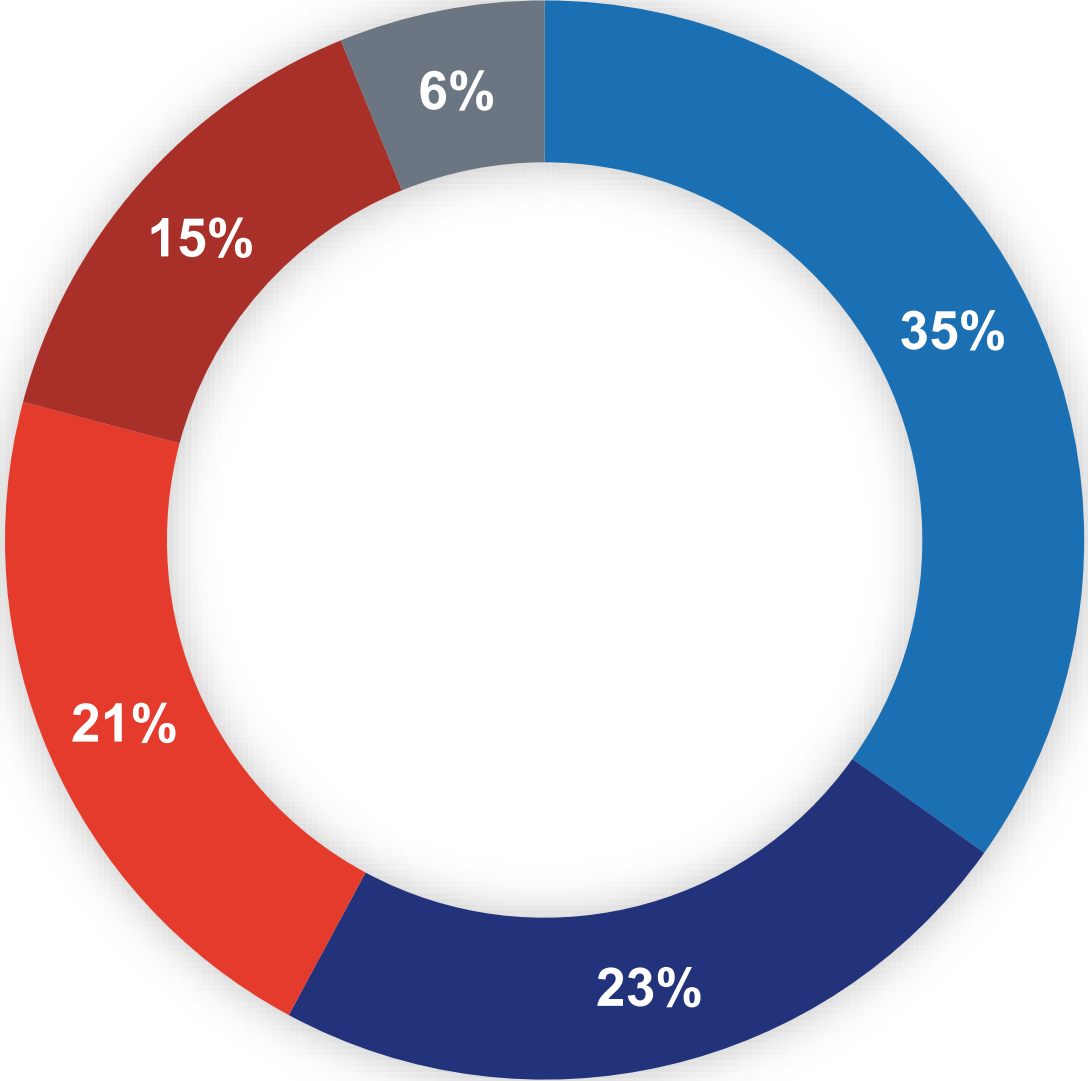
SOURCE OF EXPOSURE



- Work
- Household
- Extended Family (non-household)
- Other (friend, church, travel)
- Unknown

ARDOT Positive Cases

BY REGION

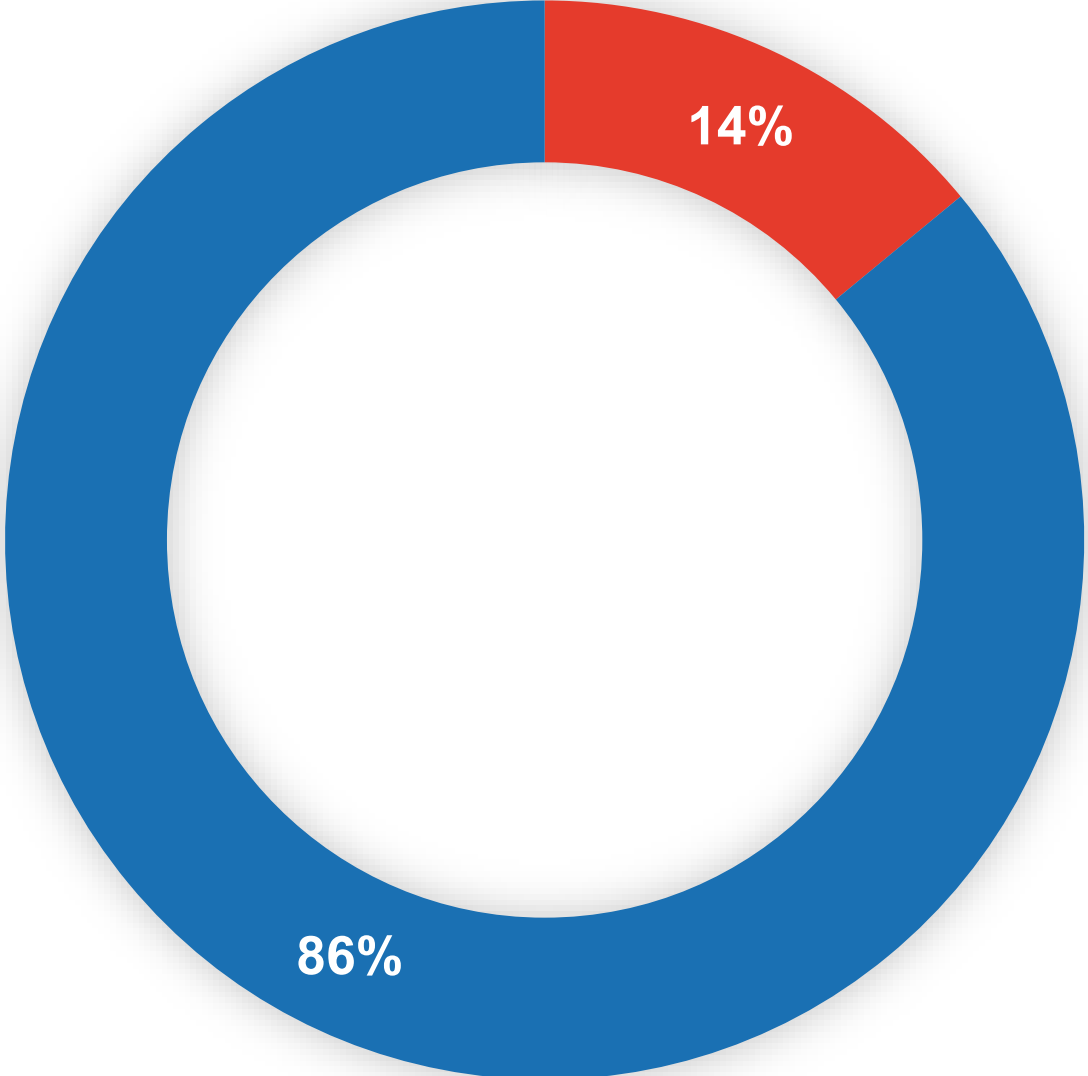


- Central: 277
- Northwest: 183
- Northeast: 169
- Southwest: 117
- Southeast: 49

Total: 795

ARDOT Workplace Exposures

850 POTENTIAL EXPOSURES

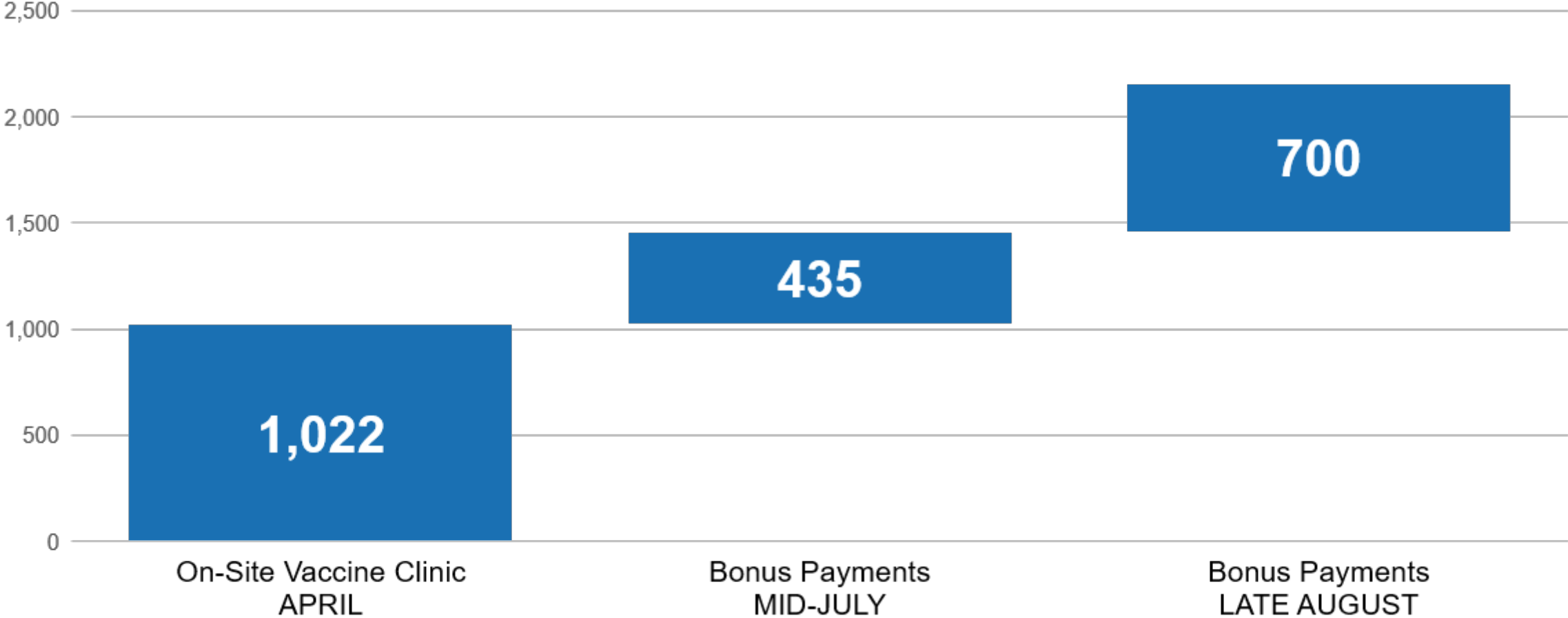


■ Positive

■ Not Positive

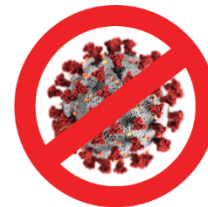
ARDOT Vaccinations

2,157 EMPLOYEES



Additional COVID-19 Mitigation Efforts

- Provide paid time off for vaccination
- Allow up to 80 hours paid time off for employees who test positive or have to quarantine
- Invited local physicians to visit with county crews
- Share news and information from Governor's press conferences and other sources
- Reinforce safety protocols



A R D O T • U n i t e d
Doing Our Part



Jimmy Beams, 57

OCTOBER 05, 1963 - DECEMBER 16, 2020

Mechanic

District 5 Shop

16 Years of Service



Eric Hall, 54

DECEMBER 11, 1966 - JANUARY 31, 2021

Storeroom Assistant

District 6 Storeroom

3 Years, 9 Months of Service



Jimmy Cansler, 68

JULY 16, 1952 - MAY 17, 2021

Area Headquarters Attendant

District 1 Woodruff Co. Maintenance Crew

17 Years, 10 Months of Service



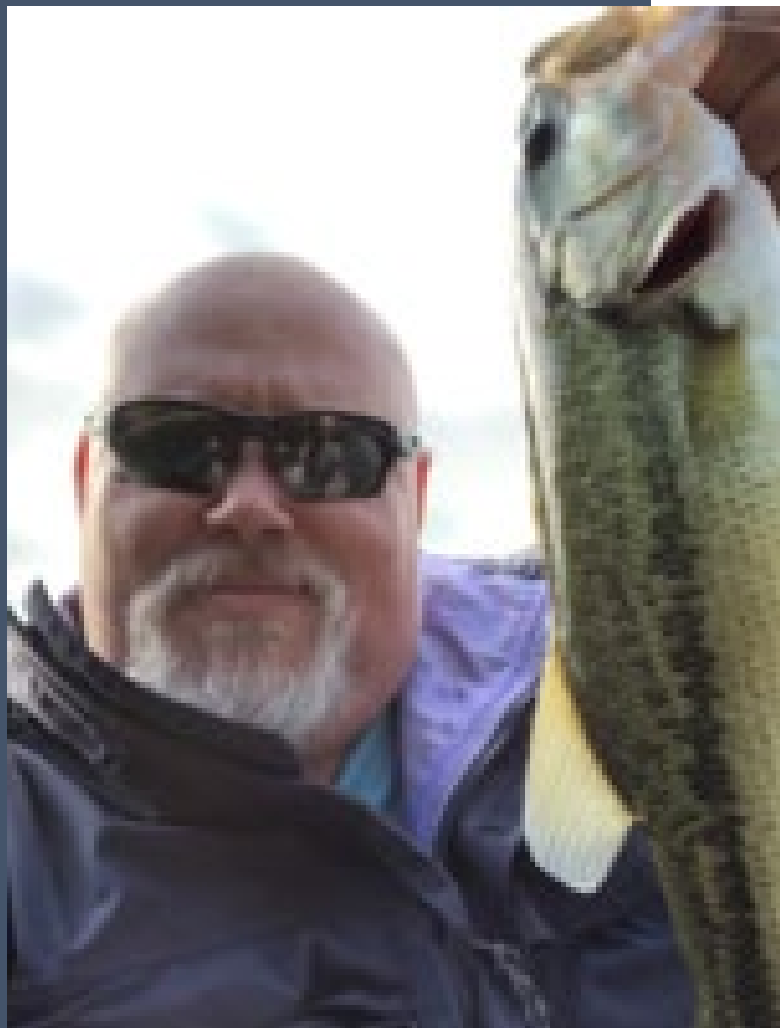
Alex Golden, 44

NOVEMBER 5, 1976 - JULY 16, 2021

Maintenance Specialist

District 7 Sealing Crew

10 Years, 8 Months of Service



Darren Smith, 53

JULY 18, 1968 - AUGUST 21, 2021

Data Collection Technician

System Information & Research Division

19 Years, 7 Months of Service



Matthew "Chandler" Moore, 34

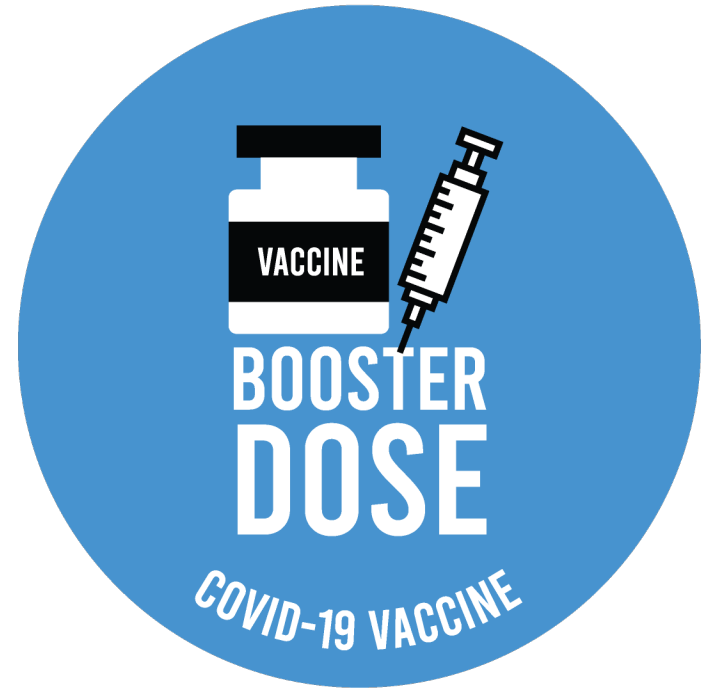
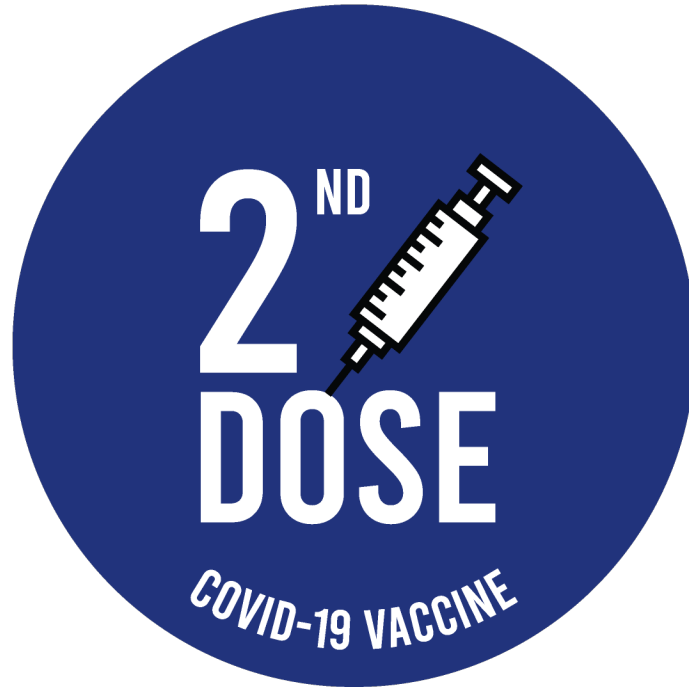
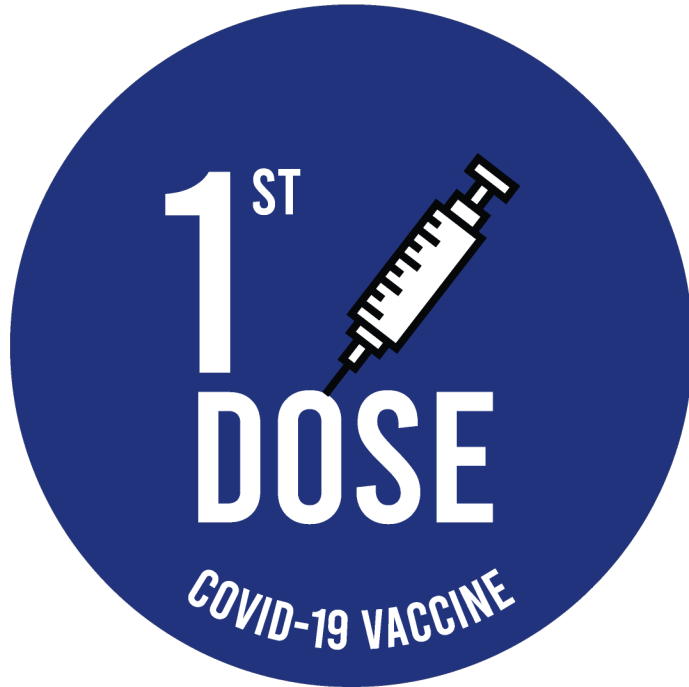
APRIL 8, 1987 - SEPTEMBER 5, 2021

AHP Sergeant

Highway Police District 5

11 Years, 1 Month of Service

What's Next?



07

Upcoming Events

UPCOMING

Events

SEPTEMBER 15

Highway Commission Review Advisory Subcommittee Meeting

Director Tudor
2:30 p.m. | Capitol, Little Rock, Ark.

SEPTEMBER 29

Little Rock Road Show

Director Tudor
8:15 a.m. | Holiday Inn Airport

SEPTEMBER 20-23

Congressional Delegation Meetings

Commissioner Gibson, Director Tudor
Washington, D.C.

SEPTEMBER 30

Bella Vista Bypass Ribbon Cutting

Director Tudor
10 a.m. | I-49 AR-MO Stateline

SEPTEMBER 28

AAPA Partnering Meeting

Director Tudor
11 a.m. | ARDOT Central Office

OCTOBER 1

Kiwanis Presentation

Director Tudor
7 a.m. | Gravette, Ark.

UPCOMING

Events

OCTOBER 7

Golden Triangle Annual Dinner

Director Tudor
6 p.m. | SAU Tech, Camden, Ark.

OCTOBER 13

Western Arkansas Intermodal Authority

Director Tudor
11 a.m. | Ft. Smith, Ark.

OCTOBER 11 & NOVEMBER 15

Legislator Orientation

ARDOT Central Office

OCTOBER 25-29

AASHTO Annual Meeting

Director Tudor
San Diego, Calif.

OCTOBER 12

Highway 270 Groundbreaking

Commissioners, Director Tudor
11 a.m. | Garland County

NOVEMBER 3

Arkansas Highway Commission Meeting

Commissioners, Director Tudor
10 a.m. | ARDOT Central Office

08

**Other Business and
Discussion**

Chairman Robert S. Moore, Jr. named Distinguished Ouachita Baptist University Alumnus

- Chairman Moore graduated from OBU in 1966
- Recognized for his many years of Public Service to Arkansas





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