

Arkansas Department of Transportation STRATEGIC PLAN 2017-2022

JULY 2017



INTRODUCTION

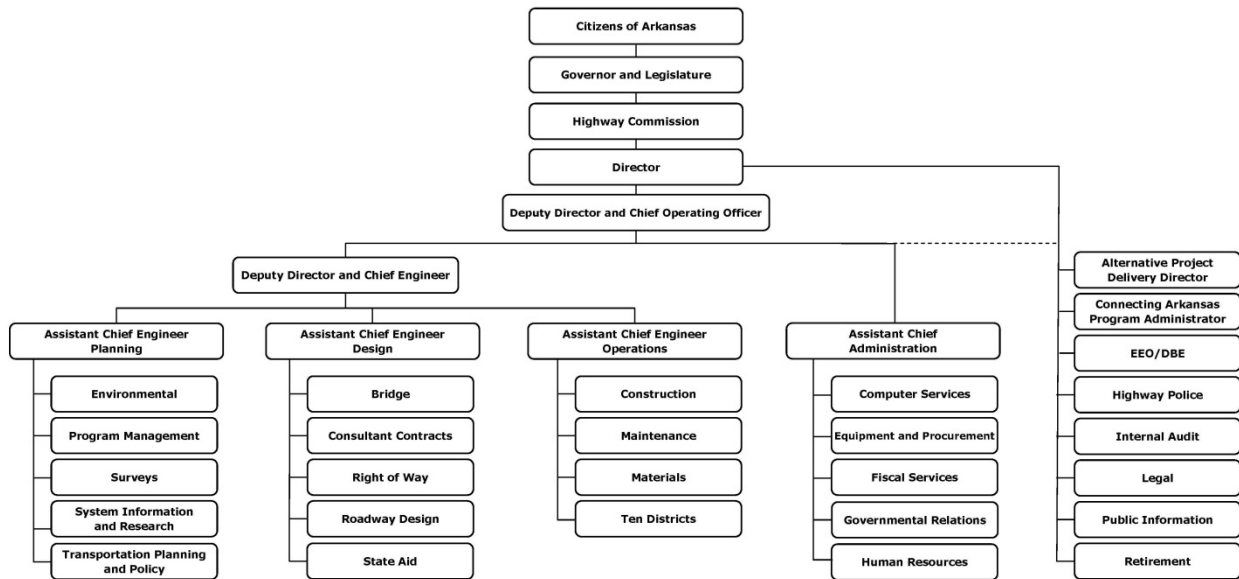
In accordance with Act 707 of the 91st General Assembly, the Arkansas State Highway and Transportation Department (AHTD) will become the Arkansas Department of Transportation (ARDOT) on July 31, 2017.

As the state’s lead transportation agency, ARDOT will be the point of contact for all transportation matters and will continue to coordinate with other modal agencies to provide an integrated transportation system for the State of Arkansas.

ORGANIZATION

With more than 3,600 employees across the state, ARDOT is responsible for over 16,400 miles of state highways and over 7,300 bridges, the 12th largest state highway system in the nation. This system facilitates interstate and intrastate commerce and carries nearly 35 billion vehicle miles of travel annually to support the \$120 billion Arkansas economy.

ORGANIZATION CHART



Scott D. Bennett
 Director of Highways and Transportation

April 11, 2017
 Date

For more information, please visit <http://www.ardot.gov/>.

The Strategic Plan for 2017-2022 (Plan) provides a guide for accomplishing the Department's priorities over the next five years. It is comprised of four key components including the mission, vision, core values, and strategic goals described below.

Mission Statement

Provide safe and efficient transportation solutions to support Arkansas' economy and enhance the quality of life for generations to come.

Vision Statement

Continue to preserve and improve Arkansas' transportation system emphasizing safety, efficiency, quality, trust, and stewardship with a public service focused workforce.

Core Values

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| ✓ Safety | – Safety first in all we do. |
| ✓ Public Service | – Focus on the greater good. |
| ✓ Teamwork | – One vision through collaboration and communication. |
| ✓ Quality | – Deliver reliable transportation solutions. |
| ✓ Integrity | – Commitment to ethics and transparency. |
| ✓ Efficiency | – Achieve maximum benefit through fiscal responsibility. |

Strategic Goal: Provide Safe and Efficient Transportation Solutions

Objective 1: Develop, operate and maintain a safe, efficient and effective transportation system.

Strategies:

- Provide safe transportation through effective planning, design, construction, and maintenance management.
- Implement other Department strategic and long-range plans.
- Leverage enhancements in technology, equipment and methodologies.
- Promote regular inter-disciplinary coordination to minimize or, if possible, avoid delays in project delivery.
- Execute highway right of way acquisition and utility adjustments at the appropriate time.
- Optimize the transportation system through well-coordinated planning efforts for all modes.
- Consistently adhere to standards, policies, and procedures.

Objective 2: Deliver results within well-defined purpose and performance parameters.

Strategies:

- Support performance management.
- Implement a data-driven, performance-based planning and programming process.
- Provide clear purpose and performance parameters at the beginning of project development.
- Develop a roadmap for performance tracking throughout the project delivery process.

Objective 3: Promote and integrate system preservation.

Strategies:

- Maximize the functionality of the existing State Highway System through proper development, construction, and maintenance.
- Integrate performance management into the system preservation process.
- Develop and implement more comprehensive access management guidelines to maximize the safety and efficiency of the State Highway System.
- Conduct construction and maintenance operations in a manner that minimizes interruptions to the movement of people and goods.

Strategic Goal: Accomplish Our Mission with a Focus on Stewardship

Objective 1: Focus on effective program planning and management methods.

Strategies:

- Implement the long-range transportation plan.
- Ensure efficient management of all federal-aid programs.
- Utilize the research program to identify and develop effective methods in the delivery of transportation projects and services.
- Undertake performance audits to gauge efficiency and effectiveness of operations.
- Defend claims for the Commission and negotiate a fair resolution for claims that have merit.
- Continually evaluate staffing needs and compensation plans to ensure efficiency while remaining competitive in the job market.

Objective 2: Emphasize managing assets in a transparent, data-driven, and cost-effective manner.

Strategies:

- Utilize asset management systems.
- Develop and document business processes to ensure operational transparency, consistency, and continuity.
- Develop and implement a comprehensive, reliable and continuous monitoring program for transportation assets.
- Optimize the use of all external and internal resources.

Objective 3: Ensure compliance with laws, regulations, policies, and procedures.

Strategies:

- Ensure fair, equitable and consistent application of Department policies and procedures.
- Provide legal counsel to all Divisions and Districts to address issues as they arise.
- Regularly conduct administrative compliance audits to ensure adherence to policies and procedures of the Department.
- Perform job audits to ensure proper and efficient expenditures of taxpayer funds.
- Analyze oversized and overweight vehicles and loads and issue permits accordingly.
- Enforce all laws pertaining to the operation of commercial motor vehicles over the state's transportation system.
- Acquire property in a fair and equitable manner to all parties.
- Assure that all purchasing and disposal activities comply with applicable Arkansas State Procurement Law and Regulations, and with Department purchasing policies.

Objective 4: Promote environmental stewardship throughout project development and implementation.

Strategies:

- Maintain cooperative efforts with federal, state and local agencies to ensure environmental quality.
- Identify environmental impacts early in project development to minimize or, if possible, avoid costly mitigation.
- Seek opportunities to develop and maintain mitigation sites through internal and external sources.
- Educate employees and the public on environmental issues and responsibilities.

Strategic Goal: Champion Transportation Solutions that Promote Quality of Life and Economic Development

Objective 1: Optimize Reliability and Resiliency.

Strategies:

- Set achievable system performance goals based on realistic funding scenarios.
- Integrate all modes of transportation in system planning and implementation.
- Investigate and implement cost-effective transportation solutions.
- Establish and execute an effective incident management plan.
- Incorporate innovative design solutions to minimize impact while maximizing benefits to users.

Objective 2: Foster and Strengthen Partnerships with Stakeholders.

Strategies:

- Support and promote transportation related activities of state and local governments consistent with Department goals and objectives.
- Collaborate with all transportation providers and partners to promote and preserve the statewide transportation system.
- Improve and promote the connectivity of transportation services and systems.
- Forge cooperative agreements and progressive partnerships with stakeholders that provide mutually beneficial solutions.
- Continue collaboration and coordination with Metropolitan Planning Organizations and other planning agencies across the state.

Objective 3: Promote Adequate Funding.

Strategies:

- Continually review, evaluate, and utilize appropriate infrastructure funding options.
- Actively seek all possible federal and state funding to improve the state's transportation system.
- Pursue partnering to leverage limited federal, state, and local funds.
- Investigate and, if feasible, utilize public and private partnerships.
- Research innovative funding solutions.
- Develop and implement a public communication plan to convey the value of a safe and efficient transportation system.

Strategic Goal: Continually Improve Transportation Services and Solutions Through Employee Engagement

Objective 1: Promote teamwork, accountability, and innovation throughout the Department.

Strategies:

- Align Department business groups to carry out our mission and to achieve our vision.
- Utilize committees to lead the development of agency-wide plans and programs.
- Conduct team-building activities.
- Improve level of customer service by fostering an environment of accountability.
- Promote the *Achieving Career Excellence* program.
- Develop quality improvement programs to encourage employees' contributions to enhance operations.
- Highlight various Department functions through internal and external communications.

Objective 2: *Invest in employee career development.*

Strategies:

- Expand and invest in leadership and employee training programs.
- Tailor training programs based on employee's interests and career goals.
- Utilize *Achieving Career Excellence* program for tracking employee professional development progress.
- Examine new and innovative techniques and concepts for training employees.
- Develop and implement an all-inclusive new employee orientation program.

Objective 3: *Foster an environment that promotes intelligent decision making based on risk management.*

Strategies:

- Establish and maintain an enterprise risk management system to forecast and evaluate risks together with the identification of procedures to avoid or minimize their impact.
- Develop and implement programs that recognize team and individual contributions.
- Promote decision ownership at the individual employee level.

Objective 4: Encourage open and continuous communication.

Strategies:

- Implement continuous communication through all forms available across the Department.
- Provide feedback to team members on a continuous basis.
- Ensure the consistent application of fair pay, flexible work schedules, paid leave, and other benefits across the Department.

Strategic Goal: Maximize External and Internal Customer Satisfaction

Objective 1: Meet and exceed customer expectations through courteous, professional, and effective communication.

Strategies:

- Inform customers of the Department's available products and services.
- Improve methods of identifying and meeting customer needs.
- Enhance communication and coordination with public officials.
- Develop and implement procedures that track commitments throughout the project development process to support effective communication with external customers.

Objective 2: Sustain customer engagement.

Strategies:

- Develop a customer-friendly website to provide up to date information that is helpful and useful.
- Identify methods and techniques to improve the public and stakeholder engagement.
- Respond to customer inquiries in a timely manner.
- Consistently communicate the Department's accomplishments and activities.

Objective 3: Promote a culture that makes the Department an employer of choice.

Strategies:

- Promote an environment of mutual respect, trust and fairness.
- Recognize the value of all professions and trades.
- Enhance public perception of the Department.
- Encourage employee involvement in the local community.



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