

ARDOT Newsletter

September 2022



SUPPORTIVE SERVICES

- Construction Management Program
- Business Development Program
- Capability Statement Design
- Business Plan Development
- Technical Assistance



Popular Arkansas hiking area receives \$24.6M federal infrastructure grant for trails

Future movement in and through the city of Conway will be easier.

On Wednesday, Aug. 10, the city announced it had been awarded a \$24.647 million grant from the United States Department of Transportation. The money is from the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program.

The grant is 100%, meaning no contribution for the project is needed from the city, relatively rare in government grant packages for cities. The DOT fact sheet for the Wednesday award announcement shows 166 projects were awarded at \$2.2 billion for 2022, Conway's being the only one in Arkansas. "I'd like to thank our team at the City Hall who put in the work to get the job done successfully," Mayor Bart Castleberry stated. "A number of community stakeholders came together to work on a short timeframe on this historic endeavor."

The grant is for a Connect Conway trail system, 15 miles of "multi-use paths, sidepaths, bridges, cycle tracks, and trailheads, removing physical barriers and connecting west and east Conway," according to the award listing.

When completed, the project will connect 10 city parks, seven schools, three major retail areas, three higher education institutions, 14 major employment centers, 16 neighborhoods and other community services.

Survey work for the project is already underway with construction due to begin in 2027.

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Leadership Styles & Outcomes

Understanding employee engagement & how to reduce turnover

For more than a generation, countless studies conclusively link leadership behavior to engagement, and engagement to business outcomes. It stands to reason then that the greatest effect a leader can have on a team is through the leader's behavioral agility. Even while the notion of leadership styles goes in and out of favor in business circles, one concept has remained constant — leadership style is highly situational.

For the sake of this article, we will focus on two areas. First, "style" will be used as a descriptor of those situational moments, not a leader's comfort zone. Every leader works in a dynamic, fluid environment. On top of that, leaders lead people, and anything can happen with people. A truly successful leader continually experiments, learns, changes and improves their craft and behaviors.

Second, we will discuss leadership "behavior," not vision and strategy. While these are important aspects of leadership, research strongly suggests that leadership behaviors are far more influential on engagement, retention and productivity.

How do you effectively apply the idea of agility to leadership behavior and outcomes, and what can you do about it?

Start With Data

The best place to start is to assess the environment, and you should do it through the eyes of your team members since they are the recipients of leadership practices.

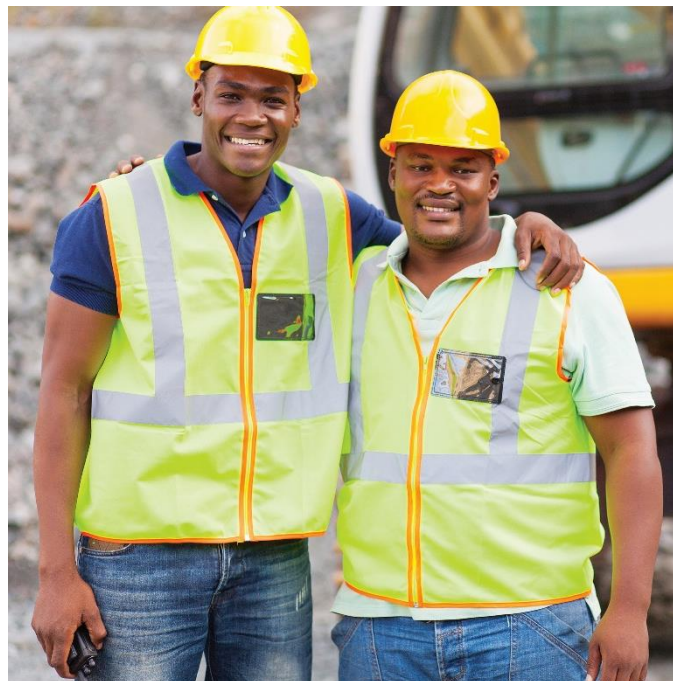
The following six key indicators are based on large-scale research and market validation conducted by Vivo Team Development. Assessing these indicators will reflect how the team is operating, and what the barriers and strengths are relative to productivity. Within these six key indicators are measures of competence, motivation and collaboration.

1. Communication — Clear and open communication reduces misunderstanding, minimizes work delays and enhances overall productivity.
2. Interactive feedback — Ongoing interactive feedback between team members is a basic essential requirement for improving team effectiveness and performance.

About The ARDOT

The goal of the DBE Supportive Services Program is to increase the number of DBEs participating on ARDOT contracts and facilitate the opportunity for DBEs to obtain contracts. The services are designed to:

- Assist established construction firms to move them from bidding as a subcontractor to bidding as a Prime Contractor to produce sound bids.
- Provide access to training increases DBE expertise in handling of daily business operations.



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