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Procurement and Contracting Office Strategic Plan FY2021-2022

1. Executive Summary

The Ada County Highway District (ACHD) Procurement and Contracting Office (PCO) has developed this Strategic Plan to provide a framework for current and future operations. ACHD's mission of providing quality transportation to a burgeoning region can only be served by a proactive and forward leaning PCO. While the PCO's primary responsibility centers on bidding and contract writing, its full scope of operations involves a range of customer service roles in support of both internal and external stakeholders. The PCO is a trusted source, responsible for ethically and morally serving its stakeholders in a timely and efficient manner.

In parallel with the ACHD Director's innovation initiatives, PCO must stay on the front of technology and procurement practices. Firsthand experience has shown that PCO functions best by maintaining a flexible and accessible procurement process that will withstand economic and global changes in critical areas such as public health, materials costs, and communications means. A strategic plan will also allow for better integration of procurements to the ACHD budget process by focusing on front-end planning and reduction of reactive stop-gap measures.

The PCO Strategic Plan is a 2-year plan which will receive annual updates. This document is intended to evolve over time as the field of procurements evolves. It will be further supported by other organizational cornerstones such as the PCO's Standard Operating Procedures and Training Program. A PCO that can forecast and execute continuous agency-wide procurements, from a growing pool of sources, with complete transparency towards efficient use of public funds, will be successful.

2. Mission Statement

The Procurement and Contracting Office solicits a range of goods, services, and public works construction for the ACHD, through a competitive and efficient use of taxpayer dollars.

3. Vision Statement

The PCO will strive to assist with all procurement processes for ACHD, increasing outreach across a wide range of contractors and vendors, while reducing waste, contact, and resources.

4. Core Values

The PCO will treat all external agencies, stakeholders, and the public, with fairness and transparency in all operations, to promote positive and effective relationships.

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5. Goals and Objectives

Goal #1 – Publish PCO Strategic Procurement Plan in FY21

- Objective 1: Draft Strategic Plan for final review by February 11th, 2021.
- Objective 2: Submit Strategic Plan for Chief of Staff / Executive Team review by February 18th, 2021.
- Objective 3: Formalize and publish the PCO Strategic Procurement Plan during National Procurement Month (March 2021).

Goal #2 – Implement comprehensive electronic bidding system by start of FY22

- Objective 1: Conduct market research to compile framework of needs and wants by December 31st, 2020.
- Objective 2: Conduct Electronic Bidding System Request for Proposal, complete procurement process by April 30th, 2021.
- Objective 3: Fully implement electronic bidding system for ACHD procurements by June 1st, 2021.
- Objective 4: Monitor contractor and vendor pool to measure outreach and growth through refined procurement methods. Ongoing process, but develop benchmark measurement by October 1st, 2021.

Goal #3 – Implement efficiency tools for ACHD procurement team across FY21 and FY22

- Objective 1: Develop and conduct internal audit process by December 31st, 2021.
- Objective 2: Conduct and publish outreach and award analysis report (OAAR) to measure procurement patterns and trends by October 1st, 2021.
- Objective 3: Create FY Q1 Department Procurement Forecast Report and Annual Department Procurement Forecast Report by May 2021 for implementation by July 2021.
- Objective 4: Create and utilize Change Order Tracking Report by March 2021.

Goal #4 – Establish procurement training and resource program across FY21 and FY22

- Objective 1: Develop and schedule regularly recurring staff training program for all ACHD personnel involved in procurement procedures by May 2021.
- Objective 2: Implement PCO staff certification timeline (minimum 2 courses a year) to ensure educational progression and maintain current content knowledge, May 2021.
- Objective 3: Draft new hire orientation training program by January 2022 for inclusion in future Standard Operating Procedures