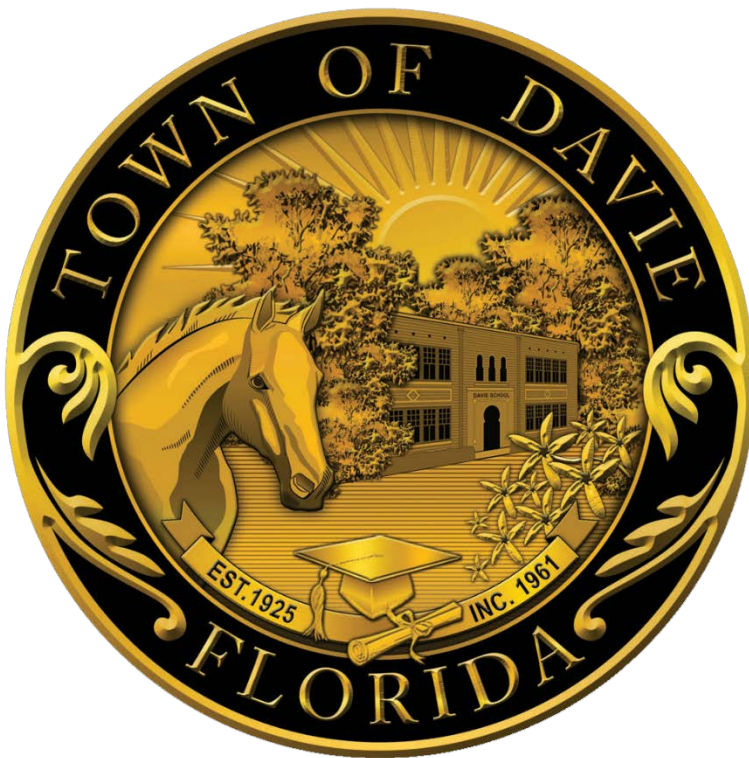

Town of Davie
Procurement Division
Florida



STRATEGIC PLAN
FISCAL YEARS 2022-2027

Executive Summary

BACKGROUND

The Town of Davie collaborated with Management Partners to update the 2016-2018 Strategic Plan by involving departments/divisions in creating new goals, key performance indicators, and implementation actions built around the existing mission statement and priorities. Department directors and division managers provided input about key operational issues and concerns considering the current Town of Davie mission and purpose statement, values, and strategic priorities and then developed objectives reflective of the strategic priorities identified by the Town Council. The Town's Procurement Division utilized the Town's Strategic Plan to build the below Strategic Plan.

THE ELEMENTS OF THE PROCUREMENT DIVISION'S STRATEGIC PLAN

There are major elements of this plan. The first four—the mission statement, vision statement, values, and strategic priorities—set a direction for Procurement staff. The last three—goals, objectives, and key performance indicators, provide staffs' responses and accountability to the direction provided.

The **mission statement** is a clear and concise statement of where the Town of Davie Procurement Division wants to be in the future. Setting a mission statement is a fundamental element of the strategic planning process. All strategic priorities, goals, and objectives are directed toward achieving an established mission for the future.

The **vision statement** states the Division's purpose and guides the prioritization of opportunities. It defines what the division stands for and what it will do. The vision statement also directs the day-to-day actions of an organization and its employees.

The **values** are the core operating principles of the division that were founded by the National Institute of Public Procurement (NIGP). Values govern the actions and behaviors of policymakers and employees to effectuate the mission and the vision of the organization.

Strategic priorities are closely aligned with the Division's mission and state the desired outcomes to be achieved. Strategic priorities provide the "why" of the specific actions Davie will take. Davie has six strategic priorities.

The **goals** are the means to achieve multiyear strategic priorities. They are measurable, with specific resources assigned, time frames allocated, and responsibilities determined.

The **objectives** are the tasks needed to accomplish Davie's goals. Each of the Division's strategic priorities has either one or two goals, with up to four objectives for each goal.

Staff will report back on the implementation progress using **key performance indicators** to delineate the results desired. Indicators or metrics should answer the question: *How will we know if we are successful at achieving what we set out to do?*

Incorporating A Strategic Plan

Mission

The mission of the Procurement Division is to provide for fair and equitable treatment of all persons involved in public purchasing by the Town; to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.

Vision Statement

The Procurement Division strives to join with vendors and Town departments/divisions to secure quality goods and services in a timely manner and at a reasonable cost while ensuring that all procuring actions are conducted fairly and impartially.

Values

The Town of Davie Procurement Divisions values are based on the National Insitiute of Public Procurements Guiding Pricincipals to provide services that are Tranaparent, Ethical, Service Oriented, Impartial , Accountable and Professionally conducted.



Strategic Priorities

Priority 1 - Transparency

Easily accessible and understandable policies and processes essential to demonstrate responsible use of public funds.

Priority 2 - Ethics

Acting in a manner true to the values of Public Procurement essential to preserving the public trust.

Priority 3 - Services

Obligation to assist stakeholders essential in support of public good.

Priority 4 - Impartiality

Unbiased decision making and action essential to ensure fairness for the public good.

Priority 5 - Accountability

Taking ownership and being responsible to stakeholders for our actions essential to preserve the public trust and protect the public interest.

Priority 6 - Professionalism

Upholding high standards of job performance and ethical behavior essential to balance public interest.



Strategic Priority 1 - Transparency

Easily accessible and understandable policies and processes essential to demonstrate responsible use of public funds.

Goal A:

Fair and Open Competition

Objectives:

- Ensure all solicitations are easily accessible
- Provide vendor training of Town’s processes
- Ensure that specification is clear and easy to understand

Goal B:

Clear Policies and Processes

Objectives:

- Update Policies and Procedure Manual
- Provide Department training to ensure internal clients have a complete understanding of the policies and procedures
- Provide monthly meetings with large departments and quarterly meetings with smaller departments to discuss open issues and planning for new projects



Performance Measures	Annual Goal
Provide vendor training session (measured quarterly)	4
Percent of bids posted to Town website and demandstar.com	100%
Number of meetings conducted with high-usage departments (measured quarterly)	12
Number of meetings conducted with low-usage departments (measured quarterly)	4
Conduct training to Town staff on updates/changes in procurement procedures	2
Percent of Procurement Division staff attending training and development workshops	80%

Strategic Priority 2 - Ethics

Acting in a manner true to the values of Public Procurement is essential to preserving the public trust.



Goal A:
Educate

Objectives:

- Develop staff training for employees on ethics in accordance with Town, County and State Code
- Have Procurement staff attend training and industry-focused workshops
- Ensure compliance with *Cone of Silence* for competitive bids

Goal B:
Action

Objectives:

- Collaborate with the Town of Davie Clerk’s Office to obtain a list of registered lobbyists and ensure lobbying activities are unbiased and not intermingled

Performance Measures	Annual Goal
Number of training courses for Town staff (measured quarterly)	4
Number of training courses for Procurement Division staff (measured quarterly)	4
Review of registered lobbyists (measured quarterly)	4

Strategic Priority 3 - Service

Obligation to assist stakeholders essential in support of public good.

Goal A:

Provide technology to end-users



Objectives:

- Implement forms and documents which are easy to use and can be modified to change as policies evolve
- Provide tracking software for all solicitations so end-users can monitor the progress of their solicitation
- Provide online evaluations of RFPs through designated software
- Provide training to end-users through in person and pre-recorded short videos

<i>Performance Measures</i>	<i>Annual Goal</i>
Reduction of contact requesting Bid/RFP solicitation status (measured quarterly)	75%
Percent of Bid/RFP Committee members utilizing evaluation software (measured quarterly)	100%
Number of online training sessions through pre-recorded videos (measured quarterly)	4

Strategic Priority 4 - Impartial

Unbiased decision making and action essential to ensure fairness for the public good.



Goal A:

Unbiased decision-making

Objectives:

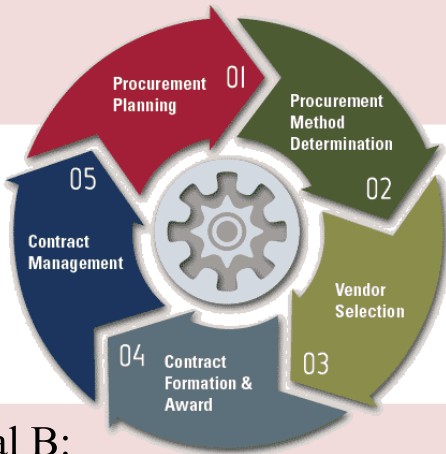
- Educate end-users on specification writing
- Training sessions on the review committee process prior to each meeting
- Training Town staff on conduct during pre-bid meetings

Performance Measures	Annual Goal
Number of protested awards (measured quarterly)	3
Number of complaints on award notices (measured quarterly)	3
Number of discarded bids (measured quarterly)	5

Strategic Priority 5 - Accountability

Taking ownership and being responsible to stakeholders for our actions essential to preserve the public trust and protect the public interest.

Goal A:
Contract Management and Supplier Oversight



Goal B:
Invoice processing and review

Objectives:

- Train end-users on best practices of contract management
- Increase staffing to assist in contract compliance and oversight
- Ensure on-time renewals of agreements.

Objectives:

- Train key staff on proper review of invoicing to ensure contract compliance.
- Issue *Notices of Inquiry (NOI)* when required for failure to comply with Procurement Policies and Procedures

Performance Measures	Annual Goal
Reduce number of returned invoices for contract compliance issues (measured quarterly)	20%
Number of training sessions held on invoicing process (measured quarterly)	2
Reduce NOIs issued for noncompliance with Procurement Policies and Procedures (measured quarterly)	20%

Strategic Priority 6 - Professionalism

Upholding high standards of job performance and ethical behavior essential to balance public interest.

Goal A:
Education



Objectives:

- Train Procurement Division staff to ensure eligibility for certifications
- Creation of an annual training plan
- Allocate funding for a training program
- Encourage staff to utilize the Town’s education reimbursement program for higher learning

Goal B:
Certifications

Objectives:

- Encourage Procurement Division staff to obtain certification through UPPC, NIGP, NAPCP or ISM
- Maintain national accreditation through NIGP

Performance Measures	Annual Goal
Number of classes/courses completed by Procurement staff (measured quarterly)	6
Number of staff certified by UPPC, NIGP or ISM	5
Receive Procurement Division certification	100%
Maintain Compliance and Accreditation (3 year cycle)	100%

Evaluation and Review

Strategic planning is very important for any organization to achieve its short- and long-term goals. This Strategic Plan document will enable the goals of the Town of Davie Procurement Division to be aligned with the annual budget process for the next five years. It provides direction in decision-making, policy development, staff training, and project planning. This plan includes the Division's six strategic priorities and sets goals for each. These goals address infrastructure, customer service, fiscal sustainability, public safety, and organizational excellence among other things. These goals are accompanied by objectives that will help accomplish the goals of the Strategic Plan.

The document represents a working guide for the Procurement Division to operationalize each goal through the development of objectives and timetables for completion. During the next five years, resources may be allocated through the budget process to support ongoing action plans that have been developed. An annual report will be provided each fiscal year that will reflect the progress that has been made.

