



JAA
Jacksonville
Aviation
Authority

STRATEGIC PLAN

Department of Procurement

The Jacksonville Aviation Authority (JAA) owns and manages the Jacksonville Airport System, which is a diversified airport system that serves the commercial, business and recreational aviation needs of the City of Jacksonville, Northeast Florida and Southeast Georgia. In an ongoing effort to ensure transportation meets the current and future needs of its community and region, JAA's goal is to be a financially sound, self-supporting Airport System that operates in a safe, secure, efficient and environmentally responsible manner. One of the many ways JAA achieves this goal is through its purchasing philosophy associated with centralized and strategic procurement practices.

Consistent with the above-mentioned goal, JAA's Procurement Department (the "Department") is responsible for the management and acquisition of all goods and services in a timely, cost-effective manner. The Department's Mission is simple, which is to support the Airport System with efficient and ethical source selection of the goods and services necessary to maintain operations. In doing so, the Department engages in fair, open, transparent and competitive purchasing through lawful source selection processes that are not restrictive nor biased and are free from favoritism and improper influence both in practice and in perception.

To ensure consistency in its procurement processes, the Department has developed a simple Five-Point Strategic Procurement Plan that includes:

1. Internal and External Education and Relationship Management:

Education is key to the success of centralized procurement. Such education cannot be limited to the Department's staff and internal customers. It must also include educating the Department's vendor, supplier and contracting community. Building strong internal and external relationships requires everyone to sing from the same sheet of music, which can only be accomplished through education in all areas of procurement processes, procedures, needs, and expectations. Internal procurement education is accomplished through an easily understandable Procurement Code and "At-a-Glance" summaries, road shows, onboard training, Procurement Month awareness programs, and the like. External procurement education is accomplished through monthly Meet & Greet sessions and, of course, pre-bid / proposal conferences. The results are amazing and ensure increased competition, timely and quality submissions, reliable pricing, and almost the complete elimination of protests.

2. Strategic Sourcing:

While its own competitive processes are of primary importance to the Department, alternative forms of purchasing methods are permitted within its Procurement Code, including but not limited to sole sources / proprietary purchases and the utilization of competitively procured federal, state and local contract awards, as well as cooperative purchasing agreements. With a limited procurement staff, these and other alternative methods permit purchasing across multiple agencies or regions to leverage purchasing power and negotiate volume discounts. The Department also utilizes "Job Order Contracting" or JOC as a catalog of viable, efficient prime and subcontracting opportunities to secure contract awards, generally as it relates to smaller construction projects.



3. E-procurement Systems:

With the advancement in the ever-changing landscape of information technology, the procurement process is made quite efficient by utilizing electronic platforms, which platforms assist in reducing and/or streamlining procurement processes and paperwork, as well as improving access and transparency. Again, leveraging technology to automate procurement processes, track spending, and improve data analysis is a no-brainer for the Department's limited procurement staff and, therefore, it works very closely with JAA's Information Technology Department. It also endeavors to research and incorporate best practices in this area.

4. Demand Forecasting and True Cost Analysis:

The aim of any successful procurement department is not just the acquisition of goods and services required to sustain the operations. It also includes assisting the users of these goods and services in determining the "true cost of doing business" and the right "return on investment." In other words, there is no such things as "getting a good price" on defective goods and/or services. Evaluating the complete acquisition, utilizations, maintenance and disposal costs of a purchase are all integral elements in a true cost analysis, which can only be accomplished by working side-by-side with the using departments. Using historical data and market trends to accurately forecast future demand, ensuring adequate inventory and timely procurement, as well as analyzing spending patterns to identify opportunities for consolidation, standardization, and negotiation of better pricing all represent the holistic approach to effective purchasing.

5. Contract Management:

A successful solicitation, evaluation and contract award effort is all for naught without a successful contract negotiation, execution and administration process. As such, the Department endeavors to ensure that every procurement process incorporates: (i) a draft contract as part of the solicitation documents such that there will be no surprises during contract negotiations; (ii) a kick-off meeting whereby the contract awardee and JAA's contract administration team are briefed on all material terms and conditions of the contract; (iii) periodic performance reviews, the results of which are used in determining whether or not to renew the contract; and (iv) a contract debrief to ascertain and/or identify lessons learned to be incorporated into subsequent solicitation documents and contracts. At a minimum, these contract administration touch points are necessary to effectively procure and manage contracts throughout their lifecycle, ensuring compliance with terms and conditions and the elimination and/or amicable resolution of contract disputes.

Over the past 14 years, the Department has not experienced any lawsuits and has only experienced five bid protests, all of which were successfully defended. It is certain that the Department's cradle to grave centralized procurement process and its Five-Point Strategic Procurement Plan has substantially attributed to this success. Expanding the responsibility for procurement beyond the Department throughout every department and function within JAA's Airport System has also attributed to this success. Despite the success enjoyed, this strategic plan will be reviewed and, if necessary, revised biennially to ensure the incorporation of industry and internal best practices.