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Ada County Taxpayers:

This was a year of transformation, innovation, and partnerships as the Ada County Highway District successfully implemented twenty-four initiatives that we collaboratively identified in order to best assure we were focused on “excellence in all we do” for our customers and our team. Moreover, our efforts for the past year have been, and will continue to be, focused on our four priorities: **our people, effective and efficient execution, leading technology, design, and innovation, and safety.**

ACHD remains committed to the guiding principle that **our people** are our competitive edge in the workplace and source of our strength.

- ACHD implemented a very successful holistic wellness program that includes athletic membership support, dietary and wellness counseling, health fairs, and professional coaching to assure a physically and mentally fit organization that can continue to answer every challenge now and in the future.
- Moreover, ACHD designed and implemented a new annual assessment system that focuses on performance, is simple to use as a mentoring tool, and assures high-quality feedback that rewards results. This “one pager” continues to receive rave reviews from both supervisors and employees and has streamlined the assessment process while focusing on facts and results.
- Additionally, ACHD energized its recognition program by implementing quarterly, annual, and superior performance awards.
- The team also revitalized and institutionalized “Bring Your Child to Work Day”, a popular event where employees were encouraged to bring their children and grandchildren to work to learn about ACHD.
- Just as important, ACHD began an intensive training program, leveraging technology, standardizing requirements, and most importantly, assuring consistent training models aligned to professional development and industry best practices. ACHD instituted an Equipment Rodeo to both enhance inter-team collaboration and training while growing team competitions – a huge success in all aspects.
- As important, we instituted leadership/mentoring processes for our supervisors and managers to best assure we are growing both capabilities and ideas.
- Finally, ACHD implemented an innovation program that directly rewards our team members for ideas that enhance safe, efficient, and effective operations while saving scarce taxpayer dollars.

ACHD pushed hard in leveraging **new technology** ideas, principles and strategies to best assure **effective and efficient operations** to support our more than 400,000 customers.


- We developed an aggressive budgeting process that fully integrates our team, the ACHD Board of Commissioners, and ACHD’s citizen’s advisory committee into the line by line items we propose to fund. As a result, ACHD earned top honors from the Government Accounting Officers for the fourth year in a row for budget and financial excellence. Additionally, ACHD garnered top accolades from our auditors – a consistent string of success we strive to continue to achieve.
- ACHD implemented new project tracking processes that not only leverage the best in technology, but now provide our project managers and senior leadership effective windows into cost, time, and project status - providing a better return on investment for the taxpayer.

- ACHD also institutionalized a common records management strategy and leveraged Laserfiche to reduce costs, redundancy in administrative work, improve staff efficiency, and provide better customer service.
- We developed and established a new heavy vehicle vendor bid process that not only embraces national standards, and operation's evaluations, but assures a level playing field to gain the best return on taxpayer investment.
- Additionally, we developed and launched ACHD's first integrated five-year information technology strategy to move us to a single web-based system to improve team member and customer support. Combined with our efforts to integrate a new, modern accounting system, all Capital Projects, Maintenance, Traffic, and Construction planning have moved towards paperless operations, as ACHD continues its path for effective, efficient operations.
- As important, we implemented a new approach to pavement management that strategically and factually assesses road and bridge conditions to assure we are placing emphasis at the right time with the correct materials to maintain Ada County roads at a good or better pavement condition index rating. Today 87% of ACHD managed roads are rated at good or better conditions.
- Along this line, ACHD developed a dedicated bridge maintenance team where none had previously existed to assure preventive maintenance was focused on this critical infrastructure. To date, ACHD now enjoys a good or better rating for 99% of its bridges – an incredible standard!
- Our Engineering and Traffic Operations teams brought the newest pedestrian crossing technology to Ada County with HAWK (High Intensity Activated Crosswalk) pedestrian beacons, assessable pedestrian signals, and rectangular rapid flashing beacons. In addition, in the very near future we are looking forward to introducing adaptive signal control, technology that continuously adjusts signal timing to accommodate changing traffic needs and ease congestion.
- Additionally, ACHD implemented an aggressive bicycle safety initiative to include the latest in advisory programs, street markings, and awareness campaigns. As such, ACHD was recognized by the League of American Bicyclists as the ONLY bike friendly highway district in the nation.
- Customer outreach and engagement remain a critical aspect of ACHD's consistent push for effective and efficient operations. Last year ACHD hosted 17 public information meetings and worked with many neighborhoods, businesses and chambers of commerce to engage and inform the community.
- ACHD also pursued more strategic recruiting and hiring processes to fill multiple roles with a single team member, again, driving down costs while providing great value for the taxpayer.

Finally, ACHD implemented an aggressive **safety** education and compliance program where none had previously existed. Innovative programs such as integrated safety standards, awareness training, and the restructuring of our new safety committee have reduced our accident rate by half from the previous year. Safety emphasis at every level is now the standard, not the exception.

In summary, Team ACHD has accomplished an exceptional change, innovation, process improvement, engagement, and safe operations during the last year. Although we are proud of these achievements, our work is not finished and we remain very committed to improving in every avenue as we quest for "excellence in all we do".

Respectfully,


Bruce S. Wong, Director