



Watershed Program: Contracting Process Improvement Plan

Division: Watershed & Operations

Problem description

Contracting for watershed projects, particularly those related to Clean Water Fund projects took too long.

- ▶ Work plan development guidelines for project managers were unclear.
- ▶ Staff members were confused and frustrated.

Background

The watershed program’s contracting process experienced significant changes over several years prior to initiating this continuous improvement effort. Changes in staff roles and responsibilities, new and changing state and federal laws and rules, new statewide grants and contracting policies, and demand for greater accountability and transparency by legislators and the public for new sources of state funding, all contributed to increased levels of frustration and confusion by staff and contractors.

Baseline measurement

At the start of the project, it took an average of 187 days to complete a watershed project contract.

- ▶ This was considered too long by both program and contracting staff.

Baseline survey of watershed program staff (12/2011):

- ▶ 74% dissatisfied with communication
- ▶ 74% disagreed process is working well
- ▶ 60% disagreed roles & responsibilities clear
- ▶ 58% dissatisfied w/ training/assistance
- ▶ 45% dissatisfied w/ guidance materials

Other baseline considerations:

- ▶ Number of contracts per fiscal year
- ▶ Cycle time of contract requests (workdays to contract request received; sub processes; workdays to contract executed)

Results

Cycle times reduced as the number of contracts executed increased!

FY	Days to completion	Contracts executed
11	187 days	40
12	130 days	47
13	129 days	79
14 *	30 days	25

* Partial year

Follow-up survey of watershed program staff (10/2013):

- ▶ 20% dissatisfied with communication
- ▶ 21% disagreed process is working well
- ▶ 25% disagreed roles & responsibilities clear
- ▶ 20% dissatisfied w/ training/assistance
- ▶ 11% dissatisfied w/ guidance materials

