



Title: DATCP Dairy 30X20 Grants – Process Flow Improvement

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BACKGROUND

The Dairy 30x20 program awards 40 – 45 grants on an annual basis and is costly to administer per grant both in cost and staff time. From start to finish this process takes between 5 – 6 months to award contracts.

The Dairy 30x20 grant program has been in place for several years. The grant program involves competitive applications from farmers for \$5,000 grants with 20% match. DATCP has \$200,000 total to award.

Each year we make improvements on the process. However, it is still a time consuming process for the money. The time between announcing RFPs and signing contracts can take up to 6 months.



CURRENT CONDITIONS

- The Dairy 30x20 program costs the agency significant time and paperwork to administer per grant.
- The time between announcing RFPs and signing contracts can take up to 6 months
- The process can involve 4-6 DAD staff to complete a single contract.
- Major time consuming issues involve re-work on the applications (usually the budgets), site visits, re-worked in-house contracts, and inefficiencies in tracking documents through the process.



GOAL

1. Choose projects which represent internal processes that can be improved to generate efficiencies and improve internal customer service
 - Eliminate 4 - 6 process steps
 - Improve efficiency of total process by at least 20 - 30%
2. Reduce processing/delivery time, by 10 – 30%, for customers receiving a business product or service from the agency. Current process delivery takes 160 – 180 days from RFP creation to completion of awarded contract.
 - Target for new process/delivery time is 90% of the awarded contracts completed in 100 days or less.
3. Repurpose DATCP staff workload as a result of lean methodologies creating efficiencies in business service activities.

Based on an 40 contracts awarded per year and an average of 4 hours staff time per site visit, the goal is to repurpose approximately 160 Farm Center staff hours.





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ANALYSIS

Identify the root cause(s) of the problem:

- Site visits require too much time and expense for Farm Center staff
- Application submission and internal/external review time frames are too long
- 2 internal review meetings (initial review meeting and final review meeting) that serve the same purpose.
- At least 2 redundant process steps in creation and approval of the awarded contracts
- All documents (RFP, application and contracts) routed by hard copy and requires at least 1 DAD staff person to monitor and track down hold-up in approval process.
- Applicants are allowed to return paperwork through mail or e-mail. Hard copies returned through the mail must be retyped into the applicant tracking system and contract documents.



PROPOSAL

Proposed countermeasures

- Individual site visits replaced with GPS location tracking map compared against DATCP Dairy producer license list to insure applicant has a working dairy operation.
- Remove 2nd contract review by legal and contract review by Secretary's office prior to grantee's signature.
- All RFP documents, grant application material and contract creation documents are routed and approved electronically. (Utilize SharePoint document tracking if possible)
- Future grant applications documents must be submitted electronically by e-mail to a designated DAD mailbox.
- Combined initial review meeting and final review meeting into 1 meeting
- Shorten Application submission and review time frames





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PLAN

Timeline with what, when, where, how:

- Individual site visits replaced with GPS location tracking map compared against DATCP Dairy producer license list to insure applicant has a working dairy operation. **No individual site visits by Farm Center staff during the current application process.**
- Remove 2nd contract review by legal and contract review by Secretary's office prior to grantee's signature. **Both process steps will be removed during the current contract creating process.**
- All RFP documents, grant application material and contract creation documents are routed and approved electronically. **Electronic creation of a cookie cutter contract and electronic tracking will be implemented during the current contract process. Electronic creation and tracking of RFP documents and creation of application materials will be implemented during the next 30X20 grant cycle.**
- Future grant applications documents must be submitted electronically by e-mail to a designated DAD mailbox. **Electronic submission of applicant documents will be implemented during the next 30X20 grant cycle.**
- Application submission and internal/external review time frames are too long. **Combine initial review meeting and final review meeting into 1 meeting during the current application process.**
- 2 internal review meetings (initial review meeting and final review meeting) that serve the same purpose. **Shorten Application submission during the next 30X20 grant cycle. Review time frames will be shortened during the current application process.**



EXPECTED IMPROVEMENT / ACTUAL IMPROVEMENTS

- **4 weeks and 160 work hours** through elimination of the site visits by Farm Center staff (*repurposed time & process flow savings*)
- **\$3000+ in travel expense saving** through elimination of the site visits by Farm Center staff
- Create a cookie-cutter contract, approved by legal, for all awarded contracts (**no time savings**)
- **1 week** by eliminating second review of unsigned contracts by Legal and Secretary's office (*process flow savings*)
- **3 days** by implementing electronic routing (*process flow savings*)
- **1 week** by implementing electronic submission of all applications and eliminating the need to manually transfer data into tracking spreadsheet (*repurposed time & process flow savings*)
- **3 days** of work flow time by eliminating 2nd internal review meeting (*process flow savings*)
- **1 week** by reducing the time, 6 weeks to 5 weeks, from RFP release to application submission deadline (*process flow savings*)
- **1 week** by reducing the time for submission of rating scores, 4 weeks to 3 weeks, by review panel members (*process flow savings*)

Total Process Steps eliminated: 5
Total estimated Process Flow Savings: 63 days
Total estimate repurposed staff time: 160 hours
Estimate Cost Savings: \$3000+ in travel expenses