

Project Charter

Project Name: Responding to RFPs for Great Lakes Grants – Developing projects involving other DNR programs

Date Chartered: 10/2/2012 **Expected Completion Date:** 6/30/2013

Project Sponsor: Steve Galarneau, Office of the Great Lakes

Team Leader: Donalea Dinsmore

Team Goal/Mission:

Develop a process to identify and develop skeleton proposals for potential Great Lakes-related projects from other bureaus (Watershed, Water Quality, Fisheries, Wildlife, Forestry, Drinking and Groundwater, Science Services) that can be easily identified and more fully developed when grant funding is announced. Increase the number of the Department's Great Lakes projects available to match to funding opportunities for implementing Wisconsin's Great Lakes Strategy.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process including the administrative approvals.
2. Reduce the amount of time it takes for the customer to prepare project proposals.
3. Increase the number of projects submitted for funding that align with Wisconsin's Great Lakes Strategy
4. Increase funds to implement priority projects in DNR.

Measure(s) to be used to determine success:

How will we quantify our progress? Examples:

1. DNR staff time is reduced by 25% (10% floor)
2. Insert a measureable associated with customer satisfaction. This measureable may be decided later as part of the project.
3. Federal, State, and program safety requirements were addressed and incorporated into the new process, if applicable.

Reduce response time for competitive Great Lakes-related grant RFPs to 45 days regularly and achievable within 30 days

Reduce dead time in the process 50 %

Number of unexpected projects requesting letters of support within the final 3 days before RFP due

Increase the number of proposals submitted by 10% in 2 years – How do we count them when we combine efforts into one

Success rate of proposals? Dollars awarded? Normalized dollars/project?

Start time from notification of RFP and end time is submission of grant application

Team Members: Donalea Dinsmore, Team Leader

Kim Walz – OGL

Cherie Hagen – OGL – Lake Superior LAMP Coordinator

John Masterson – OGL – Lake Michigan LAMP Coordinator

Tim Asplund, Water Quality Monitoring Section

Mike Donofrio, Fisheries – Green Bay

Jeff Pritzl – Wildlife – Green Bay

Jane Riley, Wildlife Fiscal Specialist

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Missed funding opportunities
2. Dis-jointed and last minute proposals for letters of support and administrative approval
3. Align work with Wisconsin's Great Lakes Strategy

Expected Results:

A potential projects list that includes location, primary contact, potential partners, project summary, estimated cost. The list needs to be in a system that is readily accessed by partners and can be evaluated quickly when funding opportunities become available. (SWIMS might be a tool with this capability but it is not used cross-bureau)

Potentially an updated Manual Code – specific section addressing Great Lakes project grants?
Improved linkage between Great Lakes Strategy and project proposals
RFP process that can be completed in 30 days for significant percentage of “Great Lakes” grants
Action plan to address list of barriers to completing process

Simple, clear process that identifies how to move forward and who to involve available to staff doing RFPs

Support/Resource People:

Who will we need assistance from besides the team members?

Kate Barrett, OGL

Bob Wakeman, Water Quality Lakes Section (potential)

Finance

We will need administrator support, endorsement for the cross-division participation

Responsibilities and Boundaries:

What areas will the team look at and what areas will the team NOT look at?

- Remediation sites and contaminated sediment will not be incorporated into this process.
- Projects will originate from inside DNR and will involve at least some DNR staff time to implement.
- Participation by external groups will be limited to shared project implementation.
- Decisions about source and allocation of match dollars will not deal with the legislative process or budget initiatives.
- Projects outside the Great Lakes Basin will not be included
- *Scope of initial project may need to be limited to bureaus participating in the project team*



DNR Lean Project - Final Report

Project Name: Responding to RFPs for Great Lakes Grants - Developing projects involving other DNR programs (Great Lakes Project Pipeline)

Project Team Leader: Donalea Dinsmore

Project Purpose:

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The team will implement improvements that accomplish the following:

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3. Increase the number of projects submitted for funding that align with Wisconsin's Great Lakes Strategy
4. Increase funds to implement priority projects in DNR.

Project Team Members: Tim Asplund, Kendra Axness, Mike Donofrio, John Masterson, Jeff Pritzl, Jane Riley, Kim Walz

Summary of Improvements:

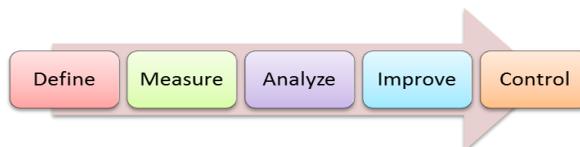
- Developing RFP response instructions to accompany process flow
- Developing list of potential projects & examples using past grant solicitations
- Beginning process to identify shared priorities and high priority project list cross-division

See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.				
Reduce Lead (delivery time).	60 – 90 days	45 days	30 days	TBD
Improve Customer Satisfaction.	Chaos Frustration Unclear	Ordered Communi- cation	Forcused Collaborative Clarity	Not yet
Ensure Staff and Customer Safety.				

Amount of staff time saved per year in hours: To be determined



How will that time be reinvested?:Developing strategic priorities for obtaining outside funding and planning those projects in advance of RFPs

Project Cost:

	Hours	Dollars
Project Team Leader	180	\$7.50
Project Team Members	300	\$
Meeting Costs		\$715
Improvement Costs		\$
Total	480	\$722.50

Recommendations for Future Code/Statute Changes: None identified

Recommendations for Future Lean Projects

Staffing, approval to hire
 Contracting for environmental services
 Red folder process including manual code 8740.8

Lessons Learned:

Many of the identified outcomes in our project charter are not in our control
 Significant disincentives to entering the RFP process need to be addressed to achieve goals
 Frequency of the process for competitive projects and dispersed responsibilities makes it challenging to identify metrics for the RFP process
 Best Opportunities to eliminate waste exist at the beginning of the RFP process but it will take a significant time investment to develop a strategy and systems
 Less is more - responding to fewer RFPs with a more strategic focus is more efficient
 To meet the time constraints in responding to RPF, moving the majority of planning outside of the response process will allow us to meet deadlines but only changes when time is spent.
 DNR capacity limits success (grant writing, implementing projects, grant management)
 Current work planning does not accommodate the uncertainty of competitive projects. Grant writing not built into the plan
 Within DNR programs, different stressors & cultures surrounding being entrepreneurial and seeking competitive grants