

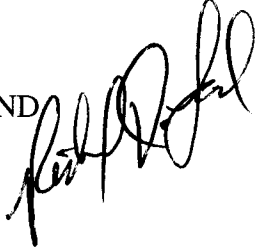
# Memorandum

*Flex your power!  
Be energy efficient!*

To: DISTRICT DIRECTORS

Date: April 29, 2005

From: RICHARD D. LAND  
Deputy Director  
Project Delivery



Subject: Cooperative Agreements

The current process used to prepare and execute Cooperative Agreements is perceived to take too long and produces stakeholder dissatisfaction.

Currently, it is not uncommon for the cooperative agreement process to take 6 to 9 months from initiation to execution. One significant factor that contributes to this timeframe is that the formal preparation of a cooperative agreement is often deferred until it becomes a project delivery critical path activity. Another factor is that agreements become a mechanism for the clarification or challenge of existing policies. A third factor is that as the number and types of cooperative agreements continues to grow, they have become more complicated and the current process is challenged to efficiently meet stakeholder expectations.

In order to meet the Department's objective of completing cooperative agreements in a timely manner, several improvement efforts will be implemented into the cooperative agreement process effective immediately. First, consensus on roles, responsibilities, and funding will be required at the beginning of a cooperative project. Attached to this memo are the revisions to Project Development Procedures Manual (PDPM) Chapters 9, 12 and 16, which implement this change. Second, the final execution of cooperative agreements will be moved to District Directors. This execution is expected to occur within 60 days of the signing of the appropriate authorizing document. In addition, the efforts to develop new tools and training used in the preparation and approval process will continue. On-line training will be available this summer for District and Local Agency personnel.

Your cooperation and input is critical to effecting these changes in such a short timeframe. If you have questions, please contact Mark Robinson, Office of Cooperative Agreements, at 916-651-8247. Thank you for your support in this effort.

Attachments: Revisions to PDPM, Chapters 9 (portions), 12 & 16