CONTRACT MANAGEMENT FRAMEWORK FOR PUBLIC ENTITIES

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City of Atlanta, Department of Law





AGENDA

- Synopsis of City of Atlanta Contracting
- Prior Contracting Approach
- New Contract Management Framework
- Benefits of Framework
- Framework Limitations
- Solutions
- Summary
- Q&A

CITY OF ATLANTA'S AVERAGE ANNUAL PURCHASING



200+
Advertised Solicitations

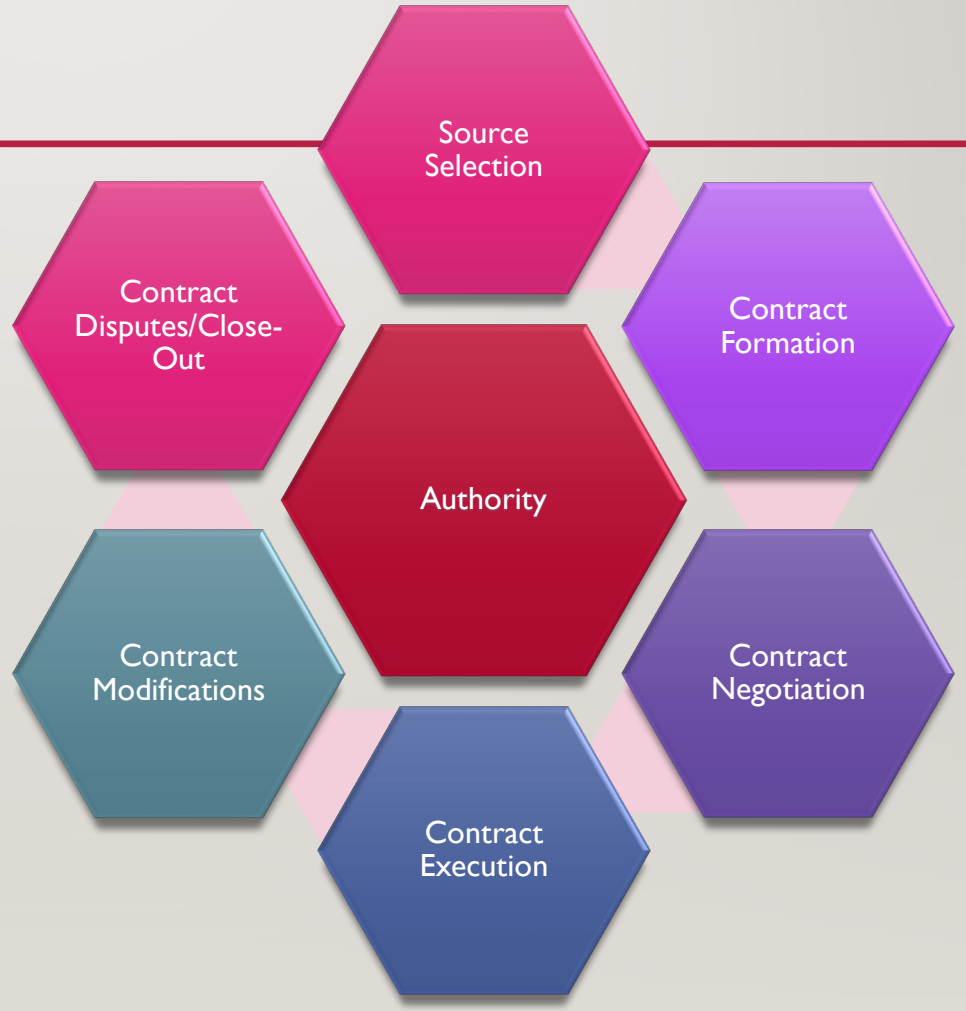


800+
Executed Contracts



12,700+
Purchase Orders

TYPICAL PROCUREMENT CONTRACT LIFE CYCLE



PRIOR STRUCTURE



PRIOR RESULTS

- Not much done well
- Hard to prioritize
- Difficult to Complete Anything
- Unhappy Staff of 6
- AARRAGGHH!!

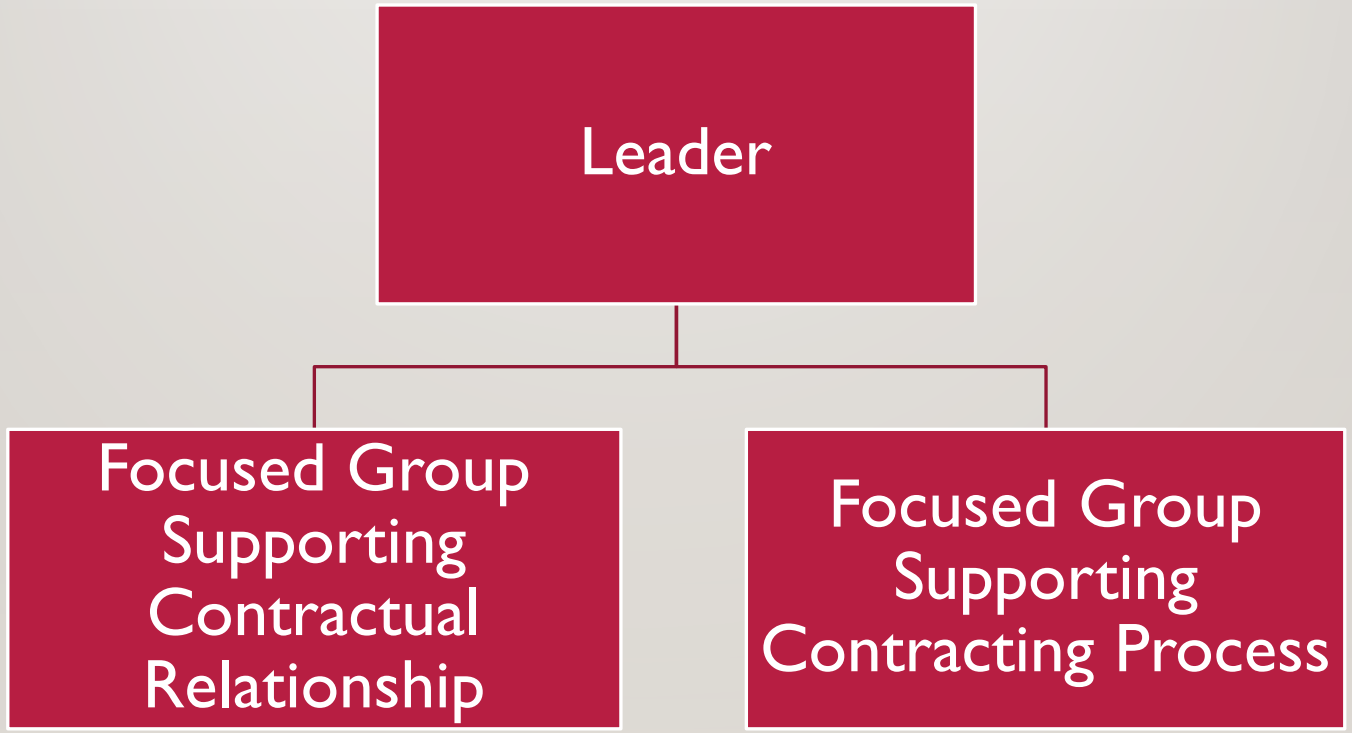




CONTRACT MANAGEMENT:

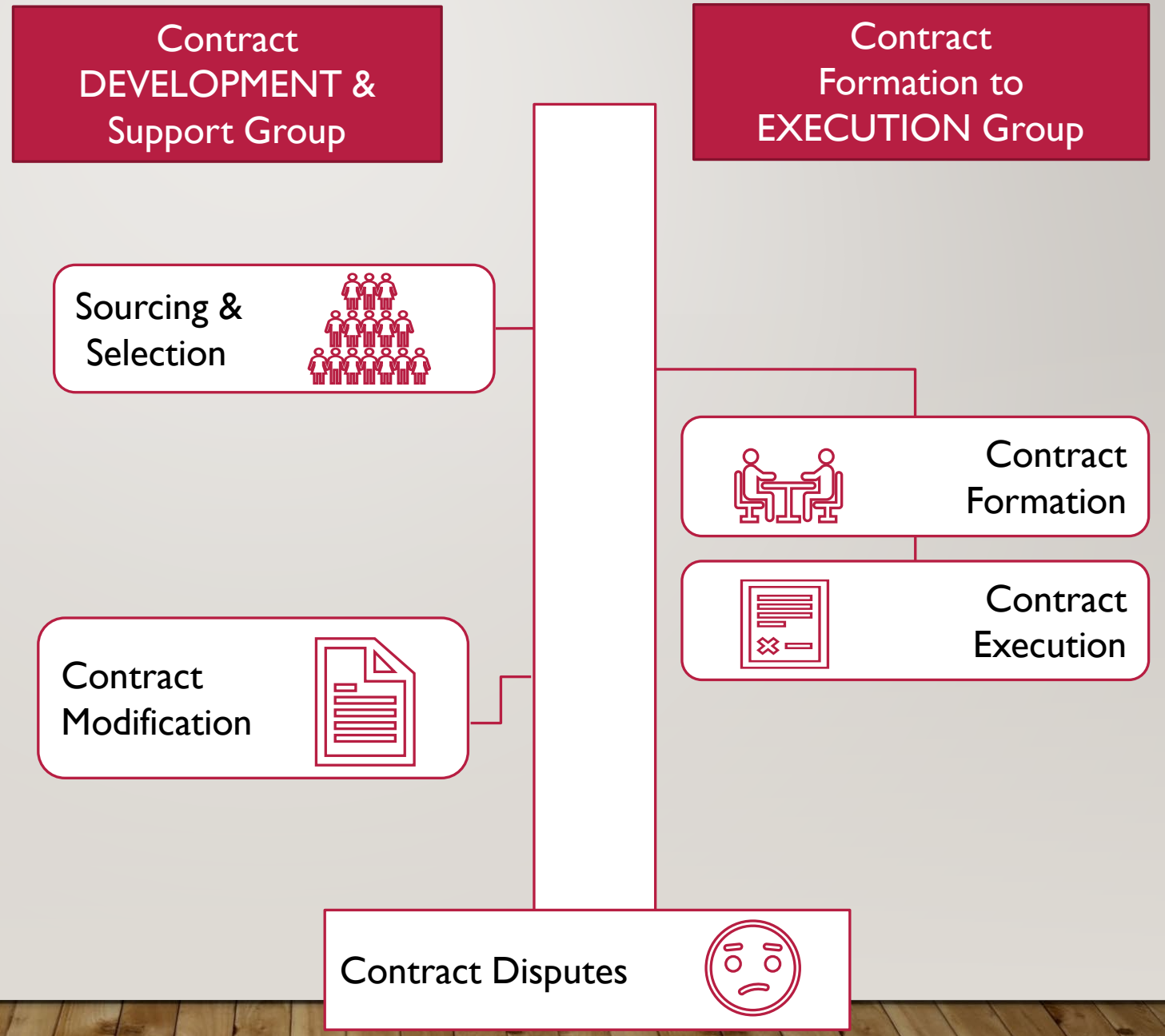
- Can be summarized as the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximizing financial and operational performance and minimizing risk.

CONTRACT MANAGEMENT FRAMEWORK



THE CONTRACT MANAGEMENT FRAMEWORK:

Duties by Group

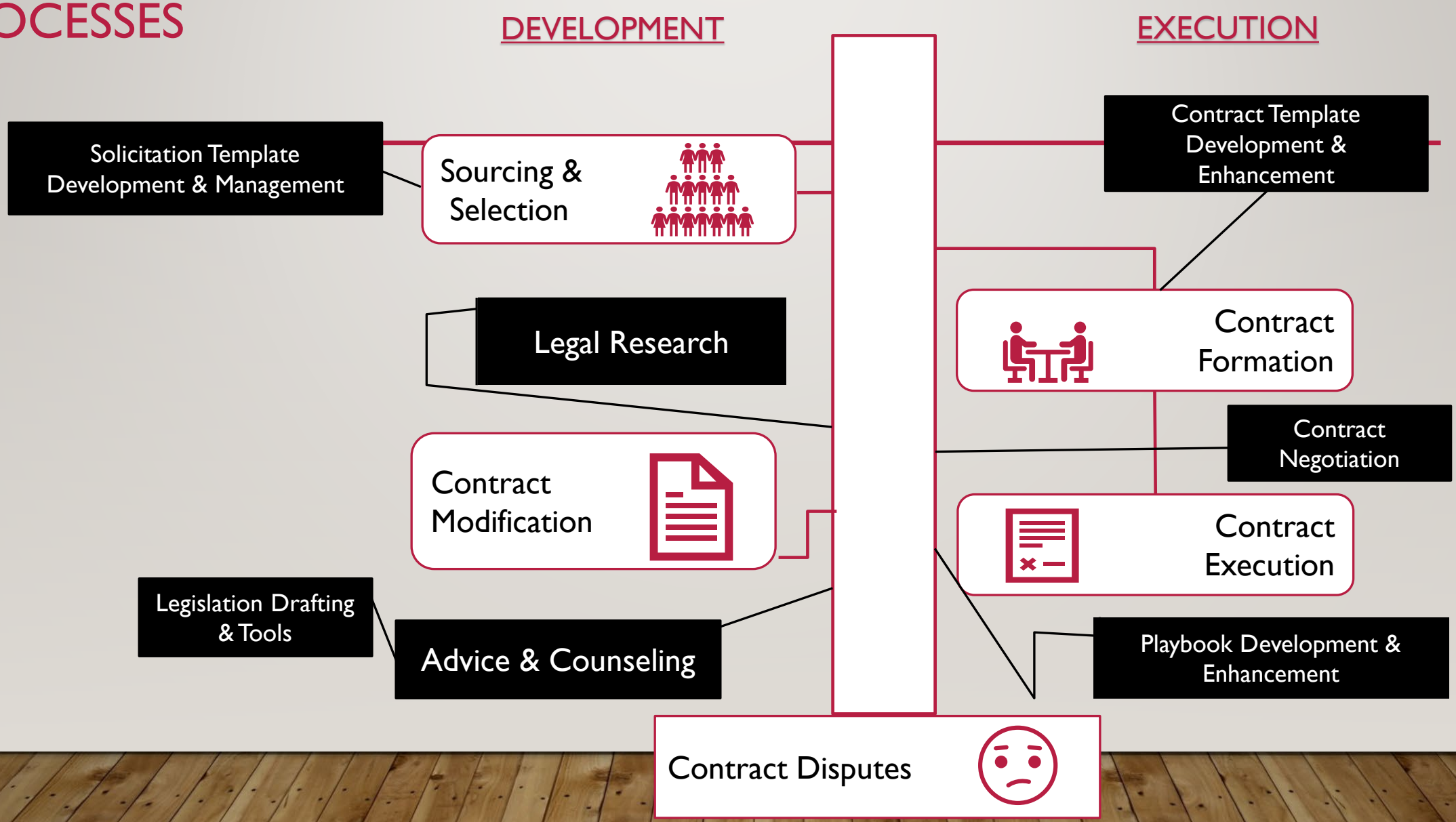


BENEFITS OF CONTRACTS MANAGEMENT FRAMEWORK



- Process Efficiencies
- Higher Quality Work Output
- Development of Efficiency Tools
- Preparation for Job Advancement
- Facilitates Legal Review & Sign-off Process
- Supports Team Cross Training

EFFICIENT WORK PROCESSES



MORE EFFICIENCY TOOLS

CONTRACT & SOLICITATION TEMPLATES



Contract

Commodities

Services

Technology

Construction

Cooperative Purchasing



Solicitation

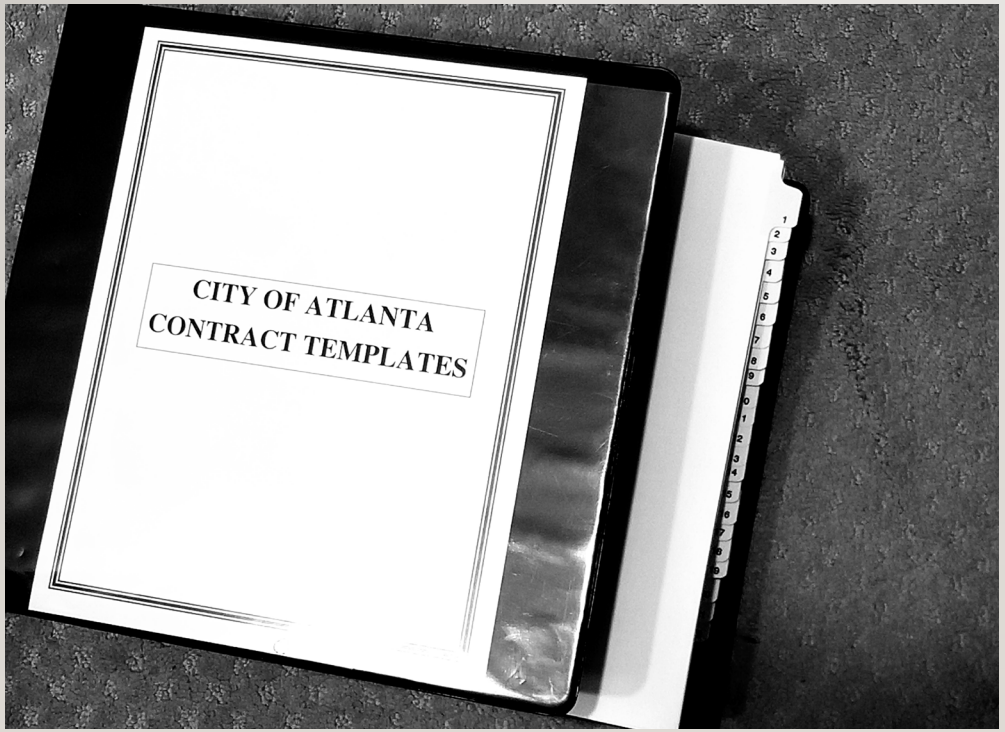
Invitation for Bids:

- Commodities, Services & Construction

Request for Proposals:

- Services & Construction

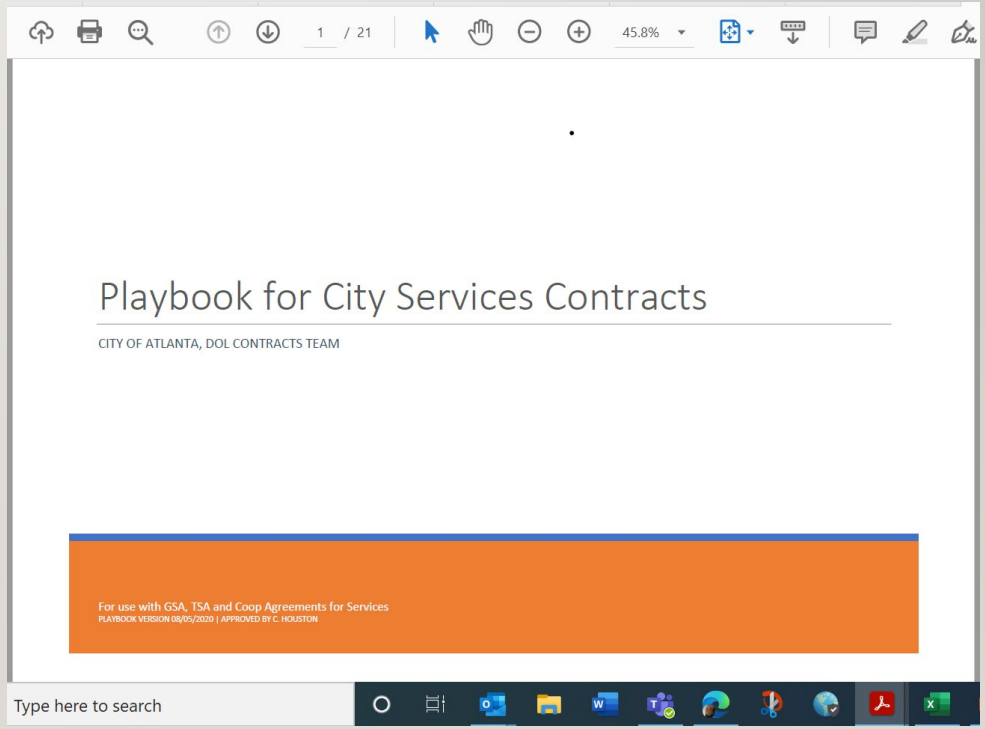
CONTRACT & SOLICITATION TEMPLATES



- 92% reduction in templates for contracted Services
- Improved Terms across all Contract Templates
- Overhaul of Solicitation templates
- Annual Review & Refresh

NEGOTIATION PLAYBOOK

- Contract Management Framework allowed time for development of this tool
- Tool has increased contract negotiation speed by 70%
- 100% improvement in negotiation consistency
- Contributes to development of staff - Levels playing field for newer staff members



VIRTUAL PROCUREMENT RESEARCH PLAYBOOK

Components



- FAQs – Procurement Questions
- Memoranda Bank
- Salient Code Changes
- Pertinent Legislation

Benefits



- 100% Accessible Across Department
- Centralized Information
- Rolling Updates
- Supports Professional Development

LEGISLATIVE TOOLS

Components



- Fillable Legislation Templates with Procurement Clauses:
  - Award
  - Modifications
  - Renewals

Benefits



- Projected 90% Reduction in Procurement-Related Reviews
- Estimated 50% Improvement in Quality of Legislation
- Enhanced Client Support

IMPROVED LEGAL REVIEW & SIGN-OFF PROCESS

ELECTRONIC SIGNATURE: THREE-TIER LEGAL REVIEW PROCESS

TIER 1

Approve/Decline: Reviewing Attorney

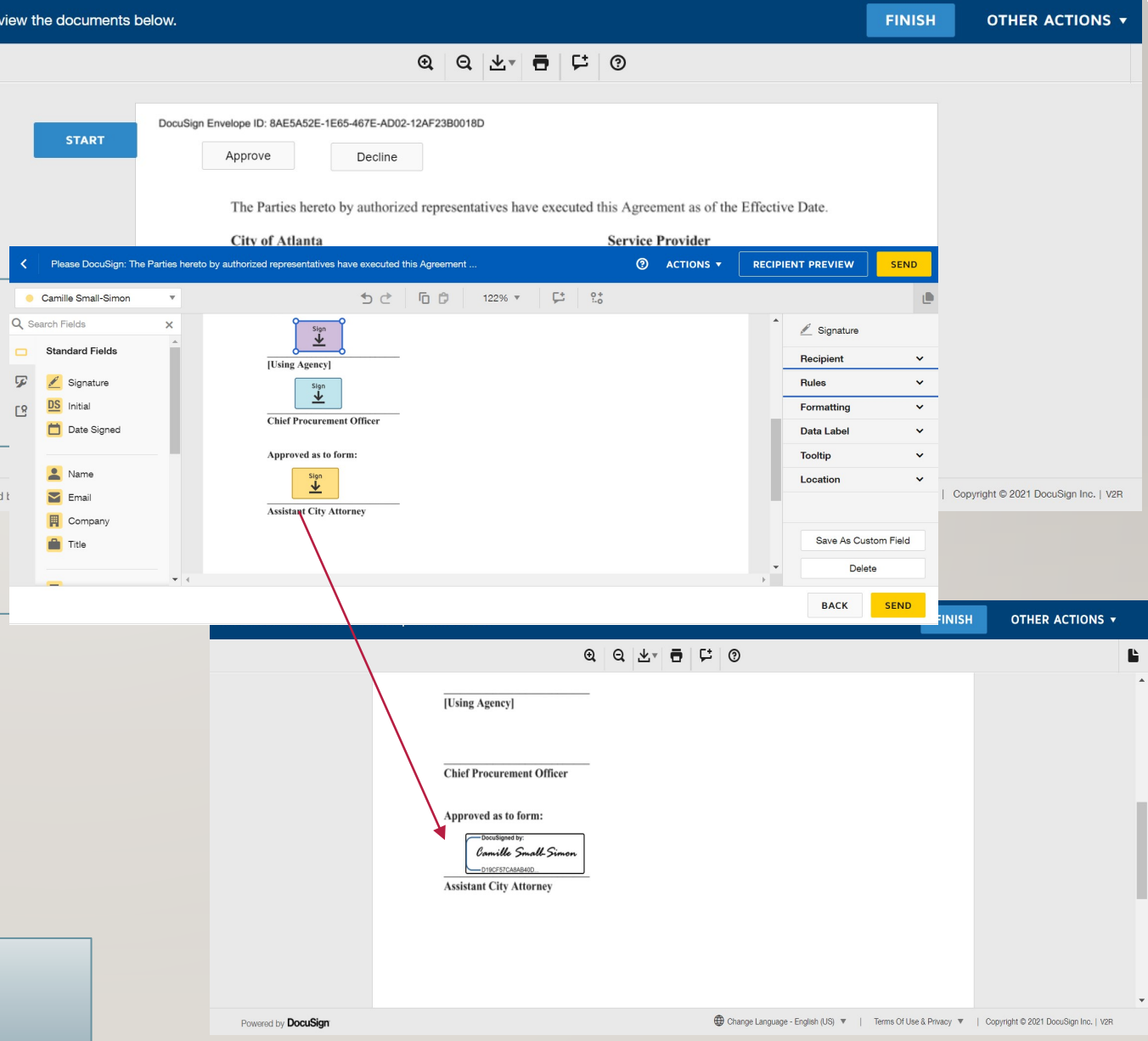
TIER 2

Approve/Decline: Chief

TIER 3

Signature: Reviewing Attorney

Electronic records and signatures are expressly recognized under Georgia law. O.C.G.A. § 10-12-7



ADDED OPPORTUNITIES FOR SKILLS DEVELOPMENT

FRAMEWORK ALLOWS FOR CONSTANT PREPARATION FOR ADVANCEMENT

- Team Leader Roles
- Masterclasses to Improve Work Proficiency Across Groups
- Promotes Collaboration Across Groups

WHAT IS A TEAM LEADER?

A team leader is a person who provides guidance, instruction, direction and leadership to a group of individuals for the purpose of achieving a key result or group of aligned results.

The team leader monitors the quantitative and qualitative achievements of the team and reports results to a manager. The leader often works within the team, as a member, carrying out the same roles but with the additional 'leader' responsibilities - as opposed to higher level management which often has a separate job role altogether.

FUNCTION OF A TEAM LEADER

- For a team to function successfully, the team leader must motivate the team to "use their knowledge and skills to achieve the shared goals". When a team leader motivates a team, group members can function in a goal-oriented manner.

- A "team leader" is also someone who has the capability to drive performance within a group of people.

- Team leaders utilize their expertise, their peers, influence, and/or creativeness to formulate an effective team.

TEAM LEADER WEEKLY CHECK-INS



Opportunity to Monitor, Guide and Lead

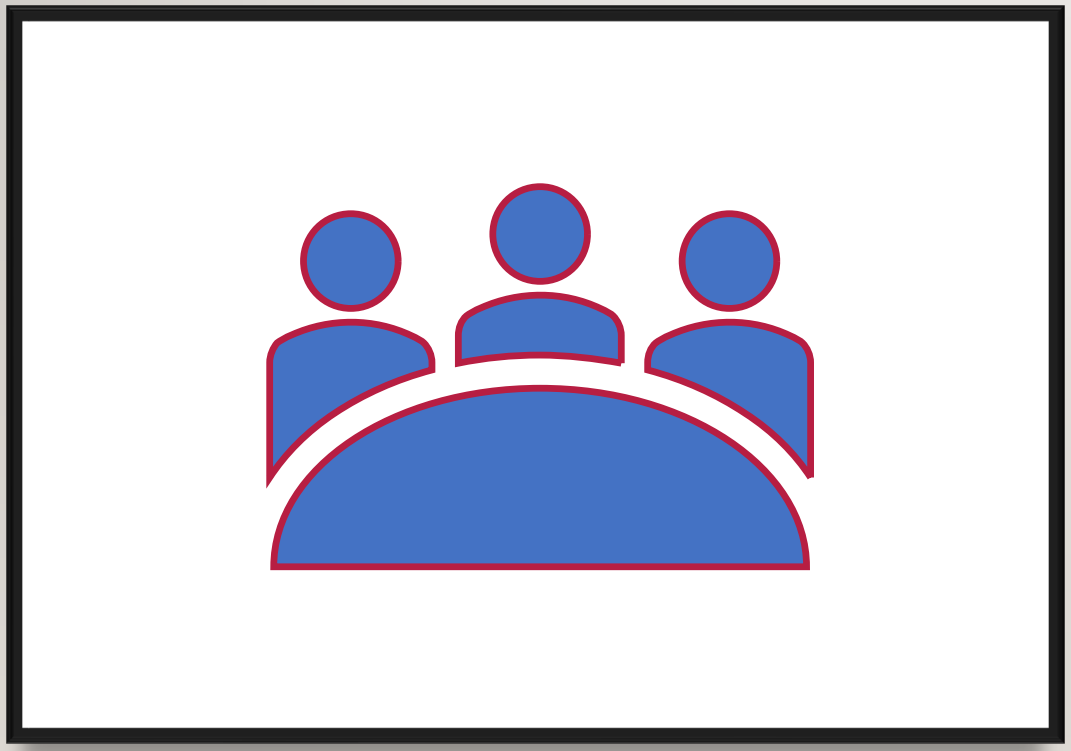


Listen for development needs across Team and individuals



Correct/Improve Team and Individual Approach to Problems/Issues

MASTERCLASSES



- Bi- Weekly Discussion of Key Topics that Impact Team (e.g., Contract & Modification Drafting Tips, New Development in Procurement a Matter, Training on Limit on Liability, etc.)
- Team-wide Participation
- Group members have opportunity to lead one or more sessions

CLOSING GAPS IN THE FRAMEWORK

FROM GOOD TO GREAT…

IT'S ONLY BEEN 6 MONTHS	• We Initiated this Framework in Aug/Sept. 2020 • We've accomplished a lot but not done.
MOVEMENT ACROSS GROUPS IS DESIRED	• A Bit of the "Grass is Always Greener Syndrome" • Determine Amount of Time Needed in Current Role to Ensure Proficiency
COMPLETE FULL IMPLEMENTATION	• Continue to Implement Goals/Tools Designed to Support Group Rotation

ULTIMATE GOALS OF FRAMEWORK



- Tools support the work and the varied needs of Group Members.
- Group rotation is seamless.
- A High Functioning and Productive Team!

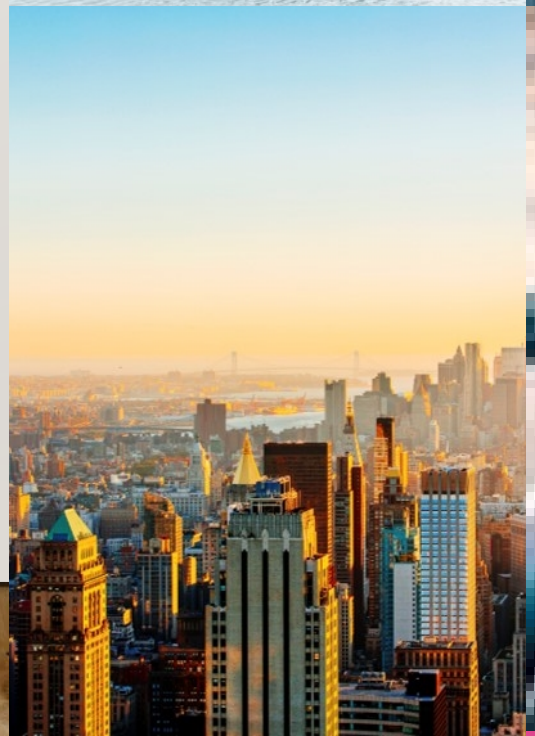
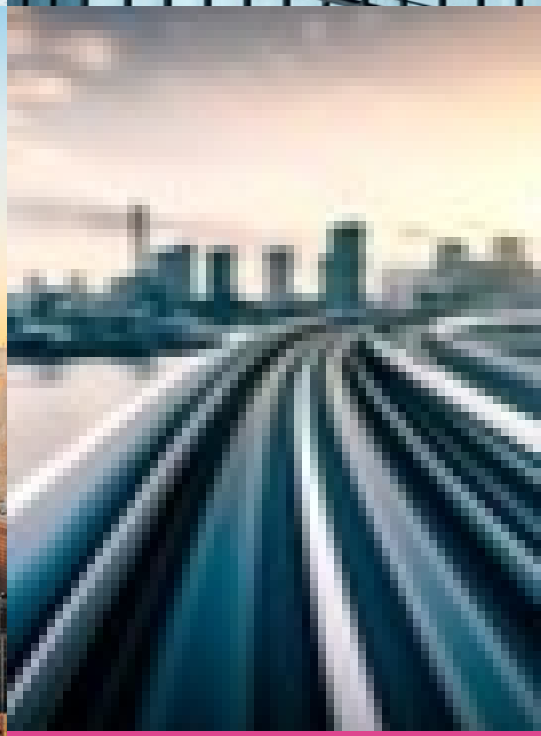
SUMMARY

The Contract Management Framework was designed to:

- Improve the overall quality of contracts
- Create process efficiencies
- Leverage time and resources

The framework is effective and flexible enough to adapt to emerging needs.

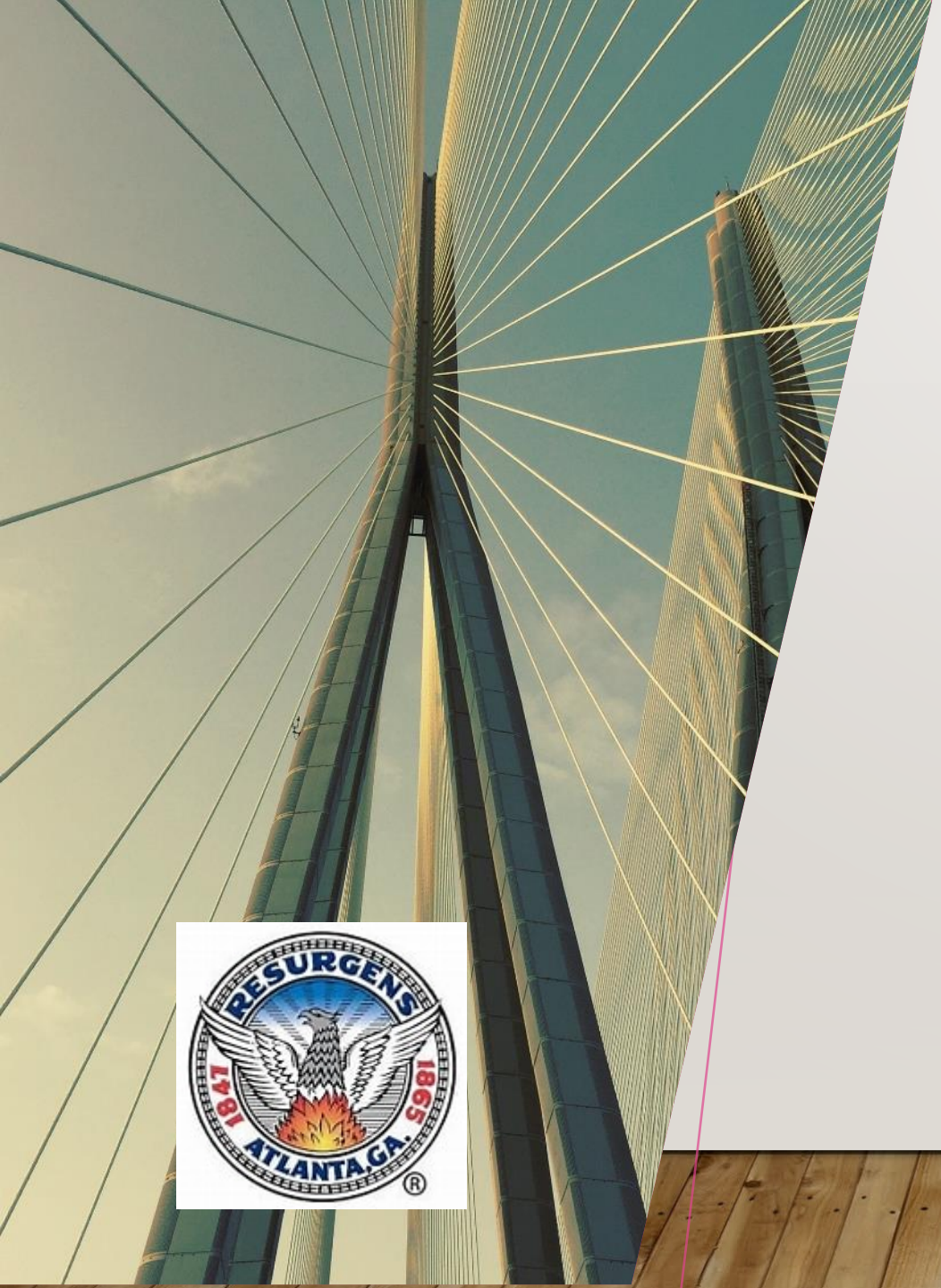




“THE WAY TO GET STARTED IS TO QUIT TALKING AND BEGIN DOING.”

Walt Disney



THANK YOU

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