



Travis County Commissioners Court Agenda Request

Meeting Date: October 8, 2013

Prepared By/Phone Number: Juanita Jackson 854-4467

Elected/Appointed Official/Dept. Head: Sherri E. Fleming,
County Executive for Health and Human Services and Veterans Service

Commissioners Court Sponsor: Judge Samuel T. Biscoe

AGENDA LANGUAGE:

RECEIVE UPDATE AND GIVE STAFF DIRECTION ON THE FOLLOWING RELATED TO NEW SOCIAL SERVICES INVESTMENTS:

- A. PROCESS TO RECEIVE INPUT ON POTENTIAL AREAS OF INVESTMENT AND BASELINE CRITERIA; AND,
- B. TIMELINE FOR PROCUREMENT PROCESS

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

See attached memo

STAFF RECOMMENDATIONS:

Staff recommends approval of the proposed strategies for new social service investments.

ISSUES AND OPPORTUNITIES:

See attached memo

FISCAL IMPACT AND SOURCE OF FUNDING:

Plan will address \$1million in FY14 and up to \$2 million in FY15.

REQUIRED AUTHORIZATIONS:

Mary Etta Gerhardt, Assistant County Attorney'
Leslie Browder, County Executive, Planning and Budget Office
Cyd Grimes, CPM, Travis County Purchasing Agent
Nicki Riley, CAP, CMA, Travis County Auditor
Patty Lennon, Financial Analyst, Travis County Auditor's Office
Aerin Toussaint, Analyst, Planning and Budget Office
Sherri Fleming, County Executive, HHSVS

AGENDA REQUEST DEADLINE: All agenda requests and supporting materials must be submitted as a pdf to the County Judge's office, agenda@co.travis.tx.us by **Tuesdays at 5:00 p.m.** for the next week's meeting.



**TRAVIS COUNTY HEALTH and HUMAN SERVICES
and VETERANS SERVICE**

502 E. Highland Mall Blvd.
P. O. Box 1748
Austin, Texas 78767

Sherri E. Fleming
County Executive for HHS/VS
(512) 854-4100
Fax (512) 279-2197

DATE: October 1, 2013

TO: MEMBERS OF THE COMMISSIONERS COURT

FROM: 
Sherri E. Fleming, County Executive
Health and Human Services and Veterans Service

SUBJECT: Receive update from and give direction to TCHHS&VS on potential processes to procure social services during fiscal year 2014.

Proposed Motion:

Approve staff recommendations for proposed strategies for new social service investments

Summary and Staff Recommendations:

For FY14, Commissioners Court allocated \$1million in new funding to HHS&VS to support new and/or expanded investments in purchased social services. Staff proposes the following process to a) develop priorities for new investments, and b) guide procurement of these new services.

HHS&VS recommends a process to solicit input on potential priorities that will be open to a range of community partners. In an effort to minimize delay, staff have already scheduled two work sessions during the week of October 14 to solicit input from providers and other community partners regarding issues and services that could be considered as priorities. We will also provide a written form to provide input to accommodate interest parties who cannot participate in either of these sessions. At the same time, department staff is developing criteria that will be used to evaluate



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recommended issues/services, and develop priorities that will be recommended to the Court.

To assess potential issues and services for prioritization, staff recommends the following criteria:

1. What outcomes can we expect from investment in this area?
2. What community plan or inclusive community process recommends this issue/service as a priority?
3. What community data or other objective data supports this issue/service as a priority?
4. Does this issue/service fit within the scope of our department?
5. Are there specific opportunities to leverage other new funding or other clear financial benefit to investing in this issue/service?
6. Is it feasible that this new/expanded service could be implemented immediately upon award of a contract? Will a start-up period be necessary?

In addition, staff recommends that any service funded through this investment process be required to address the following programmatic requirements:

1. Service delivery model must address access for residents in the outlying areas of Travis County. These investments are not limited only to serve the outlying areas of Travis County, but some accommodation must be made so that residents in these areas are not precluded from accessing services.
2. Service delivery model must address transportation barriers, including, but not limited to those impacting residents in the outlying areas of Travis County.
3. Service delivery model should be able to address multiple needs of participants and their families.

HHS&VS plans to complete the first steps and bring recommendations back to the Court by early November.

In effort to improve accountability, foster stability among partner agencies, and manage the administrative burden associated with these new investments, HHS&VS proposes that:

1. The County not enter into any contract until all requirements of the Administrative and Fiscal Review process are met. The expectations built into our Administrative and Fiscal Review process are consistent with the Standards of Excellence and Accountability Guide created by One Voice Central Texas. A checklist of required documentation is included in the backup;
2. A minimum level of funding be established and/or a cap on the number of contracts to be funded be set.

Budgetary and Fiscal Impact:

Plan will address \$1million in FY14 and up to \$2 million in FY15.

Issues and Opportunities:

Starting in FY12, the budget rules approved by the Court directed departments to notify

outside agencies of the process for “non-County requests”. In response, the number of requests HHS&VS has received has grown at an almost exponential rate: from 9, to 18, to 33. The 33 requests we received for FY14 totaled roughly \$4 million. The number and value of these outside requests have become unmanageable. This proposal is a step to address some emerging needs in the community in a more structured, formal manner.

This is an important step toward an updated process to address all of our investments in purchased social services. As our community continues to grow and change at a rapid pace, Travis County needs to shift to a more flexible and more responsive approach to making and managing investments in social services. In the long-run, HHS&VS hopes to create a process through which all of our investments will be reviewed and updated on a predictable schedule that will allow both more transparency in how investments are made and more responsiveness to community change.

This interim step will create opportunities for greater inclusion in both the identification of priorities and in competition for funding. Over the next few weeks, we will reach out to partners to gather input on issues and services that may warrant new or increased investment. Once priorities are identified and approved by the court, there will be an open, competitive process to determine funding for those priorities.

One significant issue that cannot be overlooked is the time it will take to translate priorities into investments. The initial proposal made by Judge Biscoe was to identify priorities, execute a competitive procurement process, and start new contracts on April 1, 2014. Incorporating this timeline into the existing workload for the department is very difficult. In addition, success of such a process will depend on the work of Purchasing, the County Attorney, both of which have expressed concerns regarding their ability to meet the proposed timeline.

Background:

Prior to budget mark-up, HHS&VS Staff presented to the Court, the following 3 steps to address potential changes to our investments in purchased social services for FY14:

1. Continue investments that were funded with “one-time” money for FY13 at the current level with “one-time” money for FY14. This will address 12 programs, at 11 agencies, totaling \$1,144,975. ***This step is in process.***
2. The School Readiness Action Plan that describes the overarching strategy for early childhood services was recently completed and endorsed by Travis County. We propose to conduct a procurement process for Early Childhood Services (Early Learning and Development) to apply both new and current funding to align our investments with this plan. This will represent a total of \$1.3 million. ***HHS&VS plans to bring a formal proposal for FY14 and 15 investments in early childhood services to the Commissioners Court later in October.***
3. Implement a process during FY14 in which HHS&VS will a) work with the Commissioners Court to identify areas for new investment, b) work with purchasing to open a solicitation to address the identified priorities, c) review and rank proposals to identify needs that could be met FY14 or into FY15. **In**

response to court discussion and action on August 20, HHS&VS developed the plan provided today to drive new investments.

CC: Mary Etta Gerhardt, Assistant County Attorney'
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**AFR PACKET CHECKLIST AND STANDARDS
COMPREHENSIVE**

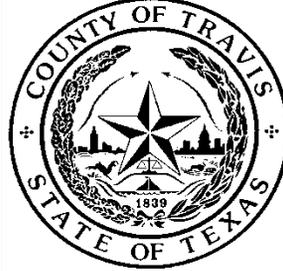
Agency Name: _____

A completed application packet includes this checklist and the Common Application and all required attachments.

Applicants provide:

An electronic version of the application packet via email to Travis County: **CountyAgencyContact@co.travis.tx.us**

If applicant does not have the ability of provide electronic documents, a single-sided hard copy will be accepted and should be mailed to Travis County Health & Human Services & Veterans Service, Attn: Finance Department, P.O. Box 1748, Austin, TX 78767



**Health and Human Services
& Veterans Service**

**New Social Services Investments:
FY14-15**

October 8, 2013



Background

- **HHS&VS Budget Requests:** The top priorities in the HHS&VS budget request were to increase Travis County's investment in purchased social services
- **Preliminary Budget:** PBO proposed reserves of \$500,000 "ongoing money" for and \$2million "one-time money" for social service investments
- **HHS&VS Response:** Staff proposed the follow steps to update our investments in purchased social services:
 - \$500,000 ongoing funds to be added to our existing investments in early childhood services, to be allocated through a new procurement process;
 - \$1.1million to continue "one-time" contracts from FY13 as we transition to a regular cycle
 - Work with the Court and broader community to identify priorities for new investment and open a solicitation to address identified priorities
- **Court Action:** In addition to these reserves, Court reallocated an addition \$1million "ongoing" for new investments (up to \$2million for FY15), and directed the department to work with community stakeholders to identify priorities for this new funding



Overall Investment Strategy

HHS&VS Recommends a three part strategy:

- Long-term: Implement a regular cycle of issue focused procurement processes that will ensure an open and transparent process to review, update and, where appropriate, re-compete all of our investments over a 5 year period
- During FY14: Conduct a procurement process for investments in early childhood services that will serve as a pilot for subsequent issue focused processes
- As an interim step, engage community stakeholders to identify priorities for new investments of up to \$1million in FY14 and \$2million in FY15 – *today's agenda item describes the 4 step action plan for these new investments*



Action Plan

1. Develop criteria that will be used to evaluate issues/services and establish priorities for investment
2. Engage community partners to identify issues/services for consideration and collect information relevant to our evaluation criteria
3. Bring recommendations to the Court regarding: Priority issues/services, Programmatic Requirements, and Business efficiencies
4. Finalize the scope of work and evaluation criteria for new procurement process(es) and conduct procurement



1. Evaluation Criteria

We propose to use the following criteria to prioritize issues/services for new investment:

1. What outcomes can we expect from investment in this area?
2. What community plan or inclusive community process recommends this issue/service as a priority?
3. What community assessment or other objective data supports this issue/service as a priority?
4. Does this issue/service fit within the scope of our department?



1. Evaluation Criteria (cont.)

5. How accessible can/will services be in the outlying areas of the County?
6. Are there specific opportunities to leverage other new funding or other clear financial benefit to investing in this issue/service?
7. Is it feasible that this new/expanded service could be implemented immediately upon award of a contract? Will a start-up period be necessary?



2. Stakeholder Input Plan

- Stakeholder Input: two sessions in early October providers/planning bodies, with the option to offer written input
- System-level Partners: Individual meetings with local authorities whose role may include service provision, but reaches broadly into assessment, planning and funding within their areas of authority
- Department Review: Staff will apply established criteria to evaluate community input and develop recommendations for the Court



3. Recommendations to Court

Return to the Court in November with recommendations regarding:

- Priority issues/services
- Programmatic Requirements
- Business efficiencies



Programmatic Requirements

Some programmatic requirements are recommended that would apply to any issue/service:

- Access for residents in the outlying areas of Travis County must be addressed. Some accommodation must be made so that residents in these areas are not precluded from accessing services.
- Transportation barriers must be addressed, including, but not limited to those impacting residents in the outlying areas of Travis County.
- Service delivery model should be able to address multiple needs of participating households.



Business Efficiencies

To improve accountability, foster stability, and manage administrative burdens, HHS&VS propose that:

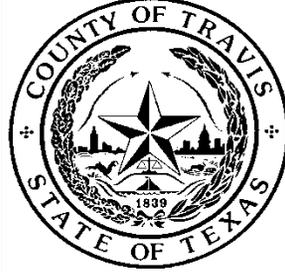
- The County will not enter into any contract until all requirements of the Administrative and Fiscal Review process are met to the satisfaction of TCHHS/VS compliance staff
- A minimum level of funding should be established and/or a cap on the number of contracts to be funded should be set
- Others may be identified as we work through this process



4. Implementation

Upon approval of priorities and other requirements:

- Targeted outreach for input into community need and strategies specific to the priorities approved by the Court.
- Finalize scope of work that defines what we hope to accomplish and how we will evaluate proposals to create the desired impact. Criteria could include such things as:
 - Collaborative models for service delivery
 - Evidence-based or –informed practices
- Conduct procurement for new services



Questions or Comments

Input Plan to Inform Recommendation for New Travis County Investment in Social Services FY14-FY15

Overview

The Travis County Commissioner's Court has approved funding for up to \$2 million in new social services investments by FY15. The Travis County Health and Human Services and Veteran Service (TCHHS/VS) Department will present recommendations for one or more areas of focus for this new funding to Commissioner's Court in early November. This document describes how TCHHS/VS will incorporate provider and system level partner input in developing a recommendation regarding the scope of work for the FY14-15 new investment. This input plan seeks to balance the goals of inclusivity and timeliness.

Provider Input

Goals

- Inform social service providers about the new social service funding for FY14-15 within the context of the County's overall social service investment strategy
- Create an opportunity for providers, individually or as part of a planning group or collaboration, to consult on the prioritization process for and provide input into the issues or outcomes they would like to see addressed through the new FY14-FY15 funding

Process

TCHHS/VS will gather input through meetings with providers on October 9, 2013 at 3:30pm and October 14, 2013 at 1:00pm. Those who are unable attend either of the sessions may submit input via email on or before October 15.

Providers will have the opportunity to provide feedback on the decision-making criteria the Department will use to develop its recommendation and to provide input into where the County should focus its new investment by providing the following information:

- In what issue area and/or set of services would you like to see the County focus this new investment?
- What outcome(s) will this new investment create? (What are the benefits of the services to the people who will receive them and to the community?)
- Briefly (2-3 sentences) describe why this should be a priority for new county investment.
- What are strategies to ensure services in the issue area you propose are available to people in the outlying areas of the County?
- Please note any existing community plan or other evidence of shared community agreement that describes the need and the preferred strategies to address the need in this issue area.
- Please provide (brief) community assessment or other objective data to support the need for investment.
- Please note any other unique benefits of investing in this area (i.e. leverage other new funding)

To participate in the process or for more information contact Korey Darling at korey.darling@co.travis.tx.us or 512.854.4275.

Outreach

Notification of the opportunity to provide input was sent to:

- One Voice Central Texas
- Providers who currently have social service contracts with the County
- Providers who submitted a request for FY14 funding
- Issue area listservs where HHS/VS staff participate in a community collaboration

System-Level Partner Input

For the purpose of this process, HHS/VS defines “system-level partners” are those organizations who serve as local authorities over certain issues/services and whose role may include service provision, but also reaches broadly into assessment, planning and funding within their areas of authority.

HHS/VS Research and Planning staff plan to schedule one-on-one meetings with planning and/or management staff at the following system-level partner organizations:

- Austin/Travis County Health and Human Services Department (City)
- Austin/Travis County Integral Care
- Central Health
- Workforce Solutions
- School Districts
- St. David’s Foundation

In addition to providing and collecting much of the same input as described in the provider input section above, HHS/VS staff will look to system-level partners for input on:

- Leverage opportunities that may be present
- Gaps in systems that warrant attention
- Other external factors that could impact our decisions (ex. changes in policy that influence service delivery in a particular system)

Department Review and Recommendation

The HHS/VS Executive Management Team and a small team of other Department management staff will utilize established criteria to evaluate community input and develop recommendations for focus areas for new investment.

Travis County HHS&VS Investment Process: FY14-15

Overview:

This plan is one of three parts of our overall investment strategy which includes:

1. Long-term plan: treat the Early Childhood process as a pilot for future issue-based processes that will ensure an open and transparent process to review, update, and, where appropriate, re-compete all of our investments over a 5(?) year period.
2. Early Childhood Services: procurement process is in development to re-compete all current early childhood investments and allocate \$500,000 in new investments
3. **New investments: \$1 million allocated for new investments in purchased social services for FY14 with possibility of increasing to \$2 million in FY15**

Staff recommends the following process to implement #3 above.

| Phase: | |
|--|--|
| 1. Develop criteria to establish focus areas for new investment | <p>Draft criteria:</p> <ul style="list-style-type: none"> • What outcomes can we expect from investment in this area? • What community plan or inclusive community process recommends this issue/service as a priority? • What community data or other objective data supports this issue/service as a priority? • Does this issue/service fit within the scope of our department? • How accessible can/will services be in the outlying areas of the County? • Are there specific opportunities to leverage other new funding or other clear financial benefit to investing in this issue/service? • Is it feasible that this new/expanded service could be implemented immediately upon award of a contract? Will a start-up period be necessary? |
| 2. Initial review to identify focus areas: <ol style="list-style-type: none"> a. Provider input b. System-Level partners c. Department review | <ul style="list-style-type: none"> • Two input sessions during early October, plus opportunity to offer written input. • Individual meetings with local government and quasi-governmental partners to focus on system level issues that may influence new investments. • Department staff utilize established criteria to evaluate community input and develop recommendations for Court |
| 3. Recommendation to Court <ol style="list-style-type: none"> a. Proposed focus areas for new investments | <ul style="list-style-type: none"> • Recommend short list of priorities to the Commissioners Court. Priorities may include outcomes, issue areas, or service categories. |

| | |
|--|--|
| <p>b. Other considerations for new investments</p> | <p>These considerations include programmatic requirements, for example:</p> <ul style="list-style-type: none"> • Service delivery model must address access for residents in the outlying areas of Travis County. These investments are not limited only to serve the outlying areas of Travis County, but some accommodation must be made so that residents in these areas are not precluded from accessing services. • Service delivery model must address transportation barriers, including, but not limited to those impacting residents in the outlying areas of Travis County. • Service delivery model should be able to address multiple needs of participants and their families. <p>As well as business efficiencies that could be applied to improve the efficiency and effectiveness of these new investments:</p> <ul style="list-style-type: none"> • The County will not enter into any contract until all requirements of the Administrative and Fiscal Review process are met to the satisfaction of TCHHS/VS. • A minimum level of funding should be established and/or a cap on the number of contracts to be funded should be set. |
| <p>4. Develop Implementation Plan</p> <p>a. Public participation</p> <p>b. Department process to finalize scope of work (outcomes, issues, services) and evaluation criteria</p> <p>c. Procurement process</p> | <ul style="list-style-type: none"> • Targeted outreach for input into community need and strategies specific to the priorities approved by the Court. • Finalize scope of work that defines what we hope to accomplish and how we will evaluate proposals to create the desired impact. Criteria could include such things as: <ul style="list-style-type: none"> ○ Collaborative models for service delivery ○ Evidence-based or –informed practices • Will include consideration of both traditional RFS process and other alternative approaches (like MSO models) that can provide similarly open and equitable ways to invest in community based services. |
| <p>5. Conduct Procurement Process</p> | <p>Formal procurement process(es) will be implemented through the Travis County Purchasing Department.</p> |