

## Minutes

Cuyahoga County Board of Control  
County Administration Building, 4th Floor  
October 1, 2012 11:00 AM

1. Call to Order: The meeting was called to order at 11:11 AM

Attendees: County Executive Edward FitzGerald  
Councilman Michael J. Gallagher  
Councilman Dale Miller  
Councilman Penel Jones, Jr.  
Fiscal Officer Wade Steen  
Director Bonnie Teeuwen  
Director Lenora Lockett was not in attendance. Richard Opre attended as her alternate.

2. Review and Approve Minutes: Richard Opre abstained. Edward FitzGerald made a motion to approve, Dale Miller seconded, the minutes were approved.
3. Public Comment: There was no public comment.
4. Tabled Items Returned for Review - There were no tabled items.
5. New Items for Review

### **BC2012-276**

Public Safety and Justice Services/Witness/Victim, recommending an award on RQ24802 and enter into a contract with Domestic Violence & Child Advocacy Center in the amount not-to-exceed \$253,911.64 for Direct services for the Ujima Project for the period 10/1/2012 - 9/30/2013.

Funding Source: 100% U.S. Department of Justice Grant Funds

Ed FitzGerald made a motion to approve, Bonnie Teeuwen seconded, the item was approved.

Approve  
 Disapprove  
 Hold

### **BC2012-277**

Department of Health and Human Services, submitting a contract with YMCA of Greater Cleveland in the amount not-to-exceed \$125,000.00 for Transitional Housing and Case Management services for the period 9/1/2012 - 2/28/2013.

Funding Source: 100% Health and Human Service Levy Funds

Ed FitzGerald made a motion to approve, Pernel Jones, Jr. seconded, the item was approved.

Approve  
 Disapprove  
 Hold

### **BC2012-278**

Department of Health and Human Services Community Initiatives Division/Office of Early Childhood, submitting a contract with Educational Service Center of Cuyahoga County in the amount not-to-exceed \$169,152.00 for the Positively Moms Initiative for the period 8/1/2012 - 7/31/2013.

Funding Source: 100% William J. and Dorothy K. O'Neill Foundation Grant Funds

Ed FitzGerald made a motion to approve, Dale Miller seconded, the item was approved.

Approve  
 Disapprove  
 Hold

## Exemptions

### BC2012-279

Division of Children and Family Services, submitting approval of an alternative procurement process and an exemption from aggregation of Contracts with various providers for various services, which will result in amendments to **Tapestry System of Care Memoranda of Understanding**.

#### 1. Description of Supplies or Services (If contract amendment, please identify contract time period and/or scope change)

Cuyahoga County Division of Children and Family Services (DCFS) operates the Cuyahoga Tapestry System of Care Provider Services Network (PSN). The PSN is made up of community providers that deliver needed wraparound services to Tapestry children and families suffering from social and/or behavioral issues based on a comprehensive "fee-for-service" approach. Families and Wraparound Coordinators are able to access PSN providers and their services as part of the individualized wraparound plan tied to a child and family's needs. A range of services are available through the PSN including, but not limited to: mentoring, respite, camp, transportation, art & music classes, tutoring, etc. DCFS is requesting to continue operating the PSN through 2014 with this proposal.

#### 2. Estimated Dollar Value and Funding Source(s)

The total dollar amount allocated for this service is \$500,000 for multiple MOUs

#### 3. Rationale Supporting the Use of the Selected Procurement Method

DCFS is requesting an alternative procurement method for vendors in Tapestry's PSN. Given the wide variety of services needed the PSN (e.g. mentoring, transportation, counseling, dance lessons, art classes, camp) and the individualized needs of our clients, a competitive bid process or RFP process for 'wraparound services' is not a proficient procurement method. This proposal requires perspective providers complete a comprehensive application with services proposed for Tapestry's PSN. This application will be made available for public response via the County's website. Advertising will occur for one week. Applications require all necessary documentation including comprehensive program description(s), Bureau of Criminal Investigation (BCI) information, insurances, etc. A thorough internal review is conducted of fiscal, clinical and services provided. Tapestry develops service descriptions, standards for all services, and the unit rate.. Community agencies are invited to apply to provide services based on their area of expertise and are re-evaluated throughout the course of the year.

Vendors will enter their invoices into Synthesis by the 15th of each month. After which time DCFS will verify the amount and services provided to proceed with the standard County fiscal procedures for remitting payments.

**4. What other available options and/or vendors were evaluated? If none, include the reasons why.**

All vendors submitting complete applications will be considered. Applicants must show proof of operating a business in good standing with the proposed services for the previous 12 months. Potential vendors will be evaluated on demonstrated effectiveness to provide quality services in a timely manner. All vendors will be expected to respond to referrals for services within 24 hours and be able to work non-traditional and on-call hours, and able to document that current staffing level is sufficient to meet the needs of the proposed services.

**5. What ultimately led you to this product or service? Why was the recommended vendor selected?**

Wraparound is a definable planning process that results in a unique set of community services and natural supports that are individualized for a child and family to achieve a positive set of outcomes. Wraparound is proven effective in preventing out of home placements using a community based service delivery model that is cost effective and administratively efficient. Tapestry's PSN is necessary in order to implement fidelity wraparound in Cuyahoga County. Wraparound child and family teams MUST have flexible approaches and funding.

**6. Provide an explanation of unacceptable delays in fulfilling the County's need that would be incurred if award was made through a competitive bid.**

This process will be advertised and vendors will be considered. It is the purpose of the Cuyahoga County Division of Children and Family Services is to assure that children at risk of abuse or neglect are protected and nurtured within a family and with the support of the community.

**7. Describe what future plans, if any, the County can take to permit competition before any subsequent purchases of the required supplies or services.**

This proposal aligns with the County's recommendation for procuring services via an alternative method as well as providing an open application process.

Ed Fitzgerald made a motion to approve, Wade Steen seconded, the item was approved.

- Approve
- Disapprove
- Hold

**BC2012-280**

Proposes a Request for Responses (RFR) alternative procurement process that will identify multiple Pay for Success contract applications.

**1. Description of Supplies or Services (If contract amendment, please identify contract time period and/or scope change)**

Pay for Success Contracting is an application of Social Innovation Financing, which describes a category of innovative approaches to help governments to tap into previously inaccessible funding streams that support the achievement of positive, measurable social outcomes. As envisioned in Cuyahoga, the Pay for Success model offers a financing solution for preventative social services.

The County will enter a Pay for Success contract with one or more projects that demonstrate the feasibility and viability of Social Innovation Financing for providing positive outcomes in preventative programs.

Cuyahoga County's goals in this effort are to:

- prevent the reoccurrence or worsening of social problems, thereby improving the lives of residents
- identify best practice/evidence informed human services that have been proven to address the needs of County residents
- leverage funds to enable the providers of these services to bring the services to scale, spreading their reach countywide
- assess whether performance-based contracts are a feasible way to share risk between the county, private investors and service providers and whether performance-based service delivery using data measurement and analysis can be a cost-effective and efficient way in improving the outcomes of county investments
- show whether county investments in specific programs create cashable fiscal savings or increased revenues for the county or other levels of government, and the extent to which those savings are sufficient to pay for the programs themselves

**2. Estimated Dollar Value and Funding Source(s)** including percentage breakdown (If amendment, please enter original contracted amount and additional amount, if any)

NA

**3. Rationale Supporting the Use of the Selected Procurement Method**

This Request for Responses will focus on the development of multiple Pay for Success projects. The purpose of the procurement will be to identify the work areas and partners to the County. Potential projects will be formed around these areas and the resulting partnership. With the completion of this procurement, the County and its partners will propose the projects to local and national funders interested in Social Innovation Financing. Projects will not be finalized until financing has been secured.

The finalized projects will then be presented to the County Executive and Council for approval. Ultimately, the County will enter into contracts to purchase a specific set of social outcomes from intermediaries and service providers.

**4. What other available options and/or vendors were evaluated?**

This RFR will launch the County’s formal exploration of Pay for Success contracting and Social Innovation Financing. These innovations in human service management and financing are being piloted by the State of Massachusetts, New York City, and the government of United Kingdom to tap larger pools of resources for the purpose of bringing locally proven, evidence based interventions to scale

There is no way to use competitive bidding or a RFP for this project as the County has not yet identified the project area or cost. These cannot be confirmed until the proposed project is linked to an investor or funder.

Through this RFR, potential vendors will identify which Pay for Success role(s) the entity is interested in fulfilling as well as describe the proposed model for service delivery, including intended target population, which services would be delivered and where the services would be delivered. This RFR will allow for a single organization to play the role of both investor and intermediary, or both intermediary and service provider

**5. What ultimately led you to this product or service? Why was the recommended vendor selected?**

The County has not identified vendors or service providers. Potential service providers and project intermediaries will propose projects for consideration through this RFR.

The potential benefits of the Pay for Success model for Cuyahoga County include:

- Overcoming challenges of blending multi-party funds by providing flexible investor funding which could be used for integrated interventions for at-risk populations.
- Creating incentives for social innovation, improved outcomes, public sector cost savings, and efficiency gains.
- Identifying effective preventative services that generate cost savings to the government.
- Providing a model for government investment in preventative and innovative service delivery models that shares some risks with third party funders.

In the long-term, the interventions that produce proven, positive results and cost efficiencies through this RFR and the Pay for Success model may be scaled-up and replicated by the County and other partners.

**6. Provide an explanation of unacceptable delays in fulfilling the County’s need that would be incurred if award was made through a competitive bid.**

This procurement process will be open for 45 days, so ample time will be allowed for competition.

**7. Describe what future plans, if any, the County can take to permit competition before any subsequent purchases of the required supplies or services.**

Depending on the outcome of this pilot project, future Pay for Success projects may be procured through additional RFR processes or other competitive procurements.

**Note: Clerk of the Board of Control David Merriman made a presentation and answered questions regarding the this item.**

Ed FitzGerald made a motion to approve, Wade Steen seconded, the item was approved.

- Approve
- Disapprove
- Hold

6. Other Business - None
7. Public Comment – There was no public comment.
8. Adjournment – Ed FitzGerald made a motion to adjourn, Dale Miller seconded, the meeting was adjourned at 11:46 AM