



Board of Supervisors

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November 29, 2012

Honorable C. Don Clay
Presiding Judge of the Superior Court
County of Alameda
1225 Fallon Street, Department One
Oakland, CA 94612

Subject: Alameda County Response to the 2011-2012 Grand Jury Final Report

Dear Judge Clay:

Section 933 of the California Penal Code requires the Board of Supervisors to formally comment on Grand Jury findings and recommendations which pertain to matters under the control and authority of the Board.

In accordance with this statutory directive, I am hereby formally submitting Alameda County's Responses to the 2011-2012 Grand Jury Final Report. The County's response was approved by the Board of Supervisors at its meeting of October 9, 2012. Subsequently, the response was updated to ensure compliance with penal code requirements and approved on November 20, 2012.

Very truly yours,

Nate Miley, President
Board of Supervisors

NM/SSM/LLJ:pkp

Attachment

gg/gjcoverletter

c: Other Members, Board of Supervisors
Susan S. Muranishi, County Administrator
Russell G. Miller, Foreman, Alameda County Grand Jury



**ALAMEDA COUNTY RESPONSE
TO THE
2011-12 ALAMEDA COUNTY GRAND JURY REPORT
FINAL REPORT**

**PREPARED BY:
OFFICE OF THE COUNTY ADMINISTRATOR**

**APPROVED BY:
BOARD OF SUPERVISORS
November 20, 2012**

COUNTY CONTRACTING POLICIES

RECOMMENDATION 12-4:

General Services Agency must require written evidence-based evaluations of vendor performance in large dollar contracts.

Response:

The County agrees with this recommendation. Within 6 months GSA will begin planning efforts to develop a program that will require evaluations of vendor performance for large dollar contracts. The proposed program will require coordination and collaboration with operating departments to develop metrics, design an evaluation process and maintain a database that would be available to all department heads.

RECOMMENDATION 12-5:

The Alameda County Board of Supervisors must require evidence-based evaluations to be provided to them when approving the renewal of contracts.

Response:

The Board of Supervisors agrees with this recommendation, and within 6 months will begin to work with County staff to establish procedures to ensure that evaluation information is included in Board letters recommending contract renewals.

RECOMMENDATION 12-6:

General Services Agency must add a vendor evaluation field to the Alameda County contract database so that formal evaluations can be available to other county departments.

Response:

The County agrees with this recommendation, and within 6 months the General Services Agency will begin to work towards enhancing the existing County contracting database to include a vendor evaluation field. This could enable County departments to view the status of a given vendor when an evidence-based evaluation program is implemented.

RECOMMENDATION 12-7:

General Services Agency must conduct annual audits of large-dollar contracts to verify that the vendor is meeting evidence-based measurements.

ALAMEDA COUNTY RESPONSE TO THE 2011-2012 FINAL GRAND JURY REPORT

Response:

The County agrees with this recommendation. As noted in the response to recommendation 12-4, GSA will begin to work on developing a program that will require evidence-based evaluations of vendor performance for large dollar contracts.

RECOMMENDATION 12-8:

General Services Agency must appoint staff to provide mandatory contract administration training to departments.

Response:

The County agrees with this recommendation, and within 6 months the General Services Agency will begin the process of establishing a Contract Management Group within the Purchasing Department that will be responsible for implementing a formal contract administration training program for County departments.

RECOMMENDATION 12-9:

Alameda County Board of Supervisors must encourage county departments to incentivize outside vendors/consultants to assist General Services Agency in determining methods to further reduce costs of contracts.

Response:

The Board of Supervisors agrees with this recommendation. The General Services Agency currently reviews procurement reports that include contract amounts by cost, commodity, and vendor, seeking opportunities for further competitive bidding and cost reduction. Within 6 months, GSA will begin the process of developing a proposal to incentivize departments to further reduce costs.

COMMUNITY BASED ORGANIZATION OVERSIGHT

RECOMMENDATION 12-15:

The Alameda County Board of Supervisors must require evidence-based evaluations of contract performance of community-based organizations funded by the Social Services and Health Care Services Agencies.

Response:

The Board of Supervisors agrees with this recommendation and within 6 months will begin working with the Health Care and Social Services Agencies to develop a process for evidence-based evaluations of contract performance of community-based organizations funded by those agencies.

RECOMMENDATION 12-16:

The Alameda County Board of Supervisors must require evidence-based metrics be provided to them when considering renewal of community-based organization contracts.

Response:

The Board of Supervisors agrees with this recommendation, and recognizes the value of evidence-based metrics when considering renewal of community-based organization contracts, has addressed this issue in the past, and remains committed to performance evaluation. **As a result, departments currently engage in practices consistent with this commitment.**

The Health Care Services Agency (HCSA) presently engages in various methods to collect evidence-based data to evaluate community-based organization performance. Some of their work has been recognized at the State and national levels including their collaboration with UCSF Institute of Health Policy Studies on the evaluation of their school health work, the outcomes they contract for under the 1115 Waiver to track chronic disease management indicators and clinical operations measures, and their implementation of performance based contracts for all pre hospital care providers in Emergency Medical Services.

The federal Substance Abuse and Mental Health Services Administration (SAMHSA) is leading the nation-wide effort towards evidence-based practice in behavioral health. HCSA's Behavioral Health Care Services (BHCS) department actively participates in these efforts in collaboration with the many Alameda County providers. The Mental Health Services Act (MHSA) also encourages investment in the implementation of evidence-based practice and evaluation. There are currently two major evaluations being conducted including the CHOICES program's efforts to move seriously mentally ill adults towards recovery, employment and housing in the community and the evaluation of the PREP program: an evidence-based model for treating the early onset of mental illness among transition age youth.

HCSA is planning an initiative to improve the collection and reporting of outcomes for all contracts. The initiative includes the development of consistent outcomes through implementation of new technology. EMANIO's dashboard software will merge the more than 120 categorically required data based in HCSA to help evaluate the improvement in health outcomes.

The Social Services Agency (SSA) will begin to work towards developing a contract renewal evaluation process within the next 6 months that includes performance measures that can be used by program and finance staff to make recommendations on contract renewals. Moving forward, contracts will include performance measures that will assist SSA staff assess the effectiveness and efficiency of contracts.

RECOMMENDATION 12-17:

The Alameda County Social Services Agency (SSA) and Alameda County Health Care Services Agency (HCSA) must require under-performing community-based organizations receive training to improve financial and programmatic performance.

ALAMEDA COUNTY RESPONSE TO THE 2011-2012 FINAL GRAND JURY REPORT

Response:

The County generally agrees with this recommendation. Under-performing community-based organizations could benefit from training to improve financial and programmatic performance. **Departments currently provide some level of training and support to new or struggling community based organizations on an informal basis.** Development of formal training requirements should consider the following:

- Trainings should be coordinated across the Health Care Services Agency, Social Services Agency and Probation departments for basic financial and program administration for community-based organizations. Individual departments could also provide tailored training for specific areas and/or CBOs that provide services only for one department.
- Improving long-term performance typically will not occur from a sole training but requires a commitment of support over a period of time, with regular feedback mechanisms to assess progress. There are successful models of such capacity development efforts that could be reviewed and incorporated.
- The HCSA, SSA and other County departments have expertise in many of the administrative and program areas in which community-based organizations need training and support, including program management, billing, budget development/financial reporting, administrative management, and fund development. Development of a coordinated training program for under-performing community-based organizations should involve all County departments that administer CBO contracts as well as support departments.

RECOMMENDATION 12-18:

The Alameda County Social Services Agency and Alameda County Health Care Services Agency must structure community-based organization contracts to include financial incentives for meeting performance standards.

Response:

The County agrees with this recommendation. Currently, some community based organization contracts incorporate financial incentives for meeting performance standards, including the ability to withhold payments if service delivery goals are not met and conversely the ability to make an additional payment, as funding permits, if service delivery goals are exceeded. Federal regulations currently preclude the Behavioral Health Care Services (BHCS) department from including financial incentives in contracts funded under Medi-Cal.

RECOMMENDATION 12-19:

The Alameda County Social Services Agency and Alameda County Health Care Services Agency must develop reasonable standards to ensure staff members spend more time with community based organizations to improve their evaluations of performance.

ALAMEDA COUNTY RESPONSE TO THE 2011-2012 FINAL GRAND JURY REPORT

Response:

The County generally agrees with this recommendation. **Both HCSA and SSA place a high priority on investment in our community based organization provider partners and within 6 months will begin to review their policies and practices related to contract monitoring, site visits, and provider accountability.** Site visits are an increasing part of current practice and are required by many funders. Consideration will be given to establishing field visit schedules with available staff resources.

RECOMMENDATION 12-20:

The Alameda County Board of Supervisors must authorize the Health Care Services Agency to include evaluations of Measure A programs as part of its initiative to improve oversight and outcomes in all its programs.

Response:

The Board of Supervisors agrees with this recommendation. The County's share of Measure A funds represents a significant commitment of public funds and appropriate efforts should be made to ensure that community based organizations that receive Measure A funds are accountable to outcomes and performance standards. The issue that arises is the statutory limitation on using Measure A funds for any type of contract administration or performance oversight. Language in the statute establishes an Oversight Committee but limits its role to retrospective review of whether expenses conform to purposes set forth within statute, not whether service delivery performance was adequate. Further, the stated purposes do not specifically include any community based organization performance evaluation or provider training.

RECOMMENDATION 12-21:

To avoid another situation like ACAP, the Alameda County Board of Supervisors must ensure that joint powers agreements (JPA) specify that the auditor/controller maintains financial oversight of joint powers authorities in which the county participates.

Response:

The Board of Supervisors agrees with this recommendation. Within 6 months, the Auditor-Controller, County Counsel and the County Administrator will begin developing an inventory of all JPA agreements that includes participation by the County of Alameda for review and determination of the appropriate role for County agencies and the Auditor-Controller.