

## **DRAFT SERVICE DELIVERY FRAMEWORK**

As approved by the County of San Diego Board of Supervisors on June 8, 2021

The following draft framework contains key elements on service delivery, contracting, and procurement. The community engagement process should obtain input and feedback on this draft framework.

- 1. Service Delivery Assessment Tool** – the following outlines elements of the proposed tool that the County can use to guide strategic decision-making when determining the best service delivery tool.
  - a. Capacity and Timeliness:** can the service be performed adequately, competently, and satisfactorily by County staff, or is it possible to recruit such County personnel to perform the service for the period of time the County needs the service?
  - b. Strategy:** is the service part of a long-term County priority or line of business where there are significant strategic or organizational benefits to developing internal expertise and/or a workforce pipeline in this subject area?
  - c. Technical Nature:** is the service of an extraordinary professional or technical nature that is strategically and operationally best served by third-party firms?
  - d. Conflicts of Interest:** is the service one that may have potential conflicts of interest that make the service more appropriate for contracted service delivery?
  - e. Performance:** which service delivery method is more likely to result in the highest quality and result in the best outcomes for the target population, both in the short and long-term.
  - f. Innovation:** are there new and unique service delivery options, including partnership, collaborations, and crowdsourcing that can result in program innovation. Can innovative service delivery be paired with robust monitoring and evaluation?
  - g. Cost:** which service delivery will result in the best value? When considering service delivery methods, proposals should consider the full costs of service delivery models to ensure parity in employment, wage, and benefit standards, and are in line with industry and County compensation levels. Further, the cost comparison should include direct, indirect, and transitional costs.
  - h. Geography:** is the service one that would be best delivered through a county-wide (centralized) effort or through localized effort at a regional, sub-regional, community, or neighborhood scale? What service delivery method would more likely result in the community's highest quality and best outcomes to be served.
  
- 2. Responsible Contracting Policies** – the following policy elements and program concepts should be considered to ensure responsible contracting.
  - a. Performance-based Contracting** – The Department of Contracting and Procurement could partner with the new Office of Evaluation, Performance, and Analytics to provide feedback and input on monitoring and evaluation, and performance-based contracting within the service delivery philosophy, organizational culture, and day-to-day contract management operations. As part of this effort, develop a plan to maximize service delivery innovation, flexibility, and learning within the contract monitoring process to

- prioritize the needs of clients and communities and delivering services that lead to improved outcomes. For example, where appropriate, contracts could incorporate concepts like Continuous Quality Improvements (SQUI) and embed periodic reviews of the service delivery methodology. In this way, service providers can periodically have the opportunity to submit recommendations to the County for mid-course program adjustments that would to greater efficiency and nimbleness, better services, and better outcomes.
- b. **Worker Retention Policy** – qualifying service contracts should provide for the continuation of work for eligible employees working under a contract that is closing. The successor contractor should retain eligible employees from the predecessor contractor for a minimum period of time under the new contract.
  - c. **Wage and Benefits Standards Policy** – qualifying service contracts should pay employees a competitive wage, adhere to fair work week scheduling policies, and provide benefits in line with industry and County standards.
  - d. **Culturally Specific and Responsive Services** – evaluating service contract proposals in light of cultural humility or linguistically specific services required to appropriately reflect and respond to the needs of the communities being served.
  - e. **Diversity and Inclusivity in Contracting Plan** – ensure full access among all potential service providers for business opportunities and encourage supplier diversity to address any potential disparities in County contracting. This could include:
    - **Education and Capacity Building** – “How to do business with the County” workshops and small business advisory services, technical assistance, and other resource support, especially for smaller community-based organizations who may find County contracting challenging due to requirements.
    - **Outreach** – Ensure diverse and underrepresented communities are included in future opportunities.
    - **Community Engagement** – Assess and identify potential barriers to enhancing access for underrepresented portions of the service provider and business community, convene the Inclusivity in Contracting Group (ICG) to inform and guide the Diversity and Inclusivity in Contracting Plan.
    - **Regional Collaboration** – Establish regional baseline data and goals with other San Diego anchor institutions and business associations and assess the regional provider landscape to identify opportunities to continue to encourage diversity in contracting.
  - f. **Minimum Qualifications Program** – firms must demonstrate high-quality employment and work product to be considered for service contract proposals. The program should consider elements like:
    - Licensing and bonding
    - Wage violations, hour violations, or OSHA violations
    - Compliance with all federal, State, and local regulations
    - History of violation of previous policy or contracts

### 3. Accountability and Transparency

While the County provide public access to individual contracts through the BuyNet digital platform, portfolio-wide summary data is not easily accessible. In the spirit of

accountability and public transparency, the Department of Purchasing and Contracting should develop a digital platform and regular reports that are easy to access by the public, and searchable. Whether it's firms competing with one another, reporters, government watchdog groups, or members of the public who want to know where their tax dollars are going, the public must have easy and user-friendly access to this information. Such transparency reports should consider information such as: basic vendor information such as entity names, related entities, Doing Business As (DBA) names, corporation legal status (for example: nonprofit, s-corporation, governmental agency, etc.), current operational leadership and board of directors, and have searchable options such as procurement solicitation documents, list of all agencies competing for procurement and awardees without having to official log into the system.