

Service Delivery Authority: Phases of Development

This table is intended to serve as a guide to assist counties that are considering forming a service delivery authority (SDA) as authorized under MS402A. The guide was developed by the State/County Results Accountability Redesign Council, which has the authority to certify SDAs (contingent upon approval by the DHS commissioner). The guide identifies several phases that counties will undertake in the process, ranging from Identification to Evaluation. Some of the questions (e.g. those in the “Identification” phase) can be addressed by county boards and staff, whereas others will require discussion with DHS, the Council, and community stakeholders. The guide is intended to be a dynamic working document and will be modified over time as experience tests its effectiveness.

PHASE	DESCRIPTION	QUESTIONS FOR COUNTIES TO CONSIDER (Intended as a guide for reference only)	REDESIGN COUNCIL RESPONSIBILITIES & CONSIDERATIONS	LESSONS LEARNED
I. Identification	A county or group of counties identifies a potential need for and considers the formation of a Service Delivery Authority (SDA) by conducting related internal work.	<ul style="list-style-type: none"> • What outcomes are the counties trying to achieve? What problem are the counties trying to resolve? • What Redesign path would most effectively achieve desired outcomes? SDA? JPA? Other? • What programs are being considered – all; some? • Which populations will be served? • Etc. 	None	
II. Exploration	The county(ies) begin a more formal process of preliminary information gathering and discussion with key stakeholders, including DHS, about the proposed SDA model.	<ul style="list-style-type: none"> • What will be the proposed governance structure of the SDA? • What structural or programmatic changes are intended? • Are there funding implications related to the administration of programs or services that must be addressed? • Are information systems changes required? • How will the county workforce be impacted? • How will formation of an SDA improve services to clients? • Etc. 	None	

**III.
Notification**

The county(ies) notify the Redesign Council about their intentions to pursue certification as an SDA. A preliminary draft of the SDA model being developed is provided to the Council for feedback.

- Provide a brief description:
 - Proposed governance and administrative structure (including board approval)
 - Counties participating and total county population base
 - Scope of services for SDA jurisdiction and how SDA will assist in achieving improved outcomes
 - Any similarities or differences in this proposed SDA with existing SDAs?
- What are *potential* waivers from statute, rules or regulations identified at this point and why needed?
- Have any barriers been identified that will need to be addressed as proposal is developed?
- What stakeholders have been involved to date and/or who will be involved going forward (e.g community organizations, contracted vendors, collective bargaining units)?
- If there are tribal lands in the proposed SDA area, have they been engaged in discussions?
- What are proposed next steps in developing the proposal/MOU?
- Public input process?
- Etc.

Council provides feedback on proposed SDA.

- What additional information should the county(ies) be prepared to address in the final proposal?
- Should any components of the SDA proposal be considered for statewide implementation?
- Are there additional stakeholders that should be included in planning?
- Does the SDA proposal align well with other SDA proposals and with required performance measures?
- Are statutory population requirements for the SDA satisfied?

<p>IV. Negotiation</p>	<p>The county(ies) negotiate specific terms of the Memorandum of Understanding with the Department of Human Services.</p>	<ul style="list-style-type: none"> • More detail on the above items • What is the proposed exit strategy for counties no longer wishing to be involved in the SDA? • What are proposed performance and outcome goals? <ul style="list-style-type: none"> ○ Key operational areas where performance measures will be identified ○ Expected outcome improvements • Are changes needed to funding allocations/mechanisms? • Are information systems changes required? • What state and county resources are required to implement changes? • Public input process? • Finalize any changes to proposed MOU based on public input? • Etc. 	<p>Council provides feedback to the county(ies) as requested during the negotiation phase, including serving as a forum for mediating disputes.</p>	
<p>V. Certification</p>	<p>The county(ies) present a final proposal to the Redesign Council for recommendation to the Commissioner to become certified as an SDA</p>	<ul style="list-style-type: none"> • Is this proposal consistent with other MOUs/performance requirements adopted by legislature? • Etc. 	<p>Council recommends certification or not:</p> <ul style="list-style-type: none"> • Does the final proposal satisfy all statutory requirements? • Does the final proposal align well with other certified SDAs? • Does the MOU include all required components? • If implemented, how will the SDA impact: services to clients? Administrative costs? Other costs? County workforce? 	
<p>VI. Implementation</p>	<p>The terms of the Memorandum of Understanding are implemented.</p>	<ul style="list-style-type: none"> • Commissioner sign MOU or not? • Etc. 	<p>Council tracks official certification status of all SDA proposals</p>	
<p>VII. Evaluation</p>	<p>The Service Delivery Authority is evaluated according to terms specified in the Memorandum of Understanding</p>	<ul style="list-style-type: none"> • Did the SDA achieve the intended outcomes? • Did the SDA produce cost savings – administrative or otherwise? • Are there any changes to be considered? • Etc. 	<p>If SDA is not achieving performance outcomes, council engages in the program improvement process outlined in 402A.18 and makes recommendations about remedies to commissioner.</p> <p>Periodic review of process of forming SDAs and Council role in overseeing this process.</p>	