

September 22, 1989
II:R&RMOTON

INTRODUCED BY: AUDREY GRUGER

PROPOSED NO. 89 - 774

MOTION NO. 7709

MOTION approving the release of King County
Child Care Program funds for child care resource
and referral services.

WHEREAS, in April 1989, the County Council
adopted a budget and guidelines for the King County Child
Care Program, and

WHEREAS, the motion approving guidelines for the King
County Child Care Program included strong support for the
establishment of a regional system of child care resource
and referral, and

WHEREAS, the Council requested the Executive to work
cooperatively with other public agencies and the private
sector, via the Human Services Roundtable, to develop a plan
and budget for the establishment of such a regional system,
and

WHEREAS, the Council required that the budget shall
contain a minimum of two dollars in matching funds from
private and public resources for every dollar of County
funding proposed,

WHEREAS, the Human Services Roundtable has developed
the requested plan and budget, and

WHEREAS, the Executive has submitted the plan and
budget to the Housing, Health, and Human Services Committee
for review, and

WHEREAS, the committee has reviewed the proposed plan
and budget;

NOW, THEREFORE BE IT MOVED by the Council of King
County:

1 A. The attached child care resource and referral
2 system plan is approved as a basis for inclusion in the 1990
3 Child Care Program budget request and as as basis for
4 contracting with a resource and referral system provider;

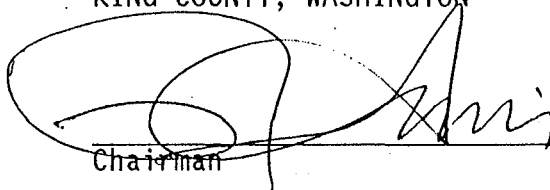
5 PROVIDED FURTHER that contracts for service shall be
6 written in a manner which will allow amendments and release
7 of County funding only when appropriate match is available.

8 B. The executive is authorized to expend up to
9 \$180,000 of the 1989 child care appropriation as start-up
10 costs for the new regional resource and referral system.

11 Any portion of the \$180,000 not expended in 1989 shall be
12 carried over to be used for completion of the startup plan in
13 1990.

14 PASSED this 2nd day of October, 1989.

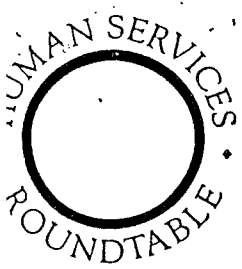
15 KING COUNTY COUNCIL
16 KING COUNTY, WASHINGTON

17 
18 Chairman

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20 ATTEST:

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22 _____
23 Clerk of the Council
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PROPOSED PLAN FOR START-UP AND ONGOING OPERATION OF A REGIONAL CHILD CARE RESOURCE AND REFERRAL SYSTEM

Presented by the Human Services Roundtable to King County Government

- Robert Roegner, Mayor
City of Auburn
- Don Campbell, Mayor
City of Bellevue
- Dee Walsh, Mayor
City of Bothell
- J. Culver, Mayor
City of Issaquah
- Paul Mann, Councilmember
City of Kent
- Tom Hill
King County Executive
- Andrey Gruger, Councilmember
King County Council
- Chris Cooper, Mayor
City of Kirkland
- John Hutchins, Councilmember
City of Mercer Island
- Green Marchione, Mayor
City of Redmond
- Don Nelson, Councilmember
City of Renton
- Charles Royer, Mayor
City of Seattle
- Gene Noland, Councilmember
Seattle City Council
- Sharon Moriawaki, Councilmember
City of Tukwila
- John Behnke, Chair
United Way of King County

BACKGROUND

The Human Services Roundtable initiated an action process in June of 1989 with the goal of having integrated child care resource and referral services available throughout King County by April 1, 1990. A substantial catalyst for this effort was the leadership demonstrated by King County in appropriating funds for child care subsidy and child care resource and referral services as well as supporting the Roundtable's planning process.

Specifically, Council Motion 7514 adopted in April of 1989 affirmed support of a child care program and approved a budget...

"PROVIDED THAT the council strongly supports the establishment of a regional system of child care resource and referral. The executive is directed to work cooperatively with other public agencies and the private sector, via the Human Services Roundtable, to develop a plan and budget for the establishment and operation of such a regional system.

"PROVIDED FURTHER that the executive is authorized to commit to that budget up to \$180,000 of the funds shown in the attached budget for direct child care subsidies.

"PROVIDED FURTHER that county funding shall be used only in support of information and referral services and core staffing; and provided further that the council reviews the Roundtable Plan and approves the release of the county's funding portion.

"PROVIDED FURTHER that the budget shall contain a minimum of two dollars in matching funds from private and public sources for every dollar of county funding proposed."

Child Care Resource and Referral services were identified by the Roundtable as a regional issue due to:

- o the need to guarantee parents ease of telephone access to information about available child care openings throughout the county;

- o the need to assure development of new quality child care capacity which is matched to parent need within the geographic areas of the county;
- o the need for unduplicated information county wide about issues of child care supply and demand;
- o the need to help low-income parents with information and access to subsidized child care.

Previous discussions within King County regarding resource and referral services focused on the idea of adding regional services, related to but not integrated with the existing services offered under the auspices of the Crisis Clinic and Family Services. The Roundtable planning group considered such a model, but ultimately went further and recommended the creation of a new nonprofit agency in which new resources would be combined with the transfer of existing functions and existing resources. After examining both King County's needs and successes elsewhere, the group believed that a single agency with no other mission could best provide the combination of services and the focused community leadership that successful R&R requires. Such an agency, with regional offices, would assure the following:

- o a clear and accountable mission regarding child care resource and referral;
- o the integration of services which are most cost effectively managed in a centralized system (accurate, updated information, supply and demand analysis, telephone coverage) with those that are best delivered at a local level (parent and provider support and assistance);
- o a financial base which truly represents a funding partnership between local governments, United Way and the business community as it brings together transferred resources (primarily from United Way and the City of Seattle) with new resources (King County, suburban jurisdictions and local employers).

In its work to date, the Roundtable committee has completed an overview of the critical services for a child care R&R system in the county, a detailed look at how the system should be administered to deliver those services, and an implementation plan to have the system in place by April 1, 1990. The rest of this proposal outlines this work, and details the resources it will require.

OVERVIEW: WHAT IS CHILD CARE RESOURCE AND REFERRAL?

Child Care Resource and Referral is the glue which holds the system together for parents, providers, and employers. Nationally, Child Care Resource and Referral includes at least four basic services:

Parent consultation

- help in finding child care
- help in selecting child care

Provider consultation

- recruitment of new providers
- technical assistance for providers
- training for providers

Data and policy analysis

- identification of parent and provider needs
- analysis of child care supply/demand

Employer consultation

- consultation on child care services
- specialized referral services for employees

The data and policy analysis provide the basis for leadership and coordination in addressing the major policy dilemmas challenging the child care delivery system: availability, quality and affordability.

In combination, the set of services that comprise child care resource and referral benefit local jurisdictions and the citizens in them, employers, child care providers, low-income families and the community at large.

HOW R&R BENEFITS LOCAL JURISDICTIONS AND FAMILIES

Child Care Resource and Referral offers a set of services which benefit both individual families and local government efforts to improve the child care system. Key among these:

- o Local parents get fast, reliable help finding child care;
- o Local parents benefit from increased supply of quality care;
- o Local parents everywhere have equal access to services;
- o Local jurisdictions get up-to-date information on child care policy issues, service gaps and potential solutions.

HOW R&R BENEFITS EMPLOYERS

When employers contract with Child Care Resource and Referral as an employee benefit, they buy an individualized set of services designed to meet the needs of their employees. In the most common package:

- o Employees get personalized help finding child care, with detailed follow up to ensure success;
- o Employees get extensive education and information on child care issues;
- o Employees have an adequate supply of quality child care to choose from;
- o Employers get detailed information on service use and quality.

HOW R&R BENEFITS CHILD CARE PROVIDERS

Child Care Resource and Referral addresses the child care system's most critical problems by offering services directly to child care providers and by recruiting new providers. These services vary according to need, but at a minimum:

- o Providers get workshops, technical assistance, referrals and support;

CHARGE: to design and implement an integrated child care resource and referral (R & R) system in King County which is community based, cost efficient, accessible, and of high quality

GOAL: to create sufficient alignment to move forward together in the design (by September 1989) and implementation (by April 1990) of a countywide R & R system

Assumptions regarding the child care system--

- o the development of a R & R system as defined by this committee is only the first step in creating a quality child care system--it will provide data analysis and be a focal point for addressing other pressing issues such as reimbursement levels

Assumptions regarding the R & R system (as defined by the Last Committee)--

- o the system needs to be affordable to users
- o the system needs to provide culturally relevant services to all families
- o the system should build on a public/private/community partnership and be balanced in deliveries of services to families/employers/providers and responsive to their needs
- o the system should be community based, not based in government
- o the system should deliver geographically accessible services to families and providers
- o the system needs a centralized data base
- o the system needs a centralized structure to provide analysis of child care supply and demand
- o the system needs adequate funding of core services to succeed
- o the system needs to meet the statewide R & R network standards and national standards
- o if the system markets enhanced R & R services, it needs to contract with employers countywide and link to statewide R & R.
- o the system will not become involved in licensing functions

Assumptions regarding the change process--

- o every agency presently involved has extended itself to meet the demands for service within the community, most often with inadequate resources to do the job --they deserve acknowledgement and thanks
- o the process will discuss all R & R components which are presently part of public and private, not for profit, agencies
- o the process should strive to preserve and utilize the skills and knowledge base of the staff presently involved in each of the components
- o the process should manage transition in a way which is least disruptive to agency operations and service delivery and which recognizes ongoing operating requirements

**CENTRAL
CORE SERVICES**

Mission:

implement and maintain
County which is of
high quality

Funding:

R&R specific (govt)
a single administrative

Accountability:

single administrative

Relationships:

contract with funding
services

System Planning:

leadership through
analysis, identification

BROKER

Mission:

multiple missions

Funding:

broader child care
consulting fees, services
subcontracts from

Accountability:

multiple administrative

Relationships:

multiple existing
administrative entities

System Planning:

provides information
initiating new services

CENTR
CORE S

PARENTS

parent education**
support groups

PARENTS

parent I&R**
subsidy intake**
enhanced I&R
info/social services
walk in I&R
newsletters/bulletin boards

EMPLOYERS

specialized consultation [s]
employee workshops/ed [s]
entry level consultation [s]
promote involvement [s]

EMPLOYERS

enhanced I&R**
vendor/voucher mgmt
connections to community
employee workshops/ed [s]
entry level consultation [s]
promote involvement [s]
specialized consultation [s]

BROKED C

- * Centralized organizationally for purposes of administration, services
- ** Top ten in overall prioritization by The Last Committee; [s] indicated
- *** Brokered services are delivered by other providers, pursuant to for and are equally as important as those services within the centralized unproductive competition for resources between the R&R and other a source and information clear inghouse.

REVISED 8/16/89

SYSTEM ADMINISTRATION AND ORGANIZATION

The sheer size of the county means that any service hoping to reach all citizens must have more than one access point. The work of the advisory committees and the County early on led to the decision to have three Resource and Referral sites, one each in East, South and North/Central King County. This left the planning group to decide how the system should be organized and administered.

The Last Committee examined four options for organizing and administering the Child Care Resource and Referral system:

- o Provision of services through a single, existing agency;
- o Creation of a new agency to deliver all services;
- o Use of a network or consortium model; and
- o The creation of a new agency for some functions, with contracts to existing agencies for others.

In the end, the group felt strongly that, to accomplish its mission, the system required the creation of a new non-profit agency with R&R as its only focus. The agency will have three sites (one of them home to overall administration as well as local services,) each with a local advisory board, in addition to the traditional governing Board of Directors. [The diagram on the following page illustrates how the new King County Resource and Referral will look administratively.]

Advantages to the New System

Today, separate agencies provide pieces of Child Care Resource and Referral. The Last Committee felt strongly that all the services had to be together to work well. Placing all services in one agency will allow the system to connect parents, providers, government and employers, instead of dealing with each in isolation. One administrative entity also will have a much easier time contracting with employers and other funders than would a consortium. The unified governing structure will provide funders with a single point of accountability, while the local advisory boards will maintain primary contacts with the communities the system serves.

The Committee also decided that this critical set of services had to be provided by an agency with no other mission, instead of contracted to an existing, multi-service agency. A single-purpose agency will be able to focus the attention of its administration and board on child care issues. It will be a distinct voice in the community for child care. The R&R agency also will be able to approach employers and non-profit funders with a clear mission, which will help it attract contracts and funds.

By definition, this agency does not now exist, nor could a Request for Proposals be issued to existing agencies for these services. Every member of The Last Committee, including those agencies currently providing a portion of R&R services, agreed to support this move into the future and to work to make the transition orderly and efficient.

ONGOING COSTS OF SERVICE

As noted above, the Child Care Resource and Referral agency will have three sites. As originally conceived by The Last Committee, one of the three sites also would be home to the major administrative functions, including the Executive and Finance Manager, and the system-wide data maintenance and substitute bank/staff recruitment project. To economize, and to spread system responsibilities throughout the County (thereby discouraging any sense of regional favoritism), the plan for the first year of operation now envisions spreading system-wide responsibilities across sites. Pending detailed program descriptions, the projected distribution of functions by site is as follows:

SITE #1

Information and Referral for Parents

Provider Services

System-side Contract Management for Funders and Employers

System Management: Executive and Financial Functions

SITE #2

Information and Referral for Parents

Provider Services

System-wide Data and Information Management

SITE #3

Information and Referral for Parents

Provider Services

System-side Substitute Bank/Staff Recruitment

Note that no determination has been made as to which site will go in each region of the County. Enhanced employer services will fund themselves and thus do not appear here.

The following table outlines the staff requirements, salary and benefit costs and system overhead costs.

**KING COUNTY CHILD CARE RESOURCE AND REFERRAL
CORE SERVICES
PROJECTED OPERATING EXPENSES: 1990**

SITE	FTEs	SALARY/BENEFITS
#1 [Serves local parents and providers, manages and negotiates contracts, administers system.]	4.75	\$156,000
#2 [Serves local parents and providers, manages provider data base and information system.]	4.25	\$115,200
#3 [Serves local parents and providers, manages system-wide provider substitute bank and worker recruitment efforts.]	3.75	\$105,000
	Total Staff:	\$376,800
	Total Overhead (25%):	\$ 94,200
	TOTAL EXPENSES FOR CORE SERVICES:	\$471,000

ONGOING SYSTEM REVENUES

Besides King County's contribution to the system, other local jurisdictions, United Way, fees for service and other in-kind and cash contributions will support Child Care Resource and Referral. Current United Way and City of Seattle funding for the Child and Family Resource Center (operated by Family Services) and the Day Care Referral Line (operated by Crisis Clinic) will transfer to the new system. In addition, the Roundtable has requested that United Way make its one-time contribution to the Child and Family Resource Center and ongoing contribution.

Per Council Motion 7514, King County Child Care Resource and Referral will only receive County funding as a 50% match to other public and private funds for community-wide services, and then only up to a ceiling of \$180,000 per year. The following table shows projected revenues for 1990, including King County's 50% match of other contributions.

**KING COUNTY CHILD CARE RESOURCE AND REFERRAL
CORE SERVICES
PROJECTED OPERATING REVENUES: 1990**

SOURCE	AMOUNT
United Way (Requested)	\$ 74,000
City of Seattle	\$ 69,000
Suburban Cities (Projected) *	\$ 55,000
Grants and Fees	\$ 34,000
Overhead from Corporate Contracts **	\$ 30,000
In-Kind and Other	\$ 53,000
SUBTOTAL	\$314,000
King County Match at 50%	\$157,000
TOTAL REVENUE FOR CORE SERVICES:	\$471,000

IMPLEMENTATION

Implementation planning for the new system already is underway, and will proceed along six tracks, with important completion dates as follows:

- o negotiation and transition coordination of existing services and funders (ongoing);
- o incorporation (10/31/89), building a board and hiring an executive director (12/31/89);
- o rental and furnishing of regional centers, installation of telephone and computer systems (ongoing, complete by March 15, 1990);
- o development of personnel and financial systems (1/31/90);
- o detailed service and staffing planning (12/31/90);
- o design and marketing of services to employers in coordination with present expansion of employer activity (ongoing).

* Actual appropriations still in process; \$55,000 figure based on discussions with planning staff from Bothell, Kirkland, Redmond, Bellevue, Mercer Island, Renton, Tukwila, Kent, Issaquah and Auburn.

** Based on 25% overhead charge from projected contracts totalling \$120,000; we believe this to be a conservative projection, given both recent employer activity and Planning Project efforts to reach employers.

Roundtable Planning Project staff will remain on board until January 1, when the new Executive Director will take over. Planning groups, made up of Last Committee members and others from the community, will begin these tasks in October, with Roundtable staff support to all but the Facilities/Telecommunications committee (see below.)

IMPLEMENTATION COSTS

The following table outlines the costs of implementing the new system.

KING COUNTY CHILD CARE RESOURCE AND REFERRAL CORE SERVICES PROJECTED ONE-TIME START UP EXPENSES		
Furnishings and Supplies	\$ 55,000	[Basic set-up for 3 sites.]
Telecommunications	\$ 40,000	[Office phones, Information and Referral lines, connections for computer network.]
Purchase of Data and Employer Contracts	\$ 40,000	[Compensation for value added to data base and existing employer contracts.]
Information System Upgrades *	\$ 50,145	[Purchase and installation of new system -- current Crisis Clinic system is not compatible with national software and is portion of their built-in agency-wide system.]
Facilities/Technical Consultant	\$ 24,000	[For siting, site preparation and supervision of telecommunications and computer installation, October 1989 - April 1990.]
TOTAL EXPENSES FOR START-UP:	\$209,145.	

IMPLEMENTATION REVENUES

Child Care Resource and Referral has secure commitments from Seattle and United Way for operating funds for the new system. Many suburban jurisdictions also will contribute to the operations of the new system. Until the new system is up, however, United Way and Seattle fund will go to maintaining the operations that do exist.

* Preliminary cost estimate; any required additional resources will come from grants and in-kind technical assistance contributions.

Other available start-up resources include only a \$29,145 combined State/County contribution for information system upgrades, and critical in-kind assistance from the United Way Management Assistance Program and Group Health Cooperative's Telecommunications Department.

King County's contribution of the \$180,000 appropriated for Resource and Referral in 1989 is the critical piece of revenue for implementing the new system. As noted above, in 1990, the system will depend only on King County's 50% match of other funds, up to a maximum of \$180,000.

So far, suburban jurisdictions, the County, the City of Seattle, employers, community agencies and provider groups have made extraordinary progress toward the shared goal of county-wide Child Care Resource and Referral. This final step -- implementation, making it happen -- is the most critical.

7709



United Way
of King County

September 14, 1989

Ms. Judith Clegg
Project Director
King County Human
Services Roundtable
1220 Smith Tower
Seattle, WA 98104

Dear Judy:

After several years of planning, it is exciting to be so close to the realization of one of United Way of King County's priorities--the development of a county-wide child care resource and referral system. Development of a child care resource and referral system in King County is fundamental to United Way's overall strategy to provide quality child care. The agency's investment in child care in the county is second only to that provided by the state. In 1988, nearly 1.8 million of United Way dollars were distributed to child care related programs. That amount included support of child care information and referral and a child care resource and referral center--both core services of the agency envisioned.

United Way support of child care information and referral services will be transferred to the new agency on a prorated basis for the first year of operation. Funding for child care information and referral services in 1989 was \$44,245. Support for the child care resource and referral center in 1989 came from a one-time grant from United Way's contingency fund, not ongoing allocations. Thus, continued funding for that program will need to be reviewed by our Community Development and Planning and Distribution Committees. The Committees will also be reviewing the prospect of providing transitional support for those agencies affected by the transfer of resource and referral programs. We will keep you apprised as these issues pass through our volunteer decision making structure.

United Way's commitment to child care generally and child care resource and referral specifically will be continuing in the coming year. The development of the child care resource and referral system clearly exemplifies the value of regional planning and public/private partnerships. We wish you every success as you finalize the planning for an agency whose services are long overdue.

Sincerely,

A handwritten signature in cursive script, appearing to read "Roberta".

Roberta van der Voort,
President

LS:deb

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