



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

September 6, 2017

Ordinance 18569

Proposed No. 2017-0287.3

Sponsors Upthegrove and Kohl-Welles

1 AN ORDINANCE relating to best starts for kids
2 appropriation; making a supplemental appropriation of
3 \$2,798,148 to the best start for kids fund; and amending the
4 2017-2018 Biennial Budget Ordinance, Ordinance 18409,
5 Sections 95 and 95, as amended.

6 STATEMENT OF FACTS:

- 7 1. Ordinance 18088 providing for the submission of the best starts for
8 kids levy to the qualified electors of King County was adopted by the
9 metropolitan King County council on July 20, 2015, and signed by the
10 executive on July 23, 2015, and
- 11 2. King County voters approved King County Proposition No. 1 on
12 November 3, 2015, authorizing a six-year property tax levy lid lift for the
13 purpose of funding prevention and early intervention strategies to improve
14 the health and well-being of children, youth and their communities.
- 15 3. On June 1, 2016, in accordance with Ordinance 18088, the executive
16 transmitted to the council for review and approval an implementation plan
17 that identified the strategies to be funded and outcomes to be achieved
18 with the use of levy proceeds described in Ordinance 18088, Section 5.C.
- 19 4. On September 19, 2016, the council adopted Ordinance 18373, which

20 approved the Best Starts for Kids Implementation Plan, and Ordinance
21 18373 was signed by the executive on September 27, 2016.

22 5. Ordinance 18409, Section 95, Proviso P1 requires the executive to
23 transmit a proposed supplemental appropriation ordinance for
24 expenditures of Best Starts for Kids levy proceeds allocated to the
25 Innovation Fund with clear, written specifications and an investment
26 process for each Innovation Fund contemplated investment strategy.

27 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

28 SECTION 1. The Specifications and Investment Process for the Innovation Fund,
29 Attachment A to this ordinance, includes clear, written specifications and an investment
30 process for the Innovation Fund contemplated investment strategy, and is submitted as
31 required by Ordinance 18409, Section 95, Proviso P1.

32 SECTION 2. From non-general funds there is hereby appropriated a net total of
33 \$2,798,148 to the best start for kids fund.

34 SECTION 3. Ordinance 18409, Section 95, as amended, is hereby amended as
35 follows:

36 BEST START FOR KIDS - From the best start for kids fund there is hereby
37 disappropriated from:

38 Best start for kids (\$94,468,282)

39 SECTION 4. The council directs that section 3 of this ordinance takes effect
40 before section 5 of this ordinance.

41 SECTION 5. Ordinance 18409, Section 95, as amended, is hereby amended as
42 follows:

43 BEST START FOR KIDS - From the best start for kids fund there is hereby

44 appropriated to:

45 Best start for kids \$97,266,430

46 ER1 EXPENDITURE RESTRICTION:

47 Of this appropriation, \$316,000 shall be expended solely for services, eligible for
48 best starts for kids funding, provided by the Si View Metropolitan Parks District in 2016
49 in accordance with the plan, referenced at pages 107 through 108 of the adopted Best
50 Starts for Kids Implementation Plan, but only after a contract for those services has been
51 executed by the county and the Si View Metropolitan Parks District.

52 ER2 EXPENDITURE RESTRICTION:

53 Of this appropriation, \$100,000 shall be expended solely for services eligible for
54 best starts for kids funding provided by the Si View Metropolitan Park District under a
55 plan or plans submitted by the district and approved by the county, as authorized in the
56 Best Starts for Kids Implementation Plan approved by Ordinance 18373 and the Best
57 Starts for Kids levy ordinance, Ordinance 18088, but only after a contract for those
58 services has been executed by the county and the Si View Metropolitan Park District.

59 ER3 EXPENDITURE RESTRICTION:

60 Of this appropriation, \$140,000 shall be expended solely for services eligible for
61 best starts for kids funding provided by the Fall City Metropolitan Park District under a
62 plan or plans, referenced at page 108 of the adopted Best Starts for Kids Implementation
63 Plan, submitted by the district and approved by the county, but only after a contract for
64 those services has been executed by the county and the Fall City Metropolitan Park
65 District.

66 ER4 EXPENDITURE RESTRICTION:

67 Of this appropriation: (~~(\$91,094,282)~~) \$93,892,430 shall be expended solely for
68 contracts or contract amendments for services and investments as described in
69 subsections A. through (~~(P-)~~) Q. of this expenditure restriction. For the purposes of this
70 expenditure restriction, the executive may amend existing contracts that currently provide
71 the services and investment as described in subsections A. through (~~(P-)~~) Q. of this
72 expenditure restriction to include additional amounts of services and investment. No
73 amendment shall extend the duration of any contract more than three additional years.
74 Each new contract shall be of no more than three years duration. No new contract may
75 be awarded unless the executive has invited all councilmembers to designate council
76 district staff to participate in the workgroups that have been or will be assembled to
77 develop the implementation approach for the strategies outlined in approved the Best
78 Starts for Kids Implementation Plan, except that invitation to a workgroup is not required
79 for those strategies for which the executive determines no workgroup will be established.

80 For each new contract that is competitively procured, the executive shall invite all
81 councilmembers to designate council district staff to participate in the procurement
82 process. The participation shall include the opportunity for any designated council
83 district staff to be included as nonvoting members of the selection panel for each contract
84 to be competitively procured. As a nonvoting member of a selection panel, any
85 designated council district staff shall have access to all materials received by proposers or
86 bidders as part of the procurement process or created as part of the selection process, the
87 authority to attend and participate in all selection panel meetings, including those at
88 which proposers or bidders are interviewed and the authority to participate in the

89 selection panel's deliberations regarding award of any competitively procured contract.

90 For each new contract that is competitively procured, except those contracts
91 procured under the Communities Matter allocation, the executive shall invite the children
92 and youth advisory board, established by Ordinance 18217, to select a member or
93 members to be included on the selection panel for each contract. If the children and
94 youth advisory board selects a member or members to participate, the participation shall
95 be as full members of the selection panel, including voting rights.

96 No new competitively procured contract may be awarded unless, before notifying
97 the selected contractor of its award, the executive notifies each councilmember by email
98 of the impending award, including the name of the contract and the selected contractor.
99 The email notice to councilmembers must occur no less than one business day before the
100 executive notifies the selected contractor of the award.

101 Of this (~~(\$91,094,282)~~) \$93,892,430:

102 A. \$13,824,811 shall be expended solely for contracts supporting investments in
103 the programmatic approach of Home-Based Services within the Prenatal to Five Years
104 allocation as described in the Best Starts for Kids Implementation Plan approved by
105 Ordinance 18373;

106 B. \$3,553,832 shall be expended solely for contracts supporting investments in
107 the programmatic approach of Community-Based Parenting Supports and Parent/Peer
108 Supports within the Prenatal to Five Years allocation as described in the Best Starts for
109 Kids Implementation Plan approved by Ordinance 18373;

110 C. \$1,125,000 shall be expended solely for contracts supporting investments in
111 the programmatic approach of Caregiver Support for Healthy Development within the

112 Prenatal to Five Years allocation as described in the Best Starts for Kids Implementation
113 Plan approved by Ordinance 18373;

114 D. \$3,535,975 shall be expended solely for contracts supporting investments in
115 the programmatic approach of Child Care Health Consultation within the Prenatal to Five
116 Years allocation as described in the Best Starts for Kids Implementation Plan approved
117 by Ordinance 18373;

118 E. \$1,105,815 shall be expended solely for contracts supporting investments in
119 the programmatic approach of Workforce Development within the Prenatal to Five Years
120 allocation as described in the Best Starts for Kids Implementation Plan approved by
121 Ordinance 18373;

122 F. \$2,671,237 shall be expended solely for contracts supporting investments
123 related to the Help Me Grow Framework-Caregiver Referral System within the Prenatal
124 to Five Years allocation as described in the Best Starts for Kids Implementation Plan
125 approved by Ordinance 18373;

126 G. \$9,417,567 shall be expended solely for contracts supporting investments in
127 the programmatic approach of Direct Services and System Building to Assure Healthy
128 Development within the Prenatal to Five Years allocation as described in the Best Starts
129 for Kids Implementation Plan approved by Ordinance 18373;

130 H. \$615,032 shall be expended solely for contracts supporting investments for
131 Community Outreach, Technical Assistance, and Capacity Building within the Prenatal to
132 Five Years allocation as described in the Best Starts for Kids Implementation Plan
133 approved by Ordinance 18373;

134 I. \$17,290,954 shall be expended solely for contracts supporting investments in

135 the programmatic approach Build Resiliency of Youth and Reduce Risky Behaviors
136 within the Five to 24 Years allocation as described in the Best Starts for Kids
137 Implementation Plan approved by Ordinance 18373;

138 J. \$7,609,051 shall be expended solely for contracts supporting investments in
139 the programmatic approach of Meet the Health and Behavior Needs of Youth within the
140 Five to 24 Years allocation as described in the Best Starts for Kids Implementation Plan
141 approved by Ordinance 18373;

142 K. \$4,541,613 shall be expended solely for contracts supporting investments in
143 the programmatic approach of Help Youth Stay Connected to Families and Communities
144 within the Five to 24 Years allocation as described in the Best Starts for Kids
145 Implementation Plan approved by Ordinance 18373;

146 L. \$7,616,168 shall be expended solely for contracts supporting investments in
147 the programmatic approach of Stop the School-to-Prison Pipeline within the Five to 24
148 Years allocation as described in the Best Starts for Kids Implementation Plan approved
149 by Ordinance 18373;

150 M. \$2,550,469 shall be expended solely for contracts supporting investments in
151 the programmatic approach of Helping Young Adults Who Have Had Challenges
152 Successfully Transition into Adulthood within the Five to 24 Years allocation as
153 described in the Best Starts for Kids Implementation Plan approved by Ordinance 18373;

154 N. \$895,920 shall be expended solely for contracts supporting investments for
155 Community Outreach, Technical Assistance, and Capacity Building within the Five to 24
156 Years allocation as described in the Best Starts for Kids Implementation Plan approved
157 by Ordinance 18373;

158 O. \$11,674,934 shall be expended solely for contracts supporting investments in
159 the Communities Matter allocation as described in the Best Starts for Kids
160 Implementation Plan approved by Ordinance 18373; ~~((and))~~

161 P. \$3,065,904 shall be expended solely for contracts supporting investments in the
162 Outcomes-Focused and Data-Driven allocation as described in the Best Starts for Kids
163 Implementation Plan approved by Ordinance 18373; and

164 Q. \$2,798,148 shall be expended solely for contracts supporting investments in
165 the programmatic approach of an Innovation Fund within the Prenatal to Five Years
166 allocation as described in the Best Starts for Kids Implementation Plan approved by
167 Ordinance 18373.

168 P1 PROVIDED THAT:

169 Of this appropriation, \$500,000 shall not be expended or encumbered until the
170 executive transmits a proposed supplemental appropriation ordinance for expenditures of
171 Best Start for Kids levy proceeds allocated to the Innovation Fund and the supplemental
172 appropriation ordinance is adopted by the council. The proposed supplemental
173 appropriation ordinance must include clear, written specifications and an investment
174 process for each Innovation-Fund-contemplated investment strategy to be funded through
175 the supplemental appropriation.

176 The executive must transmit the proposed supplemental appropriation ordinance
177 by June 30, 2017. If the proposed supplemental appropriation ordinance, including clear,
178 written specifications and an investment process for each Innovation-Fund-contemplated
179 investment strategy to be funded through the supplemental appropriation is not

180 transmitted by that date, appropriation authority for the \$500,000 restricted by this
181 proviso will lapse.
182

Ordinance 18569 was introduced on 7/10/2017 and passed as amended by the Metropolitan King County Council on 9/5/2017, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles
and Ms. Balducci
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Melani Pedroza, Clerk of the Council



RECEIVED
2017 SEP 14 PM 4:01
CLERK
KING COUNTY COUNCIL

APPROVED this 14 day of SEPTEMBER, 2017.

Dow Constantine, County Executive

Attachments: A. Specifications and Investment Process for the Innovation Fund

Specifications and Investment Process for the Innovation Fund

Overview of the Prenatal-to-Five Innovation Plan

In September 2016, King County Council approved the Best Starts for Kids (BSK) Implementation Plan, setting in motion the process by which King County is engaging community partners and funding programs. Ordinance 18409, Section 95, Proviso P1 specifies that of the full BSK appropriation:

\$500,000 shall not be expended or encumbered until the executive transmits a proposed supplemental appropriation ordinance for expenditures of Best Start for Kids levy proceeds allocated to the Innovation Fund and the supplemental appropriation ordinance is adopted by the council. The proposed supplemental appropriation ordinance must outline clear, written specifications and an investment process for each Innovation-Fund-contemplated investment strategy to be funded through the supplemental appropriation.

The total amount of the investment for the Innovation Fund is \$1.3 million dollars per year, or \$2.7 million per biennium, that can be distributed to the community if the above appropriations and ordinance expenditures are met.

Rationale for Innovation

The rationale for an innovation fund is embedded within the key strategic frameworks structuring the Best Starts for Kids Implementation Plan.

- **Health and Human Services Transformation:** BSK is rooted in the County's work to transform our approach to health and human services.
- **Equity and Social Justice:** BSK is reflective of the County's commitment to equity and social justice and the work the County is undertaking to impact lives and change inequities by focusing on institutional policies, practices and systems.
- **Science and Research:** BSK maximizes the science and research base to inform strategies across all of our investments.

Real transformation of health and human services in our county—especially with regard to equity and social justice—requires innovation. The BSK Implementation Plan outlines a set of prenatal-to-five strategies, selected for their strong base in research and evidence as well as through the vital input of many community stakeholders, in order to provide a comprehensive continuum of supports to children and families. These include home-based services (including community-based programming); community-based parenting; direct services, including developmental screening, infant mental health and early intervention; workforce development; child care health consultation; and the Help Me Grow systems building. While we know these strategies are critical to supporting positive parent and child outcomes—we also acknowledge that:

- **Evidence-Based and Evidence-Informed Models Do Not Work for All Communities.** Evidence-based and or evidence-informed programming is important for our work. However, evidence-based and evidence-informed programs have infrequently been researched in marginalized communities, which often have different needs and resources.

Without strong alignment or “fit” between what a community needs and what an evidence-based program provides, these models are likely to be ineffective.

- **Communities are Best at Identifying their Challenges and Solutions.** Communities know the challenges they face, and the resources and methods they need to create change; however, there are rarely resources available to build, improve, and sustain those solutions.
- **Systems Take Time to Change.** As we work to make changes at the systems level in alignment with the transformation plan and equity and social justice, we need the insight and recommendations of those who are impacted by the systems to support restructure and change.

Stakeholder Involvement:

The Innovation Fund Plan incorporates a science-based approach for supporting the development of innovations and includes an RFP process for investments in communities, projects and programs. It was developed through a collaborative process with the following stakeholders:

- **Community.** The community provided strong guidance and input to support more flexible approaches to serving community need.
- **Children and Youth Advisory Board (CYAB) Prenatal-to-Eight Committee.** The Prenatal-to Eight Committee partnered with staff to develop the concepts and approaches for innovative investments.
- **Cross Departmental Prenatal-to-Five Team.** Programmatic staff in Department of Community and Human Services (DCHS) and Public Health—Seattle & King County (PHSKC), provided operational expertise and assurance that the funding process aligns within the BSK plan.

Innovation Funding and Support Approach

A. Goals

The Best Starts for Kids Innovation Fund seeks to invest in projects that meet one or more of the following goals:

- **Strengthen and/or amplify** a program, strategy or system change that is new, developing, or engaging in substantive adaptation that provides a solution identified by the community and/or those experiencing the problem.
- **Build knowledge about what works, for whom and why** through documentation and evaluation of strategies or programs in order to increase effectiveness and explore replicability.
- **Improve equity** by ensuring that programs meet the needs of marginalized communities, including communities of color, refugee and immigrant communities, LGBTQ communities, and those with special needs.
- **Address emergent challenges or capitalize on emergent opportunities** as the County advances the Best Starts for Kids Implementation Plan.

B. Eligibility Criteria

- **Eligible Entities**

Innovation Fund dollars are available to the following entities: community-based organizations, including advocacy organizations, school districts, schools, Educational Service Districts and universities.

- **Eligible Projects**

A successful project or program will advance the goals outlined in Section A. These new or existing projects or programs would not fit within the BSK prenatal-to-five investment areas outlined in the Implementation Plan (home-based services, community-based supports, child care health consultation, early intervention, universal screening, work force development, or infant mental health) but are linked to the overarching results of BSK. Examples of types of investments include:

- ✓ **New Practices:** Developing new practices that do not have a research base
- ✓ **Adaptations:** Developing a significant adaptation to an already-existing program or strategy to meet the needs of specific communities
- ✓ **Peer Coordination:** Developing formal service provider groups to promote peer capacity-building and learning together on specific topic areas such as equity strategies, trauma-informed approaches, or data use
- ✓ **Systems Connections:** Creating opportunities to strengthen ongoing communication between systems and providers to resolve systems barriers, including ongoing challenges with institutional and structural racism
- ✓ **Others:** Other projects that support achievement of the overarching results of BSK.

C. Approach

Consistent with the BSK Implementation Plan, staff will use an implementation science-informed approach to supporting grantee partners in designing, strengthening, implementing and/or improving on the innovative project or program.

Depending on how fully developed the innovation is, BSK staff across both PHSKC and DCHS will support selected partners by helping to:

- **Develop:** Identify, define and operationalize the core components or “key ingredients” and theory of change (anticipated changes resulting from the work) for the program, strategy or system innovation
- **Plan Implementation:** Develop a phased plan to implement the innovation including infrastructure and ongoing data use
- **Evaluate:** Design and implement evaluation approaches to learn if the innovation is well received by the community served, if it’s working, for whom, and why
- **Improve:** Engage in rapid-cycle continuous improvement and adaptation of the innovation using a “plan, do, study, act” method.

D. Request for Proposal Process

PROCESS: Funds will be allocated via a two-phase request for proposals (RFP) process:

- **Phase One—Planning and Design Grants:** In Phase One, funds will be awarded as small grants of \$5,000 to \$10,000 for 10 to 20 projects. These grants will provide funding to develop the innovation, to conduct implementation planning and to design the evaluation or testing required for rapid-cycle development or improvement of the innovation. Contracts will last for six months.
- **Phase Two—Implementation Grants:** In Phase Two, funds will be awarded for the 10 to 20 projects selected in Phase One, with awards ranging in size from \$25,000 to \$150,000. Funding will be renewable for each project for up to three years. These grants will provide funding to implement the innovation, conduct evaluation and make refinements.

CRITERIA: Through the RFP process, Innovation Fund projects will be evaluated on the following criteria (listed in no particular order), among others, developed by the CYAB Prenatal-to-Eight Committee:

- **Community-Defined Challenge and Solution:** The community is meaningfully engaged to identify the challenge and solution: the project thoughtfully identifies communities needed to create the intended change and includes communities directly affected by the issue.
- **Resourcefulness:** The project leverages existing resources and assets to maximize the most of what the program, strategy or system already has.
- **Shared Learning:** The project demonstrates an approach to, and willingness to learn and document adjustments to, projects that meets emerging needs as well as a willingness to engage in shared learning.
- **Innovation:** The approach reflects community need as identified by the applicant through meaningful engagement and addresses a solution that is more effective, equitable or sustainable than existing approaches.
- **Improve Equity and Social Justice:** The program meets the needs of specific communities of color and/or communities in which typical programming does not meet their needs.
- **Community Informing Policy and Systems:** The approach provides the community an opportunity for informing systems and policy change as identified by the community and those experiencing the problem.

OUTREACH AND TECHNICAL ASSISTANCE (TA): King County will distribute information on the RFP opportunity throughout all of King County, relying on community partnerships to help inform our community members of this funding availability. The BSK team will place a priority on reaching out to historically underserved communities and engaging with the community to ensure wide distribution of the opportunity.

TA will be available to applicants for the Innovation Fund. As with all BSK RFP opportunities, TA can include assistance with describing organizational strengths, services, organizational structure, the role they play in the community, success stories, or other information and content needed to submit a strong proposal for BSK RFPs.

Evaluation

As outlined in the Approach section, BSK evaluators will support the design and implementation of developmental evaluation in order to support development and improvement of the innovation.

In addition, the evaluation team will follow protocol as outlined in the BSK Evaluation and Performance Measurement Plan submitted to County Council on June 30, 2017. As outlined in that plan, each funded programs will identify headline and secondary indicators for their overarching project, and will work with the evaluation team to develop a program evaluation plan, including performance measures for each contract. Please see the evaluation plan for full details.