

REQUEST FOR APPLICATION (RFA)

Home-Based Services Supportive Environments – BSK

RFA Release Date: **March 19, 2024**

Due Date: **April 16, 2024 by 3:00 p.m**

RFA Lead Phillip Thompson - phithompson@kingcounty.gov

Funding: **\$184,152.00**

Submitting an Application

Applications are hereby solicited and will be received using the link below through ZoomGrants no later than 3:00 p.m. on the due date noted above. The services procured through this RFA shall be provided in accordance with the following and the attached instructions, requirements and specifications. Applicants are responsible for regularly checking ZoomGrants for any updates, clarifications, or amendments to this RFA.

Submit applications through ZoomGrants at:

<https://www.zoomgrants.com/gprop.asp?donorid=2209&limited=5209>

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Section I. Introduction

Best Start for Kids Public Health Seattle-King County (PHSKC) is pleased to release this Request for Application (RFA) for Home-Based Services strategy with funding from Best Starts for Kids.

Best Starts for Kids (Best Starts) is King County's community-driven initiative to support every baby born and child raised in King County to be happy, healthy, safe, and thriving. Initially approved by voters in 2015 and in place since 2016, Best Starts invests in comprehensive supports for children, youth, young adults, and families and caregivers, catalyzing strong starts in early childhood, and sustaining those gains as children progress to adulthood. Best Starts was renewed by voters in August 2021. Implementation of Best Starts is guided by the BSK Implementation Plan, approved by the King County Council in November 2021 for Levy 2022-27.

This RFA seeks an organization or partnership of organizations to continue the work started in the first levy of Best Starts for Kids where we developed the home-based services collaborative advisory group comprising of families, community-based organizations, and King County systems partners in order to build the capacity of the home-based services system.

A. Equity and Social Justice

For many in our region, King County is a great place to live, learn, work and play. Yet we have deep and persistent inequities - especially by race and place - that in many cases are getting worse and threaten our collective prosperity. In 2020 Executive Constantine [declared racism as a public health crisis](#) and set forth policy priorities to bolster King County's commitment to being intentionally anti-racist and accountable to Black, Indigenous People, and People of Color. Equity and Social Justice (ESJ) is an integrated part of the County's work and foundational to the work of Best Starts. Our goal is to ensure that all people, regardless of who they are and where they live, have the opportunity to thrive, with full and equal access to opportunities, power, and resources.

For all Best Starts-funded programs, we seek to support community-led and community-informed organizations that are reflective of and embedded in the communities they serve across all aspects of their leadership and service. We further seek to support organizations that recognize and address the disparities that exist in our communities, particularly agencies that serve low-income families, families of color, immigrant, and refugee families, LGBTQ families, families with disabilities, families with foster children, and those geographically isolated – furthering Best Starts' commitment to equity.

Applicants may be asked to demonstrate an understanding and a commitment to the principles of equity and social justice as shown through their staffing and their board, services tailored to community need and commitment to social justice and continuous improvement. One aspect of this work includes understanding – at both a program and system level – structural and institutional racism as it plays out for individuals served through BSK-funded services, and the disparate impacts on individuals' collective experiences and outcomes compared to the population as a whole.

More information about King County's ESJ work is available at:
<https://kingcounty.gov/elected/executive/equity-social-justice.aspx>

Section II. RFA Overview

A. Program Purpose Statement

The Home-Based Services (HBS) strategy provides voluntary, relationship-based support to pregnant people and caregivers of children aged birth to five in the places they live. Home visitors deliver information, resources, and social connections to support healthy births, positive parenting, health education, child development, safe home environments, and school readiness.¹

There are many different home visiting programs or models nationwide and here in King County, each with different focus populations, program components, and intended outcomes. The field of home visiting was initially shaped by the evidence-based practice movement, resulting in the rigorous testing of different home visiting models to determine whether they improve the lives of participating children and families—often in comparison to a control group or matched sample.² For the last several years, there has been a growing national movement -- including our BSK Community-Designed Models approach—that has expanded our understanding of what constitutes evidence to include community led expertise. This movement notes that most evidence-based programs have not been tested in diverse communities and thus are not designed to reach and serve specific community needs. At the same time, advocates in the behavioral health field have identified “community-defined evidence” (CDE) and “practice-based evidence” (PBE) as important types of evidence.

- **Community-defined evidence** refers to a set of practices that communities have used and determined to yield positive results as determined by community consensus over time.
- **Practice-based evidence** refers to local aggregate evidence collected from individual client histories to learn what is happening in community practice.³

These concepts expand a common understanding of “evidence” by including community-based expertise—such as experience, knowledge, and local client data—and shows that “practitioners in the field, families, communities, and diverse cultures serve a vital role” in identifying optimum programs and practices.⁴

Reflecting our values of equity and inclusivity, Best Starts has invested in a range of thirty (30) home-based services across age groups, geography, diversity of communities, service intensity, and types of evidence so that we can meet the range of needs in the County.



¹ Kendrick, D., et al. “Does Home Visiting Improve Parenting and the Quality of the Home Environment?” *Archives of Disease in Childhood*, (2000) pp. 82, 443–451.

² Buyasse, V., & Wesley, P. (Eds.). (2006). *Evidence-Based Practice in the Early Childhood Field*. Washington DC: Zero to Three.

³Lieberman, R., Zubritsky, C., Martinez, K., Massey, O., Fisher, S., Kramer, T., Koch, R., & Obrochta, C. (2010). *Issue brief Using practice-based evidence to complement evidence-based practice in children’s behavioral health*. Atlanta, GA: ICF Macro, Outcomes Roundtable for Children and Families.

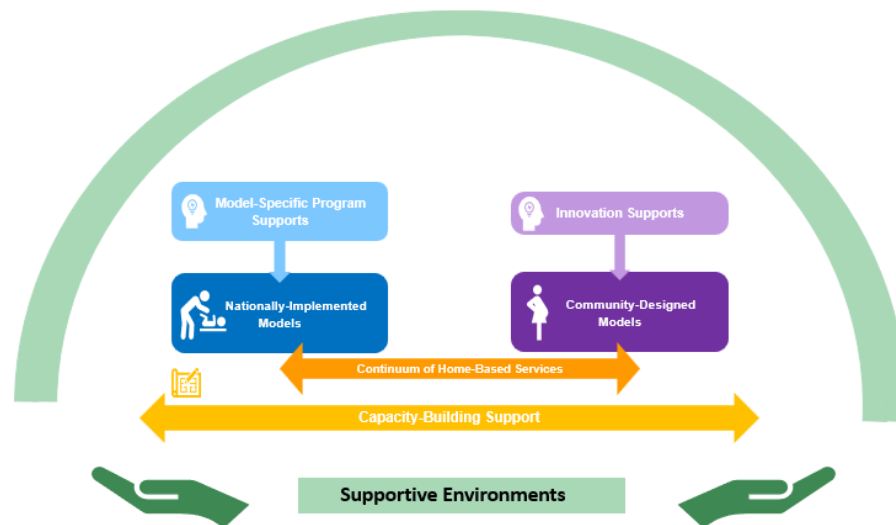
⁴ Lieberman et al., p. 2.

Nationally-Implemented Models use a standardized, well-defined model that has been proven effective through rigorous research design when implemented with fidelity OR use a documented model that has been shown to produce positive outcomes in at least one comparison study.⁵

Community-Designed Models use approaches that are designed for, and/or implemented in, a specific King County community. They are valued by that community, culturally reflective, and/or serve groups for which nationally-implemented models have not been developed.⁶

Support is instrumental to strengthen current implementation and community-driven innovation. To support partnering providers who offer home-based services across the King County community, Best Starts has invested in a group of capacity-building consultants and home visiting model-specific program assistance providers that understand fundamental equity concepts and how they shape the capacity-building efforts. This includes factors such as how disparities and disproportionalities impact small community-based organizations (CBOs) from community furthest from opportunity, the importance of validating deep community knowledge and expertise of community needs and assets, and how power dynamics play out between providers, CBOs, and communities.

B. Background



The context in which home-based services work sits is an essential element for effective implementation. The purpose of this RFA - *Supportive Environments* - is to facilitate the co-development of an environment in which home-based services can thrive. This can be built through implementation-focused teams, strong communication, partnership with communities, and ongoing use of data improvement to support effective practices.⁷ This RFA is seeking a facilitator able to assemble and hold space for a home-based services collaborative advisory group as well as to work with this group of representatives to identify home-based services community priorities, actionable next steps and support the implementation of their goals.

⁵ To develop terms and criteria for the Home-Based Services strategy, BSK has adapted the “FRIENDS National Resource Center for CBCAP Evidence-Based and Evidence-Informed Programs” [\[LINK\]](#) definitions and criteria using a practice-based evidence lens. BSK has intentionally chosen not to use the term “promising practice” because the term: (a) Undermines already-existing local data on the impact of the program AND/OR (b) Implies that the program has not yet been tested using a Randomized Control Trial when not all successful models wish to pursue an RCT due to ethical and other issues.

⁶Lieberman et al.

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In 2018 the need for a home-based services collaborative advisory group was identified and in 2019 the “Core Leadership Group” was formed. Each month families, providers, and systems partners came together to discuss challenges, learn from each other, identify opportunities for change, collaboration, and growth. This group explored the variety of home-based service models, roles, and structures. They identified programmatic and policy priorities to support the wellbeing staff, and to make resources more accessible to families. They identified a language access gap in tools and trainings and brought this to the attention of national models, guided the use of interpretation dollars from Best Starts Home-Based Services strategy and identified key professional development opportunities. Together they explored success and challenges navigating COVID-19 restrictions and resource scarcity, and informed Best Starts Home-Based Services strategy’s response to COVID-19. Over the following three years, the group also discussed goals such as becoming a formal advisory board, creating a Community of Practice to support provider wellbeing and effective service provision, as well as structural changes to ensure voices furthest from opportunity are embedded within home-based services systems.

The Core Leadership Group aimed to identify the conditions that best support home-based services as a field, the programs and providers implementing home-based services across King County, and the communities and families impacted by these services. In 2022, the group’s facilitation contract concluded. *Supportive Environments (RFA)* is the opportunity to reopen this space for change. The next steps require respecting the history and accomplishments of the original Core Leadership Group and holding space for the current and future needs of the King County home-based services community. Looking forward, on behalf of the recommendations of the original Core Leadership Group, this RFA aims to reassemble a home-based services collaborative advisory group and support them in their identified priorities, goals, and next steps.

This unique role of facilitator aims to work collectivity with home-based families, providers, and systems partners to identify and change the larger systems and environmental conditions that impact the delivery of home-based services. This facilitator will grow the capacity of the home-based services system by providing a platform for authentic input and feedback from families and providers on various aspect of the field, such as local policies, services, and initiatives. This feedback will be valuable to inform decision-making and improvements within the Best Starts’ Home-Based Services strategy. This facilitator will also grow capacity of the home-based services system by supporting this collaborative advisory group in identifying priorities, next steps, and actions as a group to best support thriving home-based services program delivery and prenatal to five families across the community.

C. The Request

Improving outcomes for families and children requires not only strong programs and sound implementation, but also supportive environments—systems and environmental conditions that facilitate programs in doing their work and meeting community needs. This RFA is seeking a facilitator able to assemble and hold space for a home-based services collaborative advisory group. In addition, the facilitator will work collaboratively to harness the agency of this group to identify home-based services community priorities and support the implementation of their goals. This facilitator must be able to bring individuals from diverse communities and approaches together in dialogue about deeply personal topics. The core of this facilitator’s work will be to center and support the group’s identified needs, priorities, and next steps.

This funding opportunity builds upon the work initiated by the 2018-2022 Core Leadership Group to build a formal, sustained, and more equitable mechanism for gathering input, feedback and action

from the home-based services community of families and providers. This group will identify and articulate the needs and goals of the wider home-based services community across King County and take steps to make change in a community-driven way. Their voice will inform decision-making and improvements within the Best Starts' Home-Based Services strategy. This group will also grow the capacity of the home-based services system in the steps they identify and take to create change.

1. Scope of Work:

The facilitating organization or partnership of organizations selected will:

- Conduct outreach, recruit, assemble and convene the home-based services collaborative advisory group including families and providers with representation from diverse communities and across King County.
 - o Honor the work begun during the 2018-2022 Core Leadership Group, and
 - o Be open to continued growth and change according to the needs and goals of the current home-based services community.
- Formalize the group by developing values, operating procedures, roles, and regular meetings.
- Gather input and feedback of the group to equitably inform decisions about:
 - o The Best Starts Home-Based Services strategy.
 - o Improving service coordination amongst home-based services providers.
 - o Coordinated system development.
 - o Specific model considerations.
 - o Integration of racial justice, equity and cultural competency strategies.
 - o Emergent community priorities.
- Provide a platform and support for the group to pursue home-based services community priorities. This may include:
 - o Implementing community of practice(s).
 - o Growing opportunities for increased community partnership, connection, and collaboration.
 - o Facilitating the identification of emergent needs, system learning and action steps to address them.
- Implement a culturally responsive data collection process that:
 - o Maintains authentic family and community voice to better understand the needs and goals of the home-based services community,
 - o Identifies preferred processes, practices and next steps, and
 - o Informs system growth, policy and practice improvement.
- Participate in review of Best Starts Home-Based Services data and collaborate on continuous quality improvement steps with Best Starts team.
- Participate in data collection efforts by the Best Starts evaluation team.
- Participate in regular project management meetings with Best Starts staff.

2. Outcomes

The organization or partnership of organizations selected will focus on developing and sustaining the home-based services collaborative advisory group comprised of families, community-based organizations, and King County Systems partners. This will build and support the capacity of the HBS system by providing ongoing input and feedback on system decisions and improvements.

D. Program Budget

All applicants will complete a 3-year program budget which will include all costs for implementation covering proposed goals, activities, and outcomes. See Section IV. Available Funding for distribution of funding across the contracting years.

Applicants must consider the following while completing the budget:

- Costs are reasonable and justified.
- Budget is complete and aligns with proposed activities.

Section III. Agency Eligibility

Organization Types: This announcement is open to not-for-profit organizations, community-based organizations, tribes and tribal organizations, schools and school districts, and public or governmental agencies serving communities in King County. Small non-profits and community-based organizations are encouraged to submit applications.

Partnerships: Partnerships are eligible to apply. One organization must agree to serve as the lead and contract administrator.

Applicants must meet the following minimum qualifications:

- 3 years of experience working within King County
- Demonstrated experience coordinating and facilitating workgroups, coalitions and/or other community-led projects.

Section IV. Available Funding

PHSKC has the budgeted amount not to exceed one-hundred eighty-four thousand, one-hundred fifty-two dollars and zero cents (\$184,152.00) for this project. To be included in consideration, applicants should not budget for or request more than \$184,152.00 from this Best Starts RFA.

Considerations:

- Any contract awarded as a result of this procurement is contingent upon the availability of funding.
- PHSKC reserves the right to not award all funds advertised in this RFA.
- Applicants are expected to estimate and develop a **3-year budget** covering proposed goals, activities, and outcomes by application submitted. See Section VI, Application Process

A. Funding Opportunity

Funds will be provided for the period of July 1, 2024 through June 30, 2027 with the possibility of extension contingent upon contracts being in good standing and funding availability.

Applicant selected will receive \$184,152.00. This includes \$25,000.00 for **start-up costs** and \$159,152.00 in **base funds** to coordinate and operate the project.

- **Start-Up Funds:** Provide dollars for the organization or partnership of organizations selected to acquire resources and build infrastructure necessary to operate the project. This may include activities related to outreach, recruitment, data collection set-up, needs assessment and/or other justified costs associated with the group’s initial development and formation. **These funds will be issued only during the first three months of the award and are not renewable.**
- **Base Funds:** Provide dollars for the organization or partnership of organizations selected to commit staff time and capacity, as well as implement a core set of goals and activities. These funds will be awarded through this RFA and will be renewable annually based on performance and continued availability of funds.

The distribution of funding during the contracting period will be as follow:

	Jul-Dec 2024	Jan-Dec 2025	Jan-Dec 2026	Jan-Jun 2027
Start-Up Funds	\$25,000.00 over a period of 3 moths 07/01/24 – 09/30/24	Not Applicable	Not Applicable	Not Applicable
Base Funds	\$26,000.00	\$52,236	\$53,508.00	\$27,408.00

B. Funding Priorities

In alignment with the BSK Equity and Social Justice framework and values, this RFA will prioritize organizations that:

- **Demonstrate Experience Providing the Type of Services Proposed:** Applicant must value and utilize co-creation and partnership methods in developing and improving programs and strategies. This includes a demonstrated history of building intentional partnership with community, honoring community-led approaches and recognizing community expertise. Skills include expertise in group facilitation and using regular processes for soliciting family, programmatic, and community input on needs and services.
- **Demonstrate Readiness:** Applicant must have expertise in the following elements:
 1. Working with organizations that have a range of different capacities and cultural and linguistic assets.
 2. Implementation science or other methods and best practices in organization development, capacity building, and/or technical assistance.
 3. Culturally responsive data collection, analysis, and communication
- **Demonstrate a History of Embeddedness in Communities in King County.** This includes applicants that are connected to, reflective of, and/or demonstrate a history of collaborative engagement with communities facing significant disparities by race and place.

Section V. RFA Process

A. Timeline

The following timeline represents the tentative schedule of the entire RFA process, from solicitation to program implementation. The dates listed here are subject to change. Applicants are responsible for monitoring ZoomGrants for any changes prior to the submittal deadline.

RFA Issued	March 19, 2024
Information Session Webinar Session link: https://kingcounty.zoom.us/j/83585692458 Passcode: 2024	March 28 th (10:30-11:30am)
Final day to submit questions via ZoomGrants	April 9, 2024
Applications due	April 16, 2024 by 3:00 p.m.
Responses reviewed and rated	April 19, 2024 through May 4, 2024
Interviews with Applicants (if requested by review panel)	May 6, 2024 through May 8, 2024
Notification of selected and non-selected applicants	Late May, 2024
Contract negotiations with selected applicants	June, 2024
Anticipated program/contract start date	July 1, 2024

B. Questions

Interested parties may submit questions in writing prior to the date and time indicated in the RFA schedule through the Contact Admin tab in ZoomGrants. The PHSKC response to all questions received will be posted as an RFA addendum on ZoomGrants.

If potential Applicants experience technical difficulties with ZoomGrants leading up to the due date, please email your Application to the RFA Coordinator directly to avoid a late submission.

Applicants are encouraged to complete their applications early to avoid any difficulties or errors in submission. PHSKC is not responsible for any technical difficulties that an applicant may experience, and late submissions may result in rejection of application.

C. Information Session for Applicants

A pre-application information session is scheduled to be held at the date and time indicated in the schedule. The location of the pre-application conference will be via Zoom. **Link:** <https://kingcounty.zoom.us/j/83585692458>. **Passcode: 2024**. All prospective Applicants should attend; however, attendance is not mandatory.

PHSKC will only be adhere to the PHSKC -written answers to questions. Questions arising at the pre-application conference or in subsequent communication with the RFX Coordinator will be documented and answered in written form. A copy of the questions and answers will be posted as an RFX amendment on ZoomGrants. applicants are responsible to check ZoomGrants for any posted amendments to this RFX.

D. Communication

1. RFA Communication

All RFA documents will be uploaded through ZoomGrants.

The RFA Lead is the sole point of contact for this procurement. All communication regarding the subject matter of this opportunity between the applicants and PHSKC upon release of this RFA must be through ZoomGrants or RFA Lead, as follows:

Phillip Thompson

RFA Lead

phithompson@kingcounty.gov

Any other communication will be considered unofficial and non-binding on PHSKC. Applicants are to rely on written statements issued by the RFA Lead. Communication directed to parties other than the RFA Lead on this opportunity may result in disqualification of the applicant.

2. Applicant Communication

Unless otherwise requested, letters and other transmittals pertaining to this RFA will be issued to the e-mail address noted in the applications created within ZoomGrants. If other personnel should be contacted via e-mail in the evaluation of this application, or to be notified of evaluation results, please complete the information in the area provided in ZoomGrants.

Section VI. Application Process

Responses are hereby solicited and will be received using the link below through ZoomGrants no later than 3:00 p.m. on the due date noted on this RFA. Responders are responsible for regularly checking ZoomGrants for any updates, clarifications or amendments.

Note: Applicants bear the risk that technical difficulties may result in late or undelivered applications. Therefore, applicants are encouraged to submit materials through ZoomGrants on a timely basis, and to reach out to ZoomGrants as noted on this RFA early in the process if encountering technical

difficulties. If the issue cannot be addressed through ZoomGrants, then reach out to the procurement lead as noted on this RFA.

Submit applications through ZoomGrants at:
<https://www.zoomgrants.com/gprop.asp?donorid=2209&limited=5209>

Complete application packages will include the following:

- Complete answers to all scored questions;
- Answers to Summary Questions (unscored);
- Zip code question on ZoomGrants
- Complete budget template (unscored)

Section VII. Selection Process

A. Rating Criteria

Responsive applications will be reviewed strictly in accordance with the requirements stated in this RFA.

All applications received by the stated deadline will be reviewed by the RFA Lead to ensure that the applications contain all the required information requested in the RFA. Only responsive applications that meet the threshold requirements will be evaluated by the PHSKC designated review panel. Any applicant who does not meet the stated qualifications or any application that does not contain all the required information may be rejected as incomplete.

The RFA Lead may, or their sole discretion, contact the applicant for clarification of any portion of the applicant’s application. Proposers/Applicants/Bidders should take every precaution to ensure that all answers are clear, complete, and directly address the specific requirement.

Applications will be reviewed and evaluated by a review panel. The process for choosing projects will include evaluation of the narrative and accompanying documents, and potentially, interviews. Below are the selection criteria that will be used during the evaluation process.

Knowledge and Experience Applying Key Frameworks Questions	Qualifications addressed within high confidence responses	Points
<p>1. Describe your organization’s mission and how the work described in this application is aligned with this RFA and Best Starts for Kids’ values (Happy, Healthy, Safe and Thriving). Alternatively, if applying in partnership, describe all organizations’ missions and how this partnership is aligned with this RFA and BSK’ values. (See Section II.A Program Purpose</p>	<ul style="list-style-type: none"> • Demonstrate how equity practices are embedded within applicant’s organizational approach and practices. • Demonstrate understanding of and capacity to apply core equity concepts. 	10

Statement and Section II.B Background)		
<p>2. How does your organization/partnership integrate race, equity and cultural competency frameworks and practices into your capacity-building and technical assistance strategies? Provide clear examples.</p>	<ul style="list-style-type: none"> • Demonstrate understanding of and ability to integrate principles of racial justice, equity, culture competency into practice. • Demonstrate how principles and practices of racial justice, equity, culture competency can be integrated into capacity building and technical assistance strategies. • Ability to clearly describe strategies, approaches, and impact with effective storytelling. 	10
<p>3. How does your organization/partnership integrate implementation science OR other relevant organizational development frameworks and practices into your capacity-building and technical assistance strategies? Provide clear examples.</p>	<ul style="list-style-type: none"> • Demonstrate understanding of key implementation science frameworks or other relevant capacity-building frameworks and practices and technical assistance strategies. • Provide concrete examples of providing responsive technical assistance, consultation and/or capacity building supports to diverse partners. • Articulate the benefits for capacity-building support recipients. • Ability to clearly describe strategies, approaches, and impact with effective storytelling. 	10
Supportive Environments Questions	Qualifications addressed within high confidence responses	Points
<p>4. Describe your organization’s experience building the capacity of and coordinating councils, coalitions or advisory groups. What strategies do you use to engage systems partners, community-based organizations, and families in:</p> <ul style="list-style-type: none"> a) Building a membership group with representation from many different communities b) Holding a safe space for participants that honors and recognizes power differentials and intragroup dynamics c) Regular participation in activities 	<ul style="list-style-type: none"> • Ability to clearly describe strategies, approaches, and impact with effective storytelling. • Demonstrated experience identifying needs on the terms of the community, honoring community expertise and following community-driven approaches. • Demonstrated understanding of change management processes and complex project management. • Ability to provide clear examples of how the applicant has applied best practices. This includes examples related to: 	30

<p>d) Soliciting input and feedback from group members</p> <p>e) Building consensus, shared understanding, or effectively managing and communicating different issues on a position</p> <p>f) Developing shared agendas, goals and action planning</p> <p>g) Implementing culturally relevant data collection processes to secure feedback from providers and families</p>	<p>a) engaging diverse membership</p> <p>b) attending to power differentials</p> <p>c) building an engaged and inclusive culture</p> <p>d) effectively soliciting and collecting input to inform systems improvements</p> <p>e) building consensus or managing different positions</p> <p>f) formalizing collaborative groups using tools such as terms of reference, agendas, planning tools</p> <p>g) culturally relevant data processes</p> <p>** Note: the context or program area of examples do not have to be within home-based // home visiting services.</p>	
<p>5. Describe your experience and leadership in the early learning field, the King County Community and/or home-based services, as relevant. Attach one letter of support from a relevant partner.</p>	<ul style="list-style-type: none"> • Provide clear examples that show a history and experience of working in the early learning field, King County community, and/or home-based services landscape. • Demonstrate knowledge of key organizations and or/individuals in the field. Describe relevant system partners. • Demonstrate a track record of leadership in the early learning field, King County community and/or home-based services landscape. • Demonstrate how leadership is informed by equity principles. Equity principals are understood and embedded throughout experience, partnership and leadership. • Ability to clearly describe strategies, approaches, and impact with effective storytelling. • Information is verified by a support letter. 	<p>10</p>
<p>6. Propose a work plan for how you would coordinate a home-based services collaborative advisory group and meet the responsibilities outlined in the “Supportive Environments” scope of work detail. Please describe:</p> <p>a) Key activities and timelines,</p>	<ul style="list-style-type: none"> • Demonstrate comprehensive and reasonable visioning and planning from ideation to implementation. • Demonstrated attention to detail. • Ability to hold the interactions of multiple internal and external factors. 	<p>20</p>

<ul style="list-style-type: none"> b) Staffing capacity and structure to execute on the work, and c) Project management tools you would use to manage to deliverables. d) What potential partners would you include? 	<ul style="list-style-type: none"> • Realistic time planning and strategy phasing. • Clarity in communication of ideas, concepts and workplace. • Demonstrated understanding of how equity is embedded within all facets of the work. • Demonstrated understanding of approaches that are responsive and welcoming to engage diverse partners. • Provide a detailed plan for how to accomplish the scope of work within the contract period. <ul style="list-style-type: none"> ○ The plan outlines the overall approach as well as discreet strategies and activities. ○ The plan directly addresses equity considerations. ○ Proposed timelines support these activities. ○ The application includes activities relating to formalizing collaborative advisory groups. ○ Partners include diverse representation including organizations that can support direct family participation. 	
<p>7. What challenges do you anticipate? How will you address those challenges?</p>	<ul style="list-style-type: none"> • Demonstrate ability to anticipate challenges from a strengths-based perspective. • Demonstrated ability to maintain flexibility and navigate change. • Propose effective, responsive strategies for addressing challenges. 	<p>10</p>

B. Review Process

Review panels may consist of King County staff, external subject matter experts, evaluators, community members, advisory board members, participants with lived experience, and members or designees of the King County Council (who will serve as nonvoting members). PHSKC values the perspectives of community members, including those with lived experience. All efforts will be made to include individuals representing the community. Following application review, applicants may be asked to participate in an interview with the review panel prior to final scoring of applications.

The RFA review panel will score each application based on the rating criteria described in this Section. Rating Criteria, of this RFA and create a ranking of applications based on highest to lowest scoring. The score will be a key factor used by the RFA rating panel to develop recommendations on the selection of applications to the County.

C. Selection Process

Final selection of awardees will be made by King County division and department directors based upon recommendations from the review panel and based upon equity and geographic considerations to ensure services are responsive to funding priorities and community need. The PHSKC reserves the right to make such selections based on the best interests of King County, and as a result, may not select the highest scoring or lowest cost application for award, and it will execute contracts based upon the final selections.

D. Funding Allocation and Contract Negotiations

PHSKC anticipates that requests for funding from the pool of selected applicants may exceed the total dollar amount of funding available through this RFA. If this occurs, the County reserves the right to enter discussions with applicants to assess if proposed services and activities can be scaled to match the dollar amount offered by the County. If the application is not scalable, or the applicant rejects the dollar amount offered by the County, the County reserves the right, to withdraw the funding offer to the applicant, and enter discussions with other high-ranking RFA applicants. Contract negotiations and development will begin when a funding amount for each application has been reached between the applicant and the County.

Section VIII. Glossary of Terms

A list of general procurement and contract definitions can be found here: [Contract Glossary](#). All other definitions specific to this RFA are as follows:

Best and Final Offer (BAFO)

Community-Based Organization (CBO): a public or private organization that is representative of a community or significant segments of a community and committed to a community's health, well-being, and empowerment and/or provides human services to individuals in the community.

Community-Defined Evidence: A set of practices that communities have used and determined to yield positive results as determined by community consensus over time.

Community-Designed Models: Use approaches that are designed for a specific community. They should be valued by that community, embedded in cultural and social conditions, and/or address populations for which Nationally-Implemented Models (Evidence-Based Programs and Evidence-Informed Programs) have not yet been developed.

Comparison Study: Is the act of comparing two or more things with a view to discovering something about one or all of the things being compared. Comparison studies are investigations to

analyze and evaluate, with quantitative and qualitative methods, a phenomenon and/or facts among different areas, subjects, and or objects to detect similarities and/or differences.

Control Group: A control group is used in an experiment as a way to ensure that the experiment actually works. A control group consists of participants who do not receive any experimental treatment. The control participants serve as a comparison group. The control group is matched as closely as possible to the experimental group, including age, gender, social class, ethnicity, etc. The difference between the control group and the experimental group is that the control group is not exposed to the independent variable, that is thought to be the cause of the behavior being investigated.

Contractor: Term used within the King County DCHS Boilerplate Agreement, signifying the entity awarded funding in consideration for the performance of certain services and as described in the resulting contract.

Design: The process or act of imagining and creating meaningful responses to challenges. Activities may include listening to community, reviewing data, brainstorming ideas, and visioning what a program might look like.

Development: The process or act of clearly defining program characteristics, often through materials such as a theory of change. Activities may include drafting program curriculum, outlining the basics of what the program provides, and/or creating a clear way to communicate what the program is.

Disparity: Disparity describes a situation or condition in which unequal opportunities, rights, benefits, incentives are afforded to some but not to others due to their membership or non-membership to a particular class, gender, age group or race, resulting in unequal outcomes between privileged and marginalized groups.

Disproportionality: Overrepresentation or underrepresentation of a group compared to its percentage in the general population.

Equity: means giving everyone what they need to be successful as opposed to equality which means treating everyone the same.

Equity, as defined by the Children and Youth Advisory Board:

- Equity is an ardent journey toward well-being as defined by the affected
- Equity demands sacrifice and redistribution of power and resources in order to break systems of oppression, heal continuing wounds, and realize justice
- To achieve equity and social justice, we must first root out deeply entrenched systems of racism
- Equity proactively builds strong foundations of agency, is vigilant for unintended consequences, and boldly aspires to be restorative
- Equity is disruptive and uncomfortable and not voluntary
- Equity is fundamental to the community we want to build

Evaluation Plan: Outlines key questions seeking to learn about the program services and impact; identifies how evaluation learnings will be used, and what specific tools and approaches will be taken to collect data.

Evidence-Based Programs: Use a standardized, well-defined model that has been proven effective through rigorous research design when implemented with fidelity.

Evidence-Informed Programs: Use a documented model that has been shown to produce positive outcomes in at least one comparison study.

Home-Based Services: A type of relationship-based support provided to expecting parents and parents of children birth to age 5 where they live.

Home Visiting: A type of family support provided to parents of children prenatal to age 5, in which trained home visitors provide services and supports for parents and children where they live. Home visiting services are:

- ⇒ **Regular**—A home visitor provides services in the home with a standard frequency, such as weekly, biweekly, or monthly
- ⇒ **Sustained**—Services typically last between nine months and five years
- ⇒ **Relationship-based**—Families experience changes through cultivation of the relationship between the home visitor and parent/caregiver and the parent/caregiver and the child
- ⇒ **Standardized**—Follow written guidelines and/or a curriculum that specify how the home visiting program should be delivered

Implementation: The process or act of delivering the intended program services, often using key materials such as a theory of change or curriculum, etc. as a guide.

Indicator: Population-level measure that will be used to assess the health or well-being of children, youth and families throughout King County.

Innovation: The process of designing, planning, installing, and piloting something new. Innovation can also be an approach, program, project, policy, etc. that is new, adapted, or applied within a new context.

Installation: The phase of preparation for first implementing a program. This may include necessary planning (e.g., policies and processes in place, etc.) and capacity building (e.g. staff hiring and training, etc.) in order to successfully begin delivering a program.

Nationally-Implemented Model: Uses a standardized, well-defined model that has been proven effective through rigorous research design when implemented with fidelity OR use a documented model that has been shown to produce positive outcomes in at least one comparison study.

Practice-Based Evidence: Local aggregate evidence collected from individual client histories to learn what is happening in community practice.

Racial Equity: Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. When using the term, BSK is thinking about racial equity as one part of racial justice, and thus identifying the need to address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them⁸.

Relationship-Based: Establishing and maintaining safety, consistency, and trust in relationships and partnerships through mutually accountable, transparent, responsive, and customized-to-context

⁸ <https://www.racialequitytools.org/glossary> (link from King County site: <https://kingcounty.gov/elected/executive/equity-social-justice/tools-resources/Racial-Justice.aspx>)

communication and support (Omwale Satterwhite & Teng, 2007), being a part of a particular community to whom you are accountable to and with whom you have relationships.

ZoomGrants: an online application portal where applicants can access and view RFA information and submit bids for programs/services outlined in the RFA.

Section IX. RFA and Contract Terms

A. RFA Terms

i. Revisions to the RFA

If PHSKC determines in its sole discretion that it is necessary to revise any part of this RFA, an addendum to this RFA will be posted on ZoomGrants. For this purpose, the published questions and answers and any other pertinent information will also be provided as an addendum to the RFA and will be placed on ZoomGrants.

PHSKC also reserves the right to cancel or to reissue the RFA in whole or in part, prior to execution of a contract.

ii. Cost to Apply

PHSKC will not be liable for any costs incurred by the applicant in preparation of a application submitted in response to this RFA, in conduct of a presentation, or any other activities related in any way to this RFA.

iii. No Obligation to Contract

This RFA does not obligate PHSKC to enter into any contract for services specified herein.

iv. Rejection of Applications

PHSKC reserves the right, at its sole discretion, to reject any and all applications received without penalty and not to issue any contract as a result of this RFA.

v. Best and Final Offer (BAFO)

PHSKC reserves the right to use a BAFO before awarding any contract to further assist in determining the successful Proposers/Applicants/Bidders. Terms of the BAFO will be communicated by the RFA Coordinator.

vi. Award

Final selection of awardee may be made by King County division and department directors based upon final calculations and recommendations from the RFA review panel. PHSKC will execute contracts based upon the final selections.

PHSKC intends to award one contract to potential Proposers/Applicants/Bidders. The RFA Coordinator will notify all Proposers/Applicants/Bidders in writing of the acceptance or rejection of their RFA. Written notification will be sent via email to the email address(s) submitted on the application.

vii. Protest

King County has a process in place for receiving protests / Appeals based upon the RFx or contract awards. The protest / Appeal procedures are available at <http://www.kingcounty.gov/depts/finance-business-operations/procurement/for-business/do-business/protest.aspx>.

B. Contract Terms

i. King County Boilerplate

Organizations awarded through this procurement process will contract with King County PHSKC. Funded organizations will be required to meet baseline requirements, including insurance, equal employment opportunity, record keeping, and more. See a sample of the department's standard services contract boilerplate with terms and conditions [here](#).

A contract may be negotiated with the applicants(s) whose application would be most advantageous to King County in the opinion of the PHSKC, all factors considered.

The contents of the selected applicant's application shall become contractual obligations if a contract ensues.

A contract between the selected applicant(s) and King County shall include the contract instrument, the original RFx as issued by King County, the response to the RFx, and any other documents mutually agreed upon. The contract must include, and be consistent with, the specifications and provisions stated in the RFx.

ii. Equity and Social Justice

In order to effectively operate and provide services within a culturally responsive framework, an organization shall intentionally consider equity and integrate it into its values and principles, decisions and policies. King County expects funded organizations to incorporate an equity lens in their service delivery models and administration in order to challenge systemic and structural inequality, reduce prejudice and racism, and advance equity. As part of this effort, organizations will be asked to provide individual-level demographic information (including zip codes) to inform analysis and understanding of barriers created by institutional racism. See Section V.D., CONTRACT REQUIREMENTS: Data Collection and Reporting below

iii. Performance Measurement and Evaluation

The primary purpose of performance measurement and evaluation is to use data to inform ongoing work, understand which activities are effective and why, and support shared and transparent responsibility for your programs' success. Another key purpose is to comply with initiative reporting requirements and offer transparency to the public about the programs we fund and their outcomes. If awarded funds through this RFx, there is an expectation that awardees will collect data aligned with the goals of this RFx.

Best Starts will work in partnership with funded organizations to develop a performance measurement and evaluation plan for funded programs. The plan will include key performance measures, type of data collection (individual identifiable or deidentified client-level, aggregate, and/or qualitative data), additional external evaluation activities if applicable, and quality improvement activities.

Part of the process of developing performance measurement plans will be conversations about program goals and how to know if participants are “better off”. What change is your program trying to create and why? What will tell us when program adjustments are necessary? How will we know that the adjustments are working?

Performance measures are developed in partnership by the funded organization with King County and are informed by the program’s model and purpose. As programs grow and evolve within the award period, King County staff will be available to make any necessary adjustments to the evaluation plan in collaboration with the funded organization. Programs which set performance targets may collect baseline data in advance of target-setting.

Partners that are awarded funding will be asked to provide input for an existing performance measurement plan that answers these three questions using the following measures how much, how well and is anyone better off.

Partners that are awarded funded will be asked to create a performance measurement plan that answers these three questions:

1. How many people/organizations were served/reached by this program, or how many services were provided?
2. How well did your program serve the community?
3. How are those you served better off?

iv. Data Collection and Reporting

Data collection types detailed in the evaluation plan may include:

1. Individual-Level Data

When appropriate for the program model, individual-level data will be reported by the funded program and will typically be reported quarterly or semiannually.

Individual-level data elements may include individual demographics (including age, gender, race/ethnicity, and zip codes), basic information about services provided, survey information from regular times during program participation (for example at program entry and exit), and individual outcomes. Individual-level data is typically reported through King County’s Client Outcomes Reporting Engine, also known as CORE.

2. Aggregate-Level Data

When appropriate for the program model, aggregate-level data will be reported by the funded program and will typically be reported quarterly.

Aggregate-level data may include demographics (including age, gender, race/ethnicity, and zip codes), basic information about services provided, and outcome information of those services.

3. Qualitative Data

When appropriate for the program model, qualitative data (such as from focus groups, open-ended surveys and questionnaires, and interviews) may be reported by the funded program.

4. Narrative Reports

Funded organizations will also submit semiannually or annual narrative reports to share information about successes, challenges, system change efforts and other requested information.

v. Public Records Act

1. Washington State Public Records Act (RCW 42.56) requires public organizations in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the Act or are otherwise privileged.
2. All submitted applications and RFX materials become public information and may be reviewed by anyone requesting to do so at the conclusion of the RFX, negotiation, and award process. This process is concluded when a signed contract is completed between the County and the selected applicant.
3. Applications submitted under this RFX shall be considered public documents and with limited exceptions, applications that are recommended for contract award will be available for inspection and copying by the public.

If a applicant considers any portion of his/her application to be protected under the law, the applicant shall clearly identify on the page(s) affected such words as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET." The applicant shall also use the descriptions above in the following table to identify the effected page number(s) and location(s) of any material to be considered as confidential. If a request is made for disclosure of such portion, the County will review the material in an attempt to determine whether it may be eligible for exemption from disclosure under the law. If the material is not exempt from public disclosure law, or if the County is unable to make a determination of such an exemption, the County will notify the applicant of the request and allow the applicant ten (10) days to take whatever action it deems necessary to protect its interests. If the applicant fails or neglects to take such action within said period, the County will release the portion of the application deemed subject to disclosure. By submitting an application, the applicant assents to the procedure outlined in this paragraph and shall have no claim against the County on account of actions taken under such procedure. Please notify the County of your needs through the Contact Admin tab in ZoomGrants and reference the table information below:

Type of Exemption	Beginning Page / Location	Ending Page / Location

vi. American with Disabilities Act

King County complies with the Americans with Disabilities Act (ADA). Applicants may contact the RFX Coordinator to receive materials for this RFX in alternative formats, such as Braille, large print, audio tape, or computer disc.

vii. Language Accessibility

Upon request, this RFX can be made available in other languages.

Section X. List of Attachments

Please reference the **ZoomGrants Library** for the following attachments:

- A. Summary Questions or Agency Level Questions
- B. Narrative Questions
- C. Budget Template