King County

Services Contract

THIS CONTRACT # 5678187 ("Contract") is entered into by **KING COUNTY,** Washington, (the "County"), and the Forum for Youth Investment (the "Contractor"), whose address is 7064 Eastern Avenue NW, Washington DC 20012. The County is undertaking certain activities related to, Youth Action Plan planning process and, the County desires to engage the Contractor to provide Work in connection with such undertakings of the County,

NOW, THEREFORE, in consideration of payments, covenants, and agreements hereinafter mentioned, to be made and performed by the parties hereto, the parties covenant and do mutually agree as follows:

I. CONTRACT DOCUMENTS

The Contractor shall provide all Work described in this Contract, which consists of the following documents and attached exhibits, each of which are made a part hereof by this reference in the following order of precedence:

1. Contract Amendment(s)
2. Contract, which consists of this page, the Terms and Conditions, and the following:
   - ☒ Scope of Work .... Exhibit A
   - ☐ Price Attachment .... Exhibit B
   - ☒ Consultant Disclosure Form (if applicable) .... Exhibit C
   - ☒ Certificate(s) of Insurance and Policy Endorsement .... Exhibit D
   - ☐ Other Exhibits and attachments (if applicable)
3. Request for Proposal (as modified by any addenda)
   - ☒ King County Request for Proposal #5678187 .... Exhibit E
4. Contractor's Proposal
   - ☒ YAP Proposal .... Exhibit F
5. Other Exhibits
   - ☒ W-9, Equal Benefits Compliance Worksheet, Ordinance 17738 .... Exhibit G

II. CONTRACT TERM

This Contract shall be effective when countersigned by King County and shall expire on May 30, 2015, unless extended or terminated earlier pursuant to the terms and conditions of this Contract.

III. CONTRACT AMOUNT

The County shall reimburse the Contractor upon Acceptance of the Work specified in this Contract an amount not to exceed $175,000.

COMPANY NAME	**KING COUNTY**
______________________	______________________
Authorized Signature	Authorized Signature
______________________	**Larry Phillips, Council Chair, District 4**
Name and Title (Print or Type)	Name and Title (Print or Type)
Date Accepted: ______________	Date Accepted: ______________
	Approved as to form King County Council Chief Legal Counsel **James L. Brewer -** ______________________

TERMS AND CONDITIONS

SECTION 1 DEFINITIONS

1.1 Definitions

Words and terms shall be given their ordinary and usual meanings. Where used in the Contract documents, the following words and terms shall have the meanings indicated. The meanings shall be applicable to the singular, plural, masculine, feminine and neuter of the words and terms.

ACCEPTANCE OR ACCEPTED -	A written determination by the County that the Contractor has completed the Work in accordance with the Contract.
CONTRACT AMENDMENT -	A written change to the Contract modifying, deleting or adding to the terms and conditions or Scope of Work, signed by both parties, with or without notice to the sureties.
CONTRACTOR -	The individual, association, partnership, firm, company, corporation, or combination thereof, including joint ventures, contracting with the County for the performance of Work under the Contract.
DAY -	Calendar day.
KCC -	The King County Code.
PERSON -	Includes individuals, associations, firms, companies, corporations, partnerships, and joint ventures.
PROJECT MANAGER -	The individual designated by the County to manage the project on a daily basis and who may represent the County for Contract administration.
RCW -	The Revised Code of Washington.
SCOPE OF WORK (SOW) -	An exhibit to the Contract consisting of a written description of the Work to be performed.
SUBCONTRACTOR -	The individual, association, partnership, firm, company, corporation, or joint venture entering into an agreement with the Contractor to perform any portion of the Work covered by this Contract.
WORK -	Everything to be provided and done for the fulfillment of the Contract and shall include services, goods and supplies specified under this Contract, including Contract Amendments.

SECTION 2 GENERAL PROVISIONS

2.1 Administration

The Contractor shall be responsible for performing the Work. The County is not a party to defining the division of Work between the Contractor and its Subcontractors, if any.

The Contractor represents that it has or shall obtain all personnel, materials and equipment required to perform the Work under this Contract.

2.2 Acceptance of Work

Upon completion of the Contract or a purchase order issued under the Contract, the Contractor shall give the County written "notice of completion" of Work. The County shall review the Work for Acceptance. In addition, the County may Accept Work by phase or milestone. In such case, the Contractor will give the County written "notice of completion" of Work related to a specific phase or milestone following the Contractor's completion of all such Work in accordance with the payment schedule and delivery requirements in the Contract.

2.3 Warranty

Contractor warrants that the Work shall in all material respects conform to the requirements of this Contract. Contractor further warrants that qualified professional personnel with in-depth knowledge shall perform the Work in a timely and professional manner, and that the Work shall conform to the standards generally observed in the industry for similar Work.

2.4 Payment Procedures; Prompt Payment of Subcontractors

For Work Accepted by the County the Contractor shall furnish invoices to King County Accounts Payable, M/S MLK-ES-0320, 401 – Fifth Avenue, Seattle, WA 98104. All invoices shall include: purchase order and/or contract number, invoice date, number, and total. For each item invoiced, provide the complete description of the products, services, phases or milestones Accepted, hours worked and Contract hourly rates, or authorized fees.

The County will not be bound by prices contained in an invoice that are higher than those in Exhibit A, Scope of Work, or if not used as part of this Contract, then the current price list for this Contract approved by the County. Within thirty (30) Days after receipt of an invoice, the County shall pay the Contractor for Accepted Work, upon acceptance of payment Contractor waives any claims for the Work covered by the invoice.

If the Contractor is registered with the State of Washington it shall add all applicable State sales or use taxes to each invoice and upon receipt of the payment promptly remit appropriate amounts to the State of Washington, or the County will make payment directly to the State.

The Contractor agrees to pay each Subcontractor under this Contract for satisfactory performance of its Subcontract within ten (10) Days from the receipt of each payment the Contractor receives from the County.

2.5 Pricing

Prices shall remain firm for the duration of the Contract. The Contractor may request a price change(s) in writing delivered to the county. The Contractor shall provide documentation satisfactory to the County in support of its request, such as changes to the Producers Price Index for the commodity, the Consumer Price Index for the Seattle-Tacoma-Bremerton area, or a manufacturer's published notification of price change(s). The County reserves the right, in its sole discretion, to grant the request as submitted, engage the Contractor in a discussion about modifications to the request, or deny the request in its entirety. Any change in pricing granted by the County shall be affected through a Contract Amendment instituting the price adjustment and establishing an effective date.

2.6 Shipping Charges OPTIONAL

Intentionally deleted

2.7 Contract Amendment

All changes to the Contract shall be made in writing through a Contract Amendment. No oral statement or other conduct by the County shall change or modify the Contract. The

County may perform an analysis of cost, price or schedule to determine the reasonableness of the proposed change to the Contract.

2.8 Changed Requirements

New federal, state and county laws, regulations, ordinances, policies and administrative practices may be established after the date this Contract is established and may apply to this Contract. To achieve compliance with changing requirements, the Contractor agrees to accept all changed requirements that apply to this Contract and require Subcontractors to comply with revised requirements as well. Changed requirements shall be implemented through Section 2.7, Contract Amendment.

2.9 Taxes, Licenses, and Certificate Requirements

If, for any reason, the Contractor's required licenses or certificates are terminated, suspended, revoked or in any manner modified from their status at the time this Contract becomes effective, the Contractor shall notify the County immediately of such condition in writing. The Contractor and Subcontractor(s) shall maintain and be liable for payment of all applicable taxes (except sales/use taxes), fees, licenses permits and costs as may be required by applicable federal, state or local laws and regulations as may be required to provide the Work under this Contract.

2.10 Notices

Unless otherwise specified in the Contract, all notices or documentation required or provided pursuant to this Contract shall be in writing and shall be deemed duly given when received at the addresses first set forth below via certified or registered first class mail, return receipt requested, personal delivery or electronic mail. However, if any of the following occur: "notice to cure" a default, Contractor communication in connection with an alleged default, or notice of termination, such notice or communication shall only be delivered personally, or by certified or registered first class mail, return receipt requested.

KING COUNTY	CONTRACTOR
Project Manager – Kelli Carroll	Elizabeth Gaines
Senior Principal Legislative Analyst	Vice President, Policy Solutions
516 3rd Avenue Room 1200	7064 Eastern Avenue NW
Seattle, WA 98104	Washington DC, 20012
206-477-0876	202.207.3714
kelli.carroll@kingcounty.gov	Elizabeth@ForumFyi.org
	202.207.3329

2.11 Certification Regarding Debarment, Suspension and Other Responsibility Matters

If this Contract is a covered transaction for purposes of federally funded grant requirements, the Contractor is required to verify that none of the Contractor, its principals, as defined at 49 CFR 29.995, or affiliates, as defined at 49 CFR 29.905, are excluded or disqualified as defined at 49 CFR 29.940 and 29.945. The Contractor is required to comply with 49 CFR 29, Subpart C and must include the requirement to comply with 49 CFR 29, Subpart C in any lower tier covered transaction it enters into. By signing and submitting this Contract, the Contractor certifies as follows:

The certification in this clause is a material representation of fact relied upon by King County. If it is later determined that the Contractor knowingly rendered an erroneous certification, in addition to remedies available to King County, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment. The Contractor agrees to comply with the requirements of 49 CFR 29, Subpart C while performing this Contract and further agrees to include a provision requiring such compliance in its lower tier covered transactions.

SECTION 3 LEGAL RELATIONS; INDEMNITY AND INSURANCE

3.1 Independent Status of Contractor

In the performance of this Contract, the parties shall be acting in their individual, corporate or governmental capacities and not as agents, employees, partners, joint ventures, or associates of one another. The parties intend that an independent contractor relationship shall be created by this Contract. The Contractor shall be responsible for all federal and/or state tax, industrial insurance, wages, benefits, or other compensation by or on behalf of the Contractor and its employees. The Contractor shall not make any claim of right, privilege or benefit which would accrue to an employee under chapter 41.06 RCW or Title 51 RCW.

3.2 Indemnification and Hold Harmless

To the maximum extent permitted by law and except to the extent caused by the sole negligence of the County, the Contractor shall indemnify and hold harmless the County, its officers, agents and employees, from and against any and all suits, claims, actions, losses, costs, penalties and damages of whatsoever kind or nature arising out of, in connection with, or incident to the Work provided by or on behalf of the Contractor. This indemnification obligation shall include, but is not limited to, all claims against the County by an employee or former employee of the Contractor or its Subcontractors, and the Contractor, by mutual negotiation, expressly waives all immunity and limitation on liability, as respects the County only, under any industrial insurance act, including Title 51 RCW, other Worker's Compensation act, disability benefit act, or other employee benefit act of any jurisdiction which would otherwise be applicable in the case of such claim. In addition, the Contractor shall protect and assume the defense of the County and its officers, agents and employees in all legal or claim proceedings arising out of, in connection with, or incidental to such Work; and shall pay all defense expenses, including reasonable attorney's fees, expert fees and costs incurred by the County on account of such litigation or claims. In the event that the County incurs any judgment, award and/or expense or cost, including attorney fees, arising from the provisions of this Section 3.2, or to enforce the provisions of this Section 3.2, any such judgment, award, fees, expenses and costs shall be recoverable from the Contractor.

The indemnification, hold harmless, protection and defense obligations contained herein shall survive the expiration, abandonment or termination of this Contract.

Nothing contained within this Section 3.2 shall affect and/or alter the application of any other section contained within this Contract.

3.3 Insurance Requirements

Upon execution of this Contract, the Contractor, at its own cost, shall have procured and will maintain for the duration of this Contract, insurance as specified in the Minimum Scope and Limits of Insurance. The Contractor shall furnish the County with certificates of insurance and endorsements required by this Contract. The County reserves the right to require complete, certified copies of all required insurance policies at any time.

Each insurance policy shall be written on an "occurrence" form; except that professional liability, errors and omissions , will be acceptable on a "claims made" form.

If coverage is approved and purchased on a "claims made" basis, the Contractor warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period, if such extended coverage is available, for not less than three years from the date of completion of the Work which is the subject of this Contract.

By requiring such minimum insurance coverage, the County shall not be deemed or construed to have assessed the risks that may be applicable to the Contractor under this Contract. The Contractor shall assess its own risks and, if it deems appropriate and/or prudent, maintain greater limits and/or broader coverage.

Nothing contained within these insurance requirements shall be deemed to limit the scope, application and/or limits of the coverage afforded, which coverage will apply to each insured to the full extent provided by the terms and conditions of the policy(s). Nothing contained within this provision shall affect and/or alter the application of any other provision contained within this Contract.

A. Minimum Scope and Limits of Insurance

The Contractor shall maintain limits no less than,

1. General Liability: $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage, and for those policies with aggregate limits, a $2,000,000 aggregate limit. CG 00 01 current edition, including Products and Completed Operations
2. Professional Liability, Errors and Omissions: N/A Per Claim and in the Aggregate
3. Automobile Liability: N/A combined single limit per accident for bodily injury and property damage. CA 0001 current edition, Symbol 1.
4. Workers' Compensation: Statutory requirements of the State of residency, and
5. Employers' Liability or "Stop Gap" coverage: $1,000,000

B. Other Insurance Provisions and Requirements

The insurance coverage(s) required in this Contract are to contain, or be endorsed to contain the following provisions:

All Liability Policies except Workers Compensation and Professional Liability:

1. The County, its officers, employees and agents are to be covered as additional insureds as respects liability arising out of activities performed by or on behalf of the Contractor in connection with this Contract. Such coverage shall be primary and non-contributory insurance as respects the County, its officers, officials, employees and agents. Additional Insured Endorsement shall be included with the certificate of insurance, "CG 2010 11/85" or its equivalent is required. **The County requires this Endorsement to complete the Contract.**

All Policies:

a. The Contractor's insurance coverage shall apply separately to each insured against whom a claim is made and/or lawsuit is brought, except with respect to the limits of the insurer's liability.
b. Any deductibles or self-insured retentions must be declared to, and approved by, the County. The deductible and/or self-insured retention of the policies shall not limit or apply to the Contractor's liability to the County and shall be the sole responsibility of the Contractor

c. Coverage shall not be suspended, voided, canceled, reduced in coverage or in limits, until after forty-five (45) Days prior written notice, has been given to the County.

d. Insurance coverage is to be placed with insurers with a Bests' rating of no less than A: VIII, or, if not rated with Bests', with minimum surpluses the equivalent of Bests' surplus size VIII.

Professional Liability, Errors and Omissions insurance coverage may be placed with insurers with a Bests' rating of B+:VII. Any exception must be approved by the County.

If at any time any of the foregoing policies fail to meet minimum requirements, the Contractor shall, upon notice to that effect from the County, promptly obtain a new policy, and shall submit the same to the County, with the appropriate certificates and endorsements, for approval.

C. Subcontractors

The Contractor shall include all Subcontractors as insureds under its policies, or shall furnish separate certificates of insurance and policy endorsements for each Subcontractor. **Insurance coverages provided by Subcontractors as evidence of compliance with the insurance requirements of this Contract not provided by the Contractor, shall be subject to all of the requirements stated herein.**

D. Work Site Safety

The Contractor shall have the "right to control" and bear the sole responsibility for the job site conditions, and job site safety. The Contractor shall comply with all applicable federal, state and local safety regulations governing the job site, employees and Subcontractors. The Contractor shall be responsible for the Subcontractor's compliance with these provisions.

SECTION 4 CONFLICTS OF INTEREST AND NON-COMPETITIVE PRACTICES

4.1 Conflicts of Interest and Non-Competitive Practices

A. Conflict of Interest - By entering into this Contract to perform Work, the Contractor represents that it has no direct or indirect pecuniary or proprietary interest, and that it shall not acquire any such interest, that conflicts in any manner or degree with the Work required to be performed under this Contract. The Contractor shall not employ any Person or agent having any conflict of interest. In the event that the Contractor or its agents, employees or officers hereafter acquires such a conflict of interest, it shall immediately disclose such conflict to the County. The County shall require that the Contractor take immediate action to eliminate the conflict.

B. Contingent Fees and Gratuities - By entering into this Contract to perform Work, the Contractor represents that:

1. No Persons except as designated by Contractor shall be employed or retained to solicit or secure this Contract with an agreement or understanding that a commission, percentage, brokerage, or contingent fee would be paid.
2. No gratuities, in the form of entertainment, gifts or otherwise, were offered or given by the Contractor or any of its officers, agents, employees or representatives, to any official, member or employee of the County or other governmental agency with a view toward securing this Contract or securing favorable treatment with respect to

the awarding or amending, or the making of any determination with respect to the performance of this Contract.

3. Any Person having an existing contract with the County or seeking to obtain a contract who willfully attempts to secure preferential treatment in his or her dealings with the County by offering any valuable consideration, thing or promise, in any form to any County official or employee shall have his or her current contracts with the County canceled and shall not be able to bid on any other County contracts for a period of two (2) years.

C. Disclosure of Current and Former County Employees - To avoid any actual or potential conflict of interest or unethical conduct:

1. County employees or former County employees are prohibited from assisting with the preparation of proposals or contracting with, influencing, advocating, advising or consulting with a third party, including Contractor, while employed by the County or within one (1) year after leaving County employment if he/she participated in determining the Work to be done or processes to be followed while a County employee.

2. Contractor shall identify at the time of offer current or former County employees involved in the preparation of proposals or the anticipated performance of Work if awarded the Contract. Failure to identify current or former County employees involved in this Contract may result in termination of this Contract.

3. After Contract award, the Contractor is responsible for notifying the County's Project Manager of current or former County employees who may become involved in the Contract any time during the term of the Contract.

SECTION 5 RECORDS AND AUDITS

5.1 Retention of Records, Audit Access and Proof of Compliance with Contract

A. Retention of Records

The Contractor and its Subcontractors shall maintain books, records and documents of its performance under this Contract in accordance with generally accepted accounting principles. The Contractor shall retain for six (6) years after the date of final payment under the Contract all financial information, data and records for all Work.

B. Audit Access

The Contractor shall provide access to its facilities, including those of any Subcontractors, to the County, the state and/or federal agencies or officials at all reasonable times in order to monitor and evaluate the Work provided under this Contract. The County shall give reasonable notice to the Contractor of the date on which the audit shall begin.

5.2 Audit Exception

The Contractor agrees that it is financially responsible for and will repay the County all indicated amounts following an audit exception that occurs due to the negligence, intentional act and/or failure for any reason to comply with the terms of this Contract by the Contractor, its officers, employees, agents, and/or representatives. This duty to repay shall survive the expiration or termination of this Contract.

5.3 Federal Funding Audit

If the Contractor expended a total of $500,000.00 or more in federal awards during its fiscal year, and is a non-profit organization, and is, under this Contract, carrying out or administering a program or portion of a program, it shall have an independent audit conducted in accordance with OMB Circular A-133 , which shall comply with the requirements of GAAS (generally accepted auditing standards), GAO's Government Audit Standards and OMB Circular A-133, as amended and as applicable. Contractors expending federal awards from more than one source shall be responsible for determining if the combined financial awards are equal to or greater than $500,000.00. The Contractor shall provide one copy of the audit report to each County division providing federal awards to the Contractor no later than nine (9) months subsequent to the end of the Contractor's fiscal year.

5.4 Public Records Requests

This Contract shall be considered a public document and will be available for inspection and copying by the public in accordance with the Public Records Act, chapter 42.56 RCW (the "Act").

If the Contractor considers any portion of any record provided to the County under this Contract, whether in electronic or hard copy form, to be protected under law, the Contractor shall clearly identify each such portion with words such as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET." If a request is made for disclosure of such portion, the County will determine whether the material should be made available under the Act. If the County determines that the material is subject to disclosure, the County will notify the Contractor of the request and allow the Contractor ten (10) business days to take whatever action it deems necessary to protect its interests. If the Contractor fails or neglects to take such action within said period, the County will release the portions of record(s) deemed by the County to be subject to disclosure. The County shall not be liable to the Contractor for inadvertently releasing records pursuant to a disclosure request not clearly identified by the Contractor as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET."

SECTION 6 INTELLECTUAL PROPERTY

6.1 Patents, Copyrights and Rights in Subject Data

Any patentable result or materials suitable for copyright arising out of this Contract shall be owned and retained by the County. The County in its sole discretion shall determine whether it is in the public's interest to release or make available any patent or copyright.

The Contractor agrees that the ownership of any plans, drawing, designs, Scope of Work, computer programs, technical reports, operating manuals, calculations, notes and other work submitted or which is specified to be delivered under this Contract, whether or not complete (referred to in this subsection as "Subject Data") shall be vested in the County.

All such Subject Data furnished by the Contractor pursuant to this Contract, other than documents exclusively for internal use by the County, shall carry such notations on the front cover or a title page (or in such case of maps, in the name block), as may be requested by the County. The Contractor shall also place its endorsement on all Contractor-furnished Subject Data. All such identification details shall be subject to approval by the County prior to printing.

The Contractor shall ensure that the substance of foregoing subsections is included in each subcontract for the Work under this Contract.

6.2 Nondisclosure of Data

Data provided by the County either before or after Contract award shall only be used for its intended purpose. Contractors and Subcontractors shall not utilize nor distribute the County data in any form without the prior express written approval of the County.

6.3 Non-Disclosure Obligation

While performing the Work under this Contract, the Contractor may encounter personal information, licensed technology, drawings, schematics, manuals, data and other materials described as "Confidential", "Proprietary" or "Business Secret". The Contractor shall not disclose or publish the information and material received or used in performance of this Contract. This obligation is perpetual. The Contract imposes no obligation upon the Contractor with respect to confidential information which the Contractor can establish that: a) was in the possession of, or was rightfully known by the Contractor without an obligation to maintain its confidentiality prior to receipt from the County or a third party; b) is or becomes generally known to the public without violation of this Contract; c) is obtained by the Contractor in good faith from a third party having the right to disclose it without an obligation of confidentiality; or, d) is independently developed by the Contractor without the participation of individuals who have had access to the County's or the third party's confidential information. If the Contractor is required by law to disclose confidential information the Contractor shall notify the County of such requirement prior to disclosure.

SECTION 7 NONDISCRIMINATION

7.1 Nondiscrimination and Equal Employment Opportunity

A. Nondiscrimination in Employment

During performance of this Contract, the Contractor agrees that it will not discriminate against any employee or applicant for employment because of the employee or applicant's sex, race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression or age except by minimum age and retirement provisions, unless based upon a bona fide occupational qualification.

B. Equal Employment Opportunity Efforts

The Contractor will undertake, and require all Subcontractors to undertake equal employment opportunity efforts to ensure that applicants and employees are treated, without regard to their sex, race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression or age. Equal employment opportunity efforts shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeships. The Contractor agrees to post, and to require Subcontractors to post in conspicuous places available to employees and applicants for employment notices setting forth this nondiscrimination clause. In accordance with KCC 12.16.010.J, "equal employment opportunity efforts" shall mean active efforts to ensure equal opportunity in employment that is free from all forms of discrimination.

Ref: KCC 12.16.020.

C. Equal Benefits to Employees with Domestic Partners

Pursuant to Ordinance 14823, King County's "Equal Benefits" (EB) ordinance, and related administrative rules adopted by the County Executive, as a condition of award of a contract valued at $25,000 or more, the Contractor agrees that it shall not discriminate in the provision of employee benefits between employees with spouses, and employees with domestic partners during the performance of this Contract. Failure to comply with this provision shall be considered a material breach of this Contract, and may subject the Contractor to administrative sanctions and remedies for breach.

When the contract is valued at $25,000 or more, the Contractor shall complete a Worksheet and Declaration form for County review and acceptance prior to Contract execution. The EB Compliance forms, Ordinance 14823 (which is codified at KCC Chapter 12.19), and related administrative rules are incorporated herein by reference. They are also available online at: http://www.kingcounty.gov/operations/procurement/Services/Equal_Benefits.aspx

D. Nondiscrimination in Subcontracting Practices.

During the term of this Contract, the Contractor shall not create barriers to open and fair opportunities to participate in County contracts or to obtain or compete for contracts and subcontracts as sources of supplies, equipment, construction and services. In considering offers from and doing business with subcontractors and suppliers, the Contractor shall not discriminate against any person because of their sex, race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression or age except by minimum age and retirement provisions, unless based upon a bona fide occupational qualification.

E. Compliance with Laws and Regulations.

The Contractor and all Subcontractors shall comply fully with all applicable federal, state and local laws, ordinances, executive orders and regulations that prohibit discrimination. These laws include, but are not limited to, Chapter 49.60 RCW, Titles VI and VII of the Civil Rights Act of 1964, the American with Disabilities Act, and the Restoration Act of 1987. KCC chapters 12.16, 12.17 and 12.18 are incorporated herein by reference and the requirements in these code sections shall specifically apply to this Contract. The Contractor and all Subcontractors shall further comply fully with any equal opportunity requirements set forth in any federal regulations, statutes or rules included or referenced in the contract documents.

F. Small Contractors and Suppliers Policy.

Policy. It is King County policy that Small Contractors and Suppliers (SCS) have equitable opportunities to participate in the performance of goods and services contracts issued by King County, and that contractors and subcontractors shall afford equal opportunity in employment while providing supplies and services for and to King County.

Inquiries and Information Regarding King County Certified SCS Firms. Direct inquiries on how to apply for SCS certification, or obtain a list of King County Certified Firms to the King County Business Development and Contract Compliance (BDCC) office by telephone at 206-263-9734. Information about becoming a King County Certified SCS Firm, as well as a Directory of King County Certified Firms is available at: http://www.kingcounty.gov/bdcc.

Definitions. The following definitions shall apply throughout this Section.

1. "Administrator" means the Director of Finance.
2. "Certified SCS Firm" means a business that has applied for participation in King County's Contracting Opportunities Program, and has been certified as an SCS by the King County BDCC office.

3. "Small Contractor or Supplier" or "(SCS)" means that a business and the person or persons who own and control it are in a financial condition, which puts the business at a substantial disadvantage in attempting to compete for public contracts. The relevant financial condition for eligibility under the Contracting Opportunities Program is based on a dollar ceiling for standard business classifications that is set at fifty percent (50%) of the Federal Small Business Administration (SBA) small business size standards using the North American Industrial Classification System (NAICS), and an Owners' Personal Net Worth less than $750K dollars.

G. Required Submittals During Work.

The Contractor shall collect, enter, submit and update the submittals listed below for itself, its Subcontractors and any sub tier Subcontractors and suppliers to BDCC using the Contracts and Apprenticeship Report Tracking Services (CARTS) online reporting website located at http://www.kingcounty.gov/bdcc. Report forms are available on the website. Assistance may be obtained by contacting BDCC staff at 206-263-9734.

1. Subcontractor List. The Contractor shall create and maintain a master list of all Subcontractors on this Contract, the Contractor shall continually maintain the Subcontractors and Suppliers.
2. Contractor Payments. The Contractor shall enter and submit the amount received from the County for itself and the amounts paid by the Contractor to all Subcontractors, including Certified SCS Firms. Entries shall be entered in CARTS on a monthly basis.
3. Final Affidavits of Amounts Paid. Upon completion of the Work and as a condition precedent to final payment, the Contractor shall upload a Final Affidavit of Amounts Paid electronically using CARTS. Identify amounts paid to each firm that performed Work on this Contract.

H. Compliance with Section 504 of the Rehabilitation Act of 1973, as amended (Section 504) and the American with Disabilities Act of 1990 as amended (ADA).

Pursuant to Title II of the ADA, and Section 504, King County must not discriminate against people with disabilities in providing services, programs or activities even if those services, programs or activities are carried out by contractors. The Contractor agrees that it shall provide all programs, services, and activities to County employees or members of the public under this Contract in the same manner as King county is oblicated to under Title II of the ADA, and Section 504 and shall not deny participation of the benefits of such services, programs, or activities to people with disabilities on the basis of such disability. Failure to comply with this Section 7.1.H shall be a material breach of, and grounds for the immediate termination of, this Contract.

The Contractor agrees to provide to persons with disabilites access to programs, activities and services provided under the Contract, as required by the disability access laws as defined by KCC 12.16.

The Contractor shall not discriminate against persons with disabilities in providing the Work. In any subcontracts for the programs, activities and services under their Contract, the Contractor shall include the requirement that the Subcontractor provide to persons with disabilities access to programs, activities and services provided under the Contract, as required by the disability access laws as defined by KCC 12.16; that the Subcontractor shall not discriminate against persons with disabilities in providing the Work under the Contract; and that the Subcontractor shall provide that the County is a third party beneficiary to that required provision.

I. Sanctions for Violations - Any violation of the mandatory requirements of the provisions of this Section shall be a material breach of Contract, for which the Contractor may be subject to damages, withholding payment and any other sanctions provided for by Contract and by applicable law.

SECTION 8 CLAIMS AND APPEALS / DISPUTE RESOLUTION

8.1 Claims and Appeals

The Contractor shall address claims for additional time or compensation under the Contract in writing to the Buyer and Project Manager within ten (10) Days of the date in which the Contractor knows or should know of the basis for the claim. Claims shall be accompanied by supporting documentation and citation to applicable provisions in the Contract documents. The County reserves the right to request additional documentation necessary to adequately review the claim. No claim by the Contractor shall be allowed if asserted after final payment under this Contract. The Buyer and Project Manager shall ordinarily respond to the Contractor in writing with a decision issued jointly, but absent such written response, the claim shall be deemed denied upon the tenth (10th) Day following receipt by the Buyer and Project Manager of the claim, or requested additional documentation, whichever is later.

In the event the Contractor disagrees with the determination of the Buyer and Project Manager, the Contractor shall, within five (5) Days of the date of such determination, appeal the determination in writing to the Procurement and Contract Services Section Manager. Such written notice of appeal shall include all information necessary to substantiate the appeal. The Procurement and Contract Services Section Manager shall review the appeal and make a determination in writing, which shall be final. Appeal to the Procurement and Contract Services Section Manager on claims for additional time or compensation shall be a condition precedent to litigation.

At all times, the Contractor shall proceed diligently with the performance of the Contract and in accordance with the direction of the Buyer or Project Manager. Failure to comply precisely with the time deadlines under this Section 8.1 as to any claim and appeal shall operate as a waiver and release of that claim and appeal and an acknowledgment of prejudice to the County.

8.2 Mediation and Arbitration

If a dispute arises out of or relates to this Contract, or the breach thereof, including any Contractor claim, that is not resolved through the required claims and appeal process set forth in Section 8.1, the parties may, upon mutual agreement, endeavor to settle the dispute in an amicable manner by mediation or other agreed form of alternative dispute resolution process prior to commencing litigation.

8.3 Applicable Law and Forum

This Contract shall be governed by and construed according to the laws of the State of Washington. Any claim or suit between the parties arising out of this Contract may only be filed and prosecuted in King County Superior Court or U.S. District for the Western District of Washington, in Seattle.

SECTION 9 TERMINATION

9.1 Termination for Convenience/Default/Non-Appropriation

A. Termination for Convenience

This Contract may be terminated by the County without cause, in whole or in part, upon providing the Contractor ten (10) Days' advance written notice of the termination. If the Contract is terminated pursuant to this Section 9.1.A, the County will be liable only for payment in accordance with the terms of this Contract for Work performed and Accepted prior to the effective date of termination.

B. Termination for Default

If the Contractor does not perform the Work, ,or the Contractor fails to perform in the manner called for in the Contract, or if the Contractor fails to comply with any material provisions of the Contract, the County may terminate this Contract, in whole or in part, for default as follows:

1. A "notice to cure" shall be served on the Contractor by certified or registered first class mail in accordance with Section 2.10. The Contractor shall have ten (10) Days from the date of receipt to cure the default or provide the County with a detailed written plan for review and acceptance, which indicates the time and methods needed to bring the Work into compliance and cure the default.
2. If the Contractor has not cured the default or the plan to cure the default is not acceptable to the County, the County may terminate the Contract by serving a "notice of termination" in accordance with Section 2.10 setting forth the manner in which the Contractor is in default and the effective date of termination.
3. The Contractor shall only be paid for Work performed and Accepted less any damages to the County caused by or arising from such default. All termination payment requests are subject to an analysis of cost or price by the County to verify compliance with the Contract, applicable laws and regulations.
4. The termination of this Contract shall in no way relieve the Contractor from any of its obligations under this Contract nor limit the rights and remedies of the County hereunder in any manner.

C. Termination for Non-Appropriation

1. If expected or actual funding is withdrawn, reduced or limited in any way prior to the termination date set forth in this Contract or in any Contract Amendment hereto, the County may, upon written notice to the Contractor, terminate this Contract in whole or in part.

   If the Contract is terminated pursuant to this Section 9.1.C: 1) the County shall be liable only for payment in accordance with the terms of this Contract for Work performed and Accepted prior to the effective date of termination; and, 2) the Contractor shall be released from any obligation under this Contract affected by the termination or a related purchase order to provide further Work pursuant to the Contract.
2. Notwithstanding any provision to the contrary, funding under this Contract beyond the current appropriation year is conditional upon the appropriation by the County Council of sufficient funds to support the Work described in this Contract. Should such an appropriation not be approved, the Contract shall terminate at the close of the current appropriation year.

SECTION 10 MISCELLANEOUS

10.1 Other Public Agency Orders

Other federal, state, county and local entities may utilize the terms and conditions established by this Contract if agreeable to all parties. The County does not accept any responsibility or involvement in the purchase orders or contracts issued by other public agencies.

10.2 Assignment

Neither party shall assign any interest, obligation or benefit under or in this Contract or transfer any interest in the same, whether by assignment or novation, without prior written consent of the other party. If assignment is approved, this Contract shall be binding upon and inure to the benefit of the successors of the assigning party. This provision shall not prevent Contractor from pledging any proceeds from this Contract as security to a lender so long as King County Policy Fin10-1 (AP), section 6.1.3 is followed. If an assignment is approved, it shall be effective upon the posting of all required bonds, securities and the like by the assignee and the written agreement by assignee to assume and be responsible for the obligations and liabilities of the Contract, known and unknown, and applicable law.

10.3 Force Majeure

The term "force majeure" shall include, without limitation by the following enumeration: acts of nature, acts of civil or military authorities, terrorism, fire, accidents, shutdowns for purpose of emergency repairs, industrial, civil or public disturbances, causing the inability to perform the requirements of this Contract. If any party is rendered unable, wholly or in part, by a force majeure event to perform or comply with any obligation or condition of this Contract, upon giving notice and reasonably full particulars to the other party, such obligation or condition shall be suspended only for the time and to the extent commercially practicable to restore normal operations. In the event the Contractor ceases to be excused pursuant to this provision, then the County shall be entitled to exercise any remedies otherwise provided for in this Contract, including termination for default.

10.4 Recycled Products Policy

Contractors able to supply products containing recycled and environmentally preferable materials that meet performance requirements are encouraged to offer them in bids and proposals.

The Contractor shall use recycled paper for all printed and photocopied documents related to the submission of this solicitation and fulfillment of the Contract and shall, whenever practicable, use both sides of the paper.

Ref: KCC 10.16 & King County Executive Policy CON 7-1-2.

********Use 10.5 when contractor may encounter health information*********

10.5 HIPAA – Protecting Patient Privacy

This section intentionally deleted

10.6 No Third Party Beneficiary

This Contract is for the sole and exclusive benefit of the County and the Contractor and shall not create a contractual relationship with, or cause of action in favor of, any third parties.

10.7 Severability

Whenever possible, each provision of this Contract shall be interpreted to be effective and valid under applicable law. If any provision is found to be invalid, illegal or unenforceable, then such provision or portion thereof shall be modified to the extent necessary to render it legal, valid and enforceable and have the intent and economic effect as close as possible to the invalid, illegal and unenforceable provision.

10.8 Non-Waiver of Breach

No action or failure to act by the County shall constitute a waiver of any right or duty afforded to the County under the Contract; nor shall any such action or failure to act by the County constitute an approval of, or acquiescence in, any breach hereunder, except as may be specifically stated by the County in writing.

End Of Terms And Conditions

King County Youth Action Plan
Scope of Work

Overview

On January 21, 2014, the Metropolitan King County Council approved legislation calling for the development of a Youth Action Plan ("YAP") that will set King County's priorities for serving infants through young adults. The Youth Action Plan will guide and inform the County's annual investment of more than $75 million in services and programs serving infants through young adults. The Youth Action Plan is to be developed by an appointed Task Force comprised of representatives from a broad range of organizations and entities with substantial expertise and knowledge relevant to children and youth, but that is also diverse in its views and experiences, including but not limited to geographic, racial, and ethnic diversity.

Monthly payments under this Agreement will be based upon the King County Council Project Team's ("Project Team") acceptance of the deliverables, milestones, and tasks furnished by the Consultant as outlined below.

Structure and Roles

Task Force: An appointed Task Force has been charged with developing and submitting to the Council and Executive a proposed Youth Action Plan. The Task Force is comprised of a wide array of individuals with significant experience and relevant expertise in matters involving children and youth.

Consultant: It is the role of the Consultant retained by the King County Council to complete the scope of work described below to assist the Task Force in meeting its charge The Consultant's work assignments, priorities and deliverables will be directed, managed and approved by the King County Council' s Project Team. The Consultant will from time to time engage local sub-contractors to complete aspects of the scope of work described below. The Consultant shall make, coordinate and monitor the work assignments and priorities of sub-contractors in its sole discretion.

King County Council Project Team: The King County Council's Project Team will provide project management and staffing to the Task Force and shall have final approval authority regarding acceptance of deliverables. The Project Team is designated by the Council's Chief of Staff.

Communication and Project Monitoring

It is the responsibility of both parties to jointly review progress on deliverables, milestones, and tasks associated with the scope of work identified below. The progress shall be reviewed at least monthly by each party, following receipt by the Council of each monthly invoice. In the event that either party raises a concern with regard to scope, schedule, deliverables, milestones, tasks, or resources, the parties shall confer and discuss potential resolution of the concern. In the event that either party believes that a contract amendment is needed, either party may propose an amendment which shall be considered under the contract amendment process outlined in section 2.7 of contract #5678187.

Consultant Scope of Work

1. *Develop an Initial Work Plan.* In consultation with the Project Team, the Consultant will develop a proposed work plan for the work of the Task Force, outlining a potential schedule and topics to be covered at Task Force meetings, as well as a schedule for the Consultant's community outreach, research, and report drafting. The initial work plan will be submitted to

the Project Team not later than May 16, 2014. The Project Team should review and approve or, if necessary, request adjustments to the initial work plan not later than May 23, 2014. The Project Team and Consultant will review and, when appropriate, make adjustments to the Work Plan at least twice during the term of this Agreement.

2. *Prepare for and Facilitate Task Force Meetings.* The Task Force, which has approximately two dozen members, will hold up to 14 meetings, either in person or over the telephone. The Consultant is responsible for preparing agendas, distributing meeting information, taking and distributing meeting notes, and assisting the Project Team in maintaining a website with meeting information and maintaining an email distribution list. Agendas will be developed in collaboration with the Project Team.

   For each Task Force meeting, the Consultant will:

   a. Set meeting dates and time in consultation with the Task Force and Project Team. Except for the first meeting of the Task Force scheduled for May 21, 2014, all Task Force meeting dates and times should be agreed to by the Task Force co-chairs and Project Team, and Consultants at least three weeks in advance of the meeting.
   b. Collaborate on Meeting Logistics. Council Project Team will reserve meeting locations in consultation with the Consultant. Meetings will be held in communities around the County. Facility rental and any related fees (e.g., A/V charges) are the responsibility of the County.
   c. Notify members of the Task Force and Project Team of the meeting date, time and location. Notification can be made via email and should be made no later than three weeks prior to each meeting.
   d. Establish and distribute agenda. One week prior to each task force meeting, Consultant, Project Team and Task Force co-chairs will meet in person or over the phone to establish the Task Force meeting agenda, review roles, responsibilities, content and expectations for the meeting. Three days prior to each Task Force meeting Consultant will send the agreed upon agenda to Task Force members.
   e. Engage in community outreach by notifying interested community members of each meeting. Notification should be made both via a bulk email service to community members who have expressed interest, as well as through the project web site maintained by County staff, and should be made no later than one week prior to the meeting. Facilitate the meeting.
   f. Facilitate each meeting. At each Task Force meeting, the Consultants will ensure that all members of the Task Force have an opportunity to be heard, that differing viewpoints are understood and honored, and that Task Force members share an understanding of decisions that have been made. As part of facilitation, the Consultants will make a good faith effort to achieve consensus for recommended actions/decisions.
   g. Coordinate public comment. The Consultant will work with the Project Team to develop how public comment in meetings will be handled, including but not limited to when the public comment period will be on the agenda, how public comments will be included in the meeting notes to facilitate a public comment period, and to make note of the content of public comments.
   h. Take meeting notes. The Consultant will take meeting notes during the meeting, including a synopsis of public comments and will distribute a draft of the meeting notes to the Project Team for review no later than three business days following the meeting.
   i. Facilitate Task Force Communication and Consensus: The Consultant will devote up to 110 hours to assist the Task Force to communicate effectively with each other and help them build consensus around policy recommendations. Use of these hours may include

but not be limited to scheduling individual conversations with Task Force members between meetings, reviewing draft materials with the Task Force and Project Team, and refining and revising potential recommendations and report materials based on input from the Task Force and Project Team.

3. *Gather Research and Data:*

The Consultant will work with Project Team and Task Force to gather existing data, organize, synthesize and present data and information on children, youth and young adults; programs, services and funding; and other partnerships and plans in King County. Use findings from this phase to inform policy options and potential Task Force recommendations. The Consultant will organize the Task Force to engage in secondary research (from sources such as community input, best practices, existing plans and documents, Census data, surveys and interviews). The Consultants will synthesize research and develop data presentations and recommendations briefings in the following areas:

- *Child, Youth and Young Adult Outcomes:* collect and present population level data and trend lines across the ages and outcome areas
- *Programs, Services and Supports:* analyze King County Services Inventory Data; conduct policy barriers scan with key informant interviews and surveys
- *Leader Commitments and Capacity:* map the existing collective impact networks, partnerships, initiatives; understand the landscape of existing strategic plans about children and youth.

The presentations and briefings on research and data will be developed by the Consultant and will be informed by the Task Force and community outreach. The presentations and briefings, will be shared with the Task Force, posted on the website, and included in a progress report due to the Council in September 2014. Deadlines for research and data deliverables will be set in consultation with the Task Force Co-Chairs, Project Team, and Consultants so as to coordinate with the Work Plan the Consultant has developed for the Task Force.

4. *Develop Policy Options and Recommendations:* The Consultant will devote up to 105 hours during the term of the Agreement to assist the Task Force in developing policy recommendations on policy questions outlined in Attachment A based on data, best practices, and in alignment with King County's commitment to social justice and equity. The policy options and recommendations will be drafted and reviewed on a schedule that is consistent with the Work Plan developed by the Consultant.

5. *Conduct Outreach and Implement Communications Strategy:* The Consultant will devote up to 180 hours to develop and conduct outreach with a wide variety of system stakeholders, ensuring that stakeholders' feedback is taken into consideration by the Task Force and that information is shared with stakeholders on the process and development of the Youth Action Plan. Outreach hours may be used to complete tasks including but not limited to:
   a. designing and conducting outreach to partners that may include key community stakeholders including but not limited to: youth, parents, service providers, government, and philanthropy interviews, focus groups, survey, and/or other communication input and output methods as deemed useful;

b. working with County staff to maintain the project web site with links to background information, Task Force meeting materials, and opportunities for members of the public to comment;
c. managing a mailing list of interested community members;
d. preparing summaries of public comment received for each Task Force meeting; and
e. organizing opportunities for public comment at Task Force meetings
f. ensuring that the input of youth is sought and included at all phases of the development of the proposed Youth Action Plan.

6. *Draft Two Documents:* Draft Youth Action Plan Task Force status report that is due on September 2014, providing at least two interim drafts of the status report to the Task Force members and Project Team for review. Draft Youth Action Plan that is due April, 2015, providing at least two interim drafts to Task Force members and Project Team for review. The policy options and recommendations contained within the Draft Youth Action Plan will be created and reviewed on a schedule that is consistent with the Work Plan developed by the Consultant, with the aim of providing early review of all materials by the Project Team and Task Force, so that revisions and refinements can be made as needed prior to the Task Force's final recommendations.

   a. The Youth Action Plan Task Force Status Report is due to the Executive and Council on September 18, 2014. A draft of report will be provided to the Task Force draft format prior to being finalized. The Consultant will prepare the draft report, share with and receive feedback from the Task Force and stakeholders and complete the final draft by September 11, 2014.

   b. The Proposed Youth Action Plan is due to the Executive and Council on April 15, 2015. The Consultant will prepare the draft proposed Youth Action Plan. This draft plan will be provided to the Task Force and posted for community feedback in draft format prior to being finalized. The Consultant will prepare the draft plan, share with and receive feedback from the Task Force and stakeholders and complete the final draft by April 1, 2015.

   c. When the draft plan is approved by the Task Force, the Consultant will provide electronic copies of the final proposed plan to the County in Microsoft Word and Adobe PDF formats. Final graphic design and print formatting is the responsibility of the County.

7. *Work with Council Staff:* Work with Council Project Team as needed to accomplish 1-7.

Consultant Deliverables, Milestones and Tasks

The primary work of the consultant is to support the Task Force in accomplishing its goal. This is achieved through the Consultant's managing and organizing tasks, conducting research, drafting materials, facilitating meetings, and working with outside partners. The table below details the deliverables as identified in Scope of Work. .

Required deliverables, milestones, and tasks for the consultant are shown in the table below.

YOUTH ACTION PLAN DELIVERABLES, MILESTONES, and TASKS	Payment Upon Deliverable, Milestone, Task	Due Dates
1. **Develop and Submit Initial Work Plan**: In consultation with the Project Team, the Consultant will develop and submit a proposed work plan for the work of the Task Force, outlining a potential schedule and topics to be covered at Task Force meetings, as well as a schedule for the Consultant's community outreach, research, and report drafting. a. The initial work plan will be submitted to the Project Team by May 16, 2014. b. The Project Team and Consultant will review and revise Work Plan at least twice during term of Agreement.	#1a deliverable: Initial Work Plan: $8,750 #1b deliverable: Revision #1 to work Plan $1,350 1b deliverable Revision #2 to work plan $1,350 **Total this deliverable, milestone, or task: $11,450**	5/16/14 9/11/14 2/1/15
2. **Prepare for and Facilitate Task Force Meetings**: The Consultant is responsible to prepare agendas, distribute meeting information, take and distribute meeting notes, maintain a website with meeting information, maintain an email distribution list for up to 14 meetings, either in person or over the telephone, of the Task Force. For each, the Consultant will (see Scope of Work above for details): a. Set meeting dates and time in consultation with the Task Force and Project Team. b. Collaborate on Meeting Logistics. c. Notify members of the Task Force and Project Team of the meeting date, time and location / conference call information. d. Develop an agenda in collaboration with the Project Team and co-chairs. e. Engage in community outreach by notifying interested community members of each meeting. f. Hold a pre-meeting with the Project Team and Task Force Co-Chairs no later than 48 hours in advance of the meeting. g. Facilitate the meeting. h. Take meeting notes. i. Facilitate Task Force communication and help build consensus-including but not be limited to scheduling individual conversations with Task Force	#2a-h deliverables, milestones, and tasks billed on a per meeting basis in an amount specified for each meeting by the Consultant up to, but not to exceed $7,000.00 per meeting #2a-h maximum of $56,555 #2i deliverables, milestones, and	*Ongoing*

members between meetings, reviewing draft materials and refining and revising potential recommendations and report materials based on input	tasks billed on an hourly basis Up to 110 Hours at $131.00 per hour $14,410 total **Total deliverable, milestone, or task not to exceed $70,965**	
3. *Gather Research and Data:* Work with Project Team and others to gather, collate, and synthesize data on children, youth, and young adult matters to be shared with Task Force as to inform policy options and recommendations. The Consultant will conduct research and prepare analyses on the following topics: • *Child, Youth and Young Adult Outcomes* • *Programs, Services and Supports* • *Leader Commitments and Capacity* This deliverable includes the progress report due to the Council in September 2014.	#3 deliverables, milestones, and tasks billed on an hourly basis Up to 250 Hours at $131.00 per hour **Total this deliverable, milestone, or task not to exceed $32,750**	*Ongoing*
4. *Develop Policy Options and Recommendations:* Assist the Task Force in developing policy recommendations on policy questions outlined in Attachment A based on data, best practices, and in alignment with King County's commitment to social justice and equity.	#4 deliverables milestones, and tasks billed on an hourly basis Up to 105 Hours at $131.00 per hour **Total this this deliverable, milestone, or task not to exceed $13,755**	*Ongoing*
5. *Conduct Outreach and Implement Communications Strategy:* Develop and conduct outreach with a wide variety of system stakeholders, ensuring that stakeholders' feedback is taken into consideration by the Task Force and that information is shared with stakeholders on the process and development of the Youth Action Plan. Outreach includes: a. designing and conducting outreach to partners b. working with County staff to maintain the project web site c. preparing summaries of public comment received for each Task Force meeting d. organizing opportunities for public comment at Task Force meetings	#6 deliverables, milestones, and tasks on an hourly basis Up to 180 Hours at $131.00 per hour **Total this this deliverable, milestone, or task not to exceed $23,580**	*Ongoing*

e. ensuring that the input of youth is sought and included at all phases of the development of the proposed Youth Action Plan.		
6. *Draft Task Force Documents:* a. Write progress report that is due to the Council on September 18, 2014 with one interim draft for Task Force members and Project Team for review. b. Write Task Force report that is due to the Council on April 15, 2015, providing at least two interim drafts to Task Force members and Project Team for review. The review phase shall include public posting of the draft report for public comment. f. When the report is approved by the Task Force, the Consultant will provide electronic copies of the final report to the County in Microsoft Word and Adobe PDF formats.	**#7a deliverable Youth Action Plan Status Report: $5,000** **#7b deliverable Youth Action Plan: $17,500**	9/11/14 4/1/15
Total	**$175,000**	

Performance Based Payment
The Consultant will provide monthly itemized invoices to the Project Team on the 5th of each month. The invoices are to contain detailed descriptions of services provided, and the status of deliverables, milestones, and tasks for the prior month. Payment shall be made within thirty (30) days of invoice.

King County Consultant Disclosure

King County

Department of Executive Services
Board of Ethics
CNK-ES-0215
401 Fifth Ave., Suite 215
Seattle, WA 98104
206-263-7821 Fax 206-296-4329
TTY Relay 711
board.ethics@kingcounty.gov

Please read carefully. No payment will be made to the Consultant until this form has been filed with the Contract and with the King County Board of Ethics

For Board of Ethics use only	
	Date Received ______
	Audit Date ______
	Date Closed ______

Pursuant to King County Code (K.C.C.) 3.04.120, each consultant entering into a contract to provide professional or technical services to the county costing in excess of the amount specified in K.C.C. 4.16.095 shall complete and file this disclosure form with the King County Board of Ethics and the County Executive. Use additional pages, if necessary. Submit two completed forms: file one with the Board of Ethics, Mail Stop CNK-ES-0215, 401 Fifth Avenue, Suite 215, Seattle, WA 98104, and the other with the contract with the Finance and Business Operations Division, Procurement and Contract Services Section, Mail Stop CNK-ES-0340, 401 Fifth Avenue, Suite 340, Seattle, WA 98104.

Unless otherwise required on this form, the information disclosed shall cover the period of 24 months before and including the date of filing of this sworn statement. If the information reported on this form should change, the consultant is required to submit an amended form.

For purposes of this disclosure form, "consultant" means a person (e.g., individual, partnership, association, corporation, firm, institution or other entity as defined in K.C.C. 3.04.017) who by experience,training and education has established a reputation or ability to provide professional or technical services, as defined in K.C.C. 4.16.010, on a discrete, nonrecurring basis over a limited and pre-established term as an independent contractor to the County.

Please type or print all information, except required signature.
Incomplete forms will be returned.

Today's Date April 30, 2014

Contract Number 5678187 Amount of Contract $175,000

Consultant's Name The Forum for Youth Investment

Address 7064 Eastern Ave., NW Phone Number 2022073333

City Washington State District of Columbia ZIP Code 20012

Effective Date of Contract 5/5/2014 Expiration Date of Contract 3/31/2015

Type of Services Contracted Consulting services for King County's Youth Action Plan

Contracting County Dept. King County Council Division ______

County Contact Person Kelli Carroll

Contact Work Phone 2064770876 Mail Stop ______

1. List the name of any former county employee who is or will be working for the consultant on this contract whose employment with the county ended within two years from the signing of this form. Attach a separate sheet if necessary.

If none, check this box ☒

Name of Former Employee ____________________

Former County Department ____________________

Date Terminated/Ended ____________________

2. List the name of any former county employee who has a financial or beneficial interest in this contract whose employment with the county ended within two years from the signing of this form. Attach a separate sheet if necessary.

If none, check this box ☒

Name of Former Employee ____________________

Former County Department ____________________

Date Terminated/Ended ____________________

3. List any office or directorship in the consultant held by any county employee or member of his or her immediate family. Attach a separate sheet if necessary.

If none, check this box ☒

Office/Directorship ____________________

Name ____________________

Relationship to Employee ____________________

4. Indicate any financial interest in the consultant held or received by any county employee or any member of his or her immediate family. Attach a separate sheet if necessary.

If none, check this box ☒

Name ____________________

Relationship to Employee ____________________

Percentage of stock or other form of interest in the consultant, if more than 5% (indicate percentage of stock or other interest, amount/value and describe)

____

____

____

____

Receipt of compensation, gift, or thing of value from the consultant (indicate amount/value and describe)

____

____

____

____

5. List all contracts between the consultant and the county in the five years immediately preceding the presently contemplated contract. Attach a separate sheet if necessary.

If none, check this box ☒

Contract No.	Type of Service Provided	Amount Paid to Consultant	Duration (From-To)	County Department and Division

6. List any position(s) on any county board or commission, whether salaried or unsalaried, held by any officer or director of the consultant in the five years immediately preceding the presently contemplated contract.

If none, check this box ☒

Officer/Director Name ____________________

Position ____________________

Name of County Board or Commission ____________________

7. Is there any other information known to the consultant about any interest or relationship between any county employee, including any member of his or her immediate family and the consultant other than disclosed above? If so, please explain.

If none, check this box ☒

Declaration

I, Thomas Devaney (print name), declare under penalty of perjury under the laws of the State of Washington that the foregoing is true, complete, and correct.

Signature Thomas Devaney Title Vice President for Business Strategy

Signed this 30th day of April (month), 2014.

at Washington (city) DC (state)

Alternate Formats Available
206-296-1586 TTY Relay 711

EXHIBIT D

Client#: 22914 FORYO1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 04/30/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Rust Insurance Agency, LLC
910 17th Street, N.W.
Washington, DC 20006
202 776-5000

CONTACT NAME: Billy Simons
PHONE (A/C, No, Ext): 202 776-5013 FAX (A/C, No): 202 776-1286
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Hartford Casualty Insurance Co.	29424
INSURER B : Hartford Ins Group	
INSURER C : Travelers Ins. Cos.	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
The Forum for Youth Investment/Cady-Lee Properties
7064 Eastern Avenue NW
Washington, DC 20012

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC			42SBAVN5183	01/13/2014	01/13/2015	EACH OCCURRENCE	$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$300,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$2,000,000
							GENERAL AGGREGATE	$4,000,000
							PRODUCTS - COMP/OP AGG	$4,000,000
								$
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS			42SBAVN5183	01/13/2014	01/13/2015	COMBINED SINGLE LIMIT (Ea accident)	$2,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		42WECIW5428	01/13/2014	01/13/2015	X WC STATU-TORY LIMITS OTH-ER	
							E.L. EACH ACCIDENT	$500,000
							E.L. DISEASE - EA EMPLOYEE	$500,000
							E.L. DISEASE - POLICY LIMIT	$500,000
C	Professional Liab			105561799	01/13/2014	01/13/2015	$1,000,000 Limit $10,000 Deductible	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
King County, Washington, its officers, employees and agents are listed as additional insureds as required by written contract and subject to terms and conditions of the policy for the King County, Washington Services Contract.

CERTIFICATE HOLDER

King County, Washington
Department of Executive Services
Finance and Business Operations Division
Tel: 206 263-9400

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Internal County Use *Only*

Insurance Requirements Form

King County

Department of Executive Services
Office of Risk Management
MS: ADM-ES-0320
FAX: (206) 296-0949

** Requesting Department must complete.* *** Date:** 2/28/14 *** Mail Stop:** M/S KCC-CC-1200

*** To:** Kelli Carroll *** Fax:** 296-0198 *** Phone:** 477.0876

From: Risk Mgmt. Sue Pratt 263-2249, Liz Akiyoshi 263-2242, Winnie Sargent 263-2252 **FAX:** (206) 296-0949

Re: Insurance Requirement For: *** RFP/Q#:** **1029-14 VLN** *** Contract#:**

*** Title of RFP/Q or Project:** Consultant for King County Youth Action Plan

*** Estimated Ad Date:** March 6, 2014 *** Estimate: $** $175,000

(Attach Scope of Work Information as Appropriate)

Based on the work scope description for the above project, the following levels of insurance are required for adequate coverage.

GENERAL LIABILITY: $1,000,000 Per Occurrence/ $ 2,000,000 Aggregate ☒

Other $ ______ Per Occ./Agg. ....Including Per Project Aggregate Yes ☐

Products and Completed Operations .... Yes ☐ Contractual Liability.. Yes ☐

Personal Injury/Advertiser's Liability.................. Yes ☐ *(Certificate needs to identify Contract #)*

Stop-Gap; Employers Liability (1,000,000)........ Yes ☒ Explosion, Collapse, Underground Damage....... Yes ☐

Sexual Harassment/Sexual Abuse Coverage .... Yes ☐ *(Certificate needs to confirm XCU coverage)*

Per Occ./Agg. $ ______

PROFESSIONAL LIABILITY, ERRORS & OMISSIONS:

$1,000,000 Per Claim/ Aggregate ☐ *Other Per Claim/Agg. $* ______

FOR CONSTRUCTION CONTRACTS THIS IS REQUIRED IF PROFESSIONAL STAMP REQUIRED

AUTO LIABILITY:.............. $1,000,000 ☐.................. Statutory Minimum ☐ ....*Other* $ ______

MCS-90 Endorsement.. Yes ☐ ....For transport of Hazardous substances

CA 9948 Endorsement.. Yes ☐

Auto Pollution.. Yes ☐ ....For Transport of Pollutants

WORKERS COMPENSATION: STATUTORY.. Yes ☒ ....Unless entity is a sole proprietor

US Longshore & Harbor Workers Coverage.................................. Yes ☐

Protection and Indemnity (Incl. Crew) (Jones Act)......................... Yes ☐ ....*Limit:* ______

Other: Incl. Addl. Ins. And Waiver of Subrogation on P&I Yes ☐ .... ______

Other:

CRIME: Fidelity, Theft, Disappearance, & Destruction Liability
Employee Dishonesty .... Yes ☐ ....*Limit:* ______

BUILDERS ALL RISK INSURANCE: .... Yes ☐ .... ______

100% of contract value: ....$ ______

Installation floater: (100%) ....$ ______ Installed Values

CONTRACTOR'S POLLUTION LIABILITY:......... $1,000,000 Per Occ./Agg. ☐ ....Other $ ______

Asbestos/lead/ PCB Abatement Liability .... Yes $1,000,000 ☐; ....Language must be on Certificate

MARINE POLLUTION LIABILITY (OPA, CERCLA): .... Yes ☐ ....Other $ ______

Hull & Machinery: Yes for full replacement value. ☐

OTHER: **Railroad Protective** Yes ☐ Limit $ ______

OTHER:

OTHER:

SIGNATURE: Sue Pratt **DATE:** 2-28-14

(Risk Management)

POLICY NUMBER: 42 SBA VN5183

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION
King County its officers, officials, agents and employees

EXHIBIT E

Department of Executive Services
Finance and Business Operations Division
Procurement and Contract Services Section
206-263-9400 TTY Relay: 711

REQUEST FOR PROPOSALS

King County

ADVERTISED DATE: MARCH 6, 2014

Request for Proposals Title:	Consulting Services for King County's Youth Action Plan
Requesting Dept./Div.	King County Council
RFP Number:	1029-14-VLN
Due Date:	March 26, 2014, no later than 2:00 p.m.
Buyer:	Vicki Nakamichi vicki.nakamichi@kingcounty.gov (206) 263-9299
Alternate Buyer:	Roy L. Dodman roy.dodman@kingcounty.gov, (206) 263-9293

There will be no Pre-Proposal Conference for this RFP	Sealed proposals are hereby solicited and will only be received by: King County Procurement Services Section Chinook Building, 3rd Floor 401 Fifth Avenue Seattle, WA 98104 Office Hours: 8:00 a.m. – 5:00 p.m. Monday - Friday

SUBMITTERS MUST COMPLETE AND SIGN THE FORM BELOW (TYPE OR PRINT)

Company Name

Address | Address

Signature | Signature

Email | Email | Email

Prime Submitter SCS Certification number (if applicable – see Section II, Part 7 of this RFP)

Sub-Consultant SCS Certification number (if applicable)

Office Use Only: NUM 3 CD-ROM 2 FED N TERM - OTB

Upon request, this Request for Proposals will be provided in alternative formats such as Braille, large print, audiocassette or computer disk for individuals with disabilities.

Sealed proposals are hereby solicited and will be received only at the office of the King County Procurement Services Section at 401 Fifth Avenue, 3rd Floor, Seattle, Washington, 98104 no later than 2:00 p.m. on the date noted above regarding *Consulting Services for King County's Youth Action Plan*, on behalf of the *King County Council*. These services shall be provided to King County in accordance with the following and the attached instructions, requirements, and specifications.

Submittal: King County requires the Submitter to sign and return *this entire Request for Proposals (RFP) document*. The Submitter shall provide *one unbound original* and *one (1)* copy of the proposal response, data or attachments offered, for *two (2)* items total. The original in both cases shall be *noted* or *stamped* "Original". In addition, provide two *(2) CD's or thumbdrives*, with either *one (1) pdf version* of the proposal or, *one (1) Microsoft Word version* of the proposal (2000-2005 edition), or both.

Questions: Submitters will be required to submit any questions in writing prior to the close of business Friday, March 14, 2014 in order for staff to prepare any response required to be answered by Addendum. Questions are best received and most quickly responded to when sent via e-mail directly to the following King County procurement personnel: Primary – Victoria Nakamichi vicki.nakamichi@kingcounty.gov, Secondary – Roy L. Dodman roy.dodman@kingcounty.gov. Questions may also be sent via email to the address above.

SECTION I - GENERAL INFORMATION

A. King County is an Equal Opportunity Employer and does not discriminate against individuals or firms because of their race, color, creed, marital status, religion, age, sex, national origin, sexual orientation, or the presence of any mental, physical or sensory handicap in an otherwise qualified handicapped person.

B. All proposals and evaluation materials become public information and may be reviewed by appointment by anyone requesting to do so at the conclusion of the evaluation, negotiation, and award process. This process is concluded when a signed contract is completed between King County and the selected Consultant. Please note that if an interested party requests copies of submitted documents or evaluation materials, a standard King County copying charge per page must be received prior to processing the copies. King County will not make available photocopies of pre-printed brochures, catalogs, tear sheets or audio-visual materials that are submitted as support documents with a proposal. Those materials will be available for review at King County Procurement.

C. No other distribution of proposals will be made by the Submitters prior to any public disclosure regarding the RFP, the proposal or any subsequent awards without written approval by King County. For this RFP all proposals received by King County shall remain valid for ninety (90) days from the date of submittal. All proposals received in response to this RFP will be retained.

D. Proposals shall be prepared simply and economically, providing a straightforward and concise but complete and detailed description of the Submitter's abilities to meet the requirements of this RFP. Fancy bindings, colored displays and promotional materials are not desired. Emphasis shall be on completeness of content.

E. King County reserves the right to reject any or all proposals that are deemed not responsive to its needs.

F. In the event it becomes necessary to revise any part of this RFP, addenda shall be created and posted at the King County Procurement web site. Addenda will also be conveyed to those potential submitters providing an accurate e-mail address. If desired, a hard copy of any addenda may be provided upon request.

G. King County is not liable for any cost incurred by the Submitter prior to issuing the contract.

H. A contract may be negotiated with the Submitter whose proposal would be most advantageous to King County in the opinion of the King County Department of Executive Services all factors considered. King County reserves the right to reject any or all proposals submitted.

I. It is proposed that if a selection is made as a result of this RFP, a contract with fixed price/prices will be negotiated. Negotiations may be undertaken with the Submitter who is considered to be the most suitable for the work. This RFP is primarily designed to identify the most qualified firm. Price and schedule will be negotiated with the "first choice" Submitter; negotiations may be instituted with the second choice and subsequent Submitter until the project is canceled or an acceptable contract is executed.

J. As applicable, King County bids and RFPs shall be available for use by all King County Departments, Divisions and Agencies. If orders will be placed by the County's Transit Division, the Contractor will be required to sign and comply with the Federal Transit Administration's (FTA)'s required documentation. This RFP may also be used, as appropriate and allowed, by other governmental agencies and political sub-divisions within the State of Washington.

   Should another public agency utilize this RFP and resulting contract, it may be subject to an Administrative Fee (Fee). The Fee (Fee) of 1% (.01), when used by political subdivisions outside of King County's Departments, Divisions, or Agencies. The Fee shall be based on total sales made to each governmental entity, less sales/use tax, freight and any credit(s), (if applicable), in accordance to contract terms and conditions. The Fee shall be paid by the contractor, payable and remitted to King County Procurement and Contract Services Section on July 31st and January 31st of each year and cover sales for the first and second half of the calendar year respectively. Fees submitted shall reference its respective contract number and include a sales report for the payment period showing the total sales to each governmental entity, excluding King County. The contractor shall not invoice the Fee to any contract user as an item on a sales invoice or by any other means.

K. The contents of the proposal of the selected Submitter shall become contractual obligations if a contract ensues. Failure of the Submitter to accept these obligations may result in cancellation of their selection.

L. A contract between the Consultant and King County shall include all documents mutually entered into specifically including the contract instrument, the original RFP as issued by King County, and the response to the RFP. The contract must include, and be consistent with, the specifications and provisions stated in the RFP.

M. News releases pertaining to this RFP, the services, or the project to which it relates, shall not be made without prior approval by, and then only in coordination with, the King County Department of Executive Services.

N. King County Code 2.93 prohibits the acceptance of any proposal after the time and date specified on the Request for Proposals. There shall be no exceptions to this requirement.

O. King County agencies' staffs are prohibited from speaking with potential Submitters about the project during the solicitation.

   Please direct all questions to:

Vicki Nakamichi, Buyer (206) 263-9299 vicki.nakamichi@kingcounty.gov	and	Roy Dodman, Supervisor (206) 263-9293 roy.dodman@kingcounty.gov

NOTE: Documents and other information are available in alternate formats for individuals with disabilities upon advance request by calling the Procurement Receptionist at 206-263-9400 or TTY711.

P. Protest Procedure - King County has a process in place for receiving protests based upon either proposals or contract awards. If you would like to receive or review a copy, please contact the Buyer named on the front page of this document or call Procurement Services at 206-263-9400.

Q. Electronic Commerce and Correspondence. King County is committed to reducing costs and facilitating quicker communication to the community by using electronic means to convey information. As such, most Invitations to Bid, Requests for Proposal, and Requests for Proposals as well as related exhibits, appendices, and issued addenda can be found on the King County Internet Web Site, located at http://www.kingcounty.gov/operations/procurement. Current bidding opportunities and information are available by accessing the **"Solicitations"** tab in the left hand column.

King County Procurement Services features an **Online Vendor Registration (OVR)** program that permits vendors, consultants and contractors to register their business with the County. This OVR system allows interested parties to either directly register their firm by creating a unique User ID, or to visit the website as a guest. Information regarding bid documents will be available to all users; however, site visitors accessing the site as a guest will not be able to document their interest in a project or add their name to the document holder's list. They will receive no automatic notification of issued addenda. As such, the County encourages full registration in order to directly communicate with document holders regarding any issued addenda or other important information concerning the solicitation.

After proposals have been opened in public, the County will post a listing of the businesses submitting proposals, and any final award determination made.

Full information on vendor registration is available at the website.

If you are viewing a paper version of this RFP, you may download this document at http://www.kingcounty.gov/operations/procurement. Navigate to the "Solicitation" web page. There you can view the web pages either as a guest or by logging-in as a registered vendor. Search for 1029-14 to access documents specifically for this solicitation and follow the resulting link to navigate to the "Solicitation Details" web page.

R. Unless otherwise requested, letters and other transmittals pertaining to this RFP will be issued to the e-mail address noted in our files, and after submittal, noted on the first page of this document. If other personnel should be contacted via e-mail in the evaluation of this proposal, or to be notified of evaluation results, please complete the information in the table below.

Contact Name	Title	Phone	E-mail address

S. Washington State Public Records Act (RCW 42.56) requires public agencies 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.

T. Proposals submitted under this RFP shall be considered public documents and with limited exceptions proposals that are recommended for contract award will be available for inspection and copying by the public.

If a Submitter considers any portion of his/her proposal to be protected under the law, the Submitter shall clearly identify on the page(s) affected such words as “CONFIDENTIAL,” “PROPRIETARY” or “BUSINESS SECRET.” The Submitter 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 (attach additional sheets as necessary). If a request is made for disclosure of such portion, the County will determine whether the material should be made available under the law. If the material is not exempt from public disclosure law, the County will notify the Submitter of the request and allow the Submitter ten (10) days to take whatever action it deems necessary to protect its interests. If the Submitter fails or neglects to take such action within said period, the County will release the portion of the Proposal deemed subject to disclosure. By submitting a Proposal, the Submitter assents to the procedure outlined in this paragraph and shall have no claim against the County on account of actions taken under such procedure.

Type of exemption	**Beginning Page / Location**	**Ending Page / Location**

U. Submitters are urged to use recycled/recyclable products and both sides of paper for printed and photocopied materials, whenever practicable, in preparing responses to this RFP.

V. During the solicitation process, King County strongly discourages the transmittal of Company information, brochures, and other promotional materials, other than address, contact and e-mail information, prior to the due date of proposals. Any pre-packaged material received by a potential Submitter prior to the receipt of proposals shall not be reviewed by the County.

W. Bid Identification Label: Please see the Bid Identification Label on the last page of Section II.

SECTION II - PROJECT SPECIFICATIONS AND SCOPE OF WORK

PART 1 - BACKGROUND AND PURPOSE

On January 21, 2014, the Metropolitan King County Council approved legislation calling for the development of a Youth Action Plan that will set King County's priorities for serving infants through young adults. The Youth Action Plan will guide and inform the County's annual investment of more than $75 million in services and programs serving infants through young adults. The Youth Action Plan is to be developed by an appointed Task Force comprised of representatives from a broad range of organizations and entities with substantial expertise and knowledge relevant to children and youth, but that is also diverse in its views and experiences, including but not limited to geographic, racial, and ethnic diversity.

The King County Council (KCC) is seeking a qualified Strategic Planning and Facilitation consultant to support the work of the Task Force in developing the Youth Action Plan. The consultant's work will include assisting the Task Force in developing recommended policy statements as on a wide array of issues as specified in Ordinance 17738 (Attachment A to this RFP). The policy statements will be included in the required Youth Action Plan called for by the legislation. The consultant will ensure that the county's existing adopted policy goals, such as the Juvenile Justice Operational Master Plan, Human Services Framework Policy, Equity and Social Justice Initiative, and Strategic Plan, are reflected throughout the process and acknowledged in the Youth Action Plan. The development of the Youth Action Plan should be accomplished transparently, collaboratively and strategically, and in partnership with children- and youth-serving community providers, consumers, philanthropy, separately elected officials, other jurisdictions, and school districts.

The consultant will be charged with implementing a work plan that outlines the scope of work, tasks, schedule, milestones and budget. The goal of the Task Force is to identify consensus recommendations regarding the County's policy questions for youth outlined in Ordinance 17738.

The contract shall be awarded to a consultant best suited to performance of work. The selected consultant shall be able to provide a range of strategic planning services and subject-area expertise depending on the needs of the Task Force. Strategic planning services will include work planning, project management, meeting facilitation, drafting of materials, outreach and engagement, research, data compilation and analysis and drafting reports.

PART 2 – SCOPE OF WORK

The King County Council (KCC) is seeking qualified Strategic Planning Consultant to support the work of an appointed Task Force in developing the Youth Action Plan, King County's priorities for serving infants through young adults is summarized in Attachment A to this RFP – Ordinance 17738. This document is available via several methods:

- At the King County Procurement website noted in Section I of this RFP, and/or
- By contacting the Buyers listed on page 2 of this document

A. Scope of Services

1. Prepare for and Facilitate Task Force Meetings. The Task Force, which will have approximately two dozen members, will meet approximately 12 times. The consultant will be responsible to prepare agendas, distribute meeting information, take and distribute meeting notes, maintain a website with meeting information, maintain an email distribution list.
2. Work with County staff and others to gather, collate, and synthesize data to be shared with Task Force.

3. Assist the Task Force in developing policy recommendations on policy questions outlined in Attachment A. It is the goal that the Task Force reach consensus on policy recommendations.
4. Conduct outreach and communication with a wide variety of system stakeholders, ensuring that stakeholders' feedback is taken into consideration by the Task Force and that information is shared with stakeholders on the development of the Youth Action Plan. Hire and oversee a subcontractor with significant experience working with youth whose role is specific to engaging youth and ensuring their involvement in the development of the Youth Action Plan. Outreach will also consist of maintaining a project web site with links to background information, Task Force meeting materials, and opportunities for members of the public to comment; developing a mailing list of interested community members; preparing summaries of public comment received for each Task Force meeting; and organizing opportunities for public comment at Task Force meetings.
5. Write Task Force report, providing at least two interim drafts to Task Force members and County project staff for review.
6. Work with County staff as needed to accomplish 1-5.

B. Service Requirements

The primary work of the consultant is to support the multi-agency / department and multi-system team(s) through managing and organizing tasks, conducting research, drafting materials, facilitating meetings, and working with outside partners. Expected tasks and deliverables for the consultant will include some or all of the following elements:

- Work Plan

  The consultant's first task is to work with the Project Staff to develop a detailed work plan to be completed within the allotted timeframe (see Attachment B – as noted for Attachment A, this is available at the King County Procurement website or by contacting the Buyers listed on page 2 of this RFP). The work plan will include tasks, assignments, and timeframes.

- Project Management

  The consultant will organize, manage, and track progress on all tasks; draft agendas for and prepare materials for Task Force meetings, collaborating with Project Staff as needed.

- Meeting Facilitation

  The consultant will be required to design and facilitate meetings, collaborating with Project Staff as needed

- Outreach

  The consultant and/or subcontractor will design and conduct outreach to partners that may include key community stakeholders including but not limited to: youth, parents, service providers, government, philanthropy, and local, regional and national experts by using methods such as interviews, focus groups, survey, and/or other communication input and output methods as deemed useful.

  The consultant will conduct research including gap analysis, identification of best practices, benchmarking, data compilation and analysis, and recommendations for potential policy priorities.

- Progress Report

A progress report is due to the Council on September 18, 2014. The consultant will prepare the draft report, share with and receive feedback from the Task Force and stakeholders prior to meeting the September 18 due date.

- Draft Report

  The consultant will prepare the Youth Action Plan and accompanying report that will be transmitted to the Executive and the Council on or before April 15, 2015. The Action Plan and report will be provided to the Youth Action Plan Task Force and posted for community feedback in draft format prior to being finalized.

C. Costs

The County shall reimburse the selected consultant(s) for satisfactory completion of the services and requirements. It is anticipated that approximately $125,000 will be allotted for expenditure prior to December 31, 2014. At present, an estimated $50,000 may be allotted for additional consultant services to be performed after December 31, 2014. The total budget available for consultant work is not to exceed $175,000.

Proposers shall provide a break-down of costs by deliverable.

D. Deliverables

The table below details the deliverables as identified in Scope of Services (Part 2, Section A) and Service Requirements (Part 2, Section B) for each topical area. Deliverables may be increased or decreased within the total costs identified in Part 2, Section C, based on King County requirements.

YOUTH ACTION PLAN DELIVERABLES	% of Scope	Due Date
Work Plan: Development of a detailed work plan, in collaboration with Project Manager, including tasks, assignments, and timeframes.	5%	4/28/2014
Project Management: Organize, manage, and track progress on all tasks; draft agendas; and prepare materials for project management meetings.	10%	5/1/2014 – 6/1/2015
Meeting Facilitation: Design and facilitate up to 12 Task Force meetings.	25%	5/1/2014- 6/1/2015
Outreach: design and conduct outreach to partners that may include key community stakeholders including but not limited to: youth, parents, service providers, government, and philanthropy interviews, focus groups, survey, and/or other communication input and output methods as deemed useful.	25%	5/1/2014 – 6/1/2015
Research - Conduct research that may include gap analysis, identification of best practices, benchmarking, data compilation and analysis, and recommendations for achieving the strategies and responding to the priority issue within each goal area.	25%	5/1/2014- 3/31/2015
Draft Report: Prepare a report that will be used in the goal plan. This report will be provided to the Task Force and posted for community feedback in draft format prior to being finalized.	10%	1/1/2015- 3/15/2015

PART 3 – FORMAT FOR RESPONSES AND REQUIREMENTS

Complete items 1 through 6 below on a separate document, answering specifically and concisely, and not exceeding four (4) pages for each topical area identified above. Make sure your responses correspond to the appropriate letter/number. No materials beyond four (4) pages will be considered in the evaluation of your proposal.

A. Qualifications and Experience

1. Consultant's qualifications and experience relevant to multi-agency / multi-system strategic planning.

   Describe your qualifications and experience in developing strategic plans that are effectively deployed in the public or nonprofit sector and that involve multiple systems (such as health and human services or criminal justice). Please provide specific examples.

2. Strategic Planning Approach and Sample Scope of Work:

   Describe your overall approach to strategic planning for multi-agency / multi-system organizations, particularly outlined in this RFP. Provide a sample Scope of Work from another completed project (proprietary information can be redacted.)

3. Meeting Facilitation and Outreach Qualifications and Experience

   Describe your qualifications and experience facilitating meetings with high level decision makers and diverse populations and your qualifications and experience designing and implementing thorough stakeholder outreach activities. Please provide specific examples.

4. Meeting Facilitation and Outreach Approach

   Describe your overall approach to facilitating meetings with high level decision makers and diverse populations and your approach to obtaining stakeholder input from diverse communities. Please provide specific examples.

5. Children, Youth, Young Adult, and Family Systems Qualifications and Experience

   Describe your qualifications and experience working with children, youth, young adult and family systems across multiple domains (such as health and human services and criminal justice) and your familiarity with issues involving children, youth, young adult and families. Please provide specific examples.

6. Experience Working with Diverse Cultures Qualifications and Experience

   Describe your qualifications and experience working with diverse cultures. Please provide specific examples.

7. Other Qualifications and Experience:

   Describe any other qualifications you feel are relevant to this RFP.

B. Cost/Availability

1. Rates: Describe your proposed rates for the various elements identified in the RFP (Work Plan; Project Management, Meeting Facilitation; Draft Materials, Outreach, and Research).
2. Subcontracting: Specify any intent to subcontract any portion of this RFP and identify potential subcontractors.
3. Availability: Indicate your availability to perform the work within the timeframe.

PART 4- SELECTION PROCESS AND PROPOSAL EVALUATION

The County's primary goal is to select the most qualified consultant. All written proposals will be reviewed and evaluated. Based on the overall quality and responsiveness to the requirements of this RFP's Statement of Qualifications a short list of consultants will be established. Top-ranked consultants may be asked to an oral interview to address the following:

A. Qualifications and Experience:

1. Consultant's qualifications and experience relevant to multi-agency / multi-system strategic planning
2. Strategic Planning Approach
3. Meeting Facilitation and Outreach Qualifications and Experience
4. Meeting Facilitation and Outreach Approach
5. Children, Youth, Young Adult, and Family Systems Qualifications and Experience
6. Experience Working with Diverse Cultures Qualifications and Experience

B. Cost/Availability

1. Rates: Describe your proposed rates for the various elements identified in the RFP (Work Plan; Project Management, Meeting Facilitation; Draft Materials, Outreach, and Research) for each topical area.
2. Subcontracting: Specify any intent to subcontract any portion of this RFP and identify potential subcontractors.
3. Availability: Indicate your availability to perform the work within the timeframe.

PART 5 - EVALUATION CRITERIA

A. All written applications will be reviewed, evaluated, and assigned a numerical score by the evaluation panel. If interviews are held, the evaluation panel will interview the top-ranked candidates from the written evaluation. Subsequently, contracts will be negotiated with the applicant(s) having the highest final overall scores.

The proposals received will be evaluated based on the following criteria and point totals:

	Points Possible
Multi-agency / Multi-system Strategic Planning Qualifications and Experience	15
Strategic Planning Approach and Sample Scope of Work	15
Children, Youth, Young Adult, and Family Systems	10
Working with Diverse Cultures	15
Work Plan	
Project Management	10
Meeting Facilitation	10
Stakeholder Outreach	15
Research	5
Draft Report	10
Cost / Availability	15
SCS Certification and Participation (See Part 7 below)	12
Sub-Total	
Oral Interviews (optional)	30
Total Points Possible	162

B. Oral Interviews

If an award is not made based on the written evaluations alone, oral interviews may be conducted with the top-ranked submitters. Final award would then be made based on the sum total of the written evaluation and oral interview scores.

Expertise and Technical Capabilities: • Demonstrated clarity in approach and suitable technical capabilities.	15
General Presentation: • Demonstrated ability to respond to questions, level of knowledge and appropriateness of response.	15

PART 6 - SELECTION SCHEDULE - (Some dates are tentative and subject to change)

March 6, 2014	RFP Issued
March 14, 2014	Written Questions Due
March 19, 2014	Addendum issued if needed
March 26, 2014	Proposals are due, no later than 2:00 p.m.
March 27, 2014	Evaluation of written materials begins
April 4, 2014	Select and notify short-list for interviews
April 8, 2014	Oral interviews (if conducted)
April 11, 2014	Selection
April 14, 2014	Begin negotiating contract
April 22, 2014	Contract signed, work begins
September 18, 2014	Progress report due to the Council
March 15, 2015	Consultant final report due

PART 7 - KING COUNTY CONTRACTING OPPORTUNITIES PROGRAM

The purpose of the King County Contracting Opportunities Program is to maximize the participation of Small Contractors and Suppliers (SCS) through the use of rating points in the award of King County competitively bid contracts for the acquisition of technical services. The program is open to all firms that are certified as an SCS by King County's Business Development and Contract Compliance Office.

A "Small Contractor or Supplier" (SCS) means that a business and the person or persons who own and control it are in a financial condition, which puts the business at a substantial disadvantage in attempting to compete for public contracts. The relevant financial condition for eligibility under the Program is set at fifty percent (50%) of the Federal Small Business Administration (SBA) small business size standards using the North American Industrial Classification System (NAICS), and an Owners' Personal Net Worth less than $750K dollars.

A "Certified Firm" means a business that has applied for participation in King County's Contracting Opportunities Program, and has been certified as an SCS by the King County Business Development and Contract Compliance (BDCC) office. Information about becoming a Certified Firm, as well as a list of Certified Firms, may be obtained by visiting the King County's Contracting Opportunities Program Website address: http://www.kingcounty.gov/BDCC.aspx or contacting the Program office at 206-263-9734.

In the evaluation of submittals, twelve (12) points will be allotted for SCS participation. King County will count only the participation of SCSs that are certified by King County at the date and time of submittal. After tabulation of the selection criteria points of all prime submitters, twelve (12) points shall be added to the score of all submittals that meet at least one of the two following sub-criterion:

1. If the Prime submitter who is an SCS firm and includes the SCS certification number on page one of this submittal is eligible to receive the maximum points for this criterion.

2. If the Prime submitter is not an SCS but will use SCSs for at least 10% of the total contract labor hours in the work to be performed in this contract, and who complete the following table and include it in their submittal submission:

SCS Certification Number	Sub-Consultant Name	Contact Name / Phone	Work to be performed	Percentage of Total Hours

SCS participation shall be counted only for SCSs performing a commercially useful function according to custom and practice in the industry. A commercially useful function is defined as a specific scope of work for which the SCS has the management and technical expertise to perform using its own workforce and resources.

PART 8 – INSURANCE

The selected Consultant shall furnish, at a minimum, Commercial General Liability, to include Products and Completed Operations, in the amount of $1,000,000 combined single limit; $2,000,000 aggregate. In addition, evidence of Workers' Compensation and Stop-Gap Employer's Liability for a limit of $1,000,000 shall be provided.

Such policy/policies shall endorse King County, and its appointed and elected officials, officers, agents and employees as additional insureds.

King County reserves the right to approve deductible/self-insured retention levels and the acceptability of insurers.

PART 9 - REQUIRED FORMS

Unless otherwise noted, the following completed forms will be required from the selected contractor *prior to contract award*, but need not be included in their proposal. These forms are available at the following URL: http://www.kingcounty.gov/operations/procurement/Forms/Consultants.aspx

Complete and submit when requested.

Exhibit B to the Contract - Consultant Disclosure Form

Exhibit C to the Contract - Equal Benefits Compliance Worksheet and Form

PART 10 - PROPOSAL CHECKLIST

A. One (1) signed copy of entire RFP package (pages 1-15 only)

B. One (1) signed copy of any Addendum that was issued. (If it has signature box at bottom of first page, it must be returned.)

C. One (1) unbound copy of proposal response marked "Original."

D. One (1) copy of proposal response.

E. One (1) CD-ROM, with either one (1) pdf version of the proposal, one (1) Microsoft Word version of the proposals (2000-2005 edition), or both. (Please label your CD with company's name)

F. Complete the Bid Identification Label below (or reasonable facsimile) and attach it to a prominent place on the exterior of the submission envelope, box, etc.

URGENT – SEALED BID ENCLOSED
Do Not Delay – Deliver Immediately

King County

King County
Procurement and Contract Services Section
Chinook Building, 3rd FL
CNK-ES-0340
401 Fifth Avenue, Seattle, WA 98104

URGENT

Bid No.:	**1029-14-VLN**
Bid Title:	**Consulting Services for King County's Youth Action Plan**
Due Date:	**March 26, 2014 – 2:00 p.m.**
Vendor:	
KC SCS Number:	

URGENT

RFP ATTACHMENT – See Procurement website for this document

A – King County Signature Report – Ordinance 17738

EXHIBIT A – SAMPLE CONTRACT

The following Sample Contract for Services is provided to inform Submitters of the expected terms and conditions required by the County. This contract represents the contractual language approved by various representative agencies and departments within the County. Based on this approval, the County does not encourage deviations from the terms and conditions contained in the contract. Requests for changes or modifications could create delays in the contracting process with the selected contractor, and may result in the cancellation of negotiations with the top-ranked Submitter.

This contract is being provided for informational purposes only, and the most recent version will be used in the execution of a contract. This document does not need to be returned to the County with the Request submittal.

REQUEST FOR PROPOSALS – ADDENDUM 1

King County

Department of Executive Services
Finance and Business Operations Division
Procurement and Contract Services Section
206-263-9400 **TTY Relay: 711**

DATE ISSUED: **March 18, 2014**

Request for Proposals Title:	Consulting Services for King County's Youth Action Plan
Requesting Dept./Div.	King County Council
RFP Number:	1029-14-VLN
Due Date:	March 27, 2014, no later than 2:00 p.m.
Buyer:	Victoria Nakamichi vicki.nakamichi@kingcounty.gov, 206-263-9299
Alternate Buyer:	Roy Dodman, roy.dodman@kingcounty.gov, 206-263-9293

This addendum is issued to revise the original Request for Proposal, dated March 6, 2014, as follows:

1. The proposal due date **shall remain**: Thursday, March 27, 2014 no later than 2:00 p.m.
2. As stated in Part 1 and Part 2 of the original RFP document, Attachment A – Ordinance 17738 is now available for review and/or download on the King County website.
3. In PART 3 – FORMAT FOR RESPONSES AND REQUIREMENTS, delete the first paragraph and replace with the following:

   Complete items 1 through 7 below on a separate document, answering specifically and concisely, and not exceeding four (4) pages for each area identified. Make sure your responses correspond to the appropriate letter/number. No materials beyond four (4) pages will be considered in the evaluation of your proposal.

Continued on Page 2

TO BE ELIGIBLE FOR AWARD OF A CONTRACT, THIS ADDENDUM MUST BE SIGNED AND SUBMITTED TO KING COUNTY

Company Name		
Address		City/State /Postal Code
Signature	Authorized Representative/Title (Print name and title)	
Email	Phone	Fax
Prime Submitter SCS Certification number (if applicable – see Section II, Part 5 of this RFP)		
Sub-Consultant SCS Certification number (if applicable)		

This Request for Proposal – Addendum will be provided in alternative formats such as Braille, large print, audiocassette or computer disk for individuals with disabilities upon request.

4. The following are questions and *responses* submitted prior to the question due date of March 14, 2014

Part 2 – Scope of Work - A. Scope of Services

Q1: The RFP asks that the consultant "hire and oversee a subcontractor with significant experience working with youth…" Is the County open to the notion that the contractor might contract with more than one to better engage the full diversity of youth?

A1: Yes

Part 2 – Scope of Work - B. Service Requirement

Q2: This section states, "the primary work of the consultant is to support the multi-agency/department and multi-system team(s)". Can you more fully describe the nature, make up of these teams, and role of these teams? For example:

A2: Answers in Blue

a. Are these existing teams?

   Yes

b. Which agencies or departments will be fielding these teams?

   Yes

c. Will there be non-County teams?

   There will be non county individuals assisting as needed/requested

d. What are the expectations for these teams versus the consultant, in respect for example in completing the work described in Section 5 of the ordinance?

   To be determined depending on scope of work negotiated.

e. Is the consultant supplementing their work and coordinating schedule, or is the consultant guiding their work?

   The consultant will collaboratively work with these teams to the extent possible to obtain information that leads to the task force responding to the items outlined in Ordinance 17738

Q3: When the Service Requirements reference "Project Staff" are they the staff participating on the above referenced teams? Or a different group?

A3: "Project staff" primarily refers to staff assigned to this project by the Council and Executive. There may be additional county staff brought in for specific issues or items as determined by the project staff team.

Q4: Should the consultant expect to meet with the different teams on a regular basis?

A4: The consultant will meet regularly with the project staff. The consultant may need to conduct ad hoc meetings with other county staff throughout the course of completing the scope of the contract.

Q5: In developing the Work Plan will the consultant have some influence on how the time and expertise of County staff is used?

A5: Potentially, though "influence" is not necessarily the correct term. The consultant may request information or expertise from county staff.

Q6: Will there be a project sponsor or project manager who will have the authority to resolve resource issues or conflicts that may arise in or between teams or project staff? (e.g. when staff has insufficient time to complete a task because of competing priorities).

A6: This contract resides with the Council and Council staff act as project manager; consequently, issues will be resolved by Council for matters relating to the contract and project.

Q7: Under Work Plan there is a reference to an Attachment A (ordinance) and Attachment B. We found the ordinance on the County website but neither attachment is found on the procurement website. Could you provide Attachment B?

A7: There is no attachment B.

Part 3 – Format for Responses and Requirements

Q8: The instructions say to "Complete items 1 through 6 below on a separate document…not exceeding four pages for each topical area identified above." What topical areas does the "above" refer to? Was the intent to say items 1 through 7? Are you asking for no more than 4 pages for #1 and no more than 4 pages for #2 etc.?

A8: The word "above" is a typographical error; it should read "below" and should not be included in the statement.

Q9: Is sample scope of work requested included in the four pages or in addition?

A9: A sample scope from a previous effort of any size is welcome of work in the submittal, though brevity and precision are appreciated.

B. Cost/Availability

Q10: **Part 2 C - Costs** asks for a breakdown of costs by deliverable. **Part 3 B** does not ask for a budget. Would you like on in this section, by deliverable?

A10: Yes.

PART 5 EVALUATION CRITERIA

Q11: Most of the elements under "Work Plan" in **Part 5 Evaluation Criteria** are covered directly by a response under **Part 3A Qualifications and Experience**. However the criteria "Research" and "Draft Report" are not. Are there particular sections of **Part 3A** where the County would like to see those criteria addressed?

A11: If we understand the question as phrased, our response is "no".

Q12: Please clarify the instructions for Part 3 (on the top of page 9 of the RFP).

When you say "four (4) pages for each topical area identified above" - which topical areas are you referring to? Do you mean the six deliverables in the chart on page 8?

A12: No

Q13: Or do you mean the items listed on page 10?

A13: Yes

Q14: Please clarify whether the County desires the itemized information requested on page 9 (Qualification and Experience items 1-7, and Cost/Availability items 1-3) for *each* of the topical areas identified in question (1)(a) above. (If each item requested on page 9 pertains to a specific topical area, please identify the topic to which it pertains.)

A14: I don't understand this question.

Q15: Given the RFP's references to a "project manager" we would like to know if that person has been hired, and if so, whether you could share some details about their background (i.e. resume or c.v.) We would like to staff our proposed services based on the project manager's skills and expertise.

A15: See A21 below.

Q16: Will non-local applicants be penalized, or local-applicants preferred?

A16: There is no geographic requirement or preference in this solicitation. However, the County expects the selected contractor to be able to perform the work as described, regardless of their physical location.

Q17: Will preference only be given in the SCS certification points?

A17: Submittals that include participation with certified SCS firms of at least 10% of the work (or are certified prime SCS contractors themselves) will be eligible for SCS evaluation points.

Q18: Are appendices permitted? If so, are there any limitations on the number of appendices or the length of each one?

A18: Yes, appendices are permitted. There are no limitations on the number or length.

Q19: Do the reviewers have any formatting preferences in terms of font, font size, spacing and margins?

A19: No.

Q20: In the Youth Action Plan Deliverables matrix located on page 8, the first deliverable is "Work Plan". The work plan is due April 28, 2014. However, on page 12 under "Part 6 – Selection Schedule", it provides that the contract is to be signed and work to begin on April 22, 2014. Will the deliverable date be adjusted based on the contract signing date or is the expectation that a "detailed work plan, including tasks, assignments and timeframes" is to be completed in 4 working days (or 6 calendar days)?

A20: Yes, it will be adjusted. We'd like the work plan within a week of signing the contract.

Q21: Also under the "Work Plan" deliverable, it references a "Project Manager". However, the next deliverable is "Project Management". Is there/planned to be a King County employee who is the project manager, or will the contracted agent be the project manager?

A21: County staff will be providing project management.

the forum FOR YOUTH INVESTMENT

King County Department of Executive Services – Finance and Business Operations Division

Original Proposal: Consulting Services for King County's Youth Action Plan

Submitted by the Forum for Youth Investment

March 27, 2014

RFP #1029-14-VLN

The Cady-Lee House | 7064 Eastern Avenue, NW | Washington, DC 20012 | Phone: 202 207 3333 | Fax: 202.207.3329 | www.readyby21.org

the
forum
FOR YOUTH INVESTMENT

The Cady-Lee House
7064 Eastern Avenue, NW
Washington, DC 20012
Phone: 202.207.3333
www.forumfyi.org

March 27, 2014

Ms. Victoria Nakamichi
King County Procurement Services Section
Chinook Building, 3rd Floor
401 Fifth Avenue
Seattle, WA 98104

Re: RFP Number 1029-14-VLN – Consulting Services for King County's Youth Action Plan

Ms. Nakamichi:

On behalf of the Forum for Youth Investment (Forum), I am pleased to submit the following proposal to provide consulting services for King County's Youth Action Plan. Thank you in advance for your consideration of this proposal.

Purpose: The Forum has developed this proposal in conjunction with two Seattle-based partners, Third Sector Intelligence, Inc. (SCS Certification #1618) and Wendy Watanabe, based on our collective experience implementing projects with a similar scope and duration, including recent work facilitating youth master planning efforts in places like Alexandria, Va. and New Orleans, La. Based upon the requirements outlined in the RFP and our on-the-ground experience, we believe the Forum and its local partners are uniquely positioned to help King County meet its youth action planning objectives.

Organization and Contact Information: The Forum is a 501(c)(3) nonprofit organization (Federal Tax ID 52-2242472) located at 7064 Eastern Avenue, NW, Washington, DC 20012. Thomas Devaney, Vice President for Business Strategy, is the Forum's primary contact for this proposal. Mr. Devaney can be reached at 734.714.2505 or Tom@forumfyi.org.

Project Budget: The total budget required to complete all deliverables described in the RFP is $175,000. Of this total, $125,000 will be used by December 31, 2014 to complete Phases 1, 2 and a portion of 3; the remainder will be used in 2015 to complete Phases 3 and 4.

Thank you once again for considering this proposal. We look forward to hearing from you.

Sincerely,

Thomas Devaney

Thomas Devaney, Vice President for Business Strategy
The Forum for Youth Investment

Table of Contents
Consulting Services for King County Youth Action Plan
RFP Number: 1029-14-VLN

Part 1

Qualifications & Experience:
Relevant to Multi-Agency/Multi-System Strategic Planning

Company Background & Qualifications:

The Forum for Youth Investment (Forum) is widely recognized for its expertise in the emerging science and practice of collective impact for children and youth. As a nonprofit, nonpartisan "action tank" the Forum is dedicated to helping communities and the nation make sure all young people are ready by 21: ready for college, work and life. Informed by rigorous research and practical experience, the Forum forges innovative ideas, strategies and partnerships to strengthen solutions for young people and those who care about them. Founded in 1998 by Karen Pittman and Merita Irby, two of the country's top leaders on youth issues and youth policy, the Forum is a trusted resource for policymakers, researchers and practitioners. The Forum provides youth and adult leaders with the information, connections and tools they need to create greater opportunities and outcomes for young people.

Ready by 21®, the Forum's signature initiative, is based on decades of experience working with state and local leaders. It is a set of innovative strategies that helps communities and states improve the odds for all children and youth, from cradle to career. Ready by 21 provides clear standards to achieve collective impact, tools and solutions to help leaders make progress, and ways to measure and track success along the way. Specifically, Ready by 21 helps leaders:

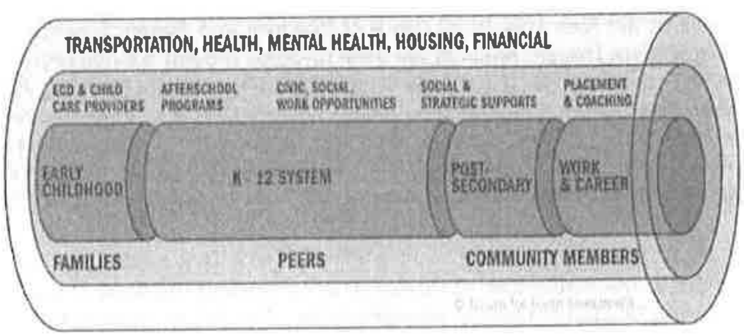
Form broader partnerships
- Create standards and strategies necessary for children's cabinets, councils, task forces and commissions to be effective and develop alignment through continuous communication and/or joint accountability for the work.
- Develop structures, such as youth councils, to engage young people in policymaking.

Set bigger goals
- Develop common child and youth goals among government agencies and systems.
- Build a framework for achieving those goals, with corresponding indicators, so that once-disconnected agencies will work in concert to improve youth outcomes.

Use better data
- Develop interagency data systems that track child well-being, programs and supports, and spending.
- Use data to drive decision-making.

Take bolder action
- Develop and implement an overarching child and youth plan and fiscal strategy.
- Engage a wide range of stakeholders in planning and carrying out solutions.

Ready by 21 tools and technical assistance guide groups of leaders from a full complement of organizations and agencies to work in partnership for all young people along what we term the *Insulated Education Pipeline* – a more complete range of settings where development happens.

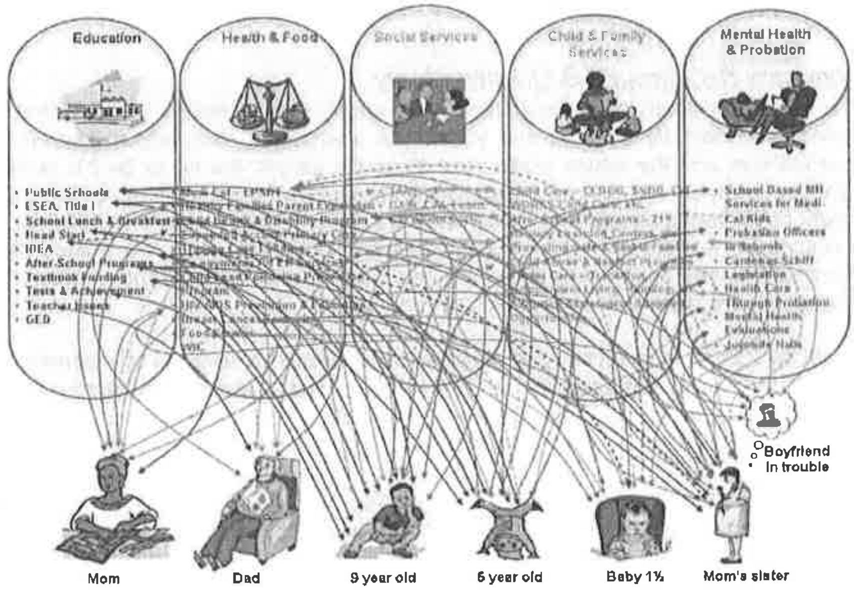


For over a decade, the Forum's policy team has worked with states and localities to better insulate this pipeline by assessing and aligning government policies and funding streams across those critical systems and agencies that provide social or emotional support and basic needs. We have developed deep expertise in cross-system coordination and strategic planning through our management of the Children's Cabinet Network: the only national network of state policy coordinating bodies, as well as city and county appointed commissions for children and youth. These cross-agency coordinating bodies typically consist of heads of state or local government agencies that support child and youth-serving programs. The Forum has provided strategic planning services to a number of states and localities in creating coordinating bodies, developing common goals and shared data, generating comprehensive plans for all children and youth, and mapping fiscal resources for young people.

Experience in Multi-Agency /Multi-System Strategic Planning

Many agency leaders are well aware of the need to better integrate agencies serving children and youth, as exemplified by the image at right (modified from an image created by Los Angeles County, Calif.) The Forum provides tools and coaching to assist communities in developing better aligned systems.

Our approach challenges coordinating bodies to develop a common set of desired outcomes and collectively determine and implement big picture action plans to foster the well-being of youth, from birth to young adulthood, and to track their progress over time.



Source: *M. Dunkle, Understanding LA Systems that Affect Families: A Look at How 40+ Programs Might Touch on One Los Angeles Family (The George Washington University and the LA County Children's Planning Council, 2002).*

Forum Staff Experience

The Forum's staff is well-steeped in all areas of the youth field – direct service, education, policy, advocacy and research. The lead staff members on this contract would be Elizabeth Gaines and Larry Pasti. The Forum would sub-contract with King County-based 3SI (Third Sector Intelligence) for local project management, research and data analytics (see part 7) and with Watanabe Consulting for local facilitation and outreach (see parts 3 and 4).

Elizabeth Gaines is the Forum's Vice President for Policy Solutions. She joined the Forum in 2005 after spending seven years leading after-school and community-based programs aimed at promoting positive youth development, and four years as a youth policy analyst at Citizens for Missouri's Children. She supervises the Forum's policy team and has over 10 years of experience working with state and local leadership groups to align policies and develop cross-system youth action plans. Elizabeth would serve as the project lead for the Forum's work in King County, as she has done for youth action plans in Massachusetts, Maryland, Alexandria, Va., and St. Louis.

Larry Pasti is the Forum's Director of Field Services. Larry joined the Forum in October 2008, having retired after many years at the New York State Office of Children and Family Services, where he was director of the Bureau of Planning and Intervention Design. Much of his work revolved around coordination and collaboration of government and community youth work – such as rolling out New York's Integrated County Planning Project and the Ready by 21 Quality Counts Initiative – and on developing quality assurance and evaluations of evidence-based programs, with an emphasis in the child welfare and juvenile justices systems. Larry has helped other state agencies – including Health, Mental Health and Substance Abuse and Labor – coordinate the use of evidence-based programs and build infrastructure to support those programs, Larry has led Forum work in metro Atlanta, New Orleans, Louisville, Chattanooga and smaller, neighborhood-focused efforts.

Local, State & Federal Multi-Agency Planning and Alignment Yields Results

In 2011, the Forum was instrumental in connecting the work of the White House Office of Management and Budget (OMB) with the Children's Cabinet Network (CCN). The Forum collected the long list of policy barriers accumulating and hindering the work of state-level children's cabinets. In early 2014, the Forum was instrumental in the passage of federal legislation creating the Performance Partnership Pilots (PPP). This legislation will allow for dramatic new levels of flexibility in up to 10 pilot sites to deliver outcomes for disconnected youth, with resources coming from the U.S. Departments of Labor, Health and Human Services, and Education.

The Forum has been providing early testing of this approach with the assistance of OMB in El Paso County, Co., and Broward County, Fla., since 2011, with over 25 federal funding streams under exploration for increased flexibility. The topics range from dropout prevention to multi-system youth issues, residential care and treatment issues. The Forum's ability to take its youth-centered approach to collective impact and adapt it across disciplines is a hallmark of its capability. While human services agencies, local governments and community based organizations have often been the Forum's lead community partners, our approach has been adapted in many training and technical assistance environments. For example, we have led city-wide planning efforts that started in the private sector and attracted strong engagement from the public sector in building an action plan.

Local Strategic Planning Experience

Alexandria, Va.(See Appendix A) Relationships. Relevance. Rigor: These three words were evoked throughout the process of designing the Alexandria Youth Master Plan. Two years after the Alexandria City Council established the Children, Youth and Families Collaborative Commission (CYFCC, or the Commission) in 2010, the Commission selected the Forum for Youth Investment to guide and support its Youth Master Planning process because of the Forum's experience and its step-by-step whole child/whole community approach to achieving collective impact. The Commission appointed an interim design team to work with the Forum to create a process that ensured that the planning was grounded in data, informed by diverse perspectives, and structured to encourage meaningful and sustained participation by a broad spectrum of residents, agencies, programs and partnerships.

Alexandria's Design Team, similar to King County's youth action plan task force, was comprised of approximately 30 administrative and community leaders with expertise in the child and youth sector. Furthermore, the Commission ensured that the Design Team's diversity of views and experiences include, racial, ethnic, gender identity, geographic and faith diversity, among others. The Design Team held regular meetings facilitated by the Forum, building relationships with each other, delving into existing data, indicators and outcomes, and creating opportunities for the broader community to explore the issues the Team was tackling through the planning process. The Plan is the result of hundreds of hours of discussion, debate and problem-solving through the Design Team and through public forums of youth and adults. The Plan also aligned with existing strategic plans in Alexandria focused on such areas as health, schools and community development.

Between November 2012 and July 2013 the Forum and the Design Team worked to:

- Define a vision statement and core principles to guide the work.
- Codify five broad goal statements that now serve as the city's definition of child and youth success.
- Review and compile the data and research on these goals into the Alexandria Children and Youth Well-Being Profile, the companion document to the report (See Appendix A)
- Engage more than 300 youths and adults in three public forums that provided opportunities to examine the data about Alexandria's youth, identify priority indicators, discuss the root causes and local conditions behind the data, and suggest solutions.
- Engage nearly 200 middle and high school students in nine forums in which they created and reviewed their own data. The students responded to 12 multiple choice statements about the quality of the experiences they have in their schools and neighborhoods, as well as the extent to which they feel prepared for their futures, and then discussed the reasons behind their responses.
- Pinpoint the community priorities for action that emerged from these forums to identify cross-cutting themes to address in work groups.
- Lead work groups charged with reviewing relevant research and practices, reviewing other relevant city plans and developing action recommendations.
- Draft a plan and incorporate amendments.

San Marcos, Texas (See Appendix B) San Marcos began the youth master planning process in spring 2012, when the City Council formed a Youth Advisory Council (YAC) with youth representatives from public and private schools. In August 2012, the City contracted with the Forum for Youth Investment to facilitate the development of a Youth Master Plan for the 210-square-mile service area of the San Marcos Consolidated Independent School District. In line with the Forum's philosophy, the plan focuses on youth from birth through age 24.

The Youth Master Plan (YMP) Steering Committee began meeting in January 2013, and brought together leaders from all sectors – including government, business, education, nonprofits, neighborhoods and families. The Steering Committee embraced the Forum's recommendation that communities initiate their youth planning process by exploring research-based principles of youth development and community change. The Committee took principles developed by the Forum – based on its expertise on effective practices for youth development, improving community supports and bolstering leaders to enact community change – and adapted them to create these principles for the development of the YMP. Steering Committee members identified desired outcomes for young people and developed strategies and action steps to guide implementation over three to five years, then held public input sessions to invite additional community engagement.

The Youth Master Plan was completed in summer 2013. In October 2013, the City Council passed ordinances creating a Commission on Children and Youth, which will lead the YMP implementation, and the San Marcos Youth Commission, to ensure continued youth engagement and representation. The City recently hired staff and is appointing the two commissions to implement the plan.

New Orleans, La. (See Appendix A) Designed to address the presence of several new initiatives operating in silos, New Orleans YouthShift began early in 2013 to initiate a community change process to align goals and services to ensure youth success. This effort built upon a foundation laid through a Ready by 21 Leadership Capacity Audit and Funders Survey in

2011. New Orleans YouthShift builds upon the collective work already happening in the city, including juvenile justice reform, initiatives to address youth violence and to help disconnected youth. New Orleans YouthShift serves as the blueprint for public and private leaders to guide and inform youth-related policies and investments made across the city, as it offers a shared vision for the future, an assessment of current resources and needs, and a roadmap for moving forward that ensures accountability and sustainability for effective youth serving systems. The process has included the development of logic models and the identification of common root causes across priority outcome areas. Through the development of an intentional engagement strategy, YouthShift connects community organizations, city leaders, young people, parents, and other residents to inform and develop a comprehensive and aligned set of strategies and interventions for the children and youth of New Orleans.

Nashville, Tenn. (See Appendix A) In 2009 a Mayor's Task Force, advised by the Forum, was created to bring together over 50 key stakeholders and organizations in Nashville – including leaders from schools, government agencies, businesses and nonprofits, along with youth and parents – to develop Nashville's youth master plan. They held meetings, gave input and took on responsibilities through committees and work groups that focused on such matters as health, safety, out-of-school time, the education lifecycle, and mobility and stability. Crucial to the creation of Nashville's Youth Master Plan was the contribution of youth and families at every level and phase. The Mayor's Task Force included youth representatives, and the Mayor's Youth Council (a group of 32 high school juniors and seniors who represent the geographical, racial, and ethnic diversity of Metropolitan Nashville and Davidson County) partnered with the task force throughout the process. Nashville's youth offered their insights in a series of surveys, and community members participated in focus groups held across the city. The youth co-chair of this plan and task force will be one of the subcontractors used in King County.

State Level Strategic Planning Experience

Massachusetts. (See Appendix A) In 2008, the Forum was engaged by leaders from the United Way of Massachusetts Bay and Merrimack Valley and the Massachusetts Executive Office of Health and Human Services to assemble players in youth and family services from across the state to craft shared goals and a shared action plan. The group formed the Massachusetts Action Planning Team, made up of over 100 organizations – including nearly all Massachusetts United Ways, many state agencies, local and regional leaders, and youth. This group was engaged by the Forum for a year in information gathering and planning retreats. Using Ready by 21 tools, resources and technical assistance, they developed a comprehensive agenda aimed at aligning policies and programs for a greater impact on a broad range of indicators related to youth success in school, work and life. An additional 600 people responded to an online survey about outcomes and indicators of most concern. The statewide action plan initiated many local areas to jump on board and create local implementation plans. It also informed the Governor's Child and Youth Readiness Cabinet and its important alignment work.

Maryland. (See Appendix A) In 2008 the Ready by 21 Action Planning Team in Maryland focused on youth transitioning from adolescence to adulthood. This team included more than 30 representatives from state and local government, businesses, advocates, private nonprofit service providers and higher education to focus on ensuring all 309,000 Maryland youth ages 18 to 21 are ready for the responsibilities of life, including work and a career or further education and training. To tackle such an overarching goal, group members were challenged to join a process that focused on their own leadership development (through the Maryland Leadership in Action Program) as well as integrating the Forum's big picture approach. As the Forum worked with Maryland's Ready by 21 Action Team to develop an action plan, it also shared examples and information from other states that have tackled comprehensive youth agendas or worked to align policies on behalf of youth. Best and promising practices regarding youth development were reviewed for inclusion in the strategies. The Maryland Children's Cabinet used this plan to galvanize state and local action. The strategies and action steps are in various phases of implementation via each county's local management board, which serve as the coordinators of collaboration for child and family services. Today you can see evidence of the action plan across Maryland, in a variety of concerted efforts to keep preparing youth for adulthood well beyond the traditional k-12 education system.

Part 2

Strategic Planning Approach and Sample Scope of Work

Overall Approach to Strategic Planning for Multi-Agency/Multi-System Organizations

The Forum's Ready by 21 Action Planning is the most widely used approach to Youth Master Planning and, in fact, informed much of the National League of Cities' work in this area. As part of the newly formed Collective Impact Forum convened by FSG and the Aspen Institute for Community Solutions, the Forum for Youth Investment is recognized as the go-to provider for training community leaders around the "nuts and bolts" of collective impact through our Big Picture Approach to Collective Impact institutes and related trainings. While many planning approaches "begin with the end in mind," supporting the development of action agendas that are focused on improving outcomes, Ready by 21 explicitly addresses two common challenges in these approaches: How can we address more than one issue or indicator at a time? And how can we maximize involvement in, and commitment to, both the planning process and the work that follows?

A well-done action plan is more than a blueprint for staff. Leaders use these plans as a call to action, generating community excitement and rallying key players -- from youth and families to business and philanthropic leaders - around the cause. The Forum has extensive experience helping leaders across the country develop big picture youth action plans that:

- **Start from a child and youth-centered perspective** instead of a problem-specific or issue-centered one. No one experiences problems in isolation or "one at a time." Assets and challenges must be viewed as connected and understood as they are actually experienced in the day-to-day context of a child or family's life. Outcomes are interconnected and they are also directly correlated to the range and number of supports present. Keeping this framing in mind while planning for action leads to more effective, issue-integrated solutions.
- **Promote alignment with other community actors and partnerships.** There are consequences to operating in "silos" that can be overcome by working together across systems and sectors. Coordination, however, is neither easy nor natural. Our approach looks to existing actors and coalitions before starting new efforts. We follow key steps that promote alignment with broad community goals and with the work of other community actors and initiatives. Taking this kind of big picture approach means that issues are not tackled in isolation and that solutions are not implemented alone.
- **Focus on root causes, underlying conditions and broader systems change** to create lasting differences in child and youth outcomes. Faced with a moral call to action many community groups jump to selecting "evidence-based" interventions. While implementing the best of what is known is a requirement of good community work, an accurate diagnosis must precede the selection process. Our approach assures a localized and data-based diagnosis anchors the choices a community makes for needed action.
- **Put pressing problems into a broader and long-term aspirational frame while committing to public accountability for progress.** There are opportunities, even in tough economic times, to move further faster and to demonstrate the results needed to sustain change. Measuring impact is vital, but it takes time for collective impact strategies to move the needle on communitywide issues. Sustaining community action is imperative in order to achieve positive goals for children and families, rather than just avoid specific problems. We help communities identify early wins and still commit to tackling the harder, seemingly intractable challenges.

The Forum has staff and consultants trained to: a) guide community and policy groups through a structured, multi-step action planning process; b) train and coach organizational staff and consultants charged with facilitating the process; and c) advise leaders who are participating in the planning process. The Forum has worked intensively with multiple jurisdictions of varying size and geography to develop youth master plans. Numerous cities and counties have tapped into Ready by 21 tools, resources and connections to strengthen their action planning process through our Leader Network, webinars and partner organizations, including the National League of Cities, America's Promise Alliance, United Way Worldwide and AASA (The School Superintendents Association).

The Forum works with existing community partnerships, collaborations and stakeholder groups, using the steps shown below, to organize current community work and partners, gain a clear understanding of priority issues, identify root causes, achieve consensus for needed change, establish accountability mechanisms and adjust interventions until achieving desired results.

The Forum uses clear standards for effective planning and partnerships to guide leaders through each of the five steps outlined in the graphic. We use organizing questions, facilitation tools and techniques, data collection methods and analytic approaches that link each step to the next and position the group for collective impact. Each phase of the process (Take Shape, Take Aim, Take Stock, Target Action and Track Progress) assures that different aspects of alignment are realized. "Completeness checks" help communities decide if their work is "good enough" to move ahead. The steps required to Take Shape promote structural alignment across levels of community action. The steps for Taking Aim promote articulation of a vision and goal alignment. Taking Stock assures that community partnerships have a shared understanding of the story behind the data and the root causes and underlying conditions – a shared diagnosis. The steps to Target Action assure that the selected interventions and activities implemented by multiple community actors are mutually reinforcing. Finally, Tracking Progress sets the stage for shared measurement, which strengthens all steps and provides a platform for assessing collective impact.

The Forum's technical assistance mantra is "meeting leaders where they are." Even in a clearly staged action planning process, we take the planning team through simple upfront diagnostics to determine what work has been done already and identify key building blocks and areas to strengthen. While every action planning process is different, one of the core ingredients for success during the community engagement process is the creation of a locally based action planning team. While the process generally follows the sequence of events in the graphic above, each community's process is organic and iterative, looping back to phases as needed to clarify the picture.

The makeup of the design team varies by community; there is no single prescriptive structure. King County has chosen the youth action plan task force to serve as the action planning team to work with the community and to develop recommended strategies to address priorities. As a team comes together, the creation and implementation of a youth master plan may seem like the end goal. However, we encourage community teams to think of this process as developing a new way of doing business for the long term. The partnerships developed during a planning process lay a solid foundation that help a community manage the complex change that must occur throughout the implementation of the plan. In the words of Councilmember Ronnie Steine of Nashville, Tenn., who co-chaired the Forum-supported master planning process in 2009, "The Child and Youth Master Plan document was terrific, but in the end, the change that has happened because of the *process* was just as transformative as the plan itself". Steine points to changes that occurred long after the master planning process itself. For example, the head of the Nashville Public Library system worked with the school district, and now every middle and high school library is a 'limitless library' where students have full access to the holdings of the Public Library and to Nashville's university and research libraries. This change was not part of the master plan itself, but occurred because of the relationships formed during the planning process.

This form of engagement and partnership happens through the participation of diverse local stakeholders. That is why it is imperative that a locally-based action planning team be regularly engaged during all aspects of information-gathering and planning, including community convenings. Forum staff will guide the task force through the action-planning process and help the team develop its capacity to play a leadership role in each step of the process.

Approach to King County's Action Plan

Using the steps in the Forum's action planning approach, and responding to the deliverables of the RFP and the desired components of the youth action plan laid out in Ordinance 17738, the Forum will work with the task force and local project management staff to complete an action plan to be delivered to the executive and the council by April 15, 2015.

Our approach to the type of work requested in the RFP and laid out in the ordinance is articulated in the blueprint outlined below. However, the work must be localized and made relevant to King County. Working with the King County Project Manager and other relevant local core team members, we would convene an intensive session in May to make this blueprint realistic and actionable on the ground. We typically work with the local team to better understand any tradeoffs, limitations in resources, variances in levels of depth of some of the items, and/or opportunities to go beyond the tasks laid out. Because the Forum's consulting work plans are so customized by client, we are unable to outline more specifics until that first meeting at the beginning of the project. We also typically structure contracts to have regular quarterly check-ins where the scope of work can be revisited based on changing conditions (which are inevitable in this type of work with so many community players and influences).

King County: Major Tasks Identified in Ordinance and RFP:

Phase 1 – Take Aim *(Entire task force.)*

- Affirm a vision for children and youth for King County, as reflected by the vision stated in the Ordinance: "infants reach adulthood healthy and safe, academically or vocationally succeeding, and socially and civically engaged"
- Identify the age ranges targeted by the planning efforts
- Identify critical stakeholders, the communities within King County

Phase 2 – Take Stock -- existing measures, existing resources, existing strategic plans, and existing policies, input from communities within King County. *(Simultaneous work by work groups of task force.)*

- Potential data to be gathered by a Task Force Work Group or researched by the Forum include:
  - existing measures of accountability
  - current programmatic outcome measures
  - location and availability of existing child and youth services and supports in King County
  - areas of focus for active child and youth coalitions and networks, as well as government boards and commissions
  - distribution of county funds by outcome areas (education, social/emotional health, physical health, etc.)
  - commonalities and differences among existing strategic plans
  - a policy scan of potential barriers to improved outcomes

- Outreach and Stakeholder Input will focus on identifying local conditions that are contributing to the well-being of children and youth, in either a positive or negative way. Input will be gathered from a wide range of stakeholders, including but not limited to:
  - government stakeholders, including boards and commissions relevant to child and youth outcomes
  - parents, school personnel, faith leaders, business leaders, service providers, funders
  - young people

Phase 3 – Target Action – identify ways to take promising practices to scale, prioritize existing programs, connect to other efforts (ECD, social justice), and prioritize use of existing funding. (entire task force)

- Make recommendations and engage the Task Force in data-informed decision-making to:
  - identify improvements, efficiencies, gaps, opportunities to take promising practices to scale and areas for better integration and/or coordination of youth services, programs and policies. Identify child, youth and family programs, methodologies and service models that the county should prioritize to achieve outcomes and meet policy goals
  - make recommendations for King County's role and involvement with early-childhood learning programs and initiatives
  - update King County's Strategic Plan and its social justice and equity goals as they relate to youth. Make recommendations to adjust the county's funding of services and programs for youth, including prioritization of *existing* resources to achieve recommended outcomes

Phase 4A – Take Shape / Track Progress – figure out accountability structure, evaluation/reporting structure. (with task force in concert with county executive and council)

- Potential ways to track progress will address:
  - whether King County should establish a single point of accountability for children and youth services, programs and policy, and if so, what structure or model is the best fit
  - identification of an evaluation and reporting structure, process and implementation timeline for the youth action plan
  - needed roles and duties to support the rollout of the youth action plan

Phase 4B

- Beyond the accountability structure and implementation, additional future steps could include:
  - making recommendations on the county's funding of services and programs for youth, including prioritization of *potential new* resources to achieve recommended outcomes
  - creating a King County Youth Bill of Rights

Sample Scope of Work – Supporting Planning Efforts in Greater New Orleans' Out-of-School Time & Early Childhood Sectors

December 2012 through December 2013

Below you will find the scope of work for the Forum's contract in Greater New Orleans, La. This document was created once the work began in collaboration with the local core team. This type of project plan is necessary to understand the phases of the work, the targeted timeline and the roles and responsibilities of the local team and Forum consultants.

"Big Picture" Planning Stage	Activity	Deliverable(s)
Take Shape – Engage & Form	*Leadership Coalition Development & Capacity Building:* Support the design and development of a new OST/ECE partnership. Help define focus, staffing, structure, membership and recruitment plan. Build the capacity of a local Design team to lead local planning efforts	• Identify and support recruitment of Design team members • Administration of Ready by 21 Moving Trains diagnostic • Report of and facilitated "community conversation" around findings, including analysis of service "gaps" and "redundancies" among the various collaborations, initiatives, task forces, partnerships and networks focused on youth issues in New Orleans, LA • Provide Ready by 21 Action Planning training to at least 3 members of Design team ($1,095/person) • Provide "get started" support and consultation to Design team.
Take Aim – Listen & Inform	*Initial Assessment & Framework Created*– collect and organize information from the various reports and initiatives related to youth in New Orleans, particularly thoughts focused on OST and ECE sectors.	• Identify and collect research and reports • Read and review information, including the Ready by 21 Audit and Funders' Survey findings • Develop a common framework to organize information • Produce "Readiness Profiles" about youth and about the systems and leaders that serve them
	Key informant interviews - in advance of an initial convening of OST/ECE stakeholders, conduct interviews with key local leaders/stakeholders to identify the needs of young people, partnership design priorities as well as other topics TBD in collaboration with the Design team.	Conduct 8 to 10 30-minute interviews with key stakeholders selected by the Design team. Forum will: • Schedule • Conduct interviews • Provide summary notes • Incorporate learning into planning process
Take Stock – Analyze & Visualize	*OST/ECE Stakeholder convening* - facilitate a convening of 30 – 50 stakeholders to evaluate the draft needs assessment and identify strategies for developing a joint OST/ECE plan.	• Content and agenda planning • Meeting facilitation • Note-taking and reporting • Follow-up communications with participants • Event promotion/press release Travel to New Orleans for 2 people, 2 nights
	On-site planning sessions –host two or three targeted planning sessions with a smaller subset of stakeholders to advance the planning effort	• Synthesis of materials from initial convening, local planning workgroups and additional research • Scheduling and logistics, including support for engaging young people • Agenda planning with Design team

		• Session facilitation • Note-taking and reporting One trip to New Orleans for 2 people, 1 night hotel stay
Target Action – Map & Act	*Draft OST/ECE Plan – PART 1* – in collaboration with Design team, synthesize all data, meeting notes and other pertinent materials into a detailed plan.	• Finalize an issue-integrated logic model • Create a draft OST/ECE plan in an editable word document incorporating information from all previous components of the process
Target Action – Map & Act	*Draft OST/ECE Plan – PART 2* – in collaboration with Design team, synthesize all data, meeting notes and other pertinent materials into a detailed plan.	• Facilitate a distance conversation regarding the initial draft with the Design team and any other leaders as appropriate • Document and address questions, concerns, and comments • Revise plan content and forward to all parties for final review. • On-site presentation of findings One trip to New Orleans for 2 people, 1 night hotel stay
	Ongoing, on-demand coaching and implementation support	• Ready by 21 Coaching and Community Planning experts will be available to support ongoing implementation of the plan

Project Timeline

	FY 2013										FY 2014		
Date	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Take Shape	X	X	X	X									
Planning Team established and backbone support roles defined. Existing levers identified, initial change management infrastructure created and community "org" chart created.													
Take Aim			X	X	X	X							
			Core principles agreed to and people centered planning framework created. Initial outcomes agreed to for engagement process. Communities defined, including "communities within". Information about consequences, behaviors, root causes and local conditions collected with themes articulated.										
Take Stock					X	X	X	X	X	X			
					Effective goal statements written. Problem analysis conducted with appropriate groups. Validation tests applied to results for consensus statement.								
Take Action								X	X	X	X	X	
								Logic model developed that meets standards: a) Adequacy, b) Completeness, c) Line logic, d) Communications power. Comprehensive intervention package developed, actions and responsibilities clear.					
Track Progress											X	X	X
											A monitoring and feedback system has been established to support improvement and accountability. Timeframe for analysis, reporting and reflection has been agreed to.		

Part 3

Qualifications & Experience: Meeting Facilitation & Outreach

Staff Qualifications

To facilitate meetings and community outreach in King County, the Forum plans to engage its top in-house facilitation staff as well as a local sub-contractor, Wendy Watanabe. While Forum staff would be responsible for the facilitation approach and strategic planning components of the project, Wendy would be accessible as a front line resource for the task force as she facilitates meetings for the entire task force and leads community outreach sessions. Meanwhile, the Forum's facilitation staff will lead work with task force sub-committees as they employ the Forum's tools to "take stock," "target action" and "track progress." Below are more details on the experience of the facilitation and outreach team that would work on this project.

Wendy Watanabe. Wendy Watanabe's expertise in organizational development, system change and process design has helped numerous public-private sector collaborative efforts become visionary and pragmatic in order to deliver results on urgent social issues. Her lifelong learning and experience around bridging divisions caused by culture, race and income has led to local and international projects. She has been a featured speaker on fostering collaboration across sectors and cultures for a White House Initiative, international videoconferences, and international, state and mayoral delegations. For over 30 years she has successfully worked within/across teams, organizations and communities to improve performance, innovation and partnering for transformative change.

Wendy's facilitation, outreach and organizational development work is based on building and amplifying the capacity of teams, organizations, interest groups, communities and systems to adapt and innovate. Solutions to complex problems require strategic conversations by curious, energized and engaged people with a collective sense of purpose for committed action and a clear vision because "A vision without a plan is wishful thinking and a plan without a vision is wasted effort." By designing and facilitating group processes and conducting outreach/stakeholder engagement founded on inquiry, dialogue, reflection and collective learning, she builds authentic engagement and true consensus from diverse perspectives (including different perspectives stemming from race, culture, class, income, gender, age, or disability).

Merita Irby. Hailing from the state of Washington, Merita is a chief architect of both the Forum and its signature initiative, Ready by 21. Having founded the Forum with Karen Pittman in 1998, she is now its leader of strategic planning and serves as a lead facilitator of Ready by 21 activities, from workshops and symposiums to ongoing learning groups. As a coach for Ready by 21 change-makers, Merita works with key leaders from school districts, governmental departments, community collaboratives and non-governmental organizations nationwide. She has worked with a wide range of communities, from rural areas (such as Georgetown Divide, the largest geographically spread school district in California) to large metropolitan regions (such as facilitating the New York City Department of Education's *Children First* Redesign). She facilitated the Maryland Ready by 21 Action Planning Process, wrote the guide for the Massachusetts Ready for Life Action Plan, and coached the consultants who developed the Nashville Youth Master Plan. Merita will play an integral role in coaching and training the facilitation team, and will have leadership and oversight.

Larry Pasti. Larry brings a wealth of expertise in the delivery of child and youth services, as well as an understanding of community processes. As former director of the New York State Bureau of Planning and Intervention Design, much of Larry's work revolved around coordination and collaboration of government and community youth work - such as rolling out an Integrated County Planning Project and the Ready by 21 Quality Counts Initiative - and on developing quality assurance and evaluations of evidence-based programs, with an emphasis in the child welfare and juvenile justices systems. Larry's facilitation skills have helped Metro Atlanta leaders build supports for refugee youth; helped New Orleans leaders form a new collaboration for children and youth; and helped Northern Kentucky make critical decisions about data sharing platform. His currently helps communities implement collective impact strategies.

Elizabeth Gaines. Elizabeth has managed state and local youth policy work with national partners, state children's cabinets, local policymakers and leadership groups at the Forum for nearly a decade, and is recognized as the nation's leading expert on governor's children's cabinets and councils. She has assisted many states in the creation of their Children's Cabinet and the facilitation of their planning retreats. She's applied this knowledge to numerous publications in the field. She assists city and county councils and commissions in establishing optimal conditions for aligning, collaborating and improving outcomes for children and youth. She is a designer of the highly sought after Ready by 21 youth master planning services, which help communities achieve collective impact. Elizabeth played a lead role in the facilitation of the City of Alexandria's Child and Youth Master Plan, the Maryland Ready by 21 Action Plan and the Massachusetts Ready for Life Action Plan among others.

Meeting Facilitation Experience

The Forum has expertise in meeting facilitation across a range of needs and audiences. A list of the variety of meeting locations provides a glimpse into our range and depth of facilitation experience: Jackie Joyner Kersey Center, East St. Louis, Ill.; First Baptist Church, Chattanooga, Tenn.; White House Conference Center, Washington, D.C.; Education Plus (formerly Cooperating School Districts of St. Louis County), St. Louis, Mo.; Blaine House (the Maine governor's mansion); T.C. Williams High School, Alexandria Va.; National Governors Association Hall of the States; and The Children's Trust, Miami, Fla. As we do with strategic planning, we meet leaders where they are and adapt our meeting facilitation approach to the needs of the client and the community.

Alexandria, Va. Our staff facilitated a range of meetings in Alexandria, Va., including strategic planning with the Executive Team of the Children, Youth and Families Collaborative Commission, decision-making meetings with a Design Team of community volunteers; community forums with youth, families and community members; and backbone support meetings with the Core Team of city and school staff. Our experience in the principles of appreciative inquiry and adult learning contribute to a meaningful agenda, while our authoritative guidance approach ensures that we keep the teams moving. The Forum staff successfully navigated turnover throughout the process, building relationships as new leaders came on board. The Forum staff also bridged the differing opinions between the Design Team City staff and the appointed Commission resulting in a unanimous vote for final adopted plan. The work over a period of 18 months resulted in a published profile of the city's child and youth well-being indicators, as well as a final Child and Youth Master Plan for the city of Alexandria.

Clarkston/Atlanta, Ga. The United Way of Metropolitan Atlanta hired the Forum team to facilitate a planning meeting for refugee services in the Clarkston community of Georgia, where refugees account for approximately half of the population of 7,500. Our team met with over 50 school, government and service personnel to determine next steps in their planning process. Based on the data provided by our team, as well as our meeting facilitation, the group identified an outreach plan to connect with additional stakeholders, including faith-based institutions serving refugees, and more than 10 potential coalitions. Given our focus on engaging the likely and unlikely stakeholders, the group decided to engage a local bicycle advocacy group, as bicycles are a common means of transportation for refugees.

White Center, Wash. Wendy Watanabe has been sought out for her ability to facilitate diverse and challenging partnerships. This includes the decade-long community change project, Making Connections in White Center, which was part of an Annie E. Casey Foundation initiative to strengthen families and improve children's success. Disparate stakeholders -- including residents, providers, high-level heads of institutions and philanthropic leaders – developed a working partnership through her support and facilitation. Over the past several years she has designed and facilitated Gates Foundation grantees, funders and policymakers around a new Housing First/domestic violence pilot for practice and system integration. She is currently facilitating partnership and system change discussions for the City of Seattle Office of Economic Development, Human Services Department and Office of Immigrant & Refugee Affairs on language capacity and career pathways. She also serves on the Community Network Steering Committee for Community Center for Education Results' Road Map project to close the opportunity and achievement gaps for students of color and low income students in King County.

Outreach Experience

The Forum has a long and exemplary history of soliciting community and stakeholder input. Our team has a deep understanding of what it takes to help stakeholders clearly understand key steps in collaborative work and how these steps can lead to improved population-level outcomes that benefit all stakeholders.

The Forum's action planning typically involves the identification of varying stakeholder groups and mapping the full set of stakeholders that are invested in the learning and development of children and youth. This includes individuals who can represent multiple perspectives, such as diverse populations. Ideally, stakeholders will represent multiple levels of leadership from top-level to frontline, policymakers, professionals, community members, parents and young people. The Forum will work with the task force to identify appropriate stakeholder groups and populations. Communities are also defined by important "communities within," communities identified by type (place, interest or experience) and by boundaries (neighborhood, city, county, island, etc.). Engagement of these "communities within" is important, as their perceptions of local conditions vary and are important to capture in the process.

After stakeholder groups have been identified, explicit strategies for engagement will be developed specifically tailored to the stakeholders themselves. The Forum has assisted several communities in developing unique outreach strategies to engage diverse populations while capturing and analyzing consistent themes for use in creating a community owned agenda.

Community Convenings

Petaluma, Ca. During Petaluma, California's action planning process, the Forum advised community leaders to break away from traditional community input sessions in order to obtain feedback from hard-to-reach populations. Petaluma had experienced significant growth in its Latino population, and was encountering an ever-increasing gap between the "haves and have-nots." The Forum recommended convening a town hall in Spanish to increase input from the Latino population. The town hall was widely attended and leaders solicited feedback from a previously untapped population. Building off of this success, Petaluma also reached out to teachers by hosting community input sessions in schools after class. The Forum also assisted Petaluma in designing a retreat process to solicit youth input. Out of that, a group of youth formed their own organization, Petaluma Teens for Teens. Petaluma has also trained Latino youth to canvass underrepresented neighborhoods to encourage voter registration and civic participation. This effort culminated in a Latino Youth Civic Engagement conference featuring a County Supervisor Candidate Forum and the opportunity to explore specific issues impacting the Latino community.

Grand Rapids, Mich. Here the key to eliciting stakeholder support was to take stock of what had already been done in the community and honor that work. Several meetings were held with "system-changers" (existing collaborations), including county government, the coordinating council, a service network, the United Way, the public schools, and foundations and businesses in order to communicate the necessity of a shared language and vision for youth. These system-changers needed to be convinced to take on a big picture approach at a time when they were prioritizing targeted strategies. They also needed to be assured that what was currently being done in the community would be incorporated into the Youth Master plan. Additionally, family and community involvement was actively sought and encouraged. Thirteen focus groups with families, youth, and community partners were conducted to gather input and ensure alignment of goals. A Ready by 21 Summit engaged over 115 key leaders, parents, youth and community partners. This summit further strengthened a shared vision for youth and, most importantly, unveiled the contributing factors behind the indicators – which helped inform the youth master plan's policy recommendations.

Alexandria, Va. In Alexandria, Va., the Forum took a number of approaches to communications and outreach, recognizing that there were a range of objectives at different phases of the process. One was to get broad community input on Alexandria's child and youth indicators and to pinpoint the local conditions causing those trends. Working with a volunteer from an Alexandria social media nonprofit, Action Alexandria, the Forum spread the word about community input and outreach opportunities. Alexandria City Public Schools used robo-calls to remind all parents, and flyers went home in every public school student's backpack. It would have been hard for any parent to deny that the City wanted to hear their ideas. Additional outreach strategies included news releases, letters to the editor, web postings, emails and announcements in schools. Young people were awarded service hours for attending, food was provided, child care was available, and translation and interpretation services ensured that all input would be heard and valued. In total, over 600 residents participated, including 200 youth in several community or school forums.

The purpose of the convenings were two-fold: 1) leaders needed to understand the issues and priorities in local communities, homes and schools and 2) people needed to see their priorities and ideas reflected in the plan in order for it to have validity in the eyes of the public. The events included a data walk, where participants were asked to vote on the indicator that was most concerning or most encouraging to them. The residents were presented with data about the city's young people in five broad outcome areas: academically and vocationally successful; physically safe and healthy; emotionally secure, hopeful and resilient; socially and civically engaged and empowered; and culturally competent and connected. They voted for which indicators were most important, then broke into workgroups, each focused on a specific indicator (such as truancy, substance abuse and participation in community activities).

Participants were then asked to talk about what was contributing to a specific indicator (such as the juvenile crime rate) and what could be done to address it. The questions centered on, "Why is this occurring?" and "Why here? What is going on in Alexandria that contributes to this picture?" There were opportunities to think about solutions, ranging from low-cost, to high-impact, to out of the box, to early wins.

Communications

Organizing community input sessions tailored to under-represented populations is only part of the equation. People must also be informed of the opportunity to participate and stay up to date. The Forum has a first-class Communications Department that can help King County design and create content for a range of materials – including news releases, email blasts, flyers, and other announcements – to be disseminated through the Internet and social media. The Forum will work in conjunction with King County's Communications Department to identify resources, distribution lists and media outlets to maximize community participation. In addition, the Forum's partner in Seattle, 3SI (Third Sector Intelligence), will populate a webpage for the task force on the King County website (or on a separate website, if preferable). We envision this site looking much like that used by the City of Alexandria (see Appendix A).

3SI staff has experience managing development of both complex and simple websites for clients. For example, the Bill and Melinda Gates Foundation (BMGF) hired 3SI to manage the development of the Project Mapping Tool (PMT) prototype website, which enables users to quickly find agricultural development projects and view them on a map. 3SI worked with a geospatial subcontractor to build and launch the website. Features included projects and map views that can be saved and shared with others. The site also included an easy-to-read Home page with links, an "Explore" page to browse and visualize a diverse collection of projects and datasets, and an "Edit" page to enter or modify project and action details. The website was used by both grantees and foundation staff. Once launched, 3SI analyzed data on initial website usage to better understand what type of users were accessing the website; 3SI also assessed how they were engaging in order to further refine and improve the website design and features. While we do not think that the King County Youth Action Plan project website will require this level of complexity, we include this example for illustrative purposes. 3SI's local project manager, Barbara Rosen, also has experience building and managing websites for both the firm itself (see: www.team3si.com) and for her previous organization, the Corporation for Enterprise Development (CFED), a national non-profit policy-development organization in Washington D.C. As a Program Manager for CFED, Barbara developed content and populated the organization's website on a regular basis, as well as maintained an internal website to share resources with grantees and facilitate dialogue and learning (see Appendix D).

Moreover, the Forum brings another valuable resource to the table through SparkAction – an online journalism and advocacy center by and for the child and youth field. SparkAction will lend its expertise in reaching out to the King County community through social media venues, including blogs, and Twitter and Facebook outreach, to advertise King County's community engagement sessions. SparkAction can provide support in outreach and promotion, including online polling and voting, and innovative ways to capture youth input.

Part 4
Meeting Facilitation & Outreach Approach

Meeting Facilitation Approach

The Forum and our local facilitator, Wendy Watanabe, believe that that all communities have an inherent capacity to adapt and innovate. Our role as facilitators is to create access to that capacity by tapping into the power of collective purpose and clear vision as the foundation for committed action. We relish working within and/or across teams, organizations and communities to engage all parties in meaningful dialogue, to embrace their diverse views, and to tap into their creative potential to achieve their goals. As such, our approach to meeting facilitation revolves around two key notions:

1) **Meeting Leaders Where They Are.** Each community has its own political landscape and its own strengths and limitations. Our approach focuses on bringing together the range of stakeholders that have an interest in improving child and youth outcomes. The Forum guides the stakeholders to develop a common agenda and outline what is needed to align the various current efforts at work in their communities. This approach looks to existing efforts before starting new initiatives. The worst thing a community can do is start a new collective impact or collaborative effort and ignore those efforts that already exist. (This is common practice and all too common recently with the onset of so many new collective impact initiatives.) To help communities get ahead of this trend, in 2011 the Forum wrote "Don't Stop Collaborating Just Stop Creating New Collaboratives." This paper articulates the myriad ways that a community can build on what is already in progress, find ways to streamline efforts and be more informed about the rich set of assets every community has within it. The Forum also brings plenty of tools and examples of places that have taken the time to, as we like to say, "Map their Moving Trains".

2) **Start with Core Principles.** One important component of our approach is bringing participants together around a set of core principles that will undergird their work going forward and that are representative of their shared vision. A planning process requires numerous decisions and course corrections. In order to set the stage for successful decision making and action, the leadership group needs a set of core principles that it can turn to when faced with disagreement or uncertainty. Our template provides a starting point for communities to tailor, based on what is a priority for their team. This set of core principles also provides the starting point for a theory of change, defining what child and youth outcomes are important, what community, school and family supports are needed, and what actions leaders need to take to drive change.

Moreover, the Forum's meeting facilitation approach is based on the premise that if all parties know where they are trying to go, the facilitator can better direct the process to get them there. In practice, we make agenda suggestions and adjustments to ensure that the group members produce a set of decisions that they feel good about. By using facilitation processes that engage all parties in meaningful dialogue, recognize differences, promote interest-based negotiation and develop consensus, our team helps collaborative efforts apply their creative potential to achieve their goals.

In group meetings, we generally open the meeting with an opportunity for brief updates and a primer on the discussion topics on the agenda. We reserve ample time for structured small or large group discussions by topic, for real work time together and for discussion of next steps. Next steps routinely include making decisions that can be implemented immediately, or identifying tasks that must be undertaken before a decision can be made. All participants, both task force members and consultants, leave meetings with clear assignments, including time estimates for work that has to be done between meetings. We capture meeting discussions and decisions in meeting notes, which we circulate to all members of the group and post on the group's website.

In King County, the initial meetings would focus on developing the core principles and affirming the vision set forth in the Ordinance. Subsequent meetings would break the group up into smaller teams for the assessment process. We envision these smaller work groups working closely with the Forum and 3Si to begin to deeply understand their own community data and Information, to connect dots between existing collective impact efforts, and to begin outreach to the broader community and "communities within the community" to understand local conditions. Each work group would then report that work back to the larger task force for final affirmation and for later use in recommendations and decision making.

After assessing the data, the Forum would lead the task force in selecting the best set of strategies for King County. The selections are based on evidence and best practices, local context and criteria agreed upon by the task force. The criteria often include cost, potential impact, timeline and type of strategy (from traditional strategies, such increasing a particular type of service, to innovative approaches, like developing an integrated data system). The Forum will work with the task force to ensure that the selection of strategies is balanced across ages, outcomes, geography and related criteria as affirmed by the task force.

Outreach Approach

Despite efforts to bring different sectors and partners together, one critical group is often left out: young people. Especially in collaborations focused explicitly on youth, this is worse than disempowering. Neglecting the youth voice the action planning process undermines success by leaving out the perspectives and solutions of those who are most affected by the issues at hand. The Forum has experience in meaningfully engaging youth in planning processes in various capacities. We strongly encourage formal youth participation in the overarching task force as well as in the design and work of subcommittees, outreach efforts and community assessment. That said we understand that the collective youth voice consists of a host of individual voices rooted in diverse experiences and sub-communities, so it is imperative that formal youth representatives reflect the diversity of the community.

In order to address the complex problems that a youth action plan seeks to tackle, multiple and diverse sectors and interests must provide input and take action. We have developed numerous resources to help community leaders engage young people, business leaders, faith leaders and school leaders, among others. Our stakeholder consulting centers on these guidelines: be intentional about who to involve; build on existing efforts; consider the authority and capacity needed; be specific about how you want involvement, as well as how much and when.

The Forum recognizes that outreach can serve many different purposes. Prior to selecting an outreach method, we ask clients to identify the goal of their outreach: input, involvement or influence. Different outreach goals require different strategies. Different goals are appropriate at different stages of the planning process. Given a limited budget, we will work with the task force to determine minimum and preferred outreach goals for the phases and make sure that outreach efforts are reported and tasks are assigned at the end of each meeting.

Regardless of the outreach goal, the Forum's team and task force members will execute community outreach efforts collaboratively. In preparation for outreach endeavors, the Forum and task force will prepare questions and design programs suited to elicit community feedback on relevant indicators, trend lines and root causes relevant to the particular audience. At the conclusion of each outreach task, findings and notes will be synthesized, consolidated and formatted into a cohesive summary. The task force as a whole will then interpret the summaries and use the findings to inform its planning.

In order to help communities track and check their progress on stakeholder outreach, the Forum has developed a tool called the Stakeholder Wheel. It provides an overview of the various sectors and roles that are important to child and youth outcomes. Communities often adapt it to reflect their needs. In Alexandria, Va., the stakeholder wheel was used to welcome participants at the three Community Forums. As community members arrived, they were given a dot and were asked to self-identify the role or sector they represented. All the data was then tabulated and presented back in the report. The community of Georgetown Divide has used the Stakeholder Wheel as a barometer of where it needs to grow its outreach or maintain connections. Groups can use the wheel to "double check" their stakeholder engagement, make decisions about outreach and come back to report on progress.

Stakeholder Wheel

Beyond community participation in meetings, the Forum has sought input through online surveys, key informant interviews and focus groups. We have administered numerous in-person and online surveys to gain a better understanding of the coalitions and programs in a community (such as in St. Louis, Mo., and Wilson County, N.C). In Massachusetts we conducted surveys to take the community pulse on the chosen outcomes and indicators, garnering over 600 youth and adult responses, In St. Louis, we conducted in-depth key leader interviews and held focus groups with stakeholders in groups (of school superintendents, youth providers, funders, business leaders, county government and elected officials), then wrote a recommendations memo about the political and economic realities facing local child and youth collective impact efforts. In New Orleans, we conducted peer reviews of lead organizations to assess their capacity to provide infrastructure and funding for collective efforts.

In King County, the Forum would work in conjunction with the task force to identify target audience and sub-populations, and, depending on the variety of target audiences, would collaboratively design a jointly agreed upon number of community input sessions tailored to specific audiences.

The task force and the Forum would work together to prepare linguistically and culturally appropriate marketing materials and strategies for each target sub-population. The Forum's communications department could design and create content for a range of communications materials to be disseminated in partnership with the County's communications department, using County distribution lists. The Forum's communication team may also assist in exploring other possible media venues when appropriate, including web, print and social media.

Part 5

Qualifications & Experience: Children, Youth, Young Adult and Family Systems

Qualifications

Since 1998 the Forum has been at the forefront of children, youth and families systems change. Our research, writings, presentations and work with communities have shaped the field of youth development. The Forum works with state and local leaders and leadership groups from multiple systems to fundamentally achieve collective impact for young people. We create this change together, through field-tested strategies that strengthen state and local partnerships, expand and improve opportunities for all children and youth, and align and advance policies and resources to make them more effective. We carry out these strategies with products, services and thought leadership, all built on the best research on child and youth development, youth services and community change. We have experience in diverse communities around the country, always meeting leaders where they are. We take a whole child/whole community approach and bring a commitment to collective impact and continuous improvement.

The staff at the Forum has experience in a wide range of child and youth systems. Elizabeth Gaines, Larry Pasti, Merita Irby and Jenny Moreno bring a wealth of experience with afterschool services and youth development, juvenile justice, education and child welfare from their previous direct service, research and advocacy work. The Forum has been called upon by many foundations in the field – including the W.T. Grant, Robert Wood Johnson, Annie E Casey, Bill & Melinda Gates, Wallace, Mott and Ford foundations, and Atlantic Philanthropies – to provide thought leadership on children, youth and young adult issues.

In King County, the Forum would sub-contract and collaborate with 3SI (Third Sector Intelligence). 3SI is a Seattle-based, mission-driven consultancy. 3SI focuses on gathering and converting data into knowledge and analysis that can be used to increase awareness, inform operational and strategic decisions, develop innovations in program design, and improve results.[1] 3SI works exclusively with public sector organizations, philanthropies and not-for-profits, and has significant experience and expertise in early childhood development and in education data and systems. 3SI staff have successfully completed complex, multi-year projects for some of the key early learning organizations in the state of Washington, including Thrive by Five (Thrive), CCA (formerly the Washington State Child Care Resource and Referral Network), the Washington State Department of Early Learning (DEL), and the Bill & Melinda Gates Foundation (BMGF).

Familiarity with Issues

A growing body of research shows that kids who feel safe, valued and connected to caring adults are more likely to be positive about life, engaged in school and emotionally healthy; they also are less likely to participate in destructive or delinquent behavior. This research, though largely reflecting common sense, has led to a dramatic shift in thinking about youth policy: from viewing some youth based on their risk factors or deficits to viewing all youth as having strengths, assets and protective factors to build upon. Policymakers across the country are responding to the research and increasing public awareness of what is necessary to change the odds for youth. They recognize that, too often, policy has reacted with fragmented and disjointed responses to youth problems and very few strategies exist to address promotion of youth strengths. Although no one method may be perfect to address the challenges in creating effective youth policies, communities are taking steps to find the best among a wide range of possible solutions.

Youth-serving programs and systems are increasingly experiencing pressure to improve their return on investment and demonstrate policy-relevant outcomes. And across education, youth development and workforce circles, emphasis on social-emotional or 21st century skills (such as communication, collaboration, critical thinking and initiative) continues to grow. Child, youth, young adult and family systems beyond the k-12 public education system are now considered essential partners that work alongside schools to support learning and development, whether focused on vocational skills, social-emotional skills, recreation or civic engagement. Helping to build this broad range of 21st century skills is an important contribution made by many child, youth, young adult and family systems, and one that more could be making. The number of recent policy reports, blogs, newspaper articles, white papers, academic articles and even popular press books that address the importance of these skills is astounding. For a sampling of the Forum's Publications over the years, please see Appendix A.

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[1] 3SI represents the consulting practice lead by Managing Principal Chris Strausz-Clark, which was housed at Community Attributes, Inc. (CAI) from 2009-2012. 3SI was formed in June 2012 to support the natural growth and evolution of this practice, and spun-off amicably in its entirety from CAI in early 2013. Many of the 3SIprojects described in this RFP were performed during Chris' practice prior to the formation and integration of 3SI.

Practitioners and funders regularly ask us for advice about how to measure the full range of desired skills. In response, we developed a guide; *From Soft Skills to Hard Data*, which summarizes information about tools that child, youth, young adult and family systems and programs can use to measure progress in these areas. The goal of the guide is to help practitioners choose conceptually grounded and psychometrically strong measures of important skills and dispositions that go beyond academic achievement and that include other youth outcomes (like risk behavior, mental health and employment). In a time of increasing pressure on programs to improve policy-relevant outcomes, we aim to facilitate access to good measurement tools. Lessons learned by localities help advance youth-serving programs, services and systems, and facilitate collaboration among systems leaders and practitioners working toward common goals, both in school and out.

Specific Examples

Early Childhood Development

Washington State: Department of Early Learning

3SI developed data models, budgets, quantitative performance targets, and program sustainability plans for the Washington State Department of Early Learning (DEL)'s successful application for Race to the Top - Early Learning Challenge Grant (RTT-ELC) in 2011. As a result of the grant, Washington State is implementing a $165 million project over four years that includes the statewide implementation of a TQRIS (Tiered Quality Rating and Improvement System) program, kindergarten readiness assessment, and professional development incentives for teachers. In 2012, 3SI competed for and was awarded a multi-million dollar, multi-year contract from the DEL to provide program analytics and data systems technical assistance for the Race to the Top project. As part of this work, 3SI manages seven consultants/analysts, three independent consultants, relationships with several staff members at the DEL, external partners (such as Child Care Aware of Washington), the Washington State Legislature and multiple independent stakeholders in the early learning field.

Also as part of this work, 3SI performs scenario and sensitivity analysis to help agency staff analyze cost-benefit trade-offs, present to key stakeholders, and set and monitor performance targets. 3SI helped the DEL estimate that by 2015, 54 percent of the state's total licensed early child care centers will participate in TQRIS Levels II to V. A major goal is to ensure demonstrable improvements in early learning for 60 percent of children in early learning programs, including 31,359 low-income children. 3SI estimates that a majority of all kindergarten children will benefit from a kindergarten readiness assessment by the end of the 2014-15 school year.

Additionally, 3SI has developed and produces a monthly, publicly-available dashboard that provides information on progress and tracks program implementation against targets laid out in the RTT-ELC grant application. See http://del.wa.gov/publications/elac-qris/docs/EA_datadashboard_12312013.pdf to view this dashboard. Monthly reporting for the TQRIS requires the integration of data from numerous Washington data systems because it impacts different child care providers across Washington, including Head Start, the Early Childhood Education and Assistance Program (ECEAP), Licensed Child Care Centers and Licensed Family Child Care Homes. This work is ongoing.

Washington State: Thrive by Five

3SI has been working with Thrive by Five Washington (Thrive) since 2008, and has supported numerous projects across all of the firm's service areas. One example of this work is below and a sample is in Appendix D:

Efforts-to-Outcomes (ETO) systems, data, and program analytics assessment

Thrive was responsible for launching community-wide human service programs within "demonstration community" programs in East Yakima and White Center. The assessment included an overview of Software as a Service product implementations, followed by a review of ETO's capabilities. ETO had been deployed in both demonstration communities to manage, monitor, and report information, analysis, and results on a range of services for children and families. In addition, the assessment identified inter-operability challenges when making referrals, sharing data between staff, and general management of individual data within a highly dynamic environment with a variety of settings and locations. The assessment also determined how the legal parameters and functional restrictions of the product shaped the system configuration and inhibited its ability to meet the client's primary program objectives.

Following the assessment, Thrive engaged 3SI on an ongoing basis to define, analyze and report outputs and data related to program performance for two key programs within the demonstration communities. This work involved completing a site launch through live user testing, and concurrently managing and delivering sub-grantee data to the University of Washington for program evaluation purposes. As a result of 3SI's experience working with Thrive and other clients in the early-learning field, the firm built its expertise in determining what data is needed to assess and report performance for early childcare providers, what kind of systems need to be set up to assess and report performance, and how the data system should be tested and managed. 3SI also has a demonstrated track record of synthesizing and developing data dashboards, not only for large stakeholders but also for sub-grantees in the field.

Disconnected Youth

The Forum for Youth Investment and its partners have been involved in work to design Performance Partnership Pilots for disconnected youth with the White House since 2011. We met with the Office of Management and Budget and federal agencies to discuss the Presidential Memorandum on Administrative Flexibility, which required federal agencies to align administrative and regulatory requirements to allow states and localities to target funds toward coordinated efforts to achieve specific outcomes within a specific geographic community. The Forum has since worked to provide policy recommendations and to advance the legislation. It also ran an initiative connecting two counties, four states and several federal agencies to identify policy barriers blocking successful collaboration, and ways to remove the barriers using existing administrative authority. As a result, up to 10 sites may enter into Performance Partnership agreements to more efficiently and effectively use federal discretionary funding to improve outcomes for disconnected youth, or those at risk of disconnecting. These Performance Partnerships present an opportunity for policy leaders to do business differently. Instead of working with a fragmented set of federal, state and local policies, these agreements will enable state and community leaders to blend funds from programs to meet the needs of disconnected youth. This flexibility might be applied to discretionary funding streams from the federal Departments of Education, Labor, and Health and Human Services, and from the Corporation for National and Community Service. The examples below show how we are helping two other counties –El Paso, Colo., and Broward, Fla. –prepare for this opportunity.

El Paso County, Colo.

Many youth and their families have complex health, education, behavioral health and safety needs that no single service program or entity can adequately address. Financing collaborative systems that integrate management of prevention, intervention and treatment services for children and youth is increasingly necessary and difficult. Recognizing this challenge, and in search of a viable solution, the Forum teamed with El Paso County in 2011 to blend and braid federal, state and local funding streams to better serve children, youth and families deeply involved in multiple public and private service systems. Colorado provides funding through its Department of Human Services to address the needs of children and their families who are involved with multiple agencies (including human services, public health, youth courts, probation or corrections, schools.) by supporting a collaborative management process in almost 30 counties. The WAY for Families initiative embraces the "wraparound process," a method of service integration for youth with complex needs. Outcomes of this initiative include: reduced duplication and fragmentation of services, increased quality, appropriateness and effectiveness of services, and cost-sharing among partners leading to cost reductions.

The Forum collaborated with El Paso County to pinpoint policy barriers to implementing an integrated management program, and identified a range of federal funding streams that could be blended and braided to improve outcomes for youth and families with complex needs.

Broward County, Fla.

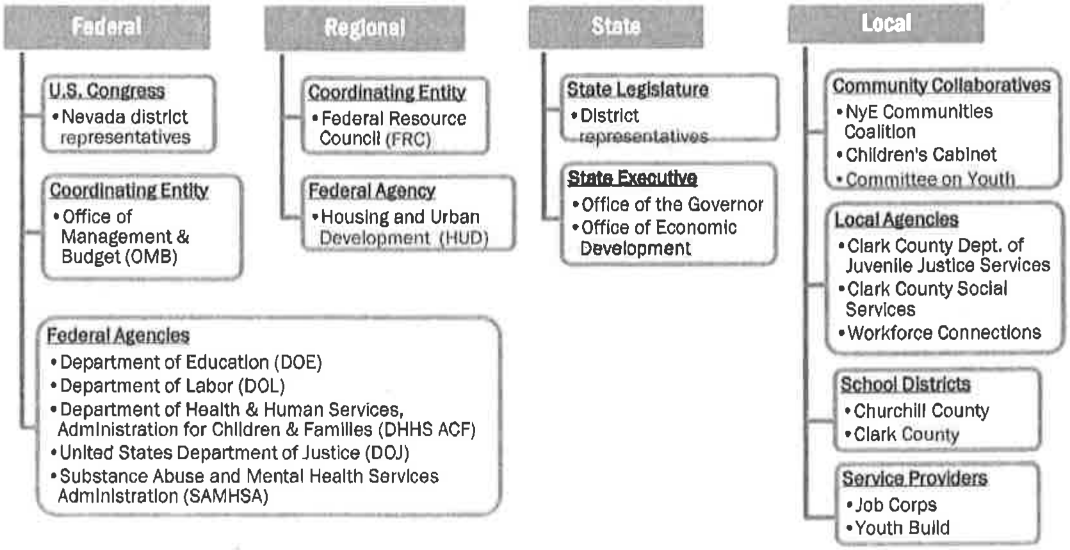
As in El Paso, the Forum partnered with Broward County to design a pilot to blend state and federal funds in order to provide services and supports that increase high school graduation rates and successful transition to post-secondary education or employment. The pilot will reduce barriers for youth participation – by, for example, developing common eligibility and reporting requirements – that will allow each participant to be connected with appropriate services in a streamlined manner. Creation of common eligibility criteria and a shared client database for various funding streams – such as Workforce Investment Act, 21st Century Community Learning Centers, Supplemental Education Services and the local Summer Youth Employment program – streamline intake, client tracking and outcome measurement, which would reduce the number of staff needed to administer the program and consequently lower the cost per participant. Youth and their families would also not be subject to multiple enrollment processes. Key outcomes of this work will measure the participants' level of school attendance, academic achievement, graduation rates, employability skills, pregnancy rates and juvenile justice involvement. Intervention services will measure outcomes relating to employment, social and emotional functioning, mental health, substance abuse and housing.

The Forum and Broward have worked identified the policy barriers that prevent such solutions from becoming a reality. Barriers vary greatly, and include policies originating at the federal, state and local levels. Policymakers are generally well-intentioned, but often lack an understanding of how a policy in one program impacts a process or outcome in another. Perceived barriers are as important as actual legislative or regulatory barriers.

Nevada

In 2012 the Forum convened leaders in a collaborative cross-agency effort to improve Nevada's success at engaging students and ensuring they graduate from high school, and to reengage students who prematurely disconnect from school. The Forum hosted a pre-meeting webinar for participants, conducted key informant interviews with stakeholders and synthesized the interview findings into proposed policy barriers to address. The convening brought together stakeholders from the local, state and federal government to discuss policy barriers, the source of the barriers, and how to mitigate them.

The following agencies actively participated in the Nevada convening:



One example of a policy barrier and solution that was identified through this convening and is now being mitigated in Clark County (Las Vegas) involves targeting young people (14 to24) who are heavy users of public systems. These young people often are enrolled in up to five programs and/or systems, and thus have two or more different caseworkers. Caseworkers did not have a mechanism for working together. Specialized case managers trying to assist disconnected youth wasted time trying to find resources that already exist in the community, but fall outside of the purview of their particular program. Caseworkers were spending too much time inefficiently creating the patchwork of services and trying to ensure the "right" young people were receiving them. Identifying the policies that create these types of barriers to better coordinated services is difficult if not all of the players are in the room to pinpoint the source of the problem. The process the Forum facilitated allowed that dialogue to take place; state and local leaders designed a creative solution involving the use of an acuity score to identify relative level of need and establishment of a common care coordinator.

Utilizing our local, state and federal relationships and networks the Forum is bringing this opportunity to light thanks to the support of the Annie E Casey Foundation. The Forum would bring this experience and opportunity into King County as a natural fit with the work already laid out for the task force.

Part 6

Qualifications & Experience: Working with Diverse Cultures

Qualifications

The Forum for Youth Investment is founded on and committed to ensuring that all young people are ready for college, work and life. As a young black woman being raised by a single mother in Washington, D.C., Karen Pittman was praised for 'beating the odds' because she went to a private college and on to graduate school. As she continued on her trajectory toward success, she heard the phrase more and more. As she earned a reputation as a child development expert, it hit her that she didn't want kids to have to "beat the odds"; instead, our country needs to "change the odds" for children, young people and families. To that end, she co-founded the Forum for Youth Investment in 1998.

The Forum has put that mandate into action through its work with communities across the country. Our approach requires that a community address two questions – "Why?" and "Why here?" – in order to understand the root causes of a complex problem, such as the high school drop-out rate, and to understand what local conditions are at work in the community. In order to solve a community problem, the root causes and local conditions must be identified. Common root causes consistently include inequity, racism, poverty, and inadequate access to opportunities and services, to name just a few.

In King County the Forum will engage Wendy Watanabe as a local facilitator for task force meetings and community outreach efforts, tapping into her deep experience working with diverse cultures. For over 30 years Wendy has dedicated her personal and professional life to bridging divisions among individuals and communities with diverse perspectives and experiences rooted in race, ethnicity, culture, class, income, gender, age or disability status, among others factors. Due to her passion and expertise, Wendy is sought out to facilitate diverse and challenging partnerships, and has served as a featured speaker on fostering collaboration across sectors and cultures for a White House Initiative, at international conferences, and with international, state and mayoral delegations. Wendy has a long record of success working within/across organizations and sub-communities to improve outcomes and create partnerships for transformative change. Among her current engagements, Wendy is facilitating partnership and system change discussions sponsored by the City of Seattle Office of Economic Development/Human Services Department/ Office of Immigrant & Refugee Affairs on language capacity and career pathways as well as the Community Network Steering Committee for CCER's (Community Center for Education Results) Road Map project to close the opportunity and achievement gaps for students of color/low income students in King County.

Jairus Cater, a youth activist, terms the omission of the youth voice in community planning a "generational gap," and believes that in order to facilitate meaningful community change, intergenerational voices need to be heard formally and informally. Commenting on the influence of young people, he says, "We can't solve a problem that affects young people when there are no young people at the table being a part of the decision-making process." Given the importance of incorporating the youth voice into the action-planning process, the Forum will engage Jairus as a sub-contractor. Jairus, a senior at the University of Tennessee at Knoxville, and a board member at the Forum for Youth Investment, was the first in his family to attend college, and found his calling by serving those in his community experiencing unemployment, gangs, drug abuse and incarceration. He has extensive first-hand experience in engaging youth in county-wide action plans, as he served as the co-chair of the greater Nashville Child and Youth Master Plan Taskforce. During the Nashville planning process, Jairus led focus groups for young people across the county, ensured that young people were represented on taskforce sub-committees, and coordinated a Youth Summit where over 200 young people shared their perspectives on root causes, challenges and opportunities related to education, health and safety. The Nashville taskforce also engaged youth to execute a survey of their peers across the county and to synthesize over 1,000 responses. Jairus has since served as a National Youth Ambassador with the Youth Leadership Institute, where he worked to incorporate youth voice into national collective impact efforts, and served on the White House Council on Community Solutions.

Wendy, Jairus and the Forum build authentic engagement and consensus from diverse sub-communities within a given locality by facilitating processes and conducting outreach/stakeholder engagement founded on inquiry and dialogue, reflection and collective learning.

Experience in Washington State

Throughout the state of Washington over the past several decades, Wendy Watanabe has engaged with communities, and designed and launched numerous programs and startups, to create equity through access and opportunity for communities of color and low-income communities.

Pierce County, Wash. Wendy created a mental health program and served as liaison with the Puyallup Indian Tribe. Because of her community outreach and relationship development with African-American, Hispanic/Latino, Asian/Pacific Islander and Native American groups and key leaders, mental health referrals went from zero or minimal to percentages that more accurately reflected the population size. She developed curricula and delivered state-wide trainings on culturally competent care delivery, and helped to embed the program as a permanent department so that it exists more than three decades later.

International District/Seattle, Wash. Wendy designed and developed a nationally recognized continuum for culturally competent elder care and facilitated the collaboration of multiple nonprofits to form a regional hub serving 20,000 immigrants and refugees annually. Her community engagement was customized to the neighborhood: holding open forums with interpreters in the community to form a vision for the $20 million development; making home visits to frail elderly residents to assess their housing and other needs; and reviewing decades of handwritten notes by a community-based emergency responder about the patterns of calls and types of needs. As a result, ethnic partisanship was overcome, trust replaced cultural taboos against elder care by non-family, and the center was embraced with pride by the entire community.

The Making Connections Initiative is a place-based initiative to improve children's success by strengthening families. During the nearly 10 years that the Annie E. Casey Foundation has funded the initiative, Wendy has served as a coach, facilitator and strategic consultant at White Center, in an economically distressed neighborhood rich in diversity. Because real community engagement and partnership is messy, complex and takes time, the pace of project demands created a constant tension with the time needed for cultivating authentic relationships. Much of her work was managing the balance while reviving and supporting the resident-agency workgroups, increasing the capacity of the local resident leadership group, and ensuring ongoing collaborative community planning by a diverse set of partners – residents, institutions, providers, corporations, and philanthropies – culminating in an annual multi-million dollar community investment plan.

King County, Wash. Wendy has worked as a facilitator of strategic discussions and collective action planning on youth and education issues for Thrive by Five's WAKids strategy, the Southeast Seattle Education Coalition, the Equity in Education Coalition, and the Community Network Steering Committee of the Community Center for Education Results. She currently works with the regional Equity Network of the Growing Transit Communities Partnership on building empowered community leadership in communities of color to act on the issues impacting them. Instead of typical outreach when communities are asked for input "after the fact," her approach is to build the capacity to be "at the table" upfront in order to define and advocate for equitable policy, planning and investments.

Experience across the U.S.

Alexandria, Va. When determining community-specific strategies, cultural competence is at the core of the Forum's approach. In the city of Alexandria, Va., the Forum led three community meetings and supported local staff in multiple more, in total over 500 residents and youth participated. Interactive presentations were facilitated by simultaneous interpretation services via headsets in three languages. Our materials were translated into Amharic, Spanish and Arabic (see Appendix A). Our goal was to engage as many community members as possible. A sampling of the root causes of child and youth issues in Alexandria included, "language barriers," "socioeconomic disparities" and "divisions between children with disabilities and children without disabilities." In partnership with Alexandria City Public Schools, we also assisted with focus groups at the two alternative schools, to gain feedback from young people who may be disconnected from our other means of engagement. Community engagement was not a one-time process, but an ongoing one, as the draft was shared via public hearings throughout the community.

Cultural competence became a key indicator for the city of Alexandria, as measured by the Search Institute's Developmental Assets survey. Strategies to improve cultural competence and equity of both youth and families, and those that serve them were incorporated into the action plan. In order to develop this portion of the plan, the team drew on community input, as well as a Forum research brief entitled *VALIDATE: What Science Tells Alexandria about Improving Cultural Connections among Diverse Children, Youth and Families.* The brief specifically outlines the diverse range of root causes and promising practices in the development of cultural competence in communities.

Forward Promise. In response to the overwhelming statistics on boys and men of color struggling around employment, education and health, the Robert Wood Johnson Foundation (RWJF) has partnered with BCT Partners, Frontline Solutions and the Forum for Youth Investment to create the Forward Promise Initiative. This $9.5 million initiative focuses on promoting opportunities for the health and success of middle school- and high school-aged boys and young men of color. The Forum is supporting six RWJF grantees focusing on building strong community partnerships over 30 months to help bring their projects to scale, and possibly replicate them in other cities. Each grantee will receive a 30-month grant of approximately $500,000 to advance collective impact to improve outcomes for African-American, Latino, Asian-Pacific Islander, and/or Native American young men. The Forum's approach to community planning and collective impact will guide their efforts to engage a wide range of stakeholders to take coordinated action to improve the health and well-being of young men of color.

Laguna Pueblo, N.M. As part of its work in the State of New Mexico, the Forum consulted with the Laguna Department of Education of the Pueblo Native American nation. That work included documentation of the tribal leadership's work to improve educational and health outcomes for children and youth, and support for connecting local work to the wider strategic plan of the New Mexico Children's Cabinet.

Tampa, Fla. The Forum was invited into the Sulphur Springs neighborhood in Tampa to help build a governance process that included residents, and to develop a plan of action for the community. Sulphur Springs is an impoverished urban community comprised of approximately 6,000 residents, which has the highest density of low-income children in Tampa. Even within that small community (by geography and population), community leaders identified several *communities within* – that is, communities defined by geography and the interests or experience of the residents. (For example, these sub-communities were defined by the division of Sulphur Springs, by the main roads traversing it, into four quadrants.) While the demographics of the community have changed, the impact of where residents lived and the communication between quadrants has not changed much. Community leaders also identified other communities within, including Hispanics, African-Americans, Arts Community, Faith Community, Elderly/Grandparents, Haitian-Creole, and Teens. As they developed their plan and invited participation in the process, they used the concept of *communities within* as a guidepost for engagement though focus groups, invitations to governance body and outreach to participate in solutions.

Maryland. The Forum's work on Maryland's Action Agenda (which focused on transition-aged youth) highlighted the fact that in 2006, 13 percent of Maryland's 18- to 24-year-olds were "idle"— not working, not attending school and not having a degree beyond high school. As noted in the planning process, while all youth need supports on the pathway to adulthood, youth transitioning out of child-serving systems need extra assistance to navigate this path. The workgroup wanted to address the needs of all youth and those who may have more intensive needs because they are in one or more of the following subpopulations: youth with disabilities, youth in the mental health system, youth in foster care, youth who are LGBTQ, youth dealing with challenges caused by racial disparities, parenting teens and teens in poverty. The Planning Team also worked in partnership with the Maryland Youth Council in strategy development, recognizing that it is difficult to create and design youth centered public policies and programs without the voice of youth.

Massachusetts. When the Forum worked in Massachusetts to develop an action plan for the state, it initially looked like the state was doing well in youth outcomes, consistently ranking high among states for providing positive opportunities for youth and for academic progress. However, when the data was disaggregated by race, large disparities became apparent. For example, while the graduation rate for white students was 86 percent in 2007-08, it was only 68 percent for black students and 58 percent for Latino students. In our action planning process, the Forum engaged young people and state leaders in facing this data head-on and holding difficult conversations about root causes and potential solutions by answering our "why?" and "why here" inquiries.

Our approach to working with diverse cultures includes bridging generations, particularly youth culture and the dominant culture of adulthood. The Forum, working with various youth-led organizations in Massachusetts, collected stories and information from a range of youth voices, including from the following organizations: Partners for Youth with Disabilities, Roca Youth Star, Sociedad Latina, Teen Empowerment and the Boston Mayor's Youth Council. In the process, the Forum provided training with all participants on forming successful youth-adult partnerships.

The Massachusetts report, *Ready for Lifelong Success: A Call for Collaborative Action on Behalf of Massachusetts' Children and Youth*, includes the following statement from the youth action team: "See beyond our age, the color of our skin, our zip codes and our accents, Don't be surprised by our intelligence or our aspirations. Believe in us. We are capable. We are here and will reach our potential if you give us the opportunity. See us. Hear us. Engage us. Help us to open our eyes and let us help you to open yours. Encourage us. Push us. Work with us. We are part of the solution. Show us how to displace fear and demonstrate courage. And we will gain confidence. Instill in us an unwavering sense of hope. Teach us to use our voices, our abilities, our talents. We are ready." This foundational statement served as a reminder to address the root causes head-on and to change the odds, so these young people did not need to "beat the odds."

Part 7
Other Relevant Qualifications & Experiences

Project Management
Project management is a core component of all of the client engagements that the Forum and 3SI have described in this proposal. In any collaboration, ongoing communication is essential. This is just as true for the consultant/client relationship. In the early May meeting we will spend time clearly articulating the various team members' roles and responsibilities. We value the opportunity to provide updates on the work and receive regular feedback. We also know the importance of documentation so that any changes in needs or priorities are clear and transparent. In order to keep the County Executive, Council and supporting staff regularly apprised of progress, the project manager will submit periodic written progress reports to document activities and progress. These reports include, but will not be limited to, the required progress report due to the Executive and Council by September 18, 2014. In addition to written reports, the project managers from both the Forum and 3SI will make themselves available to the City Council and the Commission for verbal updates as needed.

Our client engagement often begins with consultants meeting with the project's core team to better understand goals for the project. Consultants apply subject-matter, program management and analytical expertise in order to scope out the key activities to be performed, to identify and determine roles and responsibilities, to determine dependencies and risks, to map out relevant costs for the project, and to surface issues and possible options to resolve them. As part of this work, consultants will work with the client to determine the key questions that need to be answered in the context of the project. We will use client feedback to develop a concrete plan with a clear idea of interim and final deliverables. Consultants will set up check-ins with the client to iterate as needed, and to ensure flexibility when uncertainties and adjustments need to be made throughout the project. For more analytical projects, we often iterate several drafts of deliverables based on client feedback.

Jenny Bonilla Moreno will serve as the general project manager, keeping track of all major deliverables and bodies of work designated in the scope and contract. She and the rest of the Forum team routinely develop clear work plans for the overall process, updating and modifying as needed as an accountability tool to deliver results. Jenny is a Policy Associate at the Forum for Youth Investment and holds a bachelor's degree in public policy and a law degree, both from Duke University. Jenny has experience in developing partnerships and implementing strategic plans, and in projects focused on youth engagement and cross-sector collaboration to improve child and youth services in both the U.S. and abroad. She helps to develop and implement the Forum's work with state and local leaders to strengthen youth policies, share data, align resources and engage their communities. Prior to law school, Jenny worked with Legal Aid of North Carolina, where she focused on strategic development, coalition building and direct client representation for the Medical Legal Partnership for Children. During law school, Jenny was active in Duke's Pro Bono Project and in clinical programs representing low-income children and families in school discipline and special education matters. Most recently, Jenny worked as a domestic law attorney in Raleigh, N.C.

As a subcontractor, 3SI will provide project management services where a local, Seattle-based presence is needed and most cost-effective. In addition, 3SI will manage specific sub-tasks, including the task force's website and relevant research and data analysis. Barbara Rosen will serve as the local project manager for the King County Youth Action Plan. Barbara is a consultant for 3SI in Seattle, where she provides project management, data and policy analysis, and research services to clients. She focuses on education and early childhood development in the United States. Barbara brings nine years of experience as a policy and financial analyst, project manager and researcher in education and philanthropy. Prior to joining 3SI, Barbara was a business analyst at the Bill & Melinda Gates Foundation, where she provided cost modeling and policy analysis for a $100 million investment in school reforms, as well as for the Next Generation Learning Models Challenge Grants, which invested in school models that leverage technology to reduce costs and increase student achievement. Previously, Barbara was a Program Manager at the Corporation for Enterprise Development (CFED) in Washington, D.C., where she successfully managed and delivered large-scale, complex projects on time and within budget. While at CFED, she provided project management, meeting planning and facilitation, websites and online tool development for collaboration and sharing, and analysis of best practices for a $25 million national policy demonstration pilot of children and youth savings accounts for college. Previously, Barbara was a Fulbright Research Fellow in Peru, and a legislative correspondent for U.S. Sen. Maria Cantwell in Washington, D.C. Barbara holds an MBA from the University of Washington and a B.A. from the University of Pennsylvania.

Research
The Forum has a long commitment to helping communities take stock of not only child and youth well-being, but data on the programs, services, supports and even collaborative leadership efforts underway in their communities. We have developed cutting edge tools to help communities visualize their current landscape and determine a better way forward. Examples of tools clients have found useful include: data dashboards, program landscape mapping, youth program quality assessments, and fiscal mapping. To map collective impact leadership activity we have developed tools to measure potential backbone

organizations, their partnership structure and the existing initiatives, coalitions and networks in a community. We have also provided thorough audits of the leadership capacity in several communities.

In addition, the 3SI team brings extensive recent experience consulting with public and private sector organizations; collecting, analyzing and visualizing data; and conducting research. Chris Strausz-Clark, who leads 3SI's consulting practice, will work with the Forum to spearhead the research component of this project. Chris provides strategic counsel, project management and evaluation services to philanthropic, nonprofit and government clients. Current clients include the Washington State Department of Early Learning, the College Success Foundation, the Bill & Melinda Gates Foundation, and Thrive by Five Washington. Chris' experience combines a decade in philanthropy with a background in business, finance and investing. Prior to founding his consulting practice in 2009, Chris spent six years at the Bill & Melinda Gates Foundation. During his tenure, he supported Education and Early Learning Initiatives, leading financial planning and analysis of an $800 million K-12 and early learning strategy. Chris also managed financial planning and analysis for the $2 billion Global Development Program, and led a program team in developing a strategy for the Global Libraries program, which included $100 million in grants to Eastern Europe and Southeast Asian governments. Previously, Chris was an equity analyst and portfolio manager for Trillium Asset Management, the oldest independent socially responsible investment management firm in the United States. Early in his career, Chris worked in corporate business planning, finance and marketing in Paris, Johannesburg and New York City. Chris holds an MBA from the University of North Carolina, Chapel Hill; a Master of Public Policy from Duke University; and a B.A. from Davidson College.

Ruth Lett is an Analyst at 3SI, where she provides data management, analysis and technology development services for clients. Ruth has over a decade of experience in full-service marketing research as both a project management and business intelligence professional. She brings in-depth experience handling complex data transformation processes, building automation tools to reduce manual processing, designing and implementing questionnaires to collect survey data, and data visualization. At 3SI, Ruth works extensively with early-learning data, including the Tiered Quality Rating and Improvement System (TQRIS) Participation and Ratings, the Head Start/ECEAP Pilot TQRIS program, Working Connections Child Care (WCCC) Subsidy, Washington Kindergarten Inventory of Developing Skills (WaKIDS) Assessment, and Washington state early child care workforce data. Ruth utilizes her programming and development skills to ensure accurate, timely and clean data for ongoing and ad-hoc reporting. She has built a variety of visualizations for 3SI's analytical deliverables that help clients make informed data-driven decisions. Ruth is always excited to master new domain knowledge to ensure that the data that is gathered and reported is relevant to the client's research, implementation and impact goals. Examples of 3SI's research deliverables include landscape and gap analyses, data dashboards, developing key benchmarks and programmatic targets, and identification of best practices and recommendations.

Examples of the Forum's and 3SI's work:

Ready by 21 Leadership Capacity Audit for greater St. Louis

In 2013 the Forum for Youth Investment worked in the greater St. Louis area to assess the region's readiness to take on a Ready by 21 approach to collective impact. The Forum conducted a comprehensive audit, including an online survey, key interviews with leaders, an analysis of goal alignment between current initiatives and efforts, and on-site focus groups by sector. The Forum synthesized the variety of data to produce a Ready by 21 Leadership Capacity Audit, outlining strengths and needed improvements. Beyond the findings of the audit, the Forum provided an assessment of potential backbone organizations' levels of capacity, to guide conversations regarding the best fit for an overarching leadership council. We compiled goals and data from current reports, plans and initiatives to inform a common language and framework.

Approximately 30 local leaders participated in a Forum-hosted training on our approach. This training provided skills and expertise to a range of leaders and staff to take ownership of the region's collective impact effort. Achieving collective impact requires all partners to clearly understand collaborative work and how partnerships improve conditions in communities. The training walked through five key steps in collaborative work and how these steps put partnerships on a path to improve outcomes. These steps were taught as part of our approach to help teams create a community-specific diagnosis and action plan, forge better connections between existing work, and maintain a course that is holistic and aspirational. This was a "hands-on lab" in which local leaders applied the five steps and tools to St. Louis' specific community goals. Armed with this knowledge and with the local data and information we presented back to them, St. Louis leaders are now determining whether to take on a collective impact approach.

Landscape Mapping Analysis for Hawaiian Youth Programs

From 2010-2011, the Hawaii Community Foundation (HCF) hired the 3SI team, in partnership with a market research firm, to survey and map the statewide youth development landscape. The objective of the landscape analysis was to:

- Inform HCF's efforts and future work within the youth development field. The landscape analysis helped HCF understand who is providing services, to whom, at what level of quality and cost.
- Provide partners — such as youth development organizations, policymakers and other stakeholders — with data to inform their work.

The primary deliverable was a comprehensive, data-driven landscape analysis of the diverse mix of youth-serving programs in Hawaii, including key data regarding youth demographics, program quality and collaboration, and sources of funding. Analytic work included:

- Creation of over 30 variables that combine, regroup and build on core questions to provide deeper insight and clearer reporting. Examples include a composite measure of quality-related activities to determine which programs were delivering high-quality services; totals for areas of focus and target populations; and indicators of whether organizations offered programs in high-poverty areas.
- Integration of American Community Survey Data and GIS mapping to provide information on the geographic distribution of organizations and programs and to ensure alignment with population centers and high-need populations.
- Exploration of statistically-significant differences among subgroups of participating organizations across all questions.
- Analysis of correlations among key variables to identify relationships between organizational characteristics, such as the relationship between the number of professional development opportunities and the size of organizational budgets.
- See Appendix C for a sample of this work.

College Success Foundation

In 2009, the College Success Foundation (CSF) asked 3SI to develop and perform program analytics and evaluation for its various programs to better understand the return on its initiatives and to mobilize funds from existing and potential partners. The 3SI team:

- Clarified program priority area goals and determined a preliminary list of key outcome, output and other performance measures of impact for specific programs in cooperation with CSF staff.
- Evaluated how much of this outcome, output and performance data CSF had in-house and identified missing data.
- Integrated performance data with expense and cost data to analyze programmatic return, gaps in analysis and areas for improvement, as well as benchmarks to other comparable programs.

The team also evaluated data quality, resources and business processes by program; synthesized CSF's strategy for identifying key performance indicators for reporting; and built a data model illustrating the results of funding disbursements by program cohort and segment.

Report Drafting

As the action planning process comes to a close, one of the last steps is to bring together the results of all the previous phases into one cohesive, comprehensive document. This document will convey the whole of what was learned during the action-planning process, including findings from the phases identified in part 2, and not limited to:

- An affirmed vision
- Existing measures, resources, strategic plans and policies
- Synthesized stakeholder input
- Recommendations regarding actionable next steps. These next steps could include:
    - Prioritization of existing programs and funding
    - Structures for accountability, evaluation and reporting
    - Timeline for implementation of the action plan.

The plan will serve not only as a tribute to lessons learned during the process, but as a blueprint for action. Timelines and stages will reflect the reality that everything cannot be done at once but acknowledge the value of a long-term plan. It will put a focus on the "low-hanging fruit" for initial movement and momentum, while not losing sight of the long view for more entrenched challenges. A comprehensive action plan should have a long shelf life. As an ongoing framework for action, plans should be staged over a number of years and be revisited regularly.

Steeped in research about what works to change the odds for children and youth, reports will be written in an accessible way so that the overall vision of change is clear and strong. The strategic goals, actionable objectives and intended outcomes will be concise, action-focused and research-based. Documents will be tailored to King County's context, strengths and gaps, and will reflect both the big picture and the key pieces (stakeholders, institutions, coalitions) that make up the communities in King County.

Historically, the Forum has engaged in the following steps in drafting youth action plans:

- Create a draft youth master plan in an editable Microsoft Word document incorporating visuals from the data gathering, community input sessions and agreed-upon recommendations
- Deliver initial draft to Forum communications staff to revise before submission to the community

- Vet the draft with the executive and council
- Document and address questions, concerns and comments from the executive and council
- Revise draft youth master plan and forward to all parties for final review before document submission to graphic designer.

Samples of youth action plan reports the Forum has drafted with communities are available in Appendix A and B.

Part 8
Cost & Availability

Rates
The table below summarized proposed rates for each project element identified in the RFP.

Youth Action Plan Deliverables			Forum for Youth Investment		Consultants		
	% of Scope	Total Price	Staffing[1]	Travel[2]	3SI[3]	Wendy Watanabe[4]	Jairus Cater[5]
Work Plan	5%	**8,750**	3,254	1,776	3,720		
Project Management	10%	**17,500**	10,460		7,040		
Meeting Facilitation	25%	**43,750**	17,148	7,102		19,500	
Outreach	25%	**43,750**	19,210	4,440	17,100		3,000
Research	25%	**43,750**	22,850		20,900		
Draft Report	10%	**17,500**	17,500				
Total	100%	**175,000[6]**	90,422	13,318	48,760	19,500	3,000

Budget Notes:

1. Forum daily rates for individual team members range from $700 to $1,350. The proposed team includes Jenny Bonilla Moreno (policy associate) as well as Elizabeth Gaines and Larry Pasti (expert facilitators). The Forum team will devote nearly 86 days to this work (~56% of total project days) at an average rate of $1,048/day. With the inclusion of the Forum's subsidized time (see note below), Forum staff will provide up to 111 days to the project.
   - *Note: The Forum receives support from national philanthropic funders to allow for more in depth work in places. These funds can subsidize up to 25 additional days of executive team oversight (by Forum co-founders Karen Pittman and Merita Irby), data collection oversight, and upfront planning time. The value of subsidy may exceed $50,000 and support nearly 1/4th of the Forum's overall time devoted to development of the Youth Master Plan.*
2. Travel is based upon 15 trips from D.C. to Seattle at an estimated rate of $888 per trip.
   - *Note: the estimated travel rate above does not include approximately $6,000 in additional travel subsidies that the Forum will make available for this project.*
3. 3SI daily rates for individual team members range from $840 to $1,600. The 3SI team, consisting of Chris Strausz-Clark (senior consultant and analytics management), Barbara Rosen (project management), Ruth Lett (data analysis and reporting) and other consultants as appropriate, will devote approximately 50 days to the project (~33% of total) at an average rate of approximately $960/day.
4. Wendy Watanabe's daily rate is $1,500 for meeting/work group facilitation. Ms. Watanabe will provide at least 13 days to the project (~8% of total).
5. Jairus Cater's daily rate is $750 and he will devote 4 days to the project (~3% of total).
6. Budget assumes $125,000 for the completion of Phase I, Phase 2 and 2/5ths of Phase 3 by December 2014. The remainder of Phase 3 and the completion of work in Phase 4, budgeted at $50,000, are anticipated in 2015.

Subcontractors
As indicated above, the Forum intends to make use of three subcontractors should it be selected to provide consulting services for King County's Youth Action Plan. Subcontractors will include:

- **3SI** (http://team3si.com/), a consulting and program evaluation firm headquartered in Seattle, WA (SCS Id 1618). 3SI will provide on-the-ground project coordination as well as data collection, analysis and reporting services.
- **Wendy Watanabe**, a management consultant based in Seattle, WA. Ms. Watanabe will facilitate work group and other meetings critical to the success of the Youth Action Plan.
- **Jairus Cater**, a consultant based in Nashville, TN. Mr. Cater will help ensure that the voices of young people are captured and appropriately reflected in the Action Plan.

Availability
All Forum team members and subcontractors named in this proposal are available to execute the Youth Action Plan services as described herein between April 2014 and March 2015.

Part 9
SCS Certification & Availability

King County

Business Development and
Contract Compliance Section
401 Fifth Avenue, 0350
Seattle, WA 98104

3/25/2014

Third Sector Intelligence Inc.
Denise Carlson
810 Third Avenue Suite 258
Seattle WA 98104

Dear Denise Carlson:

Congratulations! Your business has been certified in King County's Contracting Opportunities Program for Small Contractors and Suppliers (SCS). As a program benefit, your company is listed in the King County SCS Directory. Please visit the following web address to review your company contact information to ensure that the information is accurate. http://info.kingcounty.gov/EXEC/contractreporting/Public/SCS/default.aspx

This letter is evidence of your certification and is valid for five years from the date of approval.

Your company SCS certification number is: 1618
Date of Approval is: 3/24/2014

Third Sector Intelligence Inc. eligibility determination is based on 50% of the SBA business size standards using the principal business activity code or NAICS code 541611 as identified on the most recent federal tax statement for your company. For newly formed companies, the business size standard is also based on 50% of the SBA business size standards; however, for these new businesses, the County will use the primary NACIS Code reported by the WA State Department of Revenue's online directory: http://dor.wa.gov/content/doingbusiness/registermybusiness/BRD/

The relevant financial condition for certification in the Program is based on a size threshold for standard business classifications as described above, owners' personal net worth less than $750,000, and documentation (within one year from date of approval) that verifies the completion of fifteen (15) hours of business training. King County will review your company's eligibility for additional certification five years from the initial date of approval. **<u>You are required</u> to notify our office in writing and within thirty days of any changes in your company profile that may result in your firm being ineligible to participate further in the Program.**

Thanks for your interest in doing business with King County, and your participation in the King County Contracting Opportunities Program.

Sincerely,

Mary Rainey
Contract Specialist II

EXHIBIT G

Form **W-9**
(Rev. August 2013)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Print or type
See Specific Instructions on page 2.

Name (as shown on your income tax return)
The Forum For Youth Investment

Business name/disregarded entity name, if different from above

Check appropriate box for federal tax classification:
☐ Individual/sole proprietor ☑ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ ______

☐ Other (see instructions) ▶

Exemptions (see instructions):
Exempt payee code (if any) ______
Exemption from FATCA reporting code (if any) ______

Address (number, street, and apt. or suite no.)
7064 Eastern Ave., NW

City, state, and ZIP code
Washington, DC 20012

Requester's name and address (optional)

List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number
___ - __ - ____

Employer identification number
52 - 2242472

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below), and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here Signature of U.S. person ▶ [signature] Date ▶ 2.25.14

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at *www.irs.gov/w9*. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

King County
Department of Executive Services
Finance and Business Operations Division
Procurement and Contract Services Section
Chinook Building, CNK-ES-0340
401 Fifth Avenue, 3rd Floor, Seattle, WA 98104
206-263-9400 TTY Relay: 711 Fax: 206-296-7676

Equal Benefits Compliance Worksheet

Return this Worksheet, Declaration, and any attached alternate compliance forms to King County.

Contractor Name: The Forum for Youth Investment
Email: tom@forumfyi.org
Solicitation/Contract#: 5678187
Contact Person: Thomas Devaney
Phone Number: 734.714.2505
Employees in the U.S.: 43

1. EMPLOYEE INFORMATION

a. Do you have any employees? ☒ Yes ☐ No

- If the answer to Question 1a is "NO", (you DO NOT have any employees); you do not need to complete the remainder of the worksheet. Select Option C on the attached Declaration.

b. If 1.a is yes, are they Union, Non-Union, OR both? ☐ Union ☒ Non-Union

- If the answer to Question 1b is "Union", please go to questions 4 & 5.
- If the answer to Question 1b is "Non-Union", go to questions 2 & 3.

2. IF YOU HAVE NON-UNION EMPLOYEES

a. Do you make any benefits available to employees? [Paid by employer or not] ☒ Yes ☐ No

b. Do you make any benefits available to the spouses of employees? [Paid by employer or not] ☒ Yes ☐ No

c. Do you make any benefits available to the domestic partner (DP) OR legally domiciled member of household (LDMH) of employees? (Same-sex and Opposite-sex) [Paid by employer or not] ☒ Yes ☐ No

- If the answers to both Questions 2(b) and 2(c) are "NO", (benefits offered to neither employees' spouses nor employees' DP or LDMH); select Option B on the attached Declaration.
- If the answer to either Question 2(b) or 2(c) is "YES", continue to Question 3.

3. BENEFITS AVAILABLE FOR NON-UNION EMPLOYEES

Indicate which benefits are made available below. Check "Yes" for any benefit that is available, paid for or not (same & opposite-sex). Check "No" if not available. Available might mean a death benefit for Pension (joint annuity) or Disability can be paid to DP and LDMH. Bereavement leave policies must be equal for DP and LDMH. Family leave must include an employee's DP, LDMH and their dependents. If moving expenses/Relocation increases when including a spouse, they must also increase for DP and LDMH.

EXHIBIT G

Employee Benefit	Employees	Spouses	DP	LDMH
Health Care	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Dental Care	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Vision Care	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Life	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Disability	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Pension/Retirement	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Bereavement Leave	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Family Leave	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Relocation (Moving Expenses)	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No
Business Travel (not mileage)	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No	☒ Yes ☐ No
Member Discounts, facilities, events	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☒ No
Other (specify):	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Other (specify):	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No

If selections made for Spouses, DP, or LDMH columns match non-union employees, select Option A on Page 4, Equal Benefits Compliance Declaration. **OR:**

If selections made for Spouses, DP, or LDMH columns DOES NOT match non-union employees, please review Option D on Page 3, Equal Benefits Compliance Declaration to see if you qualify for alternate compliance. For all other Contract compliance inquiries, contact King County Procurement and Contract Services Section at 206-263-9400.

4. **IF YOU HAVE UNION EMPLOYEES**

   a. Are any benefits available to the spouses of union employees? .... ☐ Yes ☐ No

   b. Are any benefits available to the DP/LDMH of union employees? .... ☐ Yes ☐ No

   If the answer to either Question 4(a) or (b) is "YES", continue to Question 5.

5. **BENEFITS AVAILABLE FOR UNION EMPLOYEES**

Please indicate which union benefits are available on the list below. Union benefits may be controlled by a trust, and the eligibility of DP and LDMH may be restricted by a Union Trust Administrator. Please contact King County Procurement and Contract Services Section at 206-263-9400 to learn how to apply for a Collective Bargaining Delay.

Employee Benefit	Employees	Spouses	DP	LDMH
Health Care	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Dental Care	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Vision Care	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Life	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Disability	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Pension/Retirement	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Bereavement Leave	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Family Leave	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Relocation (Moving Expenses)	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Business Travel (not mileage)	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Member Discounts, facilities, events	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Other (specify):	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Other (specify):	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No

If selections made for Spouses, DP, or LDMH columns match union employees, select Option A on Page 4, Equal Benefits Compliance Declaration. **OR:**

If selections made for Spouses, DP, or LDMH columns DOES NOT match union employees, please review Option D on Page 3, Equal Benefits Compliance Declaration to see if you qualify for alternate compliance. For all other Contract compliance inquiries, contact King County Procurement and Contract Services Section at 206-263-9400.

Equal Benefits Compliance Declaration

King County

Department of Executive Services
Finance and Business Operations Division
Procurement and Contract Services Section
Chinook Building, CNK-ES-0340
401 Fifth Avenue, 3rd Floor, Seattle, WA 98104
206-263-9400 TTY Relay: 711 Fax: 206-296-7676

King County cannot award a contract until you submit the attached Worksheet and this Declaration.

I, Thomas Devaney on behalf of The Forum for Youth Investment
(Name) *(Contractor Name)*

state that the Contractor complies with King County Ordinance 14823 and related rules because it:

(Select the Option that applies and sign form below):

Option A

☒ Makes benefits available on an equal basis to all its non-union and/or union employees with spouses and its employees with a domestic partner (same-sex and opposite-sex) OR legally domiciled member of household.

Option B

☐ Does not make ANY benefits available to the spouses or the domestic partner OR legally domiciled member of household of employees.

Option C

☐ No employees.

Option D

☐ Seeking authorization from King County Procurement and Contract Services to delay implementation of equal benefits due to a Collective Bargaining Agreement, Open Enrollment, or internal Administrative steps. (Equal Benefits Substantial Compliance Authorization Form attached).

Instructions for alternate compliance:
The contractor must complete and return an Equal Benefits Substantial Compliance Authorization Form to King County as an attachment to this Declaration. The Substantial Compliance Authorization Form can be found at http://www.kingcounty.gov/operations/procurement/Forms/Equal_Benefits.aspx

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☐ Statement of Noncompliance
state that the Contractor does not comply and does not intend to comply with King County Ordinance 14823 and related rules for this contract.

I declare under penalty of perjury under the laws of the State of Washington that the foregoing is correct and true, and that I am authorized to bind this entity contractually.

Executed this 30th day of April, 20 14 at Washington, DC

Thomas Devaney
Signature

Thomas Devaney
Name (Please print)

Vice President of Business Strategy
Title

52-2242472
Federal Tax Identification Number

7064 Eastern Ave., NW, Washington, DC 20012
Address

EXHIBIT G

King County

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 5, 2014

Ordinance 17738

Proposed No. 2013-0420.3

Sponsors Dembowski, von Reichbauer, Dunn, Patterson, Hague, Lambert, Phillips, Gossett and Upthegrove

AN ORDINANCE relating to the development of a youth action plan that sets King County's priorities for serving infants through young adults.

STATEMENT OF FACTS:

1. Since the 1960s, King County has participated in and funded programs aimed at assisting children and youth. This work includes but is not limited to federal fund distribution, as well as local programming and funding.

2. Today, King County spends over seventy-five million dollars annually on a wide range of programs that influence youth at all stages of development from birth to young adult. Theses services and programs are provided across King County government by several departments and agencies. While most of these programs may be successful individually, it is not clear whether they operate at a scale or collaboratively to make a difference in improving overall outcomes for infants, children, youth and young adults. There is no single point of accountability or unified policy vision for coordinating the county's wide array of children and youth services or programs.

3. King County's various departments and agencies contract with dozens of community-based organizations and local nonprofit organizations that work in collaboration with each other, the county and other governments to serve children, youth and their families. The community-based organizations and local nonprofit organizations include: geographically focused organizations; organizations focused on serving specific cultural and ethnic populations; organizations serving gay, lesbian and transgender youth and young adults; and organizations targeting justice-involved or at-risk youth.

4. King County has adopted policies to directly guide or substantially influence services and programs aimed at children and youth such as the Juvenile Justice Operational Master Plan, the Human Services Framework Policies and the Strategic Plan.

5. In 1992 King County established the children and family commission, to define King County's mission, role and goals in provision of services to children, youth and families. Ordinance 13811, adopted in 2000, further defined the role and duties of the commission, noting that the commission acted in an advisory capacity to the county executive, superior court and the county council. The children and family commission was defunded and dismantled in 2011, due in part to declining revenues and the county's constrained fiscal environment.

6. The absence of the children and family commission has left a significant gap in advising the executive, superior court and the county

council on matters related to children, youth, and families, especially as related to building linkages between the county's service systems, communities and schools. In a 2011 letter, the exiting commission members stated that they were "deeply concerned with the county's lack of transparency and accountability," especially around decision making involving revenue historically supporting the work, outcomes and reports of the children and family commission.

7. King County government has been developing and implementing a performance and accountability system that focuses on results. The purpose of this system is to improve King County government's ability to measure how it is operating and performing, plan for the future and report on its performance across all of the services delivered to citizens.

8. A cornerstone of that performance and accountability system is the county's Strategic Plan, adopted by the council in July 2010 via Ordinance 16897. The plan calls for improved customer service, greater efficiency in government and more robust partnerships across the region.

9. The King County Strategic Plan states that it embodies the priorities of the residents of King County and the values of all of the separately-elected officials in King County government. It furthers states that the purpose of the action plan is to guide decisions in times of fiscal challenge, as well as in future prosperity. The plan also represents King County government's commitment to deliver county services that meet and exceed the standards

of professionalism, efficiency, quality and customer service as appropriate to the current funding and policy environment.

10. The Strategic Plan contains specific goals related to the county's functions and lines of business. For health and human services-related areas, a health and human potential goal was established to "promote opportunities for all communities and individuals to realize their full potential."

11. Led by the committee to end homelessness, King County has been actively working with a wide array of stakeholders, including nonprofit community agencies, government leaders, private philanthropy and homeless and formerly homeless young people, on a homeless youth and young adult initiative. The purpose of the community-wide initiative is to prevent and reduce youth and young adult homelessness in the county.

12. In November 2012, the council passed Motion 13768 requesting the executive, in collaboration with the departments of public health and community and human services and a community stakeholder panel informed by local and national expertise, to develop and submit a plan for council review and approval for an accountable and integrated system of health, human services and community-based prevention in King County.

13. In January 2013, the executive convened a thirty-member community stakeholder panel, referred to in this ordinance as "the health and human services transformation panel," that included representatives from the healthcare, human services and prevention sectors, the business

community, the geographic subregions of King County and local and national experts in system transformation and innovation. The health and human services transformation panel met between February and May 2013 to advise staff on key design elements of the transformation plan.

14. On June 26, 2013, the executive transmitted the requested transformation plan. It recognizes various populations and diversity of those in need of services throughout the county. The transformation plan is individual, family and community centered, and takes a whole-person approach where the preferences, strengths, needs and goals of individuals and families come first. The transformation plan includes integration efforts and interventions that occur at two levels: the individual and family level, which assures that individuals and families can access an array of person-centered, integrated, culturally competent services; and the community level, which creates community-level improvements because health is most deeply influenced by where people live, work, learn and play. The transformation plan establishes a path to achieve an outcome-driven system where providers, consumers, funders and policy makers are called to work together collectively and are mutually accountable through contracts and compacts that include shared priorities, strategies and measurements for assuring health and human service outcomes.

15. On June 19, 2013, King County council's committee of the whole received a briefing entitled "implementation of the action plan goals," where the executive outlined priorities related to specific goals of the

action plan. In that briefing, the executive identified a number of priorities for 2015-2019 related to the health and human potential goal area.

16. In that briefing, the executive also stated that King County will develop a youth agenda that defines outcomes, priorities, and actions for pursuing the proposed vision that all infants reach adulthood healthy and safe, academically or vocationally succeeding and socially and civically engaged.

17. There is a need to provide continuing direction regarding the development and implementation of a youth action plan to ensure that the county's existing adopted policy goals, as included in the Juvenile Justice Operational Master Plan, Human Services Framework Policy, Equity and Social Justice Initiative and Strategic Plan, are reflected throughout the process and that work undertaken by the county, such as the homeless youth and young adult initiative and the health and human services transformation plan, are taken into consideration. The development and implementation of the youth action plan needs to be accomplished transparently, collaboratively and strategically, in partnership with children and youth serving community providers, consumers, philanthropy, separately elected officials including the council, other jurisdictions and school districts.

18. It is the policy of the county that citizens and policy makers be able to measure the effectiveness of the investment of public funds.

19. The health and human services transformation plan has begun the work of creating a more collaborative, transparent, effective health and human services system in King County, using collective impact as a frame for collaborative efforts, bringing partners together to develop shared agreements on the process and outcome measures that lead to change, the activities that demonstrate progress on outcomes and understanding of the resources necessary to bring about change.

20. The framework of the transformation plan shares common attributes with a number of current youth-focused community-based initiatives and a focus on a common set of shared outcomes that are being developed transparently, collaboratively and strategically in partnership with multiple stakeholders and being driven by results achieved through collective accountability and the use of data to align efforts across organizations. A youth plan should build on these current efforts.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. There is hereby created a youth action plan task force that will develop a proposed youth action plan to be submitted to the executive and council, along with a motion adopting the youth action plan. Each member of the task force shall have substantial experience and expertise relevant to children and youth matters and shall have an ability and willingness to attend meetings and participate effectively as a member of the task force. The executive and council shall ensure that diversity of views and experiences are reflected in the appointment of task force members. Diversity of views and experiences shall include, but not be limited to racial, ethnic, gender identity, geographic and faith diversity. The task force shall be composed one representative from each of the following:

A. The King County Youth and Family Service Associations;

B. A provider of youth homeless services;

C. A provider of before and after school care and youth recreation services;

D. A provider of culturally specific children, youth and family services;

E. A youth justice organization;

F. An organization serving gay, lesbian and transgender youth;

G. A provider of both mental health and chemical dependency services to children and youth;

H. An organization serving foster youth;

I. An organization serving immigrant and refugee youth;

J. An organization serving gang involved or youth at risk of gang involvement;

K. A provider or expert on early childhood learning and/or development;

L. A youth focused philanthropic organization

M. The city of Seattle;

N. The city of Bellevue;

O. The Sound Cities Association;

P. Puget Sound Educational Service District;

Q. The executive;

R. The council;

S. Superior court;

T. The sheriff;

U. The prosecuting attorney; and

V. The Committee to End Homelessness in King County.

SECTION 2. The members of the task force shall be appointed by the executive and submitted to the council with a motion for confirmation no later than forty-five days after adoption of this ordinance.

SECTION 3. The executive and council shall ensure that recommendations contained in the youth action plan are developed with input from:

A. Youth; and

B. The departments of community and human services, public health, adult and juvenile detention, judicial administration, natural resources and parks and public defense.

SECTION 4. A. The task force shall make recommendations to the executive and the council in a proposed youth action plan that shall be submitted to the council by April 15, 2015. The task force shall also submit a progress report to the executive and council by September 18, 2014, detailing progress to date of the task force. The youth action plan shall contain recommendations on the following matters and the rationale for each recommendation shall be detailed and included in the youth action plan:

1. Identification of the mission and vision of the youth action plan, and whether the executive's stated vision of "infants reach adulthood healthy and safe, academically or vocationally succeeding, and socially and civically engaged" reflects the recommendations of the task force;

2. A bill of rights for King County's youth akin to the youth bills of rights that many jurisdictions in California and elsewhere around the country have adopted;

3. Whether King County should establish a single point of accountability for children and youth services, programs and policy in the county and recommendations on what form, model or structure that point of accountability should take, and recommendations on its role and duties;

5. Identification of what age range the proposed youth action plan will address and/or serve, and whether families are included in the youth action plan;

6. Identification of improvements, efficiencies, gaps, opportunities to take promising practices to scale and areas for better integration or coordination, or both, of services, programs and policies for children and youth within and outside of King County government;

7. Recommendations on King County's role and involvement with early childhood learning programs and initiatives;

8. Identification of the barriers within and outside of King County government that prevent children, youth and families from realizing their full potential and recommendations on how the county might proceed eliminating those barriers;

9. Recommendations on the update of the King County Strategic Plan and social justice and equity goals as it relates to youth;

10. Identification of the children, youth and family programs, methodologies and service models that the county should prioritize to achieve outcomes and meet policy goals;

11. Recommendation on the county's funding of services and programs for youth, including the prioritization of existing and potential new resources to achieve recommended outcomes; and

12. Identification of an evaluation and reporting structure, process and implementation timeline for the youth action plan.

B. The youth action plan and the report required in subsection A. of this section shall be filed with the clerk of the council in the form of a paper and an electronic copy with the clerk of the council, who shall retain the paper copy and forward an electronic copy to all councilmembers.

SECTION 5. A. The following tasks shall be accomplished under the direction of the task force by council and executive staff and shall inform the development of the recommendations under section 4 of this ordinance:

1. Conduct an inventory of the county's children, youth and young adult programs, including a determination of the amount of 2013 investment; and

2. Review promising community initiatives and best practices, including those utilizing a collective impact model, occurring in King County and across the nation.

B. King County departments and agencies shall provide information as requested by the council and executive staff for preparation of the report.

SECTION 6. In the process of the development of the youth action plan under section 4 of this ordinance, the task force shall also consult with King County government boards and commissions that address matters involving children, youth and families, including the mental illness and drug dependency oversight committee, the committee to end homelessness and the veterans and human services levy citizen oversight boards. The task force shall also consult with non-King County governmental entities and agencies such as, but not limited to, United for Youth, Reclaiming Futures, the Community Center for Education Results, Eastside Pathways, SOAR, Youth

Engagement Practitioners, TeamChild, Seattle Youth Violence Prevention Initiative and Youth Development Executives of King County. The task force shall ensure that the recommendations are coordinated and collaborate with best practices currently underway in the community and leverage these practices.

SECTION 7. The task force shall conduct community, stakeholder and consumer information meetings throughout the development of the recommendations and proposed youth action plan in order to keep interested parties informed and up-to-date on the work of the task force.

<u>SECTION 8.</u> The adopted youth action plan shall provide a policy basis for the development and implementation of King County policies and programs involving youth.

Ordinance 17738 was introduced on 9/23/2013 and passed as amended by the Metropolitan King County Council on 1/21/2014, by the following vote:

Yes: 7 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague, Mr. Dunn, Mr. Dembowski and Mr. Upthegrove
No: 0
Excused: 2 - Ms. Lambert and Mr. McDermott

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

____

Larry Gossett, Chair

ATTEST:

____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _______________, ______.

____

Dow Constantine, County Executive

Attachments: None