hub inc.
MARION & POLK EARLY LEARNING HUB

earlylearninghub.org

Board of Directors Meeting

Thursday, December 3, 2020 |3:00-5:00 PM

Virtually via Zoom

Meeting ID- 829 9456 9360 **Password-** 818454

Action	Time	Topic	Page #
	3:00	**Welcome and Introductions** • Review agenda for real or potential conflicts of interest – All • Establish any conflicts of interest	
		Public Comment Period • Comments should be limited to three (3) minutes • Please provide copy of written materials to the Executive Director, if available	
Action	**3:05**	**Consent Agenda** *Staff Recommendation: Approve* 1. November 2020 Board of Directors Meeting Minutes 2. November 2020 Executive Committee Notes 3. November 2020 Collective Action Team Notes 4. Executive Director report	**3-11**
Action	**3:10**	**Financial Report –** David Rheinholdt • Approve October 2020 Financial Reports	**12-15**
Action	**3:20**	**Governance Policies** • Review June-December Governance Policy report • Discussion on contracting partner survey	**16-42**
Inform/ Input	**3:40**	**Hub System Advocacy/Legislative** - Lisa • Legislative agenda update • Early Learning Hub Request for Applications • Lobbyist update	
Inform/ Input	**3:50**	**Community Business Education Leaders** • Presentation of CBEL Executive framework & MPELH connection	
Inform	**4:10**	**Executive Director Report** • OPEC funding • Immunization clinics • Preschool Promise	
Inform	**4:20**	**Program Spotlight - Kiara Yoder** • Family Connects nurse home visiting program • Integrated Care for Kids (InCK)	
Inform	**4:40**	**Board Member Announcements**	

Next Meeting Date	Thursday, February 4, 2021 at 3:00-5:00pm- Virtual via Zoom ***No meeting in January per regular schedule. Given the anticipated RFA and upcoming legislative session, information & updates will be sent.***	

Meetings of Interest

MPELH Parent/Caregiver Advisory Committee

Dates	Time	Location
2nd Wednesday of Every Month* *Hiatus during summer months (July and August)	6:00 pm to 8:00 pm	Virtual

Regional Implementation Team

Date	Time	Location
Second Friday of Every Month	10:00-11:30am	Virtual

Collective Action Team

Date	Time	Location
Recurring 3rd Thursday of month	9:00 am to 11:00 am	Virtual

December 2020 Consent Agenda – Action Item

Staff Recommendation: Approve

1. November 2020 Board of Directors Meeting Minutes
2. November 2020 Executive Committee Notes
3. November 2020 Collective Action Team Notes
4. Executive Director Report

Board of Directors Meeting Minutes
Thursday, November 5, 2020|3:00-5:00 PM

	Angie Blackwell, Confederated Tribes of Grand Ronde	X	Phil Blea, Marion County Children's Behavioral Health	X	Kerry Blum, Polk County Children's Behavioral Health	X	Donalda Dodson, Oregon Child Development Coalition
	Levi Herrera-Lopez, Mano a Mano	X	Andy Gardner, North Santiam School District		Stacy Lake, DHS Child Welfare	X	Dave Novotney, Willamette Education Service District
X	Kim Parker-Lleranas, Willamette Workforce Partners		Christy Perry, Salem-Keizer Public Schools	X	David Rheinholdt, Rheinholdt Insurance	X	Jimmy Jones, Mid-Willamette Valley Community Action
X	Jim Seymour, Community Member		Carina Ventura, Parent/Caregiver Advisory Committee				
MPELH Staff							
	Valeria Atanacio, Preschool Promise Coordinator	X	Lisa Harnisch, Executive Director		Margie Lowe, Performance & Fiscal Officer	X	Veronica Mendoza, Family Engagement Coordinator
X	Tiffany Miller, Program and Communications Support		Skye Hibbard, BCN Project Coordinator		Kiara Yoder, Screening & Care Systems Coordinator		

Guests: Stephanie Whetzel, Salem-Keizer School District.

Action Summary

- Consent Agenda;
- September 2020 Financial Reports

Topic
Welcome and Introductions Board members introduced themselves.
Conflict of Interest No conflicts of interest were declared.
Consent Agenda The November consent agenda was included in the Board packet. *Donalda Dodson moved to approve the consent agenda as presented. Andy Gardner seconded. Motion passed.*
Financial Report David Rheinholdt presented the September 2020 financial report. September 2020 included revenues of $123,811 and expenses of $77,987 that includes subcontracts for family emergency aid and communications outreach expenditures. Balance sheet has $3,475,504 of assets and current liabilities of $196,484 that includes the increase in liabilities from the Paycheck Protection Program. No updated information from the Early Learning Division regarding

Coordinated Enrollment. The Oregon Health Authority budget for Family Connects was approved. The audit is tentatively scheduled for January 11, 2021.

Jimmy Jones moved to approve the September 2020 financial reports. Kim Parker-Lleranas seconded. Motion passed.

Program Spotlight

Tiffany Miller and Veronica Mendoza presented on the monthly spotlight of parent education. Debut of OPEC video to highlight the work we have been working on since March and thinking forward into next year.

- Some Parent Education highlights
    - 8 different series-based parent education (Ready for Kinder, Circle of Security, Parenting with Joy), average 82 parent attendees
    - Participation in OPEC sponsored professional development

Executive Director Report

- **Hub and Child Care Resource & Referral (CCR&R) Budget Note** is not clear how the Early Learning Division will proceed. Few observations – 1) the letter clearly states that Hubs will be going out for a Request for Proposals, this will likely happen prior to June 30. 2) The governance teams are not included in the stakeholder interview process, also curious about what they intend to get from the stakeholder groups, (for example, parents). 3.) what is absent is the original intent of Hubs. Next week is a Hub leader meeting with the division and Lisa will keep the group updated.
- **Coordinated Enrollment**- Challenges overall with enrollment; parents seem to be reluctant to enroll – this is happening in other areas of the state. 578 preschool promise slots within the region. 331 we are responsible for filling. About 40% filled with conversion children. Working really hard to outreach and recruitment for families. Just launched the application, about 100 so far. Woodburn and Gervais area needs the most. Working on a Memorandum of Understanding the community to make sure working together PSP, Head Start and Oregon PreKindergarten.
- **Community of Practice (CofP) –** Wonderful turn out for the three county CofP hosted by Willamette Education Service District, along with MPELH and Yamhill Hub. Over 40 attended. The focus was on family engagement.
- **Family Connects –** a few challenges are rising here, including data collection and referral platforms, the need to negotiate rates with private insurers. Given pandemic, delays are inevitable.
- **Hub leaders** are selecting lobbyist to assist in the advocacy for the early learning system and the hub system.
- **Integrated Care for Kids (InCK)-** federal grant launching in Marion & Polk. Contracting with the Hub for a portion of Kiara's time to support the convening around the InCK. Doing some of the mapping and making sure the connections are happening with that work.
- **Legislative update** – Lisa shared the Early Care and Education preliminary report from the Governor's Racial Justice Committee. Racial justice committee is sending their recommendations to the governance. Several subcommittees are part of the committee. One is on education recovery. The committee has taken some time to think about what they are valuing and what they are putting in the packages including:
    - The P20 system needs to be accountable to people of color;
    - Resources and investments should be invested to people of color;
    - Investment needs to be vetted with people of color.
    - Keeping eye on Kindergarten Partnership & Innovation. It is still in the budget and will continue on. Seeing them making significant changes to it.
    - Racial justice committee is sending their recommendations to the governance. Several subcommittees are part of the committee. One is on education recovery.

Strategic Direction & Current Reality

Important to remember try to imagine the legal or moral owner (residents of Marion and Polk county's) when going through the process as the strategic planning committee. Taking into consideration the 3 overarching goals *(Kindergarten readiness, stable and attached families*) and our own 4 visionary priorities (*Convene and collaborate; Quality early learning; Support parents; Community outreach*) to identify leveraging opportunities for the next 6 months given the landscape. Lisa and Jim shared the start of a SWOT analysis (Strengths, Weaknesses, Opportunities and Threat). Board members added the following:

- Strengths: Lisa the Executive Director her leadership and political acumen; strength of the passionate staff; strong diversification of sectors on the board; potential strength with the Coordinated Care Organization PacificSource; a 501c3 what are the strengths and weaknesses as private organization.
- Weakness: moving to a virtual platform impacts the concept of early childhood education.
- Opportunities: advocacy; does not have to go to another governing body; actually, listen to the families and people facing disparities and to hear their impact; amplifying the voice of people we serve; health and kindergarten readiness.
- Threats: what is the expectation from funders today; pandemic.

Next Meeting: Thursday, December 3rd 2020 at 3:00-5:00pm- Virtually via Zoom

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MPELH Executive Committee Meeting Agenda

Wednesday, November 18, 2020 |8:00 – 9:00am

Jim Seymour, Phil Blea, Dave Novotney, Donalda Dodson, Phil Blea and Lisa Harnisch

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Topic
Welcome
Financial Reports October 2020 Financial Reports included revenues of $229,205. Funds from the Oregon Department of Education Electronic Grants Management System (EGAMS) are recorded as receivables this month for grants MPELH awaits receipt of funds. October 2020 total expenses were $148,547 including salary and benefit expenditures, payments to Preschool Promise subcontracted providers for the first months of service, subcontracts for family emergency aid and communications outreach expenditures. Net assets of $3,545,561 and current liabilities of $266,587. Not yet in the budget is the Integrated Care for Kids, Family Connects, Coordinated Enrollment, and Student Success Act parent education funding. *Dave Novotney moved to approve the October 2020 Financial Reports. Donalda Dodson seconded. Motion passed.*
Governance Policy Review The Executive Committee reviewed aspects of the Governance Policies. The following sections were reviewed and discussed: • **Executive Limitations: Treatment of staff, treatment of contracting organizations, and global executive limitations-** all sections were in the green and a conversation was held on how does the Board know if contracting organizations would rate the Hub in green. The Executive Committee suggested doing a partner survey following Willamette Education Service Districts' survey. • **Governance process: Board members' code of conduct, Board committee principles, cost of governance, and global governance process-** all sections were in the green. There should be more board training around principles of policy governance, diversity, equity and inclusion training, and reviewing the bylaws. The December Executive Committee will work through planning for 2021 trainings. *Phil Blea moved to accept the report on Governance Process. Donalda seconded. Motion passed.*
Updates • **Legislative update-** awaiting the social justice committee recommendations to the governor this week. Hub leaders have selected Eames Consulting lobbying form. MPELH will be handling the contract and the fiscal agent with them. Working with legal counsel to develop the MOU to state how we will handle those dollars.

- **Hub re-competition and Budget note report-** The Early Learning Division (ELD) will not be pursuing the consolidations of Hubs and Child Care Resources & Referrals (CCR&R) Continuing to do the due diligence to meet with stakeholder groups. However, there will be a recompetition for Hubs- the RFA will be released in February. This will be for a one biennium award and open to only existing backbone organizations and existing geographic footprints.
- **Preschool Promise and COVID 19 implications-** given the recent freezes and increase in COVID numbers, interest in Preschool Promise has diminished. We are refining the messages with the assumption that after the holidays numbers may increase. Currently, approximately 60% of the PSP slots are full.

December 5 Board Meeting Planning – Virtual via Zoom

- Executive Director report
- Consent agenda
- Financial Report
- Governance policies June-December
- Reflection on November meeting and 2021 planning.

Next meeting: December 16, 2020. 8:00-9:00am.

Collective Action Team (CAT) Meeting

Thursday, Nov. 19, 2020- 9:00-11:00am

Patty Vega, Veronica Mendoza, Tiffany Miller, Margie Lowe, Alyssa Gaiser, Angie Carroll, Julie Persons, Christine Lewis, Stacy Hackenmueller, Chelle Bettis, Cheryl Cisneros, Claudia Caratachea, Elide Sanchez, Michael Finlay, Kelli Barrett, Lucy Mendoza, Marlene A., Rosa Angelica Flores, Sarai Valverde, Rebeca McDermitt, Teresa Gomez, and Sarai Valverde

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Topic for Discussion
Welcome and opening conversation
New initiatives to support family health: Integrated Care for Kids (InCK) and Family Connects Goal of INCK is to improve the quality of care for kids under age of 21 who are covered by Medicare. First two years is planning and implementation. The Oregon Pediatric Improvement Partnership and Oregon Health Authority were awarded funds OHA was awarded this grant. More information to come in future meetings. Family Connects is a universally offered home visiting program for all newborns. Marion and Polk County are the early adopters across the state. Anyone who lives in Marion County will be offered a home visit from an RN to be connected to resources.
Discussion: COVID-19 responses and contingency plans Primary concerns for families: • Isolation and parents feeling burnt out; • Parents need an outlet and the opportunity to get out of the house; • Chromebooks challenges; How is your organization going to pivot to address those concerns? • WESD support team to help staff and families to take a minute to acknowledge what the challenges are; • SKCE offering programs online but families are fatigued. • Lack of parenting classes. What gives you hope and motivation right now so we can sustain our work? • Vaccinations upcoming! • Resiliency program with Salem Health • Ability to serve even more families in Ready! for Kindergarten. • More family time. • SMART is distributing books to as many schools as possible.
Marion County and Polk County Regional Immunization Campaign Christine Lewis from Pacific Source shared the immunization rates in Marion and Polk county is very low due to COVID. When COVID hit clinics realized less and less families were bringing children in for vaccinations. As the

new CCO in the area brought together partners (MPELH, Yakima Family Farm Workers, Salem Health) to brainstorm how can we get children in for immunizations so they do not fall behind. Doing a drive thru immunization campaign. Working with Salem Health to develop a flu vaccine campaign. More information to come.

Women, Infants and Children (WIC) Services and Eligibility

Stacy Hackenmueller is a Registered Dietitian and Certified Lactation Educator with Yakima Valley Farm Workers. She shared the WIC services are open and taking on more families during COVID-19. During COVID-19 100% of visits are being performed over the phone. Federal waivers are in place through the end of the Covid-19 pandemic. These federal waivers remove the physical presence requirement for WIC services and allow remote benefit issuance.

Partner announcements & updates

- Virtual Ready! for Kindergarten- December 1st ages 3-4 and December 8th ages 4-5 through the Gervais School District. Salem-Keizer has Ready! for Kindergarten coming up too.
- Preschool Promise has spaces available

Next meeting: Dec. 17, 9:00-11:00 a.m.

Marion & Polk Early Learning Hub – Executive Director Report

December 2020 – representing the work for November 2020

Preschool Promise & Coordinated Enrollment	• Continued work on the Coordinated Enrollment process. All children who were continuing as Preschool Promise (PSP) and children who were already with a provider and qualified for PSP are on the provider rosters. We are actively recruiting families and determining eligibility for families. • Still no word from the ELD regarding the amount of funding to support this work past December. Our costs to support this work exceeds the amount supported by the ELD.
Parent Education and Parent Supports	• We can apply for an additional year of OPEC funding for Marion County. Application is due February 2021 and is in the amount of $60,500. • Parent Education funding as part of the Student Success Act will be coming to us via Oregon State University. • Community partners are beginning to apply for the parent education mini-grant application for funding to support parent education. This new application allows for virtual options, as well as greater expanse into research-based programming.
Kindergarten Partnership & Innovation	• Several regional based Ready! For Kindergarten (R4K) sessions for families have commenced. These have been well attended. • KPI plans are being finalized and include R4K and other parent engagement activities focused on the kinder transition.
Care Connect	• Child care providers continue to be interested in supports for meeting the social emotional and behavioral needs of children. We are working with providers as requested to schedule behavior coaches.
Immunization Clinics	• MPELH staff have been participating with Pacific Source CCO on the creation of immunization materials and an education campaign for the community. MPELH will assist in getting information out into the community. • Salem Health and Pacific Source offered community grants to support drive-thru immunization clinics. At the request of WVP, MPELH will provide books and other resource materials to families with children less than six. This collaboration resulted in our submission for funding to support the other grantees. We were awarded $500 which will provide approximately 143 children with books and materials.

Summary of Financial Results Period Ending: October 2020

Revenue:

October 2020 included revenues of $229,205. Funds from the Oregon Department of Education Electronic Grants Management System (EGAMS) are recorded as receivables this month for Hub Coordination and other grants as MPELH awaits receipt of the funds.

Expenses:

Total expenses for October 2020 were $148,547. In addition to employee salary and benefits expenditures, this includes payments to Preschool Promise subcontract providers for the first months of service and curriculum acquisition and family emergency aid and communications outreach expenditures. The quarterly rent payment and year-end preparation for the annual audit were recorded expenditures during the month.

Balance Sheet

As of October 31, 2020, MPELH has assets of $3,545,561 and current liabilities of $266,587. The loan of $124,500 from the Small Business Administration Paycheck Protection Program (PPP) that is convertible to a grant if the proceeds are used to maintain the previous year's staffing level; PPP eligible expenditures of $66,986 have been recorded since receipt of the assistance.

The state required reserve of approximately $500,000 is met with a portion of the Unrestricted Net Assets. MPELH's contract with the State Early Learning Division requires the Hub to maintain a six-month operating reserve. MPELH calculates the reserve estimate based on six months' of staff salaries and benefits and three months' of phase-out operations for subcontractors. All subcontracts contain a dis-appropriation clause allowing rapid discontinuation.

Changing Grants and Contracts

- The Early Learning Division proposed reduction of Hub Coordination funds by $143,888 was restored through the Governor's line item veto along with other early childhood program reductions.
- New grant agreements the Oregon Health Authority and the Oregon Pediatric Improvement Partnership to support the development of the Family Connects newborn visitation program and coordinated community engagement are getting underway.
- OPEC Marion County Parent Education Program (Decreasing from $75,000 to $67,500) and funding from the Student Success Act will be approximately $30,000 for Marion County parent education. Polk and Yamhill will receive a similar amount through their parenting hub.

- In the second year of the 2019-21 biennium, Preschool Promise funds for all programs are being directly contracted by the state to most area providers; MPELH has been awarded $216,000 for 18 Preschool Promise placements and will subcontract with four in-home providers to deliver these services for children.
- The Preschool Promise Coordinated Enrollment agreement has been awarded at an initial $30,500, although the Early Learning Division advises that the program will be restored to the original amount or more.
- The Oregon Community Foundation has awarded MPELH $50,000 to provide support to Latino early care and learning providers during the pandemic.

Match Requirements

- Oregon Hub Coordination Funds 25% Match ($160,741 non-state funds). This match has been met in the past year through WVP In Kind, WVCH and BCN grants, and OPEC grant totaling $590,590. Recent meetings with the Early Learning Division have resulted in approval to include the added value of the Preschool Promise program to the other students in the providers' classrooms in mixed delivery sites as a matching funds source; 131 children benefited from these improved services that are not identified as Preschool Promise eligible. This source of program match will include 37 children beginning in July 2020 as the state directly contracts for for most of these services.
- Oregon Family Support Funds 25% Match ($68,471 non-state funds). This match has been met by funds (approximately $65,000) provided through local partners as a part of the Emergent Family Support Program and surplus match from the WVCH grants mentioned above; the match in the current fiscal year will include the resources identified by local partners in the Emergent Family Support Program and the Oregon Community Foundation grant for Latina child care providers.
- OPEC Grant Match ($18,750). This match has been met by the Hub Coordination and KPI funds provided by the Early Learning Division and the WVCH Parent Education grant; in the coming year, Hub Coordination and KPI funds will meet this requirement.

State Administrative Expenditure Limit

- Family Support Funds -- 10%
- Preschool Promise – Funds included in the Preschool Promise Coordination Account
- All Other State Grants – 15%

Early Learning Hub, Inc.
Statement of Position (Balance Sheet)
October 31, 2020

ASSETS

Current Assets			
Petty Cash	$	300	
Cash in Bank-Operating		3,132,629	
Prepaid Expense		3,594	
Accounts Receivable		406,928	
Total Current Assets			3,543,451
Fixed Assets		2,110	
Total Assets			**$ 3,545,561**

LIABILITIES AND NET ASSETS

Current Liabilities			
Accounts Payable	$	97,528	
Accrued Wages/Benefits		42,159	
Unearned Revenue		2,400	
Covid Loan		124,500	
Total Current Liabilities			266,587
Total Liabilities			266,587
Net Assets			
State Required Restricted		500,000	
Unrestricted		2,206,458	
OPEC Marion Region		273,765	
Preschool Promise		22,610	
Other State and Local Grants		276,141	
Total Net Assets			3,278,974
Total Liabilities and Capital			**$ 3,545,561**

Early Learning Hub, Inc.
Statement of Activities
Year-to-Date for the Period ending October 31, 2020

	Month Actual	YTD Actual	Annual Budget	YTD Budget %
Revenues				
Hub Coordination	46,118	191,498	439,568	44%
Preschool Promise Funds	89,580	127,707	161,375	79%
School Readiness/KPI	65,328	88,582	566,322	16%
Other Grants & Contracts	7,817	113,346	273,882	41%
PPP Accrual	20,362	66,985	0	0%
Total Revenues	229,205	588,118	1,441,147	41%
Expenses				
Salaries and Benefits	45,726	212,044	710,128	30%
Professional Development	0	0	7,579	0%
Supplies/Materials/Equipment	926	5,592	22,363	25%
Subcontracts and Local Grants	46,750	148,865	357,140	42%
Family Support/Aid	471	26,411	134,000	20%
Parent Education Series	4,087	5,487	80,979	7%
Parent Support Activities	0	0	4,003	0%
Special Proj/Collaborations	0	6,063	0	0%
Facilitator Support/Training	0	0	20,238	0%
Training & Curriculum	18,143	20,627	187,881	11%
Travel/Trans/Meetings	65	199	27,947	1%
Facilities	14,524	14,524	49,479	29%
Parent Advisory Committee	443	853	15,290	6%
Communicatons/Outreach	15,830	49,892	102,035	49%
Administrative Costs	1,582	9,657	55,306	17%
Total Expenses	148,547	500,214	1,774,368	28%
Net Income (Loss)	**80,658**	**87,904**	**(333,221)**	

The Board Approved budget anticipates a draw down of a portion of the Restricted Balances, causing a negative net income in the overall budget.

	YTD Actual	Annual Budget	YTD Budget %
Expenditures by Program			
Hub Coordination	95,634	436,110	22%
KPI/School Readiness	88,583	566,322	16%
Parent Education/Family Connects Grants	32,010	213,996	12%
Preschool Promise	144,685	161,375	90%
BCN Care Connect Contract	8,970	122,683	7%
Family Support	63,346	273,882	23%
PPP Expenses	66,986	0	0%
Total Expenses	**500,214**	**1,774,368**	**28%**

Governance Policies – Action Item

Staff Recommendation:

Approve June 2020-November 2020 Governance Policies

GOVERNANCE PROCESS REVIEW

Mission: To convene, collaborate and catalyze action in our hub region to better align services and resources for children and families.
Vision: Every child is safe, healthy, and prepared to learn. Every family is strong and resilient. Early learning services are coordinated, effective and efficient.
Goals: Coordinated and aligned services, Kindergarten readiness, and family stability

POLICY REVIEW & ASSIGNMENTS SCHEDULE

Policy		Review Page Number	Month
	Executive Director remunerations will be decided by the Board after a review of monitoring reports received in the last year.		February
Board Management Delegation	Unity of Control Delegation to the Executive Director	2 3-4	February
	Accountability of the Executive Director Monitoring Executive Director Performance Global Board Management Delegation	5-6 7-8 9	March
Global Ends	Global Ends Statements	10	April
	Board shall establish its cost of governance budget for the next fiscal year	11-12	May
Executive Limitations	Compensation and Benefits Financial Planning/Budgeting Financial Conditions and Activities	13-14 15 16-17	May
	Communication and Support to the Board Asset Protection Emergency Executive Director Succession	18-19 20-21 22	June
	Treatment of Staff Treatment of Contracting Organizations Global Executive Limitations	23 24 25	July
Governance Process	Governing Style Board Job Description Agenda Planning	26-27 28-29 30-31	September
	Chief Governance Officer's Role Board Secretary's Role Board's Treasurer's Role	32-33 34 35	October
	Board Member's Code of Conduct Board Committee Principles	36-37 38-39	November
	Cost of Governance Global Governance Process	40-41 42	December

EXECUTIVE LIMITATIONS

EXECUTIVE LIMITATIONS

The limits of acceptable staff behavior determined by the Board. They are developed in a proactive, but negative and boundary-setting way. They help determine the staff's means to ensure prudent and ethical conduct.

		Page in Policies
1.	Compensation and Benefits	5
2.	Financial Planning/Budgeting	3
3.	Financial Condition and Activities	4
4.	**Communication and Support to the Board**	6
5.	Asset Protection	4
6.	Emergency Executive Director Succession	4
7.	Treatment of Staff	3
8.	Treatment of Contracting Organizations	3
9.	Global Executive Limitations	3

Compliance Rating System

Red = out of compliance
Yellow = near compliance
Green = full compliance

Policy Effectiveness Rating System

Red = eliminate policy
Yellow = improve policy
Green = maintain policy

4) Communication and Support to the Board — Report Due: June 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Executive Director will not cause or allow the Board to be uninformed or unsupported in its work.			
The Executive Director will not: ▪ Neglect to submit monitoring data required by the Board in the Board Management Delegation policy in a timely, accurate, and understandable fashion. This should directly address provisions of Board policies being monitored, including Executive Director interpretations consistent with the Board Management Delegation policy. ▪ Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule. ▪ Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends known by the Executive Director. ▪ Let the Board be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes. ▪ Allow the Board to be unaware that, in the Executive			

Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board Management Delegation, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Executive Director. ▪ Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other. ▪ Allow the Board to be without a workable mechanism for official Board, officer, or committee communications. ▪ Deal with the Board in a way that favors or privileges certain Board members over others. ▪ Fail to submit to the Board a consent agenda containing items delegated to the Executive Director yet required by law, regulation, or contract to be Board-approved, along with applicable monitoring information.			

EXECUTIVE LIMITATIONS

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7.	Treatment of Staff	3
8.	Treatment of Contracting Organizations	3
9.	Global Executive Limitations	3

Compliance Rating System

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Green = full compliance

Policy Effectiveness Rating System

Red = eliminate policy
Yellow = improve policy
Green = maintain policy

5) Asset Protection — Report Due: June 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Executive Director will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.			
The Executive Director will not: ▪ Fail to insure adequately against theft and casualty as well as liability losses to Board members, staff, and the organization itself. ▪ Allow personnel access to material amounts of funds. ▪ Subject facilities and equipment to improper wear and tear or insufficient maintenance. ▪ Unnecessarily expose the organization, its Board, or staff to claims of liability. ▪ Fail to protect intellectual property, information, and files from loss or significant damage. ▪ Receive, process, or disburse funds under controls that are insufficient to meet the Board appointed auditor's standards. ▪ Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers. ▪ Invest or hold operating capital in insecure instruments,			

including uninsured accounts, or non-FDIC or US federal government securities for more than 90 days.. ▪ Endanger the organizations public image, credibility, or its ability to accomplish Board established goals. ▪ Change the organization's name or substantially alter its identity in the community. ▪ Create or purchase any subsidiary corporation without board approval.			

EXECUTIVE LIMITATIONS

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6.	**Emergency Executive Director Succession**	4
7.	Treatment of Staff	3
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9.	Global Executive Limitations	3

Compliance Rating System

Red = out of compliance
Yellow = near compliance
Green = full compliance

Policy Effectiveness Rating System

Red = eliminate policy
Yellow = improve policy
Green = maintain policy

6) Emergency Executive Director Succession — Report Due: June 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
In order to protect the Board from sudden loss of Executive Director Services, the Executive Director will not permit there to be less than one other executive sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.			
The Executive Director will not fail to establish, with board involvement, a process and plan for developing successors.			

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

EXECUTIVE LIMITATIONS

EXECUTIVE LIMITATIONS

The limits of acceptable staff behavior determined by the Board. They are developed in a proactive, but negative and boundary-setting way. They help determine the staff's means to ensure prudent and ethical conduct.

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Compliance Rating System

Red = out of compliance
Yellow = near compliance
Green = full compliance

Policy Effectiveness Rating System

Red = eliminate policy
Yellow = improve policy
Green = maintain policy

7) Treatment of Staff — Report Due: July 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
With respect to the treatment of paid and volunteer staff, the Executive Director will not cause or allow conditions that are unfair, undignified, disorganized, or unclear.			
The Executive Director will not: ▪ Operate without a written personnel policy that (a) clarifies rules for staff, (b) provides for effective handling of grievances, (c) protects against wrongful conditions, and (d) is available to all employees. ▪ Discipline any staff member for non-disruptive expression of dissent. ▪ Fail to acquaint staff with the Executive Director's interpretation of their protections under this policy. ▪ Allow staff to be unprepared to deal with emergency situations.			

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8) Treatment of Contracting Organizations — Report Due: July 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
With respect to interactions with contracted organizations or those applying to be contracting organizations, the Executive Director will not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.			**Executive Committee recommended survey of contracted agencies for continuous improvement purposes.**
The Executive Director will not: ▪ Elicit information for which there is no clear necessity. ▪ Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material. ▪ Fail to contract with facilities with appropriate accessibility and privacy. ▪ Fail to establish with contractors a clear understanding of what may be expected and what may not be expected from the contracted organizations. ▪ Fail to provide a way to be heard for organizations who believe they have not been accorded a reasonable interpretation of their protections under this policy.			

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9) Global Executive Limitations — Report Due: July 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments	*Report to Board of Directors Due*
The Executive Director will not cause or allow any organizational practice, activity, decision, or circumstance that is either a violation of the law, imprudent, or in violation of commonly accepted business and professional ethics and practices. The Executive Director will abide by all terms and conditions in the funding contracts.				***July 2020***

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

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1) Governing Style — Board Report Due: September 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Board will govern lawfully, with an emphasis on: ▪ an outward vision, ▪ encouragement of diversity in viewpoints, ▪ strategic leadership more than administrative detail, ▪ a clear distinction of Board and chief executive roles, ▪ collective rather than individual decisions, ▪ future rather than past or present, and ▪ proactively rather than reactivity.			
The Board shall cultivate a sense of group responsibility. The Board, not the staff, shall be responsible for excellence in governing. The Board shall be an initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.			Through this Governance Policy review process and the identifying of potential conflicts of interest in the beginning of each meeting has allowed this policy to be effective.
The Board shall direct, control, and inspire the organization through the careful establishment of Board written policies reflecting the Board's values and perspectives. The Board's major policy focus shall be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.			

The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.			
Continual Board development will include orientation of new board members in the board's governance process and periodic Board discussion of process improvement.			
The Board shall allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling group obligations.			
The Board shall monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board Management Delegation categories.			

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2) Board Job Description — Board Report Due: September 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
Specific job outputs of the Board, as an informed agent of the Marion and Polk communities, are those that ensure appropriate organizational performance.			
Authoritative linkage between key stakeholders and the operational organization.			
Written governing policies that realistically address the broadest levels of all organizational decisions and situations.			
Ends (the changes for persons to be made outside the organization, along with their cost or priority): The organizational impacts, benefits, and outcomes; the recipients, beneficiaries, and impacted groups; and their relative worth in cost or priority.			
Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.			
Governance Process: Specifications of how the Board conceives, carries out, and monitors its own risk.			

Board Management Delegation: How power is delegated, and its proper use monitored; the Executive Director role, authority, and accountability.			
Assurance of successful organizational performance on Ends and Executive Limitations.			

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3) Agenda Planning — Board Report Due: September 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Board shall follow an annual agenda that completes a review of the Ends policies annually and continually improves performance through Board education and enriched input and deliberation.			
The cycle will conclude each year on the last day of April so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.			
The cycles will start with the Board's development of its agenda for the next year. ▪ Consultations with selected stakeholders, or other methods of gaining stakeholder input, will be determined and arranged in the first quarter, to be held during the balance of the year. ▪ Governance education and education related to Ends determination (presentations by futurists, demographers, advocacy groups, staff, and so on) will be arranged in the first quarter, to be held during the balance of the year. ▪ A Board member may recommend or request an item for Board discussion by submitting the item to the Chair no			

later than five days before the board meeting.			
Throughout the year, the Board shall attend to consent agenda items as expeditiously as possible.			
Executive Director monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third-party monitoring must be prepared.			
Executive Director remunerations will be decided by the Board during the month of February after a review of monitoring reports received in the last year.			

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

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4) Chief Governance Officers' Role — Board Report Due: October 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.			
The result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.			
Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.			
Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.			
Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.			
The authority of the Chair consists in making the decisions that fall within topics covered by Board policies on Governance Process and Board Management Delegation, except for a) employment or termination of the Executive Director and b) where the board			

specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies. ▪ The Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing. ▪ The Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Executive Director. ▪ The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to that role. ▪ The Chair may delegate this authority but remains accountable for its use.			

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5) Board Secretary's Role — Board Report Due: October 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Board Secretary is an officer of the board whose purpose is to ensure the integrity of the board's documents.			
The Secretary's job is to see to it that all Board documents and filings are accurate and timely. ▪ Policies will be current in their reflection of Board decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or Board member recognitions need not be placed in policy. ▪ Bylaws elements necessary for legal compliance and for consistency with the principles of Policy Governance will be known to the Board. ▪ Requirements for format, brevity, and accuracy of Board minutes will be communicated to the Executive Director.			
The authority of the Secretary is access to and control over Board documents, and the appropriate use of staff time as determined in the annual budget.			

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6) Board Treasurer's Role

Board Report Due: October 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Board Treasurer is an officer of the Board whose purpose is to ensure oversight of the organization's finances.			
Ensure integrity of the auditing process.			
Receive and monitor financial reports from the Executive Director.			
Be a resource to the Board in interpreting and understanding organizational finances.			
Ensure compliance with Board finance policies.			
Represent the intent of all those providing funds to the organization.			

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

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7) Board Member's Code of Conduct — Board Report Due: November 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. The Board Chair or his/her designee shall provide code of conduct orientation to new board members.			
Members must have loyalty to the Marion and Polk county communities, un-conflicted by loyalties to staff, other organizations and any other personal interest as a consumer.			
Members must avoid conflict of interest with respect to their fiduciary responsibility.			
Members will annually disclose their involvements with other organizations, with vendors, or any associations that are or might reasonably be seen as being a conflict of interest.			
When the Board is to decide upon an issue about which a member has a substantial conflict of interest, that member shall not vote but may participate in the deliberation.			

Board members will not use their Board position to obtain employment in the organization for them, family members, or close associates. A Board member who applies for employment must first resign from the Board.			
Board members may not attempt to exercise individual authority over the organization.			
Members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.			
Members' interaction with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board positions.			
Except for participation in Board deliberations about whether the Executive Director has achieved any reasonable interpretation of Board policy, members will not criticize the performance of employees or the Executive Director.			
Members will respect the confidentiality appropriate to issues of a sensitive nature.			
Members will be properly prepared for Board deliberation.			
Members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.			
Board members who have failed to attend three consecutive meetings of the Board without providing notice to the Board chair(s), may be considered for removal by the Board after giving notice to the member.			

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8) Board Committee Principles				**Board Report Due: November 2020**
Policy Statement	**Compliance Rating System**	**Policy Effectiveness Rating**	**Comments**	***Report to Board of Directors Due***
Board committees when used, will be assigned to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the Board to the Executive Director.				
Board committees are to help the board do its job, not to help or advise the Executive Director or other staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation.				***November 2020***
Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.				***November 2020***
Board committees cannot exercise authority over staff. The Executive Director works for the full Board and will therefore not be required to obtain approval of a Board committee before any executive action will be taken.				***November 2020***
Board committees are to avoid over identification with organizational parts rather than the whole.				***November 2020***

Expectations and authority will be carefully stated in order to not conflict with authority delegated to the Executive Director.				***November 2020***
The role and responsibility of every standing committee shall be clearly described in a charter that has been approved by the Board of Directors.				***November 2020***
All standing committee members shall be appointed by the MPELH Board of Directors and can be removed by the Board.				***November 2020***
MPELH Board members shall serve on each standing Board committee. The role of the Board members that serve on a standing committee shall be to provide a communication link between the Board of Directors and the Board standing committee and/or to help assure that the Board committee principles are adhered to.				***November 2020***
The Chair of the MPELH Board of Directors shall appoint the chair for every standing committee.				***November 2020***
Each standing committee is sponsored by and accountable to the MPELH Board of Directors.				***November 2020***
MPELH Board standing committees: ▪ Executive Committee: will consist of six to eight Directors and will include the Chair, the Secretary, the Treasurer, and other Directors representing a diversity of sectors. ▪ Nominating Committee (the Executive Committee currently serves as the Nominating Committee): will consist of five to eight Directors providing equitable representation of the Board of Directors and will include the Board Chair who will chair the committee. ▪ Parent/Caregiver Advisory Committee: will consist of five to thirteen parents/caregivers of children from birth through age five.				***November 2020***
The Board of Directors may appoint advisory committees. The role and responsibility of each advisory committee will be clearly described in a charter that has been approved by the Board of Directors. ▪ All advisory board members will be appointed by the Board of Directors and can be removed by the Board.				***November 2020***
This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Executive Director.				***November 2020***

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9) Cost of Governance — Board Report Due: December 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments	
Because poor governance costs more than learning to govern well, the Board shall invest in its governance capacity.				
Board skills, methods, and supports will be sufficient to ensure governing excellence. • Training and retraining will be used to orient new Board members & candidates for membership, as well as to maintain & increase existing members' skills and understandings. • Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to the state of Oregon monitoring & appreciation process, and an annual financial audit. • Outreach, through advisory boards and other means, will be used as needed to ensure the Board's ability to listen to the people of Marion and Polk counties viewpoints and values.				
Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability such as expenses incurred for workshops, audits and/or				

third-party monitoring of organization performance, surveys, focus groups, opinion analyses, and meeting costs.				
The Board shall establish its cost of governance budget for the next fiscal year during the month of May.				

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10) Global Governance Process — Board Report Due: December 2020

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The purpose of the Board, on behalf of people in Marion and Polk Counties and in a manner that is consistent with the overall organization's mission and vision, is to see that MPELH achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations, as prohibited in the Board Executive Limitations Policies.			
The Board and Executive Director will work to ensure all interested parties in Marion and Polk counties are informed and invited to participate as appropriate.			

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____