hub inc.
MARION & POLK EARLY LEARNING HUB

earlylearninghub.org

Board of Directors Meeting

Thursday, July 7, 2022 |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. June 2022 Board of Directors Minutes 2. June 2022 Executive Committee Notes 3. June 2022 Collective Action Team Notes 4. Executive Director report	2-11
Action	**3:10**	**Financial Related –** David Rheinholdt • Approve May 2022 Financial Reports	12-15
Action	**3:20**	**Nominating Committee** • Appoint Donalda Dodson as Treasurer of the MPELH Board of Directors • Re-elect Phil Blea to Board of Directors	16-35
Input	**3:55**	**Governance Training** • Executive Limitations	36-42
Action	**4:05**	**Governance Policies** • February and May reports	16-35
Inform	**4:35**	**Program Spotlight – Kiara Yoder** • Family Connects and Family Support	
Inform	**4:45**	**Executive Director Report** • Regional Assessment preparation • Preschool Promise and Coordinated Enrollment • Parent Education • Dolly Parton Imagination Library grant updates	
Next Meeting Date		**NO AUGUST MEETING**. Thursday, September 8, 2022 at 3:00-5:00pm- Virtual via Zoom	

Consent Agenda – Action Item

Staff Recommendation: Approve

July 2022 Consent Agenda

a. June 2022 Board of Directors Meeting Minutes
b. June 2022 Executive Committee Notes
c. June 2022 Collective Action Team Notes
d. Executive Director Report

hub inc.
MARION & POLK EARLY LEARNING HUB

earlylearninghub.org

Board of Directors Meeting Minutes

Thursday, June 2, 2022|3:00-5:00 PM

X	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
X	Levi Herrera-Lopez, Mano a Mano		Andy Gardner, North Santiam School District		Cydney Nestor, Oregon Department of Human Services 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		Jimmy Jones, Mid-Willamette Valley Community Action
X	Jim Seymour, Community Member		Yadira Jaurez, Salem Keizer Coalition for Equality				
MPELH Staff							
	Lisa Harnisch, Executive Director	X	Margie Lowe, Performance & Fiscal Officer		Veronica Mendoza, Family Engagement Coordinator	X	Tiffany Miller, Communications Specialist & Parent Education Associate
X	Skye Hibbard, Coordinated Enrollment Specialist & Care Connect Coordinator		Kiara Yoder, Screening & Care Systems Coordinator		Leslye Garcia		Claudia Rodriguez, Safe at Home Program Manager

Guests: Stephanie Whetzel, Salem-Keizer School District; Kathy Martell, Delta Kappa Gamma; Josie Silverman Mendez and Andrea Ketelhut, PacificSource.

Action Summary

- Consent Agenda;
- April 2022 Financial Report

Topic

Welcome and Introductions

Board members introduced themselves.

Conflict of Interest

No conflicts of interest were declared.

Consent Agenda

The June consent agendas were included in the Board packet.

Kerry Blum moved to accept the May 2022 consent agendas as presented. Phil Blea seconded. Motion passed.

Financial Report

April 2022 financial reports included revenues of $272,341. 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 state contract completion and other details for several of the funds.

Total expenses for April 2022 were $164,463. In addition to employee salary and benefits expenditures, this includes payments to Preschool Promise and Kindergarten Partnership and Innovation subcontract providers for the current

service month or quarter, parent education programs, and outreach expenditures for several programs. Communications and Outreach expenditures continue to be high due to development work and advertising purchases for Family Connects, Coordinated Enrollment, the newsletter, and Bright by Text. Administrative expenditures include $17,000 for the recently completed audit.

Donalda Dodson moved to accept the April 2022 Financial Report as presented. Angie Blackwell seconded. Motion passed.

At the May Board of Directors, they approved a continuous budget through September. Staff are beginning to work on the update budget to be presented at the August Executive Committee and September Board of Directors meeting.

Governance Training: Reasonable Interpretation

Phil Blea presented the Governance Training for June that covered Policy Size. Policy size means the board decides its policies starting with the broadest, most inclusive level and then moves to more detail. This is like a set of nested bowls, in that the first is a broader value that includes the second one within it. Policy Size includes:

- **Policies are values about smaller decisions nested inside values about bigger, broader decisions.**
- **Begin policy development by making the broadest, most inclusive statement first.**
- **The broader the policy statement, the greater the range of interpretation.**
- **The board provides additional detail until it can accept any reasonable interpretation of its words.**
- **When developing new policy, the board uses the concept of policy sizes and any reasonable interpretation to decide the level and place of the policy.**
- **If reducing the number of policies, start with the lower-level policies first to ensure the broader level policies stay in place.**

Some examples of MPELH's Board policies related to policy size is the Executive Committee reviewing policies in depth at each meeting.

Program Spotlight: Dolly Parton Imagination Library

Kathy Martell, President of the local chapter of Delta Kappa Gamma (DKG) approached MPELH about bringing the Dolly Parton Imagination Library (DPIL) to the Hub region. DKG needed a 501c3 to be part the backbone. Margie Lowe and Kathy Martell have applied for a variety of grants for funding and MPELH plans to use the Salem-Keizer Education Foundation (SKEF) donation towards the cost of the program. Thank you to Kathy and Margie for making this come to life.

Dolly Parton has the philosophy and believes that if you can read, you can do anything, dream anything, and be anything.

As part of DPIL they recommend identifying the zip codes for the program. Since the SKEF donation was a Salem Keizer focused project it made sense to start it in Salem. Based on data and wisdom from the accountant MPELH identified other resources available. Have identified 97301 and 97303 as the target population. If we are successful in receiving additional funding, we may expand to Falls City and Independence. Two urban and two rural zip codes.

Received $45,000 Marie Lamfrom Foundation and $4,675 from DKG International Educators Foundation. Applications are pending with decisions in June from the Salem Rotary Clubs and the Oregon Community Foundation.

The Hub will begin marketing it and promoting to families. Once families have signed up DKG volunteers will share with DPIL for the shipment of the books.

Some next steps for staff and DKG include:

- working with the USPS to ensure the returned books get sent to us
- building a webpage on parentinghub.org for sign ups and donations
- continue seeking additional funds to expand the program and reach
- convene steering committee with a Board presence
- continue to look for literacy projects to get more bilingual books into the community

Lisa will send an email introduction to the Board with an invitation to join the advisory panel and assistance seeking additional grant funds.

Health and Kindergarten Readiness Metric

Andrea Ketelhut and Josie Silverman-Mendez, PacificSource Community Services provided an overview of the Health and Kindergarten Readiness metric. The vision is children from birth to age 5 and their families have equitable access to services that support their social emotional health and that are the best match for their needs. The purpose is drive Coordinated Care Organizations (CCCO's) to address complex system-level factors that impact the services children and families receive and how they receive them and for which they may be payment or policy barriers that need to be addressed. Key activities include building capacity with CCO's for enhanced services, integration of services, cross-sector, collaboration and future measurement opportunities. Use child-level data to guide and inform efforts, assess the sensitivity and specificity of the child-level metric to those efforts.

The implementation of the metric measure seeks to increase social-emotional health services capacity and access for children birth to age 5. The timeline is:

- 2022-2024- CCO's attest to system-level activities
- 2025- CCOs are assessed on their improvement of social-emotional health assessments and services for children ages birth to 5.

As we dive into this metric further there are four components that need to be met:

1. Review social-emotional reach metric data provided by Oregon Health Authority
2. Asset map of social emotional services and resources in each CCO region
3. Engage the community
4. Develop action plan

The potential two target populations:

1. History of DHS custody
2. Racial/ethnic group with disproportionately low assessment and/or service rates.

MPELH has been meeting with Josie, Andrea, Kiara, and Justin Hopkins to identify partners and tables that need to be included in this work. Lisa will convene a small group with Board members to look at the potential target populations further. Andrea and Josie will come back at a future meeting to share what other feedback partners have.

Executive Director Report

- **Parent Education-** Tiffany Gallagher is taking on a new role with Parent Education. A focus for this year included updating the mini-grant application process. Will be scheduling out programming, revising the website and focusing on the health sector.

- **Preschool Promise-** Request for application should be out in June. Applicants have 30 days to complete. Preschoolhub.org launched with applications and interest forms coming in. The applications include specific questions on house insecurity, food insecurity, health and behavioral health so that we can better refer families to services. The three subcontracted providers want to continue to work with us, and have additional slots for their program. We plan to apply for additional slots to be able to offer additional opportunities at these locations.
- **Family Advocate Position**- Preschool Promise is in need of a Family Advocate type position, looking at possibility of submitting Letter of Intents partnering with the Child Care Resource and Referral and Willamette Education Service District. May look at getting the individual trained as a Community or Traditional Health Worker. The Executive Committee gave permission to submit the letter of intent and will bring to the full Board of Directors if the Hub is invited to apply.
- **Early Learning Council** June meeting will be focusing on the role of Hubs at the June 29 meeting. MPELH will not be one of the presentations but Lisa has been a part of the planning. The Regional Assessment process still continues to be refined.

Next Board Meeting: Thursday, July 7, 2022 at 3:00-5:00pm- virtual via Zoom.

MARION & POLK EARLY LEARNING HUB

Hubinc.org

MPELH Executive Committee Meeting Agenda

Wednesday, June 15, 2022 |8:00 – 9:00am
David Rheinholdt, Donalda Dodson and Phil Blea

Topic
Welcome
Financial Reports May 2022 financial reports included revenues of $329,986. 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 state contract completion and other details for several of the funds. Total expenses for May 2022 were $194,666. In addition to employee salary and benefits expenditures, this includes payments to Preschool Promise and Kindergarten Partnership and Innovation subcontract providers for the current service month or quarter, parent education programs, and outreach expenditures for several programs. Communications and Outreach expenditures continue to be high due to development work and advertising purchases for Family Connects, Coordinated Enrollment, the newsletter, and Bright by Text. *Phil Blea moved to accept the March 2022 Financial Report as presented. Donalda Dodson seconded. Motion passed.*
Nominating Committee- Treasurer Lisa confirmed per bylaws positions cannot be merged or individuals are unable to hold two officer positions. Jim, David and Lisa have had conversations with Donalda Dodson about stepping into the Treasurer role and she has accepted. *Phil moved to accept Donalda Dodson's nomination for Treasurer. David Rheinholdt seconded. Motion passed.* Have two more spaces open on the Executive Committee per the bylaws. Jim, Donalda and Lisa will discuss.

Governance Policy Reports
 	
The Executive Committee reviewed aspects of the Governance Policies. The following sections were reviewed and discussed:
• **Global Ends**
  ○ **Board shall establish its cost of governance budget for the next fiscal year** – will continue with the trainings from this year to next year. May want to consider diversity, equity and inclusion training in 2023.
  ○ **Global Governance Process**
• **Executive Limitations**
  ○ **Compensation and Benefits-** looking at compensation levels on an ongoing basis. Working with Cascade Employers and looking at compensation across the board and how we fare up in the market.

- **Financial Planning/Budgeting-** The Board approved the Hub to proceed with a continuous service budget through September. The Board also approved a 9-month reserve policy.
- **Financial Conditions and Activities**

Donalda moved to accept the report on Governance Process. Phil seconded. Motion passed.

The February through June Governance Policies will be carried to the July Board of Directors meeting.

Board Membership & Logistics

The Executive Committee discussed board membership, attendance and timing. The Board is in need of a representative of the physical health sector that would be a good addition given Health and Kindergarten Readiness Metric. May need to extend an invitation to Josie Silverman Mendez from PacificSource or Justin Hopkins from the Willamette Health Council. The Executive Committee recommends Lisa to survey the Board for meeting logistics', how things are going with the current schedule, proposal of changing times to allow a parent representative and if the Board wishes to meet once or twice in person.

July 7 Board Meeting – Virtual via Zoom

- Executive Director report
- Consent agenda
- May Financials
- Governance Policies – February – June reports
- The Executive Committee is interested in having Alyssa Chatterjee the Early Learning Division Director come to a future board meeting. Members suggested having an opportunity to share what the Marion & Polk Early Learning is about and use the meeting as a two-way street.

Next meeting date: Wednesday, July 20. 8:00 – 9:00am.

hub inc.
MARION & POLK EARLY LEARNING HUB

earlylearninghub.org

Collective Action Team (CAT) Meeting Notes

Thursday, June 16, 2022

Skye Hibbard-Swanson, Tiffany Miller, Alyssa Gaiser, Ana Garcia, Chelle Bettis, Elide Sanchez Rivera, Kyle Miller, Marlene Arellano, Patty Vega, Rosa Angelica, Michael Finlay, Angie Carroll, Carrie, Jessica, Janet Scott, Lori Christy, Luciana Ribeiro, Maribel Hernandez, Rebecca McDermitt, Teresa Estrada, Imelda Amaya, Melissa Lindley, Olga Gonzalez, Margie Lowe, Lucia Sanchez-Caballero, Vanessa Solorio, Leslye Garcia, Lupe Tenorio-Ruiz, Angelica Duenas Davalos, Patty Gonzalez, Nodabi Morales, Maricela Lagos Garcia, Teresa Cisneros, Leeyn Dang, Jessica Casa Reyes, Diana Castillo Gomez, Teresa Gomez, Elizabeth Lemus, Sarah Richardson, Holly Catalina, Kiara Yoder, Nancy Gamino, Danna Garcia, Stephanie Whetzel

---

Topics for Discussion

Fun Fridays Announcement – Leslye Garcia, Marion & Polk Early Learning Hub, announced the upcoming community summer events at Hallman Park starting July 8th. She provided a directory with all the information on what is included for the 4 Fridays in July. She invited everyone in attendance to participate by coming to the event, registering or volunteering.

Talking to Kids About Difficult Topics: Illness, Death & Grief-

Melissa Lindley from Willamette Vital Health (formerly Willamette Valley Hospice) presented on ways for all of us to learn more about talking to and supporting children facing the serious illness or death of a loved one.

Participants learned how to:

- Recognize the typical responses of children experiencing grief;
- Identify ways to support children that are grieving;
- Learn communication tools to use when discussing death, illness, and grief with children;
- Leave with tools to support children facing a loved one's serious illness, death, or grief through a guide for grownups to help discuss death and grief with kids at different age groups including a list of books and website;
- A list of their future events/workshops and their grief support schedule for adults and children.

Next meeting: July. 18, 9:00-10:00 a.m.

Marion & Polk Early Learning Hub –Executive Director Report

July 2022 – representing highlights from the work for June 2022

Early Learning Division	• ELD is launching a Regional Assessment which is intended to be a wide regional look at date, resources and gaps. This will initially be tied to Objective 2 in Raise Up Oregon. An overview training of the Regional Assessment has occurred for Hub leaders, CCRRs, and Head Start/OPK partners. The mandatory tool and processes are being finalized by an outside consultant. • The RFA for Preschool Promise launched on June 21. Applications are due July 21. Our region should be allocated around 280 additional slots.
Preschool Promise Coordinated Enrollment	• Preschoolhub.org is already proving to be a valuable resource for families. We have received more than 100 interest forms. These are being reviewed by all MPELH staff and Head Start Staff together, and the program with the best fit for the family connects with the family. • Programs continue to reach out to us to assist in providing resources with significant behavior issues and attendance. We have been working in concert with the CCRR to alleviate concerns. Providers are struggling in some cases. We will continue to work internally and with partners to develop resources/support for providers. • The application (and interest form) has been refined to allow us to gather additional information so that we are better able to assist families and be able to make appropriate referrals. We are asking about housing insecurities, food insecurities and Employment Related Day Care (ERDC). We are also asking if they want help finding a medical mental health, or dental provider. A large number of families indicated on the interest form that they do not know what ERDC is or how it might be helpful to families. We developed a communication in collaboration with ODHS an email describing the benefits and contact information on how to sign up for the benefit. • We continue to work with our Head Start/OPK partners on having common ROI language on our application.
Preschool Promise as a Provider	• We plan to apply for additional slots for Preschool Promise. All of our providers have the desire and capacity to have additional slots. The RFA was released June 21 and is due July 21, 2022. • Our concluded their programs mid-June. • The RFA for PSP should be coming in “June”. The ELD has increased the cost per slot to $13,650 and is offering a $900 transportation enhancement.
Parent Education, including OPEC	• The revised parent education mini-grant was released in early May. The goal of this revision is to make the process more streamlined and easier. We have already had 7 partners apply under this new application, including new partners – Siletz and Micronesian Island Community. • In collaboration with Family Building Blocks and Salem for Refugees, we will be supporting a class for Afghan families in our community. It is so exciting to see this come to fruition!

Ready For Kindergarten	• Sessions in Polk County and in Hallman area will be in conjunction with the summer kindergarten jump start programs. • Salem Clinic continues to want to support additional classes for the younger ages of Ready for Kindergarten. In addition, Salem Clinic will be at the Hallman family Fun Friday events.
Family Connects	• Hospital recruitment continues to rise! This is largely due to the revised hospital script being utilized. Families are now being presented with a message that is inclusive of all home visiting, and is an opt out message. Families have the ability to opt out, if so desired.
Safe at Home	• Claudia continues to work with ODHS Child Welfare offices and other community partners to ensure Safe at Home will be effective in its full implementation. • The program has identified two individuals to serve as its first Family Partners! Both individuals have experience in public service. They are completing their background check clearance and will soon begin their volunteer training to be prepared to enter homes and provide safety services. We are looking forward to the expertise they will bring when serving families. • The program has two active cases and is looking to add others with the help of the new Family Partners.
Community Events	• Summer events are in full force. We are selectively attending only the events that are conducive to sharing the message about preschool options and parent education. We attended the Gilbert House Block Party, ROCCs resource round up in the Stayton, and the Aumsville Superhero Carnival. • The Hub has been part of the planning Hallman Fun Fridays. Early Learning is one of the meta themes. We have been able to secure the Hallman kindergarten teachers to be at each of the sessions do to a generous stipend from Mountain West.

hub inc.
MARION & POLK EARLY LEARNING HUB

earlylearninghub.org

Summary of Financial Results Period Ending: May 2022

Revenue:

May 2022 included revenues of $329,986. Funds from the Oregon Department of Education Electronic Grants Management System (EGAMS) and the Oregon Health Authority are recorded as receivables this month for Hub Coordination and other grants and contracts as MPELH awaits receipt of the funds.

Expenses:

Total expenses for May 2022 were $194,666. In addition to employee salary and benefits expenditures, this includes payments to Preschool Promise and Kindergarten Partnership and Innovation subcontract providers for the current service month or quarter, parent education programs, and outreach expenditures for several programs. Communications and Outreach expenditures continue to be high due to development work and advertising purchases for Family Connects, Coordinated Enrollment, the newsletter, and Bright by Text.

Balance Sheet

As of May 31, 2022, MPELH has assets of $3,876,670 and current liabilities of $192,352. The required reserve of approximately $1,354,350 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; the MPELH Board of Directors recently approved increasing the reserves to a nine-month period due to state contract delays. MPELH calculates the reserve estimate based on nine months' of staff salaries and benefits and six months' of phase-out operations for subcontractors. All subcontracts contain a dis-appropriation clause allowing rapid discontinuation. A recent contribution from the Salem-Keizer Education Foundation of $79,704 is set aside for an appropriate project that will benefit the donation source community.

Changing Grants and Contracts

- The Early Learning Division modified its funding distribution formula for hubs so that resources for smaller hubs were increased by reducing allocations to large hubs and by eliminating the School Readiness program. MPELH, as one of the largest hubs will have lower funding for coordination in the 2021-23 biennium and expenditures for local KPI sites are reduced as a result of the School Readiness program loss.
- New grant agreement the Oregon Health Authority to support the development of the Family Connects newborn visitation program has been signed and is expected to continue into the next fiscal year. The Oregon Health Authority has decided to withdraw from the federal grant that supported Oregon Pediatric Improvement Partnership's Project InCK's work related to the social determinants of health at the end of December 2021.

- OPEC Marion County Parent Education Program ($60,750) and funding from the Student Success Act will be approximately $45,000 for Marion County parent education. Polk and Yamhill will receive a similar amount through their parenting hub. The ELD has just announced that each hub will also receive $30,000 for parent leadership development and support as well.
- MPELH award of $216,000 for 18 Preschool Promise placements is continued in the current fiscal year allowing the Hub to continue to subcontract with several in-home providers to deliver these services for children.

Match Requirements

- Oregon Hub Coordination Funds 25% Match ($160,741 non-state funds). In the 2021-22 fiscal year this is projected to be met by the OPEC grant ($60,750) and the Family Connects contract ($100,000).
- 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 Emergency Family Support Program and the Safe at Home program funded by a private foundation.
- OPEC Grant Match ($18,750). This match is met by the Hub Coordination and KPI funds provided by the Early Learning Division.

State Administrative Expenditure Limit

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

Marion & Polk Early Learning Hub
Statement of Position (Balance Sheet)
May 31, 2022

ASSETS

Current Assets			
Petty Cash	$ 300		
Cash in Bank-Operating	2,630,498		
Prepaid Expense	5,327		
Accounts Receivable	1,239,279		
Total Current Assets			3,875,404
Fixed Assets	1,266		
Total Assets		**$**	**3,876,670**

LIABILITIES AND NET ASSETS

Current Liabilities			
Accounts Payable	$ 108,710		
Credit Card Payable	3,093		
Accrued Wages/Benefits	55,170		
Unearned Revenue	25,379		
Total Current Liabilities			192,352
Total Liabilities			192,352
Net Assets			
State Required Restricted	1,354,350		
Unrestricted	1,660,285		
OPEC Marion Region	199,773		
Other State and Local Grants	469,910		
Total Net Assets			3,684,318
Total Liabilities and Capital		**$**	**3,876,670**

Marion & Polk Early Learning Hub
Statement of Activities
Year-to-Date for the Period ending May 31, 2022

	Month Actual	YTD Actual	Annual Budget	YTD Budget %
Revenues				
Hub Coordination	133,340	608,227	582,672	104%
Parenting Education	754	120,746	180,750	67%
Preschool Promise	55,465	468,867	459,500	102%
School Readiness/KPI	86,867	808,458	1,100,206	73%
Other Grants & Contracts	53,560	413,403	765,240	54%
Total Revenues	329,986	2,419,701	3,088,368	78%
Expenses				
Salaries and Benefits	70,864	738,866	770,575	96%
Professional Development	0	468	6,700	7%
Supplies/Materials/Equipment	1,673	22,694	29,182	78%
Subcontracts and Local Grants	77,020	677,427	1,200,006	56%
Family Support/Aid	0	12,658	182,241	7%
Parent Education Series	14,983	132,281	170,594	78%
Parent Support Activities	0	2,965	11,817	25%
Special Proj/Collaborations	0	3,000	7,146	42%
Facilitator Support/Training	0	6,600	19,541	34%
Training & Curriculum	30,335	180,585	306,054	59%
Travel/Trans/Meetings	130	2,079	6,649	31%
Facilities	0	47,528	62,790	76%
Parent Advisory Committee	431	3,385	25,630	13%
Communicatons/Outreach	20,312	168,919	110,770	152%
Administrative Costs	2,081	63,409	46,497	136%
Total Expenses	194,666	2,062,864	2,956,192	70%
Net Income (Loss)	**135,320**	**356,837**	**132,176**	

	YTD Actual	Annual Budget	YTD Budget %
Expenditures by Program			
Hub Coordination	431,470	464,273	93%
KPI/School Readiness	790,379	1,100,206	72%
Parent Education Grants	142,208	238,164	60%
Preschool Promise	468,866	459,500	102%
BCare Connect	4,171	55,832	7%
Family Support	224,770	638,217	35%
Total Expenses	**2,062,864**	**2,956,192**	**70%**

GOVERNANCE PROCESS REVIEW 2022

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 2021

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

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

		Page in Policies
1.	**Unity of Control**	12
2.	Delegation to the Executive Director	12
3.	Accountability of the Executive Director	12
4.	Monitoring Executive Director Performance	13
5.	Global Board Management Delegation	12

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

1) Unity of Control — Report Due: February 2022

Policy Statement	Compliance Rating	Policy Effectiveness Rating	Comments
Only officially passed motions of the Board are binding on the Executive Director.			
Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specially authorized such exercise of authority.			
In the case of individual Board members or committees or advisory boards requesting information or assistance, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time and funds. Board members, committee members or advisory board members may refer such requests back to the Board.			

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

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

	Page in Policies
1. Unity of Control	12
2. Delegation to the Executive Director	12
3. Accountability of the Executive Director	12
4. Monitoring Executive Director Performance	13
5. Global Board Management Delegation	12

2) Delegation to the Executive Director			**Report Due: February 2022**
Policy Statement	**Compliance Rating System**	**Policy Effectiveness Rating**	**Comments**
The Board shall instruct the Executive Director through written policies that prescribe the organizational Ends to be achieved, and proscribe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies			
The Board in conjunction with the Executive Director will develop policies instructing the Executive Director to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not ends issues as defined here are means issues.			
The board shall develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means which are the authority of the Executive Director.			
As long as the Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all			

further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by the Board.			
The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director Domains. By doing so, the Board changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, the Board shall respect and support the Executive Director's choices.			
The Executive Director will meet ORS standards by applying for grants that strengthen opportunities for Marion and Polk County children and families. Grants are intended to bring in additional resources for services in Marion and Polk counties and to be coordinated with community partners. The Executive Director will work with the community to mitigate direct competition for grant funding.			

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

		Page in Policies
1.	**Unity of Control**	12
2.	Delegation to the Executive Director	12
3.	Accountability of the Executive Director	12
4.	Monitoring Executive Director Performance	13
5.	Global Board Management Delegation	12

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

1) Unity of Control — Report Due: February 2022

Policy Statement	Compliance Rating	Policy Effectiveness Rating	Comments
Only officially passed motions of the Board are binding on the Executive Director.			
Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specially authorized such exercise of authority.			
In the case of individual Board members or committees or advisory boards requesting information or assistance, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time and funds. Board members, committee members or advisory board members may refer such requests back to the Board.			

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

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

	Page in Policies
1. Unity of Control	12
2. Delegation to the Executive Director	12
3. Accountability of the Executive Director	12
4. Monitoring Executive Director Performance	13
5. Global Board Management Delegation	12

2) Delegation to the Executive Director			**Report Due: February 2022**
Policy Statement	**Compliance Rating System**	**Policy Effectiveness Rating**	**Comments**
The Board shall instruct the Executive Director through written policies that prescribe the organizational Ends to be achieved, and proscribe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies			
The Board in conjunction with the Executive Director will develop policies instructing the Executive Director to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not ends issues as defined here are means issues.			
The board shall develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means which are the authority of the Executive Director.			
As long as the Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all			

further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by the Board.			
The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director Domains. By doing so, the Board changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, the Board shall respect and support the Executive Director's choices.			
The Executive Director will meet ORS standards by applying for grants that strengthen opportunities for Marion and Polk County children and families. Grants are intended to bring in additional resources for services in Marion and Polk counties and to be coordinated with community partners. The Executive Director will work with the community to mitigate direct competition for grant funding.			

Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

		Page in Policies
1.	Unity of Control	12
2.	Delegation to the Executive Director	12
3.	**Accountability of the Executive Director**	12
4.	Monitoring Executive Director Performance	13
5.	Global Board Management Delegation	12

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

3) Accountability of the Executive Director — Report Due: March 2022

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Executive Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.			
The Board shall not give instructions to persons who report directly or indirectly to the Executive Director.			
The Board shall not formally evaluate any staff other than the Executive Director.			
The Board shall view Executive Director Performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as indicators of successful Executive Director performance.			
As part of the annual Executive Director performance review, the Executive Committee or designee will complete an annual staff survey and/or interview that includes questions about the integrity, competency and supervision as defined in the Executive Director Performance Review Process Policy. The Executive Committee will prepare and deliver a report			

outlining the feedback from staff to the board chairperson. The board chairperson will review the report with the Executive Director and bring significant concerns to the attention of an ad-hoc committee comprised of the board officers. The ad-hoc committee will determine whether or not to forward concerns to the full Board of Directors for action.			
The Board Chairperson will receive grievances related to the conduct of the Executive Director and determine whether or not to hear the grievance and if so by what process.			

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

Page in Policies

Compliance Rating System	**Policy Effectiveness Rating System**
Red = out of compliance Yellow = near compliance Green = full compliance	Red = eliminate policy Yellow = improve policy Green = maintain policy

1. Unity of Control 12
2. Delegation to the Executive Director 12
3. Accountability of the Executive Director 12
4. **Monitoring Executive Director Performance** 13
5. Global Board Management Delegation 12

4) Monitoring Executive Director Performance			Report Due: March 2022
Policy Statement	**Compliance Rating System**	**Policy Effectiveness Rating**	**Comments**
The Executive Director's job performance will be systematically monitored by Executive Director job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.			
Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered monitoring information.			
The Board shall acquire monitoring information by one or more of three methods: 1. By internal report, in which the Executive Director discloses interpretations and compliance information to the Board. 2. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies. 3. By direct Board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.			
The Board shall judge both the reasonableness of the Executive Director's interpretation and whether the data demonstrate accomplishment of the interpretation.			
The standard for compliance shall be any reasonable Executive Director interpretation of the Board policy being monitored. The Board is final arbiter of reasonableness and shall judge with a "reasonable person" test rather than with interpretations favored by individual Board members.			
All policies that instruct the Executive Director will be			

monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.			

BOARD MANAGEMENT DELEGATION

BOARD MANAGEMENT DELEGATION

The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.

	Page in Policies
1. Unity of Control	12
2. Delegation to the Executive Director	12
3. Accountability of the Executive Director	12
4. Monitoring Executive Director Performance	13
5. Global Board Management Delegation	12

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

5) Global Board Management Delegation			Report Due: March 2022
Policy Statement	**Compliance Rating System**	**Policy Effectiveness Rating**	**Comments**
The Board's sole official connection to the operational management, its achievements and conduct of MPELH will be through the Executive Director.			

Rater Signature: _____ Date: _____

Board Chair: _____ Date: _____

GLOBAL ENDS

GLOBAL ENDS STATEMENTS

	Page in Policies
1. Global Ends Statements a. Children are ready for Kindergarten b. Families are stabled and attached **c.** Services for children and families are coordinated and aligned	1
2. Board shall establish its cost of governance budget for the next fiscal year	11

Policy Effectiveness Rating System

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

Compliance Rating System

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

1) Global Ends Statements — Report Due: April 2022

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
• Children are ready for kindergarten • Families are stabled and attached. • Services for children and families are coordinated and aligned			

Rater Signature: _____ Date: _____

Board Chair: _____ Date: _____

GLOBAL ENDS

GLOBAL ENDS STATEMENTS

	Page in Policies
1. Global Ends Statements a. Children are ready for Kindergarten b. Families are stabled and attached **c.** Services for children and families are coordinated and aligned	1
2. Board shall establish its cost of governance budget for the next fiscal year	**11**

Policy Effectiveness Rating System
Red = eliminate policy Yellow = improve policy Green = maintain policy

Compliance Rating System
Red = out of compliance Yellow = near compliance Green = full compliance

2) Board shall establish its cost of governance budget for the next fiscal year — Report Due: May 2022

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 and candidates for membership, as well as to maintain and 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 and 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.			***Executive Director is working with contractor to outline Board training for 2023.***
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.			

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.

		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

Policy Effectiveness Rating System

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

Compliance Rating System

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

1) Compensation and Benefits — Report Due: May 2022

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers the Executive Director will not cause or allow jeopardy to financial integrity or to public image.			
The Executive Director will not: ▪ Change the Executive Director's own compensation and benefits, except as those benefits are consistent with a package for all other employees. ▪ Promise or imply permanent or guaranteed employment. ▪ Establish current compensation or benefits that deviate materially from the geographic or professional market for the skills employed. ▪ Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.			

▪ Establish or change pension benefits to cause unpredictable or inequitable situations, including those that: • Incur unfunded liabilities • Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited • Allow any employee to lose benefits already accrued from any foregoing plan • Treat the Executive Director differently from other key employees			

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

Policy Effectiveness Rating System

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

Compliance Rating System

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

2) Financial Planning/Budgeting — Report Due: May 2022

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
The Executive Director will not cause or allow financial planning for any fiscal year, or the remaining part of any fiscal year, to deviate materially from the MPELH Board of Directors Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.			
The Executive Director will not allow budgeting to: ▪ Risk incurring those situations or conditions described as unacceptable in the Board policy "Financial Condition Activities" (see next section below.) ▪ Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions. ▪ Provide less for Board development, outside monitoring, and outreach during the year than is set forth in the Cost of Governance Policy (see Global Governance Section: Cost of Governance)			

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

Policy Effectiveness Rating System

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

Compliance Rating System

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

3) Financial Conditions and Activities — Report Due: May 2022

Policy Statement	Compliance Rating System	Policy Effectiveness Rating	Comments
With respect to the actual, ongoing financial condition and program expenditures and activities, the Executive Director will not cause or allow the development of financial jeopardy or material deviation of actual expenditures from the Board's established priorities.			
The Executive Director will not: ▪ Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline is met (see next statement). ▪ Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within sixty days. ▪ Fail to maintain adequate reserves as defined by state contracts. ▪ Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain and otherwise unencumbered revenues within the fiscal year. ▪ Fail to settle payroll and debts in a timely manner. ▪ Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed. ▪ Make a single purchase or commitment of greater than			

$10,000 that has not been previously authorized within a Board approved budget, with a $20,000 annual cap. ▪ Acquire, encumber, or dispose of real estate. ▪ Fail to bill for services and diligently pursue receivables. ▪ Make any purchase: o wherein normally prudent protection has not been given against conflict of interest; o of more than $25,000 without having obtained comparative prices and quality; o of more than $50,000 without a clear decision making process. o Orders shall not be split to avoid these criteria.			

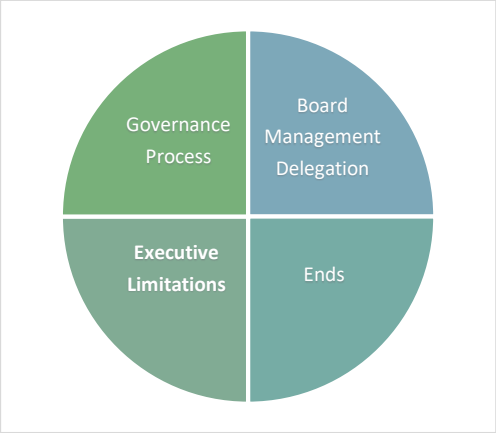
Executive Director Signature: _____ Date: _____

Board Chair: _____ Date: _____

MARION & POLK EARLY LEARNING HUB
hub inc.

Executive Limitations

One of the ten elements of the Board Governance policies



The board defines the expectations of the operational organization by defining limits.

The board defines in writing its expectations about the means of the operational organization. However, rather than prescribing board chosen means, these policies define limits on operational means, thereby placing boundaries on the authority granted to the Executive Director (ED). In effect, the board describes those means that would be unacceptable even if they were to work.

Here is the logic behind this approach. If the board has established Ends and determined through monitoring that the Ends are accomplished, it can argue that the staff means must have worked. In other words, how the Ends were accomplished is of little importance to the board. However, some means can be unacceptable even if they work. Means that are effective, but still "unacceptable" are ones that are imprudent, illegal, or unethical. Consequently, although there is no reason for a board to control staff means decisions for reasons of effectiveness, there is reason to control staff means for reasons of prudence, legality, and ethics.

Whoever is responsible for producing ends must decide which means to use. But the board is not charged with producing ends, only with defining them. It is to the board's advantage to allow the ED maximum range of decision-making about means, for her skill to do so is exactly why she was employed. If the board determines the means of its ED, it can no longer hold her fully accountable for whether ends are achieved, it will not take advantage of the range of staff skills, and it will make its own job more difficult. Fortunately, it is not necessary for the board to tell the staff what means to use. The Executive Limitation policies tells the Executive Director what means not to use.

Therefore, it is the board's job to examine its values to determine those means which it does not want in its organization and to name them. The board can then tell its ED that if the Ends are accomplished and the unacceptable means do not occur, the ED can make all decisions in the organization that she deems wise. It is in this way that extensive authority is granted to the ED. Effectiveness demands a strong ED; prudence and accountability to the board demand that the ED's power be bounded.

This unique delegation technique has many advantages.

1. It recognizes that board interference in operational means makes ends harder and more expensive to produce. Therefore, delegation which minimizes such interference is in the board's interest.
2. It gives the ED as much authority as the board can responsibly grant. Therefore, there is maximum empowerment inside the organization to harness for ends achievement.
3. It gives room for managerial flexibility, creativity, and timeliness. Therefore, the organization can be agile, able to respond quickly to emergent opportunities or threats.

4. It dispels the assumption that the board knows better than the ED what means to use. Therefore, the board does not have to choose between overwork and supervising professionals.
5. In this system all means that are not prohibited are, in effect, pre-approved. Therefore, the board is relieved from meticulous and repetitive approval of staff plans.
6. By staying out of means decisions, except to prohibit unacceptable means, the board retains its ability to hold the ED accountable for the decisions that take place.

Board Executive Limitation Policies

MPELH Board Global Executive Limitations state: "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."

Additional global directions of limitations include:

- Treatment of Contracting Organizations – 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.
- Treatment of Staff – 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.
- Financial Planning/Budgeting – The Executive Director will not cause or allow financial planning for any fiscal year, or the remaining part of any fiscal year, to deviate materially from the MPELH Board of Directors Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.
- Financial Conditions and Activities – With respect to the actual, ongoing financial condition and program expenditures and activities, the Executive Director will not cause or allow the development of financial jeopardy or material deviation of actual expenditures from the Board's established priorities.
- Emergency Executive Director Succession - 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.
- Asset Protection - The Executive Director will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.
- Compensation and Benefits - With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers the Executive Director will not cause or allow jeopardy to financial integrity or to public image.
- Communication and Support to the Board - The Executive Director will not cause or allow the Board to be uninformed or unsupported in its work.

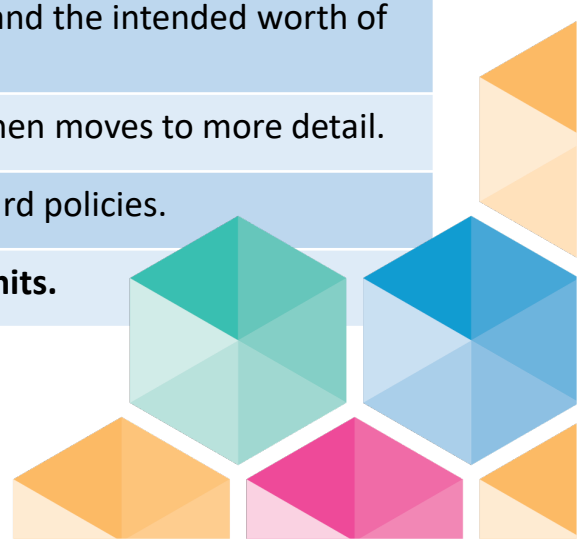
Questions for the Board to Consider:

- What situations, if any, have arisen in the past year that questioned executive limitations?
- Are there any policy changes needed to better outline executive limitations? If so, what are they?

Resources include John Carver and Miriam Carver, "Carver's Policy Governance Model in Nonprofit Organizations", Govern for Impact, "Policy Governance Principles and Model Consistency Framework", and Brown Dog Consulting.

Board Governance Principles

PRINCIPLE	DEFINITION
Ownership	The board exists to act as the informed voice and agent of the owners.
Board Position	The board is accountable to the owners and delegates to the Executive Director.
Board Holism	The board speaks as one voice
Board Means	The board defines the job results, practices, delegation, and discipline that make up its own job.
Delegation Clarity	The board delegates authority and determines how that authority will be monitored.
Monitoring	The board monitors organizational performance against stated Ends policies and Executive Limitation policies.
Ends Policies	The board identifies the intended effects to be produced, the intended recipients, and the intended worth of the effects.
Policy Sizes	The board decides its policies starting with the broadest, most inclusive level and then moves to more detail.
Reasonable Interpretation	The Executive Director may use any reasonable interpretation of the applicable board policies.
Executive Limitations	**The board defines the expectations of the operational organization by defining limits.**



hub inc.
MARION & POLK EARLY LEARNING HUB

Change the first five years, and you change everything

The 3-Year Strategic Plan

MISSION

- To convene, collaborate and catalyze action in our hub region to develop and better align services and resources for children and families.
- To actively enhance and build an early learning system grounded in equity and diversity.
- To build capacity in community-based organizations and childcare providers.

VISION

- The regional early learning system is equitable and just providing a diverse array of service meeting the needs of historically underserved communities.
- Every child is safe, healthy, and prepared to learn – every family is strong and resilient – early learning services are coordinated, effective and efficient.
- Community-based organizations have the support and capacity to serve children and families.

OVERARCHING GOALS | ENDS STATEMENTS

1. COORDINATED AND ALIGNED SERVICES
2. KINDERGARTEN READINESS
3. FAMILY STABILITY

VALUE STATEMENTS

Family Resilience

- We believe that the parent is the child's first and best teacher. Families deserve the provision of a variety of supports to meet their needs and build capacity.

Diversity, equity, racial justice

- We are committed to building a system that meets the needs of families, with a focus on those furthest from opportunity and historically underserved. We are committed to culturally sensitive and linguistically appropriate programs.

Partnership

- We believe that through true collaboration and partnerships across sectors to ensure that families are connected to the best program and services to meet needs.

Data Driven

- We utilize data and credible science to ensure our actions are strategic, coordinated and designed for collective impact.

Stewardship

- We manage and oversee funds entrusted to us to do the most-good on behalf of the hub region. We work on behalf of the community to capitalize on and develop resources to better meet the needs of children and families.

Advancement

- We move forward the importance of early learning in our region through advocacy, education, and collaboration.

BOARD STRATEGIC FOCUS

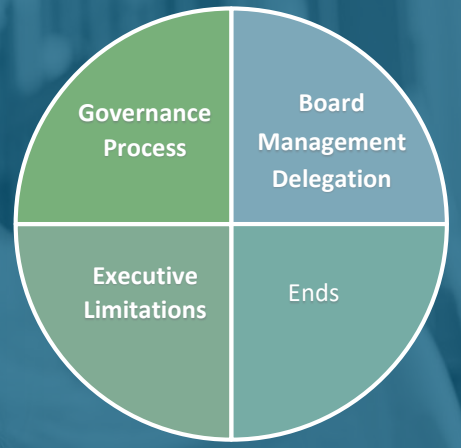
ADVOCATE FOR EARLY LEARNING SYSTEM | CONNECT WITH FAMILIES AND ELEVATE VOICE | BUILD HEALTH AND EARLY LEARNING STRATEGIES

Approved May 3, 2018 – Revised June 2021

MARION & POLK EARLY LEARNING HUB
hub inc.
2995 Ryan Dr SE #100, Salem, OR 97301 | (503) 485-3219 | **parentinghub.org**

Executive Limitations

The board defines the expectations of the operational organization by defining limits.

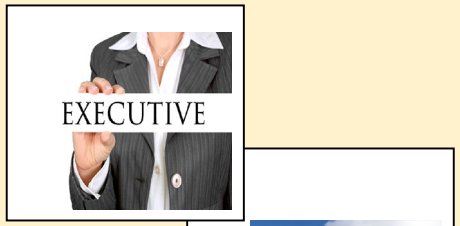


- The board defines in writing its expectations about the means of the operational organization.
- These policies define limits on operational means, thereby placing boundaries on the authority granted to the Executive Director.
- Therefore, the board describes those means that would be unacceptable even if they worked.
- These limitations are based on the board's values and include things that are imprudent, illegal, or unethical.

MARION & POLK EARLY LEARNING HUB

hub inc.

Advantages to Executive Limitations Policies



Board interference in operational means makes ends harder and more expensive to produce.

It gives the ED as much authority as the board can responsibly grant thereby giving maximum empowerment to achieve the Ends.

It allows for flexibility, creativity, and timeliness inside the organization.

It dispels the assumption that the board knows better than the ED what means to use to achieve the Ends.

All means that are not prohibited are pre-approved.

By staying out of means decisions, except to prohibit unacceptable means, the board retains its ability to hold the ED accountable.

MARION & POLK
EARLY LEARNING HUB
hub inc.

Questions for the board to consider

- What situations, if any, have arisen in the past year that questioned executive limitations?

- Are there any policy changes needed to better outline executive limitations? If so, what are they?