SOELS Executive Council
November 15, 2016
SOESD, 101 North Grape Street, Medford
4:00-6:00 p.m.

Call to Order

Kelly Soter, Chair

Welcome and Greetings

Kelly Soter, Chair

Approval of Minutes from October 18, 2016 Meeting
Approval of Minutes from September 20, 2016 Meeting

Kelly Soter, Chair

Additions or changes to the Agenda

Kelly Soter, Chair

Bylaw Revision – Review Draft

René Brandon and Executive Committee

Capturing the ‘hidden’ hub progress

René Brandon

Budget Report

Susan Fischer, Treasurer

Next Meeting (No December meeting)

January 17, 2017
AllCare
1701 NE 7th Street
Downstairs Conference Rm
Grants Pass
4:00-6:00 p.m.

Adjournment
Executive Council Meeting Notes

Date/Time: November 15, 2016 - 4:00-6:00 pm
Location: SOESD
Members Present (X): See attendance record

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*Participating on the Phone

Staff:

| x | Rene Brandon | Chelsea Reinhart |
|   | Director     |                 |
| Teresa Slater | Molly McLaughlin |

Guests: No guests present

CALL TO ORDER/WELCOME AND GREETINGS
Chair Soter called the meeting to order at 4:15 pm.

APPROVAL OF MINUTES
ACTION: October 18, 2016 minutes approved. M/Murdock S/Nordyke.
Mary Wolf indicated that members attending need to be included in the minutes. This will be included in future minutes.
September 20, 2016 minutes approved. M/Murdock S/Nordyke.
MATTERS RELATED TO THE AGENDA

Additions and/or Changes:
211 project update
Voting for Chair/Co-chair

BYLAW REVISION – REVIEW DRAFT

Rene and the Executive Committee have been updating the bylaws during the previous two meetings. ELD Contract requires the bylaws to be revisited annually and revised as needed.

Rene shared highlights of revisions as follows:

Article I: Name and Lead Agency
It was suggested that changing the name of the Executive Council to Steering Committee is more aligned with the scope and purpose of the group. Clarifying language was added to Lead Agency to clarify that SOESD is the fiscal and administrative entity for SOELS.

Article IV: Governance Structure
The Parent Advisory Council is not operational at this time and it is the suggestion of the Executive Committee that we utilize other parent groups from partner organizations to capture a broader representation of parents in our region. Language was added to clarify how the Parent Voice and Agency Advisory council supports SOELS.

Article V: Role of the Steering Committee.
This language was updated to include ideas that came from the May 2016 meeting when Heidi McGowan facilitated discussion about roles of SOELS staff, Executive Council, and SOESD.

Article VI: Steering Committee Member Numbers and Selection
Section 3: Compensation: language was added to describe that parent representatives are reimbursed for mileage to attend meetings. No other representatives are not compensated for travel.

Section 4: Qualifications.
The group reviewed current positions and voted on changes to be made to roster:

Remove Position #0 and create Position #25 to replace it (currently held by Jennifer Ware and is an At Large position to be filled as needed.) ACTION:M/Soter S/Wolf

Position #3 will be designated as Mental Health Representative from Jackson County.
Position #4 will be designated as Mental Health Representative from Josephine County.
ACTION: M/Soter S/Murdoch. A. Buehler abstained.

Position #11 is designated for CCRN instead of position #18, which will remain Business Representative for Jackson County. ACTION: M/Fischer S/Micke-Johnson N. Nordyke abstained.
Position #14 Early Childhood Education representative from Jackson County (it previously stated regional representative.) ACTION: M/Micke-Johnson S/Fischer. No one opposed
Create Position #24 for agency receiving federal Head Start funding
ACTION: M/Micke-Johnson S/Jessup. No one opposed.

The revised bylaws identify Child Care Resource and Referral and Oregon Department of Human Services (inclusive of Self Sufficiency and Child Welfare) as Designated, Sole Source positions, as they are critical partners to the early learning systems work and there are no other entities providing those services. These positions would be exempt from term limits.

The revised bylaws also added that SOELS Steering Committee is subject to Oregon’s public meeting law. Meeting announcements, agendas and minutes will be accessible on the SOELS website and meeting will be announced via other public media outlets. Action item for SOELS staff to pursue.

Additionally, the revised bylaws recommend quarterly meetings rather than meeting monthly. Some council members were not comfortable with quarterly meetings and felt members would be disconnected from the work. Rene shared the hope that by having this meeting less frequently than monthly would allow members more time to commit to other hub activities they are involved with, such as the indicator groups. Some of the Indicator Groups have struggled to meet and this modified meeting schedule would free up time to schedule these meetings and move this important work forward. Mary Wolf suggested that the Council could meet every other month instead of quarterly.

Kelly asked for a motion to accept the bylaws as revised, except for the frequency of the meetings. Meeting frequency will be finalized at the January meeting and the bylaws will then be updated. The final version will be submitted to ELD.
ACTION: M Buehler S/Sullivan Vote 8 in favor and 6 opposed. Bylaws have been passed.

During review of the member list, it was discussed that we do not have representation from faith community or agencies serving homeless families.
ACTION ITEM: It was suggested that it would be helpful to see a comprehensive list of the agency representation from the Agency Advisory Council. SOELS still will bring the roster to a future meeting to discuss.

**CO-CHAIRS OF EXECUTIVE COMMITTEE**
Nancy Nordyke and Eileen Micke-Johnson were nominated as co-chairs effective January 2017.
ACTION: M/Wolf S/Fischer. Approved by all

**BUDGET REPORT**
Susan Fischer shared that the contracts are in place and the work is happening, invoices are slowly coming into SOELS and are being paid. Next budget update will provide a full representation of the spending for all grant funds through December 30th.

**211 PROJECT UPDATE**
Susan Fischer shared that a train the trainer forum was held and Carrie Prechtel coordinated and facilitated. Over 170 individuals from all sectors attended. Funding for Carrie’s position with 211 is through February 2107 and an ask for additional funding will be coming soon. Susan suggested a 2-year extension to provide services rather than just 12 months at a time. Carrie has done a phenomenal job.
Items identified for January Agenda:
- Capturing The ‘Hidden’ Hub Progress - this item from November meeting was moved to the January meeting, due to time restraints
- Revisit indicator groups – what are the groups, who is assigned to which groups, how often are they meeting?
- Filling vacant positions: Josephine County Parent, Business Representatives, Early Childhood Care & Education Representative from Jackson County

NEXT MEETING
January 17, 2017, 4:00 – 6:00 pm
AllCare
1701 NE 7th Street
Main Conference Room
Grants Pass

ADJOURNMENT
The meeting was adjourned at 5:45 pm
Record by: S. Fortman-Craun
EXECUTIVE COUNCIL BYLAWS
OF SOUTHERN OREGON EARLY LEARNING SERVICES

ARTICLE I – TITLE

The name of the organization the Southern Oregon Early Learning Services, hereinafter referred to as “SOELS,” the “Early Learning Hub,” or the “Hub.”

Other titles appearing in the bylaws:

1. **Southern Oregon Education Service District** or “SOESD,” a district created under ORS 334.010 that provides regional educational services to component school districts in Jackson, Josephine, and Klamath Counties, which will serve as the operating entity for the Hub.

2. **Executive Council** or “EC,” an appointed body of cross-sector representatives that are charged with ensuring the delivery outcomes from the early childhood system.

3. **Parent Advisory Council** or “PAC,” a diverse group of parents from both Jackson and Josephine Counties participating in the collaborative governance processes of SOELS.

4. **Agency Advisory Council** or “AAC,” representatives from cross-sector organizations in the region that represent direct service delivery and serve to inform the decisions of the EC.

5. **Early Childhood System**, the comprehensive set of stakeholders from early childhood services, K-12, health, human and social service, business, parents, and higher education working towards outcomes for children birth through age six and their families.

6. **Cross-Sector Partner**, members of the early childhood system and community representing early learning service providers, education (K-12 and higher education), human and social service providers, health care, business representatives, and parents.

ARTICLE II - NAME

**Section 1:** The name of this organization shall be Southern Oregon Early Learning Services, hereafter referred to as SOELS. SOELS will serve as the Regional Early Learning Hub, hereafter referred to as Hub, for Jackson and Josephine Counties as awarded under the Oregon Department of Education’s Early Learning Division as mandated in HB2013.

**Section 2:** Southern Oregon Education Service District, “SOESD,” a district created under ORS 334.010 that provides regional educational services to component school districts in Jackson, Josephine, and Klamath Counties, shall be the operating entity for the Hub.

ARTICLE III - MISSION
It is the mission of SOELS to ensure that every child in the Southern Oregon Early Learning Services region enters Kindergarten safe, healthy, and ready to achieve success.

The ultimate outcomes legislatively mandated for SOELS as a Hub are:

1) To ensure that every child in the region arrives at Kindergarten ready to succeed;
2) To ensure that every child in the region is raised in a safe, stable, and attached family;
3) To ensure that the cross-sector stakeholders of the SOELS Hub region are working together in coordinated and efficient ways.

To support the achievement of these outcomes, SOELS will focus on the following high-level metrics. These metrics have been set by the state of Oregon Early Learning Council and may be amended. If such amendments are made, the current bylaws will be updated to reflect said changes.

1) Increase the number of high quality early learning and care facilities in proposed coverage areas as measured by QRIS.
2) Increase performance on the Kindergarten Assessment of the proposed coverage population.
3) Increase the number of children in the proposed coverage population who receive developmental screening prior to age three.
4) Increase the number of children in the proposed coverage population with access to a PCPCH.
5) Decrease the number of children and families in the proposed coverage area involved with the child welfare system.
6) Decrease the cost of service, including administrative overhead, across the Early Learning System.
7) Increase the number of At-Risk Children served across the Early Learning System.
8) Decrease the age of onset services, connect children to services as early in life as possible.

ARTICLE IV – COMMON AGENDA, PURPOSE AND GUIDING PRINCIPLES

Section 1: Common Agenda. The Southern Oregon Early Learning Services Hub is a cross-sector of community partners in the region with the common agenda of working collectively to ensure all young children, regardless of family situation, receive opportunities and supports to prepare them to enter school healthy and ready for success. The Hub is charged with guiding the region toward achieving the following three overarching outcomes:

- Children enter kindergarten ready for school.
- Children are raised in safe, stable and supportive families.
- Early childhood services are coordinated, efficient and effective.

Section 2: Statement of Purpose (Legislative Intent). Pursuant to Early Learning Legislation, the Hub shall have as its purpose the development and support of a coordinated system of early
learning services designed to maximize resources and to ensure that every child in the service area birth through six years of age receives the supports s/he needs to enter kindergarten safe, healthy and ready to be successful in school. The Hub will perform its work in compliance with state statute and federal rules and regulations pertaining to Early Learning Hubs [including Senate Bill 909 (2011); House Bill 4165 (2012); House Bill 2013 (2013); Oregon Revised Statute, Chapter 329; Oregon Administrative Rules 414-002-0995 through 414-002-0010; and 414-900-0005 through 414-900-0020.]

Section 3: Guiding Principles. The Hub and its governance Councils shall operate under the following guiding principles in fulfilling the vision, mission and outcome goals of an Early Learning Hub:

1. **Collaborative** – A cross-sector collaborative approach will be used for early learning system coordination, planning, and changes in service delivery

2. **Accessible** – Multiple entry points ("no wrong door"): Participants are able to self-refer or are referred in through a broad range of community based organizations, agencies and other supports

3. **Timely** – Referral and linkages to services occur in a timely fashion

4. **Best Practices** – An array of services are delivered, based on objective criteria (eligibility, strengths/needs, maximized use of evidence-based programs, and program capacity)

5. **Outcome Driven** – Participant outcomes are child and family centered and are systematically monitored

6. **Efficient** – Services and resources are coordinated and delivered efficaciously without reducing quality

7. **Culturally Specific** – Services are delivered in a culturally relevant and appropriate manner

8. **Family Driven and Family Centric** – Information and education are used to partner with, engage and strengthen families, supporting their voice and choice

ARTICLE V – SERVICE AREA, TARGET POPULATION AND APPROACH

Section 1: Service Area. Southern Oregon Early Learning Services will serve Jackson and Josephine Counties for the purpose of reaching mutually agreed upon outcomes.

Section 2: Target Population. The Hub’s primary focus is on children six years of age and younger and their families who are identified as being at-risk due to socio-demographic risks and an accumulation of adverse childhood experiences. Common socio-demographic risk factors include children and families living in poverty, unemployment, homelessness, food insecurity, English language learners, and/or transportation barriers.
Section 3: Approach and Role of the EL Hub. Southern Oregon Early Learning Services, in partnership with a cross-sector of many partners, is committed to improving the three overarching outcomes by using the Collective Impact approach. The Hub’s role in this approach is to serve as the backbone organization supporting the effort which includes:

1. **Common Agenda** – Establishing and guiding the shared vision and strategies for change and building the public will for change;

2. **Shared Measurement** – Establishing shared measurement practices, collecting data and measuring results consistently;

3. **Mutually Reinforcing Activities** – Supporting differentiated yet coordinated and aligned activities toward achieving the common agenda; and

4. **Continuous Communication** – Consistent and open communication which includes building public will.

As the backbone, the Hub also aligns efforts with several existing regional partnerships working toward similar goals, such as the region’s QRIS child care improvement project, the Regional Maternal Child Health Initiative, and the P3 projects in the region. In addition, the Hub is working in partnership and alignment with the region’s K-12 and higher education transformation efforts, led in part by Southern Oregon Success (“SORS”) and utilizing the Cradle to Career framework, and with the region’s health services transformation efforts led in part by the region’s Coordinated Care Organizations (AllCare CCO, Jackson Care Connect, and Primary Health of Josephine County).

ARTICLE VI - GOVERNANCE STRUCTURE

SOELS will rely on a Collaborative Governance process engaging public agencies, parents, private sector and non-profits in a decision-making process that is formal, consensus-oriented and deliberative. It will strive to make and implement public policy to effectively manage public programs and assets.

The SOELS Governance Structure will be comprised of three entities:

1) Executive Council (aka, “EC”)
2) Parent Advisory Council (aka, “PAC”)
3) Agency Advisory Council (aka, “AAC”)

The current Bylaws apply to the Executive Council of SOELS. A minimum of one member from both the PAC and the AAC will be appointed to the Executive Council.

Aligning and supporting Bylaws or Charters will be created to ensure the functions of both the PAC and AAC by December 31, 2014.
ARTICLE VII – ROLE OF THE EXECUTIVE COUNCIL

The role of the Executive Council is to ensure the delivery of outcomes as stated in the SOELS contract with the state of Oregon’s Early Learning Division. As such, the following responsibilities shall fall to the Council:

1) Guiding the region to achievement of the three Early Childhood System Outcomes.
2) Oversee progress of the Hub.
3) Monitor contracts and finances.
4) Ensure growth of finances and influence.
5) Refine Hub goals and strategies.

ARTICLE VIII - EXECUTIVE COUNCIL MEMBERS

An Executive Council shall be established by a group of representative executive leaders from cross-sector organizations in the Jackson and Josephine County region that have been highly engaged in the planning process of the Hub.

Section 1: Number and Selection. The Membership of the Executive Council shall consist initially of at least twenty members, selected by a representative executive leadership group. The memberships will be maintained at least 17, with no more than 25 members.

Section 2: Term of Office. Members are appointed for a term of three (3) years, except that the first persons appointed to the Executive Council shall be appointed to staggered terms so that approximately one-half of the terms expire every two years. Members are eligible for reappointment.

Section 3: Qualifications. The Executive Council will have representation from the following sectors of our region: 1) Health Care Services, 2) Human and Social Services, 3) Education Services, 4) Early Childhood Services, 5) Business, 6) Higher Education, and 7) Parents.

Position 1: Parent Representative from Jackson County
Position 2: Parent Representative from Josephine County
Position 3: Jackson County Government Representative
Position 4: Josephine County Government Representative
Position 5: EY/ECSE and Developmental Disability Services Representative
Position 6: Hispanic Community Representative
Position 7: Hub Fiscal Agency Representative
Position 8: K-12 Education Representative from Jackson County
Position 9: K-12 Education Representative from Josephine County
Position 10: Community-Based Health Care Representative from Jackson County
Position 11: Mental Health Representative
Position 12: Department of Human Services Representative
Position 13: Higher Education Representative
Position 14: Early Childhood Care and Education--Regional Entity Representative
Position 15: Early Childhood Care and Education Representative from Josephine County
Position 16: Family Education and Support/Relief Nursery Representative
Position 17: Human and Social Service--Substance Abuse Treatment Representative
Position 18: Business/Community Leader Representative from Jackson County
Position 19: Business/Community Leader Representative from Josephine County
Position 20: Coordinated Care Organization Representative
Position 21: Coordinated Care Organization Representative
Position 22: Coordinated Care Organization Representative
Position 23: Community-Based Health Care Representative from Josephine County

Strong preference should be given to having an Executive Council with geographical representation from both counties served.

The Executive Council shall be charged with recruiting with a focus to achieve representation from all racial/ethnic groups and from underserved groups living within the region.

Section 4: Duties. Members must regularly attend meetings of the Executive Council and the meetings of subcommittees to which they have been appointed.

The Executive Council will have a Chair, Vice-Chair, Secretary, and Treasurer.

Section 5: Removal. A Member may be recommended for removal by the Executive Council by vote of three-fourths (3/4) of the membership then in office. A member may be removed for being convicted of a felony or conduct deemed to be detrimental to the community acceptance of the SOELS Hub or detrimental to the ability to effectively conduct business.

A Member may be removed with a vote of the Membership for missing three (3) consecutive meetings or for three (3) unexcused absences during one fiscal year (July 1 to June 30). Such instances of absenteeism shall be reported by the chair to Member by written notification and the membership in its entirety. Upon notification the Member may be dismissed by a majority vote of the Executive Council.

Section 6: Vacancies. The Executive Council shall make appointments to fill open positions or vacancies that occur. Such appointments shall be for the duration of the term or unexpired term. Notice of pending votes will be made public two weeks prior to the voting.
The Parent Advisory Council shall recommend up to two (2) parent representatives for membership on the Executive Council. The Agency may recommend representatives for membership on the Executive Council.

Strong preference should be given to having PAC members on the EC with geographical representation from both counties served.

Section 7: Meeting by Telecommunication. Any regular or special meeting of the SOESL Executive Council may be held by telephone or telecommunications by which all Members appearing by means and participating by electronic messaging/VCOM/telephone will count towards a quorum and that the Members may hear each other or see written communication immediately.

Section 8: Action by Consent. Any action required by statute/law to be taken at a meeting of the Membership, or any action which may be taken at a Membership meeting, may be taken without a meeting if a consent in writing, setting forth the action to be taken or so taken shall be signed by all Members. This may be accomplished by fax or by email when necessary.

Section 9: Signatory Responsibility. Contractual obligations will be authorized by Southern Oregon Education Service District. The Council will review and give contract approval, unless the expenditure was already approved in the annual budget.

ARTICLE IX - OFFICERS

Executive Committee. An Executive Committee is established which shall include: Chair, Vice-Chair, Secretary, and Treasurer of the SOELS Hub.

Duties of the Executive Committee include:

A. To advise the Chair and Staff on the business of SOELS.
B. To serve as a Hearing Board in matters of confidentiality for the
C. SOELS Hub, Staff, Vendors, and Subcontractors.
D. To make recommendations to the full SOELS Hub as needed.
E. To guide the completion of a 360-Evaluation of the Hub’s Early Childhood System Director.

Section 1: Chair. The Chair shall be elected by a vote of the Membership every two years. The Chair shall call, set the agenda, and preside at all meetings of the SOELS Executive Council; shall make such appointments to, removal from and dissolving of, committees and assignments of other tasks as are necessary to carry out the purposes of the organization; and shall be a voting ex-officio member of all Subcommittees.
Section 2: Vice-Chair. The SOELS Executive Council shall elect a Member to the position of Vice-Chair who is responsible for fulfilling the duties of the Chair in his/her absence or disablement, and for assisting the Chair to discharge the duties of that office. The term of this office shall be two years and an incumbent shall be eligible for re-election.

Section 3: Secretary. The SOELS Executive Council shall elect a Member to the position of Secretary who is responsible for seeing that all notices are duly given in accordance with the provision of these Bylaws. The Secretary will be responsible for taking notes during all EC meetings. In addition, the Secretary will review and approve all EC Meeting Agendas and Notes prior to distribution and approval by the full EC.

Section 4: Treasurer. The SOELS Executive Council shall elect a Member to the position of Treasurer who is responsible for chairing the Development and Communications Subcommittee. The Treasurer shall coordinate with the SOESD finance department to ensure that accurate financial information is available to the Hub Executive Committee. The term of this office shall be two years and an incumbent shall be eligible for re-election.

ARTICLE X - COMMITTEES

Section 1: Standing Committees. The SOELS Executive Council may establish such standing committees as needed to accomplish their goals and objectives. Within the first six (6) months of formation the Executive Council shall establish the following standing committees comprised of Executive Council Members and such other public members as the Executive Council deems appropriate:

A. Development and Communications Committee: Responsible for developing a communications and media plan to bring awareness about the Hub, its strategic plan, and the importance of both early childhood and families to the forefront of our region’s agenda. This group will also be charged with researching, recommending, and securing additional revenue sources for the Hub.

B. Data and Quality Committee: Responsible for reviewing the baseline data and target metrics contained in the submitted application and this Strategic Plan, and identifying areas of needed adjustment or expansion. This group will also be charged with more fully developing the Comprehensive Children’s Budget of the region.

Section 2: Other Committees. The SOELS Executive Council and/or chair shall determine the number and designate responsibilities of such committees it believes necessary to develop a Comprehensive Regional Early Learning Plan and/or Regional Systems Improvement Plan to improve outcomes for children and families by increasing the number of children who arrive at kindergarten ready to learn, increasing the number of children being raised in stable and supportive families, and increasing the coordination and efficacy of our early childhood system.
A. Governance Committee: Responsible for examining the feasibility of 501(c)3 status for the Hub and developing the paperwork needed to apply to the Oregon Department of Justice to be a 501(c)3 non-profit organization. This effort will include the further development of these current Bylaws and additional board policies as needed. An attorney with expertise in non-profit organizations will be secured from within the community to ensure that all paperwork is submitted to the state in a timely and orderly manner.

Section 3: Committee Chair. The Committee Chair shall be responsible for the assignment of specific tasks necessary to the fulfillment of the committee’s responsibilities, chair meetings of the committee and make reports of Subcommittee findings and decisions to the SOELS Governance Councils. Committee Chairs shall be appointed by the EC Chair.

Section 4: Committee Advisors. The committee may invite other persons to attend and participate in committee meetings as advisors.

ARTICLE XI - MEETINGS

Section 1: Meetings. Regular meetings of the SOELS Executive Council Membership shall be scheduled monthly. The Chair shall have the authority to cancel a meeting. Members shall be notified of the meeting and receive an agenda packet at least seven days in advance. Meetings shall be conducted under nominal parliamentary procedures which provide for the order necessary to conduct the business of the Southern Oregon Early Learning Service Hub.

Section 2: Special Meetings. In addition to regular meetings, the Chair, or at least one-third of the members, may call special meetings by giving members seven days written or verbal notice except in cases of emergency, for which only three days written or verbal notice may be provided.

Section 3: Quorum. A majority of duly appointed members of the Executive Council shall constitute a quorum.

ARTICLE XII - STAFF ASSISTANCE

Section 1: Staff. The Southern Oregon Early Learning Services Hub shall employ appropriate staffing whose duties are defined by the SOELS Hub job descriptions.

Section 2: Other Assistance. The SOELS Hub may request other assistance for specific purposes from other appropriate individuals, to augment the skills and available time of staff.

ARTICLE XIII - PARLIAMENTARY AUTHORITY
Robert's Rules of Order Newly Revised shall be the parliamentary authority in all cases not covered by these bylaws.

ARTICLE XIV - DURATION OF THESE BYLAWS

Subject to the work of the Governance Subcommittee, these bylaws will be reviewed by the full Executive Council at 3-months post contract date with the Early Learning Division. Any amendments to these Bylaws shall be approved by two-thirds of the Executive Council membership. Written notice of the proposed amendment shall be given in the call for the meeting. Review and revision of these bylaws shall take place annually prior to the Hub contract renewal. All adopted bylaw changes will be forwarded to the Early Learning Division.

ARTICLE XV - CONTROLLING AUTHORITY

As it is recognized that the existence of this SOELS Hub is controlled by statute, all conflicts between these bylaws and the controlling statute or administrative rule now in existence or adopted in the future, are to be resolved in accordance with the appropriate statute or administrative rule.

Article XVI — Standard of Conduct

Section 1: Confidentiality. All individual client information obtained by SOELS Staff, EC members, subcontractors or partners will be treated as confidential, and shall not be divulged without the written consent of the client, the responsible parent of a minor child, or his or her guardian except as required under mandatory reporting guidelines. Disclosure of information in summaries, statistical or other form, which does not identify specific individuals is allowed. The use or disclosure of information concerning clients shall be limited to persons directly connected with the administration of the agreement between SOESD, SOELS, and the ODE Early Learning Division. ODE, Early Learning Division and EC subcontractors will share information as necessary to effectively serve ODE clients.

Section 2: Conflict of Interest. SOELS Staff and EC members shall endeavor to conduct themselves, their activities, including those relating to persons, businesses and organizations closely associated with them, in such a way that no conflict of interest or appearance of a conflict will arise between such other interests and the policies, operations and interests of the EC. All members of the Executive Council will annually agree to and sign the SOELS Conflict of Interest form.

Section 3: Recusal. Should a conflict or appearance of conflict of interest develop the staff and/or Council member shall immediately declare the conflict or potential conflict of interest and thereafter recuse themselves from any further discussions of the issue and any subsequent votes on the issue.
Section 4: Personal Conduct. Staff and Council members shall conduct themselves in a manner calculated to avoid damaging the reputation and good name of the EC, the SOELS Hub, and SOESD.

ARTICLE XVII – DISPUTE RESOLUTION

Section 1: The goal is to resolve all disputes at the lowest level possible.

Section 2: In the event disputes cannot be resolved there is a clear path of appeal for those disputes:

A. Disputes involving programs, Staff or Executive Council issues shall go to the Early Childhood System Director for resolution;
B. Disputes not resolved by the Early Childhood System Director shall go to the Executive Council and shall be submitted in writing;
C. Disputes not resolved by the Executive Council may be appealed by filing written request to the SOESD Board of Directors;
D. All decisions of the SOESD Board of Directors shall be considered final and binding.

Section 3: Disputes between the Executive Council and SOESD shall be resolved as follows:

A. The Early Childhood System Director of the Hub and the Superintendent of SOESD shall meet and attempt to resolve any dispute;
B. In the event the Executive Director and Superintendent cannot resolve the dispute it shall be referred to mediation the parties shall mutually agree to.
C. In the event mediation does not resolve the dispute, the SOESD Board of Directors shall make a final and binding decision.

Section 4: For extraordinary situations involving significant financial risk or liability to SOESD or the SOELS Early Learning Hub, SOESD may take such immediate action as is necessary with written notice of the action to be taken and reasons for such provided to the Executive Council.
BYLAWS FOR THE STEERING COMMITTEE
OF
SOUTHERN OREGON EARLY LEARNING SERVICES HUB
Draft revision 11/14/2016

ARTICLE I – Name and Lead Agency

Section 1: Name
The name of this organization is Southern Oregon Early Learning Services and it serves as the regional early learning hub, hereafter referred to as “SOELS,” the “Early Learning Hub,” or the “Hub”, for Jackson and Josephine Counties as awarded under the Oregon Department of Education’s Early Learning Division as mandated in HB2013.

Section 2: Lead Agency
Southern Oregon Education Service District or “SOESD,” a district created under ORS 334.010 that provides regional educational services to component school districts in Jackson, Josephine, and Klamath Counties, will serve as the fiscal and administrative entity for the Hub.

ARTICLE II – MISSION, PURPOSE, GOALS, AND GUIDING PRINCIPLES

Section 1: Mission
It is the mission of SOELS to create a coordinated system of early learning services that is family-centered, efficient, and accessible to ensure every child in Jackson and Josephine Counties enters kindergarten safe, healthy, and ready to achieve success.

The Hub will perform its work in compliance with state statute and federal rules and regulations pertaining to Early Learning Hubs [including Senate Bill 909 (2011); House Bill 4165 (2012); House Bill 2013 (2013); Oregon Revised Statute, Chapter 329; Oregon Administrative Rules 414-002-0995 through 414-002-0010; and 414-900-0005 through 414-900-0020.]

Section 2: Statement of Purpose

To support the achievement of this mission, SOELS will focus on the following high-level metrics:

1) Program participation data demonstrates increase in services to children and families in the target population.
2) Increase the number of children from Early Head Start, Head Start, OPK, Relief Nurseries, Healthy Families Oregon and/or other waiting lists served by a hub subcontractor.
3) Increase in number of 3, 4, and 5-star rated QRIS providers serving children from high poverty “hot spots”, as designated by the Department of Human Services, and an increase in the number children served in hot spots.
4) Increase in percentage of children in the proposed coverage population who receive developmental screen before the age of three.
5) Increase in percentage of children enrolled in kindergarten before start of school.
6) Increase in percentage of children in Employment Related Day Care (ERDC) in a 3, 4, or 5-star rated QRIS program.
7) Increase in the number of children and families served by DHS (e.g., through TANF or Child Welfare) who are receiving early learning, parent education, or family support services.
8) Increase in the percentage of children on OHP who make it to 6 or more well-child visits by 15 months of age.

These metrics have been set by the state of Oregon Early Learning Council and may be amended. If such amendments are made, the current bylaws will be updated to reflect said changes.

Section 3: Goals

The Hub is a cross-sector of community partners in the region working collectively to ensure that young children, and their families, receive opportunities and supports to achieve the overarching Oregon Early Learning Division Hub goals:

1. Create an early childhood system that is aligned, coordinated and family centered;
2. Ensure children arrive at school ready to succeed; and
3. Ensure Oregon’s young children live in families that are healthy, stable, and attached.

Section 3: Guiding Principles.

The Hub and its Steering Committee shall operate under the following guiding principles in fulfilling the mission and goals of an Early Learning Hub:

1. Collaborative – A cross-sector collaborative approach will be used for early learning system coordination, planning, and changes in service delivery
2. Accessible – Multiple entry points (“no wrong door”): Participants are able to self-refer or are referred in through a broad range of community based organizations, agencies and other supports
3. Timely – Referral and linkages to services occur in a timely fashion
4. Best Practices – An array of services are delivered, based on objective criteria (eligibility, strengths/needs, maximized use of evidence-based programs, and program capacity)
5. Outcome Driven – Participant outcomes are child and family centered and are systematically monitored
6. **Efficient** – Services and resources are coordinated and delivered efficaciously without reducing quality

7. **Culturally Specific** – Services are delivered in a culturally relevant and appropriate manner

8. **Family Driven and Family Centric** – Information and education are used to partner with, engage and strengthen families, supporting their voice and choice

**ARTICLE III – SERVICE AREA, TARGET POPULATION AND APPROACH**

**Section 1: Service Area.** The Hub will serve Jackson and Josephine Counties.

**Section 2: Target Population.** The Hub’s primary focus is on children, prenatal through six years of age, and their families who are identified as being at-risk due to socio-demographic risks and/or an accumulation of adverse childhood experiences. Common socio-demographic risk factors include children and families living in poverty, un/underemployment, homelessness, food insecurity, English language learners, mental health issues, substance dependency, and/or transportation barriers.

**Section 3: Approach and Role of the EL Hub.** The Hub, in partnership with a cross-sector of partners, is committed to achieving the three overarching goals by using the Collective Impact approach. The Hub’s role is to serve as the backbone organization coordinating and aligning the effort which includes:

1. **Common Agenda** – Establishing and guiding the shared vision and strategies for change and building the public will for change; this includes a common understanding of the problem to be solved and agreed upon action;

2. **Shared Measurement** – Establishing shared, community level metrics and measurement practices, collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable;

3. **Mutually Reinforcing Activities** – Supporting differentiated yet coordinated and aligned activities toward achieving the common agenda; and

4. **Continuous Communication** – Consistent and open communication which includes building public will.

As the backbone, the Hub also aligns efforts with several existing regional partnerships working toward similar goals, such as the region’s QRIS child care improvement project, the Regional Maternal Child Health Initiative, and the P3 projects in the region. In addition, the Hub is working in partnership and alignment with the region’s K-12 and higher education transformation efforts, led in part by Southern Oregon Success (“SORS”) and utilizing the Cradle to Career framework, and
with the region’s health services transformation efforts led in part by the region’s Coordinated Care Organizations (AllCare CCO, Jackson Care Connect, and Primary Health of Josephine County).

ARTICLE IV - GOVERNANCE and ADVISORY STRUCTURE

SOELS will rely on a Collaborative Governance process engaging public agencies, parents, private sector and non-profits in a decision-making process that is formal, consensus-oriented and deliberative. It will strive to develop and implement policies and strategies to improve early learning services and the early learning system in our region.

The SOELS Governance and Advisory Structure will be comprised of three entities:

1) Steering Committee  
2) Parent Voice  
3) Agency Advisory Council (“AAC”)

The current Bylaws apply to the Steering Committee of SOELS. The Parent Voice and Agency Advisory Council will serve to inform the Strategic Plan, Annual Work Plan, and financial investments of the Hub. A minimum of one member from both the Parent Voice and the AAC will be appointed to the Steering Committee.

ARTICLE V – ROLE OF THE STEERING COMMITTEE

The role of the Steering Committee is to ensure the delivery of outcomes as stated in the SOELS contract with the state of Oregon’s Early Learning Division. As such, the following responsibilities shall fall to the Steering Committee:

1) Influence local and state policies that impact early learning system progress toward goals  
2) Form and guide vision for early learning system in Jackson and Josephine counties, in alignment with Oregon’s Early Learning Division priorities  
3) Bring sector data and target population voice to decision making  
4) Act as barrier buster to support early learning system goals  
5) Provide advocacy for hub initiatives and target population needs  
6) Review and approve Hub Strategic Plan, Annual Work Plan, and Annual Budget  
7) Review, score, and approve applications submitted in response to Hub RFA’s  
8) Share agency level budget information with hub to create annual comprehensive children’s budget for region

ARTICLE VI - STEERING COMMITTEE MEMBER NUMBERS AND SELECTION, TERM OF OFFICE, COMPENSATION, QUALIFICATIONS, DUTIES, ATTENDANCE, REMOVAL AND VACANCIES
Section 1: Number and Selection. The Steering Committee shall be comprised of representative leaders from cross-sector organizations in the Jackson and Josephine County. The Membership of the Steering Committee shall consist of at least 17 and no more than 25 members.

Section 2: Term of Office. Members are appointed for a term of three (3) years. Members are eligible for reappointment and may serve up to two (2) consecutive terms. Once a member has served two terms, they may be eligible for reappointment after a twelve month break from service. This does not apply to members determined to be Sole Source members.

If a member leaves office prior to the three-year term, a new member may be appointed to the position to complete the unexpired term.

Section 3: Compensation. Parent representatives shall be reimbursed for travel expenses at the current Federal mileage rate. Other representatives will not receive compensation.

Section 4: Qualifications. The Steering Committee must have representation from the following sectors of our region:

1. Health Care Services
2. Human and Social Services
3. Education (K-12) Services
4. Early Childhood Services
5. Private Sector Business
6. Parents

Additional sectors and partners may also be identified as important for goals to be achieved.

There are two types of membership on the Steering Committee: "Designated" and "At Large". "Designated" positions are specific agencies deemed essential for the goals of the hub to be reached and are considered sole source providers. "At Large" positions are open to any entity fitting the description for that seat and are eligible to apply when there is a vacancy.

The current positions are in place:

Position 0: At Large; selection driven by current needs
Position 1: Parent Representative from Jackson County
Position 2: Parent Representative from Josephine County
Position 3: Jackson County Government Representative
Position 4: Josephine County Government Representative
Position 5: EI/ECSE and Developmental Disability Services Representative
Position 6: Hispanic Community Representative

Position 8: K-12 Education Representative from Jackson County

Position 9: K-12 Education Representative from Josephine County

Position 10: Community-Based Health Care Representative from Jackson County

Position 11: Mental Health Representative


Position 13: Higher Education Representative

Position 14: Early Childhood Care and Education–Regional Entity Representative

Position 15: Early Childhood Care and Education Representative from Josephine County

Position 16: Family Education and Support/Relief Nursery Representative

Position 17: Human and Social Service–Substance Abuse Treatment Representative

Position 18: Business/Community Leader Representative from Jackson County

Position 19: Business/Community Leader Representative from Josephine County

Position 20: Coordinated Care Organization Representative, Josephine County

Position 21: Coordinated Care Organization Representative, Jackson County

Position 22: Coordinated Care Organization Representative, Regional

Position 23: Community–Based Health Care Representative from Josephine County

Strong preference should be given to having an Steering Committee with geographical representation from both counties served.

The Steering Committee shall be charged with recruiting new members with a focus to achieve representation from the racial/ethnic groups and from underserved groups living within the region, and with balanced geographical representation from both counties served.

Section 5: Duties.
The duties and contribution required of each member are outlined in the Attachment A.

Section 6: Attendance.
Members must regularly attend and actively participate in meetings of the Steering Committee. See Section 5. Removal for a description of unacceptable attendance patterns.

Section 6: Removal. A Member may be recommended for removal by the Steering Committee by vote of two-thirds (2/3) of the membership then in office.

A member may be removed for:
1. being convicted of a felony;
2. conduct deemed to be detrimental to the community acceptance of the SOELS Hub or detrimental to the ability to effectively conduct business; or
3. missing three (3) consecutive meetings or for three (3) unexcused absences during one fiscal year (October - September). Such instances of absenteeism shall be reported by the Chair to Member by written notification and the membership in its entirety.

**Section 7: Vacancies.** The Steering Committee shall make appointments to fill open positions as vacancies occur. Such appointments shall be for the duration of the term or unexpired term. Notice of pending votes will be made public two weeks prior to the voting.

The Parent Voice and AAC shall each have two (2) representatives for membership on the Steering Committee, providing representation of both counties served by the Hub.

**ARTICLE VII: Meeting Notice, Meeting by Telecommunication, Action by Consent, Signatory and Expenditure Approval Responsibility**

**Section 1: Meeting Notice.** The community shall be notified of meetings through SOESD and SOELS websites and the local news media. Notification will allow members of the public sufficient time to reasonably prepare for attendance and participation. Steering Committee will be notified by email of meetings and an agenda will be included.

**Section 2: Meeting by Telecommunication.** Any regular or special meeting of the Steering Committee may be held by telephone or telecommunications by which all Members appearing by means and participating by electronic messaging/VCOM/telephone will count towards a quorum and that the Members may hear each other or see written communication immediately.

**Section 2: Action by Consent.** Any action required by statute/law to be taken at a meeting of the Steering Committee, or any action which may be taken at a Steering Committee meeting, may be taken without a meeting if a consent in writing, setting forth the action to be taken or so taken shall be signed by all Members. This may be accomplished by fax or by email when necessary.

**Section 3: Signatory and Expenditure Approval Responsibility.** Contractual obligations will be signed by Southern Oregon Education Service District, as the fiscal and administrative entity for the Hub. The Steering Committee will review and give contract approval for applications received during RFA processes. The Steering Committee will also review and approve the annual budget drafted by the Hub Director.

**ARTICLE VIII — Executive Committee, Officers**

**Section 1: Executive Committee.** An Executive Committee is established which shall include: Chair, Vice-Chair or Co-Chair, Secretary, and Treasurer of the SOELS Hub.
Duties of the Executive Committee include:

A. To advise the Chair and Hub Staff on the business of SOELS.
B. To serve as a Hearing Board in matters of confidentiality for the SOELS Hub, Staff, Vendors, and Subcontractors.
C. To make recommendations to the full SOELS Hub as needed.
D. To guide the completion of a 360-Evaluation of the Hub’s Early Childhood System Director.

Section 2: Officers
Chair. The Chair shall be elected by a vote of the Membership every two years. The Chair shall call, set the agenda, and preside at all meetings of the SOELS Steering Committee; shall make such appointments to, removal from and dissolving of, committees and assignments of other tasks as are necessary to carry out the purposes of the organization; and shall be a voting ex-officio member of all Subcommittees.

Vice-Chair or Co-Chair. The SOELS Steering Committee shall elect a Member to the position of Vice-Chair or Co-Chair who is responsible for fulfilling the duties of the Chair in his/her absence or disablement, and for assisting the Chair to discharge the duties of that office.

Secretary. The SOELS Steering Committee shall elect a Member to the position of Secretary who is responsible for seeing that all notices are duly given in accordance with the provision of these Bylaws. In addition, the Secretary will review and approve all EC Meeting Agendas and Notes prior to distribution and approval by the full EC. The Secretary may be responsible for taking notes during Steering Committee meetings, if a Hub Administrative Assistant is unavailable.

Treasurer. The SOELS Steering Committee shall elect a Member to the position of Treasurer. The Treasurer shall coordinate with the Hub Director and SOESD finance department to ensure that accurate financial information is available to the Hub Executive Committee.

The Executive Committee shall meet monthly, excluding December.

ARTICLE VIII – SUBCOMMITTEES AND COMMITTEE ADVISORS

Section 1: Subcommittees. The Steering Committee may establish such standing committees as needed to accomplish their goals and objectives. The Steering Committee and/or chair shall determine the number and designate responsibilities of such committees it believes necessary to outcomes for children and families by increasing the number of children who arrive at kindergarten ready to learn, increasing the number of children being raised in stable and supportive families, and increasing the coordination and efficacy of our early childhood system.
Section 2: Committee Advisors. The committee may invite other persons to attend and participate in committee meetings as advisors.

ARTICLE IX - MEETINGS

Section 1: Meetings. Regular meetings of the SOELS Steering Committee Membership shall be scheduled quarterly and held on the first month of each quarter. Additional meetings may be scheduled as needed, for up to a total of twelve per year. The Chair shall have the authority to cancel a meeting. Members shall be notified of the meeting and receive an agenda packet at least seven days in advance. Meetings shall be conducted under nominal parliamentary procedures which provide for the order necessary to conduct the business of the Hub.

Section 2: Special Meetings. In addition to regular meetings, the Chair, or at least one-third of the members, may call special meetings by giving members seven days written or verbal notice except in cases of emergency, for which only three days written or verbal notice may be provided.

Section 3: Quorum. A majority of duly appointed members of the Steering Committee shall constitute a quorum.

ARTICLE X – HUB STAFFING, HUB DIRECTOR, OTHER ASSISTANCE

Section 1: Hub Staffing. The Hub shall employ appropriate staffing whose duties are defined by the SOELS Hub job descriptions. These staff will provide systems coordination, contract monitoring, technical assistance and other necessary functions to achieve the mission and goals of the early learning hub.

Section 2: Hub Director. The Hub Director shall recruit and supervise hub staff and execute all of the business of the early learning hub. The Director may voice opinion and bring recommendations to the Hub but does not serve as a Steering Committee member and shall not be entitled to vote on Steering Committee matters. When a new Director needs to be recruited, the interview committee shall include a SOESD Superintendent, Steering Committee Chair and Vice-Chair, a current Hub staff person, an ACC representative and a Parent Voice representative. The Interview Committee will make its recommendations and the Director shall be hired and supervised by SOESD Superintendent.

Section 3: Other Assistance. The SOELS Hub Director may request other assistance for specific purposes from other appropriate individuals, to augment the skills and available time of staff. This may include, but is not limited to Steering Committee members, or contracted services from outside consultants and agencies.
ARTICLE XI - PARLIAMENTARY AUTHORITY

Robert's Rules of Order Newly Revised shall be the parliamentary authority in all cases not covered by these bylaws.

ARTICLE XII - DURATION OF THESE BYLAWS

Any amendments to these Bylaws shall be approved by two-thirds of the Steering Committee membership. Written notice of the proposed amendment shall be given in the call for the meeting. Review and, if necessary, revision of these bylaws shall take place annually. All adopted bylaw changes will be forwarded to the Early Learning Division.

ARTICLE XIII - CONTROLLING AUTHORITY

As it is recognized that the existence of this Hub is controlled by statute, all conflicts between these bylaws and the controlling statute or administrative rule now in existence or adopted in the future, are to be resolved in accordance with the appropriate statute or administrative rule.

Article XIV – Standard of Conduct

Section 1: Confidentiality. All individual client information obtained by SOELS Staff, Steering Committee members, subcontractors or partners will be treated as confidential, and shall not be divulged without the written consent of the client, the responsible parent of a minor child, or his or her guardian except as required under mandatory reporting guidelines. Disclosure of information in summaries, statistical or other form, which does not identify specific individuals is allowed. The use or disclosure of information concerning clients shall be limited to persons directly connected with the administration of the agreement between SOESD, SOELS, and the ODE Early Learning Division. ODE, Early Learning Division and Hub subcontractors will share information as necessary to effectively serve ODE clients.

Section 2: Conflict of Interest. SOELS Staff and Steering Committee members shall endeavor to conduct themselves, their activities, including those relating to persons, businesses and organizations closely associated with them, in such a way that no conflict of interest or appearance of a conflict will arise between such other interests and the policies, operations and interests of the Steering Committee. All members of the Steering Committee will annually agree to and sign the SOELS Conflict of Interest form.

Section 3: Recusal. Should a conflict or appearance of conflict of interest develop the staff and/or Steering Committee member shall immediately declare the conflict or potential conflict of interest and thereafter recuse themselves from any further discussions of the issue and any subsequent votes on the issue.

Section 4: Personal Conduct. Staff and Steering Committee members shall conduct themselves in a manner calculated to avoid damaging the reputation and good name of the Steering Committee, the Hub, and SOESD.
ARTICLE XV – DISPUTE RESOLUTION PROCESS

Section 1: Dispute Resolution Process. The goal is to resolve all disputes at the lowest level possible. In the event disputes need assistance in getting resolved, there is a clear path of appeal for those disputes:

A. Disputes involving a Subcontractor, Hub Staff or a Steering Committee member shall go to the Hub Director and Hub Chair for resolution;
B. Disputes not resolved by the Hub Director and Chair shall be submitted in writing to the full Steering Committee;
C. Disputes not resolved by the Steering Committee shall be referred to a mediation entity that the parties mutually agree to;
D. In the event mediation does not resolve the dispute, the SOESD shall make a final and binding decision for fiscal and administrative concerns and the Steering Committee shall make a final and binding decision for programmatic concerns following the voting guidelines.

Disputes between the Steering Committee and SOESD shall be resolved as follows:

A. The Hub Chair and the Superintendent of SOESD shall meet and attempt to resolve any dispute;
B. In the event the Hub Chair and Superintendent cannot resolve the dispute it shall be referred to a mediation entity that the parties mutually agree to;
C. In the event mediation does not resolve the dispute, the SOESD Board of Directors shall make a final and binding decision for fiscal and administrative concerns and the Steering Committee shall make a final and binding decision for programmatic concerns following the voting guidelines.

For extraordinary situations involving significant financial risk or liability to SOESD or the SOELS Early Learning Hub, SOESD may take such immediate action as is necessary with written notice of the action to be taken and reasons for such provided to the Steering Committee.
<table>
<thead>
<tr>
<th>Position</th>
<th>Description</th>
<th>Contribution</th>
<th>Current Agency/Rep</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Parent Jackson Co</td>
<td>Parent voice regarding accessibility, responsiveness, quality, coordination and affordability of services</td>
<td>VACANT</td>
</tr>
<tr>
<td>2</td>
<td>Parent Josephine Co</td>
<td></td>
<td>TJ Jessup</td>
</tr>
<tr>
<td>3</td>
<td>Jackson Co Gov't /Jackson Co Health Dept</td>
<td>Bring voice of children and families with mental health issues; share data and research; updates on wraparound program</td>
<td>Amy Buhler, Jackson Co Children's Mental Health</td>
</tr>
<tr>
<td>4</td>
<td>Josephine Co Gov't change to CCR&amp;R</td>
<td>TBD</td>
<td>VACANT</td>
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<tr>
<td>5</td>
<td>EI/ECSE and Developmental Disability Services</td>
<td>Advocacy for services for children with special needs; share data and research</td>
<td>Pam Arbogast, SOESD ECS</td>
</tr>
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<td>6</td>
<td>Hispanic Community</td>
<td>Promote culturally responsive approaches to services; share data</td>
<td>Martha Ibarra, CCRN</td>
</tr>
<tr>
<td>7</td>
<td>Hub Fiscal/Admin Agency</td>
<td>Provision of fiscal &amp; administrative support with initiatives and activities</td>
<td>Scott Beveridge, SOESD Superintendent</td>
</tr>
<tr>
<td>8</td>
<td>K-12 Education Jackson Co</td>
<td>Bring hub initiatives to sphere of influence in education system; bring data from district; partner with Kindergarten Launch</td>
<td>Kelly Soter, Jackson Elementary</td>
</tr>
<tr>
<td>9</td>
<td>K-12 Education Jo Co</td>
<td></td>
<td>Susan Zottola, Grants Pass School District</td>
</tr>
<tr>
<td>10</td>
<td>Community-Based Health Care Jackson Co</td>
<td>Bring voice of target populations' health care need, health disparities; bring data and research</td>
<td>Lee Murdoch, Retired pediatrician</td>
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<td>11</td>
<td>Mental Health, Josephine Co</td>
<td>Bring voice of families with mental health issues; share data and research; share systems of care efforts</td>
<td>Karla McCafferty, Options</td>
</tr>
<tr>
<td>12</td>
<td>Oregon Dept of Human Services Jackson and Josephine Counties</td>
<td>Bring voice of families in poverty and families in the child welfare system; share data and research;</td>
<td>Doug Mares, DHS Self Sufficiency and Child Welfare</td>
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<td>13</td>
<td>Higher Education</td>
<td>Bring voice of students in early childhood and elementary education; bring updates on collaborations; share data and research</td>
<td>Eileen Micke-Johnson, RCC, ECEE Dept</td>
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<tr>
<td>14</td>
<td>Early Childhood Care and Education - Regional Rep</td>
<td>Bring voice of children in early learning (and their families); share data and research</td>
<td>Nancy Nordyke, SOCFC (Head Start)</td>
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</tbody>
</table>
# Southern Oregon Early Learning Services Hub
## Executive Council Member List, Attachment A
### 2106 - 2017

<table>
<thead>
<tr>
<th>No.</th>
<th>Job Title</th>
<th>Contribution</th>
<th>Contact</th>
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<tr>
<td>15</td>
<td>Early Childhood Care and Education – Josephine Co</td>
<td>Michelle Gallas, Imagine That...</td>
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<tr>
<td>16</td>
<td>Family Education &amp; Support /Relief Nursery</td>
<td>Lisa O’Connor, Family Nurturing Center</td>
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<tr>
<td>17</td>
<td>Human and Social Services – Substance Abuse Treatment</td>
<td>Rita Sullivan, OnTrack</td>
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<tr>
<td>18</td>
<td>Business/community leader Jackson Co</td>
<td>Mary Wolf – suggest making #4 for CCR&amp;R, Designated Partner. Keep this position for business.</td>
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<tr>
<td>19</td>
<td>Business/community leader Josephine Co</td>
<td>VACANT</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Coordinated Care Organization</td>
<td>Jennifer Johnston, Primary Health</td>
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<tr>
<td>21</td>
<td>Coordinated Care Organization</td>
<td>Heidi Hill, Jackson Care Connect</td>
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<tr>
<td>22</td>
<td>Coordinated Care Organization</td>
<td>Susan Fischer, AllCare</td>
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<tr>
<td>23</td>
<td>Community Based Health Care Organization Josephine Co</td>
<td>Kurt Higuera, Siskiyou Community Health Center</td>
<td></td>
</tr>
</tbody>
</table>

**Hub Staff**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chelsea</td>
<td>Family Resource Facilitator</td>
<td>Shares family engagement strategies and partnerships that EC members will take back to their agencies to promote</td>
</tr>
<tr>
<td>Teresa</td>
<td>Grants &amp; Contracts Coordinator</td>
<td>Share progress on SOELS grants, collaborations among grantees, sustainability</td>
</tr>
<tr>
<td>Sheila</td>
<td>Administrative Assistant</td>
<td>Meeting coordination, agenda and minutes</td>
</tr>
<tr>
<td>René</td>
<td>Director</td>
<td>Share progress on systems work locally and at ELD; bring challenges and opportunities to explore</td>
</tr>
</tbody>
</table>