

## **DRAFT SCOPE of WORK – 21-23 EL Hubs**

**Purpose of Hubs:** Create and maintain an aligned, coordinated, and family-centered early learning system in your service district area.

Effective early childhood systems integrate a diverse array of accessible, high-quality services and supports across multiple sectors and domains (e.g., early learning and development, health and mental health, family leadership and support) to meet the needs of all children and families and ensure policies and practices are aligned with goals for equitable early childhood development.

As the backbone agency, assure the Early Learning Hub builds and improves its capacity to effectively pursue multi-sector systems building, change and/or improvement through the following Elements of Effective Partnership: (These elements are described in the EL Regional Systems TOC.)

- Shared Vision
- Engaged Cross Sector and Community Partners,
- System Focused Problem Solving and Action,
- Continuous Learning and Improvement and
- Strategic Convening.

**Coverage Area:** Provide services, required by this Agreement, in XXX Counties.

**Definitions:** ADD DEFINITIONS HERE FROM CONTRACT and new needed.

**ADD ELD contractor equity Deliverables once finalized**

<b>Capacity</b>	
<b>Tasks/Activities</b>	<b>Deliverables</b>
<p>Provide a minimum of <b>3 FTE</b> to carry out the core work of an EL Hub including coordination, administration, communication, and facilitation. Staffing plan will be at the approval of the agreement administrator. Assure Early Learning Hub staff, collectively, are skilled in systems thinking, meeting facilitation, community engagement, planning, communication, organizational and financial management, data management, conflict management, change management, and cultural competency.</p> <p>Hub Staff will participate in individual and group ELD-planned technical assistance and training, including:</p> <ul style="list-style-type: none"> <li>• Learning collaborative(s)</li> <li>• Communities of practice</li> <li>• Monthly Webinars</li> <li>• Work groups</li> <li>• Monthly check-ins</li> </ul>	<p>Staffing plan must demonstrate minimum of 3 FTE to carry out the core work of and EL Hub and include a professional development plan to assure competency and skill building for necessary skills and attributes to be successful in this work.</p> <p>Submit Staffing plan to Agreement Administrator by <u>January 1, 2022</u></p> <p>Attend training and technical assistance as scheduled and requested by ELD.</p>
<b>Governance and Stakeholder Engagement</b>	
<b>Tasks/Activities</b>	<b>Deliverables</b>
<p>Facilitate shared and distributed leadership across Hub region via convening and leading <b>(1) a governance council, (2) a parent leadership council, (3) a regional stewardship committee,</b> and (4) other stakeholder engagement as necessary. The above leadership groups should share in shaping meeting agendas, goal-setting, and making decisions about policies, practices, strategies, and implementation plans.</p>	<p><b>Convene Governance Membership Council at minimum of every quarter.</b></p>
<p>Ensure that <b>Governance Structure has members</b> that meet the following criteria: <b>families identified as the region’s priority populations in the early care and education sector plan, Department of Human Services, Child Care Resource and Referral, and the five sectors required</b></p>	<p>Submit Governance Council and other Committee Rosters to ELD Agreement Administrator as requested.</p>

<p>by OAR 414-900- 0015; K-12 educators and administrators, Early Childhood Services, Business, Health care services, and human and social services.</p> <p>Representation of the five sectors must represent the Agency’s entire Coverage Area. If there is more than one county in an Agency’s Coverage Area, Agency must demonstrate equitable representation from each sector, in all counties.</p> <p>Agencies who have a federally recognized Tribe (or Tribes) within their Coverage Area shall make available a position and actively recruit for a Tribal member(s) until filled.</p> <p>The above committee and engagement work shall include stakeholders representing diverse perspectives, including: families who represent the region’s priority populations, direct service providers, local leaders, and required sector partners in all phases of the Hub’s work. Participation should be sought and fostered from African-American, Tribal, and other communities of color, including communities that speak a primary language other than English, as well as organizations serving children experiencing disability and families of children experiencing disability.</p>	
<p>Include a <b>Parent Leadership Council</b> within the Hub governance structure. Ensure membership and active engagement in the Parent Leadership Council from <b>families who represent the region’s priority population.</b></p> <p>Participate in ongoing technical assistance w/ELD staff to assure the effective operations of the Parent Leadership Council and the integration of the Parent leadership council within the overall Governance structure for the region.</p>	<p>Establish Parent Leadership Council by <b>January 1, 2023</b> and convene at a minimum every quarter.</p> <p>Submit Parent Council Membership List to ELD Agreement administrator as requested. Submit Training for Parent Council in Quarterly Reports</p>

<p>Follow Oregon's public meetings laws (ORS 192.610 to 192.695) and public records laws (ORS 192.311 to 192.431) when conducting business and in taking official action.</p> <p>Agency's by-laws must include a conflict of interest policy that complies with all applicable laws and all representatives of the Agency must have a signed conflict of interest statement on an annual basis.</p> <p>Ensure that the by-laws of the Agency's governance body include a clear objective, and transparent decision-making process and policy for Hub investments that clearly articulates the use of the Hubs' conflict of interest policy in all actions and decisions of the governing body. Agency shall not amend by- laws related to work or services delivered under this Agreement without prior, written approval of ELD.</p> <p>Provide a 30-day prior written notice to the ELD Agreement Administrator for proposed governance structure design changes.</p>	<p>Submit By-Laws as requested by Agreement administrator</p> <p>Submit Agency's by-laws conflict of interest policy that complies with all applicable laws as requested by the Agreement Administrator</p> <p>Submit signed conflict of interest for all representatives of the Agency statement as requested by the Agreement Administrator</p> <p>Provide a 30-day prior written notice to the ELD Agreement Administrator for proposed governance structure design changes.</p>
<p>Utilizing ELD provided Toolkit, provide the necessary financial, logistic, and professional learning supports and conditions to ensure that governance and parent council members – especially families experiencing targeted inequities – can fully engage in committee work.</p> <p>Ensure that Hub governance council members participate in ELD provided training on topics supporting their governance roles and responsibilities as required by ELD.</p>	<p>Provide Hub Governance and Parent Leaders Training Rosters as requested by ELD Agreement Administrator.</p> <p>Include Training attended by Governance Members in quarterly report</p>

<p><b>Convene and facilitate the Regional Stewardship Council</b> such that it is able to carry out its oversight and guidance role in the revision and implementation of the Hub’s Early Care and Education Sector Plan – which is an element of the Hub’s strategic plan.</p> <p><b>Assure the deliverables as outlined in the ELD Sector Planning Tool Kit are completed.</b>  Deliverables must be submitted on the ELD provided templates and approved by the ELD Agreement Administrator.</p>	<p>Meet annually at minimum.</p> <p>Provide sign-in sheets and other RSC templates as requested by Agreement Administrator</p> <p>Submit Regional Stewardship Council Membership and attendance Rosters as requested by Agreement Administrator</p>
<p><b>Collaborative Community Planning</b></p>	
<p>Tasks/Activities</p>	<p>Deliverables</p>
<p><b>Regional System Assessment - NEW</b></p> <p>Complete a regional system assessment using a template to be provided by ELD. Collect and analyze/interpret qualitative data from diverse perspectives and sources. Supplement, analyze, and interpret quantitative regional data provided by ELD.</p>	<p>Submit for review and approval the completed ELD-provided Regional Assessment Template by <u>July 1, 2022</u></p>
<p><b>Sector Planning:</b></p> <p>Ensure that the Regional Stewardship Committee convenes at least once annually to revise and update ECE Sector Plan utilizing ELD provided templates and Tool Kit. Elements of the plan will include; data gathering and analysis, stakeholder engagement and updating of priority populations.</p>	<p>Submit Biennial Sector Plan on the ELD provided templates as developed by the Regional Stewardship Committee and approved by the ELD Agreement Administrator by <u>October 1, 2022</u></p>

<p><b>Create Regional EL System Strategic Plan</b></p> <p>Develop and/or revise a three-year Strategic Plan that includes: Objectives, Strategies, Key Activities, and performance measurements related to the successful implementation of Raise Up Oregon and other priorities as identified by the Early Learning Council and/or Early Learning Division and related to the EL Hub Theory of Change.</p> <p>Select, adapt, and/or design system change strategies to address barriers affecting their local early childhood system as identified by local stakeholders (e.g., families, service providers, leaders, etc.) and data sources through the system assessment.</p>	<p>Develop and submit Strategic Plan via ELD Template by <u>February 1, 2023</u></p>
<p><b>Annual Work Plan</b></p> <p>Develop and submit to the ELD Agreement Administrator for ELD review and approval, a Work Plan, drawn from the regional assessment and approved strategic plan, that includes Strategies, Key Activities, and performance measurements. Agency's existing Work Plan shall remain in effect until ELD reviews and approves Agency's new Work Plan. The following requirements apply to Agency's Work Plan:</p> <p>(1) Once approved by ELD, Agency must perform its work under this Agreement in accordance with the Work Plan and to ELD's satisfaction.</p> <p>(2) Agency shall include in its Work Plan all Strategies and Key activities related to the successful implementation of <b>Raise Up Oregon</b> and other priorities as identified by the Early Learning Council and/or Early Learning Division and related to the <b>EL Hub Theory of Change</b>.</p>	<p>Submit for review and approval completed Work Plan Template on <u>January 1, 2022 and updated by March 15, 2023</u></p> <p>Submit Quarterly Reports utilizing the Hub Reporting Workbook. outlining progress.</p>

(3) Work Plan shall include in its Strategies methods to **involve families** in the operations of the Hub, to solicit and receive feedback and information from families in the priority populations within the Service Area, and to **include parent voice** in the governance structure and the governance decision making process.

(4) No revision to a previously approved Work Plan may take effect until Agency submits the proposed Work Plan adjustments to the ELD Agreement Administrator for review and ELD approves the proposed revision.

(5) The Work Plan shall demonstrate how Agency will align Strategies and related Key Activities described in the Work Plan with any work or activities performed under the Kindergarten Partnership and Innovation (KPI) program.

(6)The Work Plan shall demonstrate how Agency will align Strategies and related Key Activities described in the Work Plan with any work or activities performed under the Coordinated Enrollment program, funded by separate grant agreement.

(7)The Work Plan shall demonstrate how Agency will **align strategies described in the Work Plan with work or activities performed by the regional Child Care Resource and Referral agency**, including but not limited to the following collaborations:

- a. Work with stakeholders, Early Care and Education partners, and local Child Care Resource and Referral to identify children in the Target Population within the Coverage Area.
  
- b. Assist Child Care Resource and Referral in identifying and promoting professional learning opportunities for the region's early care and education providers.
  
- c. Assist Child Care Resource and Referral in identifying, implementing, and coordinating cross sector strategies to reduce expulsions and suspensions of Black children, other children of color, and children with disabilities from early care and education settings.
  
- d. Collaborate with Child Care Resource and Referral for the purpose of building regional supply. Shared work includes, but is not limited to:
  - raising awareness of child care shortages in the region,
  - serving as the strategic convener,
  - identifying partners who will engage in shared action on regional strategies to build supply.
  - building child care supply that is culturally and linguistically responsive and accessible to traditionally marginalized populations in the region.
  - Engaging stakeholders from, at minimum, families representing the region's priority populations, the business sector, local governance council, and early childhood learning and care (public and private), including child care business owners and providers.

<p>(8) Agency shall consider the identified equity needs within its Coverage Area when developing and implementing its Work Plan. Agency must include equity strategies and activities within its Work Plan as informed by the biennial sector plan.</p>	
<p><b>Continuous Quality Improvement</b></p>	
<p><b>Tasks/Activities</b></p>	<p><b>Deliverables</b></p>
<p>Utilize Regional Assessment Plan, ECE Sector Plan and Strategic Plan to identify and develop regional child and family level outcomes and indicators of successful implementation.</p> <p>Identify and develop targeted systems change strategies to be tracked through CQI.</p>	<p>Include in annual work plans</p> <p>Provide Quarterly Reports utilizing the Hub Reporting Workbook.</p>
<p>Collaboratively identify actions that stakeholders across sectors should take to implement regional systems change strategies. Identify actions that align with and contribute to Hub’s regional vision.</p> <p>Continuously coordinate stakeholders in taking actions as defined in the Hub strategic plan to improve local systems.</p>	<p>Participate in ELD Biennial Monitoring Process</p>
<p>Use short-cycle feedback loops, including qualitative and quantitative data analysis, along with feedback from community and family engagement as part of a continuous evaluation process:</p> <ul style="list-style-type: none"> <li>• Continuously gather information on implementation to identify emerging barriers,</li> <li>• Assess the extent to which strategies are impacting targeted systems changes,</li> <li>• Use feedback to make regular adjustments and adaptations to address implementation barriers, including redesigning strategies to better meet local conditions,</li> </ul>	<p>Provide Quarterly Reports utilizing the Hub Reporting Workbook.</p> <p>Participate in ELD Biennial Monitoring Process</p>

<ul style="list-style-type: none"> <li>Coordinate with partners to fund and scale successful changes.</li> </ul>	
<b>Stakeholder Communications</b>	
<b>Tasks/Activities</b>	<b>Deliverables</b>
<p><b>Strategic Communications</b></p> <p>Develop strategies to identify and empower local stakeholders to champion Hub’s shared vision with organizations, community members, and elected officials.</p> <p>Design and implement bidirectional communication methods to ensure timely, ongoing, and culturally and linguistically responsive communication about decisions, activities, and progress to stakeholders in and out of the partnership.</p> <p>Assure stakeholders have the information they need to be informed members of the systems building efforts.</p>	<p>Include in strategic plan and annual work plans</p>

<b>Budget and Financing</b>	
<b>Tasks/Activities</b>	<b>Deliverables</b>
<p><b>Budget and Financing</b></p> <p>Develop comprehensive financing for the strategic plan that aligns local, county, state, and national funding to support the effective Hub and their systems building strategies.</p>	<p>Annual Budget due on <u>January 1, 2022 and March 15, 2023</u>: Hub Shall utilize an ELD provided template to complete a comprehensive budget that accounts for all</p>

	ELD funding and resources for services provided by the Hub.
<p>May expend no more than 15% of the total funds provided to Agency under this Agreement (other than funds provided to Agency for Family Support Services) on Administrative Overhead. No more than 10% of the funds provided to Agency under this Agreement for Family Support Services may be expended on Administrative Overhead.</p> <p>May, upon written notice to ELD and ELD's written approval, move up to 10 percent of the funds in any one Budget category to any other Budget category. Any other Budget modifications are subject to and conditioned on ELD's written approval and, if applicable, legal sufficiency review and approval by the Oregon Department of Justice.</p>	<p><b>Funding Requests:</b></p> <p>Requests for funds shall be submitted within 30 days of the billing period, using the Electronic Grant Management System (EGMS). With each request to the ELD the Agency shall submit an expenditure report using the ELD provided template. Agency shall provide any additional information or further details as the ELD Agreement Administrator may require upon request.</p>
<p>Agency must demonstrate a 25% percent local match of the funds provided to Agency through Hub Coordination Funding.</p>	<p>Submit annual report on ELD provided template demonstrating 25% match.</p>