January 9, 2017

Dear EL Hub Leaders,

Thank you for your recent and continuing engagement as we develop and move towards finalizing the monitoring and evaluation process the Early Learning Division will advance with your participation in the coming months. We remain committed to building a healthy culture of learning and improvement while also meeting important responsibilities and accountabilities.

Feedback was provided by all sixteen hubs from three regional meetings and one individual meeting held in late November and early December. Significant changes have been made in response to your suggestions and concerns.

The comprehensive document that follows represents an effort to compile every aspect of the planned process into one place for one more (very) brief round of review and electronic comment.

It contains:
- Timeline for ELD's Monitoring and Evaluation Process with EL Hubs
- Overview of ELD's Monitoring and Evaluation Goals, Process, and Use of Findings
- The ten indicators that guide this process
- List of information that will be gathered as part of this review
- Template letter for you to customize in distributing the partner survey
- Requirements and guidance in determining partners to survey
- Draft text of the partner survey
- Information on how this process will adjust for different EL Hubs Developmental Phases
- Narrative Questionnaire
- Information about the site visit, initial and final assessment processes
- Quality Improvement planning process that will conclude this effort

There are several steps to the process as laid out. We've sought to clarify each step so you know what is being asked of whom and when. Also, we have color-coded the process for your convenience:

    Blue = General information/instructions
    Green = Documents to be submitted prior to site visit
    Purple = Documents relevant during the site visit
    Orange = Documents relevant following the site visit

We also want acknowledge the limitations of this process. We heard in your feedback that focus grouping your partners - or a process like that - might be a richer way of capturing partner feedback. This approach is not feasible at this time but your concerns and suggestions have been noted for future consideration.

Lastly, you may note the absence of references or documentation re: your metrics in this document. This was to be incorporated through the incentive metrics special procurement RFA, which was cancelled last week. We will be sending a companion document to you in the next week that will abbreviate that special procurement RFA. You will be asked to fill that out as well as the evidence re: metrics.

Please let us know if any of these instructions are unclear to you. We will accept feedback through Monday, January 9th, at which time the formal monitoring process will begin and you will be sent this packet in its final version.

Best,

The ELD Hub Team

Early Learning Division
Instructions and Guidance for Monitoring Visit Process
Winter-Spring 2016-2017

Date	Item
January 4, 2017	Close to final package released for final comment
January 9, 2016	Deadline for final comments
January 11, 2017	Final details for monitoring and evaluation process released
January 18, 2017	Partner lists confirmed between EL Hub and ELD
January 18, 2017	Partner Survey and Partner Letter Released to EL Hubs for customization and distribution.
January 18 - 23, 2017	Partner Surveys distributed
February 8, 2017	All Partner Surveys received by ELD.
February 1, 2017 to February 15, 2017	Conference calls and/or electronic exchange used to determine and document the phases of hub development to be used for this review.
February 15, 2017	Deadline for EL Hub to submit written answers to the narrative questions
February 15, 2017	Deadline for document submission for review
Variable/Prior to visit	Document review completed for EL Hubs prior to site-visits
February 21 through April 28, 2017	Site visits conducted - Rubric used for Initial Assessment with dialogue on-site
Variable – up to four weeks following scheduled site visits	Deadline for submission of Continuous Quality Improvement Plans.
May 24, 2017	Deadline for submission of final site visit's Continuous Quality Improvement Plans.
June 22, 2017	Presentation of findings to ELC
June-July 2017	Debrief and review of this monitoring process and EL Hub input into overall ELD system evaluation.

What are the goals of ELD's monitoring and evaluation process with EL Hubs?

The ELD seeks to meet three distinct goals. First, there is an accountability review that must be completed to make sure each EL Hub is carrying out its essential functions - including the requirements of its role as a steward of state dollars allocated to regional communities.

A second goal is to determine the degree each EL Hub has met the process and productivity indicators that have been agreed upon by EL Hubs and the EL Program Team. The aim of these indicators is to determine if there has been effective implementation of program strategy and the legislation guiding this overall effort.

The third and final goal is that the monitoring process offers a constructive method of EL Hub self-assessment that supports Hub learning, growth, and self-guided continuous improvement.

Who and how will the information collected be used?

The information collected and the findings of the process are intended to be useable and helpful to the Hub itself and its partners.. The information gathered will be used by the Early Learning Division as a resource in guiding policy, and to ensure that investments in early learning hubs are effectively making progress toward the three main goals the early learning hubs were created to achieve.

The ELD will also use the information to facilitate alignment of operations and systems. The ELC will receive summaries and recommendations from the process, and any other information as requested.

Assessment and Ratings explained

A number of inputs and "pieces of evidence" are being gathered to support the monitoring and evaluation process, including partner surveys, EL Program team observations, a narrative questionnaire of EL Hub leaders, and a number of essential documents. All of these inputs are to inform an initial and final assessment of EL Hub effectiveness and development. A quantitative score and qualitative comments will be generated independently by ELD Reviewers and EL Hub Leaders and discussed during the scheduled site visit. The assessment is focused around each of the 10 indicators and utilizes the following rubric:

Score	Rating	Meaning
4	Practicing and Achieving	Demonstrates consistent actions, practices, and processes that show evidence of contributing to impact on children and community being served.
3	Developing	Shows evidence and information that suggests processes and productivity that will have long-term benefit to children and community being served.
2	Requires Attention	Evidence and information suggest there is not a shared understanding of early learning hub requirements, theories of change, priorities, and processes.
1	Requires Intervention	Evidence and information require additional action be taken.

Process Indicators

1. The EL Hub's <u>governance bodies[1] are inclusive of system and strategic partners</u> including and not limited to K-12, business, early learning[2], DHS, and health partners.

2. The EL Hub's <u>governance bodies are contributing members</u> whose input and feedback is included in the decisions, actions and strategic investments of the hub.

3. The EL Hub - with its partners - <u>identifies, analyzes, and utilizes regional data</u> to assess their priority populations and disparities for priority populations.

Productivity Indicators

4. The EL Hub <u>engages their communities, families, and partners</u> to assess the specific needs of their priority populations.

5. Partners have a <u>clear role in implementing</u> strategies and activities that are focused on these outcomes.

6. The EL Hub's investments are <u>clearly aligned to strategies and work plan activities</u> to produce positive outcomes for the priority populations, with data.

7. The EL Hub <u>uses qualitative and quantitative data analysis</u> along with feedback from community and family engagement as part of their continuous evaluation process for hub activities, including making adjustments and adaptations. This is reflected in their work plan, and quarterly reports, along with other continuous feedback processes.

8. The EL Hub <u>demonstrates movement from baseline to targets</u> within their metrics, and as outlined in their workplans.

9. <u>Work Plan demonstrates strategies and activities for affecting long term population level changes</u> for children furthest from opportunity.

Essential Functioning

10. The EL Hub demonstrates it <u>meets contractual obligations</u> as outlined in the contract with the ELD.

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[1] **Governance Bodies:** includes Hub Boards, Hub Steering Committees or Councils; Work Groups or Innovation Teams or Task Forces; Ad Hoc Committees, etc

[2] **Early Learning** partners can include relief nurseries, CCR & R, Head Start, child care providers, private preschool providers, 211, tribal entities, etc.

Information and Evidence Gathered
for Review

What information and evidence is wanted for review?

The EL Reviewers will collate all documents they already have to minimize duplication for each EL Hub. A shared digital folder will be created for each EL Hub for document sharing.

The reviewers will be utilizing hub strategic plans, workplans, quarterly reports, monthly draw reports, and submitted equity documentation as part of this review. You may be asked to submit any of these documents not currently on file.

You may also be asked to submit:

Document Name	What Reviewers Will Look For
Hub Governance	• Copies of approved minutes of the governing board meetings and all related governing bodies (parent council, operations committee, etc.), highlighting references to significant decisions (strategic, allocation) related to the work of the hub (chronologically arranged) • Governance by-laws or charter • Membership rosters
MOU's, DOCs, Interagency Agreements	• Copies of all Memoranda of Understanding, Declarations of Cooperation and interagency agreements.
Any RFPs (or other selection processes) for investment of ELD funds	• Copies of all RFPs (or other documents) hub used to solicit requests for hub dollars • Copies of actual subcontracts • Rubrics or scoring sheets showing criteria used to award hub dollars
Subcontracts	• Copies of subcontracts • Copies of invoices and receipts for a specific subcontract.
Hub Budget and/or other financial documentation	• Copies of hub budget including expenditures by funding stream. • Copy of last audited financials.

Note: You will be given a link to a DropBox folder. Please drop any documents requested in this process into that folder.

Dear [PARTNER]:

Our EL Hub is engaged in a comprehensive monitoring and evaluation process being conducted by the State of Oregon's Early Learning Division. A key aspect of this process is getting the input of our partners. Your feedback is essential to reviewing the strengths and areas of growth for [Name of EL Hub]. It will take 10-20 minutes to complete.

You will be offered the option to provide your contact information, or be anonymous, as you complete the survey. If you provide your contact information we will be able to utilize the information gathered for our continuous improvement, and we would welcome that. If you feel that you need anonymity to complete the survey, we encourage you to use that option as well.

Two staff from each of our partners have been selected to fill out this survey as it is our desire to get feedback from both decision-makers and field staff for a multi-layer view of our work in the community.

Along with the Early Learning Division, we will use the data gathered to determine how we can continue to build and improve partnerships that help us reach our collective goals. Please use the link provided below to access the survey. *We need to receive your survey by February 8, 2017* for inclusion in our monitoring process.

Survey Link:

If you have any questions about this survey or what is being asked of you, please do not hesitate to contact me at [YOUR CONTACT INFORMATION HERE] or Sue Parrish at the Early Learning Division at sue.parrish@state.or.us.

Thank you for your time,

[EL HUB LEADER]

Requirements and Guidance:

This guidance is being offered to support you in identifying and communicating with the EL Hub partners who will be completing the survey as part of your hub's monitoring process. Below please find a list of mandatory partners to survey, as well as some additional space for you to add partners whom you would like surveyed as well.

In your feedback, we really heard and understand the role you play in facilitating the relationships in your region, and the need for you to invite your hub partners to fill out the survey. The ELD appreciates both the role you play in your region, and your willingness to help engage your partners in the survey. By rigorously seeking feedback, the ELD is able to respond to any concerns raised about your hub or related work with assurance that communities are being actively engaged with hubs and the ELD to build a dynamic and strong system.

<u>Directions for selecting partners:</u>

1. When listing your mandatory partners, you must include ALL of the organizations/entities within that type of partner. For example, you need to include <u>all</u> the school districts, DHS offices, CCOs.... in your region – regardless of whether you actively collaborate with them or not.
2. You will notice when filling out this form, you're asked to identify what kind of collaboration you practice with each partner (if there are numerous programs and it's different by program, please feel free to identify by program). This will be useful as you receive their responses to this same question. The types of collaboration are described below the partner list – please choose one or more of these in your response.
3. Please ***<u>submit your list of partners to your facilitator by January 13th.</u>***
4. You need to sign the List of Partners being Surveyed Form before submitting to your facilitator. An electronic signature is fine – please indicate in your email that you are signing electronically if you don't have a signature that automatically pastes in the signature line.
5. ***<u>When sending your survey invitations to your partners, please cc Denise, Sue and your facilitator</u>*** so we are a part of the communication. Note that we won't contribute to email conversations so that you continue to be the holder and manager of communications with your hub partners.

1. **List of required partners (for survey purposes):**

Partner	Name of Organization and two contacts – one a decision-maker and one field staff – who will be invited to complete survey	**Please identify the type of collaboration you have with this partner (ex – Cooperate)	Date survey sent
*Governance Council	(Pls include everyone on Governance Council)		
*Sub-contractors (please list below or share same info on separate sheet)			
Relief Nursery -			
Head Start -			
HFO -			
Other Home Visiting Programs -			
CCR & R -			
DHS –			
**K-12 (School Districts; see note) -			
ESD(s) -			
EI/ECSE (if they're in an entity already included this list, please still treat them as a separate partner for this purpose)			
*CCOs and other health partners			
Public Health (one per county)			
Any of nine sovereign tribes in Oregon			
Business partner -			

*For your Governance Council, school districts, sub-contractors (or any other type of partner with multiple organizations/entities), feel free to use this table and add rows, or submit a separate list of members/sub-contractors, including names of people being surveyed, type of collaboration you engage in, and date survey sent.

** See chart on next page for kinds of collaboration – identify one or more types of collaborative activity you engage in for each partner organization/entity listed

2. List of additional partners you'd like to survey (ex – Community Action Agency, Regional Achievement Collaborative, early learning providers, etc):

Partner	Name of Organization and two contacts – one a decision-maker and one field staff – who will be invited to complete survey	**Please identify the type of collaboration you have with this partner (ex – Cooperate)	Date survey sent
Parent Council? (try to schedule interview during site visit)			
Advisory Groups?			
Other partners, such as county or municipal partners?			
Any KPI Partners?			

Kinds of Collaboration:

Please use this chart to identify the kind(s) of collaborative activity you engage in with each partner.

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systemic connection between efforts	Inter-organizational sharing and networking happens	As needed, often, informal, on discrete projects and activities	Systemically adjusting and aligning work with each other for greater outcomes	Longer term interactions happening based on shared mission, goals, shared decision-making, and resources	Fully integrated programs, planning, and funding

I certify that this list of partners is complete, and includes the following partners, regardless of whether you actively partner with them or not:
- Every school district in your region
- Every relief nursery, Head Start, Healthy Families in your region
- Every DHS office in your region
- Every CCO in your region
- Every ESD in your region
- A partner from each required sector

_____   _____

Signature, Hub Leader   Date

	EL Hub Partner Survey
	Note: This is the text of the survey FYI – <u>you will be sent an electronic link to send to partners</u>.

Survey Questions

Background

1.1 What EL Hub are you completing this partner survey for? (only one EL Hub per survey) – *[item will be in alphabetical order via a drop down menu]*
- Early Learning Multnomah
- Clackamas Early Learning Hub
- Early Learning Washington County-ELWC
- Four Rivers Early Learning Hub
- Northwest Early Learning Council
- Lane Early Learning Hub
- South Central Oregon Early Learning Hub
- Early Learning Hub, Inc.
- Yamhill Early Learning Hub
- Linn Benton Lincoln Early Learning Hub
- Central Oregon Early Learning Hub
- Southern Oregon Early Learning Services
- Eastern Oregon Hub
- Blue Mountain Early Learning Hub
- Frontier Oregon Services Hub
- South Coast Regional Early Learning

1.2 Please check all the roles that apply, ranking them in order of importance related to your participation in the hub. [*item will force a choice] If more than one, please rank --*

EL Hub Partner
- Relief Nursery
- Head Start
- HFO
- Other Home Visiting Program
- CCR &R
- DHS
- K-12 School District
- Education Service District
- EI/ECSE
- CCOs and other health partners
- Public Health (one per county)
- One of nine sovereign tribes in Oregon
- Business partner

- Parent or Guardian
- Member of EL Hub Governance Council
- Member of ELH Advisory Committee (please identify)

Comments: Please share any other roles you play in the hub in addition to the one you chose above.

1.3 What sectors (please mark all that apply) best describes the perspective of your organization?
- K-12
- Health
- Business &/or Industry
- Social or Human Services
- Early Learning

1.4 Name of organization(s) you represent [This will be redacted by ELD]
- Text entry

1.5 What job title or category best describes your work within your organization? [This will be redacted by ELD]

Select from:
- Direct Service/Field Staff
- Organizational Decision Maker
- Outreach and/or Community Engagement
- Other: Text entry

1.6 Do you receive funding from the EL hub?
- Yes/no
- Other
- Conditional item: If no, is your organization/entity hoping for some financial gain from the hub in the future?
  - Yes/No

1.7 Optional Sharing of Contact Information: This is an anonymous and confidential survey. However, if you'd like to leave your name so that the ELD or your EL Hub may follow up with you, please enter it here.

- Full Names: Text entry for maximum input - equity
- Best email:

Overall and Three Goals

2.1 In a few sentences, please describe the nature of your organization's partnership with your EL Hub.
- Text entry - limit to 100 words

2.2 What do you most want the Hub you partner with to know about your experience collaborating with them?

- Open Text Item - limit to 250 words

(OPTIONAL)

2.3 Please rate the degree to which this Hub is currently progressing toward the goal of children in your region arriving at kindergarten ready to succeed.
- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- I don't know what this means (6)
- Comments and Evidence: Text entry

2.4 Please rate the degree to which the work of the EL Hub is contributing to families in your region being healthy, stable, and attached.
- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- I don't know what this means (6)
- Comments and Evidence: Text entry

2.5 Please rate the degree to which the work of the EL Hub is contributing to your region's Early Learning System being coordinated, aligned, and family-centered.
- No progress (1)
- Early indicators of progress exist (2)
- Satisfactory progress (3)
- Indicators suggest significant progress (4)
- Unsure (5)
- I don't know what this means (6)
- Comments and Evidence: Text entry

Hub Process and Productivity

3.1 Please rate the following statements (4 item scaled matrix from Strongly Disagree to Strongly Agree, with N/A, Unsure option):

- The mission of our EL hub is clear to me.
- The EL Hub's decision-making process, and my role in it, are clear to me.
- I have influence over the decision-making within the EL Hub.
- I have influence over the direction of the EL Hub.
- K-12, human services, health care, and early learning partners all participate in the governance of my EL hub.
- I am able to make productive contributions to the EL Hub.
- The partners involved in the EL hub mutually support each other toward common outcomes.
- As community barriers arise, I take them to our EL hub as a community resource for systems alignment and problem-solving.
- As community opportunities arise, I take them to our EL hub as a resource for nurturing collaborative community efforts.
- I invest resources (in-kind or financial) in shared activities or goals with my EL hub.
- Comment Box_ Please describe
- The EL hub's success in implementing its strategies will improve the success of my work.
- The way the EL Hub is organized provides appropriate opportunities for sharing amongst partners.
- Parents and families' voices are heard and affect my EL hub's strategies and decision-making.
- My EL hub utilizes the data available to them to develop strategies and guide their decisions.
- My EL hub invests in priority populations (the children you're identified as furthest from opportunities in your region).
- My EL hub is raising awareness about racial equity in our region.
- My EL hub raises awareness about early childhood and early learning in our region.
- Our EL hub's leadership clearly articulates its purpose and a focus on outcomes.
- Our EL hub's leadership fosters regional collaboration.

3.2 Please mark within the grid the description you think best states the kind of partnership and collaboration you think you have with (or because of) your EL Hub?

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systemic connection between efforts	Inter-organizational sharing and networking happens	As needed, often, informal, on discrete projects and activities	Systemically adjusting and aligning work with each other for greater outcomes	Longer term interactions happening based on shared mission, goals, shared decision-making, and resources	Fully integrated programs, planning, and funding

Open Ended Questions (150 word limit for each item)

1. Please describe your sense of the EL Hub's community engagement process and how it has begun to address disparities in your region?

2. Does the EL Hub have all relevant early learning and system partners at the table? Who is missing? If there are partners missing- what needs to happen to engage them?

3. What changes, lessons, or reactions have happened as a result of this EL Hub's efforts?

4. What supports does the hub need from internal staff, partners or the ELD, or community partners that will help move the hub to the next phase in its development?

In the first two weeks of February - and before a site-visit is conducted - both EL Hub Leaders and ELD Hub Reviewers will complete this process and discuss their understandings. **The purpose of this process is to appreciate and establish a developmental view of each EL Hub to be considered through the monitoring and evaluation process.** Perfect agreement is not needed (a range is allowed) but any disagreement or dissonance should be noted and considered again at and following the site-visit.

Protocol to Follow prior to the pre-visit conference call:

1. **Review** the chart[3] below.
2. **Circle** the phase the EL Hubs efforts seem to most consistently fall within for each component on the far left column. EL Hubs are encouraged to self-determine who makes this assessment.

On the call:

3. **Discuss briefly** (10 minutes) what evidence and ranges exist in the hub's work that help illuminate their overall hub development. Hopefully, this is a helpful preview for the hub as to the kind of conversations that will follow.
4. **Seek agreement** on a general developmental phase (or range) from which the monitoring visit will move forward from. At the end of the monitoring visit, a final agreement will be sought to name as accurately as possible what phase, for reporting purposes, best describes the hub. If any significant disagreement or dissonance exists at the end of the discussion, we will agree to come back to it at the end of the site visit – after we've reviewed and discussed all the pieces of evidence together.

    Note that phase development is not ranking - but simply getting a clear and supportive baseline in understanding.

Charting EL Hub Development

Components	Phase 1	Phase 2	Phase 3	Phase 4
Collaborative Development	Formation: Focus is on getting participants together, agreeing on a common goal, building relationship, trust, and norms.	Stabilization: Participants working to gain legitimacy for their efforts and nurturing skills to sustain collaboration.	Routinization: Cooperation is the norm and participants developing rules and guidelines for continued cooperation.	Extension: The collaborative effort is seen and is a viable operation.
Governance and Infrastructure	Convene community stakeholders.	Identify champions & form cross-sector group.	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Capacity	Hold dialogue about issues, community context, and available resources	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support strategic implementation
Community involvement	Facilitate community outreach specific to goal	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and improvement	Determine if there is consensus/ urgency to move forward	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators and approach)	Collect, track, and report progress. Learn from and use findings to improve.
Capacity for Joint Action	Understanding collaboration dynamics and capacity needed to act	Beginning to actively develop trust, resources, and shared leadership	Actively advancing resource, leadership, and knowledge development	Possess resources, knowledge, leadership, trust, and commitment

Note: [1] The chart was developed by integrating the stages of collective impact with frameworks from Kirk Emerson (2016) and Mandell and Keast (2008).

Narrative Questionnaire

The following questions are provided in advance to each EL Hub. Written responses are due to the ELD by February 15, 2017. The information gathered should be treated as an input into the assessment process alongside additional documents, partner surveys, etc. The responses themselves are not scored or evaluated directly.

Directions: Please cite specific examples as often as possible. Limit total narrative responses to five pages single-spaced using 1 inch-margins and 12 point standard font.

1. Since becoming a hub how have you become clearer on who your target populations are? Have specific disparities have you uncovered? Describe what process you went through, who was involved and what their roles were.

2. Please describe your community engagement process and how it begins to address disparities and your target populations.

3. How are you engaging families in your region? How has this influenced your work?

4. Do you have all relevant early learning and system partners at the table? Who is missing? If there are partners missing, why has that happened and what is your plan to engage them?

5. What are your most exciting and innovating strategies and activities you've invested in? What changes have you seen due to this work?

6. How do you track and measure performance and impact? How do you utilize the data you gather? Who is at the table and what decisions, strategies or activities you have made in relation to the data?

7. Big or small - are there actions you've taken that might be important to name here as a contribution to building an effective early learning system that might be easily noticed or attributed to your EL Hub? How do you identify changes you are seeing in your partners' actions, attitudes, policies, or behavior?

8. How is the equity lens been incorporated in your work, including strategies and activities you have developed?

9. What supports does the EL hub need from internal staff, partners or the ELD, that will help move the hub to the next phases in its development?

10. How does your decision making process work for determining strategies, activities and funding allocations? How do your partners and governance body participate in these decisions?

11. Which metrics have you been most successful in moving forward and what led to this success? Which metrics have you been most challenged by, and why? How have you worked to move it forward in the midst of those challenges?

Initial Assessment and Site Visit Protocol

Protocol to Follow:

1. **Introductions and overview of the goals of the monitoring and evaluation process, including review of this protocol.**

2. **Discuss qualitative evidence, such as narrative questions, partner survey, etc.:** Reviewers and hub leaders will review all material (or evidence) prior to site visit, using the time at the visit to discuss the various pieces of evidence gathered This discussion, and the pieces of evidence, will inform the ratings to follow on the Rubric.

3. **Complete the Document Review and any related Q&A:** Using the document list provided above, reviewers will ask questions and engage with the artifacts gathered. Again, the documents themselves will not be scored but used to inform the ratings to follow on the Rubric.

4. **Move through the Rubric:** Hub Leaders and Reviewers work through the assessment one indicator at a time each identifying the rating they currently assess the Hub to be at for the given indicator.

5. **Share Rubric Scores and Document Key Comments:** Moving one indicator at a time, Hub Leaders and Reviewers share their independent ratings. Key comments are documented in the space provided.

6. **Discuss the timeline and process for completing the Final Assessment and Overall Summary of Findings.**

EL Hub Assessment Rubric

Process Indicators	EL Hub Rating	Reviewers Rating
1. Hub <u>governance bodies are inclusive of system and strategic partners</u> including and not limited to K-12, business, early learning, DHS, and health partners.	**1 2 3 4**	**1 2 3 4**
Hub Evidence and Comments:		
ELD Evidence and Comments:		
2. Hub <u>governance bodies are contributing members</u> whose input and feedback is included in the decisions, actions and strategic investments of the hub.	**1 2 3 4**	**1 2 3 4**
Hub Evidence and Comments:		
ELD Evidence and Comments:		
3. Hub - with its partners - <u>identifies, analyzes, and utilizes regional data</u> to assess their priority populations and disparities for priority populations.	**1 2 3 4**	**1 2 3 4**
Hub Evidence and Comments:		
ELD Evidence and Comments:		
Process Indicators Summary:		

Total Process Score	**/12**	**/12**

Productivity Indicators	EL Hub Rating	Reviewers Rating
4. Hub <u>engages their communities, families, and partners</u> to assess the specific needs of their priority populations.	1 2 3 4	1 2 3 4
Hub Evidence and Comments:		
ELD Evidence and Comments:		
5. Partners have a <u>clear role in implementing</u> strategies and activities that are focused on these outcomes.	1 2 3 4	1 2 3 4
Hub Evidence and Comments:		
ELD Evidence and Comments:		
6. The EL Hub's investments <u>are clearly aligned to strategies and work plan activities</u> to produce positive outcomes for the priority populations, with data.	1 2 3 4	1 2 3 4
Hub Evidence and Comments:		
ELD Evidence and Comments:		
7. The EL Hub <u>uses qualitative and quantitative data analysis</u> along with feedback from community and family engagement as part of their continuous evaluation process for hub activities, including making adjustments and adaptations. This is reflected in their work plan and quarterly reports, along with	1 2 3 4	1 2 3 4

other continuous feedback processes.		
Hub Evidence and Comments:		
ELD Evidence and Comments:		
8. The EL Hub <u>demonstrates movement from baseline to targets</u> within their metrics, and as outlined in their work plans.	**1 2 3 4**	**1 2 3 4**
Hub Evidence and Comments:		
ELD Evidence and Comments:		
9. <u>Work Plan demonstrates strategies and activities for affecting long term population level changes</u> for children furthest from opportunity.	**1 2 3 4**	**1 2 3 4**
Hub Evidence and Comments:		
ELD Evidence and Comments:		
Productivity Indicators Summary:		
Total Productivity Score	**/24**	**/24**

Essential Functioning Indicators	EL Hub Rating	Reviewers Rating
10. Hub demonstrates it meets contractual obligations as outlined in the contract with the ELD.	**1 2 3 4**	**1 2 3 4**
Hub Evidence and Comments:		
ELD Evidence and Comments:		
Essential Functioning Indicators Summary:		
Total Essential Functioning Score	**/4**	**/4**

Overall Summary	EL Hub Total Rating	Reviewers Total Rating
Process Indicators	**/12**	**/12**
Productivity Indicators	**/24**	**/24**
Essential Functioning Indicators	**/4**	**/4**
Total Indicators Score	**/40**	**/40**
Final Hub Comments at time of site-visit:		
Final ELD Comments at time of site-visit:		

	Final Assessment and Continuous Quality Improvement Plan

Protocol for completion - ELD:

1. Following the site-visit, ELD Reviewers will provide the following site visit summary within two weeks of your visit. Please let them know if you need the summary earlier than this to effectively work with your Governance Council to have your Improvement Plan submitted on time.
2. EL Hubs will have four weeks from the completion of the visit to complete the summary on the following pages.
3. The ELD Reviewers will be available for follow up questions or discussion, as needed, to discuss this summary of findings and its incorporation into the Hub's Continuous Quality Improvement Plan.

ELD Overall Summary of Findings:

1. Overview of Visit (based on evidence)

2. Strengths (based on evidence)

3. Opportunities for Growth (based on evidence)

Continuous Quality Improvement Plan

Protocol for Completion – EL Hub:

1. EL Hubs will complete the following plan to finalize the monitoring process. A summary of this plan and the summary provided by the ELD (above) will be shared with the ELC, along with any other documentation requested by the ELC.
2. Focus areas for Continuous Improvement: Based on the results of the visit, please identify at least three of the 10 hub indicators on which your hub needs to focus next to actualize its effectiveness in achieving the three goals of Early Learning Hubs.
3. **In the chart below**, please identify the next steps to be taken in each focus area (will be included in next year's work plan).
4. Continuous Quality Improvement Plan, in total, must not exceed three pages, single spaced, using 1" margins and 12 point standard font.
5. ELD staff participating in site visit will provide a final summary within two weeks of the visit to lead hub staff for use in developing this document.

Note: If any indicators were determined by Reviewers as "Requiring Intervention" that may be prescriptive in dictating specific actions. In general, this process is meant to support a process of getting findings from the monitoring visit used in support of Hub growth and development.

1. 3-5 Focus areas for Continuous Quality Improvement: Please choose from 10 indicators of Hub Success (*Note* – ELD may request certain focus areas as needed)

2. Please outline specific next steps the EL Hub will take to move forward in focus areas identified above. Feel free to use as many lines– or add lines – as needed.

Identified Next Actions (what?)	Responsible Person/Party (who?)	Timing (by when?)

(Insert as many rows as you need....)		

3. Reflections (Please include any particular learnings you are taking away from this process, or reflections about the process itself.

4. TA or Supports that would support your next steps in quality improvement.

5. Please describe **how your backbone organization and Governance Council were involved** in the development of this plan, and who was involved in writing it.

_____   _____
Signature of Hub   Date

_____   _____
Signature of Backbone Organization   Date