



# Early Learning Council Special Meeting

Tuesday, August 4, 2015

10:00-11:30am

Webinar/Conference Line

*The Early Learning Council will not be accepting additional testimony during this meeting. Please send any Electronic Testimony in **advance** to [Karen.L.Byerley@ode.state.or.us](mailto:Karen.L.Byerley@ode.state.or.us).*

PAM CURTIS  
*Early Learning Council  
Chair*

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VIKKI BISHOP

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ERINN KELLEY-SIEL

BOBBIE WEBER

KIM WILLIAMS

MARLENE YESQUEN

SALAM NOOR

MEGAN IRWIN  
*Early Learning  
System Director*

## AGENDA

- I. Board Welcome and Roll Call  
Chair Pam Curtis
- II. Funding Formula for Hubs – *Action Item*  
David Mandell, Director of Early Learning Policy & Research  
Megan Irwin, Early Learning System Director
- III. Kindergarten Partnership & Innovation Fund – *Action Item*  
David Mandell, Director of Early Learning Policy & Research  
Megan Irwin, Early Learning System Director
- IV. Rules Principles – *Action Item*  
Bobbie Weber, ELC Member
- V. Mixed-Delivery Preschool Subcommittee - *Discussion*  
David Mandell, Director of Early Learning Policy & Research
- VI. Adjournment

*All meetings of the Early Learning Council are open to the public and will conform to Oregon public meetings laws. The upcoming meeting schedule and materials from past meetings are posted [online](#). A request for an interpreter for the hearing impaired or for accommodations for people with disabilities should be made to **Karen Byerley at 503-947-5929 or by email at [Karen.L.Byerley@ode.state.or.us](mailto:Karen.L.Byerley@ode.state.or.us)**. Requests for accommodation should be made at least 48 hours in advance.*

## **Board Action Summary**

### **AGENDA ITEM: Legislative Session Debrief – Funding Formula for Hubs**

#### **Summary of Recommended Board Action**

**ACTION:** Determine funding formula for distributing legislatively allocated resources to the Hubs.

**ISSUE:** There needs to be a transparent and fair process that aligns with the goals of the Early Learning Council for distributing resources between the Early Learning Hubs. This process needs to both take into account the number of children from focus populations served by Hubs, as well the particular challenges faced by more rural and sparsely populated communities.

**BACKGROUND:** The Oregon Legislature allocated \$15 million in resources for the Early Learning Hubs for the 2015-17. Additional resources, including Great Start and Family Support dollars, will also flow through the Hubs. The Early Learning Division has identified caseload data from the Oregon Health Authority and the Department of Human Services as the currently the most objective and readily data for determining the number of children from focus populations served by individual Hubs. The Early Learning Division has also received feedback from Hub leadership on the need to take into account the relative size of this population, the specific challenges low-populations rural and frontier communities, and the need for a base level of needed for basic operations. Based on this feedback, the Early Learning Division staff have developed four different funding formulas for the Early Learning Council to consider that address these concerns.

#### **ACTION PRECEDING RECOMMENDED BOARD ADOPTION:**

#### **BOARD MEMBER PRESENTING REPORT FOR ADOPTION:**

Megan Irwin, Acting Early Learning System Director

#### **CONTACT:**

David Mandell, Director of Policy and Research, ELD  
Denise Swanson, Hub Manager



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**To:** The Early Learning Council

**From:** Megan Irwin, Early Learning System Director

**Re:** Early Learning Hub Funding Formula Options

**Date:** July 9, 2015

The Early Learning System has reached a pivotal moment in the reforms first initiated beginning in 2011 under the leadership of the Early Learning Council: the state has now fully established a full set of 16 Early Learning Hubs, covering the entire state; the Legislature has removed the “demonstration project” language from statute, making Hubs a fundamental part of Oregon’s early learning landscape; and the Legislature has entrusted the Hubs with a significant investment of public dollars. This investment is a great opportunity – and tremendous responsibility – to deepen the work and to make sure that, as a system, we make progress against all three of our goals: a coordinated, aligned and family centered early learning system; children who are prepared for school; families that are healthy, stable and attached.

In the 2015 legislative session, Early Learning Hubs received a total funding appropriation of \$27,635,220 including funding from the former commission system (“Great Start” and “Family Support”), new and existing general funds and Kindergarten Partnership and Innovation Funds (KPI). (Please note that under current policy, KPI funds are available to both Hubs and non-Hubs alike and the Council will need to consider and decide whether to make changes to that approach.)

At this level of funding the Early Learning Hubs have the opportunity to truly make a meaningful impact in their communities in the coming biennium and the approach to allocating funds must be undertaken thoughtfully. This funding level also enables Hubs to target resources and strategies for each of the three goal areas – which is an important part of the Council’s work to manage to results.

The Early Learning Division and a group of Early Learning Hub executive directors have discussed the pros and cons of three options for your consideration today, starting with a set of principles to guide allocation work.

**Allocation principles:**

The Early Learning Council should consider the following principles as a guide for selecting an allocation methodology:

- Allocation methodology should reinforce a focus on reducing disparities and improving outcomes for children of color and children living in poverty.

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Kate Brown, Governor



- Allocation methodology should balance the basic infrastructure needs/stressors often faced in rural communities and the caseload pressures/stressors faced in more populated communities.
- Allocation methodology should be clearly connected to the metrics Hubs are responsible for making progress on in their contracts. (Coordination/efficiency of services, preparing children for school, supporting healthy, stable and attached families.)
- Allocation methodology should be transparent and based upon objective, publicly available data sources.
- Allocation methodology should include an incentive structure to reward Hubs that make progress on specific incentive metrics.

#### **Additional considerations:**

- In the original request for proposals, Hubs were allowed to self-identify a number of children covered. As we move forward and the work becomes more visible, we need a stable population data set that we are working with, that we can defend to policy makers that we use to set budgets. We propose defining the population we will pay hubs for as the DHS/OHA<sup>1</sup> caseload of children under 6. We acknowledge some Hubs have a broader focus than this, or have identified other populations as “at risk” in their communities, but we have to have a data source we can defend and that is consistent across Hubs. Because the caseload can fluctuate, the Council may want to consider basing this number on a rolling 10-year average rather than an annual count.
- We still have a statutory 15% cap on administrative costs.

**Types of funding:** All categories of funding are tied directly to the Early Learning Hub Metrics adopted by the Early Learning Council.

- **Coordination Funds:** These funds should go toward infrastructure and the Hubs’ ability to meet the short term indicators listed under Goal 1 (Coordinated, aligned and family centered systems) articulated in the metrics document adopted by the Council.
- **School Readiness Funds:** These funds should be used to support the Hub in making progress on the short term indicators listed under Goal 2 (Children are supported to enter school ready to succeed) articulated in the metrics document adopted by the Council.
- **Healthy Stable and Attached Families Funds:** These funds should be used to support the Hub in making progress on the short term indicators listed under Goal 3 (children are raised in healthy, stable and attached families) articulated in the metrics document adopted by the Council.

#### **Incentive Structure:**

The Council has explicitly called for an incentive payment structure for Hubs to keep the focus of the work on achieving outcomes. New metrics were adopted by the Council in January, and will be fully operationalized in Hub contracts and strategic plans this year. Staff would propose a 10% hold

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<sup>1</sup> This caseload is an unduplicated count of OHP, SNAP, TANF, WIC and child welfare clients between 0 and 6 years of age. The total count is 193,041 as of June 2015.



back in the allocation for incentive payments and would request that a small group of ELC members and Hub Executive Directors, develop an incentive structure for adoption by November, 2015.

In order to establish the incentive structure, the Council will need to decide:

- Which metrics are best positioned to serve as incentive metrics?
- What performance ranges will the Council establish for incentive metrics?
- What payment structure and schedule does the Council want to establish for these metrics?

Once finalized, the incentive structure can be built into any of the allocation options below, with Hubs earning more for making progress on the incentive measures.

**Allocation options:**

**Option 1:** Provides \$100,000 to each Hub (\$50,000 per year of the biennium), creating a “floor” number of children for rural communities with small populations and carries that floor across each type of funding available.

- **Coordination funds**
  - Each Hub gets \$100,000 in base funds (\$50,000 per year of the biennium.)
  - Each Hub gets paid a per child allocation of \$34.93 per child for the biennium. This is based on the % of at risk children in their service area OR 6,000 children.
- **School Readiness Funds**
  - Each Hub is allocated funds based on % of at risk children in the coverage area, or 6,000 children.
- **Healthy, Stable and Attached Families Funds**
  - Each Hub is allocated funds based on % of at risk children in the coverage area, or 6,000 children.

**Option 2:** This option provides \$100,000 to each Hub (\$50,000 per year of the biennium), allocates coordination funds with a “floor” of 6,000 children, but allocates school readiness and family support funds based on the actual % of the DHS/OHA caseload in the coverage area.

- **Coordination Funds**
  - Each Hub gets \$100,000 in base funds (\$50,000 per year of the biennium.)
  - Each Hub gets paid a per child allocation of \$34.93 per child for the biennium. This is based on the % of at risk children in their service area OR 6,000 children.
- **School Readiness Funds**
  - Each Hub is allocated funds based on % of at risk children in the coverage area.
- **Healthy, Stable and Attached Families Funds**
  - Each Hub is allocated funds based on % of at risk children in the coverage area.

**Option 3:** This option provides \$200,000 to each Hub (\$100,000 a year) to provide for infrastructure needs, but allocates all other funds based on the actual % of children in the DHS/OHA caseload.

- **Coordination Funds**
  - Each Hub gets \$200,000 in base funds (\$100,000 per year of the biennium.)



- Each Hub gets paid a per child allocation of \$30 per child for the biennium based on the % of at risk children in their coverage area.
- **School Readiness Funds**
  - Each Hub is allocated funds based on % of at risk children in the coverage area.
- **Healthy, Stable and Attached Families Funds**
  - Each Hub is allocated funds based on % of at risk children in the coverage area.

**Option 4:** This option would take the funds – using whatever approach the Council prefers from the three above – and contract to Hubs without splitting the funds up into specific categories. This option would give Hubs maximum flexibility in spending – along with maximum accountability to showing progress on outcome indicators - but could be perceived as not providing enough transparency for how funds are spent.



## Oregon Department of Education

## Early Learning Division

## Estimated Funding Amounts Per Hub

## General Fund Hub Coordination Dollars; 100K Base Plus Percentage of At Risk Population (minimum 6,000 Children)

## Great Start/Family Support: 15-17 Funds: % of At Risk (minimum 6,000 children)

				2015-2017 Allocation Contract Period November 1, 2015 - June 30, 2017				
Hub	Age 0 to 6 At Risk Population	Age 0 to 6 At Risk Children Min 6,000	Four Month Extension Total	Hub Coordination Base Amount	Hub Coordination	School Readiness (Great Start & New GF)	Family Stability (Title IV-B2 & New GF)	Total Awarded
Early Learning Hub, Inc.	24,732	24,732	\$ 243,984	\$ 83,333.31	\$ 863,793.20	\$ 510,271.18	\$ 486,301.35	\$ 2,187,683.21
Early Learning Multnomah	34,491	34,491	\$ 351,454	\$ 83,333.31	\$ 1,204,637.36	\$ 711,619.09	\$ 678,191.01	\$ 3,029,234.44
Lane Early Learning Hub	15,425	15,425	\$ 115,854	\$ 83,333.31	\$ 538,735.65	\$ 318,248.95	\$ 303,299.30	\$ 1,359,471.21
South-Central Oregon Early Learning Hub	9,721	9,721	\$ 121,666	\$ 83,333.31	\$ 339,516.97	\$ 200,563.89	\$ 191,142.47	\$ 936,222.80
Yamhill Early Learning Hub	4,674	6,000	\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 123,792.13	\$ 117,977.04	\$ 610,132.64
Frontier Oregon Services Early Learning Hub	622	6,000	\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 123,792.13	\$ 117,977.04	\$ 610,132.64
Blue Mountain Early Learning Hub	7,556	7,556	\$ 75,473	\$ 83,333.31	\$ 263,901.89	\$ 155,895.56	\$ 148,572.42	\$ 727,176.51
Central Oregon Early Learning Hub	10,203	10,203	\$ 117,060	\$ 83,333.31	\$ 356,351.37	\$ 210,508.52	\$ 200,619.95	\$ 967,872.83
Southern Oregon Early Learning Services Hub	16,009	16,009	\$ 174,024	\$ 83,333.31	\$ 559,132.51	\$ 330,298.05	\$ 314,782.40	\$ 1,461,570.11
Eastern Oregon Hub	3,639	6,000	\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 123,792.13	\$ 117,977.04	\$ 610,132.64
Early Learning Washington County Hub	21,623	21,623	\$ 310,505	\$ 83,333.31	\$ 755,207.84	\$ 446,126.22	\$ 425,169.58	\$ 2,020,341.46
Northwest Regional Early Learning Hub	5,365	6,000	\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 123,792.13	\$ 117,977.04	\$ 610,132.64
Linn Benton Lincoln Early Learning Hub	11,429	11,429	\$ 130,321	\$ 83,333.31	\$ 399,170.81	\$ 235,803.38	\$ 224,726.60	\$ 1,073,354.60
Clackamas Early Learning Hub	13,234	13,234	\$ 212,689	\$ 83,333.31	\$ 462,212.49	\$ 273,044.18	\$ 260,218.02	\$ 1,291,497.17
South Coast Regional Early Learning Hub	4,071	6,000	\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 123,792.13	\$ 117,977.04	\$ 610,132.64
Four Rivers Early Learning Hub	2,983	6,000	\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 123,792.13	\$ 117,977.04	\$ 610,132.64
	185,777	200,423	2,305,869	\$ 1,333,333.00	\$ 7,000,001.00	\$ 4,135,131.83	\$ 3,940,885.33	\$ 18,715,220.17

## Oregon Department of Education

## Early Learning Division

## Estimated Funding Amounts Per Hub

## General Fund Hub Coordination Dollars; 100K Base Plus Percentage of At Risk Population (minimum 6,000 Children)

## Great Start/Family Support: 15-17 Funds: % of At Risk (no minimum)

2015-17 Allocation Option 2 Per July 9, 2015 Memo to Early Learning Council

November 1, 2015 - June 30, 2017 Allocation

2015-2017 Allocation Contract Period November 1, 2015 - June 30, 2017

Hub	Age 0 to 6 At Risk Population	Age 0 to 6 At Risk Children 6,000	Min	Four Month Extension Total	Hub Coordination Base Amount	Hub Coordination	School Readiness (Great Start & New GF)	Family Stability (Title IV- B2 & New GF)	Total Awarded
Early Learning Hub, Inc.	24,732	24,732		\$ 243,984	\$ 83,333.31	\$ 863,793.20	\$ 550,499.15	\$ 524,639.63	\$ 2,266,249.46
Early Learning Multnomah	34,491	34,491		\$ 351,454	\$ 83,333.31	\$ 1,204,637.36	\$ 767,720.61	\$ 731,657.18	\$ 3,138,802.14
Lane Early Learning Hub	15,425	15,425		\$ 115,854	\$ 83,333.31	\$ 538,735.65	\$ 343,338.56	\$ 327,210.35	\$ 1,408,471.87
South-Central Oregon Early Learning Hub	9,721	9,721		\$ 121,666	\$ 83,333.31	\$ 339,516.97	\$ 216,375.64	\$ 206,211.46	\$ 967,103.55
Yamhill Early Learning Hub	4,674	6,000		\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 104,036.59	\$ 99,149.51	\$ 571,549.56
Frontier Oregon Services Early Learning Hub	622	6,000		\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 13,844.84	\$ 13,194.48	\$ 395,402.78
Blue Mountain Early Learning Hub	7,556	7,556		\$ 75,473	\$ 83,333.31	\$ 263,901.89	\$ 168,185.81	\$ 160,285.34	\$ 751,179.69
Central Oregon Early Learning Hub	10,203	10,203		\$ 117,060	\$ 83,333.31	\$ 356,351.37	\$ 227,104.27	\$ 216,436.12	\$ 1,000,284.74
Southern Oregon Early Learning Services Hub	16,009	16,009		\$ 174,024	\$ 83,333.31	\$ 559,132.51	\$ 356,337.57	\$ 339,598.73	\$ 1,512,425.97
Eastern Oregon Hub	3,639	6,000		\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 80,998.97	\$ 77,194.06	\$ 526,556.49
Early Learning Washington County Hub	21,623	21,623		\$ 310,505	\$ 83,333.31	\$ 755,207.84	\$ 481,297.23	\$ 458,688.45	\$ 2,089,031.33
Northwest Regional Early Learning Hub	5,365	6,000		\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 119,417.27	\$ 113,807.68	\$ 601,588.42
Linn Benton Lincoln Early Learning Hub	11,429	11,429		\$ 130,321	\$ 83,333.31	\$ 399,170.81	\$ 254,393.29	\$ 242,443.24	\$ 1,109,661.15
Clackamas Early Learning Hub	13,234	13,234		\$ 212,689	\$ 83,333.31	\$ 462,212.49	\$ 294,570.02	\$ 280,732.69	\$ 1,333,537.67
South Coast Regional Early Learning Hub	4,071	6,000		\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 90,614.67	\$ 86,358.08	\$ 545,336.21
Four Rivers Early Learning Hub	2,983	6,000		\$ 75,473	\$ 83,333.31	\$ 209,556.82	\$ 66,397.34	\$ 63,278.34	\$ 498,039.15
	185,777	200,423		2,305,869	\$ 1,333,333.00	\$ 7,000,001.00	\$ 4,135,131.83	\$ 3,940,885.33	\$ 18,715,220.17



## Oregon Department of Education

## Early Learning Division

## Estimated Funding Amounts Per Hub

## General Fund Hub Coordination Dollars; 200K Base Plus % of At Risk Population

## Great Start/Family Support: 15-17 Funds: % of At Risk Children

2015-17 Allocation Option 3 Per July 9, 2015 Memo to Early Learning Council

November 1, 2015 - June 30, 2017 Allocation

2015-2017 Allocation Contract Period November 1, 2015 - June 30, 2017

Hub	Age 0 to 6 At Risk Population	Four Month Extension Total	Hub Coordination Base Amount	Hub Coordination	School Readiness (Great Start & New GF)	Family Stability (Title IV-B2 & New GF)	Total Awarded
Early Learning Hub, Inc.	24,732	\$ 243,984	\$ 183,333.31	\$ 718,887.83	\$ 550,499.15	\$ 524,639.63	\$ 2,221,344.09
Early Learning Multnomah	34,491	\$ 351,454	\$ 183,333.31	\$ 1,002,553.78	\$ 767,720.61	\$ 731,657.18	\$ 3,036,718.56
Lane Early Learning Hub	15,425	\$ 115,854	\$ 183,333.31	\$ 448,360.21	\$ 343,338.56	\$ 327,210.35	\$ 1,418,096.44
South-Central Oregon Early Learning Hub	9,721	\$ 121,666	\$ 183,333.31	\$ 282,561.40	\$ 216,375.64	\$ 206,211.46	\$ 1,010,147.98
Yamhill Early Learning Hub	4,674	\$ 75,473	\$ 183,333.31	\$ 135,859.68	\$ 104,036.59	\$ 99,149.51	\$ 597,852.43
Frontier Oregon Services Early Learning Hub	622	\$ 75,473	\$ 183,333.31	\$ 18,079.74	\$ 13,844.84	\$ 13,194.48	\$ 303,925.70
Blue Mountain Early Learning Hub	7,556	\$ 75,473	\$ 183,333.31	\$ 219,631.10	\$ 168,185.81	\$ 160,285.34	\$ 806,908.90
Central Oregon Early Learning Hub	10,203	\$ 117,060	\$ 183,333.31	\$ 296,571.75	\$ 227,104.27	\$ 216,436.12	\$ 1,040,505.12
Southern Oregon Early Learning Services Hub	16,009	\$ 174,024	\$ 183,333.31	\$ 465,335.41	\$ 356,337.57	\$ 339,598.73	\$ 1,518,628.86
Eastern Oregon Hub	3,639	\$ 75,473	\$ 183,333.31	\$ 105,775.22	\$ 80,998.97	\$ 77,194.06	\$ 522,774.90
Early Learning Washington County Hub	21,623	\$ 310,505	\$ 183,333.31	\$ 628,518.18	\$ 481,297.23	\$ 458,688.45	\$ 2,062,341.67
Northwest Regional Early Learning Hub	5,365	\$ 75,473	\$ 183,333.31	\$ 155,945.06	\$ 119,417.27	\$ 113,807.68	\$ 647,976.66
Linn Benton Lincoln Early Learning Hub	11,429	\$ 130,321	\$ 183,333.31	\$ 332,208.03	\$ 254,393.29	\$ 242,443.24	\$ 1,142,698.37
Clackamas Early Learning Hub	13,234	\$ 212,689	\$ 183,333.31	\$ 384,674.17	\$ 294,570.02	\$ 280,732.69	\$ 1,355,999.36
South Coast Regional Early Learning Hub	4,071	\$ 75,473	\$ 183,333.31	\$ 118,332.22	\$ 90,614.67	\$ 86,358.08	\$ 554,111.61
Four Rivers Early Learning Hub	2,983	\$ 75,473	\$ 183,333.31	\$ 86,707.20	\$ 66,397.34	\$ 63,278.34	\$ 475,189.53
	185,777	2,305,869	\$ 2,933,333.00	\$ 5,400,001.00	\$ 4,135,131.83	\$ 3,940,885.33	\$ 18,715,220.17

## Oregon Department of Education

## Early Learning Division

## Estimated Funding Amounts Per Hub

## Kindergarten Partnership &amp; Innovation: % of At Risk Children

## 2015-17 Proposed KPI Allocation

Hub	Age 0 to 6 At Risk Population	Kindergarten Partnership & Innovation	Total Awarded
Early Learning Hub, Inc.	24,732	\$ 1,187,495.98	\$ 1,187,495.98
Early Learning Multnomah	34,491	\$ 1,656,070.02	\$ 1,656,070.02
Lane Early Learning Hub	15,425	\$ 740,624.51	\$ 740,624.51
South-Central Oregon Early Learning Hub	9,721	\$ 466,749.49	\$ 466,749.49
Yamhill Early Learning Hub	4,674	\$ 224,420.03	\$ 224,420.03
Frontier Oregon Services Early Learning Hub	622	\$ 29,865.05	\$ 29,865.05
Blue Mountain Early Learning Hub	7,556	\$ 362,797.98	\$ 362,797.98
Central Oregon Early Learning Hub	10,203	\$ 489,892.51	\$ 489,892.51
Southern Oregon Early Learning Services Hub	16,009	\$ 768,665.01	\$ 768,665.01
Eastern Oregon Hub	3,639	\$ 174,724.97	\$ 174,724.97
Early Learning Washington County Hub	21,623	\$ 1,038,218.72	\$ 1,038,218.72
Northwest Regional Early Learning Hub	5,365	\$ 257,598.09	\$ 257,598.09
Linn Benton Lincoln Early Learning Hub	11,429	\$ 548,758.35	\$ 548,758.35
Clackamas Early Learning Hub	13,234	\$ 635,424.62	\$ 635,424.62
South Coast Regional Early Learning Hub	4,071	\$ 195,467.25	\$ 195,467.25
Four Rivers Early Learning Hub	2,983	\$ 143,227.42	\$ 143,227.42
	185,777	\$ 8,920,000.00	\$ 8,920,000.00

**Oregon Department of Education**  
**Early Learning Division**  
**Age 0 to 6 At Risk Population**

Hub	Counties	13-15 Numbers: Age 0 to 6 At Risk Population	% of At Risk	15-17 Numbers: Age 0 to 6 at Risk Children	% of At Risk	13-15 to 15-17 % of Change	Age 0 to 6 At Risk Children Minimum 6,000 Per Hub	% of At Risk Children (min 6,000)
Early Learning Hub, Inc.	Marion and Polk	23,193	12.01%	24,732	13.31%	6.64%	24,732	12.34%
Early Learning Multnomah	Multnomah	34,158	17.69%	34,491	18.57%	0.97%	34,491	17.21%
Lane Early Learning Hub	Lane	10,120	5.24%	15,425	8.30%	52.42%	15,425	7.70%
South-Central Oregon Early Learning Hub	Douglas, Klamath and Lake	10,713	5.55%	9,721	5.23%	-9.26%	9,721	4.85%
Yamhill Early Learning Hub	Yamhill	5,961	3.09%	4,674	2.52%	-21.59%	6,000	2.99%
Frontier Oregon Services Early Learning Hub	Grant, Harney and Burns Paiute	774	0.40%	622	0.33%	-19.64%	6,000	2.99%
Blue Mountain Early Learning Hub	Morrow, Umatilla and Union	5,200	2.69%	7,556	4.07%	45.31%	7,556	3.77%
Central Oregon Early Learning Hub	Crook, Deschutes and Jefferson	10,243	5.31%	10,203	5.49%	-0.39%	10,203	5.09%
Southern Oregon Early Learning Services Hub	Jackson and Josephine	16,055	8.32%	16,009	8.62%	-0.29%	16,009	7.99%
Eastern Oregon Hub	Baker, Malheur and Wallowa	2,456	1.27%	3,639	1.96%	48.17%	6,000	2.99%
Early Learning Washington County Hub	Washington	29,980	15.53%	21,623	11.64%	-27.88%	21,623	10.79%
Northwest Regional Early Learning Hub	Clatsop, Columbia and Tillamook	5,333	2.76%	5,365	2.89%	0.60%	6,000	2.99%
Linn Benton Lincoln Early Learning Hub	Linn, Benton, Lincoln	11,596	6.01%	11,429	6.15%	-1.44%	11,429	5.70%
Clackamas Early Learning Hub	Clackamas	20,000	10.36%	13,234	7.12%	-33.83%	13,234	6.60%
South Coast Regional Early Learning Hub	Coos and Curry	3,598	1.86%	4,071	2.19%	13.15%	6,000	2.99%
Four Rivers Early Learning Hub	Gilliam, Hood River, Sherman, Wasco and Wheeler	3,661	1.90%	2,983	1.61%	-18.52%	6,000	2.99%
		193,041	100%	185,777	100.00%	-3.76%	200,423	100%

**Oregon Department of Education  
Early Learning Division  
2015-17 Estimated Hub Funding**

	<b>15-17 Allocation</b>	<b>Less Fourth Month Extension</b>	<b>November 1, 2015 - June 30, 2017 Contract Value</b>
<b>Hub Coordination Dollars</b>			
Base Amount -- amount will change	\$1,600,000	\$266,667	\$1,333,333
Per Child Allocation Amount -- amount change	\$8,400,000	\$1,399,999	\$7,000,001
<b>Total 15-17 CSL TOTAL</b>	<b>\$10,000,000</b>	<b>\$1,666,666</b>	<b>\$8,333,334</b>
<b>School Readiness</b>			
Great Start GF	\$1,334,870	\$222,478	\$1,112,392
New General Fund Investment	\$3,022,740	\$0	\$3,022,740
<b>Total 15-17</b>	<b>\$4,357,610</b>	<b>\$222,478</b>	<b>\$4,135,132</b>
<b>Family Stability</b>			
Family Preservation Title IVB2	\$2,500,350	\$416,725	\$2,083,625
New General Fund Investment	\$1,857,260	\$0	\$1,857,260
<b>Total 15-17</b>	<b>\$4,357,610</b>	<b>\$416,725</b>	<b>\$3,940,885</b>
<b>KPI</b>			
KPI CSL	\$3,920,000	\$0	\$3,920,000
New GF Investment	\$5,000,000	\$0	\$5,000,000
<b>Total 15-17 Funds To Distribute to Hubs</b>	<b>\$8,920,000</b>	<b>\$0</b>	<b>\$8,920,000</b>
<b>Total Funds</b>	<b>\$27,635,220</b>	<b>\$2,305,869</b>	<b>\$25,329,351</b>

Hub CSL	\$4,597,449
Great Start CSL	\$1,334,870
Family Support CSL	\$2,500,350
KPI CSL	
Total CSL	\$8,432,669
GF Investment -Hubs	\$10,282,551
GF Investment KPI	
Total GF Investment	\$10,282,551
Estimated 15-17 Hub Funding	\$18,715,220
KPI	\$8,920,000
Total Hub Funding	\$27,635,220

Oregon Department of Education

Early Learning Division

Estimated Funding Amounts Per Hub

15-17 General Fund Hub Coordination Dollars; 100K Base Plus Percentage of At Risk Population (minimum 6,000 Children)

Great Start/Family Support: 15-17 Funds: % of At Risk (minimum 6,000 children)

			July 1, 2015 - October 31, 2015 Contract NTE			
Hub	Age 0 to 6 At Risk Children Min 6,000	% of At Risk Children	Hub Coordination	Great Start - NTE	Family Support - NTE	15-17 Four Month Amendment Total Cost
Early Learning Hub, Inc.	23,193	11%	\$ 172,730	\$ 24,801	\$ 46,454	\$ 243,984
Early Learning Multnomah	34,158	16%	\$ 246,512	\$ 36,526	\$ 68,416	\$ 351,454
Lane Early Learning Hub	10,120	5%	\$ 84,763	\$ 10,821	\$ 20,270	\$ 115,854
South-Central Oregon Early Learning Hub	10,713	5%	\$ 88,753	\$ 11,456	\$ 21,457	\$ 121,666
Yamhill Early Learning Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
Frontier Oregon Services Early Learning Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
Blue Mountain Early Learning Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
Central Oregon Early Learning Hub	10,243	5%	\$ 85,591	\$ 10,953	\$ 20,516	\$ 117,060
Southern Oregon Early Learning Services Hub	16,055	8%	\$ 124,699	\$ 17,168	\$ 32,157	\$ 174,024
Eastern Oregon Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
Early Learning Washington County Hub	29,980	14%	\$ 218,399	\$ 32,058	\$ 60,048	\$ 310,505
Northwest Regional Early Learning Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
Linn Benton Lincoln Early Learning Hub	11,596	6%	\$ 94,695	\$ 12,400	\$ 23,226	\$ 130,321
Clackamas Early Learning Hub	20,000	10%	\$ 151,245	\$ 21,386	\$ 40,059	\$ 212,689
South Coast Regional Early Learning Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
Four Rivers Early Learning Hub	6,000	3%	\$ 57,040	\$ 6,416	\$ 12,018	\$ 75,473
	208,058	100%	\$ 1,666,666	\$ 222,478	\$ 416,725	\$ 2,305,869

## **Board Action Summary**

### **AGENDA ITEM: Legislative Session Debrief – Kindergarten Partnership & Innovation Fund**

#### **Summary of Recommended Board Action**

##### **ACTION:**

To approve the recommendations outlined in the policy memo regarding 2015-17 Early Learning Kindergarten Readiness Partnership & Innovation Grants.

##### **ISSUE:**

Established by House Bill 2013 during the 2013 legislative session, the Partnership & Innovation program is administered by the Early Learning Council for the purpose of improving the readiness of children for kindergarten, and has been the primary driver at the local, community level for achieving the Early Learning Council's goal of 'build[ing] a consistent approach and aligned pathway between early childhood services (beginning at age 3) and K-3 education' (Strategic Plan, Goal 1.5).

##### **BACKGROUND:**

The Partnership & Innovation program was originally established as a \$4 million grant fund. During the 2013-15 biennium, the Early Learning Council funded 16 Partnership & Innovation projects through a competitive RFP process, many of which have experienced early success in addressing the grant's priority areas of facilitating smooth transitions for children entering kindergarten, engaging families as partners, and establishing meaningful connections between learning and K-3 education. This work took place as early learning hubs were being created throughout the state, creating disconnects between the Partnership & Innovation funded projects and early learning systems transformation in some regions of the state.

##### **ACTION PRECEDING RECOMMENDED BOARD ADOPTION:**

The legislature approved \$5.1 million in new funding for Partnership & Innovations during the 2015 legislative session.

Megan Irwin, the Acting Early Learning System Director has asked staff to develop recommendations for the Early Learning Council on how to expand and institutionalize the Kindergarten Partnership Innovation fund while building on the work and momentum this fund has already generated.

Early Learning Division staff vetted multiple options for allocating Partnership & Innovation funds during the 2015-17 biennium in an effort to identify funding allocation approach that would closely align Partnership & Innovation with the strategic goals of the early learning Hubs and Oregon's early learning system as a whole.

##### **BOARD MEMBER PRESENTING REPORT FOR ADOPTION:**

Megan Irwin, Acting Early Learning System Director

##### **CONTACTS:**

Megan Irwin, Acting Early Learning System Director  
David Mandell, Director of Policy & Research, ELD  
Brett Walker, P-3 Alignment Specialist, ELD



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**TO: Early Learning Council**

**FROM: Megan Irwin, Acting Early Learning System Director**

**RE: 2015-17 Early Learning Kindergarten Readiness Partnership & Innovation Grants**

**DATE: July 14, 2015**

Members of the Early Learning Council:

This policy memo outlines key concepts and recommendations for rolling out the Early Learning Kindergarten Readiness Partnership & Innovation grant program (Partnership & Innovation) in the 2015-17 biennium, with specific attention to the role of the early learning hubs in implementing grant-funded activities in partnership with local elementary schools and community-based organizations.

### **Overview**

Established by House Bill 2013 during the 2013 legislative session, the Partnership & Innovation program is administered by the Early Learning Council for the purpose of improving the readiness of children for kindergarten. Building, strengthening, and capitalizing upon the on the ground connections between families, providers of early learning services, and elementary schools to create smooth and successful transitions into kindergarten for all children provides the foundation for the work taking place at the local level through the Partnership & Innovation grant.

The Early Learning Council has identified 'build[ing] a consistent approach and aligned pathway between early childhood services (beginning at age 3 and K-3 education' as a key strategic goal (Strategic Plan, Goal 1.5). At the state/policy level, Early Learning Division and Department of Education staff are leading a statewide work group in the development of aligned early learning and kindergarten standards for children's learning and development at kindergarten entry. At the local, community level, the Partnership & Innovation grant has been the primary driver for achieving Goal 1.5.

The Partnership & Innovation program was originally established as a \$4 million grant fund. In June 2014, the Early Learning Council approved 16 grants through a competitive RFP process to organizations throughout the state including early learning hubs, education service districts, school districts, and one non-profit organization. The RFP process took place simultaneously with the launch of the early learning hubs, and the hubs in many regions of the state were not yet fully operational. Therefore, a number of early learning hubs were excluded from the original RFP process.



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### **Early Successes**

During the 2013-15 biennium, the 16 Partnership & Innovation grant funded projects ranged in size and scope from a single, rural school district, to multi-county, regional approaches that involved several school districts and community partners, and focused on the following priority areas, as established by statute and a joint sub-committee of the Early Learning Council and Oregon Education Investment Board:

- Establishing partnerships between elementary schools, Pre-K and child care providers, and children's families;
- Creating opportunities for shared professional development between child care, Pre-K, and kindergarten teachers;
- Aligning curricula, instruction, and assessment practices between early learning and K-3; and
- Supporting successful transitions into kindergarten for all children.

Many grantees experienced significant success during the initial year of Partnership & Innovation implementation. Examples of these successes include:

- In Umatilla, Morrow, and Union Counties, professional learning teams consisting of child care providers, Pre-K, Head Start, and K-3 teachers met on a regular basis to align instructional approaches and classroom environments to create a more seamless learning experience for children from one grade to the next.
- In Crook, Deschutes, and Jefferson Counties, local PreK-3 councils strengthened the ability of early learning providers and early elementary teachers to support children's social and emotional development.
- In Roseburg and McMinnville, grant funds were used to expand access to the *Ready! for K* program, which engages families in children's learning and development as they prepare to transition into kindergarten. Data from both districts indicate positive results for children whose families participated in this program.
- In Lane County, grant funds were used to expand the *Kids in Transition to School* (KITS) program, a research-validated model for supporting successful transitions into kindergarten.
- In Malheur and Baker Counties, the ESD, child care and Pre-k providers, and families partnered to launch a homegrown kindergarten transition camp that served almost 100 children, the majority of whom were either experiencing poverty, were emerging bilingual children, or both. 2014 Kindergarten Assessment data indicate that this program was successful in eliminating the achievement gap at kindergarten entry among children who participated in the program.

Perhaps the greatest success of the Partnership & Innovation program in its first year of implementation was the extent to which it served as a catalyst for building new relationships between early learning and K-12 and the extent to which it established the foundation for local Pre-K through grade three pathways for all children.





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In part due to the early successes that communities experienced, the grant fund was expanded to \$9.1 million during the 2015 legislative session. The Partnership & Innovation grant was originally built on the hypothesis that if the State were to invest in local, collaborative projects, it would be possible to accelerate deeper, more meaningful connections between early learning and K-12. Two years later, we have seen this begin to come to fruition in Oregon, and have simultaneously seen birth-third grade alignment emerge as a priority area within the overall early learning context across the nation. With these things in mind, the Early Learning Council has the opportunity to institutionalize this fund to more systematically build local Pre-K-grade three pathways for children on an sustained and ongoing basis.

### **Recommendation**

Given this opportunity, Megan Irwin, the Acting Early Learning System Director has asked staff to develop recommendations for the Early Learning Council on how to expand and institutionalize the Kindergarten Partnership Innovation fund while building on the work and momentum this fund has already generated. As staff have developed these recommendations, several key principles have guided the work:

- Structuring the Partnership & Innovation grant fund to align with other early learning system building efforts;
- Ensuring community input and identification of locally appropriate strategies and innovations;
- Enabling strong local projects currently underway to continue, while creating space for allowing adjustments in strategy and approach wherever appropriate;
- Ensuring access to funding in every region of the state;
- Ensuring accountability for outcomes and maximizing return on investment, in alignment with the new hub metrics.
- Aligning the Partnership & Innovation fund with resource allocation recommendations in the recently adopted Equity Subcommittee Report.

Early Learning Division staff considered recommending multiple approaches to rolling out the Partnership & Innovation funds in the 2015-17, the first of which was creating another competitive RFP process. While this option has some merit, it is extremely process-intensive and would result in a delay in funds reaching the field by approximately 6-9 months. Staff also explored an approach in which funding for current grantees would be automatically renewed. The advantage of this option is that it creates the opportunity for many of the early successes that communities have experienced to continue. However, this approach also effectively creates an endorsement for all of the currently funded strategies to continue as they are currently designed, and ignores one of the key purposes of the grant



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program, which is to scale and replicate promising practices. Furthermore, given the mix of grantees from the 2013-15 biennium, continuing to fund existing projects would not fully leverage the statewide operationalization of the early learning hubs.

With these things in mind, Early Learning Division staff recommend that these funds be designated to flow through the early learning hubs, with allocations determined through a pre-determined formula and with the hubs effectively acting as the grantor in each region of the state.

Given the purpose of the Partnership & Innovation grant, the role of the early learning hubs in strengthening the alignment, coordination, and collaboration of the traditionally isolated sectors of early learning and K-12, and the reality that there is now an early learning hub in every region of the state, the Early Learning Council has an opportunity to work through the hubs to identify the local, on the ground partnerships that most make sense for communities throughout the state and the greatest potential for strengthening systems alignment.

This recommendation reflects lessons learned from the evaluation of current Partnership & Innovation projects, as well as and input from community partners and Early Learning Hubs.

Structuring the Partnership & Innovation grant to flow through early learning hubs also accomplishes the following goals:

- Strengthening alignment between work funded through Partnership & Innovation and the hub's strategic plan;
- Targeting funding where it is most needed, by aligning investments with the communities in which each hubs' priority populations are most highly concentrated
- Ensuring that every region of the state has access to Partnership & Innovation funds;
- Sustaining promising practices from the 2013-15 biennium without an interruption in funding and services;
- Maintaining space to support local innovation, with hubs uniquely positioned to help foster regional replication and scaling of effective practices.
- Helping hubs lay the groundwork for the 2016 rollout of mixed-delivery Pre-K;
- Creating a staff support structure for hubs that fits within the ELD's comprehensive hub technical assistance plan.
- Building funding directly into the hub's master contracts, creating greater accountability for concrete deliverables and outcomes in alignment with hub metrics for kindergarten readiness.



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### **Funding Model**

The proposed funding model for having Partnership & Innovation grant funds flow to communities through early learning hubs would consist of formula grant based on the percentage of at-risk children age 0-6 in each hub's service area. This would ensure that grant funds will be targeted where they are most needed, and ensure consistency with resource allocation goals of the adopted recommendations of the Early Council's Equity Sub-Committee.

Based on the current projection using the actual of at-risk children ages 0-6 in each hub, the amount of funding in each hub service area would increase over the 2013-15 funding levels, in all but two hubs. This decrease could be mitigated by a very minor adjustment in the funding formula, which would ensure that each region of the state would receive at least as much funding for Partnership & Innovation as in the previous biennium.

The timeline for releasing funds to hubs will be consistent with the enhanced strategic planning process, with the goal of having funds rolled into hub contracts by October. In the event that a hub and a current Partnership & Innovation grantee in the hub's service area request additional time to complete this transition, Division staff will coordinate with them to determine an appropriate timeline that meets the needs of each party.

A portion of grant funds may be made available to hubs to sustain work established during the 2013-15 biennium and/or to support kindergarten transition and family engagement activities from July-October 2015, during which time hubs will develop their full strategic plans for the 2015-17 biennium. This will prevent any potential interruptions in direct services to children and families.

## Response to CI on KPI Funding:

### Public Process:

1. During the development of the recommendations on KPI funding, Brett Walker spoke with and received input from each of the current KPI grantees.
2. There was also discussion and input from the Hubs at the May 19<sup>th</sup> Early Learning Hub Collaborative meeting in Madras.
3. As Dana does note, we've been in constant conversation with CI throughout the development of this proposal.

### Innovation vs Formula

1. Part of the original focus of the "innovation" in KPI is that we'd learn what works and we'd build on that knowledge. We have learned much from the first year of grants and there's an opportunity to share that knowledge with communities through Hubs and put that knowledge to good use. Freezing current grants in place hardly seems a mechanism for fostering or learning from innovation.
2. While each regions of the state would be receiving a share of the KPI on a formula basis, decisions about what projects to fund would not. KPI is set up to fund local partnerships involving schools, school districts and early learning providers. That doesn't change. What changes is that the locus of decision-making about which innovative project to fund shifts from the state to the community via the Hub.

### Birth to 3<sup>rd</sup> Grade vs. Birth to 6

1. The "Birth to 3<sup>rd</sup> Grade" frame is a great reason for making the Early Learning Hubs the place where decisions about KP get made. A primary charge of the Early Learning Hubs is to work across systems, building bridges between business, health, human services, early learning and K12. Each of these sectors is, by statutory requirements, at the governing table of the Early Learning Hub. As such, the Early Learning Hub is the primary where early learning providers and K12 have a point of contact. The metrics that the Early Learning Council has adopted for the Hubs reflect this broader "Birth to 3<sup>rd</sup> Grade" perspective and include: on-time Kindergarten enrollment; Kindergarten attendance; and 3<sup>rd</sup> grade reading and math scores.

### 1-year vs multiple year grants

1. We agree that there is a need for a long-term perspective and grants that extend beyond a year. The shift to the Hubs is way of achieving this and will give communities more flexibility to build grants that meet the time requirements of individual projects.

2. Shifting decision-making to the Hubs and keep good current KPI projects continuing are not at all mutually exclusively. During the transition period, the ELD is committed to working with all partners – Hubs and non-Hubs to preserve momentum and continuity.

## **Board Action Summary**

August 4, 2015

### **AGENDA ITEM: Rules Principles**

#### **Summary of Recommended Board Action**

##### **ACTION:**

Adopt proposal to let Early Learning Division staff move forward with researching and beginning the rulemaking process for impending rules, particularly around Mixed-Delivery Preschool.

##### **ISSUE:**

As the Child Care and Education Committee (CCEC) and the Early Learning Council work to identify a rules framework and principles for all early learning Administrative Rules, it is proposed that Early Learning Division staff begin researching and kicking off the rulemaking process for the following impending rules the Council is responsible for adopting:

Mixed Delivery Preschool – *Implementation September 2016*

License-Exempt Program Monitoring – *Implementation September 2016*

OPK Expansion

Relief Nurseries

Alcohol & Drug Treatment and Teen Parent Programs

Certified Center Rules

School-Age Only Center Rules

Inclusive Child Care Rules

Recorded Programs Rules

QRIS Rules

Given the lengthy process and timeline required by the [Secretary of State](#) for rule adoption, it is recommended that Division staff begin the process now, aligning with the three goals of the Early Learning Council:

- 1) Children arrive at kindergarten ready to succeed
- 2) Families are healthy, stable and attached
- 3) The Early Learning System is coordinated, aligned and family-centered

This will allow staff and the CCEC the opportunity to be ready to move forward with applying the identified rules framework and principles after the September ELC meeting.

##### **ACTION PRECEDING RECOMMENDED BOARD ADOPTION:**

The Early Learning Council has designated the Child Care and Education Committee as its rule advisory committee for all rules related to early learning and development programs in Oregon under its authority. To fulfill this role, the first step is to develop an overarching policy framework with goals and principles to guide rule promulgation that is aligned with the Early Learning Council outcomes. The overarching goals are those provided by the Early Learning Council.

To assist in the development and adoption of a policy framework, the CCEC held an initial meeting to brainstorm in April to establish a set of principles. A follow up survey was sent via email to the CCEC members to prioritize and provide additional input. The CCEC met on May 21<sup>st</sup> to finalize the framework and principles, which were then sent to the Early Learning Council for consideration via survey.

On July 23, 2015 the Early Learning Council requested a delay in adopting the Rules Framework and Principles, to allow for further discussion.

**BOARD MEMBER PRESENTING REPORT FOR ADOPTION:**

Bobbie Weber, Child Care and Education Committee Chair.

**CONTACT:**

Kim Parker, Director of Business Operations, ELD

Heidi McGowan, Consultant