

Bylaws

The Early Childhood Governance Council of Lane County's Early Childhood Hub



Drafted Summer 2025

Article I Name

Section A - Name

The Early Childhood Hub of Lane County (the Hub) is governed by the Governance Council of the Early Childhood Hub (Governance Council) and these by-laws describe the authority, structure and operation of the Governance Council.

Section B – Authority

The Hub's Governance Council exists by the authority of Oregon Revised Statutes (ORS) 417.827. and Oregon Administrative Rules (OAR) 414-900-0005 and OAR 414-900-0110. Each of the 16 Hubs throughout Oregon must have a Governance Council.

Article II Mission/ Purpose/Functions

Section A – Mission/Purpose/Functions of the Governance Council.

The Governance Council is an independent and multisector body responsible for providing strategic leadership and oversight for the Hub. The Governance Council ensures the Hub's priorities are executed successfully, with an emphasis on outcomes and continuous improvement and helps shape the vision and direction of the Hub. The Governance Council's authority shall include but is not limited to approving strategic plans, budgets, and funding priorities. The Governance Council has decision-making authority to make Hub decisions independently, as described in ORS 417.827 and OAR 414-900- 0110

The Hub Governance Council must develop and adopt bylaws or other governing documents in compliance OAR 414-900- 0110.

Section B - Mission/Purpose /Functions of The Hub

OAR 414-900-0015: OAR 414-900-0010

Hubs are established to coordinate and align early learning and care services for children from birth to age six with an emphasis on priority population(s), a specific geographic area or community of interest, as identified by the Governance Council. The purpose of Hubs is to produce improved outcomes for children and families by leveraging public and private resources, coordinating services, and purchasing services to address local needs.

(1) Hubs are conveners of cross-sector partners and facilitators of regional strategies aimed at advancing outcomes aligned with state priorities, including Oregon's statewide

early childhood plan's goals. A Hub that provides direct services must meet additional criteria set forth in OAR 414-900-0020(1)(g)(F).

(2) Hubs must: deliver services that benefit children and families in the Hub's assigned geographic area or community including, but not limited to:

(a) Aligning service delivery across five core functional sectors and ensuring active participation of representatives from:

- (A) Health;
- (B) Human services
- (C) Public education;
- (D) Early learning and care;
- (E) Tribal nations;
- (F) Business;
- (G) Housing;
- (H) Higher education and workforce development; and
- (I) Other necessary sector partners as defined in Grant Agreement.

(b) Developing kindergarten readiness strategies utilizing the Early Learning Kindergarten Readiness Partnership and Innovation Program (KPI) funding as established by ORS 336.101;

(c) Ensuring that contracted service providers demonstrate commitment to achieving improved child and family outcomes through program delivery of Oregon's statewide early childhood system plan; and

(d) Developing strategies that improve child-centered outcomes, which include kindergarten readiness, stable and healthy families, and community-wide systems alignment.

(3) Hubs, through the direction of their Governance Council, are vested with the authority to distribute state, federal, and other funds to invest in their identified priority population(s) across sectors. Hubs are accountable to the Department of Early Learning and CARE (referred to as Department or DELC) to demonstrate and ensure the Hub is:

(a) Developing and maintaining a comprehensive Hub budget for the funds allocated by the Department to the Hub region.

(b) Mapping all Hub funding streams, including local, state, federal, and philanthropic resources.

(c) Ensuring alignment to shared outcomes that support the objectives of Oregon's statewide early childhood system plan, as outlined in 414-900-0015(2)(c).

(d) Ensuring contracted providers are accountable for delivering services that align with shared goals of KPI, as outlined in OAR 414-900-0015(2)(b).

(e) Providing a match as outlined in the grant agreement and not to exceed 25% of the system coordination funds that:

- (A) Excludes funds received from KPI and federal Title IV-B for purposes of calculating the total system coordination funding; and
- (B) Provides matching funds that are not through funding awarded by the Department. The matching funds must be provided through other allowable financial support, including in-kind contributions.

(f) Ensuring public access to budgets, governance decisions, meeting minutes or recordings, and key reports on a website maintained by the Hub.

(4) Hub must conduct strategic convenings and engagement, which includes:

- (a) Convening cross-sector partners and community stakeholders to facilitate collaborative planning, problem-solving, and alignment to inform investment strategies.
- (b) Facilitating family voice in the design and implementation of Hub activities and priorities.
- (c) Leading continuous improvement efforts for their assigned regional early childhood system.
- (d) Engaging in good faith efforts to interface, engage, and collaborate with Tribal nations within the assigned Hub region in accordance with best practices as outlined in available department-issued guidance.

(5) Hubs must ensure all strategies, funding allocations, and service delivery approaches are equity-driven and address the needs of the identified priority population(s) identified by the Governance Council within that assigned region.

Section C - Equity Stance of the Governance Council and Hub

The Hub affirms that every child and family in Lane County deserves to grow up safe, healthy, and loved, with opportunities to thrive. We recognize that historic and current systems have not served all children and families equitably. Barriers exist across education, health, income, geography, and identity. The impact of these barriers disproportionately impacts communities of color, Indigenous communities, individuals and families experiencing disability, rural communities, LGBTQ+ communities, immigrants and refugees. These disparities are compounded for those that with multiple and intersecting marginalized identities.

The Hub is committed to changing this reality. In order to best serve children and families in Lane County, we center those most disproportionately impacted by systemic barriers. We work in partnership with families, listen with humility, and ground our decisions in community voice and evidence. Our charge is to close gaps in access and outcomes so that every child and family can and will flourish. When we invest in populations who have been denied access, all communities benefit.

Our commitment to equity informs the practices of the Hub. These commitments include:

Equitable investment: We prioritize strategies and funding that reduce disparities and advance equity.

Data, learning, and transparency: We review outcomes disaggregated by race/ethnicity, disability, income, and geography and course-correct when needed

Decision standard: All major actions, such as: budget decisions, policy decisions, goal and population priorities, fund distribution and fiscal operations, include an Equity Impact statement that identifies beneficiaries and potential burdens, proposed mitigations, how family/community voice shaped the decision, and how results will be measured and monitored. (Refer to the *Equity Tool*)

Representation: We maintain a Governance Council and Committee structure that reflects the children and families serving organizations, geography and diversity of Lane County and center those with lived experience, including at least two voting parent/caregiver members and participation from Tribal Nations.

Equity Plan: Biennially, the governance council will adopt an equity plan that defines how the Hub is working to reduce disparities in outcomes.

Section D – Structure and Relationships

The Governance Council governs the work of the Hub as described in Article II Section A of these by-laws.

The backbone entity for the Hub is United Way of Lane County (UWLC) and the relationship between the Hub and the backbone agency is in compliance with OAR 414-900-0100 and is described in a Memorandum of Understanding (MOU) between the Hub and UWLC.

The Hub Director is employed by the backbone agency, United Way of Lane County (UWLC). The Executive Committee of the Governance Council, (defined in Article IV, Section C) co-supervises the Hub Director with the UWLC backbone agency. (Refer to the MOU between the Hub and UWLC for more detail).

Article III Membership

Section A - The composition of the Governance Council complies with the requirements of OAR 414-900-0110 and these bylaws will be deemed to be automatically updated, without any action by the Governance Council to conform to any change or changes in such requirements.

The Hub Director(s) is a non-voting member of the Governance Council and plays a vital role as a liaison between the backbone agency and the Hub and provides guidance and consultation to the Governance Council.

The backbone agency may designate one representative to serve on the Governance Council. The representative of the backbone agency may not be a voting member if they are someone who holds leadership roles such as those who have authority to oversee Hub operations, direct strategic decisions, or influence staffing nor can the Hub Director fulfill the role of backbone representative.

One or more representatives from the following sectors will be represented:

Health - one or more individuals such as Lane County Public Health, Coordinated Care Organizations (CCOs), a member of the Pediatric community.

Human services - one or more individuals such as Oregon Department of Human Services and/or Director of Lane County Health and Human Services or their designee.

Public education - one or more Superintendents from K-12 urban and rural school districts, and Lane Education Service District (ESD) Superintendent.

Early learning and care - one or more individuals representing each of the county-wide publicly funded programs including Early Childhood CARES, Quality Care & Connections, Head Start and two designated representatives from the Early Learning Stakeholders group.

Business - one or more individuals representing the Lane County business community with connections to a Lane County Chamber of Commerce.

Housing – one or more representative of organizations that provide affordable and accessible housing (eg: Homes for Good, Cornerstone Community Housing, Lane County, City of Eugene).

Higher education and workforce development - one or more members from institutions of personnel preparations such as LCC, UO, Bushnell, etc.

Families— two designated representatives from the Family Leadership Council for the Early Childhood Hub.

Tribal Nations-Tribal Nations are respectfully invited to designate a representative to participate in the Hub's work. Participation is entirely voluntary and at the discretion of each sovereign Nation.

Other necessary/desirable sector partners - such as a Lane County Representative from the Legislature, County Commissioner.

Section B – Appointment of Members

The Executive Committee ensures the appropriate membership slots are filled. They make recommendations of individuals to fill slots and vacancies, and they recruit the new members needed.

The Executive Committee brings suggested new member names to the full Governance Council to vote to approve new members. The Executive Committee may also ask the full Governance Council for suggestions of potential new members.

Note: Refer to the Governance Hub's written process for **Recruiting and Onboarding New Members**.

Section C – Terms of Membership

The two representatives from the Early Learning Stakeholders Group and the two representatives from the Family Leadership Council will serve for two consecutive years. The two-year term is staggered so only one new member is elected each year. If a vacancy occurs before the term is up, each respective group provides a replacement member to serve out the remainder of the two-year term.

All other members will not have term limits. Annually, every member signs a Memorandum of Understanding (MOU) articulating their role as a Hub Governance Council member. At this time, a member can decide they no longer want to continue as a member, and a strategy to replace that member with another representative of the same sector will be recommended by the Executive Team and approved by the Governance Council. This may include either targeted or widespread outreach and recruitment. (Refer to the Governance Hub's written process for **Recruiting and Onboarding New Members**.)

Section D- Orientation, Training and Support

New Council members complete an orientation within 90 days of appointment. Orientation covers the Hub's purpose, statutory/administrative authorities, and bylaws.

Before participating in votes, new members submit required forms (completed conflict-of interest disclosure, acknowledgement of bylaws, signed MOU, and orientation completion). Brief refreshers are provided annually and when materials change. (Refer to the Governance Hub's written process for **Recruiting and Onboarding New Members.**)

The Hub will provide necessary financial, logistic and professional learning support to support Governance Council members and Family Leadership Council members to facilitate full participation.

Section D –Governance Council Meetings

1. The Governance Council meets monthly for 10 months of the year.
2. The Executive Committee, with input from the Governance Council, decides whether to hold meetings in person in an accessible location or virtually or hybrid. If there is a natural disaster or public health concern that makes it unsafe for an in-person option, meetings will be held virtually.
3. The meetings will be publicly announced and are open and accessible to the general public.
4. Time will be allocated at meetings for public comment.
5. Interpreters for people who speak a language other than English and interpreters and/or closed captions for persons who are deaf or hard or hearing will be provided upon request for all Governance Council members and other participants.
6. All materials for meetings will be translated for members who speak a language other than English as their primary or only language.
7. Governance Council meeting minutes, including decisions made during the meeting, will be posted on the Hub's website following formal approval of meeting minutes.
8. Meetings of the Governance Council shall be subject to Oregon public meetings law, ORS 192.610 – ORS 192.690 with implementation guided by the Department of Early Learning and Care (DELC)

Section E – Attendance

1. Governance Council members are encouraged to attend all meetings.
2. Absence
 - a. Excused absences
 - i. A member may request an excused absence from a Governance Council meeting.
 - ii. A member may request an excused extended absence and may assign someone to attend as a non-voting proxy to act as a conduit of information.
 - b. Unexcused absences. A member with more than 2 unexcused absences in a year may be called for review by the Executive Committee for a possible replacement on the Governance Council. In some situations, either the Governance Council member or the Executive Committee may assign someone to attend as a non-voting proxy to act as a communication conduit of information.

Article IV Leadership and Committees

Section A - Governance Council Leadership

1. The Governance Council elects a Chair or two Co-Chairs from its members. The Chair or Co-Chairs are elected with a majority vote of those present at the last meeting of the fiscal year.
2. Any member of the Governance Council who represents the Early Childhood Hub or the UWLC backbone agency may not serve as the Council Chair.
3. The duties of the Chair or Co-Chairs shall include:
 - a. Calling and presiding over the Governance Council meetings;
 - b. Chairing the Executive Committee that establishes agendas for the Governance Council meetings.
 - c. If there are Co-Chairs, they decide how to share responsibilities.

Section B - Governance Council Vice Chair

1. If the Governance Council elects one of its members to serve as Chair, they elect another member to be the Vice Chair unless they opt to have Co-Chairs. The Vice Chair shall be elected by the membership with a majority vote of those present at the last meeting of the fiscal year.
2. Any member of the Governance Council who represents the Early Childhood Hub or the UWLC backbone agency may not serve as the Council Chair, Co-Chair or Vice Chair.
3. The duties of the Vice Chair shall include:
 - a. Performing the duties of the Chair when they are not available to do so.
 - b. Participating on the Executive Committee that establishes agendas for the Governance Council meetings.

Section C --Executive Committee

1. The Executive Committee shall engage in activities necessary for conduct of general Governance Council meetings. These activities may include:
 - a. Meetings in-between general Governance Council meetings to plan and discuss appropriate business for the Council and set the agenda. Virtual meetings are acceptable.
 - b. Developing drafts of annual and other plans for Governance Council activities.
 - c. Assisting with planning, arranging and conducting special events, such as forums or trainings.
 - d. Reviewing Bylaws and recommending revisions to full Governance Council every two years.
 - e. Acting on behalf of the Governance Council when needed.
 - f. Collaborating with the UWLC backbone to supervise the Early Childhood Hub Director.
2. Executive Committee membership shall include:
 - a. The Governance Council Chair or Co-Chairs;
 - b. The Governance Council Vice Chair (if there is one);
 - c. The most recent past Governance Council Chair or Co-Chairs;
 - d. Early Childhood Hub Director and Strategic Advisor.

Section D - Committees and Task Forces

1. The Governance Council may establish standing committees as needed to carry out identified work for the Governance Council. The Governance Council will establish a charter for the work of any standing committee.
2. The Governance Council may establish task forces to take on a specific task to further the work. Task forces will have a clear charge from the Governance Council and will be time limited and disband after the assigned work is completed.

Article V Decision Making

Section A – Consensus

1. Actions by the Governance Council will be by consensus of the voting members.
2. In the event that the Governance Council concurs that a decision must be made, but it cannot reach a consensus on the issue, the Chair may call for a vote if there is a quorum present. A simple majority (50% +1) will carry the vote, and the minority position will be recorded in the minutes.
3. When moving from consensus to a vote, the Chair summarizes unresolved concerns for the record.

Section B – Quorum

1. A quorum will be constituted by a simple majority (50% +1) of voting members, at least one Family member must be part of the 50% +1 majority.
2. If a quorum is not met at a meeting where a vote must be taken, the Governance Council Chair may accept a vote by e-mail or phone call or text during the meeting, which will be entered into the minutes of the meeting.
3. If there is a pressing deadline for action that requires a vote of the Governance Council, and the Governance Council is not scheduled to meet before the deadline has passed, an electronic vote can be taken. There must be a clearly stated written motion. A quorum of the Governance Council must participate in the electronic voting and the motion passes if it receives a majority of the vote (50%+1 of the participants)

Section C - Conflict of Interest Policy and Procedures

United Way of Lane County's Early Childhood Hub Governance Council members and staff must be able to make independent decisions on behalf of the Hub without potential influence or perceived influence caused by a conflict of interest. Conflict of interest is defined as: any situation in which an individual's personal or business relationships could conflict, or could give the appearance of conflicting, with the interests of the Early Childhood Hub of Lane County or its backbone agency, United Way of Lane County.

Each Governance Council and staff member with an actual or perceived conflict of interest shall disclose that conflict to the group considering the matter. In addition, each Governance Consortium and staff member shall:

- Refrain from voting on any issue that creates the potential to confer any financial benefit on the Governance Council or staff member or on any entity in which that individual has any significant interest as a stockholder, partner, director, officer, or employee. In such situations, the individual shall immediately disclose their interest and shall take no action to influence the decision of the Early Childhood Hub of Lane County.
- Disclose their membership on the board of any organization funded by the Early Childhood Hub of Lane County or any affiliation with that organization prior to a vote on any matter directly relating to that organization. The Early Childhood Hub of Lane County Governance Council when considering the matter shall then have the option of barring the vote of the conflicted individual. Individuals on boards of, or affiliated with, those organizations shall not review any fund distribution requests by that organization.
- Avoid any situation where personal and business affiliations or relationship could have, or could give the appearance of having, undue influence on the individual's judgment as to the matters under consideration.

"Affiliation" shall include both professional and personal relationship.

United Way of Lane County/Early Childhood Hub of Lane County staff members are included in this policy, even though they have no voting or policymaking authority, because of their support of consortium members and the potential they have in influencing policy.

Each Governance Council member must complete a Conflict of Interest statement annually and when circumstances change.

Governance Council members must abstain from voting on matters that present an actual or apparent financial conflict of interest under State law. Any conflict, real or perceived, should be declared before the vote, followed by abstention.

Article VI
Conflict and Dispute Resolution Processes (OAR 414-900-0110)

A. General conflicts resolution procedures:

- (a) The parties involved with the conflict will first attempt to resolve the conflict(s) through direct communication, shared understanding and problem solving.
- (b) If direct communication does not resolve the conflict use a neutral mediator to work with the parties involved in the dispute. The mediator must be mutually agreed upon by both parties.
- (c) If the dispute is not resolved through mediation, dispute is brought to the Governance Council's Executive Committee to be resolved.

B. Conflict resolution procedures with the backbone entity:

- (a) First try to resolve the issue(s) with direct and open communication and problem solving between the Governance Council and the backbone entity.
- (b) If direct communication does not resolve the conflict, use a neutral mediator to work with the Governance Council and backbone entity. The mediator must be mutually agreed upon by both parties.
- (c) If mediation does not resolve the conflict(s) the Governance Consortium may take a vote of no confidence in the backbone entity. If the vote of no confidence passes with a majority of voting members, the Governance Council will contact the Early Learning Hub Contract Administrator(s) for assistance and support in addressing the lack of confidence.

C. Procedures for dissolution or transition of the Council

- (a) Governance Council members will be provided with information to understand the reasons for the dissolution or the transition of the Governance Council is being recommended.
- (b) The Governance Council votes to dissolve or transition itself and contacts the Early Learning Hub Contract Administrator(s) for assistance and support in addressing the dissolution or transition and establishing a new Governance Council. If the Governance Council is nonfunctioning and unable to take a vote, the Governance Council chair and/or the Hub Director will contact the Early Learning Hub Contract Administrator(s) for assistance and support in addressing the dissolution or transition and establishing a new Governance Council

Article VII
Amendments to the Bylaws and Other Governing Documents

These Bylaws may be amended or repealed by the Governance Council as follows:

1. A Governance Council member may submit a proposed amendment, in writing, to the Council Chair or Co-Chairs at any time for discussion on a future Governance Council agenda.
2. Approval of amendments to these Bylaws will be determined by the procedure laid out in Article V, Section A (Quorum).
3. The Executive Committee will review Bylaws biannually and make recommendations for revisions (if needed) to the Governance Council.
4. Changes to other official governing documents that represent a substantial change to Hub structures and/or functioning, will be reviewed by the Executive Committee and then by the full Governance Council.
5. Bylaw revisions and changes to other official governing documents that represent a substantial change to Hub structures and/or functioning will be submitted to DELC's Grant Manager for review to ensure consistency with policies of that office at least 30 days prior to implementation.

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