

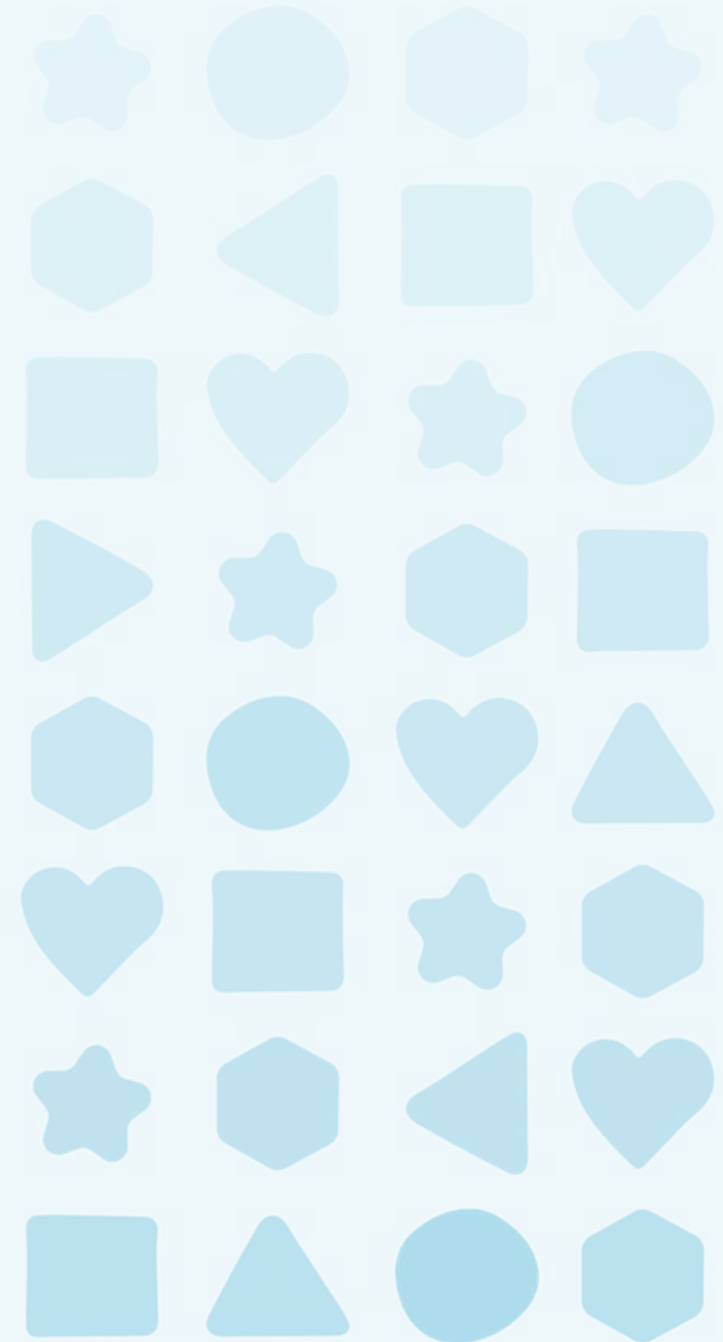


Oregon Department of
**Early Learning
and Care**

**Joint Ways & Means Subcommittee
on Education Budget Presentation**

Alyssa Chatterjee, Early Learning System Director

March 3, 2025 – March 6, 2025





Department of Early Learning & Care: Who We Are

DELC's Purpose: ORS 326.430



The purposes of the department are to:

- (a)** Ensure that every child in this state is given the best opportunity to succeed in school, work and life by providing:
 - (A)** High-quality early childhood education programs for children from birth through five years of age and child care for children from birth through 12 years of age; and
 - (B)** Care for children who have a physical or developmental disability or who require other specialized care from birth through 17 years of age;
- (b)** Administer laws and perform functions related to early childhood to ensure that children enter school ready to learn and families are healthy, stable and attached; and
- (c)** Administer programs in a manner that supports parents' and providers' needs and considers the economic security and well-being of parents and providers.



DELIC's Purpose

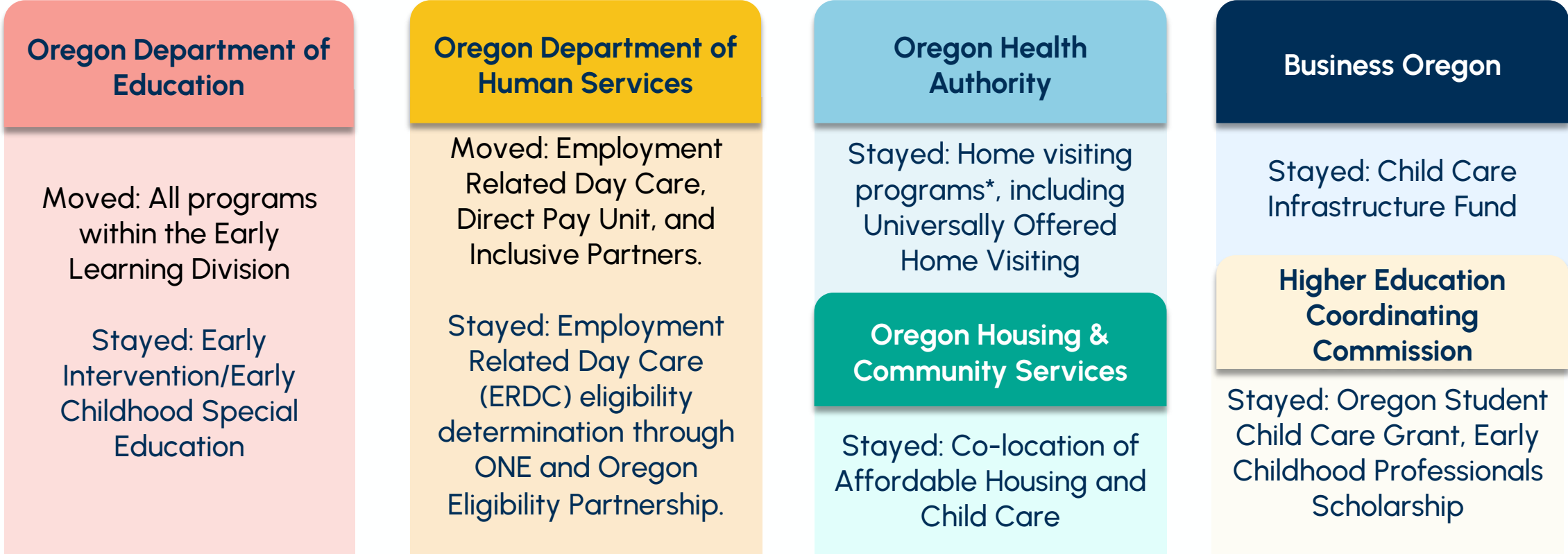


- Builds and administers core parts of Oregon's early learning system, including:
 - Child care licensing
 - Early learning and home visiting programming
 - Professional learning for the early childhood workforce
- Sets the strategic vision for early learning and care in Oregon
 - Early learning services in Oregon are targeted, not universal
 - No single program can meet all of families' needs
- As a unified agency, the Department of Early Learning and Care (DELIC) has the operational foundations to create consistency and efficiency across programs that are meant to work together in service of children and families

Oregon's Early Childhood System: Bigger than DELC



The Department of Early Learning Care launched July 1, 2023 as a result of HB 3073 passing in 2021. While creation of DELC combined programs and services from several agencies, some services remain with our partner agencies.



*Healthy Families Oregon and Oregon Prenatal to Kindergarten home visiting programs remain with DELC

Early Learning Council

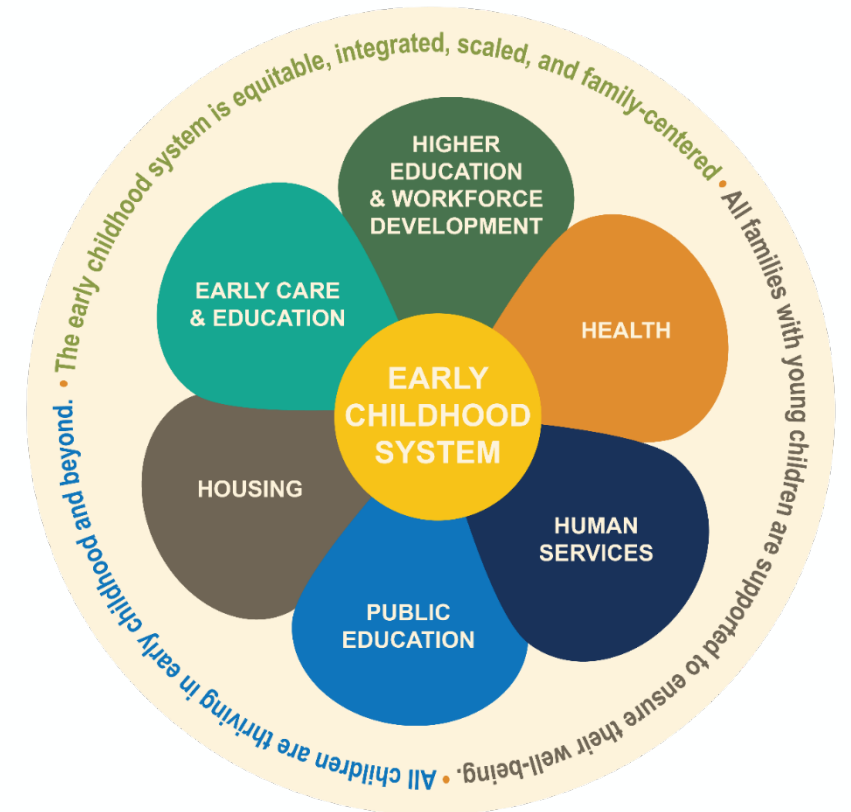


The Early Learning Council is charged with coordinating a unified and aligned system of early learning throughout Oregon to ensure that all children, no matter what their background or their community, enter school ready to learn and that all families are healthy, stable and attached.

- **Cross-sector agency representation**
- **Public body responsible for administrative rulemaking for DELC**

This cross-sector work is represented in **Raise Up Oregon: A Statewide Early Childhood System Plan 2024-2028**.

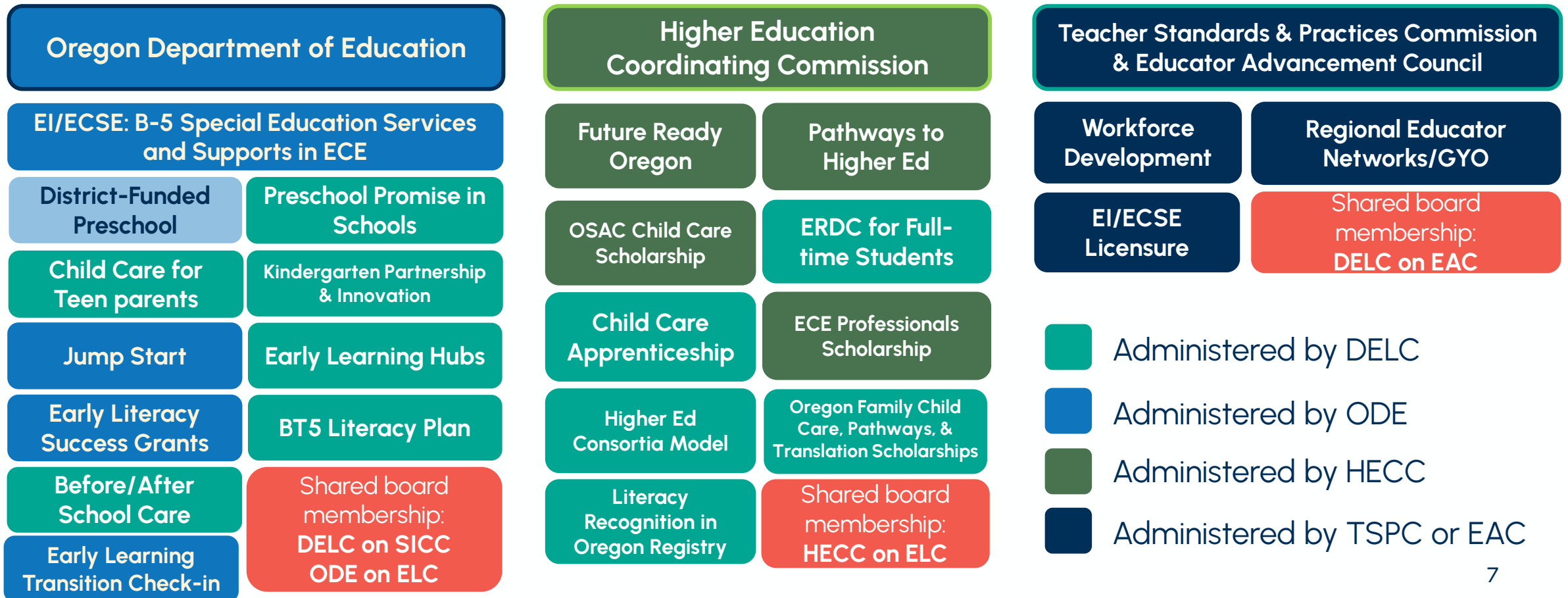
RUO is a statewide strategic plan focused on actions that state agencies can use in partnership with families, communities, and the private sector to build a comprehensive early childhood system.



Cross-Agency Coordination



Examples of DELC's Partnership Across the P-20 Education Continuum



Mission

The Department of Early Learning and Care fosters coordinated, culturally appropriate, and family-centered services that recognize and respect the strengths and needs of all children, families, and early learning and care professionals.

Vision

All children, families, early care and education professionals, and communities are supported and empowered to thrive.

Values

Equity

We are committed to dismantling the systems of oppression that harm and create disparities for communities who are historically and institutionally excluded. We are adopting anti-racist principles, expanding access to services, and ensuring community representation and shared power in agency efforts. We are fostering a culturally responsive environment in which all individuals can experience a sense of belonging as they access programs, services, and resources.

Respect

We believe that family is a child's first teacher. We are committed to nurturing family partnerships built on mutual respect. We recognize and value the knowledge and experiences of families, early care and education professionals, and community partners.

Trust

We value the public's trust through honesty, transparency, and keeping our commitments.

Relationships

We acknowledge the importance of nurturing relationships in the field and with community. We listen to, support, collaborate with, and celebrate the professionals, families, and children in our communities.

Safety

We put safety and well-being first for our children, families, and early learning and care professionals.

Continuous Improvement

We set goals, seek input from community, and use data to improve quality of service and programs, increase quality and efficiency, and drive innovation.

Integrity

We are accountable for our actions, decisions, and our work to reliably achieve high-quality outcomes.



**Oregon Department of
Early Learning and Care**



DELC Strategic Plan: Growing Oregon Together



GOAL 1: Access All families have access to high-quality (culturally responsive, inclusive, developmentally appropriate) and affordable early learning and care that meets their needs.

GOAL 2: Tribal Sovereignty DELC honors and recognizes the sovereignty of the nine federally recognized Tribal Nations within Oregon and ensures strong government-to-government relationships to benefit Tribal communities.

GOAL 3: Infants and Toddlers All families with infants and toddlers are supported through early learning and care programs that recognize and meet their unique needs.

GOAL 4: Workforce The early learning and child care workforce is diverse, culturally responsive, highly qualified, and well compensated.

GOAL 5: Relationships DELC deepens community engagement and empowerment, sustains partnerships, and communicates effectively.

GOAL 6: Foundations DELC develops and improves operational foundations to efficiently serve Oregonians.



DELC Diversity, Equity & Inclusion Action Plan



Internally focused to ensure DELC has the structural capacity to support our partners who serve children from all backgrounds and across all communities in Oregon.

- **GOAL 1: Leadership** Establish strong leadership to eradicate racial and other forms of disparities at DELC.
- **GOAL 2: Capacity** Build capacity of social equity principles throughout all DELC positions.
- **GOAL 3: Relationships** Strengthen relationships internally at DELC and externally with all communities.
- **GOAL 4: Access** Improve quality and access to services and programs while tracking measurable goals.



High quality Early Learning and Care is delivered across a variety of settings. This is why it is known as a "mixed-delivery" system.



Supporting Family Choice



A mixed-delivery system provides families with multiple options to choose from to meet their preferences in a variety of quality settings. Each program is different, and these characteristics may not apply to all.

Shared Quality Components across child care settings:

- Structured daily routines
- Qualified, trained early learning professionals
- Developmentally appropriate (DAP) and engaging curriculum and environment
- Inclusive practices
- Focus on social and emotional development
- Parent/Family communication
- Observational assessments and monitoring of each child's needs and development

Characteristics of Family Child Care:

- Focused learning with smaller group sizes
- Familiar, comfortable & natural learning and care environment
- Flexible and responsive to needs of family (more often includes extended hour or weekend care)
- Consistent adult-child relationships supports continuity
- Mixed age-group learning opportunities



Characteristics of Center Based Care:

- Socialization with a larger and more diverse peer group, typically with same-age peers
- Opportunities for learning in specialized activity & learning zones
- Multiple early learning professionals collaborating to ensure each child's unique needs are met



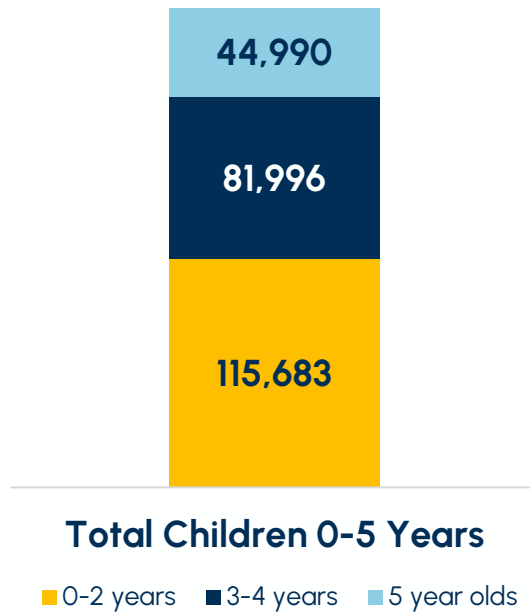


Early Learning & Child Care **Programs: Why They Matter**

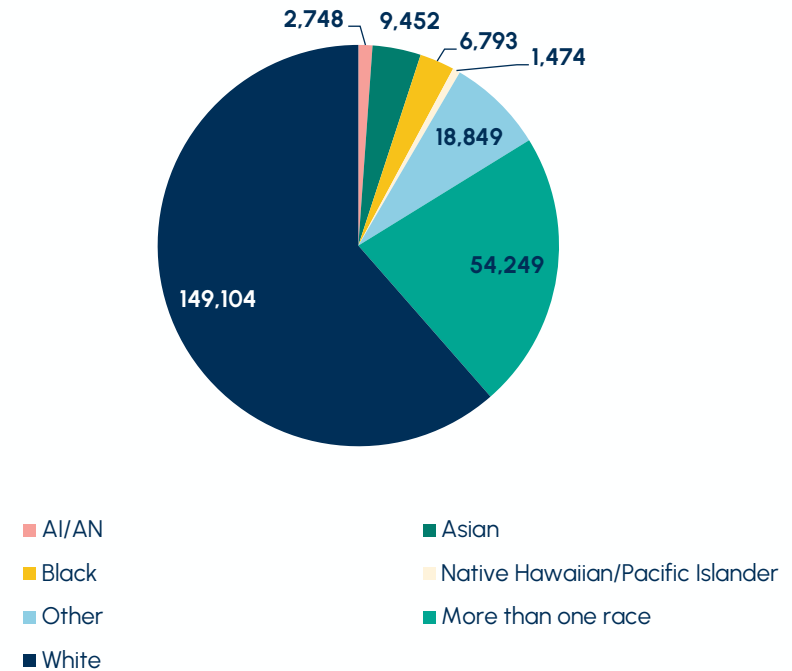
Children in Oregon 0-5 Years Old



242,699 Total Children ages 0-5 Years



Oregon Children 0-5 Years by race



Total children Hispanic/Latinx = 62,588

Data Source: 2023 1-Year Estimates American Community Survey Public Use Microdata Sample

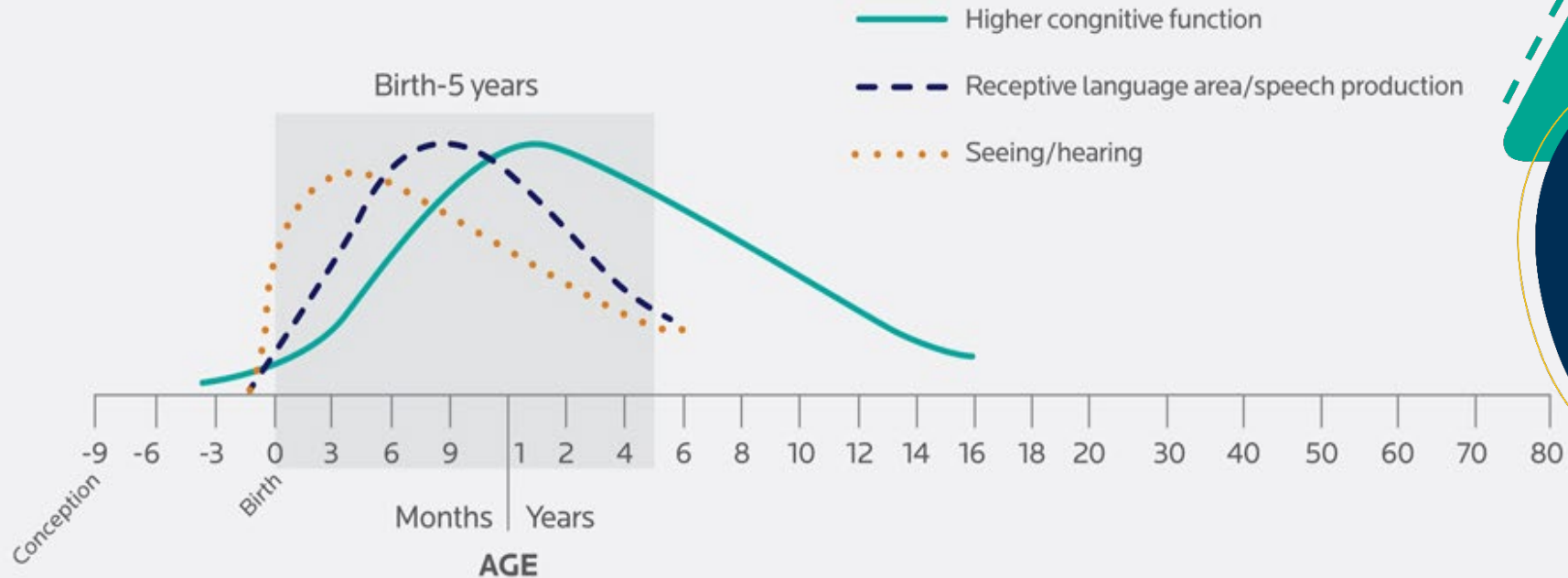
Note: for US Census data, children can be included in a specific race group and in the Hispanic/Latinx group, these are not mutually exclusive groups. Due to this, adding children across race and ethnicity will lead to a higher number than the total children 0-5 years.

The Developmental Impact of Early Learning & Child Care



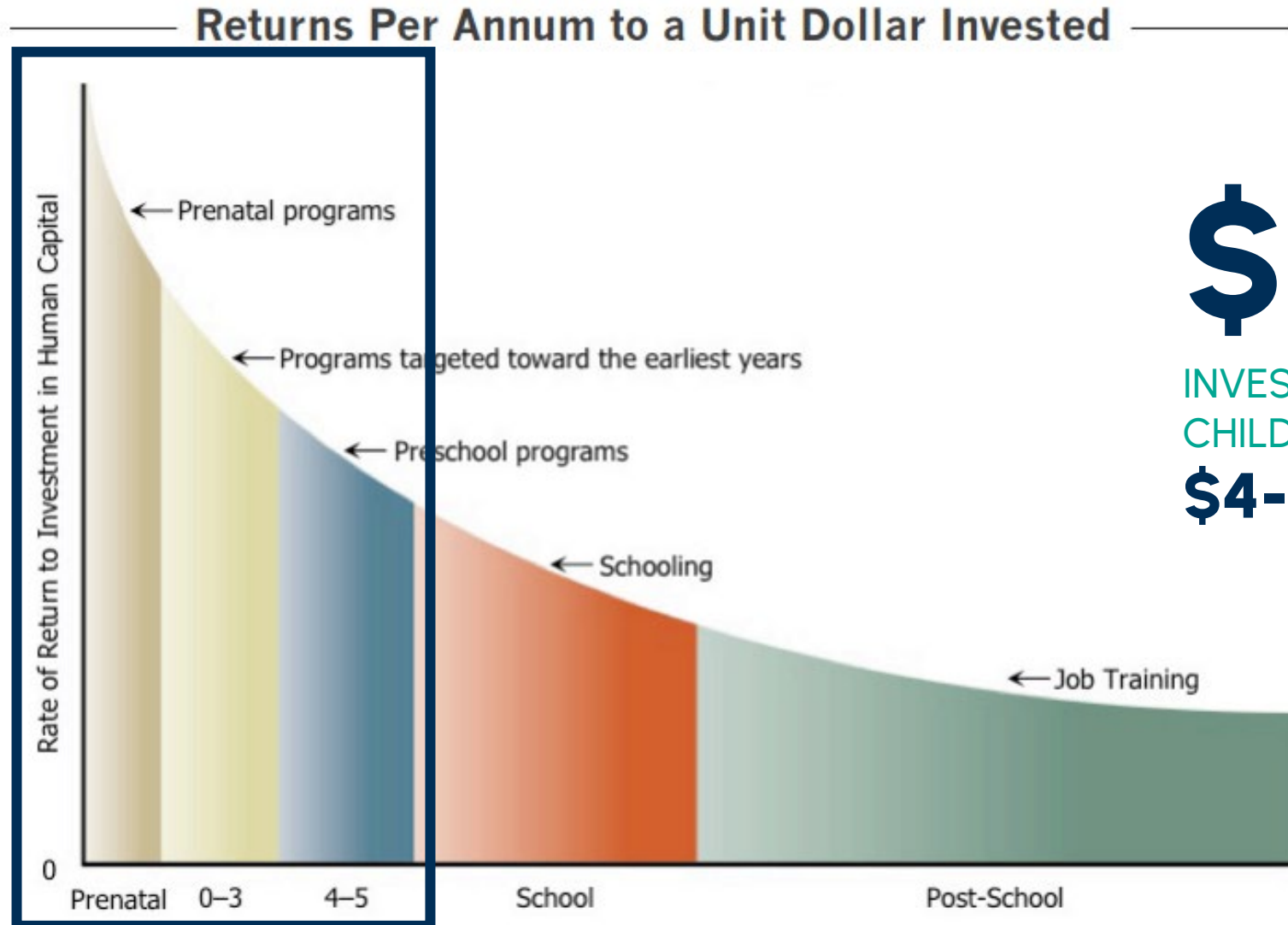
The science of child development underscores the importance of the first 2,000 days of childhood.

Synapse formation in the developing brain



Early childhood sets the foundation for literacy, beginning with language.

The Economic Impact of Early Learning & Child Care



\$1

INVESTED IN EARLY
CHILDHOOD YIELDS A
\$4-\$16 RETURN

The Educational Impact of Early Learning & Child Care



Children who receive an early childhood education are:

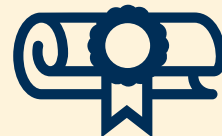


25%

more likely to graduate high school

4x

more likely to complete a bachelors degree



Less likely to face academic problems

According to the National Early Literacy Panel, high-quality preschool programs improve children's language, literacy, and math skills by up to 30-40%.

The **Family** Impact of Early Learning & Child Care



69% of children in Oregon under the age of 6 have both available parents in the workforce, meaning they require some form of child care

PRB analysis of data from the U.S. Census Bureau, American Community Survey table B23008.

41% of Oregon families had challenges finding child care that negatively impacted their employment

Pears, K.C., Lauzus, N., Scheidt, D. & Guyer, S. (2022). Findings Statewide Household Survey.

A person is most likely to experience homelessness in their first year of life¹. In Oregon, **6,561** children under age 3 were estimated to be homeless in 2022-23².

¹ Gubits, D., Shinn M., Bell S., Wood M., Dstrup S., Solari, C...Abt Associates, Inc.. (2015, July). Family options study: Short-term impacts of housing and services interventions for homeless families.

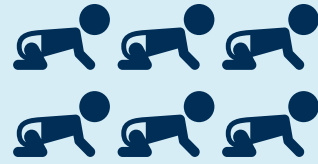
² Oregon profile: <https://public.tableau.com/app/profile/schoolhouseconnection/viz/ChildandYouthHomelessnessDataProfiles/National>

2022 Oregon Child Care Desert Report

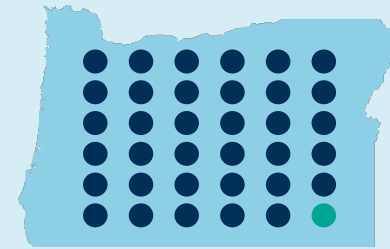


Across Oregon, there is inadequate regulated child care supply – especially for infants and toddlers

A child care desert is a community with 3 or more children for a single child care slot.

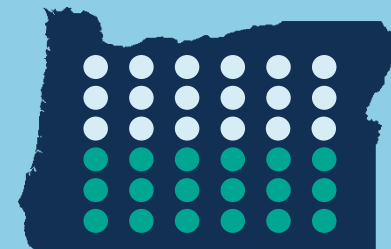


There are **6** infants & toddlers for a single child care slot in Oregon



Almost all Oregon counties are child care deserts for infants and toddlers

There are **3** preschool-age children for a single care slot in Oregon



Half of Oregon counties are child care deserts for preschool-age children

Without publicly funded slots, all except 3 counties would be child care deserts.

Average Cost of Child Care in Oregon



\$19,604

per year
for infant and
toddler care



\$13,717

per year
for preschool
care



\$8,306

per year
for school-age
care

To see what child care costs in your county, check out this interactive map from the Women's Bureau of Labor:

<https://www.dol.gov/agencies/wb/topics/childcare/price-by-age-care-setting>

The **Business** Impact of Early Learning & Child Care



42.5%

of Business Community Survey respondents in Oregon cited lack of child care as a key challenge for employee retention.

2024 Oregon Talent Assessment

**\$1.4
billion**

estimated annual lost earnings due to the infant-and-toddler child care crisis on Oregon's economy.

Ready Nation: The Growing, Annual Cost of the Infant-Toddler Child Care Crisis



Department of Early Learning & Care: What We Do

Primary Goals



Through the design and implementation of DELC and development of the agency's first strategic plan, three key goals guide the work of DELC:

- 1 Keep kids healthy and safe in care
- 2 Increase access to care & set foundational early literacy skills
- 3 Provide strong customer service and be accountable for public funds

DELC Programs and Foundational Services to Families and Early Childhood Workforce Development



Core Programs

- Baby Promise
- Dolly Parton's Imagination Library of Oregon
- Early Childhood Equity Fund
- Employment Related Day Care
 - BOLI Apprenticeship (expanding to CHIPS)
 - Head Start Contracted Slots
 - High Needs Rate
 - Teen Parent Program
 - Quality Incentives
- Healthy Families Oregon
- Kindergarten Partnership & Innovation Fund
- Oregon Prenatal to Kindergarten

- Parenting Education
- Preschool Promise
- Relief Nurseries
- Tribal Early Learning

Foundational Services

- Child Care Licensing & Compliance
- Child Care Resource & Referral entities
- Early Learning Hubs
- Every Child Belongs (early childhood suspension & expulsion prevention)
- Inclusive Partners
- Professional Learning for the ECE Workforce

Early Learning and Child Care Programs



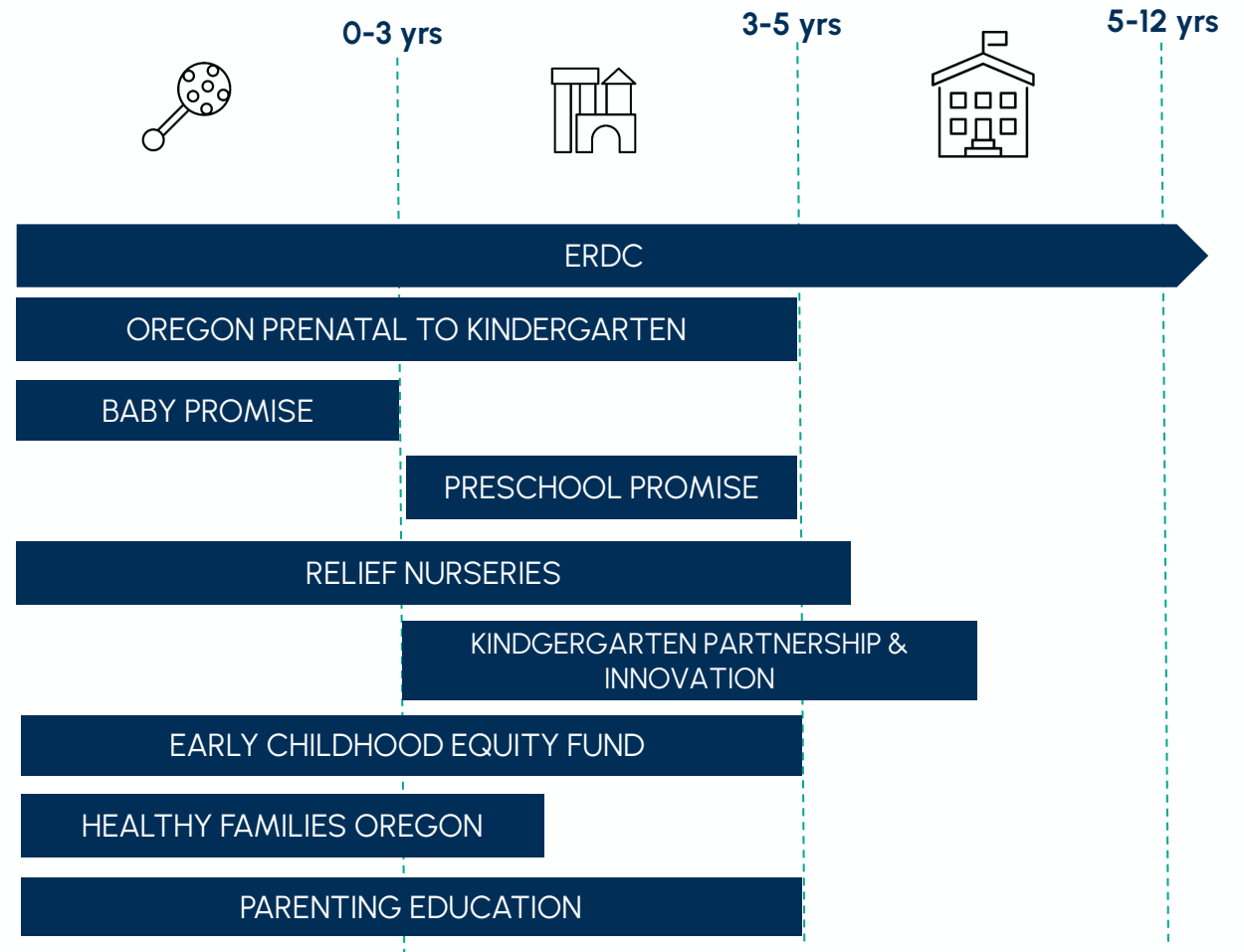
Our programs promote:

AFFORDABILITY

EARLY LITERACY

FAMILY SUPPORT

LEARNING AND DEVELOPMENT



Early Learning and Care by the Numbers



242,699
children in
Oregon from
birth through
five years



112,720

licensed child care capacity
(6 weeks to 12 years)

Requires a workforce of
over **24,000**



26,000
children served by
ERDC



Annually over
32,000 publicly
funded early
learning slots



Over **320*** Grantees
providing service to
children and families

*Reflects the number of grants administered for PSP, HFO, OPK, BP, ECEF, RN. Some programs have multiple grants and some programs sub-contract.

DELC Administration and Operations



Operations by the Numbers



384

TOTAL POSITIONS

\$1.5B

TOTAL AGENCY
BUDGET *(25-27)*

DELIVERS OVER
\$350M
OF GRANT IN AID
SUPPORT
(ANNUALLY)

MANAGES
OVER

600

CONTRACTS
AND GRANTS

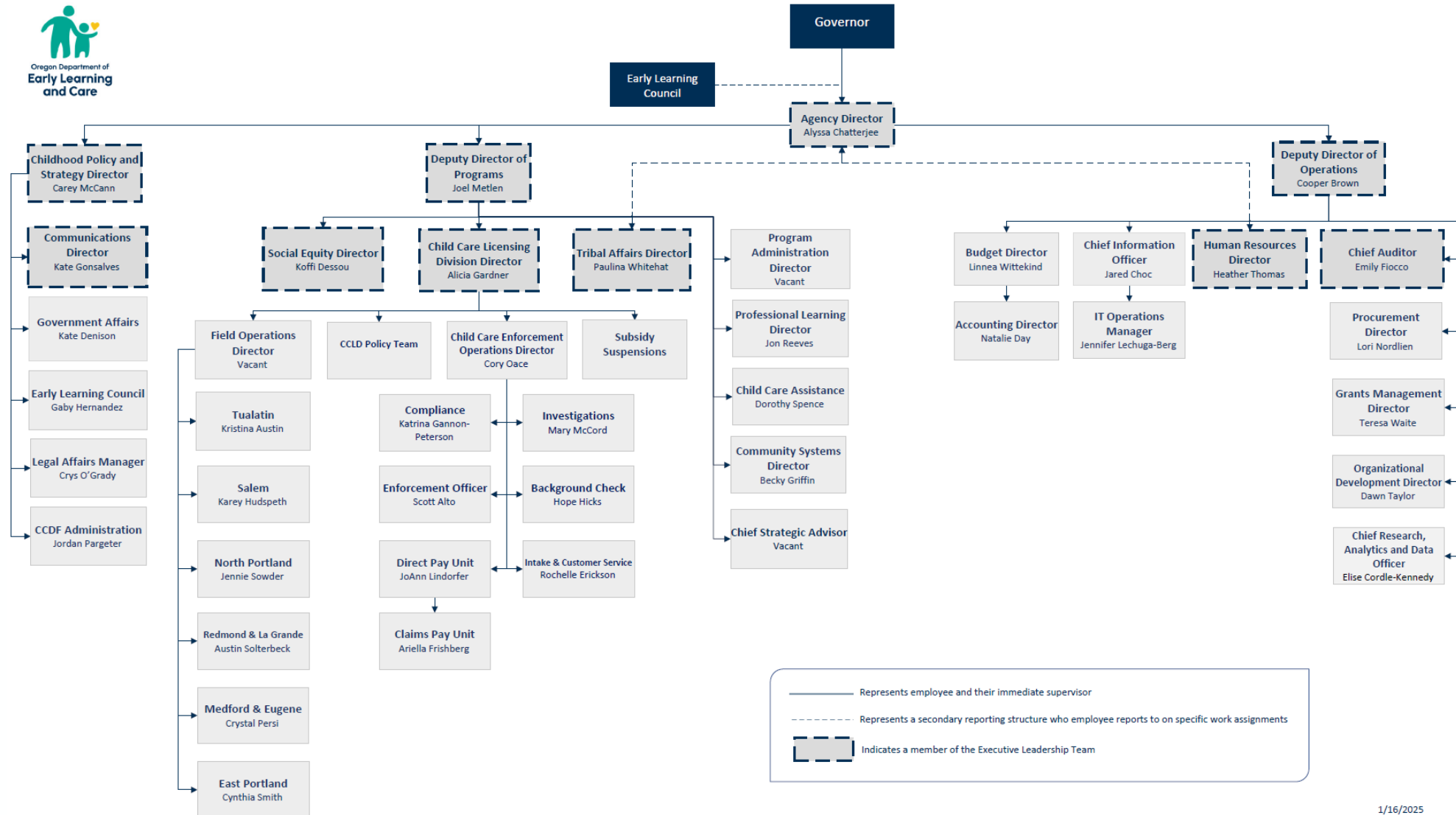
DELIVERS OVER
\$187M
IN ERDC SUPPORT
(ANNUALLY)

PROCESSES OVER
15,000
ERDC PAYMENTS
(MONTHLY)

PROCESSES OVER
900
NON-ERDC PAYMENTS
(MONTHLY)



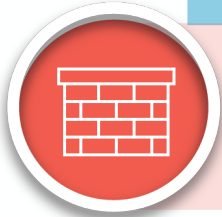
DELC Organizational Structure



Accountability & Controls



Since DELC Launch



Structural Adjustments



Auditing



Leveraging Data



Technology Investments



Updated Grants & Contracts Requirements

Improved
Accountability

Accountability: 2024 Oregon Secretary of State Audits Real-Time Review

Findings:

- DELC established many key controls and processes, prioritizing policies to be operational from Day 1
- Major modernization efforts promise more efficient grant oversight and provider payments
- Additional investments key to meeting rising program demand while implementing sufficient oversight



Tribal Sovereignty:

Access to Services & Promoting
Literacy

Promoting Tribal Sovereignty through Infrastructure



- Office of Tribal Affairs
 - 3-person team dedicated to educating DELC staff about Tribal sovereignty and supporting the operationalization of DELC's Tribal Consultation Policy
- Developed first Tribal Consultation Policy draft
 - Currently in final stages of review and approval through government-to-government consultation
- Tribal Advisory Committee
 - Established by HB 2055 (2021) to design a Tribal Early Learning Hub
- Identifying funding mechanisms that center Tribal sovereignty and self-determination

Evolution of DELC's Government-to-Government Approach



History of State-Offered Early Learning Funding for Tribes

- Original pilot for Preschool Promise limited to Early Learning Hubs
- Required Tribes to partner with their local Hub(s) to access funding
- No dedicated, flexible resource for Tribes to address identified early learning goals
- No consistent approach to working with Tribes within the Early Learning Division



Tribal Advisory Committee

- Established by HB 2055 in 2021; convening since October 2021
- Two representatives from each of the nine federally recognized Tribes in Oregon
- Advises the Early Learning Council on design of a Tribal Early Learning Hub, including:
- Delivery of early care and education services to the tribal communities of this state in a culturally specific manner
- Rules that prescribe the requirements



Office of Tribal Affairs

- Single point of contact for Tribal issues
- Training and professional growth for DELC leaders, personnel, and partners
- Tribal Consultation and Communication policy & process is under development
- Ensure DELC programs and services benefit Tribal communities and honors Tribal sovereignty and Tribal self-determination

Promoting Tribal Sovereignty through Access to Funding



- **2024-25 Sole source applications for Tribes to access Early Literacy and Preschool Promise funding**
 - 8 of 9 Tribes participating in Early Literacy through the Early Childhood Equity Fund
 - Prior to BTF, \$1.6M went to Tribes in FY24-25 from DELC programs
 - BTF awarded an additional \$1.5M to Tribes, for a total investment of \$3.1M for programming
- **2023-25 Tribal Early Learning grants (\$69k/Tribe)**
 - Specific to forming a Tribal Advisory Committee and advising DELC on the development and implementation of Tribal Early Learning Hub, or similar (to be replaced with Tribal Early Learning Plan and Fund)

Centering Tribal Sovereignty and Self-Determination



- **House Bill 2815**
 - Replaces the Tribal Advisory Committee with long-term Oregon Tribal Early Learning Alliance
 - Replaces Tribal Early Learning Hub with Tribal Early Learning Plan
 - Establishes Tribal Early Learning Fund
- **Recommending \$4.75M in a Tribal Early Learning Fund to support dedicated funds for the nine federally recognized Tribes within Oregon's borders to:**
 - Support language and culture revitalization
 - Offer professional development for early childhood educators
 - Provide competitive wages for early childhood staff
 - Promote the goals and objectives of the Tribal Early Learning Plan



DELC Budget

Prioritizing Access to Services

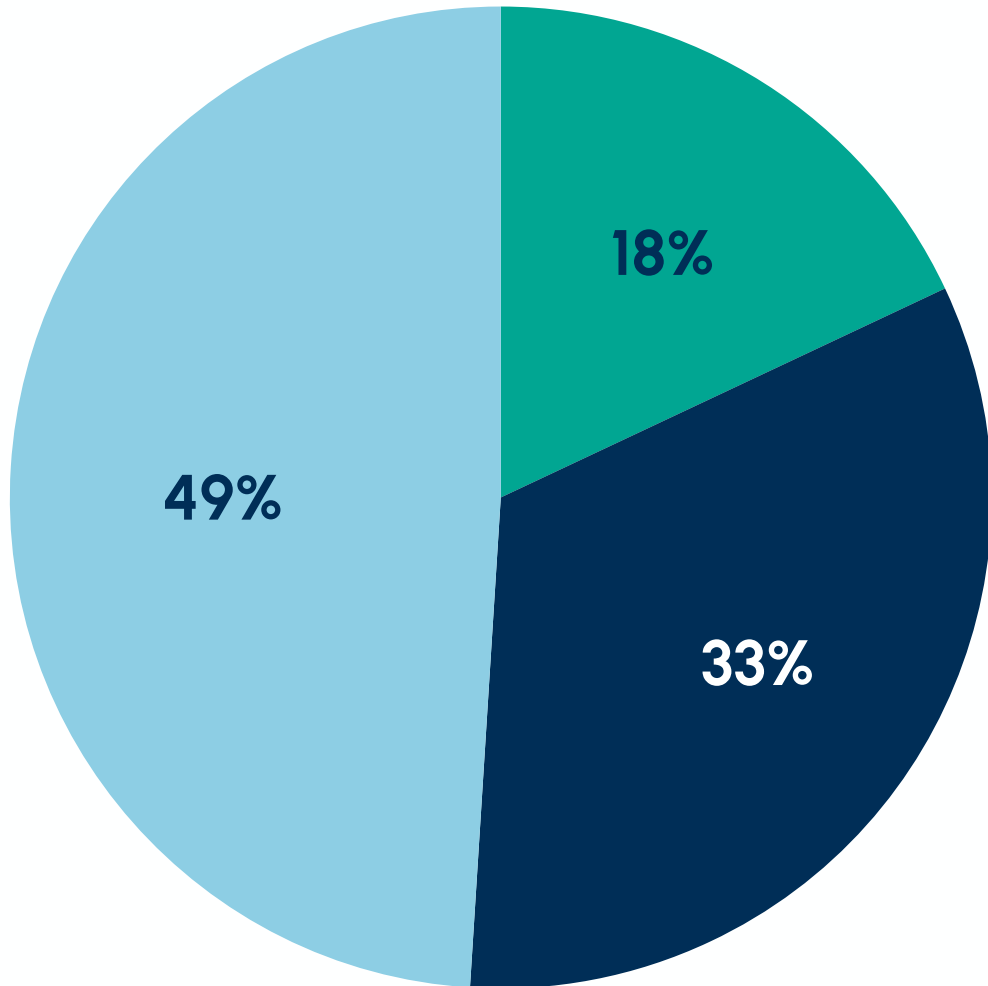
DELC Budget Overview



Comprised of three funding types:

1. **General Fund**
2. **Federal Funds** – specifically the Child Care and Development Fund (CCDF)
3. **Other Funds** – primarily the Fund for Student Success – Early Learning Account

2025 – 27 Budget by Fund Type

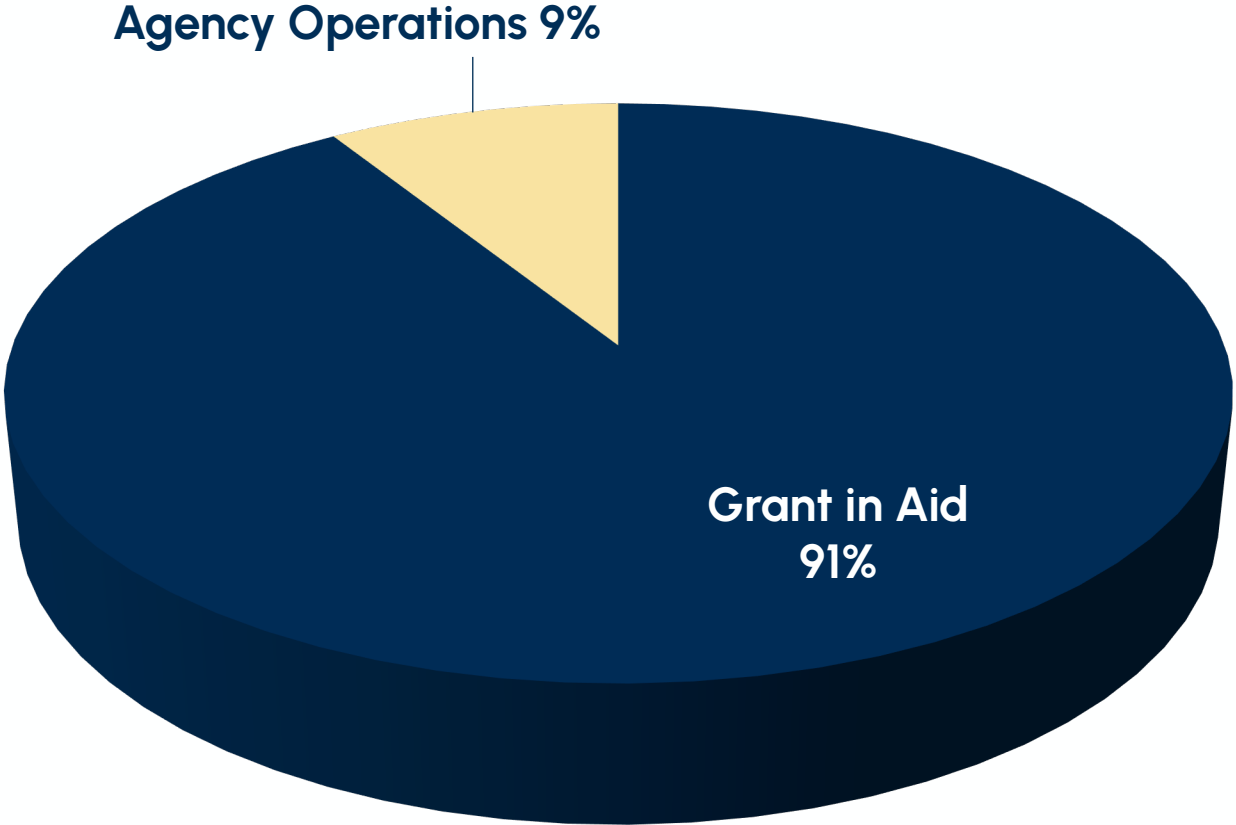


- General Fund \$754.1M / 49%
- Federal Fund \$272.7M / 18%
- Other Fund \$496.5M* / 33%

*475.9M is the Early Learning Account

Total Funds \$1.5 Billion

DELC Operations & Grant In Aid

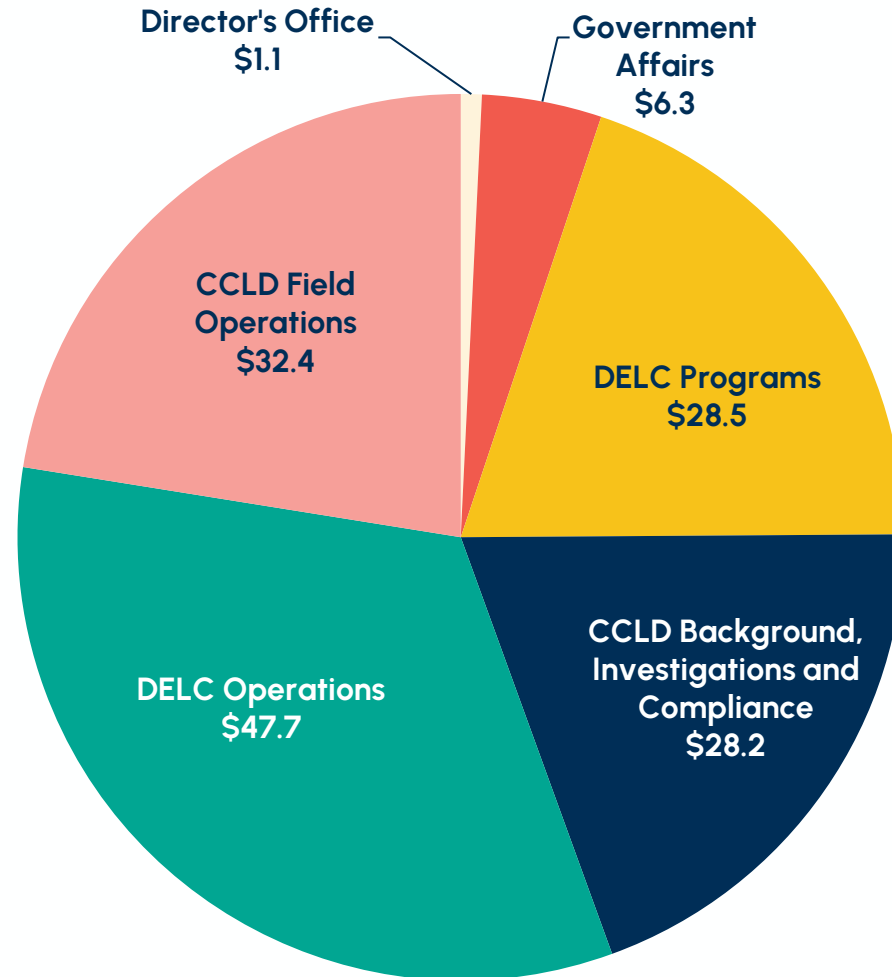


2025-27 Governor's Budget
Total All Funds:
\$1.5 billion
384 Positions (376.37 FTE)

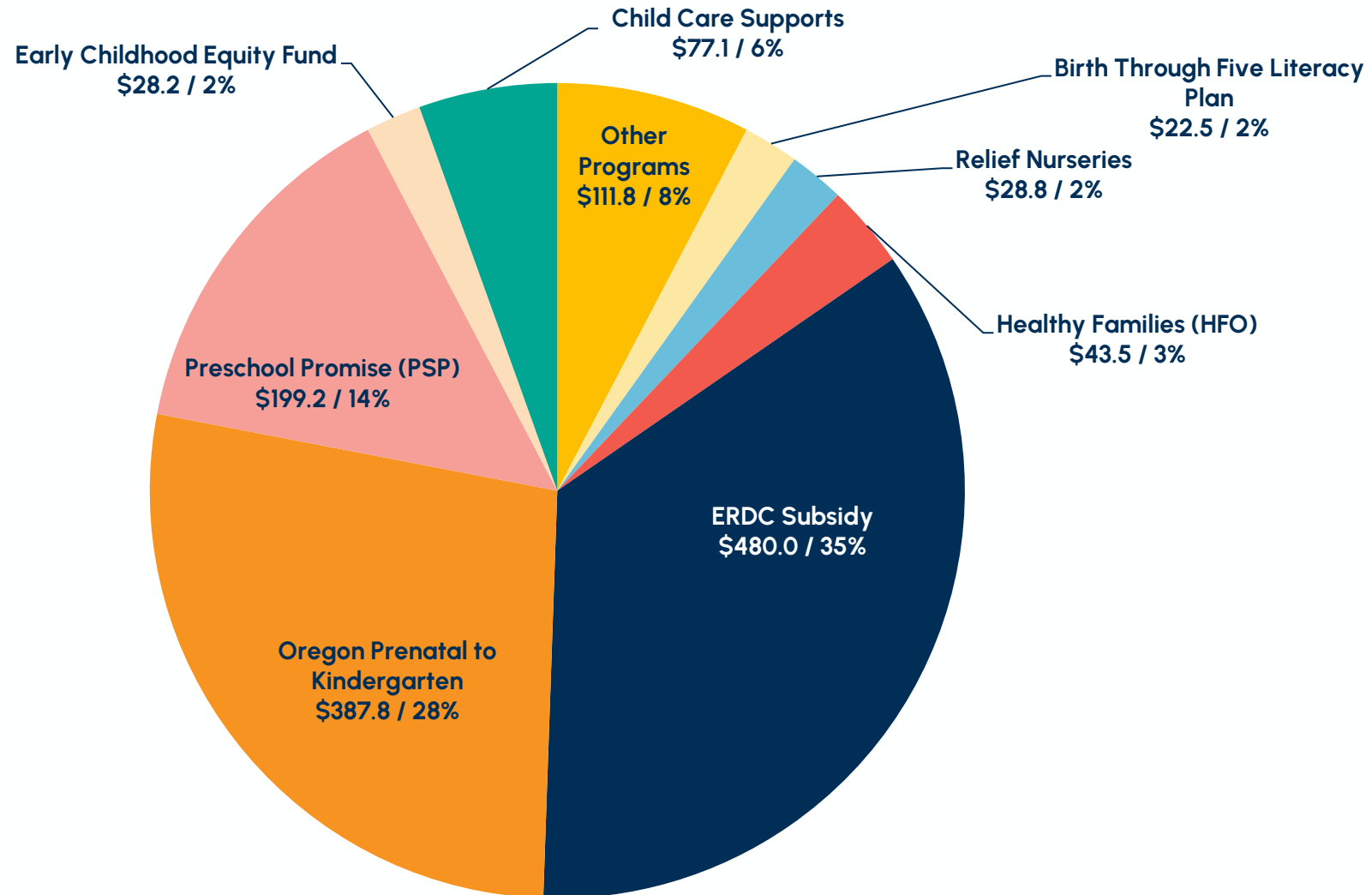
2025-27

Agency Operations

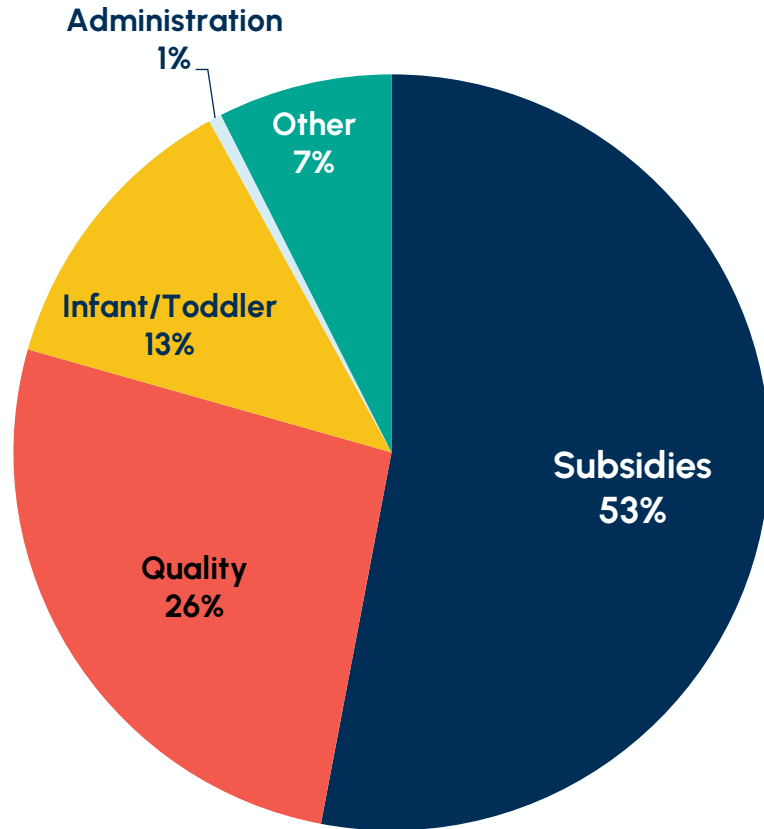
\$144.2M (\$ in Millions)



Grant-In-Aid detail



2025-27 CCDF Activities



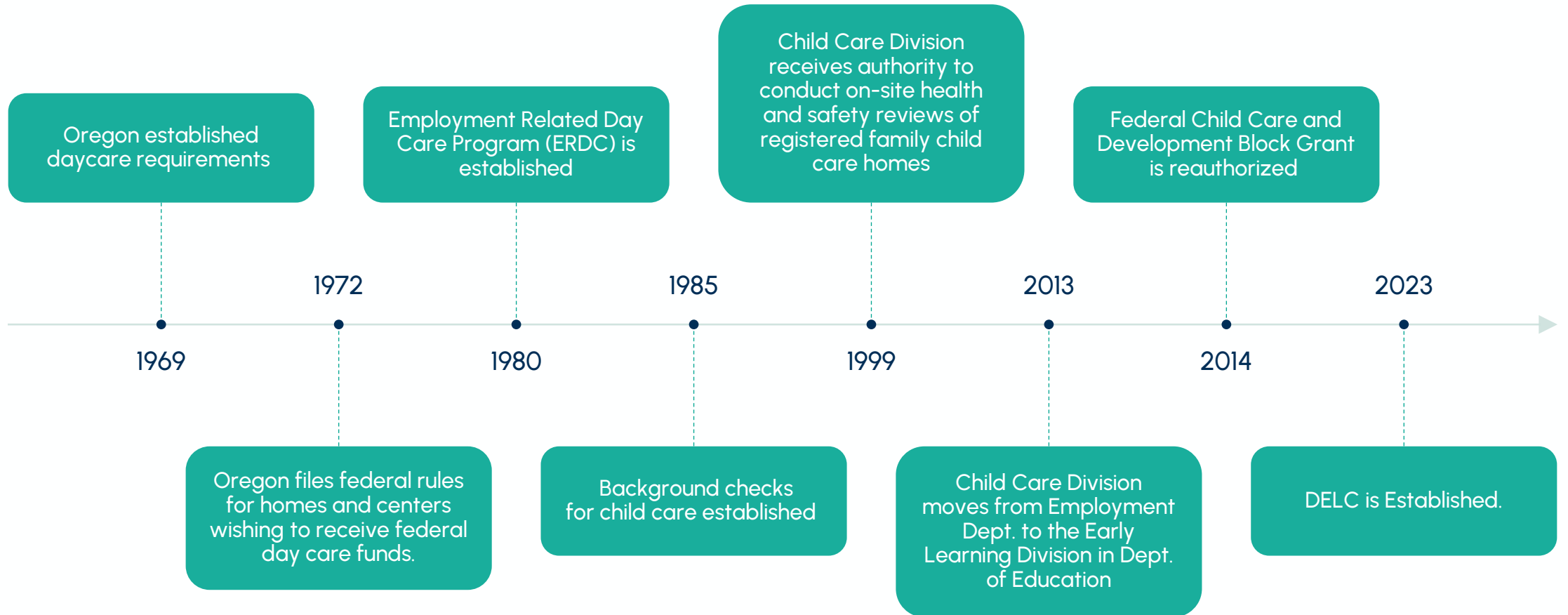
- Subsidies \$157.2M 57.6%
- Quality \$78.2M 28.7%
- Infant/Toddler \$13.7M 5%
- Administration \$1.5M 0.6%
- Other \$22.1M 8.1%

Total \$272.6 million



Keeping Kids Healthy & Safe **in Care: Child Care Licensing**

Oregon's Child Care History



Why Does Child Care Licensing Matter?



Keeps Kids Safe

- Ensures health and safety
- Reduces abuse and neglect in care
- Provides accountability and oversight
- Builds public confidence
- Creates foundational standards for child care facilities

Supports Positive Early Childhood Development

- Supports families
- Promotes professionalism in child care
- Providers gain access to resources to support quality care
- Supports healthy child development practices through rulemaking

Child Care Licensing Division



The **Child Care Licensing Division (CCLD)** primary function is to inspect and license child care programs. CCLD ensures health and safety of children in child care by:

- **Providing Customer Service** to providers, families, and the public related to ERDC payment, Licensing, and DELC programs
- **Monitoring child care settings** for foundational health and safety licensing requirements.
- **Issuing and renewing licenses** to ensure ongoing compliance.
- **Providing technical assistance** to programs to improve safety and quality.
- **Conducting background checks** on all adults in contact with children while in child care settings.
- **Investigating complaints** and conducting tandem visits with the Office of Trainings, Investigations and Safety (OTIS) to investigate allegations of child abuse or neglect.
- **Reducing Barriers** through policy and rule revision to ensure reasonable and equitable enforcement



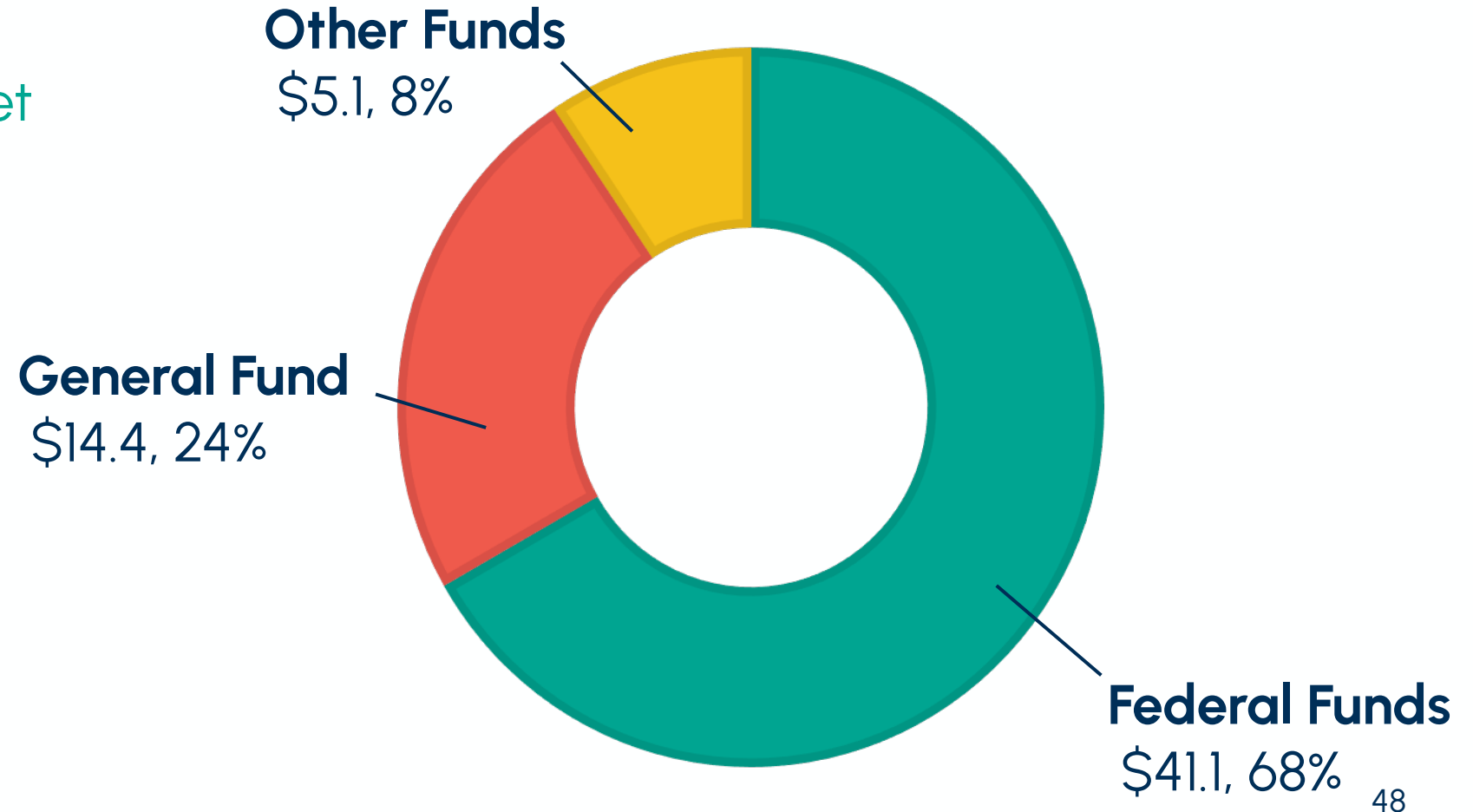
Child Care Licensing & Compliance

(Operations)



2025-27 Governor's
Recommended Budget

Total All Funds:
\$60.7 million

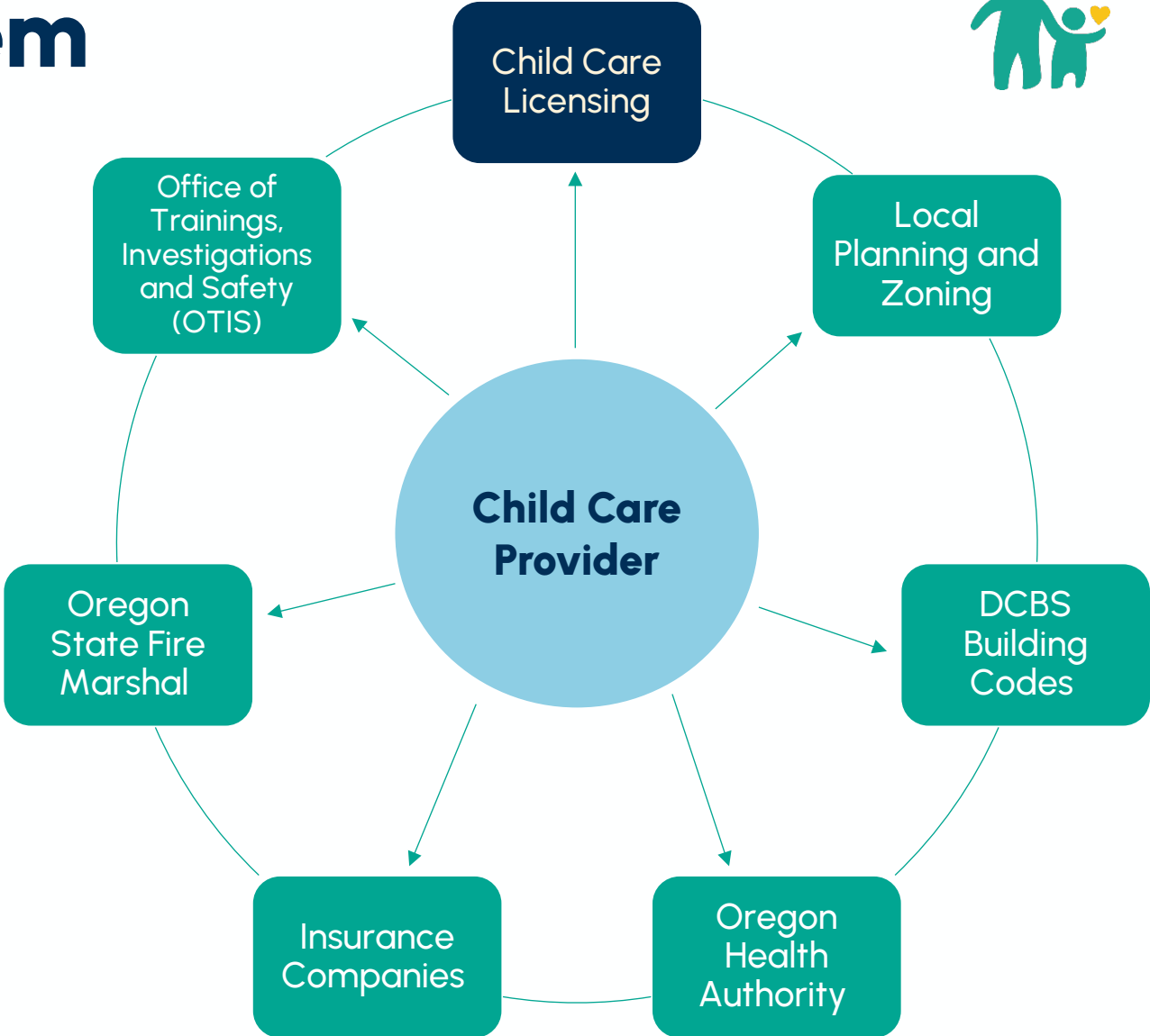


Navigating the System



A child care provider must maintain compliance with many rules, laws and regulations.

Child Care Licensing is one aspect of the regulations, and CCLD partners with many agencies to coordinate regulations.



Child Care and Development Fund



CCDF Requirements

Lead Agencies must demonstrate in their triennial CCDF State Plans that they have policies and procedures on the following topics:

- Staff-to-Child Ratios and Group Sizes
- Orientation/Pre-Service, and Ongoing Training Standards
- Emergency Preparedness and Response Planning Standards
- Monitoring and Enforcement of Licensing & Health and Safety Standards
- 11 Health and Safety Topics
- Comprehensive Background Checks
- Consumer Education (Aggregate Data, Complaint Hotline, and Child Safety Portal)

11 Health and Safety Topics



The prevention and control of infectious diseases (including immunizations)

Prevention of sudden infant death syndrome and use of safe sleeping practices;

Administration of medication, consistent with standards for parental consent

Prevention and response to emergencies due to food and allergic reactions

Appropriate precautions in transporting children, if applicable

Building and physical premises safety, including identification of and protection from hazards, bodies of water, and vehicular traffic

Prevention of shaken baby syndrome, abusive head trauma, and child maltreatment

Emergency preparedness and response planning for emergencies resulting from a natural disaster, or a man-caused event (such as violence at a child care facility)

Handling and storage of hazardous materials and the appropriate disposal of bio contaminants

Pediatric first aid and cardiopulmonary resuscitation

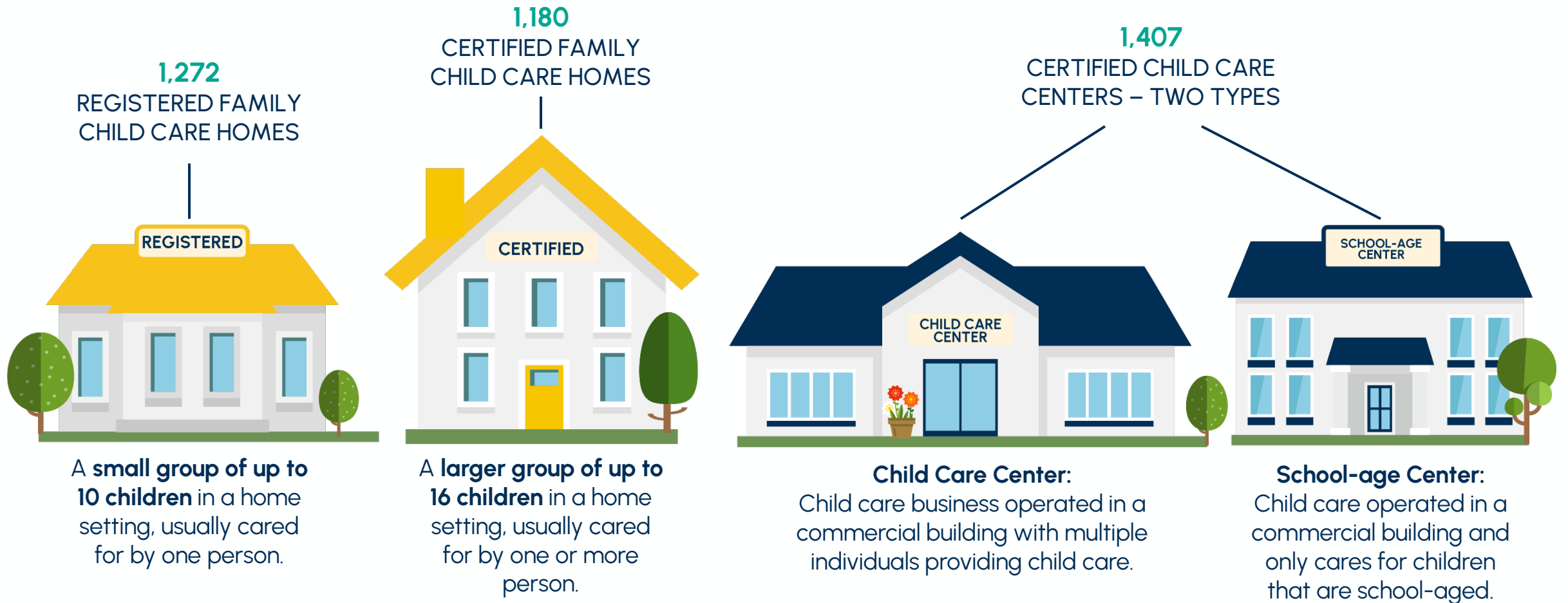
Recognition and reporting of child abuse and neglect



Child Care Licensing: **What It Looks Like in Oregon**

Types of Licensed Child Care

As of January 2025



Coming in 2025: Outdoor Nature Based-Programs

Other Types of Care



Recorded Programs

- **School-age:** Offers youth development activities to school-age children that does not take the place of a parent's care and is offered during non-school hours.
- **Preschool:** Offers educational activities to preschool-age children for less than four hours per day

Regulated Subsidy

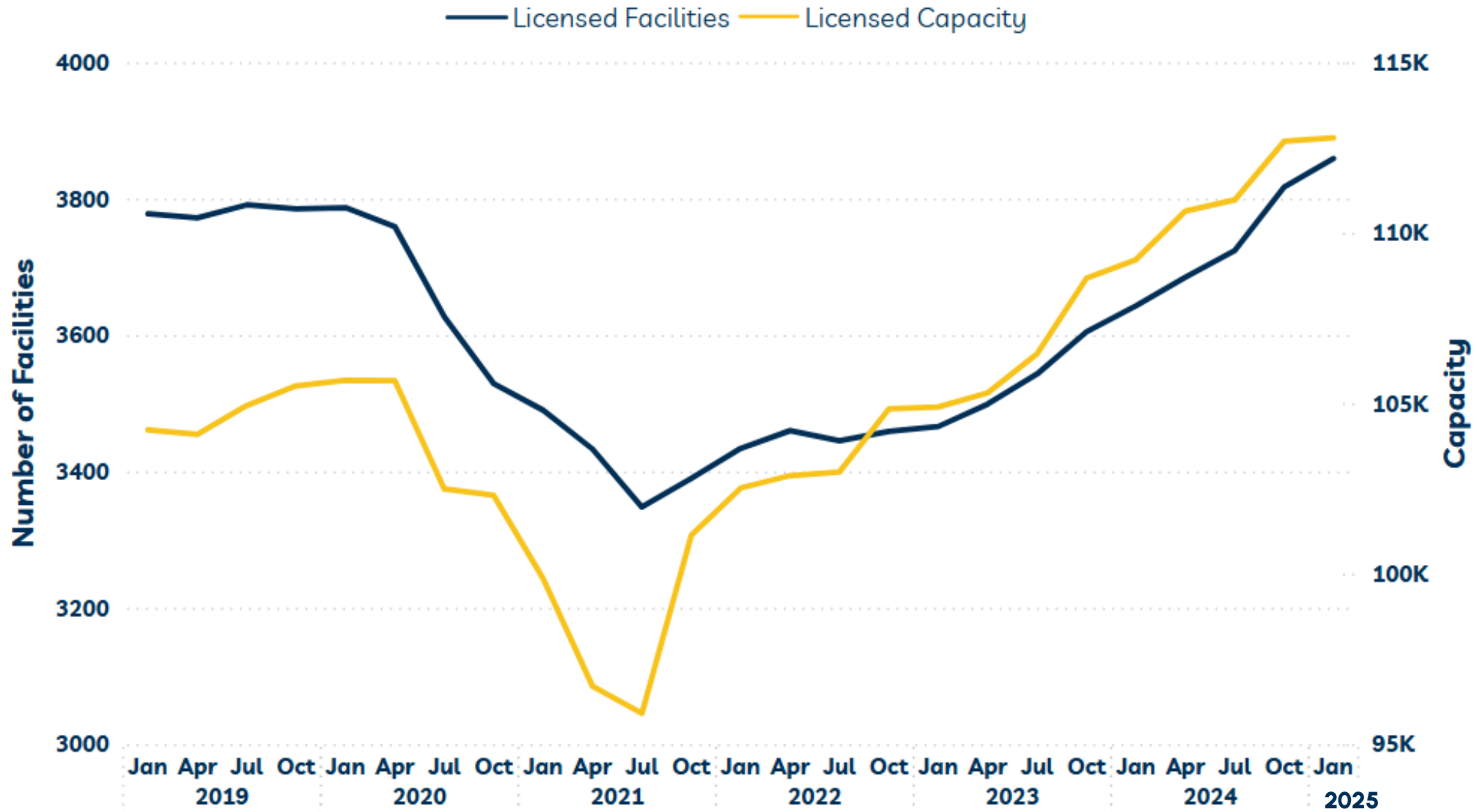
- License-exempt programs that qualify for ERDC funds with inspection and background checks.
- May be in-home care or center-based (such as school-district operated or recorded preschool)

Other Exempt Care

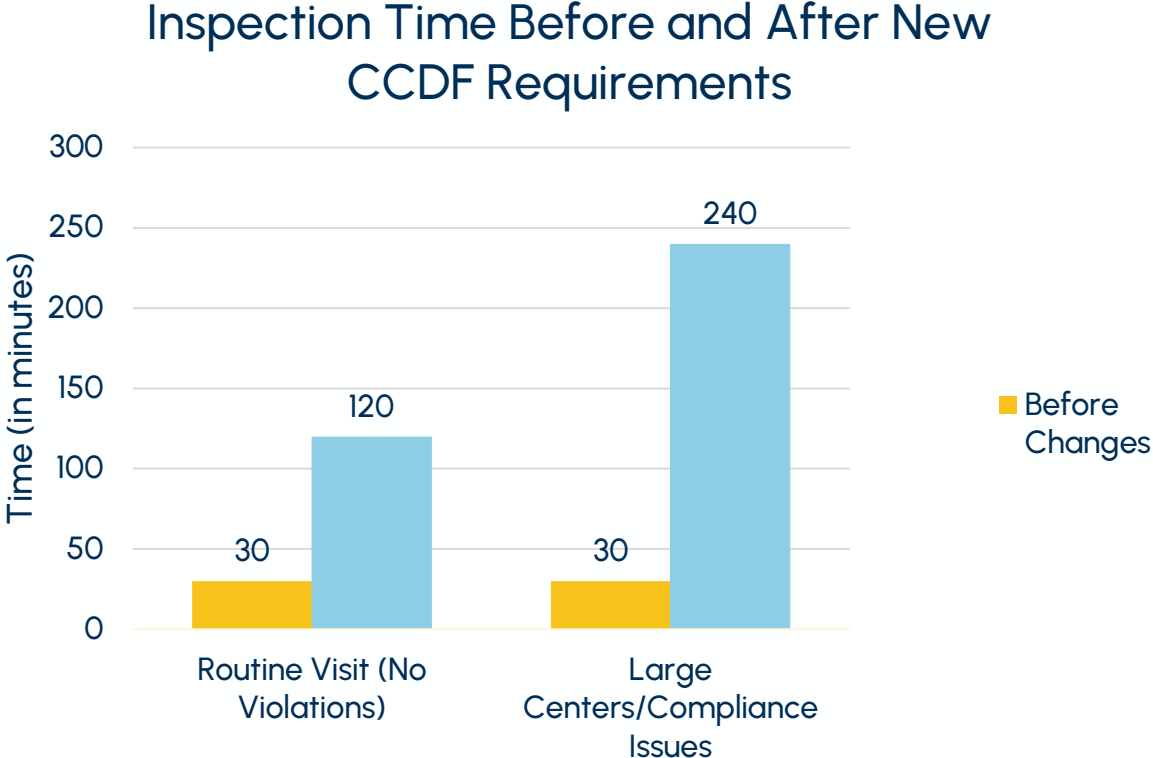
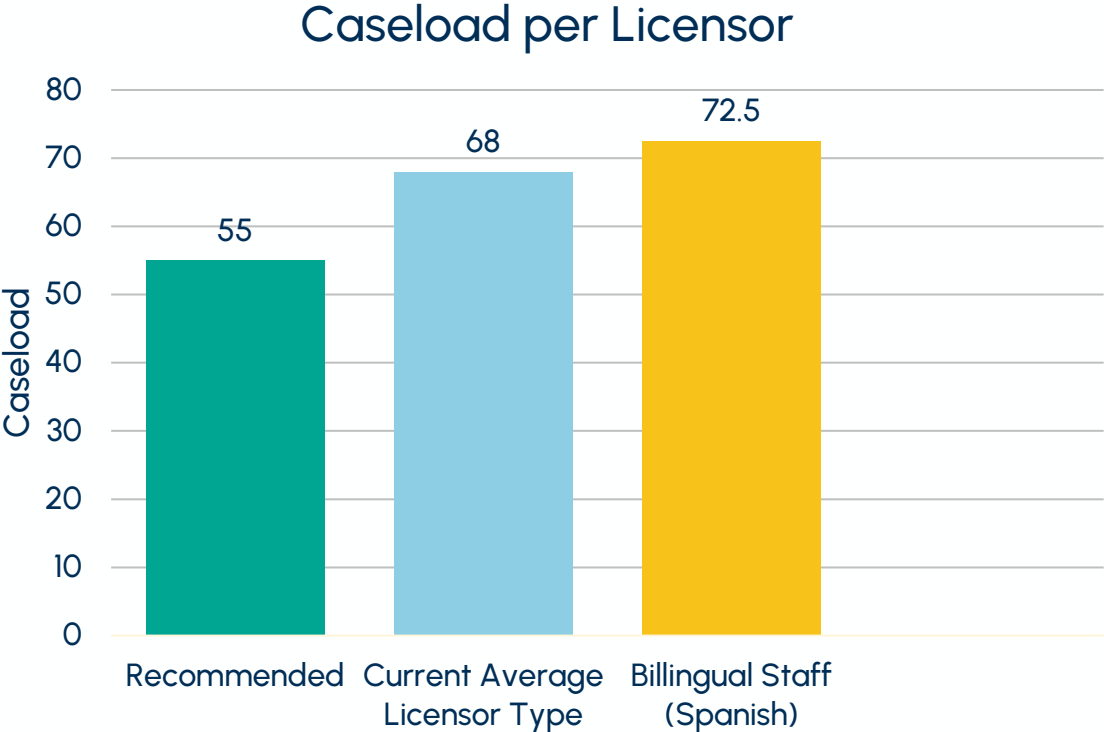
- Operated by school-district or government entity
- Parent cooperatives, limited to four hours a day
- Care where parents remain on site, such as a gym or a supermarket



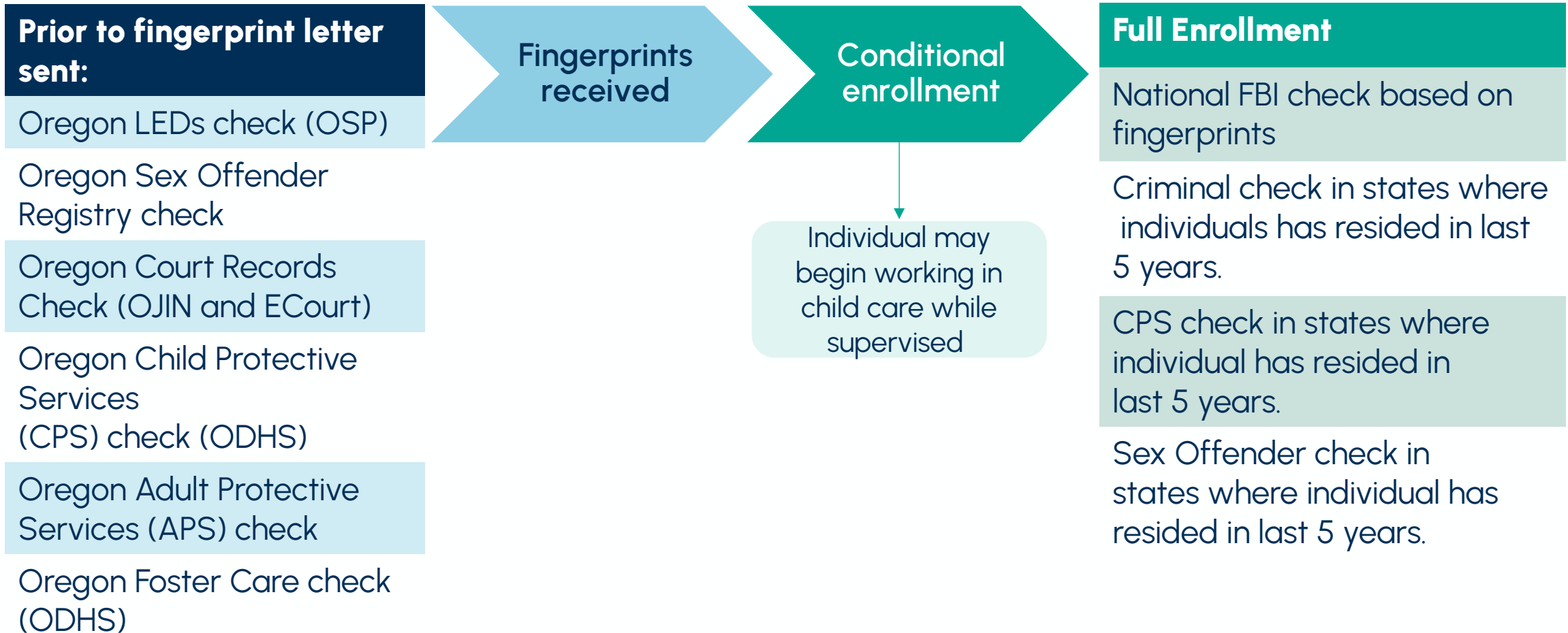
Licensed Facilities and Licensed Capacity in Oregon



Visit and Caseload Numbers



Central Background Registry



Central Background Registry Timelines



	2022	2023	2024
Number Individuals Enrolled in the CBR	67,797	77,608	84,530
Percentage of CBR applications approved in 4 weeks or less	61%	71%	91%
Number of CBR applications received	24,181	30,455	24,094
Average number of days "Conditionally Enrolled" in CBR	55	20	8

HB 5013 in the 2023 session made 3 administratively created LD positions permanent for OCC/CCLD. The positions were 1 OS2 and 2 ASIs. These additional positions were critical to resolving the backlog.

Abuse and Neglect Findings



Substantiated allegations

Abuse Type	#Total allegations	#Founded/ Substantiated*	% Founded or substantiated
Neglect	46	16	34.8%
Physical	86	12	14.0%
Threat. harm	20	10	50.0%
Sexual	31	5	16.1%
Total	183	43	23.5%

CCLD conducts investigations in tandem with OTIS (Office of Trainings, Investigations and Safety) so that CCLD can immediately take legal action if abuse or neglect is substantiated in care.

OTIS conducts the abuse and neglect investigation, and CCLD investigates child care health and safety rule violations.

Reducing Barriers through Rule Revision



Certified Center-Effective January 2024

Revisions Included:

- Expanded teacher qualifications
- Increased flexibility in support staff responsibilities
- Multi-Site model
- Reduced facility barriers (bathroom location, outdoor play areas)
- Mixed-age group ratios

Certified & Registered Family-Effective July 2025

Revisions Included:

- Reduced facility barriers (number of toilets)
- Increased flexibility in support staff qualifications
- Eased group size requirements
- Flexibility in storage of hazards
- **For RF:** New activities required: opportunities for movement, gross and fine motor, pretend play, art and literacy.

Engagement Activities

- ✓ Listening sessions
- ✓ Online feedback form (family child care only)
- ✓ Community Workgroup
- ✓ Rulemaking Advisory Committee

Participants

- ✓ Child Care Providers
- ✓ Families
- ✓ State agencies (OHA, DCBS)
- ✓ Partner organizations
- ✓ Child Care Provider Union (family child care only)

CCLD Legislative Happenings



HB 2727 (2023): Established a work group to explore how zoning, building codes, and permitting impact early learning facility growth and expansion.

HB2418 (2025): Provides flexibility for child care providers by allowing temporary exceptions to certification requirements and enabling the Early Learning Council to set child-to-provider ratios in Registered Family Care.

SB 1040 (2023): Launched a pilot program to create a licensing model for small child care centers, testing waivers on staffing and qualification requirements to inform future policy changes.

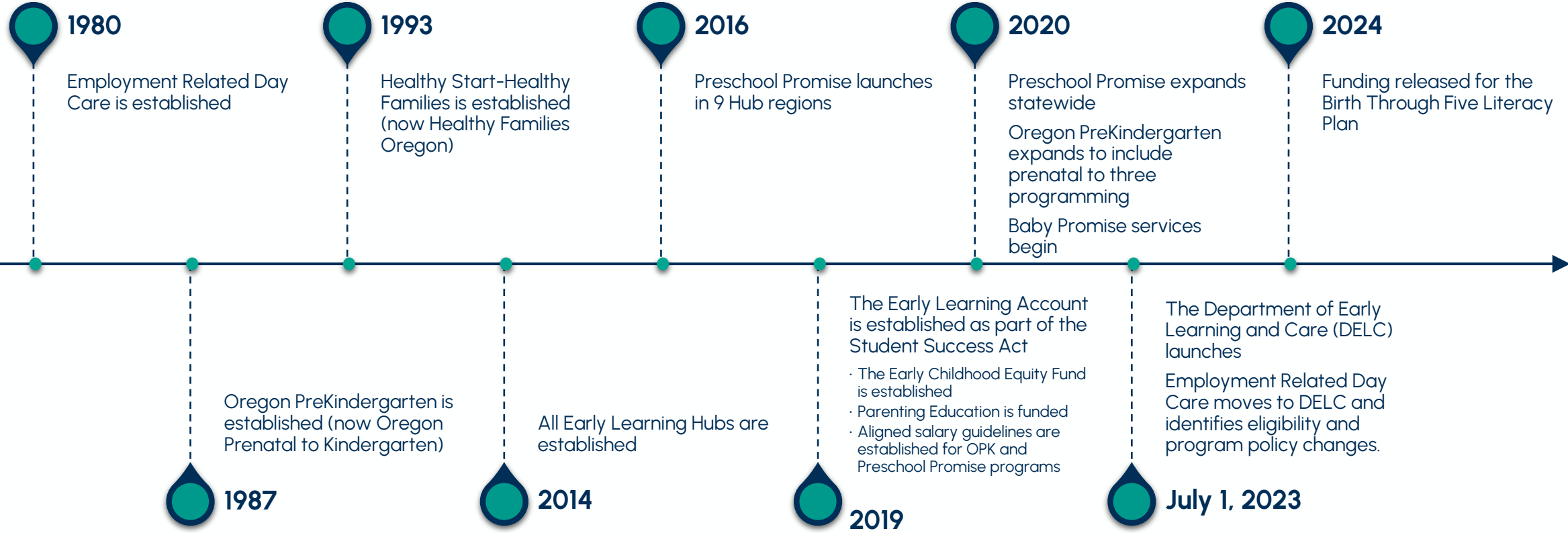
Suspension and Expulsion

Prevention: Grants the Early Learning Council authority to adopt rules supporting compliance with the Suspension and Expulsion Prohibition, focusing on prevention and accountability.



Access to Services: Core Programs & Promoting Literacy

Oregon's Early Learning Program History



Early Learning and Child Care Programs



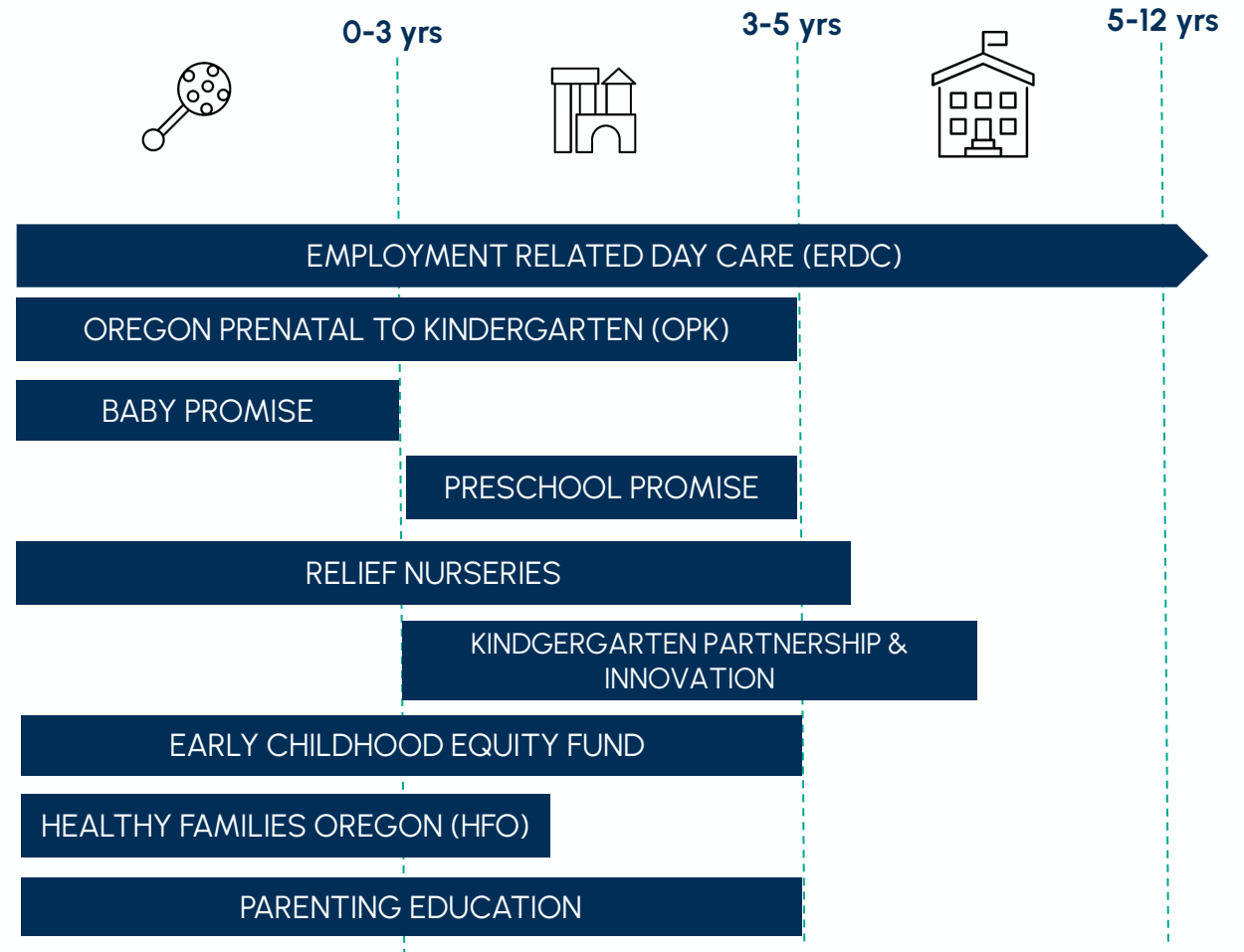
Our programs promote:

AFFORDABILITY

EARLY LITERACY

FAMILY SUPPORT

LEARNING AND DEVELOPMENT



Building the **Foundation** for Lifelong Success



Shaping brain architecture and foundations for learning

Early Literacy through adult interactions and literacy materials

Two generation strategies build family well-being

Supporting **Transitions** to Kindergarten

High quality Early Learning and Care is delivered across a variety of settings. This is why it is known as a "mixed-delivery" system.



Voucher vs Contracted Slot



Oregon invests in a comprehensive system for child care through a combination of vouchers and contracted slots that meet family and community needs.

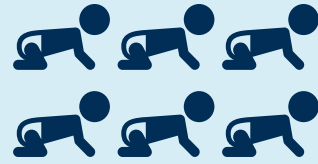
Voucher (ERDC)	Contracted Slot
Maximum flexibility for parents to choose any type of provider that meets their needs	Parents choose from set of contracted providers that meet quality and curriculum requirements for set hours/year
Portability to combine multiple care arrangements for parents' needs	Parents cannot combine multiple contracted slots
Statewide availability	Prioritizes families & communities of high need
Provider funding depends on parents' selection of provider	Provider can count on contracted amount, fostering stability and support for infrastructure and quality improvements.
Provider needs to meet minimum CCDF health & safety standards	Provider needs to meet additional quality standards

2022 Oregon Child Care Desert Report

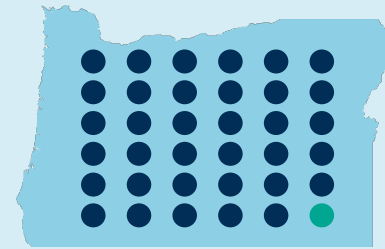


Across Oregon, there is inadequate regulated child care supply – especially for infants and toddlers

A child care desert is a community with 3 or more children for a single child care slot.

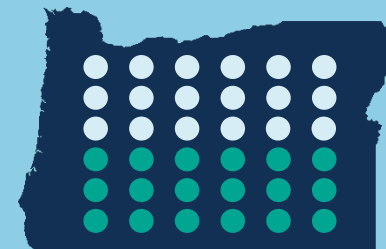


There are **6** infants & toddlers for a single child care slot in Oregon



Almost all Oregon counties are child care deserts for infants and toddlers

There are **3** preschool-age children for a single care slot in Oregon



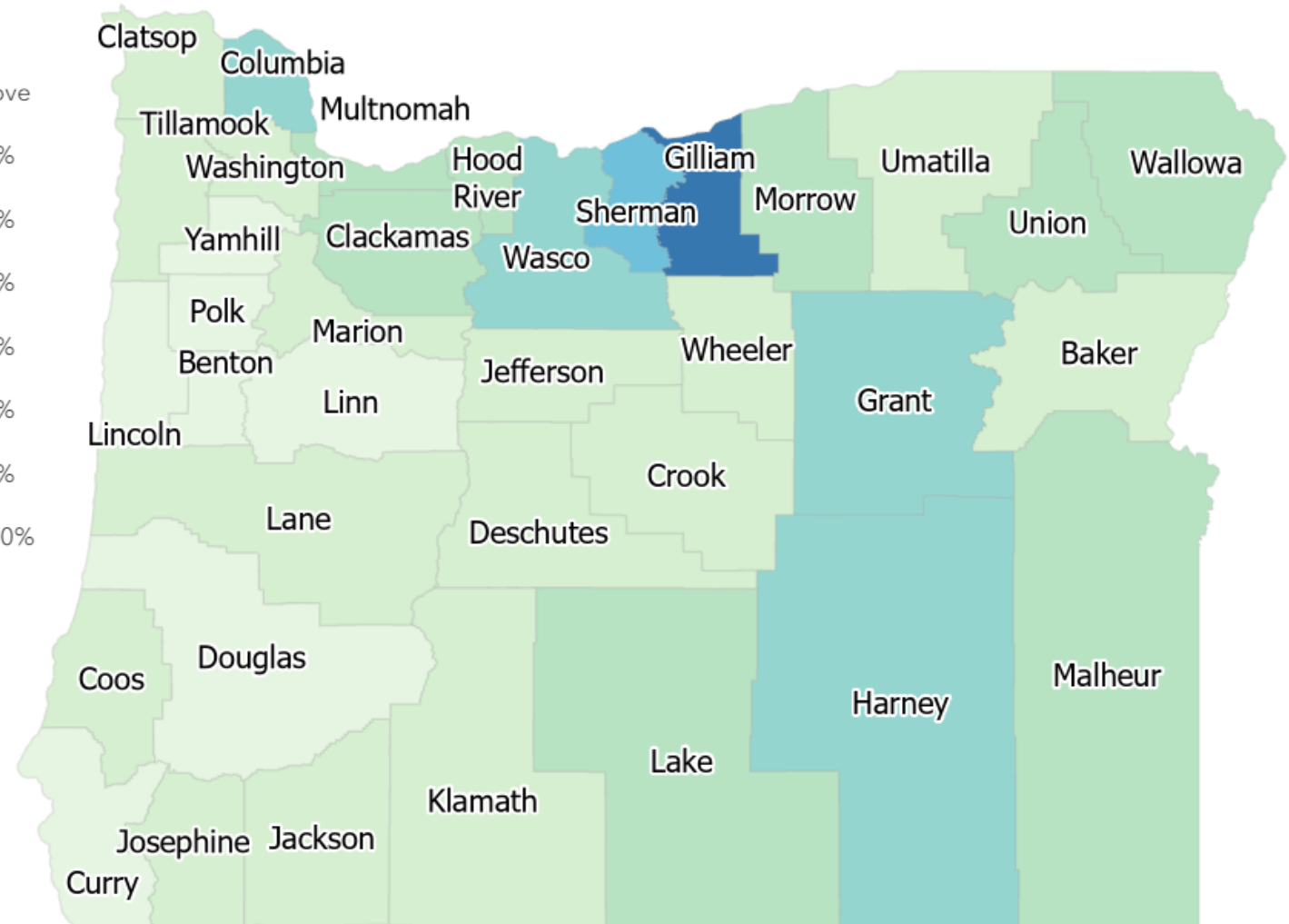
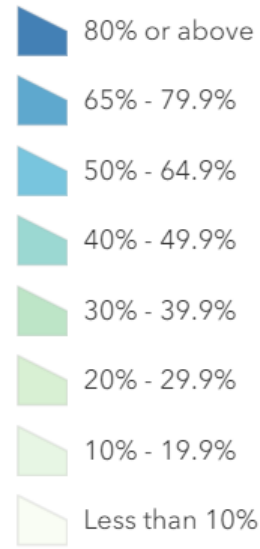
Half of Oregon counties are child care deserts for preschool-age children

Without publicly funded slots, all except 3 counties would be child care deserts.

2024-2025 Percentage of Eligible (under 200% FPL) Children Under 5 with Access to a Publicly Funded Early Learning Slot



Similar to 2022-2023 and 2023-2024, in most Oregon counties, less than 40% of eligible children under 5 years have access to a publicly funded slot.



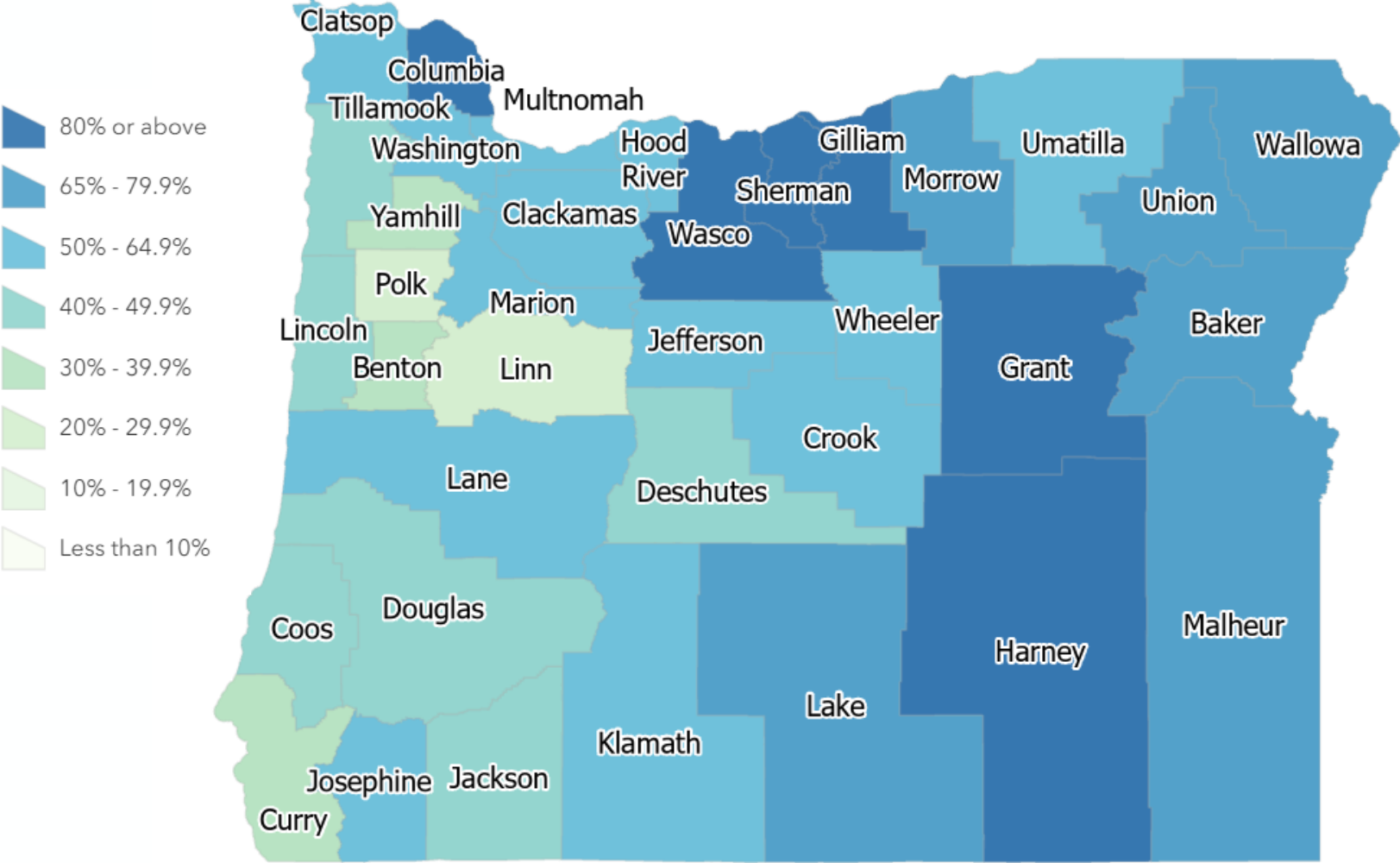
Note: Data includes 2024-25 slot estimates for the following programs: Baby Promise, Preschool Promise, Oregon Prenatal to Kindergarten, and federal Head Start/Early Head Start. Tribal Head Start, Migrant & Seasonal Head Start, and other publicly funded program data are not included. Source: Department of Early Learning and Care
 Eligible population defined as children ages 0-4 living in families below 200% of the Federal Poverty Level; Source: ACS 5-Year Estimates 2023

2024-2025 Percentage of Eligible (under 200% FPL) Preschool Age Children with Access to a Publicly Funded Early Learning Slot



2022-2023 expansion in preschool programs has increased access for preschool aged children (ages 3 and 4).

Many counties now have access rates above 50%, with 6 counties meeting saturation goals of 80% or more.



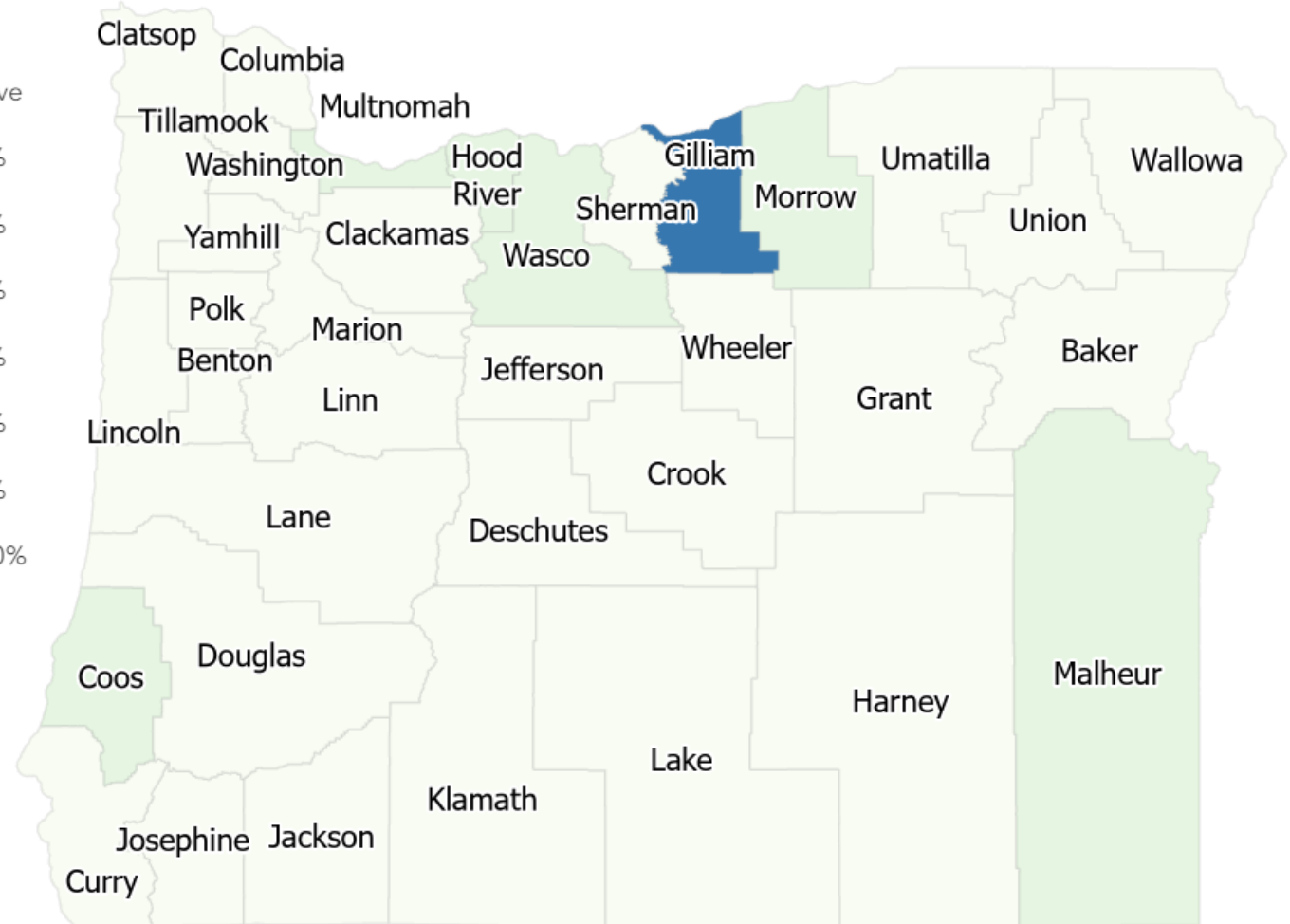
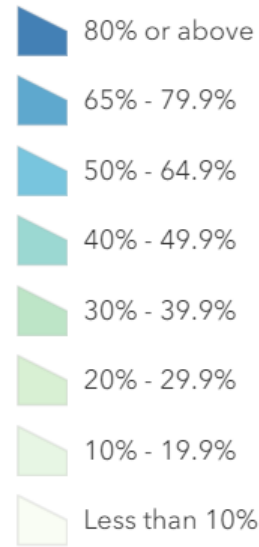
Note: Data includes 2024-25 slot estimates for the following programs: Preschool Promise, Oregon Pre-Kindergarten, and federal Head Start. Tribal Head Start, Migrant & Seasonal Head Start, and other publicly funded program data are not included. Source: DELC
 Eligible population defined as children ages 3 & 4 living in families below 200% of the Federal Poverty Level; Source: ACS 5-Year Estimates – 2023

2024-2025 Percentage of Eligible Children 0-2 with Access to a Publicly Funded Early Learning Slot



In most of Oregon's counties, less than 10% of eligible infants and toddlers have access to a publicly funded slot.

All counties except one have access rates lower than 20% for eligible infants and toddlers. Some sparsely populated counties have reached full saturation at 80% or above.



Note: Data includes 2024-25 slot estimates for the following programs: Baby Promise, Oregon Prenatal to Three and federal Early Head Start. Tribal Head Start, Migrant & Seasonal Head Start, and other publicly funded program data are not included. Source: DELC

Eligible population defined as children ages 0-2 living in families below 200% of the Federal Poverty Level; Source: ACS 5-Year Estimates – 2023

Birth through Five Literacy



Overview	The Birth through Five Literacy initiative's purpose is to positively impact literacy development in children aged birth to kindergarten within the context of whole child development.
Model	Funding will be allocated through grants and direct contracts as outlined in the Birth through Five Early Literacy Plan.
Key activities	<ul style="list-style-type: none">• Expand culturally specific early literacy programs for children from birth through five years.• Provide research-aligned, developmentally appropriate professional training and coaching for direct service staff in early literacy.• Promote the capacity of programs that engage parents and children from birth through five years of age in early literacy.• Expand and develop language revitalization efforts by federally recognized Tribes in the state of Oregon.• Increase access to book distribution and strengthen connection to libraries.
Access	All 16 Early Hub regions and 8 Tribal Nations
2025 - 27 Budget	\$18.6 million
Funding Sources	Early Learning Account
Other	High level of collaboration and alignment with Oregon Department of Education.



Key Components of the Plan

The **Birth Through Five Literacy Plan** has three key goals informed by community input, which also serve as the plan's components:

Goal 1: Expand Culturally Specific Early Literacy Programs

- Provide professional training and culturally relevant resources
- Fund programs to develop and distribute home language literacy materials
- Support workforce with literacy pathways and increased access to professional development

Goal 2: Promote the Capacity of Programs that Engage Families in Early Literacy

- Strengthen connections between DELC and libraries
- Increase access to book distribution and culturally responsive family education
- Elevate family voice to shape policies and investments

Goal 3: Support Language Revitalization Efforts for Tribal Nations

- Consult with the Nine Federally Recognized Tribal Nations within Oregon's borders to develop resources and expand language preservation efforts
- Respect Tribal sovereignty through non-competitive funding processes

Initial & Growth Phases: Foundational Strategies for 25-27



Goal 1: Expand Culturally Specific Early Literacy Programs

- **With current funding:**
 - Update Early Learning & Kindergarten Guidelines
 - Increase access to culturally responsive family education
- **GRB Funding:**
 - Strengthen Culturally specific programs
 - Expand access to professional development
 - Home Language Literacy Materials
 - Create literacy specialization pathway

Goal 2: Promote the Capacity of Programs that Engage Families in Early Literacy

- **With Current Funding:**
 - Enhance home visiting program
 - Strengthen Book Distribution
 - Develop and expand training
- **GRB Funding:**
 - Strengthen connections with the library system

Goal 3: Support Language Revitalization Efforts for Tribal Nations

- Continue to support Non-competitive funding for Tribes

Goals and Outcomes



Goal	Outcomes
<p>Goal 1: Expand culturally specific literacy programs for children from birth through five</p>	<p>More pathways will exist for a diverse early learning workforce, more early learning programs will incorporate culturally specific literacy strategies, and access to culturally specific, developmentally appropriate literacy programming for children and families will increase.</p>
<p>Goal 2: Promote the capacity of programs that engage parents and children from birth through five in early literacy and are available equitably statewide</p>	<p>Families will play an active role in shaping their children's literacy development and will influence Early Literacy Initiative policies, implementation, and budgets.</p>
<p>Goal 3: Expand language revitalization efforts by federally recognized Indian Tribes</p>	<p>State resources will support Tribal Nations to expand their language revitalization efforts, and there will be an increase in access to culturally and linguistically appropriate early literacy services in Tribal communities.</p>

Dolly Parton's Imagination Library of Oregon



Program Overview	A free book gifting program, mailing high quality, age-appropriate books directly to children's homes.
Who is eligible?	All children from 0-5 years old
Service Model	<ul style="list-style-type: none"> • One free book delivered monthly for children up to age five who sign up for program. • Books selected by professionals and are age-appropriate. • Language preference options for program communications in English and Spanish. • Books available in Braille. • Each age group of children receives two bilingual books annually.
Access	62,696 children enrolled and anticipate statewide coverage by February 2025
2025 - 27 Budget	\$3.9 million
Funding Sources	General Fund
Number of Grantees	1 (Dollywood Foundation)
Other	State funds 50% of the cost of books & mailing for 56 local program partners across the state support distribution of books.
Literacy	Increases access to books and encourages reading at home

Baby Promise



Program Overview	Baby Promise provides families with free, high-quality infants and toddler child care while increasing access to infant and toddler child care.
Who is eligible?	Children 6 weeks to 3 years of age from families receiving Employment Related Day Care (ERDC) in three regions of the state
Service Model	<ul style="list-style-type: none"> • Stabilizing and expanding access to infant and toddler care to address child care desert • Full work-day, full-year high quality infant and toddler care • Offered in various settings, including child care centers, home-based child care • Base subsidy covered through ERDC with additional payment of federal quality improvement dollars
Annual Service Level	241 children across three regions
Access	Central Oregon (Crook, Jefferson, Deschutes), South Coast (Coos, Curry, and Coastal Douglas county), and Multnomah.
2025 - 27 Budget	\$10 million
Funding Sources	Federal Child Care and Development Fund (CCDF)
Number of Grantees	3 Child Care Resource & Referral regions (30 provider sub-grantees)
Literacy	Promotes strong adult-child interactions to develop strong literacy skills from birth through age 2

Early Childhood Equity Fund



Program Overview	The Early Childhood Equity Fund supports culturally specific, kindergarten readiness, and family support programming.
Organizations eligible for funding?	Organizations that focus on closing opportunity gaps for children and families who have been historically underserved due to factors such as race, income, zip code, or language. Equity Fund grantees are committed to providing early learning services rooted in culture, home language, and lived experience.
Service Model	Parenting Education, Parent-Child Interaction, Kindergarten Transition, Tribal Language Preservation & Revitalization
Annual Service Level	7, 018 children and their families
Access	Currently funding programs across 17 counties
2025 - 27 Budget	\$28.2 million
Funding Sources	Transfer to the Early Childhood Equity Fund from Early Learning Account, General Fund
Number of Grantees	26 grantees
Literacy	Promotes culturally relevant adult-child interactions and Tribal language development for children and their families

Employment Related Day Care



Program Overview	ERDC provides financial assistance with a voucher to low-income families so children have access to stable child care and families can work or attend school.
Who is eligible?	Families with children under 13 (or under 17 with special circumstances) whose income is below 200% of FPL, and are working, in school, or receiving TANF. ERDC now has a waitlist for most families applying to the program. Families with specific needs can skip the waitlist and there are resources available to support families while they wait.
Service Model	ERDC makes payments directly to approved families chosen child care provider. Payments are made up to state maximum child care rates based on child age, family's eligible hours/provider's billed hours, region of the state, and child care provider type. A family may also pay a portion of the child care cost (copay) to their provider. The family copay is based on the family's size and income.
Current Caseload	Over 16,000 families
Access	All 36 counties in Oregon
2025 - 27 Budget	\$480 million
Funding Sources	Federal Child Care and Development Fund (CCDF); General Funds
Literacy	Promotes a safe, caring environment, and developmentally appropriate practices that lay the foundation for literacy development.

Healthy Families Oregon (HFO)



Program Overview	A free, voluntary home visiting program offering support and education to families that are expecting or parenting newborns. The home visiting services are offered for a minimum of 3 years.
Who is eligible?	Families who are expecting or parenting newborns and are determined to be at higher risk for adverse childhood outcomes.
Service Model	<ul style="list-style-type: none"> • Eligibility screening and referral services • An intensive, evidence-based home visiting model accredited through Healthy Families America • Visits assist families to cultivate and strengthen nurturing parent-child relationships, promote healthy childhood growth and development, enhance family well-being by reducing risk and building protective factors.
Annual Service Level	2,120 families receive at least 1 home visit 3,212 families receive screenings
Access	Statewide across all 36 counties
2025 - 27 Budget	\$43.5 million
Funding Sources	General Fund, Title XIX Medicaid, Title IV-B2, and Early Learning Account
Number of Grantees	17 Grantees
Literacy	Promotes strong adult-child interactions to support strong literacy development from birth

Oregon Prenatal to Kindergarten (OPK)



Program Overview	Oregon Prenatal to Kindergarten (OPK) is modeled after Head Start to support family success and healthy child development. OPK offers free, high-quality preschool, infant/toddler care and family support services.
Who is eligible?	A pregnant parent or a child up to kindergarten entry is eligible if the family's income is equal to or below 100% of the Federal Poverty Level (FPL) or is categorically eligible.
Service Model	<p>Program services include:</p> <ul style="list-style-type: none"> • Preschool education and early childhood development • Child health/mental health and nutrition • Parent education and family support <p>OPK emphasizes the role of parents as their child's first and most important teacher and families as advocates and leaders.</p>
Annual Service Level	<p>All 36 counties have OPK and Head Start services, with most grantees blending state and federal resources.</p> <p>OPK Total: 8,714 (Preschool: 7,330; Prenatal to Three: 1,384)</p> <p>Federal Total: 5,867 (Head Start: 3,954; Early Head Start: 1,913)</p> <p>Total OPK and Federal Head Start: 14,581 children and their families</p>
2025 - 27 Budget	\$387.8 million
Funding Sources	General Fund, Early Learning Account <i>(Federal funds go directly to Head Start grantees)</i>
Number of Grantees Providing Services	<p>30 OPK grantees</p> <p>25 are dually funded OPK and federal Head Start grantees (one Tribal Head Start, one Migrant Seasonal HS/EHS)</p> <p>5 are state funded only</p>
Literacy	Promotes strong adult-child interactions at home through home visiting; leverages evidence-based best practices to develop strong literacy skills in care

Preschool Promise



Program Overview	Preschool Promise provides families with free, high-quality preschool that uses a mixed delivery approach, giving families the ability to choose the setting that works best for them and their child.
Who is eligible?	Three- and four-year old children in families whose income is at or below 200% of the Federal Poverty Level or in foster care programs.
Service Model	<ul style="list-style-type: none">• Children receive preschool services equivalent to a kindergarten school year.• Preschool is offered in various settings, including child care centers, home-based child care, and public schools.
Annual Service Level	5,344 children
Access	Statewide across all 36 counties
Number of Grantees Providing Services	234 Grantees in various settings
2025 - 27 Budget	\$199.2 million
Funding Sources	General Fund, Early Learning Account
Literacy	Promotes strong adult-child interactions and literacy skills development curriculum requirements

Relief Nurseries



Program Overview	Relief Nurseries provide early intervention services by offering comprehensive and integrated early childhood therapeutic and family supports to prevent the cycle of child abuse and neglect.
Who is eligible?	Children ages 0-6 with at least 5 Family Stressors (from The Family Stressors Checklist)
Service Model	Outreach (Home Visiting, Respite, Parent Support, Tangible Supports, Screening and Referral) and Therapeutic Early Childhood Program (Outreach plus a 3 -6 hour weekly Therapeutic Classroom)
Annual Service Level	2,257 Children
Access	19 of 36 counties
2025 - 27 Budget	\$28.8 million
Funding Sources	General Fund, Early Learning Account, Title XX, and Asset Forfeiture
Number of Grantees	16 grantees
Other	Required to match state grant funds with 25% community funding match.
Literacy	Promotes strong adult-child interactions and mitigates risks for abuse and neglect to provide foundation for literacy development

Supporting Families through Program Interoperability

- Each program provides a different set of services and benefits for families and, in many cases, are meant to work together to meet the varying needs of families across the state.
- All programs have eligibility requirements, so some families may qualify for multiple services and choose an array of programs to meet their family's unique needs.





Program Metrics & Outcomes

Growing Oregon Together Metric

Children's access to early learning and care programs funded or regulated by DELC, disaggregated by age, social identity, and geography.

Additional Metric & Accountability Work

- Grant and fiscal monitoring processes
- Data infrastructure development
- Linking outputs and outcomes require data infrastructure



Access to Services: Foundational Supports

Early Learning Hubs



Program Overview	Regional Early Learning Hubs align and coordinate early learning and care services to produce better outcomes for children and families.
Governance	<p>Hub Governance Boards include:</p> <ul style="list-style-type: none"> Families from Hub-identified priority populations, Oregon Department of Human Services, Child Care Resource and Referral agency, K-12 partners, Early Learning Programs, Business, Health care, Human services, and Tribe(s)
Key activities	<ul style="list-style-type: none"> Convene community partners to assess and strategize solutions to emerging and persistent issues Create early care and education sector plans that guide state investments to communities that have been historically under-resourced and underserved Strategically investment in programs in their communities to increase access to early learning Support coordinated enrollment for publicly-funded preschool so families can access the programs that best meet their needs
Access	16 regions across the state of Oregon
2025 - 27 Budget	\$24.3 million
Funding Sources	General Fund; Title IV-B2; Early Learning Account

Kindergarten Partnership & Innovation (KPI)

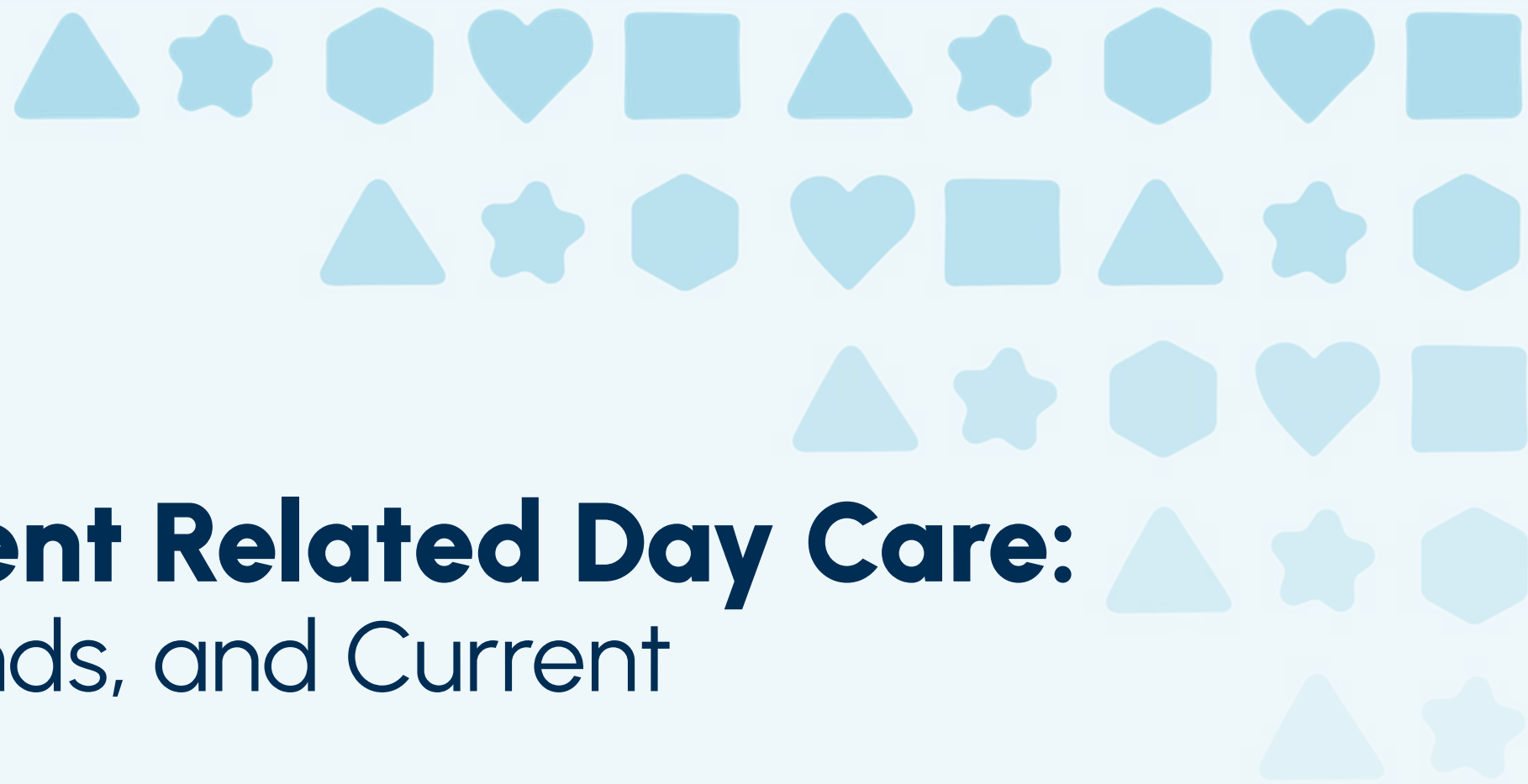


Program Overview	Kindergarten Readiness Partnership and Innovation grants fund a diverse range of programming and cross-sector alignment that supports early school readiness and family engagement, as well as professional development for early childhood and early grades educators.
Who is eligible?	All 16 Early Learning Hubs receive grant funds to use for staffing KPI work and to subcontract services. KPI funds are prioritized for programs serving historically underserved and under-resourced families.
Key activities	<ul style="list-style-type: none"> • Early Kindergarten Transition Programs connected to K-12; • Joint training on early learning standards and practices for preschool and K-3rd staff
Annual Service Level	8,836 children and parents/caregivers in 2021-2022; 2563 educators participated in professional development activities
Access	Statewide across all 36 counties
2025 - 27 Budget	\$10 million
Funding Sources	General Fund

Parenting Education



Program Overview	Free parenting classes, resources, and events available to families through a network of parenting hubs and partner organizations.
Who is eligible?	Parents and families that have been identified through Early Learning Hub Community Planning, including families with children 0-3; families in poverty; families with children who have experienced disability; immigrant and refugee families; foster families
Key activities	Home visiting, Parent Education Series and workshops delivered through Oregon Parenting Education Collaborative Hubs (16)
Annual Service Level	14,250 families
Access	Statewide across all 36 counties
2025 - 27 Budget	\$4.5 million
Funding Sources	Early Learning Account



Employment Related Day Care: History, Trends, and Current Projections



Legislative History

Employment Related Day Care (ERDC) provides financial assistance to low-income families so children have access to stable child care and families can work or attend school.

- Oregon started child care subsidies in late 1980s as part of welfare transformation using welfare funding
- With the 1990 passage of the Child Care and Development Block Grant (a.k.a. CCDBG, which funds the Child Care and Development Fund - CCDF), Oregon started receiving federal funds to support ERDC; CCDBG was re-authorized in 2014
- ERDC was administered by ODHS until July 2023 when the program migrated to DELC

Federal CCDF Framework



- About 45% of ERDC funding is from the federal Child Care and Development Fund (CCDF). CCDF sets broad policy parameters and Lead Agencies are able to set specific policies within that framework with approval through their CCDF State Plans, the triennial application for federal funding.
- As Oregon's primary child care subsidy program, ERDC is required to follow the CCDF policy framework, including but not limited to:
 - Guidelines for rate-setting, copayment amounts, and income eligibility thresholds
 - Guidelines for providers: health and safety, background checks, and required pre- and post-service trainings
 - Guidelines for payment practices & family eligibility criteria
 - Guidelines for child care licensing and exemptions

Families who are eligible for ERDC

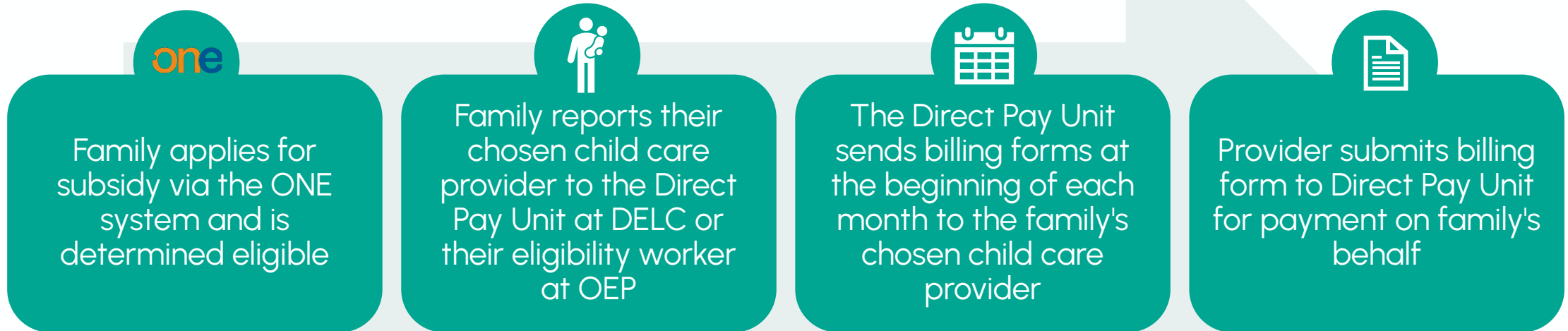


- Live in Oregon
- Are working, in school, or receiving Temporary Assistance for Needy Families (TANF)
 - For two-parent households, in most cases both parents must be working or in school, and have overlapping hours.
- Need child care to keep working, attending school, or participating in family well-being activities.
- Have a child who is:
 - Under 13 years old and needs child care, or
 - 13 to 17 years old and needs care because of special circumstances
- Meet income limits
 - Entry limits set at 200% of Federal Poverty Level
 - Exit and re-certification limits set at 85% of the State Median Income

How does ERDC work?



Families have the choice to use their voucher with any approved child care provider. ERDC makes payments directly to the provider. A family is sometimes asked to pay a small portion of the child care cost (copay) based on the family's size and income.



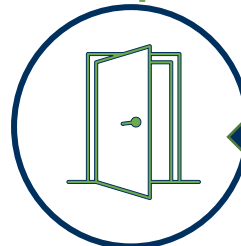
Provider payments are made up to state maximum child care rates based on child age, family's eligible hours, provider's billed hours, region of the state, and child care provider type. Rates are informed by a biennial Market Rate Survey and are set through collective bargaining with child care unions.

Applying for benefits

The ONE system allows people to apply for medical, food, cash, and child care benefits with one application online, by phone, or in person at any Aging and People with Disabilities, Area Agency on Aging (Type B) or Self-Sufficiency Programs office.



People can create an account online to expedite future case updates



People can experience no wrong door and apply for multiple benefits with one worker at any office statewide



People can monitor communications from the Oregon Department of Human Services and track the status of their benefits online



Verifying information can now be done by uploading documents online instead of by mail or office drop box

ERDC Policy Changes



2021	January 2023	July 2023	January 2024	May 2024	July 2025	August 2026	July 2027
Co-pays reduced to <7% household income	Expanded student eligibility	Protected 12-month eligibility Categorical eligibility for TANF families	Provider rate increases	Expanded to children regardless of immigration status	HB 2683 (2023) expansion to families using or at risk of using child welfare services	New CCDF rules implementation date: prospective payment, enrollment-based payment, expanded 12-month eligibility	HB 2683 expansion to families using homelessness, teen parent, or domestic violence services
Expanded absent day policies & allowance for providers to bill at the beginning of the month	Part-time/full-time child care hour authorizations						
Expanded medical leave							

ERDC Trends



Since DELC took over the program on July 1, 2023, ERDC is serving more families than ever, having nearly doubled the number of families served in the last two years.

- DELC and ERDC are 17 months in to serving TANF families, one of Oregon's most vulnerable populations, and have already increased access to child care by 425% for TANF families.
- ERDC has reduced the copay burden on families and now has one of the lowest copays in the country for families, with an average copay of \$9.35/month.
- Most students accessing ERDC are connected to a provider and using their benefit
- Overall, in the general ERDC approved population, 75% of approved families are using their benefit.

ERDC by the Numbers *(Dec 2022)*



Over **3,000**
providers

Over **9,000**
families



Over **17,000**
children



Avg. cost per
case:
\$1,538



Avg. copay
per family:
\$14.51/month

*December 2022 Case Data – Deloitte ERDC Master Report
December 2022 Provider and Payment Data – Active
Providers Monthly Report, November Budget Actuals*

ERDC by the Numbers *(Jan 2025)*



Over **4,600**
providers

Over **16,000**
families



Over **26,000**
children



Avg. cost per
case:
\$1,620

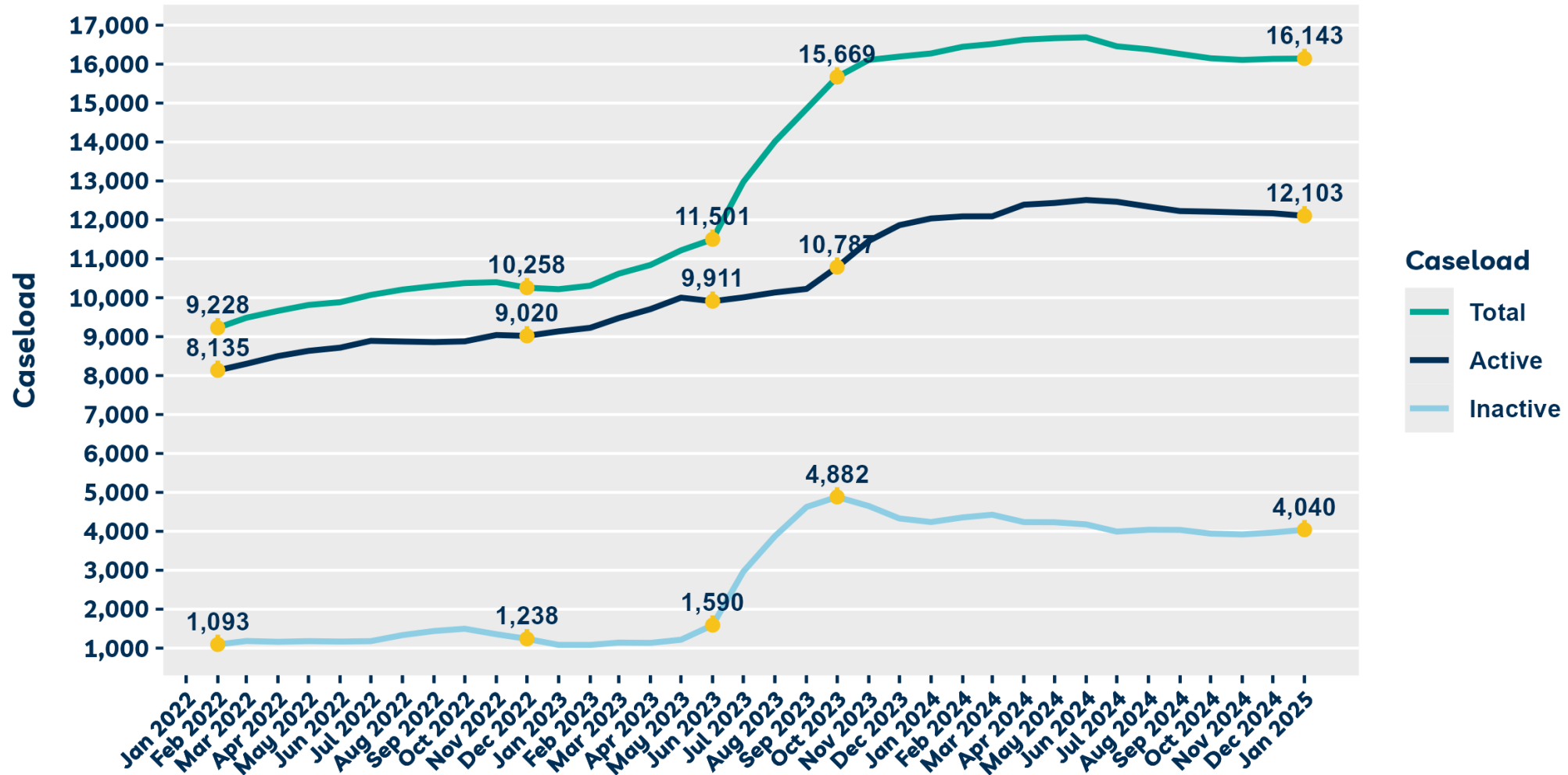


Avg. copay
per family:
\$9.56/month

*January 2025 Case Data – Deloitte ERDC Master Report
January 2025 Provider and Payment Data – Active
Providers Monthly Report, December Budget Actuals*

Total, Active, and Inactive Caseloads Over Time

February 2022 to January 2025



Supporting Unconnected Families



While we know families need support accessing child care, 25% of the families approved for ERDC are not yet connected to a provider to receive benefits.

- Pulse survey highlights many barriers for families (small sample size)
- Addressing gaps in services and providing enhanced supports
 - Additional 211 child care specialist support (starting January 2025)
 - Leveraging ODHS Family Coaches for outreach to TANF families (starting January 2025)
- Find Child Care Oregon Improvements
 - Improve search functionality & visibility for ERDC listed programs
 - Monthly reminders to providers to update vacancies, pricing, referral status, upload program photos and a message to families.

ERDC Waitlist



Due to the rapid growth and ongoing improvements of the program the ERDC program now operates a waitlist for most families applying to the program.

Families with specific needs can skip, or bypass, the waitlist.

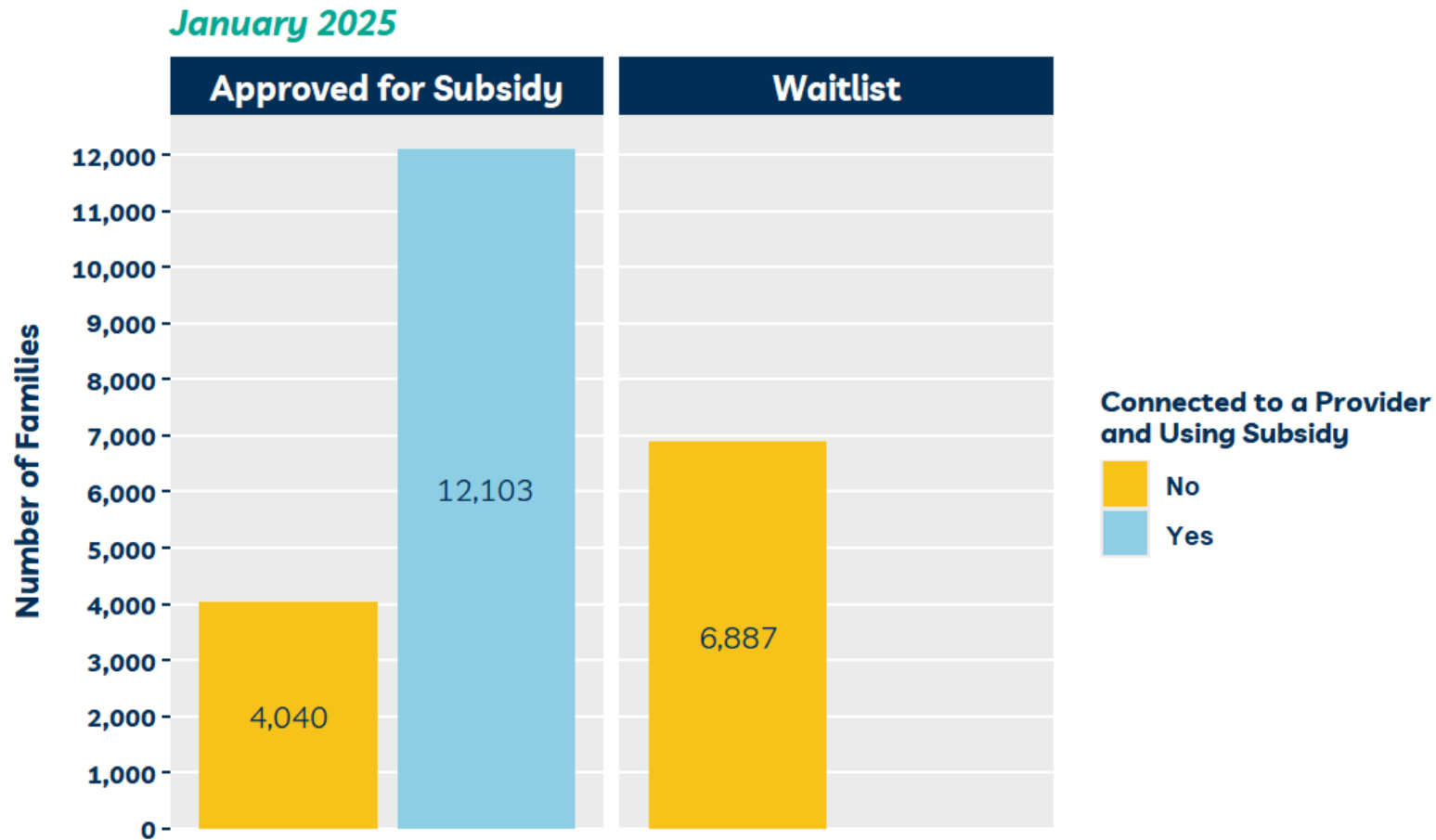
- Families reapplying for ERDC
- Families receiving or recently receiving TANF (cash assistance)
- Families receiving or recently receiving TA-DVS (Domestic Violence grant)
- Children qualifying for a contracted slot
- Families who receive a referral from Child Welfare
 - Child care is needed to keep a child home, return a child home, or place a child with a known adult.

ERDC Waitlist – How it works



- Families apply for ERDC and are screened for bypass exemptions. If they do not meet a bypass, they are added to the waitlist and receive a notice they are on the waitlist.
- Families on the waitlist can reapply if their situation has changed and they now meet a bypass.
- If the caseload levels drop below what can be sustained with current funding, individuals will be invited off the waitlist. They are invited off on a first come first served basis and they will be given 45 days to submit a request for child care assistance.

ERDC Caseload & Waitlist Populations



The waitlist is an indicator of families who want subsidized child care, **not** a representation of eligible families for ERDC.

This is more accurately a reflection of the unaffordability of child care.



25-27 Budget Assumptions

Cost Assumptions

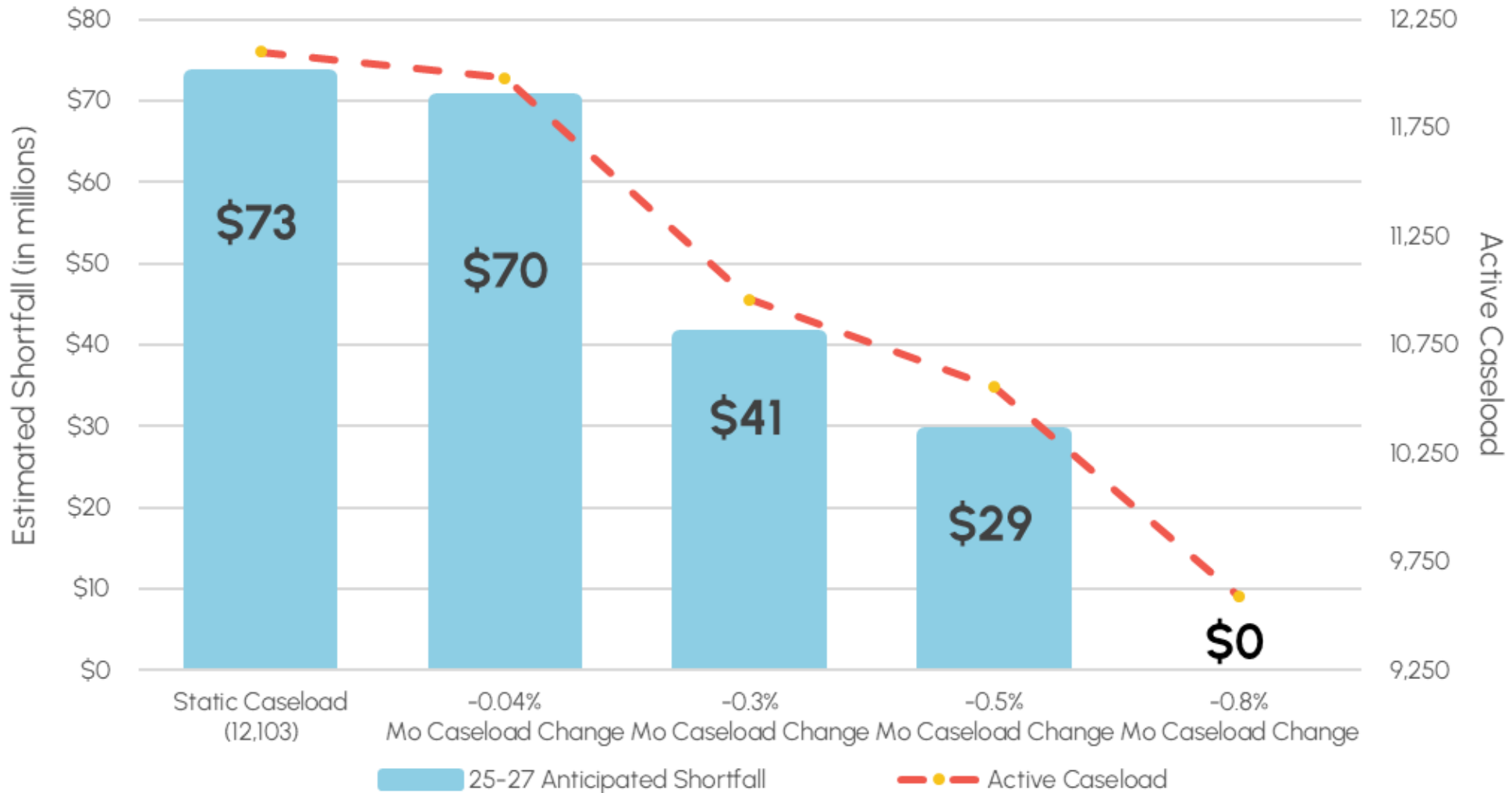
- \$30 million for Provider Bargaining as a 10% cost per case increase beginning Jan 2026
- \$25 million for Federal Compliance Changes as a 10% cost per case increase beginning Jul 2026

Active Caseload Growth Rate Assumptions

- Static Caseload as of Jan 25
- -.04% Average Caseload Change from Jan 24 - Jan 25
- -0.3% Average Caseload Change from Jul 24 - Jan 25, assuming Oct-Jan trends continue
- -0.5% Average Caseload Change from Jul 24 – Jan 25



2025-27 Anticipated Budget Shortfall and Caseload Scenarios



DELC Programs Looking Ahead



- **Birth through Five Literacy Plan Implementation**
- **ERDC waitlist and caseload trends**
 - Expanded eligibility in 2025 and 2027 per HB 2683 (2023)

ERDC Provider Payments

- 2026 Rate increases based on 2024 Market Rate Study and subject to bargaining with licensed family child care (AFSCME) and licensed-exempt family providers (SEIU).
- Payment practices including prospective pay and enrollment based payment to meet CCDF rule requirements by August 2026.



Access to Services:

Supporting the Early Childhood
Workforce

Who makes up the Child Care Workforce?

(2022 data)



23,988

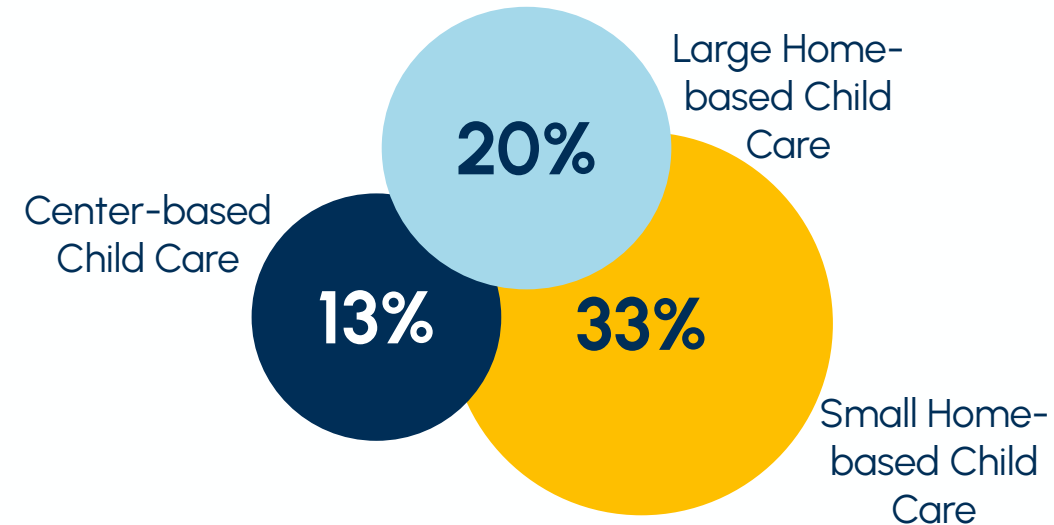
people worked in regulated early learning and child care facilities in Oregon



The early learning workforce is predominantly comprised of women



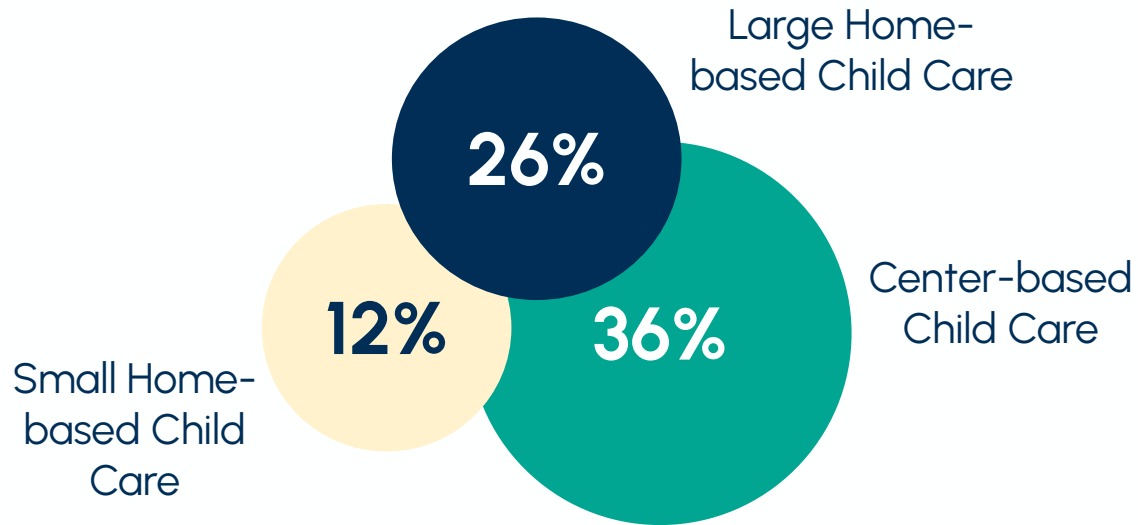
of the workforce identify as a person of color



Many in the workforce report a primary language other than English

Who makes up the Child Care Workforce?

(2022 data)



Much of the workforce holds a Bachelor's Degree or higher

Median Wage

for teachers/head teachers in private center-based care

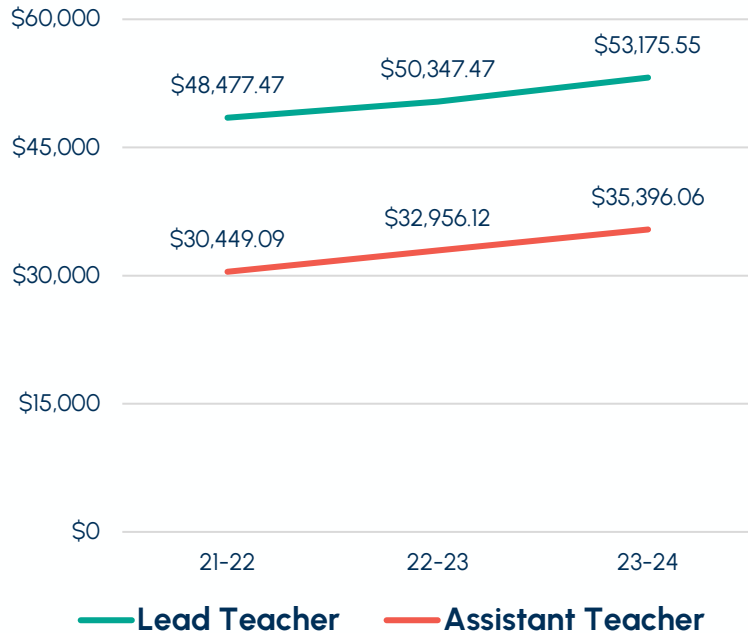


55% of Oregon's average annual salary

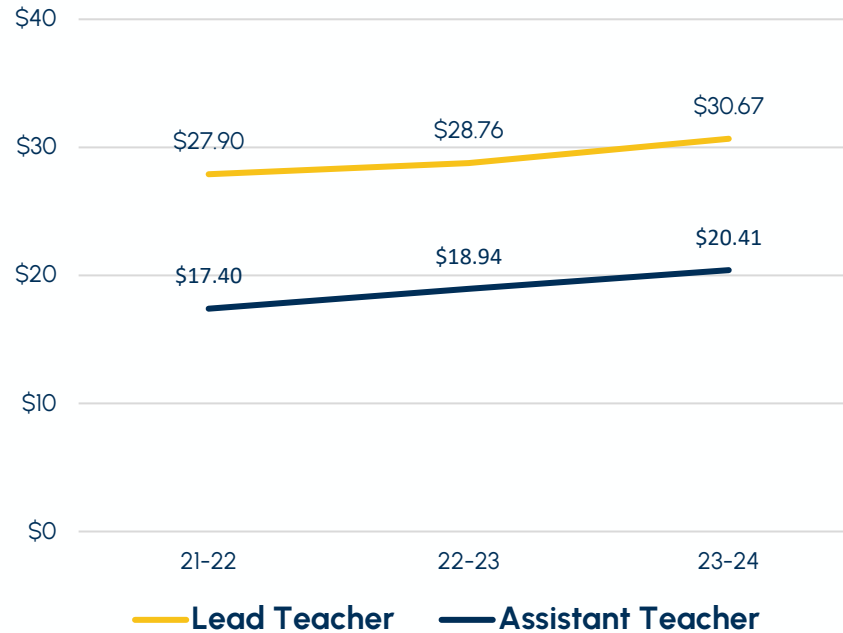
Preschool Promise Teacher Wage & Salary 2021-2024



Average Lead & Assistant Teacher Salary



Average Lead & Assistant Teacher Hourly Wage



Between 2021-2024 the percentage of staff wages meeting minimum program requirements increased from 68% to 90%.

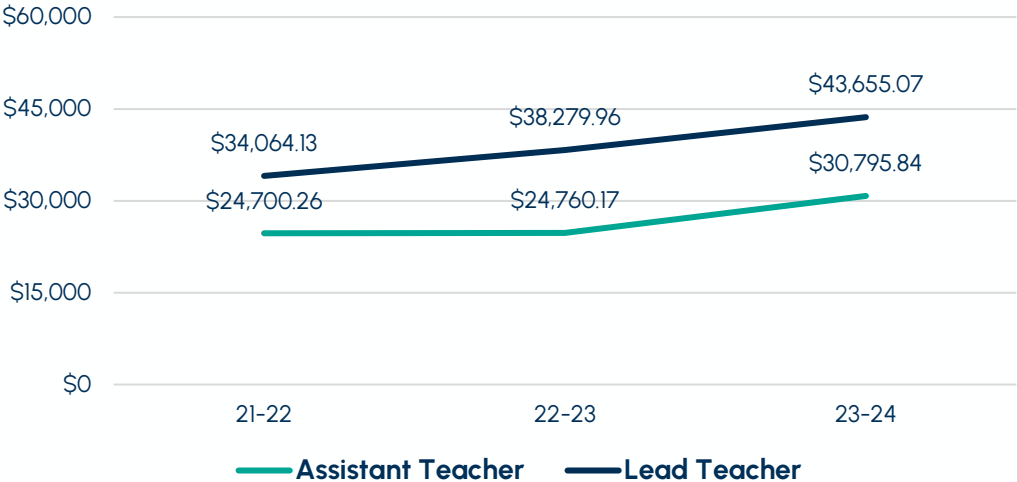
In 2022, the average range for teacher wages was \$16-\$23 (Oregon Child Care Research Partnership, 2024). For the past three program years, average PSP teacher wages met or exceeded this statewide range.

Note: Data sources include DELC Preschool Promise Quarter 1 Staff Report for program years 21-22, 22-23, 23-24. Salary calculated as annualized estimate of hourly wage and salary for 10-month full time position.

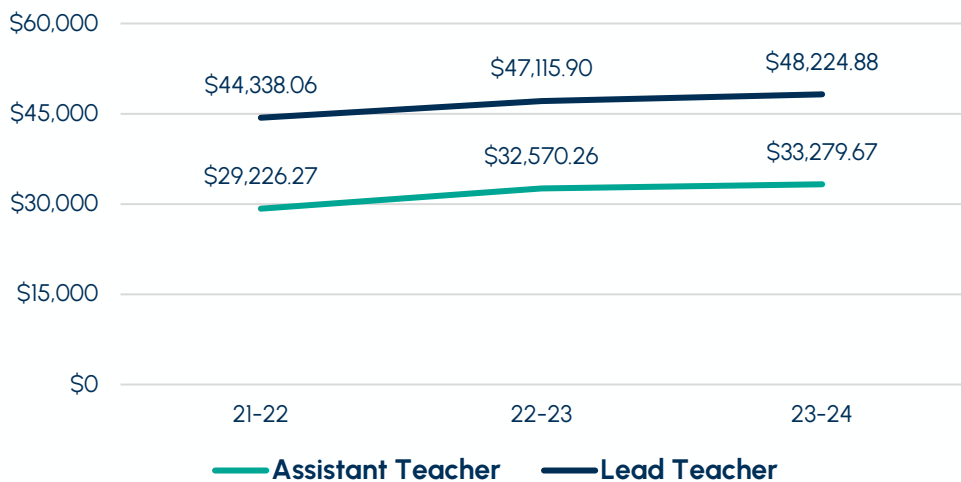


OPK Teacher Salary 2021-2024

OPK P-3/EHS Average Teacher Salary



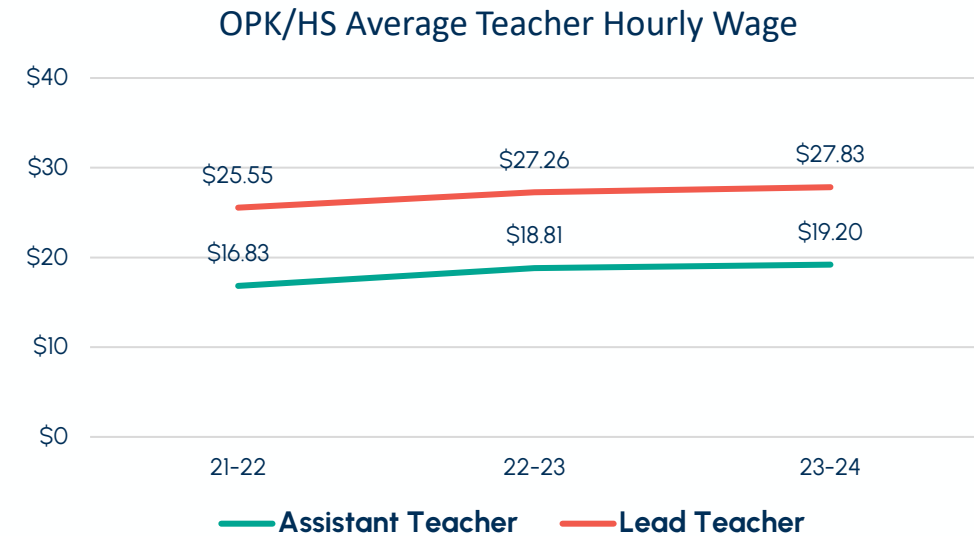
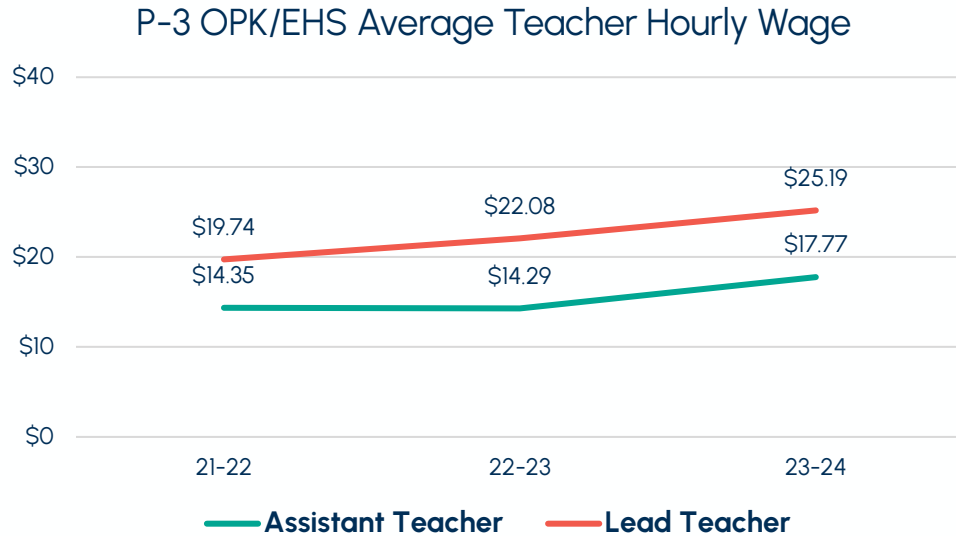
OPK/HS Average Teacher Salary



In general, small increases in salaries are seen across both programs over time. Lead and assistant teachers working in OPK/HS preschool programs have slightly higher salaries on average compared to teachers working in OPK P-3/EHS programs.

Note: data sources include DELC OPK End of Year Report for program years 21-22, 22-23, 23-24. Salary estimates calculated using weighted average hourly wage annualized per grantee for 10-month full time.

OPK Teacher Hourly Wage 2021-2024



In 2022, the average range for teacher wages was \$16-\$23 (Oregon Child Care Research Partnership, 2024). For the past three program years, average OPK/HS lead and assistant teacher and OPK P-3/EHS lead teacher hourly wages met or exceeded this statewide range. OPK P-3/EHS assistant teacher hourly wages fell slightly below for two program years and then met the statewide range in the 23-24 program year.

Note: data sources include DELC OPK End of Year Report for program years 21-22, 22-23, 23-24. Wage estimates calculated using weighted average hourly wage per grantee for 10-month full time.

ECE Workforce Realities: Mental Health & Wellbeing



26.2% of ECE providers were above the cutoff levels for screening for **clinical anxiety**, a rate more than 5 times that in the general population

15.9% were above the cutoff for screening for **clinical levels of depression**, a rate more than 2.5 times that in the general population

ECE Workforce Realities: Business Impacts



In-home child care providers report spending **50-60 hours per week** working directly with children and both center and in-home staff report having no dedicated planning time (*Early Educator Voices Report, 2022*)

35% of Oregon early learning and care providers face hiring challenges

60% of early learning programs are operating below capacity in Oregon
(*Oregon Child Care Workforce Study 2022*)

23% of the 2021 workforce left the field before 2022, without sufficient qualified individuals to backfill programs (*Oregon Child Care Workforce Study 2022*)



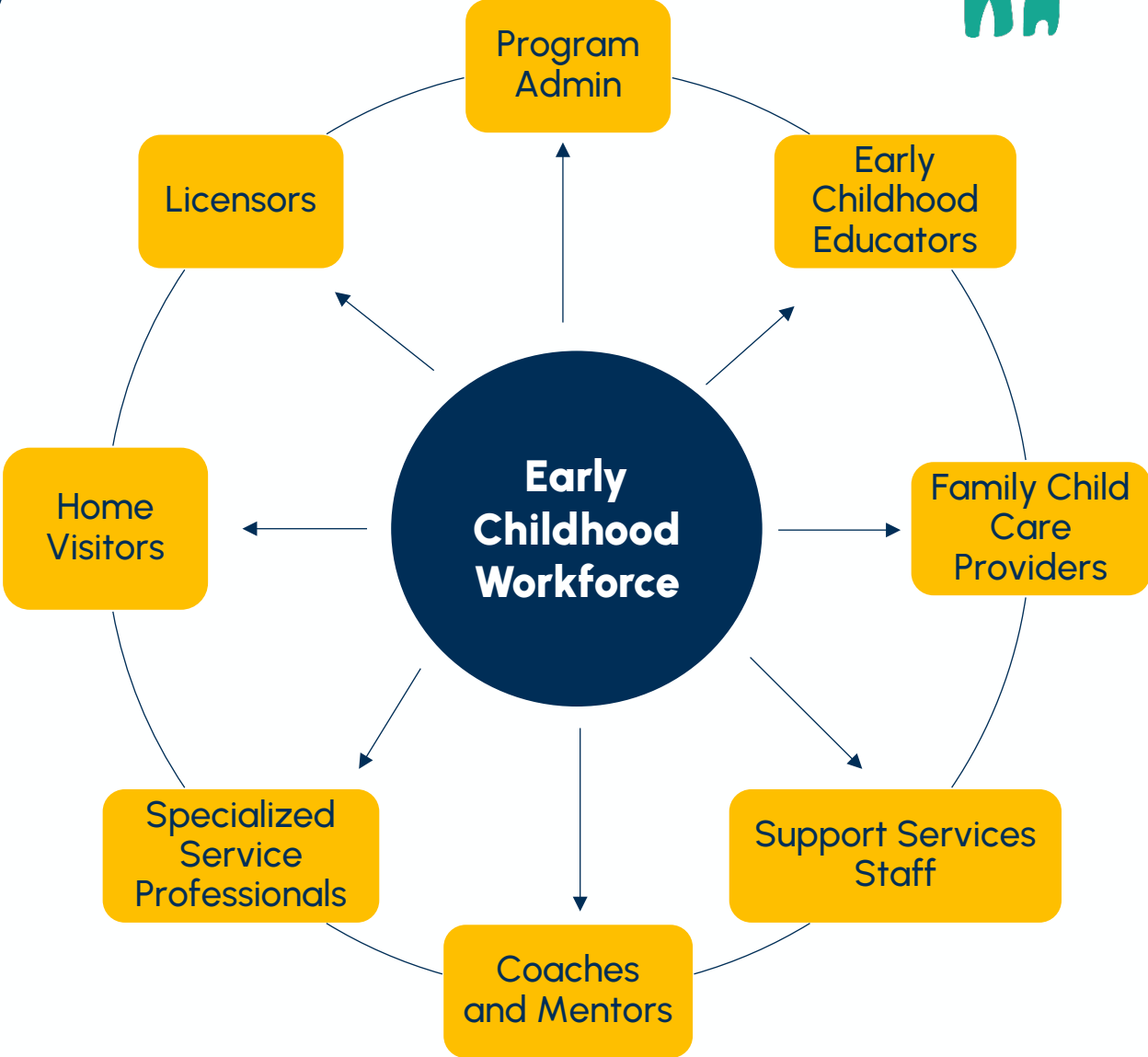
Professional Learning & Workforce Supports:

How Oregon is Supporting the Workforce

Who is Part of the Early Childhood Workforce?



The early childhood workforce represents multiple roles, all essential for meeting the needs of children and families across Oregon



Professional Learning & Workforce Supports



Professional learning is crucial for the early childhood workforce.

It equips individuals to:

- enter the workforce prepared
- stay current on the latest research and best practices
- develop new skills

Ultimately leading to:

- increased access to high quality programs
- improved learning experiences
- better outcomes for young children, families, and early learning and care professionals



PREPARE

Equipping current and aspiring professionals with the knowledge, skills, and qualifications needed to succeed in their roles.

This includes programs that support access to education, professional development, and career advancement within the field.



GROW

Expanding the availability and accessibility of early learning opportunities to meet the needs of children and families.

This involves initiatives aimed at increasing the capacity of early childhood programs and the workforce that supports them.



STRENGTHEN

Enhancing the quality, sustainability, and impact of early learning programs by supporting the ongoing growth and development of professionals in the field.

This approach ensures that educators and caregivers have the resources, skills, and support needed to deliver high-quality care and education.



RETAIN

Support and sustain early childhood professionals in their roles over time by addressing challenges such as burnout, workload, job satisfaction, and belonging.

This helps ensure stability and continuity in the workforce.

DELC Professional Learning System and Workforce Investments

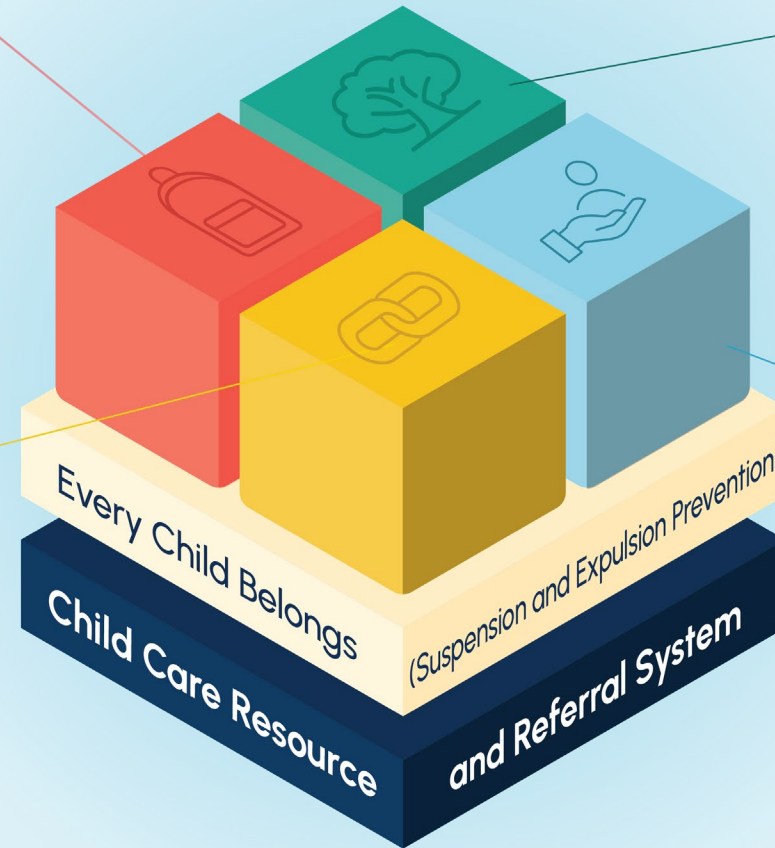


PREPARE

- Higher Education Consortia
- Oregon Registry
- Training and Higher Education Scholarships
- Training Financial Supports and Reimbursements
- Trainer and Training Approval

STRENGTHEN

- Focused Child Care Networks
- Shared Services Alliance - Business Coaching
- Spark Quality Recognition and Improvement System
- Technical Assistance Capacity Building Center
- Coaching System
- Professional Development



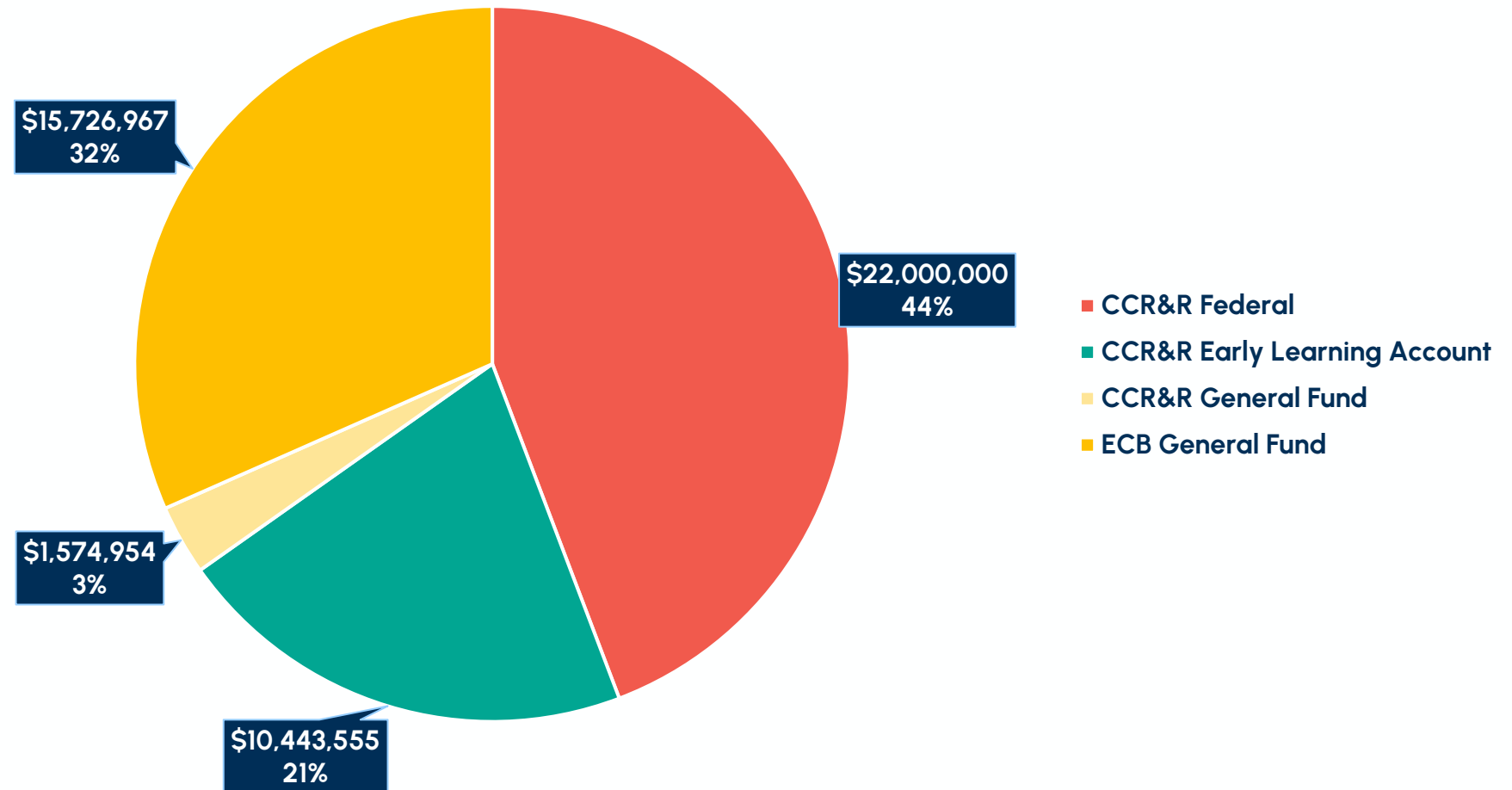
GROW

- State Center for Business Technical Assistance
- Child Care Infrastructure Fund Technical Assistance
- Tribal Business Expansion Support

RETAIN

- Statewide Substitute Pool
- Central Coordination of CCR&Rs
- Connection to Specialized Supports
 - Pyramid Model Implementation
 - Infant Toddler Specialists
 - Regional Inclusive Partners
 - Infant and Early Childhood Mental Health Consultants

Foundational Funding for ECB and CCRR's 2025 - 2027



Child Care Resource and Referral Agencies

The driver for Oregon's Early Learning and Care Professional Learning System



PREPARE

Licensing and Professional Learning System Navigation

Introduction to Registered Family Training

Required Safety Trainings

Access to Higher Education and Fiscal Supports



GROW

Recruitment

Early Educator Provider Needs Assessment

Community Trainings

Workforce Recommendations

System and Regional Partnerships



STRENGTHEN

Focused Child Care Networks

Business Coaching and Shared Services

PSP Consultation and Coaching

Support for Spark Implementation

Statewide Monthly Educator Webinar

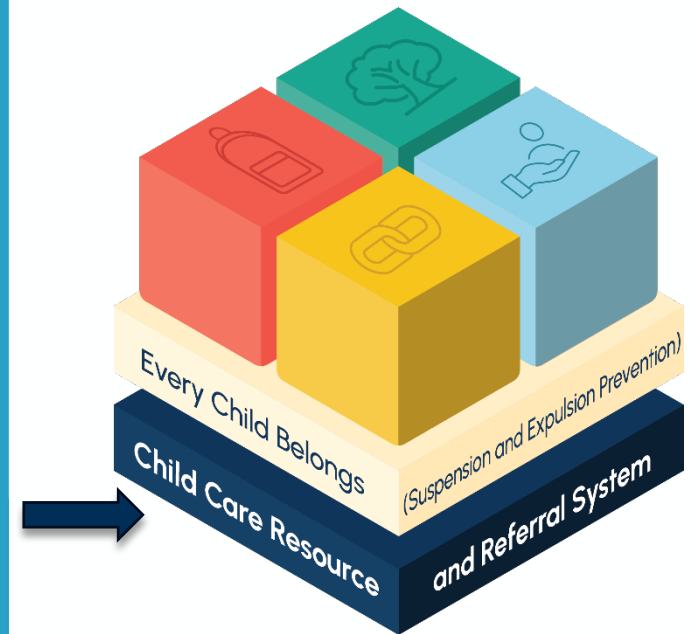


RETAIN

Ongoing Professional Learning

Business Accumen Training and Consultation

Intentional Referral





Every Child Belongs (ECB)



PREPARE

- Foundational Training
- Trauma Informed Practices
 - Anti-Bias, Anti-Racist classroom practices
 - Inclusionary Practices
 - Social/Emotional Learning
- Technical Assistance
Capacity Building
- Provider Capacity Building



GROW

- Expansion of Training the Trainer Modules
- Trauma Informed Practices
 - Anti-Bias, Anti-Racist classroom practices
 - Inclusionary Practices
 - Social/Emotional Learning
- ECB Central Entity
- Regional targeted technical assistance



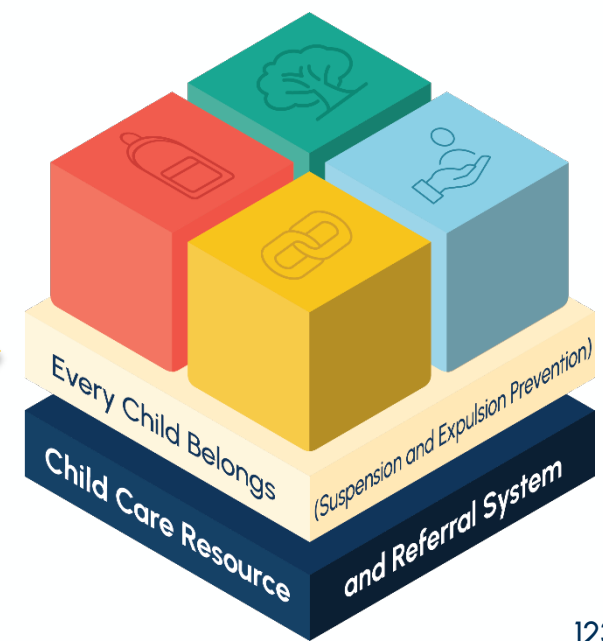
STRENGTHEN

- Infant Early Childhood Mental Health Consultation
- Regional Support Networks
- Pyramid Model Implementation Supports



RETAIN

- Regional Service Providers
- Infant Early Childhood Mental Health Consultation



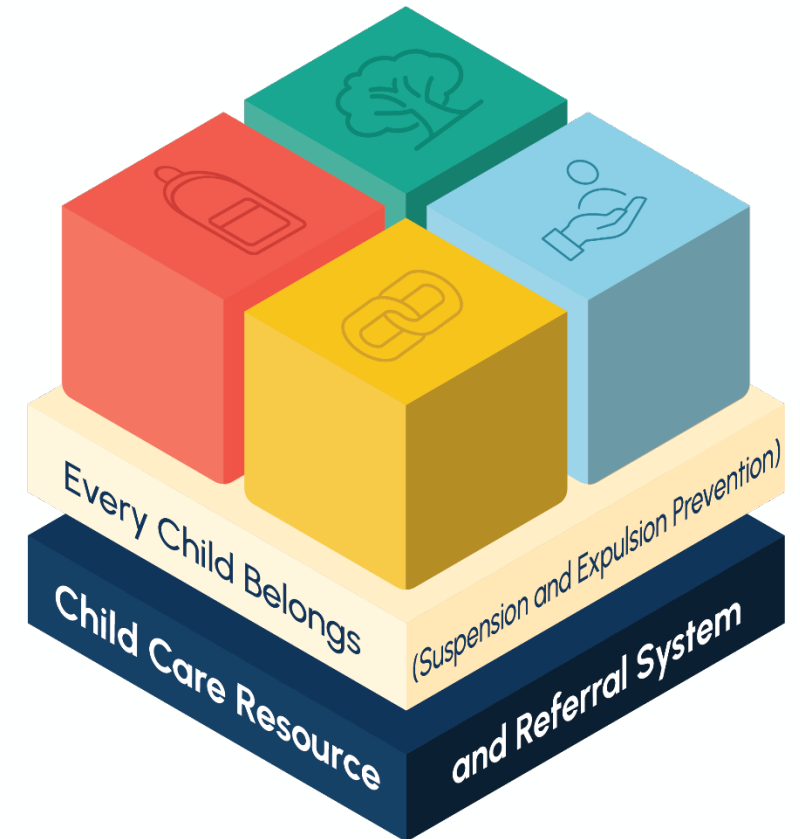
Prepare



Leverages \$11.5M of state and federal funding

Equipping current and aspiring professionals with the knowledge, skills, and qualifications needed to succeed in their roles.

- Access to higher education
 - Higher Education Consortia
 - Scholarships
- Professional development registry
 - Oregon Registry
- Training
 - Financial supports and reimbursements



Consortia



- 7 colleges and 1 university currently participate in DELC funded consortia
- Goal is to reduce barriers to early childhood credential, higher education degree attainment


Early Learning Account \$3,897,620



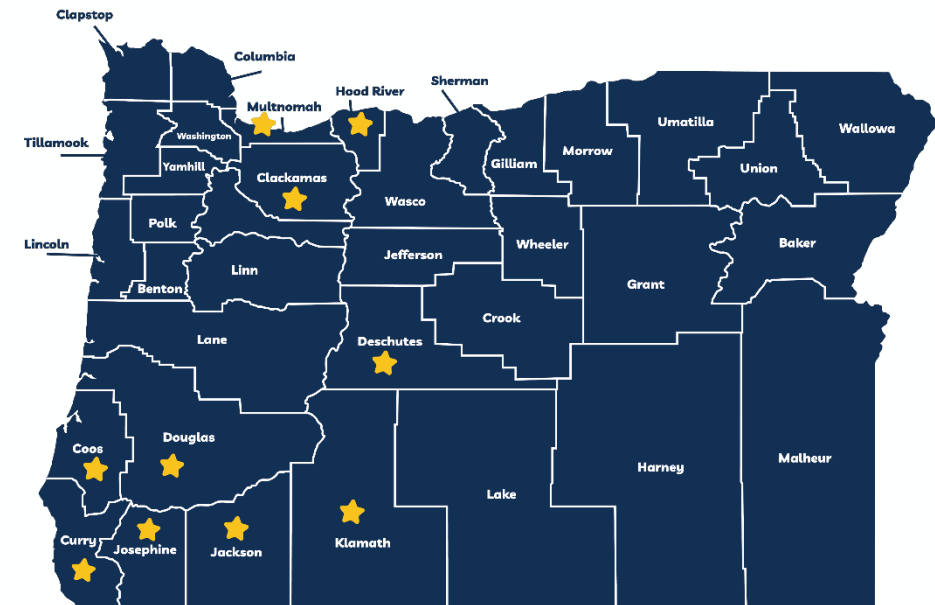
560 students served



104 achieved degree or credential



43% of students indicated Spanish as primary language



Oregon Registry at PSU's Center for Career Development



- Maintains all data related to ECE professionals
- Recognizes early educator training and education
- Provides a pathway for early educator future professional development
- Opens doors to funding related to attaining an Oregon Registry Step (Enhanced Rate, training and higher education scholarships)
- Approves trainings and trainers, provides awards and houses training data

Oregon Registry complexities spurred HB 2991 Workforce Barriers legislation. Revisions to the Registry are in process, with more changes necessary

Early Learning Account	\$1,154,020
Federal	\$6,454,419

4,783 trainings
were provided in the last year across the state, available in Arabic, Chinese, English, Russian, Somali, Spanish and Vietnamese

New scholarship program
\$500,000 supported **102** early educators new to the field and existing early educators over **8 months**

Oregon Center for Career Development
Training Calendar, January 2024 – December 2024

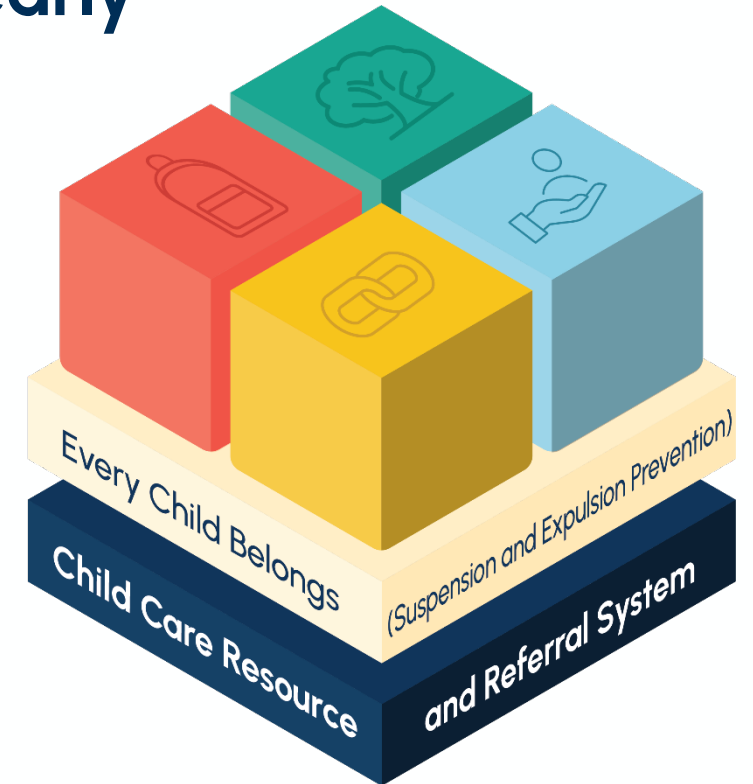
Grow



Leverages \$5M of state funding

Expanding the availability and accessibility of early learning opportunities to meet the needs of children and families

- Business Acumen
 - State Center for Business Technical Assistance
 - Child Care Infrastructure Fund Technical Assistance & Tribal Business Expansion Support





General Fund

\$5,000,000

First Children's Finance State Center for Business Technical Assistance

- Training and system work began in 2021 and state center established in 2024
- Business training topics include enrollment, managing finances, marketing, staffing, policies for business management, and planning for the future
- Specific strategic supports for child care businesses during the critical first two years of operation

Child Care Infrastructure Fund Technical Assistance & Tribal Business Expansion & Supports

- Established as part of HB 3005 (2023), the Child Care Infrastructure Fund (CCIF) technical assistance program awarded to Northwest Native Chamber and First Children's Finance in 2024

Combined impact:

- Responded to a total of 2,389 requests
- Provided 553 hours of 1:1 consultation for CCIF applicants

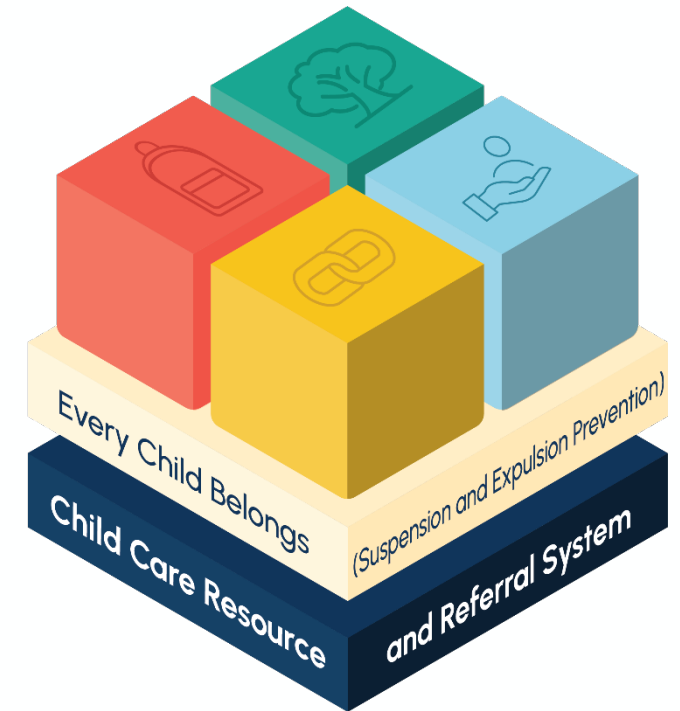
Strengthen



Enhancing the quality, sustainability, and impact of early learning programs by supporting the ongoing growth and development of professionals in the field.

Leverages the investments in the CCR&R system and 14.4M of state and federal funding

- Regional Support
 - Focused Child Care Networks
 - Technical Assistance Capacity Building Center
 - Mentorships, Coaching, Professional Development
- Shared Services
- Quality Standards
 - Spark Quality Recognition & Improvement System



Strengthen: Regional Support



CCR&R system investments
and additional Early Learning Account \$7,367,777

Focused Child Care Networks

Goal to increase early educator retention, reducing isolation, and improving outcomes for children and families

Facilitated cohorts of early educators led by CCR&R specialists

- 36 networks available in all regions statewide
- 226 early learning programs with 445 educators participating

Early Learning System Initiative at Oregon State University

Developed a statewide early learning coaching system

Focused on building coach capacity and skills working with Preschool Promise and Oregon Prenatal to Kindergarten staff

- 70 regionally based coaches working with a Mentor Coach
- Provided 354 mentor sessions to PSP/OPK coaches
- Regional coaches working directly with 270+ classrooms/early learning programs

Child Care Resource & Referral Trainings

Provide regional and statewide trainings to child care providers across required Core Knowledge Categories for child care licensure and ongoing professional development

- 3,674 trainings to 36,427 participants
- 685 training hours provided in Spanish

Strengthen: Shared Services



Early Learning Account \$1,958,866

Enhances foundational supports to small early learning and care businesses and reinforces administrative supports to increase revenue and sustainability of businesses

Regional Reach

- 7 regions funded by Oregon Community Foundation, Ford Family Foundation and DELC

Business Coaches

- 7 business coaches funded by DELC to work directly with enrolled early learning and care programs

[Oregon Child Care Alliance Website](#) to explore regional reach and impact

131 Registered or Certified Family Child Care Programs

177 programs total across 7 CCR&R regions

46 Rural programs

Strengthen: Quality Standards



Early Learning Account	\$849,200
Federal	\$3,808,482
General Fund	\$415,772

Spark: Quality Recognition and Improvement System

- Provides a framework that guides programs to enhance their policies and practices to increase quality
 - 1,499 programs participating in Spark
 - 883 programs with a commitment to quality
 - 616 Star Rated programs
- Provides financial support and incentives
- Makes observations available to help enhance environment and relationship-based approaches

Redesigning Spark

- Joining other states to make Spark a more equitable, inclusive, and accessible system
- Utilize a participatory redesign process driven by the leadership of families and early educators that engaged with 2,233 community members
- Support and empower families to find care that aligns with their needs, values, and culture of their family

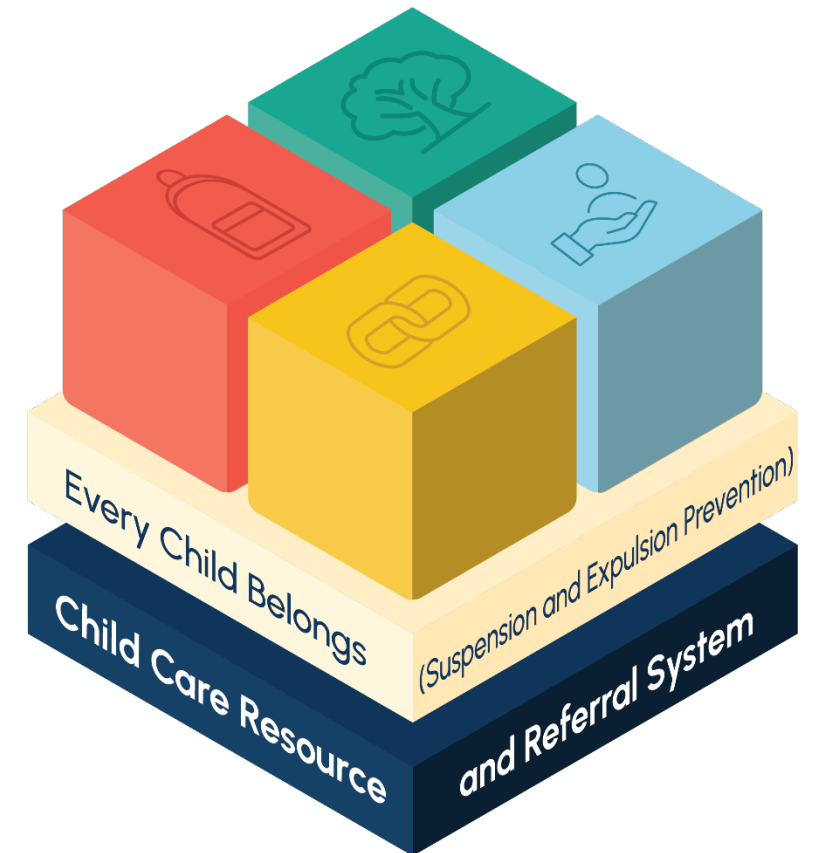
Retain

Support and sustain early childhood professionals in their roles over time by addressing challenges such as burnout, workload, job satisfaction, and belonging

- Statewide Substitute Pool
- Connection to Specialized Supports
 - Pyramid Model
 - Infant Toddler Specialists
 - Regional Inclusive Partners
 - Infant and Early Childhood Mental Health Consultants



Leverages the CCR&R and ECB system investments and \$3.6M in state funding



Statewide Substitute Pool



Early Learning Account

\$3,616,866

June – September 2024

1,146 **hours** of
substitute care
provided

85 part time
substitute **staff**
1 full time position

266 **programs**
participating on
average
Working in 14 of the
15 CCR&R **regions**

- Western Oregon University operates Child Care Substitutes of Oregon
- Provides up to 50 hours per year of free substitute staffing hours to early learning programs
- Helps provide coverage if:
 - Staff are sick
 - Request vacation
 - Attend trainings
 - Need additional support so they can attend to higher needs of children

Retain: Connection to Specialized Supports



CCR&R and ECB system investments

Infant Toddler Specialists

Based in CCR&Rs statewide, working directly with early learning programs

- Convene regionally based Infant Toddler Focused Child Care Networks
- Support Baby Promise regions (3)
- Provide infant toddler training
 - Across all CCR&R's **4,578 participants** took training specific to infants and toddlers
 - **18 Infant Toddler Specialists** statewide

Inclusive Partners

Goal to preserve access to child care settings **for children with specialized needs** by consulting with and providing technical assistance to early learning programs

- 370 in person consultations or technical assistance connections statewide since March 2024
- Recently expanded Inclusive Partners services and **added 15 positions statewide** in each CCR&R

Infant Early Childhood Mental Health Consultation

Evidence-based strategy for preventing suspension and expulsion in early learning and care programs

- 15 Regional Service Providers
- New service that has not previously been available in most communities and is part of Every Child Belongs
 - 12 regions currently in Planning phase
- **22 positions** will be hired throughout the state



Looking Ahead

- A Path Forward: Examining & Overcoming Barriers for Oregon's ECE Workforce Report
 - Prioritizing/analyzing implementation feasibility
 - Oregon Registry and Career Pathways system revisions
- Every Child Belongs Governor's Budget investments including \$4.4M to increase access to tertiary consultation from Infant & Early Childhood Mental Health Consultants
 - Suspension & Expulsion Prevention Research Study
- Spark Quality Recognition and Improvement System redesign



Foundations: Customer Service & Accountability

DELC Administration and Operations



LEAN OPERATIONS

Operations:
Less than 10% of overall agency budget



Stand-Up Approach

DELC has built agency administration iteratively – only asking for the resources required for the next stage of agency development.

Operations by the Numbers



384

TOTAL POSITIONS

\$1.5B

TOTAL AGENCY
BUDGET

DELIVERS OVER
\$350M
OF GRANT IN AID
SUPPORT
(ANNUALLY)

MANAGES
OVER

600

CONTRACTS
AND GRANTS

DELIVERS OVER
\$187M
IN ERDC SUPPORT
(ANNUALLY)

PROCESSES OVER
15,000
ERDC PAYMENTS
(MONTHLY)

PROCESSES OVER
900
NON-ERDC PAYMENTS
(MONTHLY)

Focus Areas Then (2023)



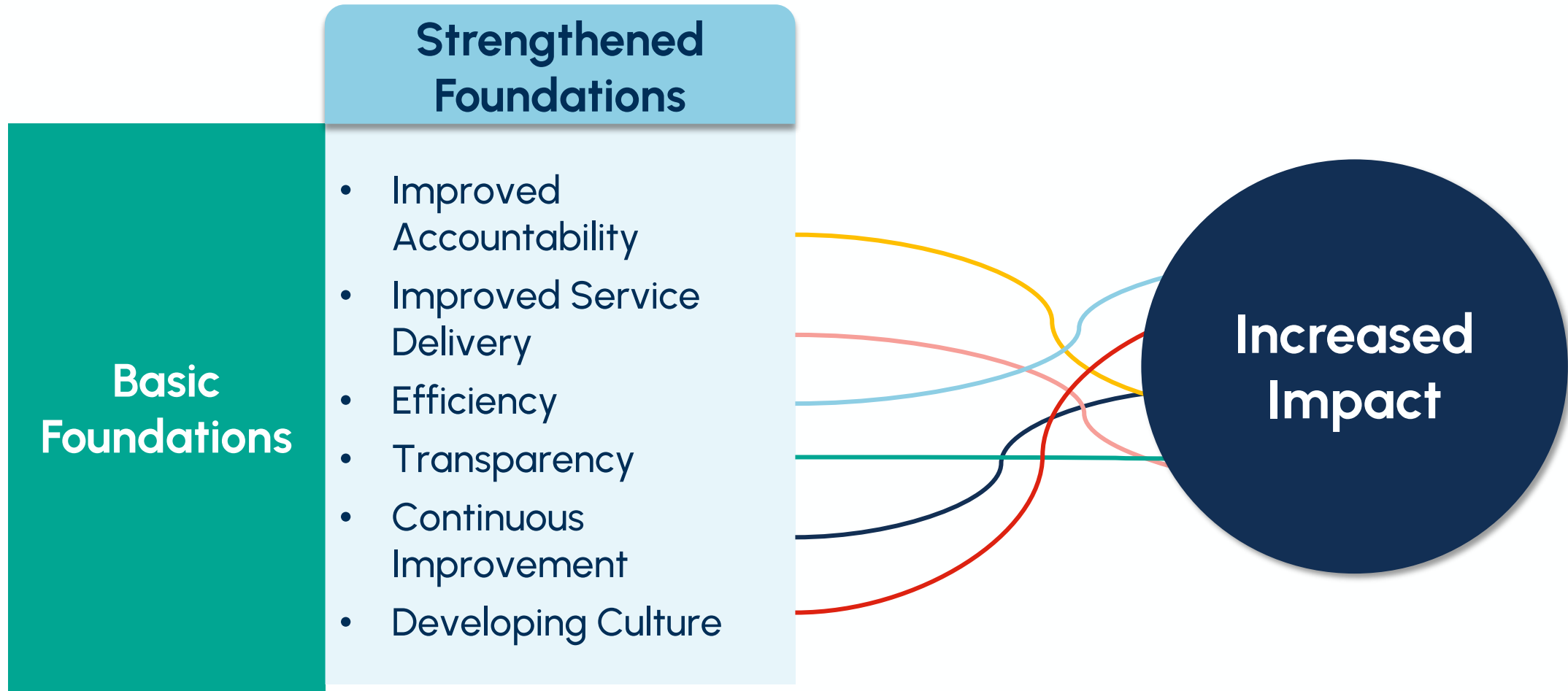
Basic Foundations

- Focused on Agency Launch and Big 3 Goals
- New Teams
- Gaps in Functions
- Limited Processes & Procedures
- Heavy Reliance on Contracted Support

Successful
Agency
Launch



Focus Areas Now



2024 Oregon Secretary of State Audits

Real-Time Review



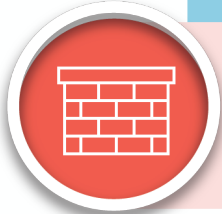
Findings:

- DELC established many key controls and processes, prioritizing policies to be operational from Day 1
- Major modernization efforts promise more efficient grant oversight and provider payments
- Additional investments key to meeting rising program demand while implementing sufficient oversight



Accountability & Controls

Since DELC Launch



Structural Adjustments



Auditing



Leveraging Data



Technology Investments



Updated Grants & Contracts Requirements

Improved
Accountability



Structural Adjustments

- Re-Organized for Improved Service Delivery
 - Dual-Deputy Model
 - Aligned and Reorganized to Improve Customer Service
 - ERDC Direct Pay Unit
 - Merged Customer Service Teams
 - Refined Project Management and Organizational Development



Internal Auditing

- Established Internal Audit Function
 - Hired Chief Audit Executive (2024)
 - Established DELC Audit Committee
 - Annual Audit Plan
 - First Audit: Grant Processes (Summer 2025)
 - Enterprise Risk Processes Management





Leveraging Data

- Established Chief Data Officer
- Merged Research, Data & Analysis, and Quality Assurance Functions
- Establishing Data Governance Council
- Building Data Management Platform (Snowflake)

Streamlining Grants



Grant Program	21-23 Agreement Length at Start	23-25 Agreement Length at Start	25-27 Agreement Length at Start (planned)
Baby Promise	Pilot	Pilot	2 years
Child Care Resource and Referral	2 years	2 years	2 years
Early Childhood Equity Fund	1 year**	1 year**	1 year*
Early Learning Hubs	2 years	2 years	~1 year***
Every Child Belongs (SEPP)	N/A	1 year*	TBD
Healthy Families Oregon	2 years	2 years	2 years
Oregon Prenatal to Kindergarten	1 Year**	2 years	2 years
Oregon Tribal Early Learning Alliance (OTELA)	N/A	1 year	4 years
Preschool Promise	1 Year**	1 year**	2 years

*Indicates changes or updates to a grant necessitating a shorter agreement period.

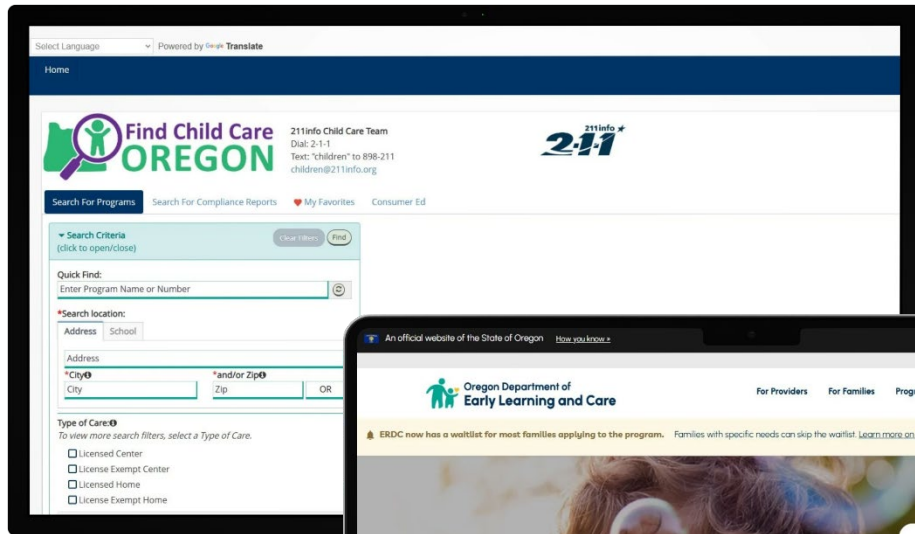
**Indicates a grant program that started the biennium with a one-year agreement and then amended to add the second year of funding and services.

***Early Learning Hub agreements are moving from a federal fiscal year to a biennium as well as a revision of the statement of work. It was determined that the cleanest way to do this was to make a short agreement and then create a new agreement to bring it to the biennial cycle.

Ensuring Transparency



Safety Portal

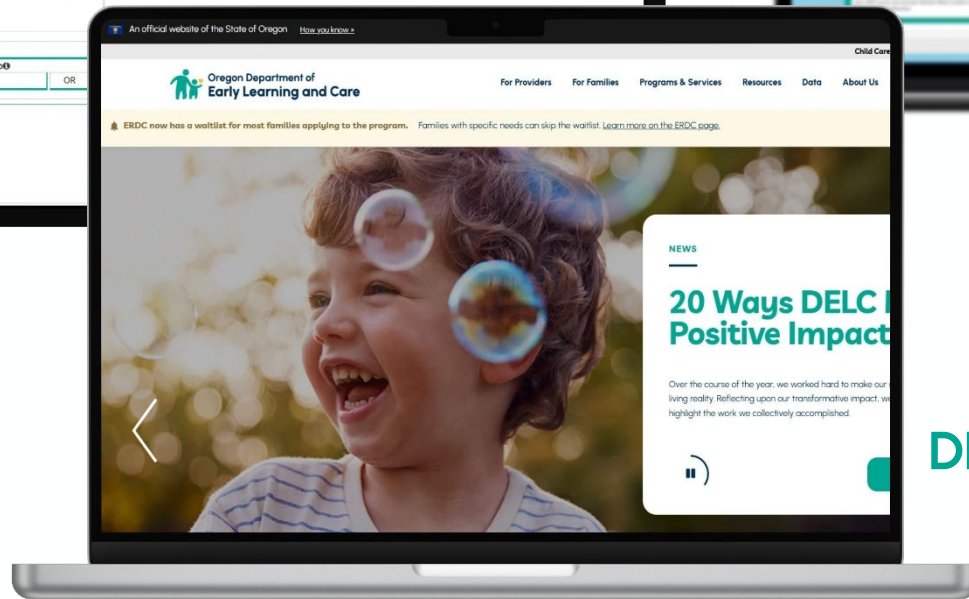


Data Dashboards



Preschool Promise Program Data

Preschool Promise is a free, high-quality preschool program available to Oregon families with incomes at or below 200 percent of the Federal Poverty Level (FPL). Families enroll in Preschool Promise by working with their regional Early Learning Hub. Learn more about this program at the [Preschool Promise webpage](#).



DELC Website


2024 Communications



386
internal
communications
consultations

133 formal
public
records
requests
recieved


10
new
program/initiative
landing pages
created

4.6K
currently
following DELC
on social media


3
proclamations
put forward on
early education

8 My Oregon
News stories
published


5,600
subscribers to
the DELC
Community
Newsletter

8
reports designed
and shared

24
external
newsletters
sent


8 press releases
drafted and
distributed

31
media inquiries
closed

*Additional asset creation including style guide, virtual backgrounds, photography, video, one pagers, text messages coordinati on to the ERDC waitlist etc.

Building DELC Culture



- Clarifying roles and responsibilities
- Established Safety and Wellness Committees
- Identifying operational improvements and efficiencies
- Fostering belonging throughout the workplace
- Central HR and Social Equity Office roles

Unique HR Needs for New Agency



Significant Staff Growth

22% increase in staff size since July 2023 (from **275** to **335**).

High Volume of Hiring

151 recruitments conducted in the last year.

Additional Staff Transitions

29 positions filled through job rotations, temp roles, and direct appointments in the last year.

Impact of New Managers

24% of the management team are **new within the last year**.

Additional HR positions requested to address the blend of complex, urgent, and sensitive needs within DELC.

Facilities

- Regional Licensing Field Offices
- Emergency Preparedness

Building Out Foundations

Governor's Expectations

- Succession Planning
- Performance Feedback
- Hiring & Development
- Employee Satisfaction

Efficiencies & Standardizations

- Team Service Catalogues
- Policies, Processes, and Procedures
- SharePoint Resources

Enterprise Partnerships

- Working Groups
- Advisory Councils
- Agreements
- AI Guidance

Information & Technology Developments



IT Strategic Plan



- Business Support
- Improve IT Excellence
- Drive Innovation

IT Governance Committee



- Ensures IT strategy and investments align with agency business priorities and state IT standards
- Provides oversight for IT projects, helps prioritize investments, and supports IT risk management

Awards Management System



System for Managing DELC Grants

System Benefits:

Phase I (2023)

- Transferred grants from ODE
- One-stop shop for grant payments and communications

Phase II (2025-2027)

- Grant applications
- Easier reporting for grantees
- Improved Data = Better Analysis and Decisions

Total Estimated Project Cost:
\$1.4 million

Estimated Go-Live (Phase II):
Summer 2025

Maintenance & Operations Costs: \$187 thousand (annually)

Healthy Families Oregon Database



Case Management System for HFO program

System Benefits:

- Improved Data Accuracy
- Reduced Administrative Workload
- Improved Service Tracking
- Integrate With DELC Data Infrastructure

Total Estimated Project Cost:
\$580 thousand

Estimated Go-Live:
Spring 2025

Meets National Reaccreditation & Best Practices

Maintenance & Operations Costs: **\$175 thousand (annually)**

Provider Management Platform



Replacement for Legacy Systems: ERDC Payments and Child Care Licensing

System Benefits:

- Easier for Child Care Providers
- Increased Automation
- Move from Paper-Based Processes
- Improved Data Accuracy

Total Estimated Project Cost:
\$14.6 million

Estimated Go-Live:
Summer 2026

Result of HB 2073 and transition of ERDC program from ODHS to DELC

ERDC Payment Functionality Deadline of August 2026

Additional Accounting Resources Requested for Implementation

Future Maintenance & Operations Costs



Data Infrastructure

Centralized Data Management Platform – Where Tech Investments Come Together

System Benefits:

- Improved & Modernized Data Management
- Streamlined Reporting

Total Estimated Project Cost:
\$800 thousand

Estimated Go-Live:
Spring 2025

Oregon Prenatal to Kindergarten pilot: Combining Data Across Sources for Analysis and Reporting

Eventually All Major Data Sets will be Housed in Snowflake

Anticipate Future Staffing and Maintenance Costs

Work Ahead

Agency Establishment

- Takes time
- Requires Iterating
- **Lean Development Approach**

Anticipated Future Needs

- Tech Maintenance & Operations
- Systems Development





Operational Support POP 101

- Adds 15 positions across several operational teams and program administration teams.
- Abolishes 1 position and allows for the transition to DAS shared payroll services.
- Provides funding for operations and maintenance of the Awards Management System and Healthy Families Oregon database.
- **\$4.7 million General Fund**



POP 101 Positions

Budget

- **Accountant 2 (LD)** – Provider Management Platform Invoicing
- **Accountant 1** – Accounts Receivables
- **Accounting Technicians (3)** – Accounts Payable
- **Fiscal Analyst 2** – Position Management & Monitoring

Program Design & Administration

- **Program Analyst 3** – Healthy Families Oregon Quality Assurance Specialist
- **Program Analyst 3** – Preschool Promise Monitoring Coordinator



Human Resources

- **Human Resource Specialist 3** – Classifications Specialist
- **Human Resource Specialist 2** – Reclass of HR Assistant

Transparency & Customer Service

- **Public Affairs Specialist 3** – Public Information Officer
- **Operations & Policy Analyst 4** – Lead Data Steward
- **Operations & Policy Analyst 3** – Internal Policy Development & Alignment
- **Information Service Specialist 5** – Provider Management Platform Coordinator
- **Project Manager 3** – Organizational Change Management
- **Project Manager 2** – Strategic Projects Coordinator



CCLD Staffing POP 105

Prioritizing customer service, translation services, and compliance needs

- Adds 13 positions across Child Care Licensing Division:
 - Licensing (10 Compliance Specialist 2s)
 - Investigations (1 – Compliance Specialist 3)
 - Policy Analysts (1- OPA2, 1- OPA3)
 - Legal Actions and Hearings (Part time to Full time – FTE request only)

- **\$3.1 million Federal Funds**



BT5 Literacy POP 580

- \$2.2 million to support the Dolly Parton Imagination Library.
- \$0.3 million for literacy framework and development.
- \$10 million for Birth Through Five Literacy grants:
 - Tribal grants
 - Ready to Read
 - Workforce Supports
 - Program Services
- **\$12.5 million General Fund**



Additional Investments

- **\$4.7 million** for Tribal Early Learning funding.
 - \$500k per Tribe
 - \$250 – 5% set aside for DELC to provide contracted services
- **\$4.35 million** for Infant Early Childhood Mental Health Consultants and ECB system supports



DELIC's 2025 Legislative Agenda

HB 2811: Imagination Library



Continuing of DELC's statewide Imagination Library of Oregon Program, a book gifting program that mails free, high-quality, age-appropriate books to children from birth to age five, regardless of family income. The bill reintroduces HB 2872A from the 2023 session with small adjustments to align DELC's current contract with the Dollywood Foundation.

- \$2.2M additional funding was also included in the Governor's Recommended Budget.



HB 2814: Licensing Statute Alignment



HB 2418 is a technical bill designed to improve flexibility in the child care licensing process through waivers by reducing administrative barriers, allowing the Department of Early Learning & Care to test new options, streamlining paperwork, supporting providers in underserved areas, and ensuring efficient operations, all while maintaining safeguards for child care.

HB 2815: Tribal Early Learning Plan & Fund



Centering the Tribal sovereignty and self-determination to support language and culture revitalization, professional development, to meet Tribal early learning and child care goals. The Tribal Advisory Committee (TAC) recommends additional funding* for the Tribal Early Learning Fund to center Tribal sovereignty and expand access to early learning and care activities within Tribal nations.

- \$4.75M was also included in the Governor's Recommended Budget.



Key Performance Measures



KPMs were revised in 2021 for ELD and will need to be redefined for DELC, focusing on customer service and quality assurance.

KPM	Metric	Target	Latest Data	Data Source
#1) Protecting the Health & Safety of Children in Child Care <i>*evaluated every year</i>	Percentage of citations for a serious valid finding that received a timely follow-up visit to confirm compliance.	86%	90% (2024)	CCLD data (CCRIS)
#2) Access to Early Care and Education: Infants & Toddlers <i>*evaluated every 2 years</i>	Percentage of infants/toddlers (birth-2 years) with access to a regulated childcare slot.	15%	18% (2023)	Estimating Supply Dataset (OSU, OCCRP)

Key Performance Measures



KPMs were revised in 2021 for ELD and will need to be redefined for DELC, focusing on customer service and quality assurance.

KPM	Metric	Target	Latest Data	Data Source
#3) Access to Early Care and Education: Preschool Age <i>*evaluated every 2 years</i>	Percentage of preschool age children (3-4 years) with access to a regulated childcare slot. • Regulated childcare slots include Certified Centers, Certified Family, and Registered Family Providers.	35%	34% (2023)	Estimating Supply Dataset (OSU, OCCRP)
#4) Early Learning Workforce Retention (all) <i>*evaluated every year</i>	Percentage of early learning providers who have remained in the workforce.	65%	77% (2024)	ORO and Workforce Dataset (OSU, OCCRP)

Key Performance Measures



KPMs were revised in 2021 for ELD and will need to be redefined for DELC, focusing on customer service and quality assurance.

KPM	Metric	Target	Latest Data	Data Source
#5) Early Learning Workforce Retention (by race and ethnicity) <i>*evaluated every</i>	Percentage of early learning providers who have remained in the workforce disaggregated by race and ethnicity	<i>graph on next slide</i>	<i>graph on next slide</i>	Oregon Registry Online
#6) Timely Central Background Registry (CBR) Approvals <i>*evaluated every year</i>	Percentage of Central Background Registry (CBR) applications conditionally or fully approved in four weeks or less	64%	71% (2024)	CCRIS internal data (?)

Key Performance Measures

#5 KPM in detail



American Indian/Alaska Native	Asian	Black/African American	Hispanic/Latino/Spanish	Native Hawaiian/Pacific Islander	White	One or more races
79% retention rate	78% retention rate	80% retention rate	83% retention rate	80% retention rate	79% retention rate	83% retention rate

Key Performance Measures



Customer Service Survey – 2024 Results

First Customer Service Survey for DELC

KPM	Metric	Target	Latest Data	Data Source
#7) Customer Service Survey Results <i>*evaluated every year</i>	Percentage of survey respondents who indicated their customer service experience with DELC was either "good" or "excellent"	75%	70% (2024)	Customer Service Survey



Thank you! Contacts

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