



# Department of Early Learning and Care

## AGENCY MISSION

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

## AGENCY PURPOSE & GOALS

The Department of Early Learning and Care (DELIC) was created to unify and strengthen Oregon's early learning and child care system so that families with young children have access to early learning services, supports and information they need to thrive. The statutory charges of the Agency are to:

- Ensure that every child in this state is given the best opportunity to succeed in school, work and life by providing:
  - 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
  - Care for children who have a physical or developmental disability or who require other specialized care from birth through 17 years of age;
- 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
- Administer programs in a manner that supports parents' and providers' needs and considers the economic security and well-being of parents and providers

For the 2025-27 biennium, DELIC has identified three primary goals to support this charge:

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

## HISTORICAL CONTEXT

In 2011, Oregon Legislature approved a 40-40-20 goal and the Governor's vision for a seamless education system from birth through college. To help achieve the goal, the Early Learning Council was created to advise on early learning policies and oversee the transformation of Oregon's early learning system.

In 2013, the Early Learning Division was created and based in the Oregon Department of Education to direct early learning initiatives in the state. The Division consolidated a number of early learning services, including Oregon Prekindergarten, Healthy Families Oregon, and the Office of Child Care, which were

spread across several state agencies. All programs and units were put together to focus on the future of children.

In 2019, the Student Success Act passed, doubling the General Fund investment in early learning programs in Oregon through the Early Learning Account. This also established dedicated funding to new programs like the Early Childhood Equity Fund and Parenting Education. It also directed funding to resource a professional learning system for early learning and care educators.

In 2021, HB 3073 passed – creating the Department of Early Learning and Care. This separated the Early Learning Division from the Oregon Department of Education, bringing all of the programs within the Division, as well as the Employment Related Day Care (ERDC) program within the Oregon Department of Human Services, together in one agency.

Since launching in 2021, DELC has released its first [agency strategic plan](#) and [diversity, equity, and inclusion action plan](#) and identified six goals for the agency over the next five years:

**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.

## **2025-27 Agency Initiatives**

The Department of Early Learning and Care has identified the following initiatives and policy option packages (POPs) for the 2025-27 biennium. These initiatives reflect the following priorities of the Agency:

- The Department of Early Learning and Care has the operational capacity to support the necessary work of the agency.
- Families and early childhood educators have the resources they need to promote early literacy from birth through age five.
- Child Care Licensing has the presence needed to continue to meet federal timelines, monitor for child health and safety in a timely manner, and provide a high level of customer service meeting the compliance needs of licensed child care providers in Oregon.
- DELC honors Tribal sovereignty and the right to self-determination by allowing Tribes to resource the early learning and care priorities in their communities.

- Child care providers have access to services and supports to mitigate suspension and expulsion practices in early learning and care settings, including infant early childhood mental health consultation not currently prioritized in Oregon’s behavioral health workforce.

## Criteria for 2025-27 Budget Development

### Building Solid Foundations:

- Will the program support the Agency to be a good steward of public funds?
- Will the program support strong customer service to Oregonians who use Agency services?
- Will the program give the Agency the capacity to promote access to high quality early learning and care, support the workforce, and center Tribal sovereignty?

### Promoting Early Literacy Through Access to High Quality Early Learning and Care Settings:

- Will the program center early literacy as a foundational goal?
- Will the program support families and promote early literacy in the home?
- Will the program expand and develop language revitalization efforts by federally recognized Indian Tribes in this state?
- Will the program establish and support culturally-specific parent and child support programs in all parts of the state?
- Will the program provide research-aligned, developmentally appropriate professional training and coaching for direct service staff in early literacy?

## Revenue Sources

### Federal Funds

- Child Care and Development Block Grant
- Head Start Collaboration Grant

Any required matching funds: Yes

Child Care and Development Block Grant: The federal grant has two components:

- **Matching grant:** Agency is required to match the awarded funds at the Federal Medical Assistance Percentage (FMAP) rate. General Fund received for the Oregon Prenatal to Kindergarten program, as well as Oregon’s estimated amounts related to the Working Family Household and Dependent Care tax credits.
- **Maintenance of Effort (MOE):** Oregon meets the MOE requirement of the federal funds with General Fund received for the Oregon Prenatal to Kindergarten program, General Fund for the Employment Related Day Care subsidy payments, and Oregon’s estimated amounts related to the Working Family Household and Dependent Care tax credits.

Head Start Collaboration Grant: Federal grant requires a 20% match and the Agency utilizes General Fund received for the position funded by the federal funds.

Agency programs funded with Federal Funds

- Agency Operations
- Grant-in-Aid Programs:
- Employment Related Day Care Subsidies
- Child Care Supports, which funds professional learning for early care professionals, quality supports and the evaluation of early learning programs, among others.

### **Other Funds**

Revenues that support the Agency's Other Funds include the Early Learning Account, child care licensing fees, asset forfeiture proceeds from local law enforcement agencies, Title XX and Title IVB-2 funds from the Oregon Department of Human Services, Title XIX funds from the Oregon Health Authority, transfers from the Bureau of Labor and Industries, interest earnings and grants from private foundations.

Any required matching funds: Yes

- Title XIX – federal Medicaid dollars received from the Oregon Health Authority require a 50% match of payment request for time studies completed by providers of Healthy Families Oregon grants. Agency utilizes General Fund received from Healthy Families Oregon grant-in-aid for this match.
- Title IV B-2 – federal funds received from the Oregon Department of Human Services, has a 25% matching funds component. Agency utilizes General Fund received from the Early Learning Hubs program.

Agency programs funded with Other Funds:

- Agency Operations
- Grant-in-Aid Programs:
- Oregon Prenatal to Kindergarten
- Preschool Promise
- Early Childhood Equity Fund
- Early Learning Professional Development
- Early Learning Parenting Education
- Early Learning Program Supports
- Child Care Supports
- Healthy Families Oregon
- Relief Nurseries
- Early Learning Hubs
- Other Early Learning Grants
- Birth Through Five Literacy Plan

## Cost Containment Strategies

In DECL's first biennium of operations, DELC has focused on maintaining lean operations. Resource needs along with potential operational savings are continuously evaluated. The Agency has continued the process of establishing policies, processes and procedures across the Agency that are responsive to the needs of DELC partners, particularly home-based child care providers. The Agency is aligning and coordinating policies and data collection across programs to reduce the burden on grantees and create internal efficiencies for information processing. This includes replacing legacy IT systems, such as a grants management system and the provider management platform that will issue provider payments.

Please see the Agency's 10% Reduction list in [Appendix A](#).

[Appendix B](#): Long term vacancy report.

## Major Technology Projects and Initiatives

The Department of Early Learning and Care (DELC) is a new state agency. Accordingly, major Information Technology Project/Investments focus on the migration and implementation of core systems and the development of IT capability and capacity. The DELC IT Governance Committee has approved an IT Strategic Plan to guide the growth of DELC IT, and includes these goals:

- Be the Partner of Choice for all Technology Solutions,
- Promote IT Operational Excellence
- Promote Data Excellence,
- Promote IT & Data Governance,
- Identify Sustainable Solutions,
- Employ an Enthusiastic and Adaptable Workforce.

Additionally, the IT Strategic Plan outlines several important IT investments which are planned for the coming years. The most significant projects which are planned for the 2025-27 biennium include the following:

The Provider Management Platform (PMP) will replace legacy technology systems which support the Employment Related Day Care (ERDC) – which migrated from the Oregon Department of Human Services on July 1, 2023 – and Child Care Licensing programs.

Necessary to support the intent of HB 3073 (2021), PMP will modernize core systems and processes, streamline ERDC subsidy payments, and enhance service delivery for providers, applicants, and families. The PMP project aligns with the DELC IT Strategic Plan vision to be "a collaborative and trusted partner providing modern, forward-thinking, and data-driven solutions." Additionally, the PMP project directly supports the DELC Strategic Plan goal of access, where "all families have access to high-quality (culturally responsive, inclusive, developmentally appropriate) and affordable early learning and care that meets their needs."

## Key Performance Measures

The Department of Early Learning and Care is currently maintaining many of the KPMs established as the Early Learning Division, with the inclusion of a new Customer Service metric as a standalone state agency. As a new agency, DELC will continue to review the appropriate KPMs to accurately track the agency's progress. At this time, there are no submitted change requests to current KPMs.

DELC has reached our targets for KPM 1, 2, 4,5,6. DELC did not reach out target for KPM 3, Access to Early Care and Education for preschool age and KPM 7, Customer service.

**KPM 3** - Data is collected every other year and so our most recent information indicates that we missed this target by 1%, reaching 34% of children in Oregon who have access to a regulated child care slot as opposed to 35%. This data is collected by a provider survey that is administered through Find Child Care Oregon to identify providers' capacity by age group, so the most recent year of data is 2023, not 2024 as the data is always one year behind. The 2024 data will be available in spring of 2025 and will be reported in the 2025 KPM submission.

**KPM 7** – The customer service survey, for which DELC's overall target is 75% satisfaction, reached 70% of overall satisfaction. This is DELC's first time preparing a targeted customer survey (previously included in the Oregon Department of Education's customer service survey) and the first time reporting Customer Service KPMs. DELC was established July 2023, and participants in our inaugural Customer Service Survey reported on their experiences between July 2023 and June 2024.

The Customer Service Survey was open from August 1 to August 30, 2024. A total of 296 customers provided valid responses. In the first year of operation, DELC has been working to build new structures for operations and communications while maintaining service levels. The feedback provided from our customers will guide continuous improvement of our agency's customer service efforts. The full KPM report can be found in [Appendix C](#).

For complete budget details please see DELC's 2025 – 2027 Governor's Budget at the following link:

[DELC\\_ARB\\_2025-27\\_final-narrative.pdf](#)

# Appendix A

## 10% Reduction Options (ORS 291.216)

Activity or Program	Describe Reduction	Amount and Fund Type							Rank and Justification
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. IDENTIFY REVENUE SOURCE FOR OF, FF. INCLUDE POSITIONS AND FTE FOR 2025-27 AND 2027-29)	GF	LF	OF	NL-OF	FF	NL-FF	Total Funds	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
Removes additional inflation allowed in Package 032.	Inflation used to support the cost of non-state related personnel costs. Would impact the following programs: OPK, Preschool Promise, ECEF, Early Learning Professional Development, Early Learning Parenting Education, Early Learning Professional Supports, Mental & Behavior Health, Child Care Supports, ERDC, HFO, Relief Nurseries, Early Learning Hubs, Tribal Hubs, KPI, and Other Early Learning Grants.	\$ 10,251,970		\$ 8,947,158		\$ 5,736,884		\$ 24,936,012	1
Other Early Learning Grants	General Fund reduction impacts the technical assistance program supporting early educators to apply for Child Care Infrastructure Funds. This would reduce the number of early learning programs that could access support to build business plans, apply for expansion of services to children and supports to the small businesses seeking to stabilize their program operations to serve children. The reduction to Other Funds has no impact to services and is associated with empty limitation.	\$ 177,785		\$ 1,366,550				\$ 1,544,335	2
Early Learning Program Supports	Estimated impact to 33 Preschool Promise classrooms not receiving coaching supports, classroom observations, and technical assistance. Reduces program by 2% OF.			\$ 283,157				\$ 283,157	3

Early Learning KPI	This reduction would minimize services to hundreds of children and their families which would negatively impact transitions to kindergarten. It would also reduce professional development opportunities for preschool and kindergarten educators. Reduces KPI by 5% GF.	\$ 502,439						\$ 502,439	4
Early Learning Hubs	Would decrease staffing within Hub programs which are already operating with deficits. Reduces GF by 5%	\$ 867,637						\$ 867,637	5
Early Learning Parenting Education	Decreased access to parenting education curricula for approximately 200 families (multi series evidence-based/culturally-responsive parenting programs along with parallel child programming that have been shown to significantly reduce abuse and neglect while increasing positive parent-child relationships and attachment and family well-being). OR the equivalent of 1200 family workshops.			\$ 225,973				\$ 225,973	6
Early Learning Professional Development	Reduces Early Learning Account funding impacting professional learning and workforce initiatives including the early childhood higher education consortium, reductions to programs that will decrease the number of higher level training offerings for child care providers, reduces the number of positions funded to provide supports to programs serving children with disabilities, reduces centralized coaching system supports, business acumen training and coaching for child care, reduces funding to the statewide subpool supporting child care programs and funding to develop more accessible quality improvement and career pathway supports. Reduces OF by 2%			\$ 582,604				\$ 582,604	7



Healthy Families Oregon	Estimated impact to 82 families who would not receive monthly home visits due to approximately 5 fewer trained home visitors. Reduces HFO by 4% GF	\$ 1,401,451						\$ 1,401,451	8
Relief Nurseries	Estimated to impact 45 families with infant, toddler, and preschool aged children not receiving therapeutic classroom services and or home visiting resource supports. Reduces by 5% GF	\$ 881,453						\$ 881,453	9
Oregon Prenatal to Kindergarten	Estimated impact is 582 fewer families and children receiving home visits and high quality center based infant, toddler, and preschool services. Reduces OPK by 4% GF and 4% OF.	\$ 7,087,724		\$ 8,558,867				\$ 15,646,591	10
Preschool Promise	Estimated impact is 481 children and families would no longer receive high quality preschool services and potential destabilizing on small women owned businesses. Reduces PSP 3% GF and 4% OF	\$ 1,327,834		\$ 5,985,540				\$ 7,313,374	11

ERDC	<p>A reduction of \$14,709,071 GF would mean the caseload would have to be reduced by 8,755 cases , and a further reduction of \$4,552,450 FF would mean the caseload would have to be reduced by an additional 2,710 cases.</p> <p>ERDC currently has an active waitlist to manage the caseload, however even with a waitlist in place, the caseload continues to grow at a slow rate because few families are leaving the program and there are certain populations that bypass the waitlist. The populations that bypass the waitlist include those receiving TANF, Temporary Assistance for Domestic Violence Survivor Grant recipients, those being placed in a Head Start contracted slot, those referred by Child Welfare, and recent ERDC recipients.</p> <p>In order to reduce the caseload to align with these budget reductions, ERDC would be required to close all bypass populations listed above and limiting ERDC to only those currently on the caseload. The bypass populations would need to be closed for 7 months. GF reduction of 4% and FF reduction of 3.6%.</p>	\$ 14,709,071				\$ 4,552,450		\$ 19,261,521	12
Child Care Supports	<p>The GF and OF reduction would reduce the number and duration of professional learning cohorts within the Focused Child Care Network. The FF reduction would impact work that is required of the Child Care Development Fund affecting quality supports through Western Oregon University. Reduces by program by 5% GF and 3% FF.</p>	\$ 270,180				\$ 1,693,810		\$ 1,963,990	13

Early Childhood Equity Fund (ECEP)	Estimated impact is 400 families and children not receiving culturally responsive parenting education, parent-child interaction supports, and/or kindergarten transition activities. Potential to have destabilizing impact on culturally specific and responsive community based organizations. Reduces OF by 2%			\$ 519,557				\$ 519,557	14
Baby Promise	Estimated impact to 17 families with toddlers not receiving high quality year round services. Reduces by 5% FF					\$ 498,158		\$ 498,158	15
Mental & Behavior Health Supports	Reduces this program by less than 1% GF which impact the ability to fund non-state personnel for mental health consultants who assist in reducing the suspension and expulsion in early learning and care programs.	\$ 22,785						\$ 22,785	16
<b>Total 5% Reduction</b>		<b>\$ 37,500,329</b>	<b>\$ -</b>	<b>\$ 26,469,406</b>	<b>\$ -</b>	<b>\$ 12,481,302</b>	<b>\$ -</b>	<b>\$ 76,451,037</b>	

Other Early Learning Grants	General Fund reduction impacts the technical assistance program supporting early educators to apply for Child Care Infrastructure Funds. This would reduce the number of early learning programs that could access support to build business plans, apply for expansion of services to children and supports to the small businesses seeking to stabilize their program operations to serve children. The reduction to Other Funds has no impact to services and is associated with empty limitation.	\$ 177,785		\$ 1,366,550				\$ 1,544,335	1
Early Learning KPI	This reduction would minimize services to hundreds of children and their families which would negatively impact transitions to kindergarten. It would also reduce professional development opportunities for preschool and kindergarten educators.	\$ 502,439						\$ 502,439	2

Early Learning Hubs	Would decrease staffing within Hub programs which are already operating with deficits.	\$ 867,637		\$ 88,509				\$ 956,146	3
Early Learning Professional Development	Reduces Early Learning Account funding impacting professional learning and workforce initiatives including the early childhood higher education consortium, reductions to programs that will decrease the number of higher level training offerings for child care providers, reduces the number of positions funded to provide supports to programs serving children with disabilities, reduces centralized coaching system supports, business acumen training and coaching for child care, reduces funding to the statewide subpool supporting child care programs and funding to develop more accessible quality improvement and career pathway supports.			\$ 1,382,604				\$ 1,382,604	4
Healthy Families Oregon	Estimated impact is 224 families not receiving monthly home visits due approximately 11 fewer highly trained home visitors.	\$ 1,665,506		\$ 105,194				\$ 1,770,700	5
Relief Nurseries	Estimated impact is 138 families with infant, toddler and preschool aged children not receiving therapeutic classroom services and/or home visiting and resource supports.	\$ 881,453		\$ 67,365				\$ 948,818	6
Oregon Prenatal to Kindergarten	Estimated impact is 1449 fewer families and children receiving home visits and high quality center based infant, toddler and preschool services.	\$ 10,261,057		\$ 10,758,867				\$ 21,019,924	7
Preschool Promise	Estimated impact is 1115 children families not receiving high quality preschool services and a potential destabilizing impact on small women owned businesses.	\$ 2,500,834		\$ 8,560,560				\$ 11,061,394	8

ERDC	An additional reduction of \$20,082,636 GF would mean the caseload would have to be reduced by 11,851 cases, and a further reduction of \$9,016,263 FF would mean the caseload would have to be reduced by an additional 5,367 cases.	\$ 20,082,636				\$ 9,016,263		\$ 29,098,899	9
Child Care Supports	The GF and OF reduction would reduce the number and duration of professional learning cohorts within the Focused Child Care Network. The FF reduction would impact work that is required of the Child Care Development Fund affecting quality supports through Western Oregon University.	\$ 270,180		\$ 73,804		\$ 2,966,880		\$ 3,310,864	10
Baby Promise	Estimated impact is 33 families with infant and toddlers not receiving high quality year round services. Potential to have destabilizing impact on small women owned businesses.					\$ 498,157		\$ 498,157	11
Early Childhood Equity Fund	Estimated impact is 1810 families and children not receiving culturally responsive parenting education, parent-child interaction supports, and/or kindergarten transition activities. Potential to have destabilizing impact on culturally specific and responsive community based organizations.			\$ 1,319,557				\$ 1,319,557	12
Mental Health & Behavioral Supports	Reduces this program by less than 1% GF which impact the ability to fund non-state personnel for mental health consultants who assist in reducing the suspension and expulsion in early learning and care programs.	\$ 22,785						\$ 22,785	13
<b>Total 5% Reduction</b>		<b>\$ 37,232,312</b>	<b>\$ -</b>	<b>\$ 23,723,010</b>	<b>\$ -</b>	<b>\$ 12,481,300</b>	<b>\$ -</b>	<b>\$ 73,436,622</b>	

Supervisory Organization	Job Profile	Detail Cross Reference (Source - Budget System)	Phase In Date (Source - Budget System)	Phase Out Date (Source - Budget System)	Budgeted Months (Source - Budget System)	Position Worker Type (Source - Budget System)	Budgeted FTE (Source - Budget System)	Funding Source	Earliest Hire Date	Availability Date	Position Vacated Date	Length (In Months)	Position is Open More Than 12 Months	Comments
Child Care Licensing Division - DELC	Operations & Policy Analyst 3 - SR30 - Non Exempt	58800-100-30-02-00000	10/1/2023	6/30/2025	21	LD	0.88	GF	8/1/2023	8/1/2023		17	Yes	While this is listed as vacant, we have a DELC employee serving in it as a job rotation
Community Systems - DELC	Operations & Policy Analyst 3 - SR30 - Exempt	58800-100-20-01-00000	7/1/2023	6/30/2025	24	P	1	FF	7/1/2023	6/26/2023		18	Yes	
Community Systems - DELC	Program Analyst 2 - SR27 - Non Exempt	58800-100-35-02-00000	7/1/2023	6/30/2025	24	P	1	OF	7/1/2023	6/27/2023		18	Yes	
Early Learning Programs & Head Start Collaboration - DELC	Program Analyst 4 - SR31 - Non Exempt	58800-100-35-01-00000	7/1/2023	6/30/2025	24	P	1	FF	11/4/2023	6/22/2023	11/3/2023	14	Yes	
Early Learning Programs & Head Start Collaboration - DELC	Administrative Specialist 1 - SR17 - Non Exempt	58800-100-35-01-00000	7/1/2023	6/30/2025	24	P	1	GF	7/1/2023	6/22/2023		19	Yes	
Early Learning Programs & Head Start Collaboration - DELC	Program Analyst 4 - SR31 - Exempt	58800-100-35-01-00000	7/1/2023	6/30/2025	24	P	1	FF	7/1/2023	7/1/2023		18	Yes	
Licensing - DELC	Operations & Policy Analyst 2 - SR27 - Non Exempt	58800-100-20-01-00000	7/1/2023	6/30/2025	24	P	1	GF	12/6/2024	8/21/2023	8/21/2023	17	Yes	
Operations Division - DELC	Operations & Policy Analyst 4 - SR32 - Exempt	58800-100-20-01-00000	7/1/2023	6/30/2025	24	P	1	GF	7/1/2023	6/27/2023		18	Yes	
Procurement - DELC	Procurement And Contract Assistant - SR19 - Non Exempt	58800-100-25-02-00000	7/1/2023	6/30/2025	24	P	1	GF	7/1/2023	6/27/2023		18	Yes	
Procurement - DELC	Procurement & Contract Specialist 1 - SR23 - Non Exempt	58800-100-25-02-00000	7/1/2023	6/30/2025	24	P	1	GF	7/1/2023	6/27/2023		18	Yes	
Procurement - DELC	Procurement & Contract Specialist 2 - SR27 - Non Exempt	58800-100-25-02-00000	7/1/2023	6/30/2025	24	P	1	GF	10/16/2023	6/20/2023	10/16/2023	15	Yes	
Professional Learning Systems - DELC	Research Analyst 2 - SR23 - Non Exempt	58800-100-15-01-00000	7/1/2023	6/30/2025	24	P	1	50/50 GF/FF	7/1/2023	7/1/2023		18	Yes	
Programs Division - DELC	Operations & Policy Analyst 4 - SR32 - Exempt	58800-100-20-01-00000	7/1/2023	6/30/2025	24	P	1	GF	7/1/2023	6/27/2023		18	Yes	

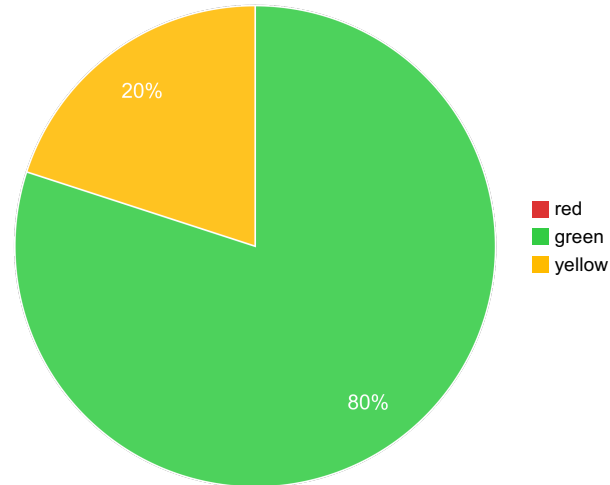
# Department of Early Learning and Care

Annual Performance Progress Report

Reporting Year 2024

Published: 9/30/2024 9:53:56 AM

KPM #	Approved Key Performance Measures (KPMs)
1	Protecting the Health and Safety of Children in Care - Percentage of citations for a serious valid finding that received a timely follow-up visit to confirm compliance
2	Access to Early Care and Education: Infants & Toddlers - Percentage of infants/toddlers (birth – 2 years) with access to a regulated child care slot
3	Access to Early Care and Education: Preschool Age - Percentage of preschool age children (3-4 years) with access to a regulated child care slot. Regulated child care slots include Centers, Certified Family, and Registered Family Providers
4	Early Learning Workforce Retention (all) - Percentage of early learning providers who have remained in the workforce
5	Early Learning Workforce Retention (by race and ethnicity) - Percentage of early learning providers who have remained in the workforce disaggregated by race and ethnicity
6	Timely Central Background Registry (CBR) Approvals - Percentage of Central Background Registry (CBR) applications conditionally or fully approved in four weeks or less
7	Customer Satisfaction - Percent of customers rating their satisfaction with the DELC customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

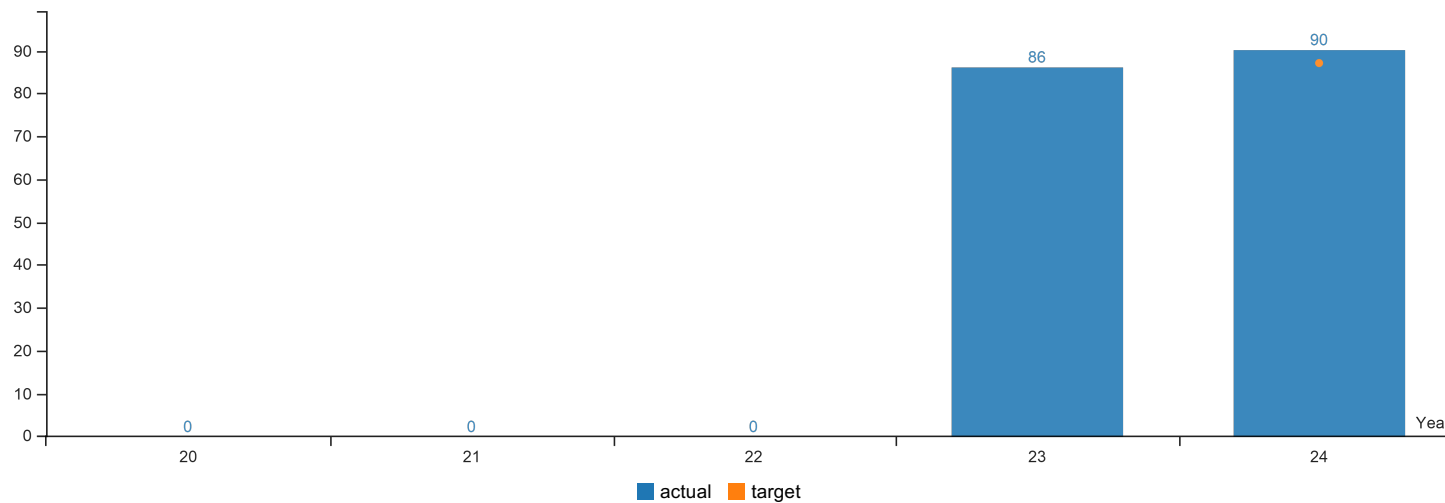


Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	80%	20%	0%



KPM #1	Protecting the Health and Safety of Children in Care - Percentage of citations for a serious valid finding that received a timely follow-up visit to confirm compliance
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Protecting the Health and Safety of Children in Care</b>					
Actual				86%	90%
Target					87%

#### How Are We Doing

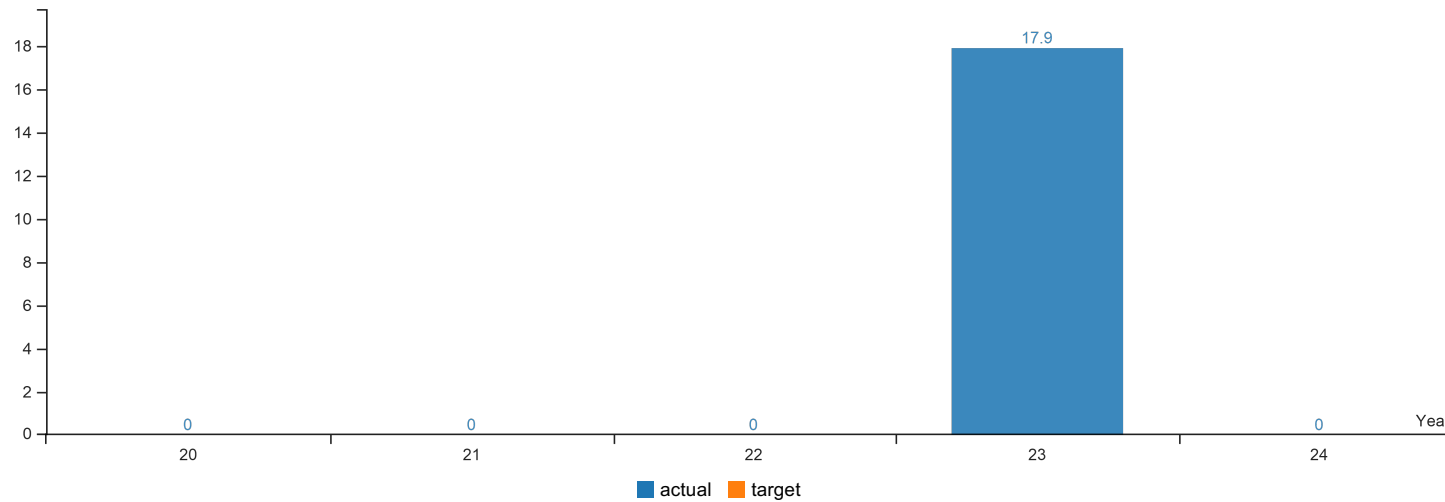
DELCD exceeded the target value for 2024. The percentage of citations for serious valid findings that received timely follow-up to confirm compliance was 90%, which is a 3% increase from the previous year. In this legislative fiscal year, there were 667 confirmed citations with serious valid findings. Of these serious valid findings, 599 had compliance verified timely, within 33 business days of the citation.

#### Factors Affecting Results

The Child Care Licensing Division (CCLD) uses a legacy database to collect data needed to report on this KPM and extracting this data is complex and requires substantial data cleaning. It is difficult to interpret the observed change in the value for this KPM from 2023 to 2024. However, clear processes and procedures helped to support staff in doing this work. Improvements to administrative oversight to support staff in their documentation processes have been identified as goals for continuing the achievement of the target in the future.

KPM #2	Access to Early Care and Education: Infants & Toddlers - Percentage of infants/toddlers (birth – 2 years) with access to a regulated child care slot
	Data Collection Period: Jan 01 - Dec 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Access to Early Care and Education: Infants &amp; Toddlers</b>					
Actual				17.900%	
Target					

**How Are We Doing**

Data for this KPM is not available this year.

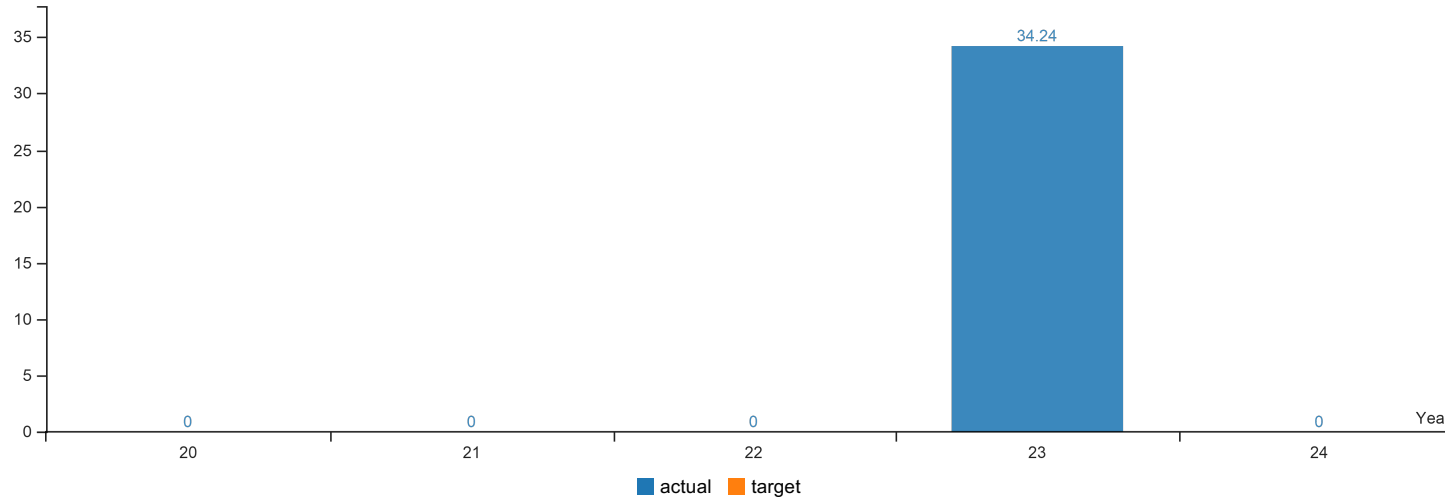
This KPM is from DELC's Estimating Supply dataset, which is updated in partnership with Central Coordination and the Oregon Child Care Research Partnership. The Estimating Supply data are collected every two years. 2022 data are the most recent data available and were reported in our 2023 KPM submission. 2024 data will be available in Spring 2025 and reported on in our 2025 KPM submission.

**Factors Affecting Results**

N/A

KPM #3	Access to Early Care and Education: Preschool Age - Percentage of preschool age children (3-4 years) with access to a regulated child care slot. Regulated child care slots include Centers, Certified Family, and Registered Family Providers
	Data Collection Period: Jan 01 - Dec 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Access to Early Care and Education: Preschool Age</b>					
Actual				34.240%	
Target					

**How Are We Doing**

Data for this KPM is not available this year.

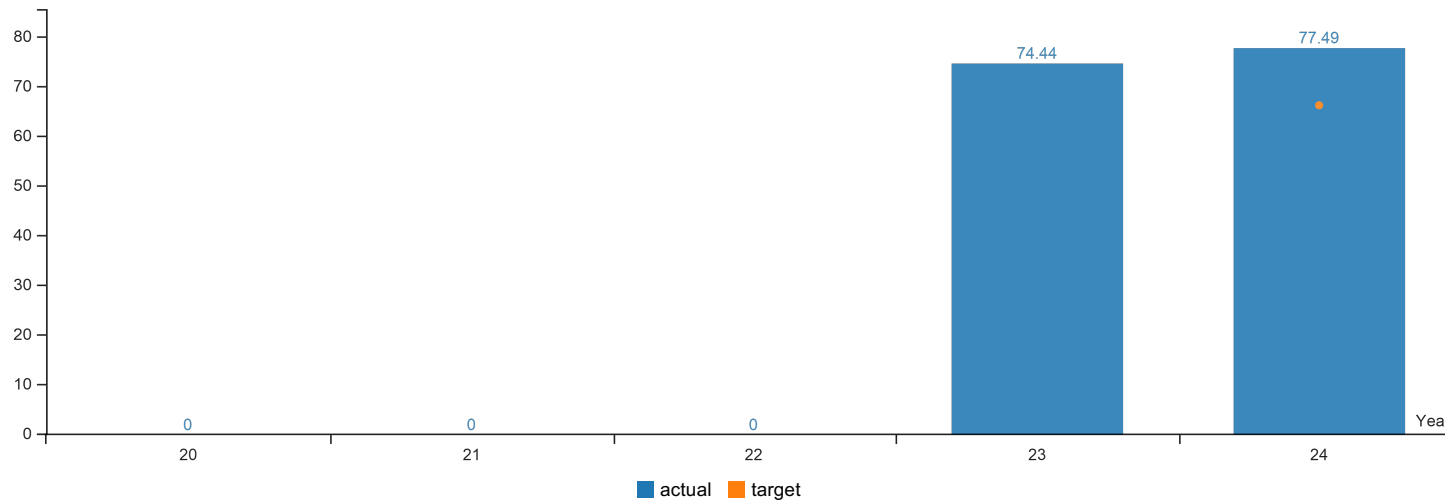
This KPM is from DELC's Estimating Supply dataset, which is updated in partnership with Central Coordination and the Oregon Child Care Research Partnership. The Estimating Supply data are collected every two years. 2022 data are the most recent data available and were reported in our 2023 KPM submission. 2024 data will be available in Spring 2025 and reported on in our 2025 KPM submission.

**Factors Affecting Results**

N/A

KPM #4	Early Learning Workforce Retention (all) - Percentage of early learning providers who have remained in the workforce
	Data Collection Period: Jan 01 - Dec 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Early Learning Workforce Retention (all)</b>					
Actual				74.440%	77.490%
Target					66.050%

#### How Are We Doing

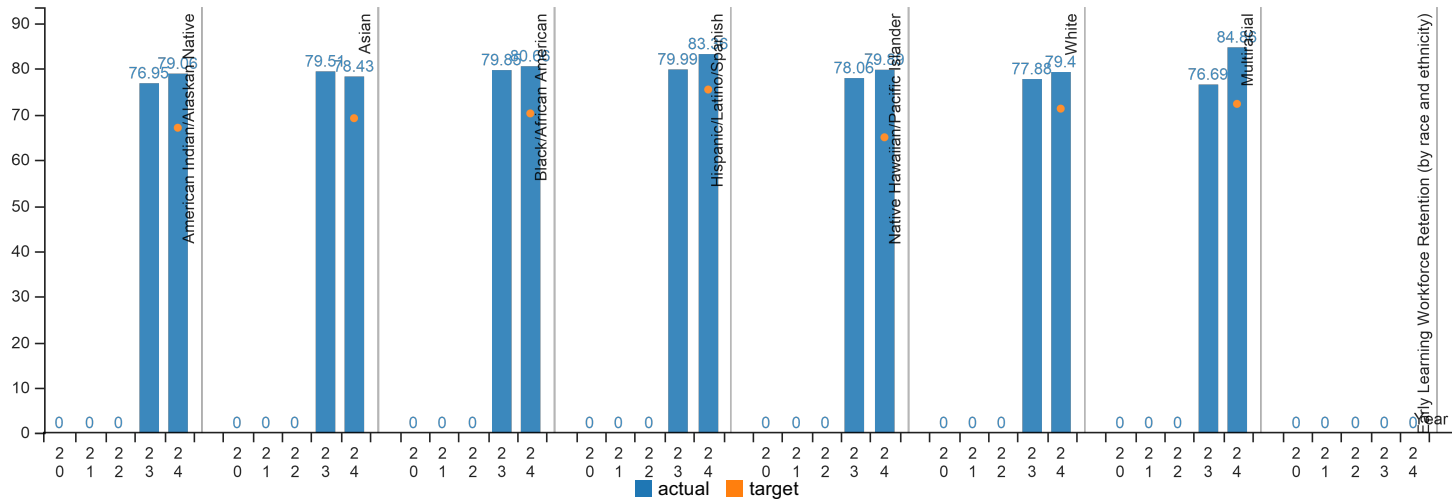
Overall retention increased 3.05% from our 2023 submission.

#### Factors Affecting Results

A person is considered part of the child care workforce in a given year if they worked any part of that year based on ORO start, hire, and end dates. By matching data for multiple years using a person's unique identification number, we are able to see which years the person has been in the child care workforce. "Remained in the workforce" is anyone in the 2021 workforce who continued into the 2022 workforce. The number of people in the 2021 workforce who continued to work in 2022 is 17,874.

KPM #5 Early Learning Workforce Retention (by race and ethnicity) - Percentage of early learning providers who have remained in the workforce disaggregated by race and ethnicity

Data Collection Period: Jan 01 - Dec 31



Report Year	2020	2021	2022	2023	2024
<b>American Indian/Alaskan Native</b>					
Actual				76.950%	79.060%
Target					67.150%
<b>Asian</b>					
Actual				79.510%	78.430%
Target					69.250%
<b>Black/African American</b>					
Actual				79.850%	80.660%
Target					70.300%
<b>Hispanic/Latino/Spanish</b>					
Actual				79.990%	83.360%
Target					75.550%
<b>Native Hawaiian/Pacific Islander</b>					
Actual				78.060%	79.890%
Target					65.050%
<b>White</b>					
Actual				77.880%	79.400%
Target					71.350%
<b>Multiracial</b>					
Actual				76.690%	84.860%

Report Year	2020	2021	2022	2023	2024
Target					72.400%
<b>e. Early Learning Workforce Retention (by race and ethnicity)</b>					
Actual					
Target					

#### How Are We Doing

Retention increased for the American Indian/Alaska Native (2.11%), Black/African American (0.81%), Hispanic/Latino/Spanish (3.37%), Native Hawaiian/Pacific Islander (1.83%), White (1.52%), and Multiracial (8.17%) groups from our 2023 submission. Retention minimally decreased for the Asian (-1.08%) group from our 2023 submission.

#### Factors Affecting Results

A person is considered part of the child care workforce in a given year if they worked any part of that year based on ORO start, hire, and end dates. By matching data for multiple years using a person's unique identification number, we are able to see which years the person has been in the child care workforce. "Remained in the workforce" is anyone in the 2021 workforce who continued into the 2022 workforce.

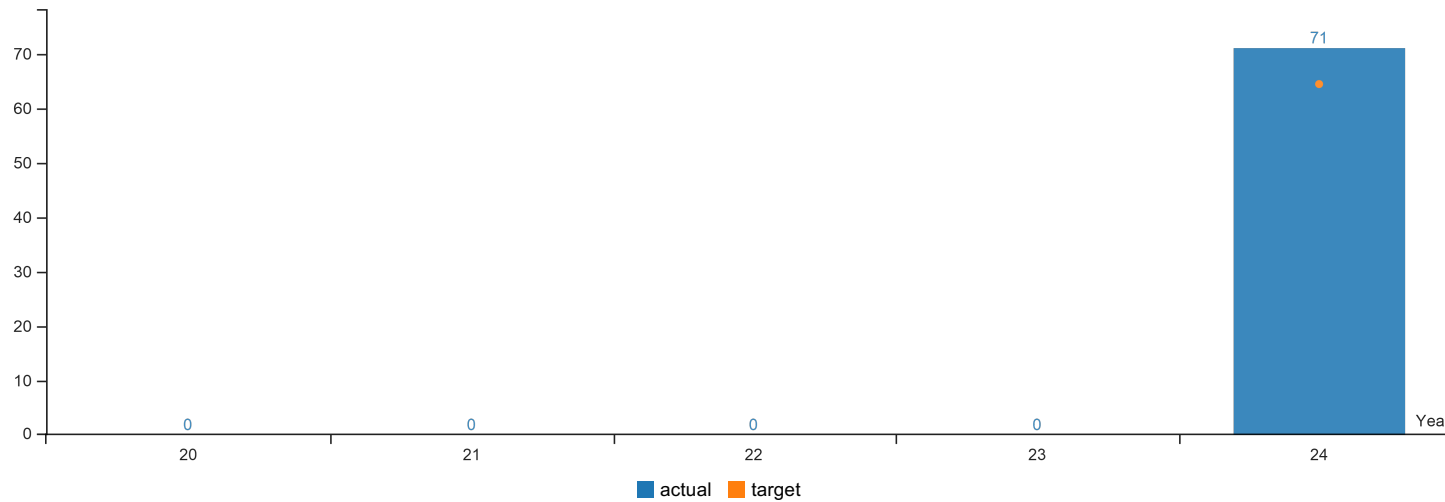
Also, disaggregating the retention indicator by racial/ethnic groups results in some small groups. The indicator for groups with small numbers is less likely to be stable over time. This must be kept in mind when setting targets and tracking progress towards the targets.

The number of people in the 2021 workforce who continued to work in 2022 disaggregated by racial/ethnic group is:

- American Indian/Alaska Native members: 219
- Asian members: 560
- Black/African American members: 534
- Hispanic/Latino/Spanish: 3,190
- Native Hawaiian/Pacific Islander members: 139
- White members: 9,507
- Multiracial members: 185

KPM #6	Timely Central Background Registry (CBR) Approvals - Percentage of Central Background Registry (CBR) applications conditionally or fully approved in four weeks or less
	Data Collection Period: Jan 01 - Dec 31

\* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
<b>Timely Central Background Registry (CBR) Approvals</b>					
Actual					71%
Target					64.410%

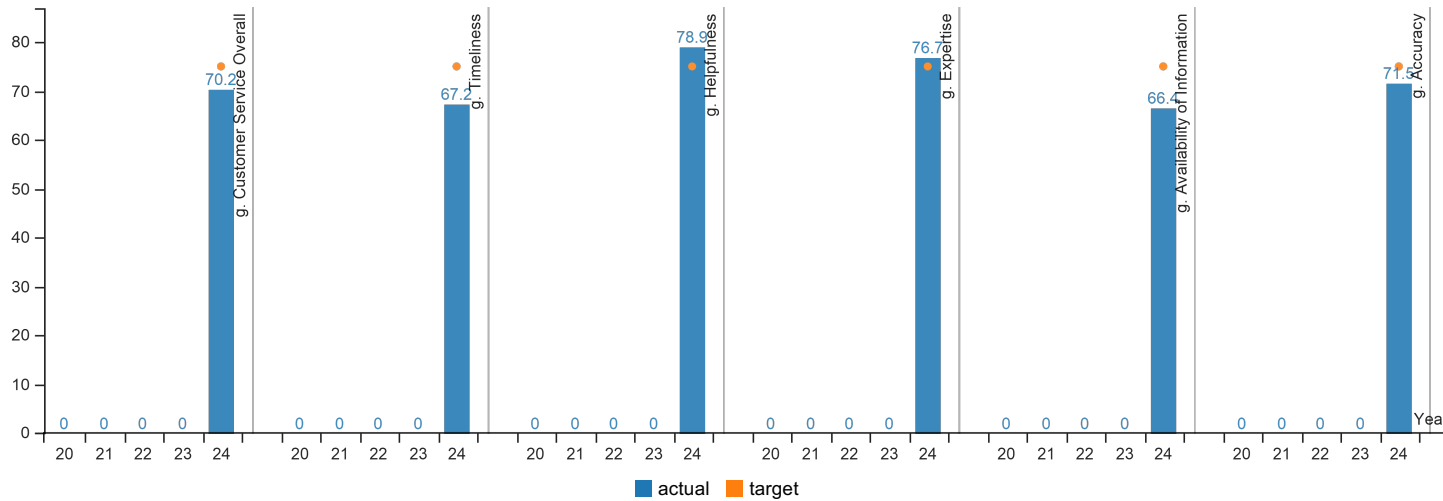
#### How Are We Doing

CBR application data from January 1 to December 31 of 2023 was analyzed to determine the percent of CBR applications conditionally or fully approved in four weeks or less. The target 2024 percent was exceeded by just over 6.5%.

#### Factors Affecting Results

In 2023, CCLD identified and implemented efficiencies in the processing of background checks. An online system was set up to streamline communication between the Intake and Background units and the two teams began meeting regularly to discuss processing needs. The Background unit improved tools used to track their work, improving both a Background Procedures Manual and an Out-of-State Procedures Manual. In early 2023, CCLD received approval to hire additional intake and background staff and by the end of 2023, the CCLD Intake and Background teams were fully staffed. In 2022, prior to implementing these changes, 61.41% of CBR approvals were conditionally or fully approved in four weeks or less.

KPM #7	Customer Satisfaction - Percent of customers rating their satisfaction with the DELC customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Jan 01 - Jun 30



Report Year	2020	2021	2022	2023	2024
<b>g. Customer Service Overall</b>					
Actual					70.200%
Target					75%
<b>g. Timeliness</b>					
Actual					67.200%
Target					75%
<b>g. Helpfulness</b>					
Actual					78.900%
Target					75%
<b>g. Expertise</b>					
Actual					76.700%
Target					75%
<b>g. Availability of Information</b>					
Actual					66.400%
Target					75%
<b>g. Accuracy</b>					
Actual					71.500%
Target					75%



In our first year reporting on these Customer Service measures, DELC has surpassed our target for two dimensions of Customer Service, specifically Helpfulness and Expertise. The dimensions of Customer Service Overall and Accuracy did not meet our target of 75% but did exceed 70%. The Customer Service measures with the most room for improvement include Timeliness and Availability of Information, which were 7.8% and 8.6% below our target, respectively.

#### **Factors Affecting Results**

This is DELC's first time reporting Customer Service KPMs. DELC was established July 2023, and participants in our inaugural Customer Service Survey reported on their experiences between July 2023 and June 2024.

The Customer Service Survey was open from August 1 to August 30, 2024. A total of 296 customers provided valid responses. The respondents identified themselves as members of the following customer bases (respondents could select multiple roles, so the sum across groups will exceed the total number of respondents):

- Child Care Providers: 199
- Regional Service Partners: 128
- Contracted External Partners: 26
- Tribal Organizations: 6
- None of the above: 48

In the first year of operation, DELC has been working to build new structures for operations and communications while maintaining service levels. The feedback provided from our customers will guide continuous improvement of our agency's customer service efforts.