Oregon Department of Early Learning and Care

Preschool Development Grant Application: FFY2025

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Project Title: Preschool Development Grant Birth to Five FY2025 Application
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Proposal Summary

The Oregon Department of Early Learning and Care (DELC) is applying for the Preschool Development Grant Birth to Five (PDG B-5) to strengthen Oregon's early care and education (ECE) system by making it more connected, efficient, and easier for families and early educators to navigate. PDG B-5 supports Oregon's broader vision: a statewide system where programs work together, resources are aligned, and families can find the care and learning opportunities that best meet their needs.

This project will improve how families and early educators navigate and benefit from early learning programs by focusing on strategic alignment across and outside of the agency. DELC will align policies, infrastructure, and services, reduce duplication, and improve data systems to support affordability, program integrity, and parent choice. As Oregon's lead agency for early learning, DELC is uniquely positioned to guide this work. With oversight of licensing, child care assistance, preschool and family support programming, workforce development, home visiting, and coordination with Head Start, DELC is already working to bring greater understanding of the state's early learning landscape to the public. This proposal builds on that momentum and is an opportune time for Oregon to focus on PDG B-5's three core priorities:

- **Develop a shared, comprehensive statewide vision for early care and education**: Oregon will refine and strengthen its statewide vision for early learning to more seamlessly guide decisions across all programs and funding streams. DELC will lead this work in partnership with other state agencies and community partners to ensure alignment and shared accountability.
- **Build a unified, coherent statewide early care and education system**: The grant will support efforts to reduce duplication, streamline operations, and improve coordination and accountability across programs. This includes building stronger program and fiscal integrity structures, improving data systems, and aligning infrastructure to better support children, families, and providers.
- **Maximize family choice for early care and education options**: Oregon will prioritize parent choice by maximizing the options available for early care and education, enhancing cross-agency coordination, and reducing administrative complexities.

Oregon's PDG B-5 plan will support clearer information systems, modernize data tools, and streamline access so families can exercise meaningful choices across all early care and education settings.

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Project Narrative

Approach

Oregon's early care and education (ECE) system is at a pivotal moment. With the creation of the Department of Early Learning and Care (DELC) in July 2023, the state has taken major steps toward building a more unified, coherent statewide ECE system. DELC now leads implementation and decision-making across early learning and care programs, ensuring alignment across all ECE policies, initiatives, and funding streams. This PDG B-5 project is not focused on launching isolated initiatives that may erode over time. Instead, it offers Oregon the opportunity to build on Oregon's existing foundation to advance a more responsive, familycentered, and sustainable system. The work proposed in this application is designed to make tangible progress toward the three core PDG B-5 program priorities:

1. Developing a shared, comprehensive statewide vision for early care and education,
2. Building a unified, coherent statewide early care and education system, and
3. Maximizing family choice for early care and education options.

These priorities are intentionally aligned with Oregon's broader ECE strategies and funding streams. All activities proposed under PDG B-5 will contribute to and reinforce the state's longterm vision for early learning.

DELC has made significant strides in building a more cohesive, unified, and responsive early learning system for Oregon's youngest children and their families. Oregon is home to 242,699 children under the age of five[1], with 69% of all available parents and caregivers participating in the workforce.[2] This creates a pressing need for early care and education services for approximately 168,000 children. DELC was created to meet this need - and since its inception, it has worked to transform a previously fragmented system into one that centers both families and the early learning workforce. In just a short time, DELC has begun addressing long-standing challenges by:

- Streamlining access to early learning programs through coordinated enrollment systems that help families navigate options more easily;
- Elevating the early childhood workforce through clearer career pathways, consistent training, and a growing focus on compensation and retention;
- Prioritizing parent choice by supporting home-based and rural providers, ensuring that families can access care that fits their needs, regardless of geography or setting;
- Improving child care assistance through Employment Related Day Care (ERDC) for both families and providers by simplifying eligibility requirements for families, ensuring 12month coverage regardless of temporary changes, shifting how subsidies are offered to mirror private pay practices; and lowering families' copayments to make child care more

[1] 2023 1-Year Estimates American Community Survey Public Use Microdata Sample.
[2] PRB analysis of data from the U.S. Census Bureau, American Community Survey, table B23008.

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affordable overall. These changes shifted the program's desirability for parents and providers, as it met their needs tangibly and consistently as demonstrated by higher caseload, decreased attrition, and the most providers participating since its inception.

- Creating cross-agency initiatives that integrate early learning with housing, health, and family support services, ensuring families experience a seamless system of care; and

- Establishing clear pathways for families and providers to better understand the program options available by providing coordinated enrollment in regional areas.

These efforts reflect Oregon's commitment to shared accountability for results and to aligning all ECE policies, initiatives, and funding streams under a single, cohesive vision.

Oregon offers a range of programs through a mixed delivery system that encourage child development, promote early learning, and strengthen family supports. DELC focuses on a child's earliest years, from prenatal to age five, also serving school-age children in after-school, weekend, and summer care. Oregon offers early learning in four critical areas: health and safety, programs, professional learning, and community systems:

1. Health and Safety: DELC's Child Care Licensing Division plays a crucial role in ensuring the health and safety of children in child care settings across Oregon by inspecting and licensing child care programs, conducting background checks on all adults in contact with children, investigating complaints, and taking action when necessary.
2. Early learning programs: The array of services funded by DELC that are tailored to meet family preferences and include key strategies, such as: (1) slot/classroom-based programs

– Oregon Prenatal to Kindergarten (OPK), Preschool Promise, and Baby Promise; (2) vouchers for eligible families – Employment Related Day Care, Oregon's child care assistance, and (3) family supports, such as parenting education, respite, and home visiting. OPK is state-funded Head Start in addition to the federal Head Start collaboration Oregon has. Together, they promote family preservation, child well-being, health and safety, early education, and economic stability.

3. Professional learning: DELC's professional learning priority is to sustain the workforce needed in order to offer parents choices across settings and programming. The agency looks to equip the workforce to enter prepared, stay current on best practices, and develop knowledge and skills that ultimately lead to increased access to high-quality programs, improved learning experiences for children, and better outcomes for children and families. These efforts are largely led by regional Child Care Resource and Referral organizations that offer small business coaching, workforce trainings and technical assistance, suspension and expulsion prevention, and additional supports. These efforts are designed to ensure that all ECE programs, regardless of funding stream, are integrated into state-level initiatives for quality improvement and workforce development.
4. Community systems: These play a vital role in connecting state-level strategies with regional and local initiatives and priorities that serve children and families by ensuring both parent choice and parent feedback in policy and program implementation. This supports the PDG B-5 goal of maximizing family choice and ensuring that families experience a seamless entry point into the early learning system.

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Note: Oregon leads the nation in state investment in Head Start, with a model known as Oregon Prenatal to Kindergarten (OPK) that uses federal Head Start performance standards and advances Head Start programming in the broader early learning state system. In addition, Oregon's state preschool program, Preschool Promise, is informed by these standards with the intent of serving families up to 200% federal poverty level. DELC also holds contracts with Head Start and Early Head Start Partnership providers through the Child Care and Development Fund to offer wraparound care and supportive services for working families.

DELC's programs and initiatives form an important framework that has the understanding and flexibility to serve families that have different needs from one another – for example, a family may benefit from maternal health and home visiting and may be a good fit for a referral to Healthy Families Oregon, where another may require assistance with their monthly child care bill through ERDC program. Oregon's vision is to hold these realities in tandem, offering solutions that center families' needs, while being cohesive that is easier to access and navigate.

The same vision exists for supporting the state's early learning and care workforce – not every provider or educator needs the same level of support. Oregon's opportunities for the workforce are similarly varied to account for these differences as they enter and grow within the profession. The state strives for a workforce that reflects Oregon's communities, is well prepared to meet the needs of all children, and is compensated in a way that honors the importance of their role. DELC's initiatives are designed to offer a coordinated set of pathways that center the needs of educators, while creating a workforce system that is easier to access and sustain.

Oregon's approach for PDG B-5 funding is grounded in several key themes: advancing a robust, integrated system resulting in programmatic and fiscal integrity; elevating parent choice; assessing system-wide technology needs and opportunities to alleviate business burdens for

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providers; coordinating data by developing a centralized platform for reporting and analysis; and, as a young agency, revisiting our state's strategic plan to ensure it reflects the shifting needs of Oregon families and educators. By aligning PDG B-5 activities with these goals, Oregon will continue to build a system where all agencies and coordinating bodies share accountability, and where every funding stream contributes to a unified vision for early care and education.

Critical Element 1: Statewide ECE Needs Assessment and Strategic Plan

Activity 1.1: Update ECE Needs Assessment to Understand Shifts in Oregon's ECE System

Oregon will update its statewide Early Care and Education (ECE) Needs Assessment, which was originally completed in 2019 with updates through 2023 under a previous PDG B-5 grant. While the foundational structure of the original assessment remains relevant, significant changes in Oregon's early learning landscape - including the creation of DELC, shifts in family needs, and evolving program delivery – necessitate an update to the Needs Assessment.

Sub-Activity 1.1.1: Update Statewide Household Survey

Under the previous PDG B-5 grant, Oregon's Needs Assessment activities included statewide surveys with both early care and education providers (Provider Survey) and families with young children (Household Survey) to understand their experiences with Oregon's early learning system. Since Oregon's previous PDG B-5 grant ended in 2023, DELC has prioritized the ongoing administration of the Household and Provider Surveys by including them in DELC's strategic plan. With state funds, DELC completed one iteration of its statewide Provider Survey in 2025 but has been unable to find dedicated funding to complete the corresponding statewide Household Survey. These FY2025 PDG funds will allow DELC to conduct the Household Survey in 2026, a critical component to understand how the needs of families with young children in Oregon have shifted with the changes in the early learning landscape since 2023.

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The Statewide Household Survey will ask families how they view the availability, reliability, and accessibility of early learning and care across the state. It will help DELC understand families' usage rates of, challenges in finding, and preferences for different kinds of early learning and child care programming. The survey will also allow DELC to examine the child care experiences of all families, including within rural and frontier areas of the state. The survey will be implemented with significant outreach to community-based organizations to further the reach of the survey. This survey will be led by DELC in collaboration with a contracted research partner and informed by ECE program grantees – including Head Start and OPK grantees, regional early learning system partners, and community partners. The data analysis and subsequent recommendations will address family perspectives on their needs, preferences, and challenges in accessing child care; family navigation and awareness of available programs; estimated demand data across ECE settings; geographic and demographic analysis of gaps; and system-level obstacles related to governance, funding, and coordination. Findings from the Household Survey will be shared across all agencies and entities connected to ECE policies, initiatives, and funding streams, including Head Start (and OPK). DELC will use findings to inform policy and program design decisions in service of the PDG B-5 priorities: building a shared vision, creating a unified system, and maximizing parent choice.

Sub-Activity 1.1.2: Early Learning Map of Oregon

Oregon's Early Learning Map of Oregon (ELMO) is an interactive map that supports Oregon's early learning partners (schools, state and community agencies, Early Learning Hubs, etc.) in their ECE planning and improvement efforts. ELMO was created as part of the previous PDG B5 grant to help partners interact with and make use of data gathered through the Needs Assessment. The map describes Oregon's community and family characteristics, the availability of child care

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and early learning programming (including Head Start programs) and key indicators of children's early school success in terms of geographic areas (counties, regions for Early Learning Hubs and Child Care Resource & Referrals, elementary school catchment areas, and census tracts). This activity will include two components: (1) DELC will partner with a contractor to update ELMO's indicators with the most recent data available; and (2) DELC will conduct strategic planning on how to improve ELMO's structure and design that will be implemented in 2027. PDG's support for this planning will streamline ELMO's data, improve the interface to be intuitive and user-friendly, and redesign analytic features for relevancy.

To ensure that the plan to update ELMO is informed by its primary users, staff from DELC's Research Analysis and Data office and a contractor will host structured conversations and listening sessions with state agency leadership, research partners, and regional and community partners (such as Early Learning Hubs) to obtain feedback on ELMO's design, assess the usefulness of the data indicators, and determine opportunities for improvement. They will synthesize the input from these listening sessions, develop a prioritized list of updates to ELMO's structure and design, and develop an implementation plan.

The sub-activities in Activity 1.1 will support DELC and system partners in making use of the Needs Assessment for data-informed policy and practice decisions. This will help ensure all activities conducted through ECE policies, initiatives, and funding streams, including PDG B-5, are in service of, contribute to, and align with the state's vision and families' needs.

Activity 1.2: Develop a Shared, Comprehensive Vision for Early Care and Education by Updating Existing Strategic Plan

In 2024 Oregon launched the second edition of *Raise Up Oregon,* the state's comprehensive early childhood system strategic plan. This plan reflects Oregon's vision for a unified and

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outcomes-driven early childhood system. It builds on the foundational goals of the original 2019 plan and incorporates new priorities, data, and cross-sector strategies to better serve children and families across the state. It is implemented across six agencies, which all have been supported by national system-building expertise offered by the BUILD Initiative. DELC proposes that PDG B-5 supports Oregon's BUILD membership in 2026, which provides vital support to this interagency effort. Oregon has been an active member of BUILD since 2017, engaging representatives from DELC, the Oregon Health Authority, the Oregon Department of Human Services, Oregon Housing and Community Services, the Department of Education, and the Higher Education Coordinating Commission. This cross-agency collaboration focuses on aligning and advancing each agency's early childhood priorities and ensures that the strategic plan is implemented in a coordinated and sustainable way.

The BUILD Initiative is the only national organization dedicated to helping states build comprehensive early childhood systems across sectors such as education, health, human services, child welfare, and mental health. Oregon benefits from a dedicated BUILD liaison who works with state leaders to accelerate engagement and implementation. Through this partnership, Oregon will build on previous successes, with agency representatives leading targeted projects. These efforts support the strategic vision and goals of the Oregon Early Learning Council (ELC) outlined in *Raise Up Oregon*. Over the course of the grant, BUILD will provide 200 hours of technical assistance through supporting the team in two peer-learning networking meetings per year; providing weekly technical assistance calls with Early Learning Council and *Raise Up Oregon* leaders to support implementation; presenting at quarterly ELC meetings; providing expertise at the monthly Raise Up Oregon Agency Implementation Coordination Team; and updating the statewide early childhood strategic plan, *Raise Up Oregon*.

The strategic plan is owned by the six state agency partners and guides decision-making across early childhood related policies, initiatives, and funding. The plan advances the three PDG B-5 priorities: developing a shared statewide vision; building a unified, coherent early childhood system; and maximizing parent choice across program options. Each goal and objective in *Raise Up Oregon* is aligned with these priorities and includes outcomes to track progress. The plan also informs the outcome strategies described in Critical Element 2, ensuring that all proposed activities are grounded in a cohesive statewide vision centered in measurable outcomes.

Critical Element 2: Outcome Strategies to Advance Program Priorities

DELC proposes a set of focused strategies to advance programmatic priorities, with an emphasis on program integrity, fiscal accountability, systems alignment, modernization of training platforms and courses, and parent choice. Each activity is designed to complement and support the others as part of a cohesive and comprehensive systems-building strategy meant to support and maximize programmatic efforts.

<u>Category 1: Reconcile Fragmented Elements into a Unified System</u>

Activity 2.1.1: Strengthening DELC's Grant-in-Aid Administration to Build a More Unified Early Learning System

DELC administers more than $1.3 billion in Grant-in-Aid funding – i.e. Employment Related Day Care, Oregon Prenatal to Kindergarten, Preschool Promise, and Baby Promise – each biennium to support Oregon's early learning system. This funding enables Oregon to support a program-funded mixed delivery system for high-quality early learning and child care services. Each program is governed by different statutes, rules, and legacy systems. This has resulted in siloed administration that can create inefficiencies and burdens for providers and families alike. The existing system is drawing resources that could otherwise be used to serve children.

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To address these inefficiencies, DELC is developing a comprehensive Program and Fiscal Integrity System that will streamline grant administration, improve customer service, and ensure consistent oversight across all Grant-in-Aid programs. This system's initial development will begin in 2026 and will be informed by the findings of Oregon's early learning needs assessment and the priorities outlined in the strategic plan. DELC will implement this system in close collaboration with grantees, including Head Start programs, to ensure it is responsive to the needs of the full early learning community.

Sub-Activity 2.1.1.1: Establish a Grant-in-Aid Advisory Group

DELC will establish an advisory group of grant-in-aid recipients - including Head Start and OPK leaders - to develop grant administration processes that are responsive to the needs of publicly funded ECE providers.

Sub-Activity 2.1.1.2: Develop Universal Monitoring Tools

DELC will design internal dashboards for monitoring grantees' awards, claims, and licensing that provide real-time insights into program performance, fiscal health, and licensing compliance. These tools will support the agency's ability to provide coordinated oversight, risk response, and technical assistance while reducing administrative burden.

Sub-Activity 2.1.1.3: Streamline Data Collection and Evaluation

By streamlining and aligning the data collected across programs, DELC will reduce duplication and improve the quality of information used to evaluate outcomes and inform policy and program implementation, while reducing administrative burden on grantees. DELC will explore the potential of using Child Care Management System business supports software with grantees as a data collection tool that can be integrated into the universal monitoring tools above.

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Sub-Activity 2.1.1.4: Align Statutes, Rules, and Policies

The agency will work to bring coherence to the regulations that govern Grant-in-Aid programs, making it easier for providers to navigate and comply with requirements.

Sub-Activity 2.1.1.5: Clarify Roles and Standardizing Workflows

Clear roles, responsibilities, and standard operating procedures will be established for all relevant DELC teams for each stage of DELC's grant lifecycle, improving efficiency and accountability.

Sub-Activity 2.1.1.6: Launch On-Site Monitoring and Support

A new system for on-site compliance monitoring will be paired with responsive technical assistance to help grantees meet expectations and continuously improve.

Sub-Activity 2.1.1.7: Build a Grantee Training Program

A training program will be built to equip grantees with the knowledge and tools they need to succeed, with tailored supports for different provider types, including Head Start. This work is directly informed by the needs assessment, which highlighted the complexity and fragmentation of the current funding system. By addressing these issues, DELC will build a more coherent and family-centered early learning system.

Head Start is a vital part of Oregon's early learning landscape, as evidenced by the state's funding into the mirrored system, OPK. DELC is committed to fully integrating Head Start into this strategy by including program leaders in the advisory group, ensuring monitoring tools reflect the Performance Standards, and offering training and support tailored to their needs.

This activity supports all three PDG B-5 priorities:

1. Develop a shared, comprehensive statewide vision: The advisory group and systemwide alignment efforts will build a shared vision for program integrity across all early learning programs.
2. Building a unified, coherent system: Streamlining oversight, aligning policies, and improving data systems will create a more unified and coherent system in Oregon.
3. Maximizing family choice across program options: Strengthening the capacity of a wide range of providers (including Head Start/OPK grantees and home-based providers) ensures families have access to high-quality options that meet their unique needs. It will strengthen providers' financial sustainability by helping them access resources more easily, and build supply given more substantial support for small businesses.

Activity 2.1.2: Maximizing Parent Choice Across Program Options Through Consumer Education and Marketing

To ensure families in Oregon can easily understand, navigate, and access early care and education programs that meet their needs, DELC is implementing a coordinated strategy to improve consumer education, navigation support, and enrollment processes. This work directly responds to gaps identified in Oregon's ECE needs assessment and reflects priorities outlined in the state's ECE strategic plan. Over the PDG B-5 project period, DELC will contract to implement a multi-faceted strategy that includes:

Sub-Activity 2.1.2.1: Community Engagement and Human-Centered Design

DELC will contract to conduct focus groups and apply human-centered design methods to better understand how families and providers experience child care assistance eligibility and payment, coordinated enrollment, and use of tools like DELC's Child Care Safety Portal and Find Child Care Oregon (FCCO). FCCO is the state's online child care navigation site utilized by community partner 211info to provide referrals to families. This engagement will identify difficulties families face in accessing care; surface opportunities to streamline eligibility and enrollment; and inform both the improvements to consumer education tools and navigation supports and the development of a marketing campaign.

Sub-Activity 2.1.2.2: ECE Resource Page and Self-Screening Eligibility Tool

Families and partner organizations recommend clearer information and easier access to programs. DELC will contract to design and launch a mobile-friendly, plain-language resource page and screening tool that will live on DELC's existing website. It will clearly describe access and eligibility requirements for publicly funded ECE programs, as well as the differences in program models and services. It will provide initial informal screening for ECE programs and child care assistances without guaranteeing full eligibility. A marketing campaign to grow understanding of DELC's ECE program options will direct families to this new resource. The campaign will include visual cues, printable handouts, and QR codes for easy access; integrate with DELC's coordinated enrollment system and consumer education efforts; provide information on how to enroll in programs and access local supports; and connect families on waitlists by offering alternative options and available resources and programs. This effort will create an entry point for families seeking information and access to publicly funded programs.

Sub-Activity 2.1.2.3: Child Care Awareness Campaign

DELC will contract for consultation services to launch a statewide public campaign to promote the awareness of child care and promote careers in ECE. This initiative will help families make informed decisions, elevate the visibility of safe, high-quality care options across the state, and continue building upon efforts that recognize and professionalize the early learning field. This campaign will raise awareness of Find Child Care Oregon and Oregon's Child Care Safety Portal, helping families discover local options and elevate parent leadership in their children's care settings. This campaign will raise awareness of the types of child care available, including: registered and certified family child care homes; certified child care centers; certified school-age programs; license-exempt regulated subsidy care, both home (family, friend, and neighbor) and center-based; and newer models such as certified outdoor nature-based and micro-center settings.

Key activities may include flyers and handouts distributed through schools, clinics, libraries, and other trusted community partners; digital and traditional media outreach (e.g. billboards, radio ads, and social media); and short-form videos on DELC's website. These will explain how to use the available tools to find child care and choose the program that best fits their needs. This campaign will also serve as a recruitment tool by encouraging individuals to consider careers in early learning or starting a child care business.

Sub-Activity 2.1.2.4: Advancing a Family-Centered System of Early Learning Supports

DELC is redesigning Oregon's early learning support system to better reflect what families value and what providers need to succeed. This work focuses on creating a more unified, responsive system that offers meaningful supports to early learning programs and improves access and transparency for families. Key activities include:

- Collaborate with community partners to define shared expectations for supporting children's development, beyond health and safety, that all participating programs - including license-exempt providers - must meet to access additional funding opportunities. This collaboration will:
  - ○ Inform cost modeling to better understand the true cost of care at different levels of practice; and ○ Identify how to remain flexible to provider contexts and responsive to family preferences, including home and relative-based child care.

- Involve user-testing and feedback of a provider- and family-facing early learning services platform: Families, providers, and technical assistance staff will test the redesigned user interface and provide input to improve usability and relevance of a platform that helps families learn more about their options and allows providers to showcase their value.
- Enhance the family-facing tool, Find Child Care Oregon, to improve how they help families better find and navigate program offerings.
- Develop promising practices database as a new resource to highlight effective strategies from programs such as Baby Promise, Preschool Promise, and OPK, focusing on practices that align with family priorities and strong outcomes for children.
- Create a financial incentive structure for providers working on identified goals as informed by families who are helping shape the criteria to align with their values.
- Expand the evaluation of the Pyramid Model to more effectively include provider and family feedback and compare tools, such as TPOT™, TPITOS™, CLASS®, and ERS®.

Sub-Activity 2.1.2.5: Reducing Local Zoning and Planning Obstacles to Develop Child Care Across Oregon

In 2023 Oregon legislature passed HB 2727 that charged Oregon Department of Land Conservation and Development (DLCD) to convene a workgroup with DELC and report back on solutions for developing and expanding child care facilities in Oregon. DLCD's work and final report identified several obstacles due to building codes, zoning, planning and permitting processes. It made five recommendations focused on actions required at the local level. Local leaders have shared that having two sets of guidance and model codes that are geared for rural or urban communities would significantly impact local communities' capacity in making changes to improve child care providers capacity to launch, expand, and maintain home- and center-based programs. DELC will contract with a consultant on the following activities:

- Develop guidance and model code for local jurisdictions on land use regulations, streamlining building codes and permitting processes;
- Identify local strategies for incentivizing the development of child care and allowing child care facilities as home occupations in resource zones; and
- Model how to create “navigator” positions to assist providers in the permitting process.

Sub-Activity 2.1.2.6: Recruiting Business Leaders in Local Strategies Developing Child Care

Oregon has several local communities that have formed coalitions where partners can come together to problem-solve because, over the past several years, local businesses and employers have come to these local groups seeking solutions regarding the shortage of child care that their employees face.

Communities across Oregon are seeking to learn from these local groups about how they have engaged business leaders in a broader group of community partners that include educators, workforce and economic development representatives, government officials, faith leaders, and community members that are focused on the accessibility of local child care.

To support this effort, DELC will contract with an expert in community-building to develop a toolkit on engaging business leaders in a broader group of community partners that are working to support child care owners to stay open and grow; encourage people to enter and stay in the child care field; navigate local difficulties to opening or expanding programs; and educate community members about the challenges faced in child care and how they can help.

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Sub-Activity 2.1.2.7: Updating Oregon's Cost Estimation Model and Study

Oregon has made significant progress in understanding the true cost of delivering high-quality early care and education. The Child Care Cost of Quality Study, commissioned by the former Early Learning Division (now DELC), provided foundational data on actual provider expenses - such as staffing, benefits, materials, and facilities - offering a more accurate picture than traditional market rate surveys, which reflect tuition prices rather than operational costs. To build on this work, DELC partnered with Prenatal to Five Fiscal Strategies (P5FS) and Oregon State University to develop the Oregon Child Care Cost Model. This model includes variations by provider type, child age group, and program size. It also incorporates detailed assumptions about staffing, compensation, training, and non-personnel costs, including a living wage for homebased provider/owners. The model also includes a higher-quality tier aligned with the standards of Baby Promise and Preschool Promise, which reflect Oregon's expectations for publicly funded early learning programs. These assumptions were developed in consultation with a workgroup and reviewed during the most recent model update.

Despite this progress, implementation of an alternative rate-setting methodology - required by House Bill 3073 (2021) - has been delayed due to limited state funding. While the legislation directed the state to move away from relying solely on market rate surveys, the resources needed to fully operationalize a cost-based or combined methodology have not been available. To begin addressing this gap, Oregon secured a federal planning grant from the Office of Planning, Research, and Evaluation (OPRE) to develop and evaluate a combined approach that integrates both cost modeling and market rate data. This work is currently underway and will continue through March 2026. The planning phase includes:

- Evaluating the strengths and limitations of Oregon's current data systems;

- Developing a logic model for a combined approach;
- Conducting qualitative research, e.g. provider focus groups, state leader interviews, etc.;
- Analyzing quantitative administrative data on prices, costs, and subsidy rates; and
- Producing a research plan to evaluate the implementation and effectiveness of this approach.

However, the OPRE grant is time-limited and does not provide the resources needed to fully update Oregon's cost model or implement the combined methodology. Without sustained funding, the state risks losing momentum and the opportunity to fulfill the intent of HB 3073. Building on this foundational work, Oregon is seeking funding to update its cost model with current data, revise assumptions, and support the development of a sustainable, long-term ratesetting methodology. This investment is critical to ensuring that future CCDF subsidy policies are informed by a comprehensive understanding of both provider costs and family affordability—and that Oregon can move from planning to implementation.

Sub-Activity 2.1.2.8: A Comparative Study of Oregon's Child Care Landscape (2019–Present) In 2019, Oregon passed House Bill 2346, which directed the state to conduct a comprehensive analysis of the child care system, including difficulties to access, workforce challenges, and the cost of care. This effort included the formation of workgroups and task forces composed of providers, advocates, families, and state leaders. The resulting findings and recommendations provided a critical snapshot of Oregon's early learning system at that time and laid the groundwork for future policy and investment strategies.

Since then, Oregon's child care landscape has undergone significant transformation. The COVID-19 pandemic disrupted service delivery, exacerbated workforce shortages, and shifted family needs. In response, Oregon launched DELC in 2023, centralizing early learning

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governance and expanding the state's capacity for system coordination and data-driven decisionmaking. Additionally, new programs such as Preschool Promise and Baby Promise have expanded access to publicly funded care, and the state has made progress toward implementing an alternative methodology for subsidy rate setting as required by House Bill 3073 (2021).

Despite these advancements, Oregon has not conducted a formal, systemwide comparison between the 2019 HB 2346 findings and the current state of child care. As a result, there is a critical gap in understanding how the landscape has evolved, which recommendations have been implemented or remain unaddressed, and what new challenges or opportunities have emerged. A comparative study is essential to:

- Assess progress made since 2019 across key domains such as access, affordability, workforce stability, and quality;
- Identify persistent gaps and new obstacles that have arisen due to economic shifts, demographic changes, or policy transitions;
- Evaluate the impact of major system reforms, including the creation of DELC and the expansion of publicly funded programs;
- Inform future planning and investment strategies, including the development of Oregon's next CCDF State Plan and PDG B-5 renewal.

The recommendations from the HB 2346 workgroups and taskforces— which addressed issues such as workforce compensation, rural access, provider sustainability, and family engagement— remain highly relevant. However, without updated data with analysis, it is difficult to determine which strategies have been effective and where additional focus is needed. To address this, Oregon proposes to use PDG B-5 funds to contract for a comprehensive comparative study. This study would:

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- Revisit the original HB 2346 findings and recommendations;
- Collect and analyze updated data on child care supply, demand, cost, and workforce conditions;
- Engage stakeholders through interviews, focus groups, and surveys to assess perceived changes and ongoing needs;
- Produce a detailed report comparing the 2019 and current landscapes, with actionable recommendations for policy and system improvement.

This investment will provide Oregon with a clear, evidence-based understanding of how the child care system has evolved over the past six years and ensure that future decisions are grounded in both historical context and current realities. It will also support DELC's broader goals of system alignment, accountability, and continuous improvement. With the launch of DELC in July 2023, Oregon now has greater capacity for research, data analysis, and systems alignment. This planning phase is a critical step toward fulfilling the intent of HB 3073 and ensuring that future subsidy rate-setting policies are grounded in a comprehensive understanding of both provider costs and family affordability.

Together, these strategies will strengthen the integrity and visibility of Oregon's child care system, support provider success, and empower families to make informed choices that best fit their needs. They will support all three PDG B-5 priorities:

1. Developing a shared statewide vision for early care and education: Through intentional engagement and cross-program alignment, DELC is co-creating a vision where families are informed, empowered, and supported in accessing early learning opportunities.

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2. Building a unified, coherent system: By integrating tools and aligning access and enrollment, DELC is reducing fragmentation and building a more seamless experience.
3. Maximizing family choice across program options: Oregon has long sought to create more seamless and streamlined experiences in locating and accessing ECE programs. The Child Care Awareness Campaign and Consumer Education focus groups are intended to improve systems that work for providers and families.

Activity 2.1.3: Optimizing Infrastructure to Support Provider Success, Build Supply, and Expand Parent Choice

To promote safe, high-quality early care and education environments and expand access for families, DELC is investing in the modernization of Oregon's licensing and subsidy support systems. This strategy responds to gaps identified in Oregon's ECE needs assessment and supports key goals in the state's ECE strategic plan. DELC will contract to implement a threepart strategy in 2026 focused on training modernization, provider onboarding, and infrastructure development to reduce difficulties and create a shared step-by-step process that will assist individuals to more quickly enter the child care field.

Sub-Activity 2.1.3.1: Business Start-Up Training Modules

Individuals seeking to open a child care facility or program are often overwhelmed by multiple and complex processes, including those involving local and state governments. DELC proposes focused investments in business start-up training modules to address this complexity and how it intersects with the types of care they choose to provide as they begin their business planning.

DELC will contract for the development of these training modules for individuals interested in starting a licensed child care business. They will cover the most frequently asked questions in the exploratory and start-up phases of opening a licensed child care facility, including Head Start

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programs. Current licensing field staff will share their expertise in developing content for new start-ups. These modules will grow understanding as business owners navigate the local and state requirements to enter Oregon's early learning workforce and provide options for parents seeking child care. These modules will cover how to open a child care center or family child care home; regulatory and licensing requirements, including accessing subsidies; and business planning and operational readiness. These modules will support the expansion of Oregon's licensed provider pool - especially in rural communities. Head Start and other publicly funded programs will be included in the training content to ensure alignment across the system.

Sub-Activity 2.1.3.2: Modernization of Child Care Provider Introduction Trainings DELC is seeking to modernize provider introduction trainings to ensure that all providers, regardless of geography and provider type, receive consistent, high-quality onboarding that prepares them to meet licensing standards and deliver safe, developmentally appropriate care.
DELC will contract to centralize, and update required introductory trainings for each provider type. Key improvements will come from consolidating foundational trainings across regions into a unified, coherent statewide series to reduce duplication and grow consistency, improve accessibility for providers in rural areas; and reduce reliance on one-on-one delivery.

Sub-Activity 2.1.3.3: Laying the Groundwork for a Learning Management System (LMS)
Currently, required training and professional development content is hosted on a time-limited platform that needs to be replaced. DELC proposes to contract for a plan on transitioning to a new Learning Management System (LMS) that will provide a centralized, sustainable platform for required and optional training; improve the providers' experience; and support long-term professional growth and quality improvement. It will also serve as a foundation for future integration of Head Start-aligned training content and cross-sector learning opportunities.

Sub-Activity 2.1.3.4: Evaluate and Strengthen Early Learning Program Access in Rural Oregon

Access to early learning programs in rural Oregon remains limited due to geographic isolation, small population sizes, and the financial challenges of operating programs with low enrollment and limited access to private pay tuition. While the cost of delivering high-quality care is often comparable to urban areas, rural providers face unique sustainability challenges that are not fully addressed by current funding models.

To better understand and address these challenges, DELC will contract with a research and policy partner to conduct a targeted evaluation of Oregon's three largest early learning programs - Oregon Prenatal to Kindergarten (OPK), Preschool Promise, and Employment Related Day Care (ERDC) - with a specific focus on their implementation and impact in rural communities. This evaluation will:

- Analyze cost structures and funding adequacy for rural providers participating in OPK, Preschool Promise, and ERDC, including how fixed costs and limited enrollment affect sustainability;
- Assess opportunities for differentiated funding strategies, including how existing mechanisms at the Oregon Department of Education (ODE) and Oregon Department of Human Services (ODHS) could be leveraged to better support rural communities;
- Identify obstacles to program participation for rural families and providers, including administrative complexity, transportation, and workforce availability;
- Recommend strategies for targeted technical assistance to support rural providers in navigating subsidy, meeting program requirements, and sustaining operations; and

- Develop a framework for formal agreements (e.g., MOUs) with local governments or jurisdictions to support subsidy access and oversight in areas where traditional regulatory approaches may not apply.

Findings from this evaluation will inform future policy and funding decisions to ensure that rural communities have access to a full range of early learning options and that providers are supported in delivering high-quality care, regardless of geography.

This overall strategy is prioritized based on findings from the needs assessment, which highlighted: a lack of available, consistent training for new and existing providers; obstacles to entry for individuals interested in becoming licensed; and the need for modernized infrastructure that supports professional learning. It also reflects feedback from providers and partners about the need for more streamlined pathways into the licensed care system. This strategy also ensures alignment with Head Start by including Head Start program models in business start-up training, exploring opportunities to integrate Head Start-aligned training into the LMS, and supporting cross-sector understanding of standards and regulatory expectations. This strategy supports all three PDG B-5 priorities:

1. Developing a shared statewide vision for early care and education: By creating consistent, high-quality training and onboarding experiences, DELC is helping to build a shared understanding of what standards and regulatory expectations look like across all provider types.
2. Building a unified, coherent system: Centralizing training and exploring a long-term LMS solution will reduce fragmentation and create a more streamlined and easy-to-use system for providers statewide. Future child care business owners will have resources to understand the requirements needed to start planning for opening care facilities.

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3. Maximizing family choice across program options: By lowering obstacles to licensure and supporting provider success, this strategy helps expand the supply of safe, highquality care options - especially in communities with limited supply.

Category 2: Expand Program Availability and Sustainability

Activity 2.2: Using Technology to Improve Enrollment and Support Child Care Businesses

Oregon's recent ECE needs assessment identified several persistent challenges that make it harder for families to find care and for providers to run sustainable businesses. Families often struggle to find available child care, navigate long waitlists, or spend time visiting programs only to learn there are no openings. At the same time, providers report that managing enrollment, billing, and staffing is time-consuming and difficult. Both families and providers also face outdated, paper-heavy processes that slow things down and create frustration.

To address these issues, DELC will explore how technology - specifically Child Care Management Systems (CCMS) - can help streamline enrollment, reduce administrative burden, and improve utilization of real-time data. Rather than committing to a single solution upfront, DELC will take a thoughtful, phased approach to assess what works best for Oregon's mixed delivery system.

Sub-Activity 2.2.1: Assessing CCMS Options and Developing a Statewide Strategy DELC will contract with a consultant to evaluate CCMS platforms currently on the market— such as ChildPlus, BrightWheel, Parachute, KidKare, and Playground. The consultant will review how these tools align with the needs identified in Oregon's ECE needs assessment; gather input from providers and families about usability, functionality, and obstacles to adoption; analyze how CCMS platforms could support coordinated enrollment, business operations, and data collection;

and recommend a strategy for how CCMS tools could be used statewide to support families, providers, and system-level planning.

Sub-Activity 2.2.2: Piloting CCMS with a Select Group of Providers

To test how these systems work in practice, DELC will launch a pilot with a small group of child care providers. The pilot will include: distributing one-year CCMS licenses to participating providers; collecting structured feedback on usability, administrative burden (including in tracking data necessary for the Child and Adult Care Food Program), and family experience; evaluating whether CCMS tools can provide real-time data on child care availability to support platforms like Find Child Care Oregon; and exploring how CCMS data could integrate with DELC's broader data infrastructure, including Snowflake and the Oregon Early Learning Management System (ELMS).

This strategy was prioritized based on findings from Oregon's ECE needs assessment to reduce fragmentation of our data systems that limit coordination and transparency and the administrative burdens that strain provider capacity; as well as further the use of integrated tools that could support family navigation and enrollment. It also reflects priorities in Oregon's ECE strategic plan, which calls for modernizing infrastructure to support a more unified early learning system. Head Start and Oregon Prenatal to Kindergarten (OPK) programs will be included in the exploration process to ensure that any recommended technology solutions support integration across the mixed delivery system. This strategy supports all three PDG B-5 priorities:

1. Developing a shared statewide vision for early care and education: By establishing a ECE technology vision and exploring tools like CCMS, DELC is laying the groundwork for a more connected, transparent, and responsive early learning system.

2. Building a unified, coherent system: The exploration will identify opportunities to align and integrate systems across programs, reducing duplication, improving coordination, and improving data-informed decision-making toward a more coherent system.
3. Maximizing family choice: Improved technology will help families navigate eligibility and enrollment, streamline billing, and improve communications with their provider.

Category 3: Align or Share Information and Data Systems

Activity 2.3: Building a Unified Early Learning Data System to Improve Coordination and Decision-Making

Oregon's most recent ECE needs assessment identified fragmented data systems and limited analytic capacity as major obstacles to effective service coordination, accountability, and decision-making. These challenges limit the state's ability to understand how children and families interact with services, evaluate program performance, and respond to emerging needs. To address these challenges, DELC will implement a strategic data integration initiative that strengthens the infrastructure, governance, and capacity needed to support a more connected and transparent early learning system. This work will be supported by the expansion of Snowflake, a secure, cloud-based data platform that enables scalable data storage, integration, and analysis. Snowflake is one part of a larger effort to modernize DELC's use of data to support operational and policy goals.

Sub-Activity 2.3.1: Integrate and Align Data Across Programs

DELC will integrate data across its divisions—including child outcomes, workforce, and provider performance—into a centralized Snowflake platform. This effort will standardize data definitions, automate secure data transfers, and incorporate key programs such as Head Start and OPK. It will reduce duplication, improve data quality, and support cross-program analysis.

Sub-Activity 2.3.2: Build Capacity for Data Use and Governance

DELC will invest in staff training, technical assistance, and the development of data governance structures to ensure that integrated data is used effectively, securely, and in compliance with legal and programmatic requirements. This includes supporting internal users and external partners in interpreting and applying data to inform decisions.

Sub-Activity 2.3.3: Develop Tools for Real-Time and Longitudinal Analysis

Using Snowflake, DELC will develop dashboards and analytic tools that support both real-time monitoring and long-term tracking of outcomes. These tools will identify service gaps, monitor progress toward strategic goals, and inform resource allocation and program design.

This activity directly supports all three PDG B-5 priorities:

1. Developing a Shared Statewide Vision for Early Care and Education: Integrated data enables a common understanding of system performance and family needs across programs and partners.
2. Building a Unified, Coherent System: Snowflake and the broader integration strategy reduce silos, support coordinated service delivery, and establish the infrastructure needed for cross-program collaboration and accountability.
3. Maximizing Family Choice: Improved data helps DELC identify obstacles for families and providers, monitor service availability, and expand options that reflect family preferences and community needs.

Critical Element 3: Tracking Project Impact

Activity 3.1: Documenting Project Progress, Results, and Outcomes

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DELC tracks project impact through project management support that will connect activities to the broader goals of *Raise Up Oregon*, Oregon's cross system early childhood plan. DELC will enlist a contractor for PDG B-5 project administration, management, and tracking support. *Raise Up Oregon* defines shared vision for early childhood systems across the state that outline key strategies and goals to support and expand early learning and care programs and supports across the state. Project management activities will include developing project charters that outline the goals, assumptions, and success criteria, as well as logic models that include short- and longterm outcomes. It will also monitor progress with narrative updates that describe progress, challenges, and successes with the quantitative metrics.

Description of Project Outcomes, Outputs and Connection to Strategic Plan *Critical Element 1: Statewide ECE Needs Assessment and Strategic Plan* Activities in Critical Element 1 will support progress towards the PDG B-5 program priority of developing a shared, comprehensive statewide vision for early care and education. Collecting updated Needs Assessment data in the form of a statewide Household Survey will ensure that Oregon families' current needs, preferences, and challenges in finding and experiencing early learning and child care are at the center of DELC's decision making and strategic planning. It will also track trends in the supply, demand, and use of early care and education from families' perspectives by comparing findings from previous Household Surveys in 2020 and 2022. This will maximize parent choice, another PDG B-5 program priority, to be embedded in the Oregon's shared, comprehensive, statewide vision for early care and education. Potential outputs and outcomes to the high-level activities of Critical Element 1 are outlined below. These

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will be refined and solidified by project management throughout the PDG B-5 grant period.

<table>
<tr><th colspan="2">Activity 1.1: Update ECE Needs Assessment to Understand Shifts in Oregon’s ECE System</th></tr>
<tr><td colspan="2">Sub-Activity 1.1.1: Update Statewide Household Survey</td></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
<tr><td>Number of families who complete the Household Survey</td><td>DELC and partners have updated data on family needs, preferences, and challenges in finding and utilizing early learning and care</td></tr>
<tr><td>Number of community-based organizations engaged in survey outreach</td><td>DELC and partners understand the needs of a broader and more representative sample of Oregon families, including those in rural communities</td></tr>
<tr><td>Number of ECE partners (e.g., Head Start, OPK, Hubs) who contribute to survey design or dissemination</td><td rowspan="2">Survey results are used by DELC and ECE partners to inform policy, funding, and program design across agencies and initiatives</td></tr>
<tr><td>Number of findings and recommendations shared with ECE partners</td></tr>
<tr><td colspan="2">Sub-Activity 1.1.2: Early Learning Map of Oregon (ELMO)</td></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
<tr><td>Number of indicators updated with most recent data</td><td>ELMO reflects current conditions in Oregon’s early learning system and supports accurate planning</td></tr>
<tr><td>Number of structured feedback sessions with ECE partners</td><td>ELMO redesign is informed by the needs and priorities of its primary users</td></tr>
<tr><td>Completion of ELMO redesign implementation plan</td><td>DELC has a clear, actionable roadmap to improve ELMO’s usability and relevance for future planning</td></tr>
<tr><td colspan="2">Activity 1.2: Supporting Implementation of Raise Up Oregon Through the BUILD Initiative</td></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
<tr><td>Number of technical assistance hours provided by BUILD (target: 200 hours)</td><td>State agency partners are better equipped to implement Raise Up Oregon through coordinated, cross-sector strategies</td></tr>
</table>

Number of peer-learning network meetings attended by Oregon's interagency team	Agency leaders apply lessons from national best practices to strengthen Oregon's early childhood system
Number of technical assistance calls with Early Learning Council and Raise Up Oregon leaders	Implementation of Raise Up Oregon is supported by consistent, expert guidance and problem-solving
Number of presentations by BUILD at Early Learning Council meetings	Early Learning Council members are informed and aligned on strategic plan progress and priorities
Number of Raise Up Oregon Agency Implementation Coordination Team meetings supported by BUILD	Cross-agency collaboration is sustained and focused on shared goals and measurable outcomes
Completion of updated Raise Up Oregon strategic plan	Oregon's early childhood system has a refreshed, actionable roadmap aligned with current needs and PDG B-5 priorities

Critical Element 2, Category 1: Reconcile Fragmented Elements into a Unified System Activities in Critical Element 2, Category 1 will help reduce fragmentation and move towards a unified system. The outputs and outcomes listed in the chart below advance the goals of *Raise Up Oregon*. Improving grant-in aid processes can lead to a reduction in administrative burden and support coordination for programs which aligns directly with *Raise Up Oregon's* commitment to have an integrated early childhood system and PDG B-5 program priority of building unified, coherent statewide early learning and care system. Improving DELC's consumer education and marketing for families in Oregon is aligned both with the PDG B-5 program priority of maximizing parent choice for early care and education options and *Raise Up Oregon's* goal that families have access to early childhood programs and supports that meet their needs. Optimizing licensing's infrastructure will help elevate quality care, reduce challenges for early learning and care providers, and help support a stable workforce, which is also aligned with *Raise Up Oregon's* commitment to have an integrated early childhood system and PDG B-5 program

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priority of building unified, coherent statewide early learning and care system. This goal will also inherently build supply, therefore expanding parent choice of care options. Finally, aligning Early Learning Hubs with DELC will contribute to PDG B-5 priority of a shared, comprehensive, statewide vision for early care and education. Potential outputs and outcomes to the high-level activities of Critical Element 2, Category 1 are outlined below. These will be refined and solidified by project management throughout the PDG B-5 grant period.

<table>
<tr><td colspan="2">Activity 2.1.1: Strengthening Grant-in-Aid Administration to Build a More Unified and Coherent Early Learning System</td></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
<tr><td>Number of engagements with DELC grantees, including Head Start grantees</td><td>Adjustments to Grant-in-Aid systems are responsive to grantees’, including Head Start grantees’, preferences</td></tr>
<tr><td>Number of individual grantees, including Head Start grantees, who participated in engagements</td><td>Adjustments to Grant-in-Aid systems result in less reporting burden for grantees, including Head Start grantees</td></tr>
<tr><td colspan="2">Activity 2.1.2: Maximizing Parent Choice Across Program Options Through Consumer Education and Marketing</td></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
<tr><td>Number of engagements with families</td><td rowspan="2">Adjustments to family-focused resources are responsive to families’ feedback and preferences</td></tr>
<tr><td>Number of individual family members who participated in engagements</td></tr>
<tr><td>Number of early learning system partner engagements</td><td>Families are better able to find the information they need to choose child care and early learning options</td></tr>
<tr><td>Number of individual early learning system partners engaged</td><td rowspan="2">In addition to online resources, families are able to find information about child care in places they already frequent, like doctors’ offices and libraries</td></tr>
<tr><td>Number and type of communications materials developed and distributed</td></tr>
<tr><td colspan="2">Activity 2.1.3: Optimizing Infrastructure to Support Provider Success, Build Supply, and Expand Parent Choice</td></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
</table>

Number of new training modules developed	Child care providers are easily able to complete and are satisfied with new and improved training modules
Number of existing trainings that receive modernization improvements	Prospective child care providers, including projective Head Start programs, have the information they need to start their business

Critical Element 2, Category 2: Expand Program Availability and Sustainability

Activities in Critical Element 2, Category 2 will expand program availability and sustainability which reflects the priorities in Oregon's strategic plan which calls on modernizing infrastructure to support a more unified early learning system. Exploring technical solutions for enrollment and business stability will build capacity of child care providers to collect and use data collection more effectively. This exploration will aid DELC in strategically planning on how to build on its existing data sources, information technologies, and analytic systems infrastructure. These activities will support Oregon in making progress towards the PDG B-5 program priority of building unified, coherent statewide early learning and care system. Potential outputs and outcomes to high-level activities within Critical Element 2, Category 2 are outlined below. These will be refined and solidified by project management throughout the PDG B-5 grant period.

<table>
<tr><th colspan="2">Activity 2.2: Using Technology to Improve Enrollment and Support Child Care Businesses</th></tr>
<tr><td>Outputs</td><td>Outcomes</td></tr>
<tr><td>Number of providers in the Child Care Management Software (CCMS) pilot</td><td>Providers spend less time on administrative and business management tasks</td></tr>
<tr><td>Number of CCMS licenses distributed</td><td>Providers build administration and business management capacity and confidence</td></tr>
<tr><td>Number of collaborative strategic planning meetings held with DELC staff across projects and work units</td><td rowspan="2">DELC staff have a shared understanding of the provider-facing data collection tools, including their purposes, strengths, limitations, how they overlap, how they are distinct, and how they can integrate with each other.</td></tr>
<tr><td>Number and role of DELC staff who participated in collaborative strategic planning meetings</td></tr>
<tr><td>A comprehensive map of DELC's current provider-facing data collection tools</td><td rowspan="2">DELC staff have a shared vision for aligning and integrating provider-facing data collection tools</td></tr>
<tr><td>A set of strategic recommendations for aligning and integrating provider-facing data collection tools</td></tr>
</table>

Critical Element 2, Category 3: Align or Share Information and Data Systems

Expanding and implementing Snowflake, DELC's new data warehouse (the activity in Critical Element 2, Category 3), will continue to advance Oregon's ECE agenda by helping address gaps and connecting data across programs to help DELC build a common understanding of system performance and family needs. Oregon's strategic plan, *Raise Up Oregon* emphasizes the importance of having accurate, connected and complete data throughout the plan. Investing in Snowflake is DELC's effort to build on, update, and modify existing data sources, information technologies, and analytic systems infrastructure in order towards the PDG B-5 program priority of building unified, coherent statewide early learning and care system. Potential outputs and outcomes to high-level activities within Critical Element 2, Category 3 are outlined below. These will be refined and solidified by project management throughout the PDG B-5 grant period.

Activity 2.3: Building a Unified Early Learning Data System to Improve Coordination and Decision-Making	
Outputs	***Outcomes***
Number of program areas that have data ingested into Snowflake	DELC staff can access valid and high-quality program data easily through Snowflake's presentation layer
Number of drafted and final Power BI reports and dashboards	Valid and high-quality program data are presented in digestible visualizations for internal and external audiences
Data dictionary documentation for identified program areas	DELC's program data are centralized and uniformly housed, rather than siloed across systems
Longitudinal data best practices and strategy documentation	DELC staff can easily access and analyze longitudinal program valid and high-quality data to communicate program development and growth
Number of programs included in longitudinal data processes	DELC staff can easily access valid and highquality program data that are needed to inform program and policy decisions

Policies Supporting Child Development Across Systems

Oregon holds a variety of policies aimed at enhancing child outcomes across the state. These initiatives are a part of Oregon's strategic plan and are co-led through state agencies and publicly funded community partner organizations.

Operational State Advisory Council

Oregon's Early Learning Council (ELC) serves as the state's advisory council for early childhood, providing policy direction and oversight for Oregon's comprehensive early childhood system. Its members are appointed by the Governor to serve four-year terms. Established by the Oregon Legislature in 2011, the ELC is charged with coordinating a unified and aligned system of early learning to ensure that all children enter school ready to learn, and that all families are healthy, stable, and attached. It also functions as the rulemaking body for all the programs administered by DELC. The ELC plays a critical role in advancing the goals of *Raise Up Oregon*, the state's five-year early childhood strategic plan, and ensures that system-building efforts are grounded in accountability and community feedback.

The ELC has identified the following priorities for 2026: addressing child care shortages by partnering with businesses across the state to support child care; continue to grow home visiting coordination at the state and local level to improve access to services for families in Oregon; and continue to support the six state agencies to advance their early childhood priorities and supports across critical areas, including healthcare, housing, human services, and early childhood education. To ensure broad and meaningful partner engagement, the ELC incorporates mechanisms for gathering feedback from a wide range of partners:

Partners	**Mechanisms**
Families	Public Comment, family engagement initiatives, panels at Council meetings
ECE Providers	Advisory Groups, listening sessions, panels at Council meetings
Early Childhood organizations and community-based groups	Panels at Council meetings, engagement and listening sessions on policy development and system design
Other government agencies	State, county and tribal governments
Raise Up Oregon partners – health, human services, housing, K-12 education, higher education	*Raise Up Oregon* Agency Implementation Coordination Team, directors invited to Council meetings from Oregon Departments of Education, Human Services, Housing, Health, and Higher Education

This approach ensures that the Council's decisions reflect the different needs of Oregon's communities, and that the early learning system is responsive and aligned with the state's longterm vision for early childhood, care, and education.

Governor's Office Leadership

DELC works closely with the Office of Governor Tina Kotek to set and achieve the state's early learning, child care, and early literacy goals. The Governor's Office provides cabinet-level expertise and operational oversight of Oregon's early childhood system through the Education Initiatives Director. DELC and the Governor's Office work with key legislators and advocates on policy proposals to further access to state-funded early learning and care. With a waitlist in place for Oregon's child care subsidy program – Employment Related Day Care – this group is exploring ways to leverage partners and interagency collaboration to ensure that families are aware of all options that might be available. The development of an eligibility self-screening tool will support system alignment and access policy efforts already underway (e.g., coordinated enrollment) to ensure that Oregon families are receiving the services they need and want for their children. Similarly, updated statewide household data will support Governor Office and agency conversations with lawmakers around family needs and preferences, and inform difficult budget decisions to address projected revenue shortfalls in the coming years.

Evidence-Based Literacy Instruction

DELC has a Birth Through Five Literacy Plan that has been submitted to the legislature based on outreach and engagement of partners and communities across the state. The three goals include:

Goal 1- Expand Early Literacy Programs: equip local organizations to address unique early literacy needs in their communities, and update Kindergarten Readiness Guidelines by adding guidelines for children ages birth to three; updating guidelines for children three to five; and conducting community engagement.

Goal 2 - Promote the Capacity of Programs that Engage Families in Early Literacy: (1) partner with State Library of Oregon to support Oregon's library system in engaging families, leveraging the Ready to Read Grants Program; (2) expand Dolly Parton Imagination Library to grow book access for families; (3) strengthen Reach Out and Read that promotes access to books through pediatric clinics; (4) support Early Learning Hubs to grow access to family education opportunities; and (5) enhance Home Visiting Programs to provide resources to literacy-focused home visiting programs, including Healthy Families Oregon, Relief Nurseries, and Oregon Prenatal to Kindergarten.

Goal 3 - Support Language Revitalization Efforts for Tribal Nations: prioritize non-competitive state funding for Tribal Nations to support early literacy and language revitalization.

Support for Foster Children in ECE

Raise Up Oregon includes cross-system collaboration to enhance child welfare efforts across Oregon, and ensure foster children are considered in ECE system design. By expanding access to preventative services and fostering interagency coordination, *Raise Up Oregon* promotes a more holistic and effective approach to supporting Oregon's children and families. Key Impacts include early intervention and prevention offered to support families before challenges escalate to child welfare involvement; cross-agency collaboration and aligning efforts across systems to deliver comprehensive services; and family preservation to expand initiatives and policies that keep children safely with their families and reduce out-of-home placement.

Nutritional Services for Children and Families

The Child and Adult Care Food Program (CACFP) is a federally funded initiative administered by the U.S. Department of Agriculture (USDA) that reimburses eligible child care centers, family day care homes, afterschool programs, and adult day care centers for serving nutritious meals and snacks. In Oregon, CACFP plays a vital role in supporting children in early learning and care settings, youth in afterschool programs, and adults over 60 or with disabilities in adult care centers.

While CACFP is federally funded, the Oregon Department of Education (ODE) is responsible for administering the program at the state level. This includes providing training, compliance monitoring, and outreach to ensure that providers understand the program requirements and can sustain participation.

Oregon has also conducted research on CACFP participation, particularly in rural areas, where providers often face obstacles such as administrative burden and limited support. These findings are helping inform efforts to expand access, streamline participation, and ensure that more providers can benefit from the program. DELC is exploring ways in which expansion of allowable grant funds could be used to support food security and supports for children and families.

Oregon also offers supports through a network of emergency food banks, as well as the federally funded and state-administered Supplemental Nutritional Assistance Program (SNAP) and Women, Infants, and Children (WIC) programs.

Project Timeline and Milestones

Please see below tables for proposed project timeline and milestones by quarter:

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Activity 1.1: Update ECE Needs Assessment to Understand Shifts in Oregon's ECE System			
Sub-Activity 1.1.1: Statewide Household Survey			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Execute contract with research partner.	Finalize survey content, structure, and administrative plan.	Launch survey statewide (online and paper formats).	Analyze survey data.
Begin planning for survey design and outreach.	Begin planning for survey design and outreach.	Validate and clean response data; distribute participant incentives.	Co-interpret findings with contractor.
			Submit final report with recommendations.
Sub-Activity 1.1.2: Early Learning Map of Oregon (ELMO)			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Execute new contract.	Conduct community partner engagement sessions.	Collect and input 2026 data into ELMO.	Publish updated ELMO.
Develop engagement plan with DELC leadership and ELMO users.		Analyze and synthesize engagement feedback.	Finalize implementation plan for improvements.

Activity 1.2: Develop a Shared, Comprehensive Vision for ECE by Updating the Strategic Plan			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Collect initial system updates from crosssector partners.	Re-evaluate goals and priorities following the 2026 legislative session.	Mark end of biennium with formal update to ELC.	Compare comprehensive Raise Up Oregon legislative report for 2027.
Provide informal progress briefing to the Early Learning Council (ELC).	Continue collecting system updates.	Report on system-wide progress, challenges, and accomplishments.	

Activity 2.1.1: Strengthening DELC's Grant-in-Aid Administration to Build a More Unified Early Learning System			
Sub-Activity 2.1.1.1: Establishing a Grant-in-Aid Advisory Group			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Recruit ~15 grantees for the advisory group and host the first virtual meeting to identify priority needs.	Host monthly advisory group meetings and review contractor's assessment findings and gather implementation feedback.	Develop and launch communications and TA plan to support grantees in adopting new practices.	Evaluate advisory group impact and plan for ongoing engagement beyond PDG period.
Sub-Activity 2.1.1.2: Develop Universal Monitoring Tools			

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Begin landscape analysis of existing monitoring tools across programs; identify gaps and redundancies.	Draft universal monitoring tool prototypes and test with select grantees.	Finalize and release universal monitoring tools for broader use.	Collect feedback about monitoring tools and refine based on user experience.
Sub-Activity 2.1.1.3: Streamline Data Collection and Evaluation			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Conduct inventory of current data collection systems and initiate stakeholder interviews to identify pain points.	Develop streamlined data collection framework and begin integration planning.	Launch integrated data collection system pilot with selected grantees.	Analyze pilot data and refine data collection protocols for full-scale rollout.
Sub-Activity 2.1.1.4: Align Statutes, Rules, and Policies			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Launch crosswalk to statutes, rules, and policies governing Grant-in-Aid programs.	Draft aligned policy recommendations and vet with internal and external stakeholders.	Begin implementation of aligned statutes/rules/policies; issue guidance to grantees.	Finalize policy alignment and publish updated guidance documents.
Sub-Activity 2.1.1.5: Clarify Roles and Standardizing Workflows			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Map current roles and workflows across grant lifecycle stages and identify foundational, priority fiscal SOP needs.	Develop standardized workflows and role definitions; begin internal review.	Train DELC staff and grantees on new workflows and roles.	Evaluate workflow implementation and adjust SOPs as needed.
Sub-Activity 2.1.1.6: Launch On-Site Monitoring and Support			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Design framework for on-site monitoring and technical assistance model.	Pilot on-site monitoring protocols with a small group of grantees.	Expand on-site monitoring and TA visits statewide.	Assess effectiveness of on-site support and adjust TA model.
Sub-Activity 2.1.1.7: Build a Grantee Training Program			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Assess training needs of grantees and begin curriculum design for	Finalize training modules and prepare for pilot delivery.	Launch Grantee Training Program with first cohort.	Gather training feedback and update curriculum for next cohort.

Grantee Training Program.			

Activity 2.1.2: Maximizing Parent Choice Across Program Options through Consumer Education and Marketing			
Sub-Activity 2.1.2.1: Community Engagement and Human-Centered Design			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Finalize and execute contract with external engagement/design partner.	Conduct statewide focus groups and interviews.	Analyze data to identify key challenges and opportunities.	Finalize recommendations based on analysis.
Develop and approve engagement plan and protocols.	Apply human-centered design methods to gather insights.	Draft summary report and recommendations for tool and process improvements.	Present findings to DELC and partners
Identify target family and provider groups.	Begin synthesizing findings.		Integrate insights into broader PDG B-5 implementation planning.
Establish recruitment strategy.	Document initial insights and conduct midpoint check-in with DELC leadership.		Incorporate recommendations into Activity 2.1.2 deliverables.
Sub-Activity 2.1.2.2: ECE Resource Page and Self-Screening Eligibility Tool			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Define scope and functionality of the tool.	Draft content and design wireframes.	Pilot tool with families and providers.	Launch the webpage and screening tool.
Incorporate feedback from earlier community engagement.	Create plain-language descriptions for key programs (Preschool Promise, Baby Promise, Employment Related Day Care, Oregon Prenatal to Kindergarten, Head Start, etc.).	Collect and apply feedback to improve usability and content.	Roll out marketing campaign.
Contract with a developer to begin design.	Begin planning marketing and outreach strategy.	Finalize integration with DELC's enrollment system.	Train partners on how to use and share the tool.
		Prepare marketing materials.	Begin tracking usage and engagement.

Sub-Activity 2.1.2.3: Child Care Awareness Campaign			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Choose a contractor for the campaign.	Finalize contractor.	Design printed and digital materials.	Launch campaign across all platforms.
Gather existing content (videos, packets, etc.)	Create marketing strategy and distribution plan.	Produce ads (video, radio, billboards, sponsored social media, etc.).	Track engagement results.
Define key messages for families and providers.	Tailor messages for each audience.	Set up distribution channels.	Adjust tactics to boost engagement by 20%.
Identify target audiences.	Coordinate with Early Learning Hubs.		
Set baseline engagement metrics (website, 211info.org, social media, etc.).			
Sub-Activity 2.1.2.4: Advancing a Family-Centered System of Early Learning Supports			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Amend agreement to support upcoming activities.	Select subcontractors (if needed).	Launch financial incentive application and award process.	Design collaborative.
	Conduct user testing and feedback sessions.	Complete design sessions with Find Child Care Oregon.	Complete collaborative cost report.
	Complete initial list of Promising Practices.	Finalize approval process for vetting and integrating new practices into the Promising Practices Database.	Implement improvements based on user testing.
		Complete Pyramid Model evaluation engagement.	Finalize changes in Find Child Care Oregon.
			Develop searchable Promising Practices Database.
			Complete Pyramid Model evaluation report.
Sub-Activity 2.1.2.5 Reducing Local Zoning and Planning Obstacles to Develop Child Care Across Oregon			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Finalize contract with selected research partner	Conduct qualitative data collection: interviews, focus groups, and surveys with providers, families, and system leaders	Continue data analysis and synthesis	Finalize comparative analysis and develop full report

Review HB 2346 findings, recommendations, and related documentation	Begin quantitative data collection and analysis (e.g., child care supply, demand, cost, workforce data)	Identify key trends, gaps, and changes since 2019	Present findings and recommendations to DELC leadership and partners
Develop project work plan, research framework, and data collection tools	Conduct comparative policy review (e.g., DELC formation, Preschool Promise, Baby Promise, HB 3073 implementation)	Draft preliminary findings and begin stakeholder validation (e.g., feedback sessions with advisory groups)	Disseminate results to inform CCDF State Plan development and future PDG B-5 planning
Begin stakeholder engagement planning (e.g., identifying focus group participants, scheduling interviews)			Archive data and tools for future use and replication
Sub-Activity 2.1.2.6 Recruiting Business Leaders in Local Strategies Developing Child Care			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Finalize contract with selected communitybuilding expert	Continue stakeholder engagement through focus groups and case study development	Refine toolkit content based on stakeholder feedback	Finalize and publish the business engagement toolkit
Conduct initial discovery and landscape scan of existing local coalitions and business engagement efforts	Analyze successful local strategies for engaging business leaders in child care solutions	Develop practical tools and templates (e.g., outreach materials, meeting agendas, messaging guides)	Disseminate toolkit to local coalitions, chambers of commerce, and community partners
Identify and interview key community leaders, business representatives, and coalition members	Draft toolkit sections focused on: • Building crosssector partnerships • Supporting child care providers • Navigating local regulatory and infrastructure barriers	Pilot toolkit components with select communities for usability testing and refinement	Host virtual learning sessions or webinars to introduce toolkit and share lessons learned
Begin drafting framework for toolkit structure and content areas			Collect feedback for future updates and continuous improvement
Sub-Activity 2.1.2.7 Updating Oregon's Cost Estimation Model and Study			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**

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Finalize contract with selected research and modeling partner	Collect updated quantitative data on provider costs, staffing, benefits, and nonpersonnel expenses	Finalize updated cost model with revised assumptions and updated data inputs	Finalize and publish updated cost model and accompanying report
Review existing cost model structure, assumptions, and OPRE planning grant outputs	Conduct qualitative engagement with providers to validate	Conduct internal testing and validation of model outputs	Present findings to DELC leadership and stakeholders
	assumptions and gather contextual insight		
Convene technical workgroup to guide the update process	Begin revising model assumptions based on new data and stakeholder input	Develop comparative analysis of updated model vs. current CCDF subsidy rates	Use results to inform CCDF rate-setting policy development and future PDG B-5 planning
Begin data collection planning (e.g., workforce data, provider expenses, inflation adjustments)	raft updated model framework, including base and higher-quality tiers	Prepare draft findings and recommendations for review	Archive model tools and documentation for future updates and use
Sub-Activity 2.1.2.8 A Comparative Study of Oregon's Child Care Landscape (2019–Present)			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Finalize contract with selected research partner	Conduct qualitative data collection (e.g., interviews, focus groups, surveys) with providers, families, and system leaders	Continue data analysis and draft comparative findings	Finalize comprehensive report comparing 2019 and current child care system conditions
Review 2019 HB 2346 report, findings, and recommendations	Collect and analyze updated quantitative data on child care access, cost, workforce, and program availability	Identify which HB 2346 recommendations have been implemented, remain unaddressed, or require revision	Develop actionable recommendations for policy and system improvement
Develop research plan and methodology for comparative analysis	Begin synthesis of findings and identification of key changes since 2019	Share preliminary findings with DELC and stakeholders for feedback	Present findings to DELC leadership and partners
Begin stakeholder mapping and outreach planning			Disseminate report to inform CCDF State Plan development and future PDG B-5 planning

Activity 2.1.3: Optimizing Infrastructure to Support Provider Success, Build Supply, and Expand Parent Choice
Sub-Activity 2.1.3.1: Business Start-Up Training Modules

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Identify contractor and define training audiences and content.	Hire contractor and refine messaging.	Produce training videos for various provider types and DELCadministered programs.	Publish videos on DELC website and YouTube channel.
Assess regional gaps and avoid duplication with existing trainings.	Develop communication and social media marketing plan.	Launch social media campaign.	
Sub-Activity 2.1.3.2: Modernizing Provider Introduction Trainings			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Update Oregon Registry Online (ORO) training calendar.	Execute webinar contract for statewide Introduction to		Evaluate effectiveness of updated onboarding and training systems.
	Registered Family Foundations, Part II delivery.		
Gather input from CCLD field staff.	Form community partner workgroup and analyze training data.		
Set baseline for new Registered Family providers and 10% growth goal.			
Sub-Activity 2.1.3.3: Laying the Groundwork for a Learning Management System (LMS)			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Define LMS scope and needs.	Complete vendor evaluations and select vendor.	Configure LMS.	Migrate all trainings and validate.
Finalize scope document.	Sign licensing agreement.	Launch pilot and collect feedback.	Document lessons learned and submit final report.
Issue RFP.	Complete migration planning.	Begin development of asynchronous modules.	
Sub-Activity 2.1.3.4 Evaluation and Strengthen Early Learning Programs Access in Rural Oregon			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Finalize contractor agreement.	Contractor conducts interviews, focus groups, and data collection with rural providers, families, and local administrators.	DELC and contractor codevelop draft recommendations for rural-specific supports (e.g., TA models, funding adjustments, onboarding strategies).	Contractor delivers final report with recommendations, cost modeling, and implementation strategies

Contractor begins landscape analysis of OPK, Preschool Promise, and ERDC implementation in rural Oregon.	Begin analysis of cost structures, funding mechanisms, and challenges to participation in rural areas.	Contractor drafts a framework for formal agreements (e.g., MOUs) with local jurisdictions to support subsidy access in areas with limited regulatory reach.	DELC finalizes rural support strategy, including potential pilot regions for TA or funding adjustments.
DELC and contractor identify key rural regions and partners for engagement	Contractor provides preliminary findings and early recommendations for differentiated funding and TA strategies.	DELC begins internal review and stakeholder vetting of draft recommendations.	Begin planning for implementation in Year 2, including potential budget alignment and partner engagement.
Begin outreach planning for rural provider and community input.			

Activity 2.2: Exploring Technological Solutions for Enrollment and Business Sustainability			
Sub-Activity 2.2.1: Strategic Technology Vision and Plan			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Engage consultant and conduct system landscape analysis.	Facilitate co-design sessions.	Finalize and publish plan.	Present strategy to DELC leadership.
Draft initial vision framework.	Circulate draft plan and align with DELC IT strategy.	Prepare implementation roadmap.	Present strategy to leadership.
			Develop 2027 legislative and budget recommendations.
Sub-Activity 2.2.2: Child Care Management System (CCMS) Pilot			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Identify pilot programs and vendors by Feb 28.	Purchase subscriptions by May 15.	All programs using CCMS by Jul 31.	Analyze pilot data by Nov 15.
Secure participation agreements by Mar 30.	Complete onboarding by May 31.	Collect usage data and conduct surveys by Aug 15	Draft findings by Dec 1.
Conduct vendor demos by Mar 15.	Finalize and execute data-sharing agreements by Jun 30.	Complete vendor assessment by Sep 30.	Submit sustainability recommendations by Dec 31.

Activity 2.3: Aligning or Sharing Information and Data Systems
Sub-Activity 2.3.2: Real-Time Analytics and Reporting

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Investigate Snowflake–PowerBI connectivity and access controls.	Wireframe dashboards for OPK/HS and other programs.	Complete draft OPK/HS dashboard.	Finalize OPK/HS dashboard.
		Document integration requirements and lessons learned.	Draft dashboards for other programs
			Wireframe crossprogram analytics
Sub-Activity 2.3.3: Supporting Longitudinal Tracking			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Explore Snowflake's longitudinal tracking capabilities	Draft DELC data strategy	Conduct gap analysis to identify missing data collection efforts	Implement longitudinal tracking for one or more programs
Document key identifiers	Document best practices using ETL project work		

Activity 3: Tracking Project Impact			
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Select and onboard contractor	Draft logic models and data collection plans for each activity	Finalize logic models	Complete data collection and analysis
Hold kickoff meetings with DELC teams		Begin data collection to assess progress	Interpret findings and prepare final reporting
Procure Qualtrics and NVivo licenses			

Organizational Capacity

DELC will lead and administer the PDG B-5 award. Established in 2023, DELC consolidated multiple early childhood governance functions into a single agency, making it the logical and capable home for this grant. DELC oversees Oregon's birth-to-five programs, including child care assistance, child care licensing, Preschool Promise, Oregon Prenatal to Kindergarten, Baby Promise, Head Start and Early Head Start collaboration, Healthy Families Oregon, Relief

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Nurseries, the state's Quality Rating and Improvement System (Spark), Child Care Resource and Referral (CCR&R), Early Learning Hubs and Coordinated Enrollment, as well as the state's professional development and career registry systems, and the community systems that include the Early Learning Hubs.

The PDG B-5 grant will be managed within DELC's Policy and Government Affairs Division, with cross-agency support. Subject matter experts within DELC have extensive experience managing federal and state funds, overseeing program implementation, and supporting data infrastructure. The grant will also be supported by program leads across DELC's divisions to ensure alignment with existing initiatives and operational capacity.

DELC operates under the leadership of the Governor-appointed Early Learning System Director, who also directs the Early Learning Council (ELC), Oregon's operational State Advisory Council. The ELC provides strategic oversight, sets statewide goals, and ensures coordination across early learning systems. Members include representatives from education, health, human services, business, and community organizations. DELC provides staff support to the ELC through subject matter experts and a dedicated Council Administrator.

DELC collaborates closely with the following partners to ensure that PDG B-5 activities are aligned across systems and funding streams:

- Oregon Department of Education (ODE) – for IDEA Parts B and C and CACFP
- Oregon Health Authority (OHA) – for home visiting and child health integration
- Oregon Department of Human Services (ODHS) – for child care subsidies and supports for families
- Higher Education Coordinating Commission (HECC) - for higher education and workforce supports, including apprenticeships

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- Oregon Housing and Community Services (OHCS) - for co-location and affordable housing supports
- Tribal Nations – through DELC's Tribal Affairs Division and the Oregon Tribal Early Learning Alliance

DELC's leadership and staff bring deep experience in early learning systems design, program implementation, and federal grant management. Many staff previously administered Oregon's earlier PDG B-5 grants under the former Early Learning Division at ODE. DELC has successfully managed large-scale initiatives such as Coordinated Enrollment, the Every Child Belongs suspension and expulsion prevention initiative, the creation of Baby Promise, and the expansion of Preschool Promise.

The agency's fiscal and operations teams have a strong track record of managing complex funding portfolios, including the Child Care and Development Fund (CCDF), state general funds, Early Learning Account funds (other funds), and pandemic-era federal relief funds. DELC's Information Technology team supports the Snowflake data platform and other enterprise systems that will be leveraged for this grant and is in the process of launching a comprehensive provider management platform, the Oregon Early Learning Management System (ELMS) to house licensing and subsidy support in a singular location.

DELC anticipates entering into subawards with key partners to support implementation. These may include: Early Learning Hubs and Child Care Resource and Referral Agencies – to support regional engagement, data collection, and provider and family access strategies; consultants – to support strategic planning for technology integration and broader ECE system design and alignment; and community-based organizations – to conduct family and provider focus groups

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and outreach. All subrecipients will be selected through a competitive or pre-approved procurement process and will be monitored for performance and compliance.

DELC has the infrastructure and experience to fully obligate and expend PDG B-5 funds within the one-year project period. The agency has established procurement pathways, experienced fiscal staff, and internal controls to ensure timely and compliant spending. DELC's recent successful administration of federal relief funds and prior PDG grants demonstrates its readiness to manage this award effectively.

Plan for Oversight of Federal Award Funds and Activities

The Grant Funding Coordinator that will be contracted for this grant will provide oversight and ensure that all terms and conditions of the grant award are met and federal regulations are followed. This includes adhering to standards for financial management, internal controls, procurement, performance monitoring, reporting, record retention, and all other responsibilities outlined in the Uniform Guidance. The funding coordinator will work with DELC budget analysts, grant management specialists, accounting personnel, and program specialists to ensure that quarterly expenditure and performance reports are completed, reviewed, approved, and submitted in accordance with the federal grant requirements.

DELC has a robust set of policies and procedures that reflect our commitment to appropriate stewardship of public funding. We use these policies to guide decision-making for allowable expenses based on funding requirements, as well as establish and maintain consistent practices for managing funding from both state and federal funders. We are committed to implementing necessary policies, procedures, and oversight mechanisms to ensure that all federal funds are administered properly, used solely for authorized purposes, and managed in full compliance with federal requirements. DELC currently manages funding that is provided through the Child Care

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Development Block Grant/Child Care Development Fund (CCDBG/CCDF) and policies and procedures include the requirements of federal funds in appropriate management of grants and contracts. DELC will follow all state procurement statutes, administrative rules, and applicable federal requirements regarding the subcontracts. DELC will also apply Oregon Accounting Manual policies and administrative rules to certain types of expenditures that must follow state expenditure guidelines, which are more restrictive than federal guidelines.

DELC manages subawards through the Awards Management System (AMS), which provides department grant management specialists direct oversight of federal funds. The system provides real time access to fiscal reports, provides appropriate levels of signature authority for the release of funds, and allows draw down of approved expenditure funds by grantees through direct deposit. Funds received through this grant proposal will be managed and released via approved payments through to the subcontractor. All invoices/requests for payment must be backed up with either General Ledger reports or other sources of expenditure documentation before the release of payment occurs. Additionally, signatures or other approved authorization methods must be received by the grant funding coordinator, division director with appropriate expenditure authority, and authorized accounting personnel to release payment.

All grant funds are identified by both the Code of Domestic Federal Assistance (CFDA) and a department assigned Program Cost Account (PCA) code to provide revenue and expenditure tracking information. This PCA code must be provided on all invoices/requests for payment as part of the signature process. Quarterly reports of expenditures are developed using fiscal information from Oregon's State Financial Management System (SFMS) that has been identified by agency number, grant number, CFDA and PCA code.

DELC will follow all state procurement statutes and administrative rules regarding the subcontracts. The agency will also apply Oregon Accounting Manual policies and administrative rules to certain types of expenditures that must follow state expenditure guidelines, which are more restrictive than federal guidelines. DELC will assign a dedicated agreement specialist to each subcontract to ensure compliance with agreement terms and applicable federal requirements under 2 CFR Part 200. DELC will conduct a subrecipient determination for all subcontracts and, for those identified as subrecipients, will pass down all required federal provisions and federal award identification information in accordance with 2 CFR 200.332. DELC will also provide each subrecipient with a risk assessment score to guide subcontract monitoring.

The grant funding coordinator will fully and accurately document all subcontract monitoring efforts. A monitoring file will be maintained for this grant award with items including, but not limited to: Pre-award (subcontract) risk assessment checklist; Individual subcontract monitoring plan worksheet; Periodic reports from subcontractor; Quarterly report checklist; Technical assistance report; Corrective action plan (as necessary); and Copies of email, memos, or other written correspondence with subcontractor, including notification informing contractor of quarterly fiscal reports and due dates.

Project Sustainability Plan

Oregon's PDG B-5 application is intentionally designed to make one-time, high-impact investments that strengthen and modernize the state's early care and education (ECE) infrastructure. These investments are aligned with the state's Raise Up Oregon strategic plan and are embedded within existing systems, ensuring that the benefits of the grant will extend well beyond the period of federal funding. The state's approach to sustainability focuses on

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embedding improvements into existing governance, data, and service delivery systems. Key elements that will be sustained include:

- Updated Statewide Needs Assessment and Household Survey: These tools will continue to inform policy and funding decisions across agencies. DELC has already institutionalized the Provider Survey and will use PDG funds to re-establish the Household Survey, with the goal of incorporating it into ongoing agency operations and budget planning.
- Early Learning Map of Oregon (ELMO): The planned redesign and data updates will ensure ELMO remains a relevant, user-friendly tool for regional and state-level planning. DELC will maintain ELMO through its Research, Analysis, and Data Office in partnership with a dedicated contractor.
- Raise Up Oregon strategic plan implementation: Through continued membership in the BUILD Initiative and cross-agency coordination, Oregon will sustain the collaborative infrastructure needed to implement and monitor the strategic plan.
- Grant-in-aid modernization: The new Program and Fiscal Integrity System, including universal monitoring tools, streamlined data collection, and the ABC DELC Grantee Training Program, will be institutionalized within DELC's grant administration process.
- Consumer education and family navigation tools: The self-screening eligibility tool and child care awareness campaign will be integrated into DELC's public-facing platforms and maintained through existing communications and information technology teams.
- Licensing infrastructure and training modernization: Business start-up modules, centralized onboarding, and the exploration of a new Learning Management System (LMS) will be sustained through DELC's Professional Learning Systems Office and Child Care Licensing Division.

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- Technology and data infrastructure: Investments in Snowflake and the exploration of Child Care Management Systems (CCMS) will lay the groundwork for long-term data integration and operational efficiency. These systems will be maintained and expanded through DELC’s internal data teams and cross-agency data governance structures.

Sustaining these efforts will require continued collaboration with:

- Department of Early Learning and Care (DELC): Lead agency responsible for implementation and long-term maintenance of systems and tools.
- Early Learning Council (ELC): Policy and governance body ensuring alignment with Raise Up Oregon and stakeholder engagement.
- Governor’s Office: Provides strategic leadership and legislative coordination to sustain funding and policy support.
- Early Learning Hubs: Regional partners who will continue to use tools like ELMO, the Household Survey, and coordinated enrollment strategies to meet local needs.
- Tribal Nations and OPK/Head Start Grantees: Key partners in responsive service delivery and system alignment.
- BUILD Initiative and National TA Partners: Ongoing technical assistance and peer learning to support implementation fidelity and innovation.

To sustain these efforts, Oregon will pursue:

- State General Fund and/or Oregon Early Learning Account funding: Many of the PDGsupported activities align with DELC’s strategic priorities and are candidates to be included in future proposed agency budgets.
- Federal funding streams: Oregon will continue to braid funding from Head Start, CCDF, TANF, and other federal sources to support aligned activities.

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- Philanthropic partnerships: Oregon has a strong history of collaboration with foundations and may seek philanthropic support for specific initiatives such as Spark redesign or literacy expansion.
- Cost efficiencies: Investments in technology, training, and data systems will reduce administrative burden and create long-term savings that can be reinvested into service delivery.

Oregon's proposed strategies are deeply embedded in cross-sector partnerships that will continue beyond the grant period. Sustainability will be supported through: formal governance structures (e.g., ELC, Raise Up Oregon Implementation Coordination Team); ongoing advisory groups (e.g., Grant-in-Aid Advisory Group, etc.); community engagement mechanisms (e.g., family focus groups, provider listening sessions); technical assistance partnerships (e.g. Action Research Team), and data-sharing agreements and integrated systems that promote transparency and shared accountability.

Oregon's PDG B-5 application is not a standalone initiative; it is a catalyst for accelerating and deepening the state's long-term vision for a unified and family-centered early learning system. By embedding improvements into existing infrastructure, leveraging cross-agency partnerships, and aligning with state strategic priorities, Oregon is well-positioned to sustain and scale the impact of this work for years to come.

Line Item and Budget Narrative

Oregon is submitting an application for **$7,479,464** in federal grant funds as part of the overall project budget of **$12,363,468** for project activities from January 1, 2026-December 31, 2026. Oregon's current support for all ongoing and proposed work supporting our B-5 continuum of programs and services is funded through the Oregon State General Fund and Early Learning Account. The requested funds will expedite and bolster planned system building projects in Oregon. The Overall Project Budget includes funding for a PDG B-5 Grant Project Director,

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The overall project budget includes $11,072 in travel expenses for 4 people to travel to Washington DC as required for three-day meeting (and 2 travel days). Expenses estimated at $1,100/each roundtrip airfare from Portland, Oregon to Washington, D.C., lodging at $276/night, per diem at $82.80/daily average, and additional transportation expenses of $150/each. All projected costs are based on historical benchmarks and prior PDG-funded activities. Contracts and procurements will follow state procurement rules, including free competitive processes where applicable. Contractors for projects <$250,000 will be selected through a competitive three-quote minimum procurement process. Contractors for projects >$250,000 will be selected through a competitive Request for Proposals procurement process. Contracts with Universities are entered into through direct award via Intra-Governmental Agreements per ORS 190. Oregon does not have an approved indirect rate agreement or an accounting structure to accept de minimis, therefore Oregon is electing a 5% administrative cost on the total Federal Budget amount.

Overall Project Budget			
	Federal Budget	Non-Federal Budget	Total Line Budget
Personnel	$364,381.00	$3,279,430.00	$3,463,811.00
Fringe Benefits	$178,286.00	$1,604,574.00	$1,782,860.00
Travel	$11,072.00	-	$11,072.00
Equipment	-	-	-
Supplies	-	-	-
Contractual	$5,895,060.00	-	$5,895,060.00
Other	$1,030,665.00	-	$1,030,665.00
Total Project Budget	$7,479,464.00	$4,884,004.00	$12,363,468.00

Critical Element 1: Statewide ECE Needs Assessment and Strategic Plan

Critical Element 1			
	Federal Budget	Non-Federal Budget	Total Line Budget
Personnel	$18,913.00	$170,219.00	$189,132.00
Fringe Benefits	$9,754.00	$87,786.00	$97,540.00
Travel	-	-	-
Equipment	-	-	-
Supplies	-	-	-
Contractual	$435,000.00	-	$435,000.00

Other	$236,019.00	-	$236,019.00
Total: Critical Element 1	$699,686.00	$258,005.00	$957,691.00

Activity 1.1 Update ECE Needs Assessment to Understand Shifts in Oregon's ECE System

Sub-Activity 1.1.1: Update Statewide Household Survey

Total Budget: $417,719.10 Contractual: $400,000

DELC will contract with a research partner via an Intra-Governmental Agreement to update Oregon's Household Survey (at $400,000). The partner will revise the survey, conduct outreach, and collect responses from 4,000 families statewide, including rural and frontier communities. The activity budget includes stipends for community-based organizations to participate in outreach and recruitment ($1,000x30 agencies=$30,000), participant incentives ($25x4,000 families=$100,000), costs for advertising and administering the survey (secure online platform, printing and mailing costs for flyers and paper surveys, translation services, response validity checks; approximately $40,000), and contractor FTE (approximately $150,000) to analyze, interpret, and develop recommendations based on the findings in partnership with DELC, and contractor administrative costs (approximately $80,000).

Personnel: $12,079.20 Fringe: $5,639.90

Sub-Activity 1.1.2: Early Learning Map of Oregon (ELMO)

Total Budget: $48,648.10 Contractual: $35,000

DELC will contract with an external partner to support the annual data update of the Early Learning Map of Oregon (ELMO) and co-develop a strategic improvement plan to enhance ELMO's structure and user experience, to be implemented in 2027 (at $35,000). The budget includes the partner's maintenance of ELMO, participation in project meetings, participation in listening sessions with agency leadership and primary ELMO users, and collaborative strategic planning with DELC staff. The contractor will be selected through a three-quote minimum competitive procurement process. **Other: $2,700**

The activity budget includes $2,700 for virtual Listening Session with ELMO users, including research partners and regional early learning system partners (45 participants total / 15 per event) Language access services (at $75/hour x 2 hours at 3 events = $450 and stipends (for eligible participants at $50 x 45 participants = $2,250).

Personnel: $6,834 Fringe:
$4,114.10

Activity 1.2: Develop a Shared, Comprehensive Vision for Early Care and Education by Updating Existing Strategic Plan

Total Budget: $200,000 Other:
$200,000

DELC will use funds for membership services with the BUILD Initiative to support updating the existing cross-system strategic plan, *Raise Up Oregon* ($200,000). The budget includes BUILD providing up to 200 hours of technical assistance through: Supporting the team in two state peerlearning networking meetings per year. Weekly planning calls with leaders to plan and prioritize technical assistance across the Department of Early Learning and Care, the five other state agencies involved in *Raise Up Oregon,* and the Early Learning Council. Weekly technical assistance calls with leaders to support the implementation activities of the Early Learning Council and of *Raise Up Oregon.* Attending and presenting at quarterly Early Learning Council meetings, supporting and providing expertise to the monthly Raise Up Oregon Agency Implementation Coordination Team, and other technical assistance as needed.

Critical Element 2: Outcome Strategies to Advance Program Priorities

Critical Element 2			
	Federal Budget	Non-Federal Budget	Total Line Budget
Personnel	$322,471.00	$2,902,240.00	$3,224,711.00
Fringe Benefits	$157,590.00	$1,418,310.00	$1,575,900.00
Travel	-	-	-
Equipment	-	-	-
Supplies	-	-	-
Contractual	$5,210,060.00	-	$5,210,060.00
Other	$758,896.00	-	$758,896.00
Total: Critical Element 2	$6,449,017.00	$4,320,550.00	$10,769,567.00

Category 1: Reconcile Fragmented Elements into a Unified System

Activity 2.1.1: Strengthening Grant-in-Aid Administration to Build a More Unified Early Learning System

Sub-Activities 2.1.1.1–2.1.1.7 **Total Budget: $1,071,202.90**

Contractual Budget: $900,000. To support the successful implementation of the Program and Fiscal Integrity System, DELC will contract with two external vendors: a Grant Administration Process Improvement Consulting Agency ($500,000) and a Standard Operating Procedures and Stakeholder Engagement Consulting Agency ($400,000) to expedite and supplement internal capacity and expertise limitations. Contractors will be selected through a formal competitive procurement process in line with Oregon statute and rules. A contractor with specialized expertise in public sector grant administration and fiscal systems will be engaged to: Design and implement fiscal oversight tools (*Sub-Activity 2.1.1.2*); streamline data collection and evaluation processes (*Sub-Activity 2.1.1.3*); support fiscal alignment of statutes, rules, and policies

(*SubActivity 2.1.1.4*); and develop fiscal components of the grantee training program (*Sub-Activity 2.1.1.7*).

Justification: DELC's internal staff do not have the technical expertise or capacity to design and implement a comprehensive fiscal integrity system across multiple legacy programs. A second contractor will lead the internal and external socialization of new standard operating procedures and support implementation of the following: Facilitate the Grant-in-Aid Advisory Group (*Sub-Activity 2.1.1.1*); Develop and disseminate agency-wide SOPs and workflows (*SubActivity 2.1.1.5*); Support on-site grantee compliance monitoring and technical assistance (*SubActivity 2.1.1.6*); Assist with data collection alignment and training program development (*SubActivities 2.1.1.3* and *2.1.1.7*).

Justification: This work requires specialized change management and stakeholder engagement expertise that DELC staff currently lack, particularly for cross-program alignment and coordinated provider-facing communications.

Other Costs Budget: $17,000. The Grant-in-Aid Advisory Group will meet in an estimated 10 virtual meetings. Advisory Group members will be provided with a stipend for their time ($600/per member for 10 months participation = $9,000). Activity 2.1.1 has a budget of $8,000 for language access services for translation and interpretation costs for materials and meetings for 10-month meeting series.

Personnel: $102,984.00 Fringe: $51,218.90

Activity 2.1.2: Maximizing Family Choice Across Program Options Through Consumer Education and Marketing

Sub-Activity 2.1.2.1: Community Engagement and Human-Centered Design

Total Budget: $148,423.2 Contractual: $128,000

DELC will contract with a university research partner via an Inter-Governmental Agreement (IGA) to conduct focus groups and apply human-centered design methods to better understand how families and providers experience the early learning system ($128,000). The research partner will develop engagement and outreach methods, conduct community outreach and recruitment, convene 16 focus groups, and synthesize the findings into a report that will include recommendations. Due to ORS 190, DELC can directly award contract to a University partner through IGA. **Other: $4,800**

Additional budgeted expenses include providing a stipend to focus group participants for their time ($50/participant hour x 16 one-hour focus groups x 6 participants per group = $4,800).

Personnel: $10,455.60 Fringe: $5,167.50

Sub-Activity 2.1.2.2: Development of an ECE Resource Page and Self-Screening Eligibility Tool

Total Budget: $103,494.65 Contractual: $69,940

DELC will contract for the design and launch of a mobile-friendly, plain-language webpage and interactive tool ($69,940). This resource will be embedded within DELC's existing website and will serve as a centralized, user-friendly entry point for families navigating early learning options across Oregon. DELC will engage a qualified vendor to design, develop, and implement the webpage and tool. Vendor will be selected through a competitive 3-quote minimum procurement process.

Personnel: $22,699.20 Fringe: $10,855.45

Sub-Activity 2.1.2.3 Child Care Awareness Campaign

Total Budget: $402,871.40 Contractual: $380,000

To address persistent challenges identified in Oregon's workforce and supply studies and promote family awareness of child care options, DELC will contract a marketing and public relations firm to lead a statewide, community-informed public awareness and recruitment campaign. The vendor will be selected through a competitive Request for Proposals process. Anticipated services and cost-breakdown for this sub-activity totaling $380,000 includes: project management and facilitation ($60,000); Community and partner engagement ($90,000); Research, analysis, and message development ($50,000); Creative services (branding, graphic design, multilingual content): $120,000; Dissemination strategies and implementation tools ($60,000). Justification: This investment will allow for more robust outreach, including expanded media buys (e.g., radio, billboards, digital) and deeper engagement with trusted messengers in communities considered child-care deserts. This supports families choosing child care and workforce recruitment goals.

Personnel: $16,070.40 Fringe: $6,801.00

Sub-activity 2.1.2.4 Advancing a Family-Centered System of Early Learning Supports **Total Budget: $1,130,948.10**

The total activity budget will support a combination of contracts, operational costs, and personnel necessary to implement and evaluate key components of this Sub-Activity.

Contractual: $690,000

DELC will contract with The Research Institute at Western Oregon University to lead the continued redesign of systems and services that assist early learning programs and the families they serve through an Intra-Governmental Agreement. Approximately $690,000 will be allocated to efforts including: designing a Health & Safety Pilot, developing a system for distributing financial incentives to providers aligned with family-identified priorities, and evaluating the use of Pyramid Model observation tools. Additional funding will support the creation of a Promising Practices database and enhancements to Find Child Care Oregon, making the platform more accessible and meaningful for families choosing a provider. **Other: $430,000**

($400,000) in direct payments to providers and ($30,000) in incentives for families and providers to participate in engagement, design, and evaluation activities ($5,000 payments x 80 providers = $400,000) and ($50 per incentive x 30 participants x 20 sessions = $30,000).

Personnel: $6,834.00 Fringe: $4,114.10

Sub-activity 2.1.2.5 Reducing Local Zoning and Planning Obstacles to Develop Child Care

Total Budget: $250,000 Contractual: $250,000

To support the implementation of House Bill 2727, DELC will contract with a planning and land use consultant to develop actionable guidance and model code for local jurisdictions (estimated contract of $250,000). This work will address obstacles identified in the 2023 DLCD-DELC report related to zoning, permitting, and building codes that hinder the development and expansion of child care facilities. The contractor will: Develop model code and permitting guidance tailored to rural and urban communities; Identify local strategies to incentivize child care development and allow home-based care in resource zones; Design a navigator model to assist providers through local permitting processes.

Sub-activity 2.1.2.6 Recruiting Business Leaders in Local Strategies Developing Child Care
Total Budget: $250,000

Contractual: $250,000
DELC will contract with a community engagement and systems-building consultant to develop a toolkit for engaging business leaders in local child care solutions. This work builds on successful coalitions where employers, educators, economic development

Sub-activity 2.1.2.7 Updating Oregon's Cost Estimation Model and Study
Total Budget: $250,000 Contractual: $250,000
To fulfill the requirements of House Bill 3073 and move toward an alternative methodology for setting child care subsidy rates, Oregon must update its existing cost model with current data and revised assumptions. While the state has made significant progress through its original cost modeling work and a time-limited OPRE planning grant (ending March 2026), additional funding is needed to transition from planning to implementation. This $250,000 contract will support the commissioning of an updated Oregon Child Care Cost Model that reflects current provider expenses, workforce compensation, and quality standards. The updated model will serve as a critical tool for informing CCDF subsidy rate-setting policies and ensuring that public investments are aligned with the actual cost of delivering care. Without this investment, Oregon risks losing momentum and delaying the implementation of a more accurate and sustainable ratesetting approach.

Sub-activity 2.1.2.8
Total Budget: $250,000 Contractual: $250,000
An allocation of $250,000 is requested to support a professional services contract with an external research organization to conduct a comparative study of Oregon's child care system. This study will assess changes in the child care landscape since the 2019 House Bill 2346 report, which included findings and recommendations developed through legislative workgroups and task forces. The contractor will analyze shifts in access, affordability, workforce conditions, and provider sustainability, and evaluate the extent to which the original recommendations have been implemented or remain relevant. The scope of work will include data analysis, stakeholder engagement (e.g., focus groups, interviews), and the development of a comprehensive report with findings and policy recommendations. This work is necessary to inform future planning and investment decisions and to support the Department of Early Learning and Care's efforts to align system improvements with current conditions. The study will build on existing research and provide a critical update to inform Oregon's early learning policy and funding strategies.

Activity 2.1.3: Optimizing Licensing Infrastructure to Support Provider Success and Safe, High-Quality Care
To support the modernization of Oregon's early learning infrastructure, DELC will implement a three-part strategy focused on training modernization, provider onboarding, and infrastructure

development. These investments will reduce challenges to entry, improve consistency and quality of training, and expand access to high-quality care options for families. DELC will contract with specialized vendors to carry out each sub-activity, with oversight and coordination provided by DELC.

Sub-Activity 2.1.3.1 Business Start-Up Training Modules

Total Budget: $617,225.45 Contractual: $550,000

DELC will contract with a marketing and public relations firm (also supporting sub-activity 2.1.2.3) to develop a minimum of 5 training modules for individuals seeking to open new licensed child care programs in Oregon. The contractor will conduct research, analyze challenges, and develop targeted messaging for each module. Services will include videography, content development and dissemination, and translation into multiple languages. This investment supports new business owners in navigating regulatory and operational requirements, ultimately expanding the licensed provider pool.

Personnel: $45,488.40 Fringe: $21,737.05

Sub-Activity 2.1.3.2: Modernization of Child Care Provider Introduction Trainings

Total Budget: $297,001.40 Contractual: $250,000

To ensure consistent, high-quality onboarding for all provider types, DELC will contract with a vendor specializing in instructional design, adult learning curriculum development. The contractor will facilitate a community-informed workgroup to review and align introductory training content, consolidate regional variations, and develop a unified statewide training series. The scope includes curriculum revision, development of new training materials, and translation into multiple languages. The vendor will also support integration of the trainings into a centralized platform to improve access and reduce duplication. DELC staff will oversee the workgroup and contractor deliverables.

Personnel: $31,468.80

Fringe: $15,532.60

Sub-Activity 2.1.3.3: Laying the Groundwork for a Learning Management System (LMS) **Total Budget: $166,978.70**

Contractual: $150,000

DELC will contract with a technology consulting firm or LMS implementation specialist to develop a transition plan for a new Learning Management System. The vendor will support business case development, procurement planning, and initial implementation design, This foundational work will enable DELC to move from a time-limited platform to a sustainable, centralized LMS that supports required and optional training, improves user experience, and enables long-term professional development tracking.

Personnel: $11,505.60 Fringe: $5,473.10

Sub-Activity 2.1.3.4: Expand ERDC Access for Tribal Child Care Providers Through Sovereignty-Respecting Agreements

Tracking Number:GRANT14548762Funding Opportunity Number:HHS-2025-ACF-ECD-TP-0016 Received Date:Dec 01, 2025 11:42:16 PM EST

Total Budget: $210,088.90 Contractual: $185,000

To expand access to child care subsidies for Tribal families and providers, DELC will contract with a policy and Tribal engagement consultant or firm with demonstrated experience in Tribal sovereignty, intergovernmental agreements and early childhood systems. The contractor will lead planning and engagement activities to co-design a Tribal ERDC Access pathway, including conducting policy research, facilitating engagement with each of Oregon's Nine Federally Recognized Tribes, and developing deliverables such as policy recommendations, a toolkit, and a draft agreement template. Contractor costs are estimated at $185,000. DELC will be responsible for further exploring the contractor's recommendations and finalizing the policy, procedure, and toolkit, with the existing Office of Tribal Affairs Director leading formal government-togovernment consultation with the Tribes.

Personnel: $16,141.20 Fringe: $8,947.70

Category 2: Expand Program Availability and Sustainability

Activity 2.2: Exploration of Technological Solutions for Enrollment and Business Sustainability

Sub-Activity 2.2.1.1 Developing a Strategic Technology Vision and Plan

Total Budget: $43,235.55 Contractual: $22,000

DELC will extend its existing contract with Info-Tech Research Group, a globally recognized provider of IT research and advisory services known for delivering structured methodologies and practical tools that help IT leaders align technology initiatives with business goals. As part of this extension, DELC will coordinate a $22,000 four-day workshop designed to guide up to twelve staff members through the development of a business-aligned IT and Technology strategy. During the session, participants will collaboratively define technology mission and vision statements, establish guiding principles, review past performance, prioritize strategic initiatives, and build a comprehensive technology roadmap. The engagement will produce tangible deliverables, including a fully developed strategy presentation, a goals cascade, initiative profiles, and a strategic roadmap. Following the workshop, the project will continue with codesign sessions involving partners to refine the strategy, align it with complementary strategies and standards, and develop an implementation roadmap.

Personnel: $14,803.20 Fringe: $6,432.35

Sub-Activity 2.2.1.2 Exploring Child Care Management Systems (CCMS) as a Pilot Opportunity

Total Budget: $635,120 Contractual: $635,120

This sub-activity requires three contracts: 1. DELC will contract with a consultant team to implement the Tech+ model and support a pilot exploring the use of CCMS platforms (e.g., BrightWheel, Parachute, KidKare, Playground) with up to 20 child care providers. The consultant will lead project planning, provider recruitment, training, and evaluation, including development of tools and structured feedback collection. Consultant costs are estimated at **$33,000** for 120 hours of work. 2. An additional **$53,000** is allocated for CCMS vendor costs, including one-year licenses for pilot participants and dashboard access for DELC and coaching staff. 3. A six-month feasibility study estimated at **$549,120** will assess CCMS integration with DELC's long term data strategy and Snowflake platform. This includes four phases: Discovery &

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Mobilization (current state mapping, stakeholder identification, collaboration framework kickoff = $107,400), Gap Analysis & Assessment (technical review of DELC's governing systems, administrative burden, and deep dive across agency led programs = $124,700), Strategic Vision & Implementation Planning (strategic vision, future state architecture, and a phased implementation plan = $172,600), Finalization & Knowledge Transfer (= $52,900). =

<u>Category 3: Align or Share Information and Data Systems</u>

Activity 2.3: Snowflake Data Expansion and Implementation

Total Budget: $316,866 Contractual: $250,000

DELC will contract with a Snowflake partner to support DELC staff in expanding the implementation of Snowflake integration, analytics, reporting, and longitudinal tracking of DELC's data. The contract will provide staff from DELC's Research, Analysis, and Data Office and Information Technologies Office with technical assistance, training, consultation, and strategic support to implement Snowflake Sub-Activities *2.3.1*, *2.3.2*, and *2.3.3*.

Personnel: $44,021 Fringe: $21,310

DELC staff will provide .10% FTE each (salary and fringe benefits) in grant-funded support on the sub-activities in oversight and coordination.

Critical Element 3: Tracking Project Impact

Critical Element 3			
	Federal Budget	Non-Federal Budget	Total Line Budget
Personnel	$10,972.00	$98,744.00	$109,716.00
Fringe Benefits	$5,318.00	$47,860.00	$53,178.00
Travel	-	-	-
Equipment	-	-	-
Supplies	-	-	-
Contractual	$250,000.00	-	$250,000.00
Other	$34,315.00	-	$34,315.00
Total: Critical Element 3	$300,605.00	$146,604.00	$447,209.00

Activity 3: Documenting Project Progress, Results, and Outcomes

Tracking Number:GRANT14548762Funding Opportunity Number:HHS-2025-ACF-ECD-TP-0016 Received Date:Dec 01, 2025 11:42:16 PM EST

Total Budget: $286,289 Contractual: $250,000
DELC will enlist a contractor for $250,000 to support project administration, management and tracking. Activities included in the contractor's scope will include collaborating with DELC staff to develop project charters that outline the goals, assumptions, and success criteria; develop of logic models that include short- and long-term outcomes; and monitor progress with narrative project updates to describe progress, challenges, and successes as well as quantitative metrics.
Other: $20,000
The budget includes the purchase of eight Qualtrics licenses (survey design software; $2,000/each = $16,000) and five NVivo licenses (qualitative data analysis software; $800/each = $4,000) for DELC staff to facilitate the collection and analysis of qualitative and quantitative data to inform project progress towards, outputs, outcomes, and PDG B-5 program priorities.
Personnel: $10,971.60
Fringe: $5,317.75
DELC staff will provide .10% FTE each (salary and fringe benefits) in grant-funded support on the sub-activity.

Tracking Number:GRANT14548762Funding Opportunity Number:HHS-2025-ACF-ECD-TP-0016 Received Date:Dec 01, 2025 11:42:16 PM EST

OMB Number: 4040-0019
Expiration Date: 06/30/2028

Project Abstract Summary

This Project Abstract Summary form must be submitted or the application will be considered incomplete. Ensure the Project Abstract field succinctly describes the project in plain language that the public can understand and use without the full proposal. Use 4,000 characters or less. Do not include personally identifiable, sensitive or proprietary information. Refer to Agency instructions for any additional Project Abstract field requirements. If the application is funded, your project abstract information (as submitted) will be made available to public websites and/or databases including USAspending.gov.

Funding Opportunity Number

HHS-2025-ACF-ECD-TP-0016

Assistance Listing Number(s):

93.434

Applicant Name

Oregon Department of Early Learning and Care

Descriptive Title of Applicant's Project

Preschool Development Grant Birth to Five FY2025

Project Abstract

The Oregon Department of Early Learning and Care (DELC) seeks funding through the Preschool Development Grant Birth to Five (PDG B-5) to advance a unified, responsive, and family-centered early care and education (ECE) system. As a newly established agency in July of 2023, DELC is uniquely positioned to lead efforts that bring greater coherence to Oregon's ECE landscape by aligning policies, initiatives, and funding streams across state- and federally-funded programs - including deeper integration of Head Start grantees by way of Oregon's statefunded Head Start initiative, Oregon Prenatal to Kindergarten.

This project will support the development of seamless early learning experiences for children from birth to age five by improving coordination across programs and reducing fragmentation in service delivery. DELC will focus on building infrastructure that enables more efficient use of federal, state, local, and private resources, ensuring that investments are strategically layered to maximize impact.

A central goal of this work is to expand and support family choice. By improving access to clear, timely information and streamlining enrollment pathways, the project will empower working families to select early learning options that best meet their needs and preferences, and which prioritize child safety in early learning and care environments.

Through this grant, Oregon will strengthen its capacity to deliver high-quality, accessible early learning opportunities that support child development, family well-being, and long-term system sustainability.

Key Contacts Form

*** Applicant Organization Name:** Oregon Department of Early Learning and Care

Enter the individual's role on the project (e.g., project manager, fiscal contact).

*** Contact 1 Project Role:**	Project Director
Prefix:	
* First Name:	Jordan
Middle Name:	
* Last Name:	Pargeter
Suffix:	
Title:	Child Care and Development Fund Administrator
Organizational Affiliation:	
* Street1:	700 Summer St NE
Street2:	
* City:	Salem
County:	
* State:	OR: Oregon
Province:	
* Country:	USA: UNITED STATES
* Zip / Postal Code:	97301-1256
* Telephone Number:	971-719-6182
Fax:	
* Email:	jordan.pargeter@delc.oregon.gov

OMB Number: 4040-0010

Key Contacts Form

*** Applicant Organization Name:** Oregon Department of Early Learning and Care

Enter the individual's role on the project (e.g., project manager, fiscal contact).

*** Contact 2 Project Role:** Supervisor of Project Director

Prefix:

* First Name: Carey

Middle Name:

* Last Name: McCann

Suffix:

Title: Early Learning Policy and Strategy Director

Organizational Affiliation:

* Street1: 700 Summer St NE

Street2:

* City: Salem

County:

* State: OR: Oregon

Province:

* Country: USA: UNITED STATES

* Zip / Postal Code: 97301-1256

* Telephone Number: 503-551-0116

Fax:

* Email: carey.mccann@delc.oregon.gov

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352 OMB Number: 4040-0013

Expiration Date: 06/30/2028

1. * Type of Federal Action:

- [ ] a. contract
- [x] b. grant
- [ ] c. cooperative agreement
- [ ] d. loan
- [ ] e. loan guarantee
- [ ] f. loan insurance

2. * Status of Federal Action:

- [ ] a. bid/offer/application
- [x] b. initial award
- [ ] c. post-award

3. * Report Type:

- [x] a. initial filing
- [ ] b. material change

4. Name and Address of Reporting Entity:

- [x] Prime
- [ ] SubAwardee

**Name* Department of Early Learning and Care

**Street 1* 700 Summer St NE *Street 2*

**City* Salem *State* OR: Oregon *Zip* 97301-1256

Congressional District, if known: OR-ALL

5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:

6. * Federal Department/Agency:

HHS ACF

7. * Federal Program Name/Description:

Every Student Succeeds Act/Preschool Development Grants

Assistance Listing Number, *if applicable:* 93.434

8. Federal Action Number, *if known:*

9. Award Amount, *if known:*

$

10. a. Name and Address of Lobbying Registrant:

Prefix **First Name* Jordan *Middle Name*

**Last Name* Pargeter *Suffix*

**Street 1* 700 Summer St NE *Street 2*

**City* Salem *State* OR: Oregon *Zip* 97301-1256

b. Individual Performing Services (including address if different from No. 10a)

Prefix **First Name* Jordan *Middle Name*

**Last Name* Pargeter *Suffix*

**Street 1* 700 Summer St NE *Street 2*

**City* Salem *State* OR: Oregon *Zip* 97301-1256

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

*** Signature:** Jordan Pargeter

***Name:** *Prefix* **First Name* Jordan *Middle Name*

**Last Name* PARGETER *Suffix*

Title: Child Care and Development Fund Administrator **Telephone No.:** 971-719-6182 **Date:** 12/01/2025

Federal Use Only:

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Standard Form - LLL (Rev. 7-97)

Award Letter:

Department of Health and Human Services
Administration for Children and Families

Notice of Award

Award# 90TP0155-01-00
FAIN# 90TP0155
Federal Award Date: 12/29/2025

Recipient Information

1. Recipient Name
DEPARTMENT OF EARLY LEARNING AND CARE
700 Summer St NE STE 350
Salem, OR 97301-1289
(971)701-0191

2. Congressional District of Recipient
06

3. Payment System Identifier (ID)
1612064434A1

4. Employer Identification Number (EIN)
612064434

5. Data Universal Numbering System (DUNS)

6. Recipient's Unique Entity Identifier (UEI)
L41XQENTVWE5

7. Project Director or Principal Investigator
Jordan Pargeter
jordan.pargeter@delc.oregon.gov
971-719-6182

8. Authorized Official
Jordan Pargeter
jordan.pargeter@delc.oregon.gov
971-719-6182

Federal Agency Information
ACF/ECD - Office of Early Childhood Development

9. Awarding Agency Contact Information
Miss Ronisha Bussard
Grants Management Specialist
Ronisha.Bussard@acf.hhs.gov
816-426-2252

10. Program Official Contact Information
Mr. Richard Gonzales
richard.gonzales@acf.hhs.gov
202 401-5138

Federal Award Information

11. Award Number
90TP0155-01-00

12. Unique Federal Award Identification Number (FAIN)
90TP0155

13. Statutory Authority
Every Student Succeeds Act (PL 114-95, Title IX, Section 9212_Dec. 10, 2015)

14. Federal Award Project Title
Preschool Development Grant Birth to Five

15. Assistance Listing Number
93.434

16. Assistance Listing Program Title
ESSA Preschool Development Grants Birth through Five

17. Award Action Type
New

18. Is the Award R&D?
No

Summary Federal Award Financial Information

19. Budget Period Start Date 12/31/2025 **- End Date** 12/30/2026	
20. Total Amount of Federal Funds Obligated by this Action	$7,355,305.00
20a. Direct Cost Amount	$9,561,897.00
20b. Indirect Cost Amount	$0.00
21. Authorized Carryover	$0.00
22. Offset	$0.00
23. Total Amount of Federal Funds Obligated this budget period	$0.00
24. Total Approved Cost Sharing or Matching, where applicable	$2,206,592.00
25. Total Federal and Non-Federal Approved this Budget Period	$9,561,897.00
26. Period of Performance Start Date 12/31/2025 **- End Date** 12/30/2026	
27. Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance	$9,561,897.00

28. Authorized Treatment of Program Income
ADDITIONAL COSTS

29. Grants Management Officer – Signature
Trisha Smith
Grants Officer

30. Remarks

30. Remarks

The Preschool Development Birth to Five (PDG B-5) Grant is awarded in the amount of $7,355,305.00 This award reflects a reduction from the originally requested funding level. The approved budget period and project period is December 31, 2025, through December 30, 2026.

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 90TP0155-01-00

FAIN# 90TP0155

Federal Award Date: 12/29/2025

Recipient Information

Recipient Name

DEPARTMENT OF EARLY LEARNING AND CARE
700 Summer St NE STE 350
Salem, OR 97301-1289
(971)701-0191

Congressional District of Recipient

06

Payment Account Number and Type

1612064434A1

Employer Identification Number (EIN) Data

612064434

Universal Numbering System (DUNS)

Recipient's Unique Entity Identifier (UEI)

L41XQENTVWE5

31. Assistance Type

Discretionary Grant

32. Type of Award

Other

33. Approved Budget

(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only
II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	$3,643,811.00
b. Fringe Benefits	$1,782,860.00
c. Total Personnel Costs	$5,426,671.00
d. Equipment	$0.00
e. Supplies	$0.00
f. Travel	$11,072.00
g. Construction	$0.00
h. Other	$1,030,665.00
i. Contractual	$3,093,489.00
j. TOTAL DIRECT COSTS	**$9,561,897.00**
k. INDIRECT COSTS	**$0.00**
l. TOTAL APPROVED BUDGET	**$9,561,897.00**
m. Federal Share	**$7,355,305.00**
n. Non-Federal Share	**$2,206,592.00**

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	ASSISTANCE LISTING	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
6-G991042	90TP015501	ACFOCC	41.15	93.434	$7,355,305.00	75-2526-1536

Department of Health and Human Services

Administration for Children and Families

Notice of Award

Award# 90TP0155-01-00
FAIN# 90TP0155
Federal Award Date: 12/29/2025

35. Terms And Conditions

STANDARD TERMS

1. 1. Federal awards are subject to legally binding requirements called terms and conditions (T&Cs). The **Award Terms and Conditions** apply to all discretionary programs: https://www.acf.hhs.gov/grants/manage-grant/grant-award#terms. These Supplemental Terms and Conditions are additional requirements applicable to the program named below.

   Recipients must review and comply with all T&Cs identified under the award. When a recipient is awarded and accepts an ACF award, it must comply with the requirements outlined in the Notice of Award and T&Cs. The recipient must actively manage its award and adhere to all applicable requirements. For more information about grants management activities and resources for recipients throughout the award lifecycle, see the Managing Your ACF Grant Award at https://www.acf.hhs.gov/grants/manage-grant.

APPLICABLE LEGISLATION, STATUTE, REGULATIONS

1. The administration of this program is authorized under Every Student Succeeds Act (PL 114-95, Title IX, Section 9212_Dec. 10, 2015) [https://www.congress.gov/bill/114th-congress/senate-bill/1177.

2. The program is codified at 42 U.S.C 9857 et seq at https://uscode.house.gov/view.xhtml?path=/prelim@title42/chapter105/B&edition=prelim.

3. This award is subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards found at 45 CFR Part 75 at https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-A/part-75. This award is subject to the Closeout requirements for Grants and Agreements found at 2 CFR 200.344

a. For all monetary and non-monetary awards issued before October 1, 2024, HHS adopted from the federal wide UAR 2 CFR 200:

i. Subpart D – Post Federal Award Requirements – Closeout at 2 CFR 200.344

b. For monetary awards issued on or after October 1, 2024, per the Federal Register (FR), 89 FR 80055, HHS' UAR at 45 CFR Part 75 includes eight (8) regulatory provisions that HHS adopted from the Federal wide UAR 2 CFR 200 This award is subject to the following eight (8) regulatory provisions in 2 CFR 200:

i. Subpart A – Acronyms and Definitions – 2 CFR 200.1 "Modified Total Direct Cost (MTDC)

ii. Subpart D – Post Federal Award Requirements – Disposition of Equipment at 2 CFR 200.313(e)

iii. Subpart D – Post Federal Award Requirements – Supplies at 2 CFR 200.314(a)

iv. Subpart D – Post Federal Award Requirements – Micro-purchase thresholds at 2 CFR 200.320

v. Subpart D – Post Federal Award Requirements – Fixed amount subawards at 2 CFR 200.333

vi. Subpart D – Post Federal Award Requirements – Closeout at 2 CFR 200.344

vii. Subpart E – Cost Principles – Indirect Costs – De minimis rate at 2 CFR 200.414(f)

viii. Subpart F – Audit Requirements – Single Audit at 2 CFR 200.501

4. This award is subject to Executive Orders in the Federal Register available at https://www.federalregister.gov/presidential-documents/executive-orders.

5. This award is subject to requirements or limitations in any applicable Appropriations Act available at

https://crsreports.congress.gov/.

6. This award is subject to the Administrative and National Policy Requirements at https://www.acf.hhs.gov/grants/administrative-and-national-policy-requirements

7. This award is subject to the requirements of the HHS Grants Policy Statement (HHS GPS) that are applicable based on your recipient type and the purpose of this award. This includes requirements in Parts I and II available at https://www.hhs.gov/grants-contracts/grants/grants-policies-regulations/index.html. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.

a. For all monetary and non-monetary awards issued before October 1, 2024, this award is subject to

the HHS Grants Policy Statement:
https://www.hhs.gov/sites/default/files/grants/grants/policiesregulations/

hhsgps107.pdf This includes requirements in Parts I and II. Although consistent with the

HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply

to this award apart from any coverage in the HHS GPS.

b. For monetary awards issued on or after October 1, 2024, this award is subject to the requirements

of the HHS Grants Policy Statement (HHS GPS) that are applicable based on your recipient type and the

purpose of this award. This includes requirements in Parts I and II available at

https://www.hhs.gov/grants-contracts/grants/grants-policies-regulations/index.html. Although consistent

with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75,

directly apply to this award apart from any coverage in the HHS GPS.

COST SHARING OR MATCHING (NON-FEDERAL SHARE) OF PROGRAM FUNDING

8. Recipients are required to meet a non-federal share of the project cost, in accordance with Section. SEC. 9212. 42 USC 9831g (4). Recipients must provide at least **30 percent** of the total Federal share cost of the project. The non-federal share may be met by cash or in-kind contributions. Any shared costs or matching funds and all contributions, including cash and third-party in-kind contributions, must be accepted as part of the recipient's cost-sharing or matching when such contributions meet all criteria listed in 45 CFR § 75.306.

FINANCIAL REPORTING

9. The OMB approved Financial Reporting form for this program is the Federal Financial Reports (SF-425). This form must be submitted in the Payment Management System (PMS).

1. *PMS SF-425 Information*: https://pms.psc.gov/grant-recipients/ffr-updates.html
2. For support using PMS, contact your PMS Liaison Accountant: https://pms.psc.gov/find-pms-liaison-accountant.html
3. Post-Award Reporting Forms and Instructions: https://www.grants.gov/web/grants/forms/post-award-reporting-forms.html

10. *Obligation Deadline*: Funds must be obligated within the budget period established by the Notice of Award (NOA) on Line 19. If funds cannot be obligated within the established period, recipients may apply to carryover the balance or for a no-cost extension, as applicable, in Grants Management System.

11. Liquidation Deadline

a. Recipients must liquidate all financial obligations incurred under the Federal award no later than 90 calendar days after the end date of the budget period unless the Federal awarding agency or pass-through entity authorizes an extension,

b. During the final budget period within a period of performance recipients must liquidate all financial obligations incurred under the Federal award no later than 120 calendar days after the end date of the period of performance unless the Federal awarding agency or pass-through entity authorizes an extension. Any funds not expended by this timeframe must be returned to the U.S. Department of Health and Human Services.

PROGRAM REPORTING

12. The OMB approved Program Report form for this program is the Performance Progress Report (PPR).

Preschool Development Grant recipients are required to report project progress on a quarterly basis using the Performance Progress Report (PPR).
https://www.acf.hhs.gov/sites/default/files/documents/ACF_OGM_PPR_Exp_Date_11.30.22.pdf

The PPR is used to report progress and completion of project activities, goals, and objectives as identified in the approved application.

EFFECTIVE PERIOD

EFFECTIVE PERIOD

13. These program-specific Supplemental Terms and Conditions are effective on the date shown in the margin at the bottom of the page and will remain in effect until updated. They will be updated and reissued only as needed whenever a new program-specific statute, regulation or other requirement is enacted or whenever any of the applicable existing Federal statutes, regulations, policies, procedures or restrictions is amended, revised, altered, or repealed.

POINTS OF CONTACT

14. Points of contact for additional information or questions concerning either the operation of the program or related financial matters can be found on the Notice of Award.

AWARD PAYMENT

15. This award will be paid through the Department of Health and Human Services, Payment Management Services, operating under the Program Support Center (PSC). The PSC provides automated award payment and cash management services from awards issued by Federal Government Awarding Agencies through the centralized payment system, Payment Management System (PMS). For more detailed information on payment through PMS, go to https://pms.psc.gov/. Drawing funds from PMS indicates acceptance and agreement to the T&Cs of the award.

UNIQUE ENTITY IDENTIFIER (UEI) NOTICE

16. All applicants and recipients must have an active System for Award Management (SAM) registration and UEI issued. ACF recommends that organizations start the renewal process at least 30 days prior to expiration to avoid delays in federal funding. Entities can search for help at Federal Service Desk (FSD) any time or request help from an FSD agent Monday–Friday 8 a.m. to 8 p.m. ET. This award is subject to requirements as set forth in 2 CFR 25.110.

Additional Documentation:

Attachments

Indirect Cost Agreement

The Department of Early Learning and Care (DELC) is not charging an indirect rate; instead, Oregon is opting to request a 5% administrative cost adjustment.

Additional Eligibility Documentation

See page 2-3 for required signed letter from Oregon Governor Tina Kotek.

Additional Eligibility Documentation:

TINA KOTEK
GOVERNOR

December 1, 2025

Richard Gonzales, Federal Project Director

Administration for Children and Families

Office of Early Childhood Development

RE: Preschool Development Grants Birth through Five (PDG-B-5) Dear Mr. Gonzales,

I am pleased to designate the Oregon Department of Early Learning and Care (DELC) as the state agency that would be responsible for administering the Preschool Development Grant Birth to Five (PDG B-5) award on behalf of the State of Oregon. DELC will utilize these funds in line with PDG B-5 identified priorities to support a statewide community needs assessment, program integrity, and system alignment activities that center family choice.

As Oregon's early learning agency, DELC oversees a comprehensive portfolio of early care and education programming, including childcare licensing, state and federally funded early learning and care programs, family support services, community systems, and workforce supports. DELC's integrated structure and growing data capacity position it well to manage this grant and advance Oregon's vision for a unified, accessible, and high-quality early learning system.

The Governor's Office will support DELC in ensuring that PDG B-5 funds are leveraged in alignment with the state's early learning priorities and PDG-5 goals. This will include regular coordination with DELC leadership and support in resolving any administrative or policy obstacles that may arise during the one-year project period.

DELC will collaborate with several state agencies and partners to ensure successful execution and impact of the project, including:

- Oregon Department of Human Services – to support alignment of early childhood services and self-sufficiency programming
- Oregon Health Authority – to support integration with early childhood health and developmental services
- Oregon Department of Education – to ensure alignment with early intervention, kindergarten readiness and student outcomes, and early literacy initiatives

- Tribal governments and Head Start grantees – to ensure coordination and shared planning across government-to-government relationships

In addition to a governance structure that includes internal program and fiscal integrity systems and regular reporting to the Early Learning Council, DELC's budget is monitored closely by the legislative branch and operates on a biennially approved budget, with appropriate spending authorization and accounting for state and federal funds managed by the agency. These structures will be leveraged to monitor progress, track outcomes, and ensure transparency throughout the grant period.

Oregon has established budgetary, legislative, and procurement processes that will support timely and compliant use of PDG B-5 funds. DELC has authority to manage and disburse federal funds and will work closely with the state Chief Financial Officer to ensure that all expenditures meet state and federal requirements. The agency is prepared to obligate and spend funds within the one-year project period, supported by streamlined procurement pathways and experienced fiscal staff.

Thank you for your consideration of Oregon's application. We are committed to using this opportunity to strengthen our early learning system and improve outcomes for children and families across the state.

Sincerely,

Tina Kotek

Governor Tina Kotek

Tracking Number:GRANT14548762 Funding Opportunity Number:HHS-2025-ACF-ECD-TP-0016 Received Date:Dec 01, 2025 11:42:16 PM EST

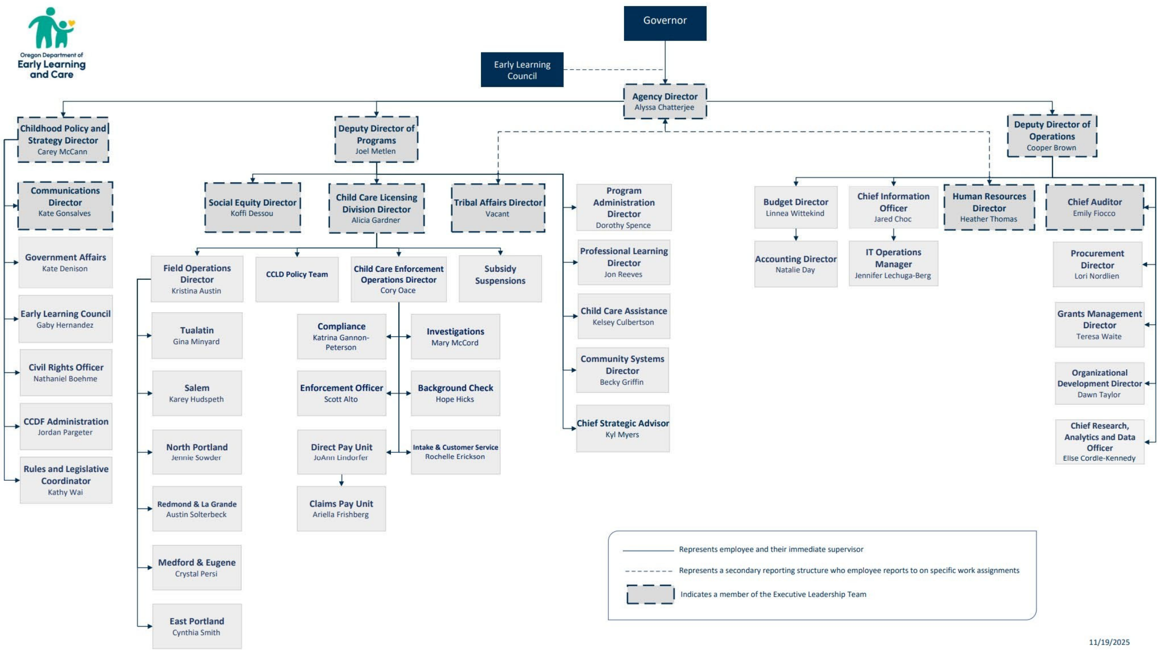
Supplemental Budget Information:

The Department of Early Learning and Care could accept up to 20% in additional costs above the award ceiling.

These funds would be used for system changes and enhancements, particularly for:

- The ONE Eligibility System through the Oregon Department of Human Services,
- The Child Care Safety Portal through X,
- Find Child Care Oregon through X, and
- DELC's Oregon Early Learning Management System (ELMS) launching summer 2026.

Organizational Capacity Supporting Information:



Adjusted Post-Award Budget (Submitted February 11, 2026 to ACF):

Updated Post-Award PDG Budget: Oregon

Salaries and Wages: $2,570,973.00
Fringe Benefits: $54,127.00
Total Personnel Costs: $2,625,100.00
Equipment: $0.00
Supplies: $0.00
Travel: $11,072.00
Construction: $0.00
Other: $1,030,665.00
Contractual: $5,895,060.00

Total Budget: $9,561,897.00
State Share: $2,206,592.00

Federal Share: $7,355,305.00