



Oregon Department of  
Early Learning and Care

# **STRATEGIC PLAN:** GROWING OREGON TOGETHER 2024 - 2029

JUNE 2024





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# Letter from the Director

Dear Oregonians:

It is an honor to introduce you to the Department of Early Learning and Care's first-ever strategic plan, *Growing Oregon Together*. On July 1, 2023, the Department of Early Learning and Care (DELDC) was established by House Bill 3073, bringing together the Oregon Early Learning Division (ELD) from the Department of Education and the Employment Related Day Care (ERDC) program from the Oregon Department of Human Services.

At DELC, our mission is to foster coordinated, culturally appropriate, and family-centered services that recognize and respect the strengths and needs of all children, families, and early learning and care professionals. We work towards a vision where all children, families, early care and education professionals, and communities are supported and empowered to thrive.



**“DELDC cannot, and should not, do this work alone—we are all needed to see that all children, families, early care and education professionals, and communities are supported and empowered to thrive.”**

In developing this plan, we built off the work that led to the creation of DELC. *Growing Oregon Together* is a five-year plan that seeks to be both ambitious and achievable. It will guide us as we work to achieve our mission. As a new agency, our focus is on creating strong, sustainable foundations so DELC is recognized for its organizational excellence and implementation, service and commitment to its customers, actionable embrace of equity, support of its employees, continuous improvement, and its role as a leader and partner for early learning and care.

*Growing Oregon Together* is framed by six goal areas: access, Tribal sovereignty, infants and toddlers, early learning and child care workforce, relationships, and foundations. To create *Growing Oregon Together*, DELC drew upon the insights of families, the early learning

and care workforce, partners, and DELC staff alongside information culled from analysis and reports. I am grateful for the participation of so many contributors. Each of these goal areas will help us as we focus on a responsive and equitable system for early learning and care. Our aim is to enhance the development, growth and well-being of children, support families and communities, and strengthen the early learning and care workforce.

It is humbling and inspiring to work with so many dedicated, visionary individuals and organizations throughout Oregon to develop *Growing Oregon Together*. Maintaining and growing these relationships will be critical to successful implementation. DELC cannot, and should not, do this work alone—we are all needed to move this essential work forward. In executing *Growing Oregon Together*, I pledge to continue to develop DELC as a strong, responsive, and reliable partner with a singular focus on doing all that we can for Oregon's children and families.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alyssa Chatterjee'.

Alyssa Chatterjee, Director



*Growing  
Oregon  
Together*

AT-A-GLANCE





# Growing Oregon Together At-A-Glance

Growing Oregon Together has six goals that aim to foster coordinated, culturally appropriate, and family-centered services that recognize and respect the strengths and needs of all children, families, and early learning and care professionals, and to ensure that all are empowered and thrive.





# Growing Oregon Together Goals and Objectives



## ■ Goal 1 – Access

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

- 1.1 Core programs within DELC are expanded and enhanced to meet the needs of and support families.
- 1.2 Core programs are expanded for families to secure access to high-quality early learning and care.
- 1.3 Communities have the infrastructure they need to mitigate suspension and expulsion activities in early learning and care settings.
- 1.4 Licensing provides foundational support for programs, and is clear, accessible, culturally relevant, honoring diversity, equity and inclusion for Oregon children and families.
- 1.5 DELC's administration of programs is flexible, accessible, and not administratively burdensome.
- 1.6 Availability of early learning and care is increased and strengthened.

## ■ Goal 2 - Tribal Sovereignty

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

- 2.1 Staff have the information and tools they need to support authentic Tribal consultation.
- 2.2 Historical harm is acknowledged, current harm caused by the State of Oregon is reduced, and trust is built by establishing positive relationships.
- 2.3 Implement funding models and programs that are designed to ensure equitable resources to support and enhance the capacity of Tribal early learning and child care programs

## ■ Goal 3 – Infants and Toddlers

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

- 3.1 Access to infant and toddler early learning and care programs that honor the unique needs of families is increased.
- 3.2 Infant toddler provider and partner support, technical assistance, professional development, and compensation are increased.
- 3.3 Supports for infants and toddlers experiencing developmental delays and disabilities are increased.

## ■ Goal 4 – Workforce

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

- 4.1 Multiple accessible pathways exist to enter and grow within the early learning and child care workforce.
- 4.2 The early learning and child care workforce is recognized and compensated as professionals.







- 4.3 All early learning and child care programs have access to professional learning supports.

### ■ Goal 5 – Relationships

DELIC deepens community engagement and empowerment, sustains partnerships, and communicates effectively.

- 5.1 Community voice is embedded in DELIC's policy, implementation, and budget decisions.
- 5.2 Cross-sector partnerships in support of aligned service delivery and collaboration are strengthened with other state agencies.
- 5.3 Collaboration is supported between DELIC and early learning initiatives in county, city, and Tribal governments.
- 5.4 DELIC's communications are accessible, inclusive, and tailored to the unique needs of DELIC's customers.

### ■ Goal 6 – Foundations

DELIC develops and improves operational foundations to efficiently serve Oregonians.

- 6.1 DELIC has the structures, systems, and processes to collaborate and operate effectively.
- 6.2 DELIC staff have a sense of belonging, understand how their work connects to other divisions, and are supported in their development.
- 6.3 DELIC staff have the information and tools they need to provide exceptional service to DELIC customers.
- 6.4 Initiatives are consistently identified and launched that provide better service to Oregon residents and increase accountability to partners.
- 6.5 Data is used to inform decisions and high-quality data and research is shared with the public.



ABOUT THE  
Department of  
Early Learning  
and Care





# About the Department of Early Learning and Care



## Mission, Vision, and Values

### MISSION

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

### VISION

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

### VALUES

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

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

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

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

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

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

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







“DEL C depends on, and embraces, scores of partners whose critical effort, creativity, and commitment to positive outcomes for those engaged in early learning and care cannot be understated.”

## Equity Commitment

We take full responsibility to build supports and center the needs of employees, early learning providers, and families in diverse racial and ethnic communities, while working toward improved results for children from birth to five years including those in rural and urban Oregon. DELC expects its workforce, partners, and community collaborators to embrace the same values, demonstrate the same commitment, and produce results toward eliminating disparities and improving outcomes for all children and families in Oregon.

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

Please see [DELC’s website](#) for more information about the DEI Action Plan.

## DELC’s Core Programs and Foundational Services

DELC provides funding, policy, and other resources with the aim of having all children in Oregon thriving in early childhood and beyond, eliminating systemic inequalities in access and opportunity in all of Oregon’s communities, and having a strong, family and provider responsive early learning and care system. We do this work in a complex ecosystem that involves scores of partners whose critical effort, creativity, and commitment to positive outcomes for those engaged in early learning and care cannot be understated. DELC depends on, and embraces, many vibrant, caring partners, such as afterschool programs, child care centers, Child Care Resource and Referral agencies, culturally specific service organizations, Early Learning Hubs, family child care homes, home visiting programs, infant and early childhood mental health consultants, preschool programs, relief nurseries, trainers, and others who work in communities throughout the state. These partners reflect the rich diversity of the early childhood workforce and Oregon’s families, and they are grounded in Oregon’s communities, rural or urban.

Table 1 provides an overview of DELC’s core programs and Table 2 provides an overview of DELC’s foundational services. *Growing Oregon Together’s* objectives and strategies refer to core programs, which are the initiatives that directly provide services to children and families. These core programs are designed to support family access to early learning and care providers to ensure that children, and their families participate in culturally





appropriate, and family-centered services that recognize and respect the strengths and needs of all children, families, and early learning and care professionals. Foundational services provide critical backbone and infrastructure support. These include the child care licensing program, systems-building initiatives that center community needs and priorities, workforce supports, and DELC agency functions such as finance, budget and provider payments. As with core programs, foundational services are essential to ensuring that the early learning and care system is culturally appropriate, family-centered, and recognizes and respects the strengths and needs of all children, families, and the early learning and care workforce.

**Table 1. DELC Core Programs**

Core Program	Description	Reach
<b>Baby Promise</b>	Provides families with free, full day, year-round, high-quality infant and toddler care (six weeks to three years of age) in child care centers and home-based child care.	250 infants and toddlers 7 counties
<b>Early Childhood Equity Fund</b>	Supports culturally-specific kindergarten readiness and family support programming, including parenting education, parent-child interaction, kindergarten transition, and Tribal language preservation and revitalization.	7,000 children and their families 17 counties
<b>Employment Related Day Care (ERDC)</b>	Helps families with children up to age 13 (or who have special needs) who are working, in school, or receiving Temporary Assistance for Needy Families (TANF) pay for child care.	16,446 families 4,407 providers accept payment All counties but one
<b>Healthy Families Oregon (HFO)</b>	Provides free, voluntary home visiting program that offers support and education to families who are expecting or parenting newborns for a minimum of three years.	1,800 families Statewide
<b>Oregon Prenatal to Kindergarten (OPK)</b>	Provides free, high-quality, culturally responsive preschool, infant/toddler and family support services to families who are living at or below 100 percent of the Federal Poverty Level or who are categorically eligible.	7,330 preschool children 1,398 prenatal to three children and families Statewide
<b>Preschool Promise</b>	Offers free, high-quality preschool in child care centers, home-based child care, and public schools to children ages three and four living at or below 200 percent of the Federal Poverty Level.	5,344 children Statewide
<b>Relief Nurseries</b>	Offers comprehensive and integrated early childhood therapeutic and family support services to children from birth to five years old.	2,257 children 20 counties

All reach data FY 22-23 except ERDC which is March 2024 data.



**Table 2. DELC Foundational Services**

Foundational Service	Description	Reach
<b>Child Care Licensing</b>	Develops, implements, monitors and provides technical assistance for child care licensing for Registered Family (RF), Certified Family (CF), Certified Center (CC) and School-age Center (SC) with a focus on foundational health, safety and well-being of children and their child care environments.	3,643 facilities licensed 1,382 centers 1,062 certified family 1,199 registered family child care Total child capacity of 109,214 children Statewide
<b>Child Care Resource and Referral (CCR&amp;R)</b>	Builds the supply of high-quality, developmentally appropriate child care services across Oregon by recruiting, supporting and retaining early child care educators and business owners.	15 regionally based organizations 5,567 unique licensed or license exempt early learning and care providers Statewide
<b>Child Care Substitutes of Oregon</b>	Connects early care and education programs with substitutes who are trained and ready to work with children when the program needs additional staff.	45 substitutes recruited Statewide
<b>DELC Operations</b>	Provides fundamental administrative services that includes: data and analytics, finance and budget, grants management, human resources, information and technology, procurement, project management and organizational development, and provider payments to enable the successful delivery of all DELC programs and services.	450 annual contracts 500 payments monthly ERDC payments of \$187 million annually Grant in aid of \$700 million per biennium
<b>Early Childhood Suspension and Expulsion Prevention Program</b>	Offers early educators and providers training, coaching, consultation, and supports needed to provide every child with relationship-based care and education, and reduce the use of suspension, expulsion, and other forms of exclusionary discipline—including the provision of Infant and Early Childhood Mental Health Consultation (IECMHC).	12 regional service providers serving 26 counties 4 regional service providers serving remaining 10 counties expected by end of 2024





Foundational Service	Description	Reach
<b>Early Learning Hubs</b>	Works to create easier systems for families to navigate that increase access to high-quality early care and education opportunities.	16 Hubs Statewide
<b>Inclusive Partners</b>	Provides technical assistance, training, and support to child care providers so families of children with higher needs can play, work, learn, and succeed together.	244 children 286 early learning and care providers Statewide
<b>Oregon Registry</b>	Helps early educators and providers to track professional development achievement and plan for future early learning career opportunities and builds a qualified system of trainers and approves their training offerings that are provided throughout the state.	1,141 Trainers 28,015 early learning and care providers Statewide
<b>Spark (Quality Recognition and Improvement System)</b>	Helps new and existing programs to improve, communicate, and offer the best care and education services possible to children and families in Oregon.	2,949 child care facilities

Child care licensing data, January 2024; CCR&R data, April 2023 – April 2024; Child Care Substitutes, October 2023 – March 2024; DELC Operations, July 2023–April 2024, except ERDC which is calendar year 2023; Early Childhood Suspension and Expulsion Prevention Program, 2024; Inclusive Partners, April 2023–March 2024; Oregon Registry, March 2024; Spark, 2024.





# The Planning PROCESS





## The Planning Process



DELC engaged in a multi-pronged process of engagement with families, partners, the early learning and care workforce, and DELC employees.

To develop *Growing Oregon Together*, DELC engaged in a multi-pronged process of engagement with families, partners, the early learning and care workforce, and DELC employees. We also considered data and analysis from reports such as *Raise Up Oregon: A Statewide Early Childhood System Plan* and DELC's Household and Provider Surveys (see Appendix A for a complete list of reports). A team of DELC staff (representing all facets of the agency) met multiple times to develop the plan's goals, objectives, and strategies. They drew on information from the engagement process and report review. As part of the commitment to having *Growing Oregon Together* be both ambitious and achievable, the DELC team's work considered what capacity and resources were needed to implement the plan on a set timeline.





# Engagement in the planning process

In developing DELC's mission, vision, and values intentional outreach began in June 2022 to communities across Oregon. This feedback and community input helped to inform the strategic plan. In 2024 DELC launched a series of community meetings and outreach around the development of Growing Oregon Together. Different methods of engagement were available and included interpretation. Some of the diverse voices who helped shape the plan included Early Learning Hubs, CCR&Rs, Advocates, Tribal Nations, DELC staff, Union representatives, Early Learning Council representatives, providers, families, and many more. Some of the highlights included:

Number of agency staff who participated in meetings to help shape the plan

**220**  
staff



Surveys that informed DELC's Mission, Vision, and Values that anchor the plan:

**400**  
surveys

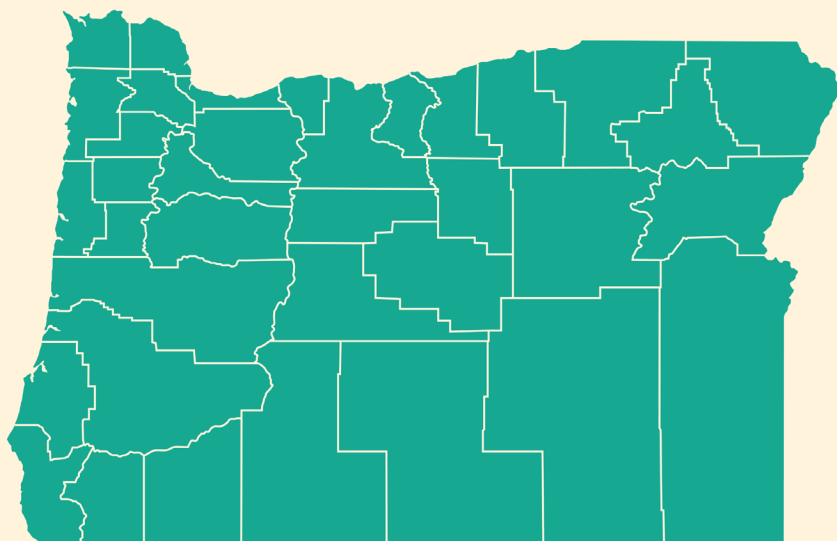
Number of reports linked, reviewed, and incorporated in the plan:

**12**  
reports



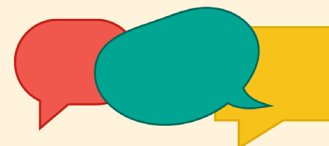
Feedback received from:

**36**  
counties



Community conversations with families, providers, and partners to gather input on plan goals, objectives, and strategies:

**702**  
community participants

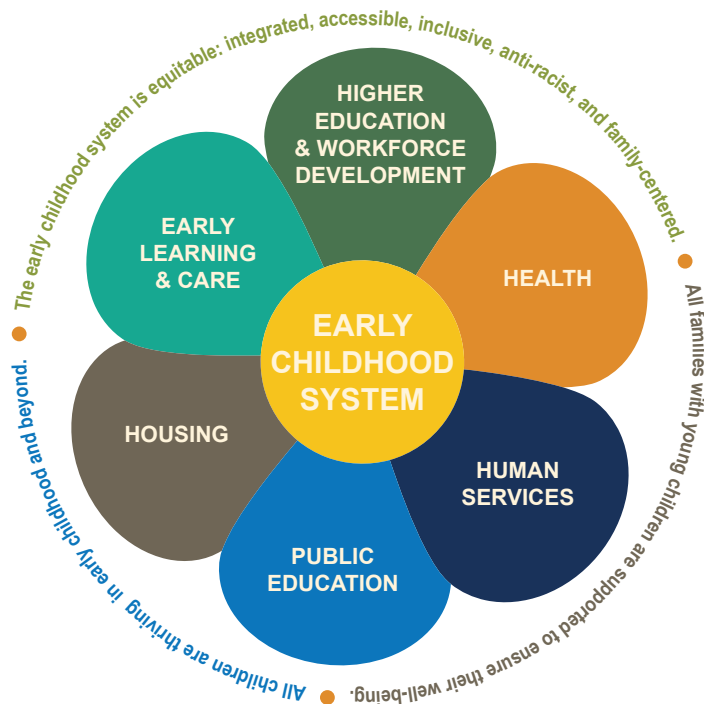




## Alignment with Raise Up Oregon and Other Reports

A critical element was to review the Early Learning Council's [\*Raise Up Oregon: A Statewide Early Childhood System Plan 2024-2028\*](#) and use that information to infuse *Growing Oregon Together* to ensure alignment. The Early Learning Council is charged with coordinating a unified and aligned system of early learning throughout Oregon to ensure that all children, no matter what their background or their community, enter school ready to learn and that all families are healthy, stable and attached. *Raise Up Oregon* serves as Oregon's comprehensive state system plan for early childhood, prenatal to age five. The Early Learning Council, and its plan, brings together government leaders from early learning and care, health, higher education, housing, human services, and public education. *Raise Up Oregon's* focus is on actions that state agencies can use in partnership with families, communities, and the private sector to build a comprehensive early childhood system. DELC is proud to staff the Council and is committed to the challenging work of implementing *Raise Up Oregon* and *Growing Oregon Together*. Appendix C provides a crosswalk of *Growing Oregon Together* and *Raise Up Oregon*.

**Figure 1: *Raise Up Oregon: A Statewide Early Childhood System Plan***



# The Final Result

Based on the engagement process and report analysis, *Growing Oregon Together* is an ambitious yet achievable strategic plan with 6 goals, 24 objectives, and 77 strategies. This work, aiming to span the next five years, brings together a mix of new and planned initiatives to bring DELC closer to achieving its vision that all children, families, early care and education professionals, and communities are supported and empowered to thrive. 65% of *Growing Oregon Together* is anticipated to be implemented without additional capacity—staffing or information technology—by 2029, as shown in Figure 1. *Growing Oregon Together* will be implemented over time, as shown in Figure 2.

Figure 2. DELC Implementation Capacity for *Growing Oregon Together*

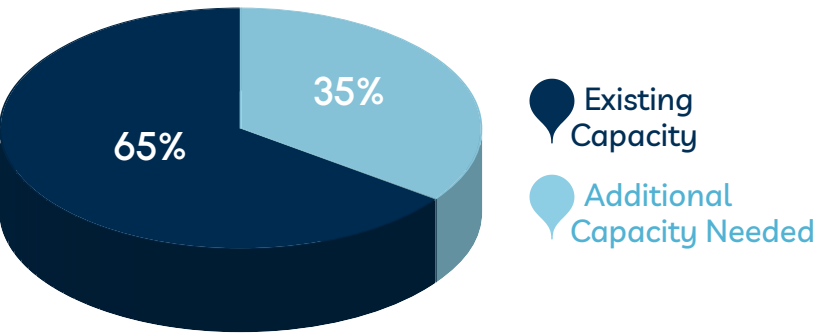
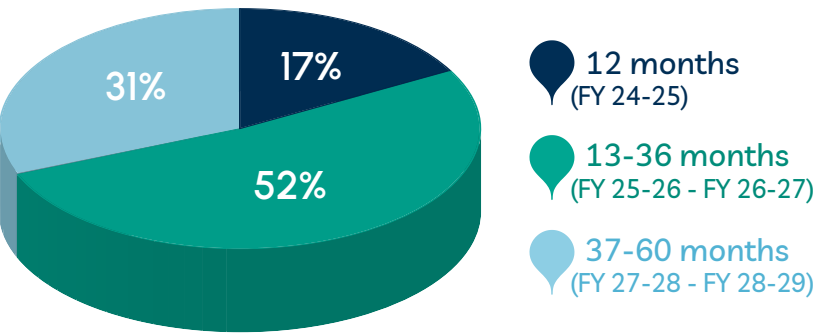


Figure 3. *Growing Oregon Together* Strategy Timeline





A young child with dark hair and skin is sitting on a grassy field. The child is wearing a blue long-sleeved shirt and dark pants. They are surrounded by several colorful Easter eggs in shades of orange, pink, purple, and red. The background is a soft-focus green field with trees in the distance. A semi-transparent orange box is overlaid on the left side of the image, containing the text "GOALS, Objectives, and Strategies".

# GOALS, Objectives, and Strategies



# Goals, Objectives, and Strategies



## GOAL 1

### Access

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

- 1.1 Core programs within DELC are expanded and enhanced to meet the needs of and support families.
  - 1.1.a. Expand access and enhance core program services to better meet family needs.
  - 1.1.b. Implement strategies to promote awareness of and enrollment in core programs that meet families' needs.
  - 1.1.c. Implement Birth Through Five Literacy plan, including consultation with community.
- 1.2 Core programs are expanded for families to secure access to high-quality early learning and care.
  - 1.2.a. Explore eligibility criteria, including expanded income, aligned eligibility criteria (e.g., income, family characteristics, age), and eligibility criteria for core programs.
  - 1.2.b. Explore which DELC programs could include sliding scale for families with higher incomes.
  - 1.2.c. Complete and implement Spark quality initiative redesign, including financing, technical assistance, and workforce resources to support implementation.
  - 1.2.d. Develop and implement a robust quality assurance model for core programs.
- 1.3 Communities have the infrastructure they need to mitigate suspension and expulsion activities in early learning and care settings.
  - 1.3.a. Provide culturally responsive and culturally specific infant and early childhood mental health (IECMH) supports in early learning and care.
  - 1.3.b. Leverage community expertise and experience in infrastructure development.

### DELC Core Programs Serving Children and Their Families

- Baby Promise
- Early Childhood Equity Fund
- Employment Related Day Care (ERDC)
- Healthy Families Oregon (HFO)
- Oregon Prenatal to Kindergarten (OPK)
- Preschool Promise
- Relief Nurseries





- 1.3.c Launch and expand regional suspension and expulsion prevention program supports and statewide entity to provide consistent technical assistance and quality assurance.
- 1.3.d Ensure professional development supports in critical areas such as bias, are available to support the community infrastructure.
- 1.3.e Fully implement the warmline for providers to access suspension and expulsion prevention supports.
- 1.3.f Implement the enforcement of the 2026 ban, with Child Care Licensing Division (CCLD) providing technical assistance and referral to the prevention program.
- 1.4 Licensing provides foundational support for programs, and is clear, accessible, culturally relevant, honoring diversity, equity and inclusion for Oregon children and families.
  - 1.4.a Revise Child Care Licensing Division practices to support consistent, equitable, and reasonable enforcement.
  - 1.4.b Leverage Micro-Center Pilot Program to identify and implement more flexible licensing models.
  - 1.4.c Streamline licensing inspections by using risk assessments and key indicators to help predict majority compliance and reduce associated risks.
  - 1.4.d Develop an intentional referral process with Child Care Resource and Referral to leverage licensing and external partners to monitor quality and promote health and safety compliance.
- 1.5 DELC's administration of programs is flexible, accessible, and not administratively burdensome.
  - 1.5.a Streamline, align and simplify administrative requirements across core programs.
  - 1.5.b Explore blending funds at the state level to be delivered locally (i.e. single programs with multiple funding streams).
  - 1.5.c Create integrated technology tools to promote coordination between licensing and program administration.
- 1.6 Availability of early learning and care is increased and strengthened.
  - 1.6.a Develop and implement a plan to increase the availability of early learning and care settings throughout Oregon.
  - 1.6.b Provide support to providers, during their first five years of operation, to promote their success, including as a business.
  - 1.6.c Collaborate with Business Oregon's Child Care Infrastructure Fund for expanded facilities and provide technical assistance to participating programs.





## Tribal Sovereignty

DELCL honors and recognizes the sovereignty of the nine federally recognized Tribal Nations within Oregon and ensures strong government-to-government relationships to benefit Tribal communities.



- 2.1 Staff have the information and tools they need to support authentic Tribal consultation.
  - 2.1.a Co-develop and implement DELC Tribal Consultation Policy to provide guidance, tools, and expectations for DELC staff.
  - 2.1.b Build internal capacity to support relationships, partnerships, collaboration, and sovereign nation awareness through training and technical assistance for all units.
- 2.2 Historical harm is acknowledged, current harm caused by the State of Oregon is reduced, and trust is built by establishing positive relationships.
  - 2.2.a Establish in-person and virtual communications and connections between DELC and Tribal leadership that fosters and elevates ways to honor and respect Tribal and Native community needs and priorities.
  - 2.2.b Uphold Tribal data sovereignty and ensure that data practices empower Tribal communities through equitable and respectful data practices and data is safeguarded from misuse by external entities.
- 2.3 Implement funding models and programs that are designed to ensure equitable resources to support and enhance the capacity of Tribal early learning and child care programs
  - 2.3.a Develop procurement and contractual timelines and processes that recognize and respect government-to-government relationships and consultation.
  - 2.3.b Co-develop guidance, direction, and capacity for DELC partners (such as Early Learning Hubs, CCR&Rs, etc.) to engage with Tribal Nations on implementation of grants and contracts.
  - 2.3.c Seek the establishment of a dedicated Tribal Early Learning Fund and Tribal set-asides within existing funding streams.

### Federally Recognized Tribal Nations

- [Burns Paiute Tribe](#)
- [Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians](#)
- [Confederated Tribes of Grand Ronde](#)
- [Confederated Tribes of Siletz Indians](#)
- [Confederated Tribes of the Umatilla Indian Reservations](#)
- [Confederated Tribes of Warm Springs](#)
- [Cow Creek Band of Umpqua Tribe of Indians](#)
- [Coquille Indian Tribe](#)
- [Klamath Tribes](#)







## Infants and Toddlers

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



- 3.1 Access to infant and toddler early learning and care programs that honor the unique needs of families is increased.
  - 3.1.a Expand core infant and toddler programs.
  - 3.1.b Explore continuous eligibility for infant, toddler, and preschool-age care to promote continuity of care.
  - 3.1.c Expand access to culturally and linguistically responsive family education and support opportunities.
- 3.2 Infant toddler provider and partner support, technical assistance, professional development, and compensation are increased.
  - 3.2.a Coordinate local technical assistance and Infant and Early Childhood Mental Health Consultation supports for infants and toddlers.
  - 3.2.b Ensure access to Infant Toddler Specialists, professional development opportunities, infrastructure funds, shared services, and business acumen supports.
  - 3.2.c Explore the provision of a monetary award for infant toddler professionals who achieve a credential or endorsement in infant and toddlers.
- 3.3 Supports for infants and toddlers experiencing developmental delays and disabilities are increased.
  - 3.3.a Coordinate and partner with Early Intervention to provide more services in early learning and care programs that support infants and toddlers with delays and disabilities, including for DELC funded programs.
  - 3.3.b Design and fund staffing models in early learning and care programs that support infants and toddlers with delays, complex needs and disabilities.

### Core Infant and Toddler Programs

- Baby Promise
- Early Childhood Equity Fund
- Employment Related Day Care (ERDC)
- Healthy Families Oregon (HFO)
- Oregon Prenatal to Kindergarten (OPK)
- Relief Nurseries





## Workforce

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



- 4.1 Multiple accessible pathways exist to enter and grow within the early learning and child care workforce.
  - 4.1.a Examine and address barriers and inefficiencies within the professional learning system such as the early childhood workforce registry and international college transfer.
  - 4.1.b Adopt and implement core competencies for early educators based on national recommendations.
  - 4.1.c Work with the Higher Education Coordinating Commission to implement access to higher education for early learning and care professionals.
  - 4.1.d Work with Early Learning Hubs, Child Care Resource and Referral Agencies, community-based organizations, and Workforce Investment Boards to identify potential providers, provide training, share best practices, and support recruitment.
  - 4.1.e Develop a recruitment and retention plan and begin to implement it.
- 4.2 The early learning and child care workforce is recognized and compensated as professionals.
  - 4.2.a Study, establish, and improve salary scale in core programs.
  - 4.2.b Implement Alternative Rate Methodology for Employment Related Day Care.
  - 4.2.c Explore innovative models for addressing the compensation needs of the early learning and child care workforce.
- 4.3 All early learning and child care programs have access to professional learning supports.
  - 4.3.a Expand coaching supports to reach core programs, including child care.
  - 4.3.b Expand the Consortium Model to include additional professional learning opportunities across Oregon.
  - 4.3.c Expand the availability of: bias management, inclusion, racial identity development, trauma-informed care, social emotional development trainings, in multiple languages and set levels.
  - 4.3.d Expand regionally based Inclusive Partners services statewide.

### Workforce

#### Inclusive of Core Programs

- Baby Promise
- Early Childhood Equity Fund
- Employment Related Day Care (ERDC)
- Healthy Families Oregon (HFO)
- Oregon Prenatal to Kindergarten (OPK)
- Preschool Promise
- Relief Nurseries

#### Inclusive of DELC Foundational Services

- Child Care Resource and Referral (CCR&R)
- Child Care Substitutes of Oregon
- Early Childhood Suspension and Expulsion Prevention Program
- Early Learning Hubs
- Inclusive Partners
- Oregon Registry
- Spark (Quality Recognition and Improvement System)







## Relationships

DELIC deepens community engagement and empowerment, sustains partnerships, and communicates effectively.



- 5.1 Community voice is embedded in DELC's policy, implementation, and budget decisions.
  - 5.1.a Develop and implement an engagement and partnership plan to strengthen meaningful collaboration with families, providers, and partners.
  - 5.1.b Increase racial, ethnic, linguistic ability, geographic, family, and provider diversity in DELC's staff and advisory groups to better represent the communities they serve.
  - 5.1.c Expand feedback loops and increase opportunities for families, providers, and partners to inform DELC's policy, implementation, and budget decisions.
- 5.2 Cross-sector partnerships in support of aligned service delivery and collaboration are strengthened with other state agencies.
  - 5.2.a Support the Early Learning Council in the implementation of *Raise Up Oregon*.
  - 5.2.b Learn about family and community engagement and culturally specific partnership approaches of *Raise Up Oregon* state systems partners and identify opportunities for collaboration.
  - 5.2.c Collaborate with Oregon Health Authority in coordinating home visiting services.
  - 5.2.d Collaborate with Oregon Housing and Community Services to increase the number of co-located housing and child care facilities.
  - 5.2.e Collaborate with Oregon Department of Human Services on the functionality of Employment Related Day Care to improve accuracy and timeliness of eligibility determinations and payments and make the program more understandable and user-friendly for providers and families.
  - 5.2.f Collaborate with Department of Land Conservation and Development on local zoning issues to address barriers and seek solutions to make it easier to build or renovate child care facilities.
  - 5.2.g Revise, disseminate, and provide professional development for the shared Early Learning and Kindergarten Guidelines with Oregon Department of Education, inclusive of infancy through kindergarten.
  - 5.2.h Collaborate with Oregon Department of Education to facilitate kindergarten transitions through support for children, families, and educators in early learning and care, Early Intervention/Early Childhood Special Education, and kindergarten.
- 5.3 Collaboration is supported between DELC and early learning initiatives in county, city, and Tribal governments.
  - 5.3.a Coordinate with local governments on early learning initiatives such as Multnomah Preschool for All.
- 5.4 DELC's communications are accessible, inclusive, and tailored to the unique needs of DELC's customers.
  - 5.4.a Develop tools and processes; increase website, social media, and other engagement for consistent, timely, and relevant information sharing with partners.
  - 5.4.b Increase accessibility of communications by considering reading level and expanding availability in multiple languages.





## Foundations

DELIC develops and improves operational foundations to efficiently serve Oregonians.



- 6.1 DELC has the structures, systems, and processes to collaborate and operate effectively.
  - 6.1.a Define, publish, and maintain formal policies, processes, procedures, and service catalogs.
  - 6.1.b Define and maintain governance processes for organizational cooperation and decision making.
  - 6.1.c Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions.
- 6.2 DELC staff have a sense of belonging, understand how their work connects to other divisions, and are supported in their development.
  - 6.2.a Implement DELC's DEI and Affirmative Action Plans to cultivate belonging and provide training on inclusive practices.
  - 6.2.b Expand leadership development opportunities for DELC staff.
  - 6.2.c Provide feedback loops for DELC staff.
- 6.3 DELC staff have the information and tools they need to provide exceptional service to DELC customers.
  - 6.3.a Develop and implement a customer satisfaction survey, leveraging results to improve customer service practices.
  - 6.3.b Establish and implement training and infrastructure to serve customers in an inclusive, cohesive, timely, and accurate way, no matter how they contact DELC.
- 6.4 Initiatives are consistently identified and launched that provide better service to Oregon residents and increase accountability to partners.
  - 6.4.a Uphold commitments through consistent and transparent policies and on-time payments for grants and contracts.
  - 6.4.b Increase accountability to the public through data visualization, accessible through DELC's website, rules, procedures, and technical assistance that align with DELC's mission, vision, and values.
- 6.5 Data is used to inform decisions and high-quality data and research is shared with the public.
  - 6.5.a Collect and expand access to data for decision making and maintain dashboards on publicly available data.
  - 6.5.b Implement a community-responsive, person-centered research agenda including a continuation plan for the Household Survey and Provider Survey.
  - 6.5.c Build, maintain, and monitor a strategic set of performance metrics to enhance operational excellence.



Implementation,  
Monitoring  
and Sharing

PROGRESS





# Implementation, Monitoring and Sharing Progress

The success of *Growing Oregon Together* depends on robust implementation, and continued commitment to achieve DELC's mission to foster coordinated, culturally appropriate, and family-centered services that recognize and respect the strengths and needs of all children, families, and early learning and care professionals. Adjustments will be made based on what we learn during implementation and engagement with DELC's many partners. Supporting implementation of *Growing Oregon Together's* ambitious scope requires DELC to leverage our people, systems, policies, budget, and partnerships. *Growing Oregon Together* includes work that is already planned and has resources available. As an ambitious plan, it anticipates the need for additional capacity, whether in the form of human, technological, or financial resources.

DELC will track progress on *Growing Oregon Together* with the following metrics and DELC's data dashboards. This tracking will enable DELC to make data-driven decisions and prioritize resources to deliver on the commitments it's made to Oregon families, providers, and partners.

- Measure children's access to early learning and care programs funded or regulated by DELC, disaggregated by age, social identity, and geography.
- Measure funding streams dedicated to Tribal Early Learning set-asides.
- Measure the early learning and care workforce who have remained in the field, disaggregated by program type, social identity, and geography.
- Measure customer satisfaction with DELC customer service.
- Measure DELC employee engagement and satisfaction.

Implementing *Growing Oregon Together* requires cooperative work with families, providers, partners, advocates, the Governor, and Legislature to ensure everyone is well-informed about the plan of action and can engage and contribute in the most effective way for their role in the early learning and care system.

Communication about work progression is key. Progress is tracked through regular internal reviews informed by data and feedback from the families, providers, partners, and advocates helping to implement *Growing Oregon Together*. We will share our progress.

“The success of *Growing Oregon Together* depends on robust implementation, adjustments made based on learning from implementation and engagement with DELC's many partners, and continued commitment to achieve DELC's mission.





A close-up photograph of two young children hugging outdoors. The child on the left has curly brown hair and is wearing a red shirt. The child on the right has long brown hair with a large white bow and is wearing a white shirt. They are both smiling and looking towards the camera. The background is blurred, showing green foliage and a blue sky.

# APPENDIX A: DELC Reports and Analysis



# APPENDIX A:

## DELC Reports and Analysis

To develop *Growing Oregon Together*, DELC reviewed and incorporated information from the following reports.

[\*Accessing Child Care for Infants and Toddlers: Family Perspectives and Challenges in Receiving Quality Care\*](#)

[\*Centering Racial Equity Design Considerations for Oregon's Statewide Infant and Early Childhood Mental Health Consultation \(IECMHC\) Program\*](#)

[\*Early Learning Hub Community Engagement Highlights: Summaries of Raise Up Oregon: Second Edition\*](#)  
community input from four Early Learning Hubs

[\*The Effects of COVID-19 on Oregon's Early Care & Education Workforce and Programs\*](#)

[\*Families' Experiences with Early Childhood Education and Child Care: Lessons for Creating Quality Care for Oregon's LGBTQIA+ Families\*](#)

[\*Families' Experiences of Early Childhood Suspension and Expulsion: Messages for Building More Inclusive Environments\*](#)

[\*Findings from Oregon's Early Childhood Care Provider Survey 2022: Challenges and Opportunities for Professional Development and Coaching\*](#)

[\*Oregon's Child Care Deserts 2022: Mapping Supply by Age Group and Percentage of Publicly Funded Slots\*](#)

[\*Oregon Early Learning Workforce: Nine Years Beyond Baseline Comparison of 2012 and 2021\*](#)

[\*Raise Up Oregon: A Statewide Early Childhood System Plan 2024-2028\*](#)

[\*Statewide Household Survey Results, 2022\*](#)

[\*Why Home-Based Child Care Providers Closed Their Doors: Learning from COVID-19 to Strengthen Resilience in the Early Learning System\*](#)





## APPENDIX B:

### Engagement Themes and Alignment with *Growing Oregon Together*





# APPENDIX B: Engagement Themes and Alignment with *Growing Oregon Together*

This appendix provides the thirteen themes that were identified during the *Growing Oregon Together* engagement process. It maps the identified strategies and is organized by goal area.

## Strategic Plan Engagement Themes

1

**Increase access** to coordinated, affordable early learning and care that meets provider, family, and community needs.

2

**Expand resources** and program supports for infants and toddlers.

3

**Increase funding** and supports for children with additional learning and emotional needs.

4

**Promote quality health and safety** for children in child care in a transparent and equitable manner.

5

**Support workforce initiatives** and equitable career pathways that empower careers in the early learning and care sector.

6

**Streamline and improve** DELC's processes, system, and data to decrease complexity and redundancy for staff and partners.

7

**Increase provider and partner support**, technical assistance, professional development, and compensation for staff and partners.

8

**Increase authentic engagement** with communities through establishing feedback loops and strengthening connections.

9

**Strengthen cross-sector relationships** with other agencies.

10

**Improve communications** and increase accessibility.

11

**Strengthen customer service** through increased consistency, reduced response times, expanded language supports, and increased collaboration across teams.

12

**Promote growth**, belonging, and communication across DELC internal staff.

13

**Increase transparency** through clear policies, procedures, and rules that reflect DELC's mission, vision, and values.





## Partner Feedback Mapped to Strategies

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

Partner Feedback	Incorporation of Feedback into Plan
<ul style="list-style-type: none"> <li>• Increase funding for ERDC program</li> <li>• Increase services for middle income families</li> <li>• Provide funding to cover transportation costs</li> <li>• Expand access to culturally specific care and expanded hours</li> <li>• Ensure families are aware of program(s) availability that meet their needs</li> <li>• Expand access and supports to children with disabilities</li> <li>• Expand access to infant and toddler care that is culturally specific and supports infant and early childhood mental health</li> <li>• Provide more supports and trainings in several languages to providers for infant care, social emotional health, and equity</li> </ul>	<p><b>1.1.a</b> Expand access and enhance core program services to better meet family needs.</p> <p><b>1.1.b</b> Implement strategies to promote awareness of and enrollment in programs that meet families' needs.</p> <p><b>1.2.a</b> Explore eligibility criteria, including expanded income, aligned eligibility criteria (e.g., income, family characteristics, age) for core programs.</p> <p><b>1.2.b</b> Explore which DELC programs could include sliding scale for families with higher incomes.</p> <p><b>1.3.a</b> Provide culturally responsive and culturally specific infant and early childhood mental health (IECMH) supports in early learning and care.</p> <p><b>1.6.a</b> Develop and implement a plan to increase the availability of early learning and care settings throughout Oregon.</p> <p><b>3.1.a</b> Expand core Infant/Toddler programs.</p> <p><b>3.3.a</b> Coordinate and partner with Early Intervention to provide more services in early learning and care programs that support infants and toddlers with delays and disabilities, including for DELC funded programs.</p>



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

Partner Feedback	Incorporation of Feedback into Plan
<ul style="list-style-type: none"> <li>• Relationship building with Tribal Nations</li> <li>• Establish a memorandum of understanding and support programs within all 9 Tribal Nations</li> <li>• Ensure community partners are reaching out and communicating with tribes to share information</li> <li>• Support partners and providers in creating relationships with Tribal Nations</li> </ul>	<p><b>2.1.a</b> Co-develop and implement DELC Tribal Consultation Policy to provide guidance, tools, and expectations for DELC staff.</p> <p><b>2.1.b</b> Build internal capacity to support relationships, partnerships, collaboration, and sovereign nation awareness through training and technical assistance for all units.</p> <p><b>2.2.a</b> Establish in-person and virtual communications and connections between DELC and Tribal leadership that fosters and elevates ways to honor and respect Tribal and Native community needs and priorities,</p> <p><b>2.2.b</b> Uphold Tribal data sovereignty and ensure data practices empower Tribal communities through equitable and respectful data practices and data is safeguarded from misuse by external entities.</p> <p><b>2.3.a</b> Develop procurement and contractual timelines and processes that recognize and respect government-to-government relationships and consultation.</p> <p><b>2.3.b</b> Develop guidance, direction, and capacity for DELC partners (such as Early Learning Hubs, CCR&amp;Rs, etc.) to engage with Tribal Nations on implementation of grants and contracts.</p> <p><b>2.3.c</b> Seek the establishment of a dedicated Tribal Early Learning Fund and Tribal set asides within existing funding streams.</p>





**GOAL 3: INFANTS AND TODDLERS** - All families with infants and toddlers are supported through early learning and care programs that recognize and meet their unique needs.

Partner Feedback	Incorporation of Feedback into Plan
<ul style="list-style-type: none"> <li>• Expand resources by providing more trainings and education that align with child care providers and their needs</li> <li>• Increase funding and expand the Baby Promise Program</li> <li>• Expand infant and toddler services across programs and rural counties</li> <li>• Build career pathways for providers who want to work with infants and toddlers</li> <li>• Provide resources to Home Visiting Programs for providers and the community</li> <li>• Provide parent support and resources and build awareness around developmentally appropriate stages and areas of development</li> </ul>	<ul style="list-style-type: none"> <li><b>1.1.a</b> Expand access and enhance core program services to better meet family needs.</li> <li><b>1.1.b</b> Implement strategies to promote awareness of and enrollment in programs that meet families' needs.</li> <li><b>1.2.a</b> Explore eligibility criteria, including expanded income, aligned eligibility criteria (e.g., income, family characteristics, age) for core programs.</li> <li><b>1.2.b</b> Explore which DELC programs could include sliding scale for families with higher incomes.</li> <li><b>1.3.a</b> Provide culturally responsive and culturally specific infant and early childhood mental health (IECMH) supports in early learning and care.</li> <li><b>3.1.a</b> Expand core infant and toddler programs.</li> <li><b>3.1.b</b> Explore continuous eligibility for infant, toddler, and preschool-age care to promote continuity of care.</li> <li><b>3.1.c</b> Expand access to culturally and linguistically responsive family education and support opportunities.</li> <li><b>3.2.a</b> Coordinate local technical assistance and Infant and Early Childhood Mental Health Consultation supports for infants and toddlers.</li> <li><b>3.2.b</b> Ensure access to Infant Toddler Specialists, professional development opportunities, infrastructure funds, shared services, and business acumen supports.</li> <li><b>3.1.c</b> Explore the provision of a monetary award for infant toddler professionals who achieve a credential in infant and toddlers.</li> <li><b>3.3.a</b> Coordinate and partner with Early Intervention to provide more services in early learning and care programs that support infants and toddlers with delays and disabilities, including for DELC funded programs.</li> <li><b>3.3.b</b> Design and fund staffing models in early learning and care programs that support infants and toddlers with delays, complex needs and disabilities.</li> </ul>



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

Partner Feedback	Incorporation of Feedback into Plan
<ul style="list-style-type: none"> <li>• Funding for higher compensation, benefits, and incentives to child care providers</li> <li>• Establish local career pathways that lead to high paying early childhood education positions to attract a new workforce and retain the current one</li> <li>• Identify and reduce barriers into the early childhood education workforce</li> <li>• Provide funding for financial aid and scholarships</li> <li>• Support community colleges and universities in providing multi-language courses</li> <li>• Establish relationships with workforce boards</li> <li>• Provide free multi-language education, training, resources, and continuous supports that meet child care providers' needs</li> </ul>	<p><b>1.2.c</b> Complete and implement Spark quality initiative redesign, including financing, technical assistance, and workforce resources to support implementation.</p> <p><b>1.6.b</b> Provide support to providers during their first five years of operation to promote their success, including as a business.</p> <p><b>4.1.b</b> Adopt and implement core competencies for early educators based on national recommendations.</p> <p><b>4.1.c</b> Work with the Higher Education Coordinating Commission to implement access to higher education for early learning and care professionals.</p> <p><b>4.1.d</b> Work with Early Learning Hubs, Child Care Resource and Referral Agencies (CCR&amp;Rs), community based organizations, and Workforce Investment Boards to identify potential providers, provide training, share best practices, and support recruitment.</p> <p><b>4.1.e</b> Develop and implement a recruitment and retention plan.</p> <p><b>4.2.a</b> Study, establish, and improve salary scale in core programs.</p> <p><b>4.2.b</b> Implement Alternative Rate Methodology for Employment Related Day Care.</p> <p><b>4.2.c</b> Explore innovative models for addressing the compensation needs of the early childhood workforce.</p> <p><b>4.3.a</b> Expand coaching supports to reach core programs, including child care.</p> <p><b>4.3.b</b> Expand the Consortium Model to include additional professional learning opportunities across Oregon.</p> <p><b>4.3.c</b> Expand the availability of bias management, inclusion, racial identity development, trauma-informed care, social emotional development trainings, in multiple languages and set levels.</p> <p><b>5.2.g</b> Revise, disseminate and provide professional development for the shared Early Learning and Kindergarten Guidelines with Oregon Department of Education, inclusive of infancy through kindergarten.</p>





**GOAL 5: RELATIONSHIPS** - DELC deepens community engagement and empowerment, sustains partnerships, and communicates effectively.

Partner Feedback	Incorporation of Feedback into Plan
<ul style="list-style-type: none"> <li>• Establish feedback loops and continue to engage and invite community participation</li> <li>• Expand DELC's presence in communities through virtual and in-person connection opportunities</li> <li>• Center the input of families, partners, and providers in DELC's work</li> <li>• Create a consistent process for reporting back to communities on actions taken due to feedback collected</li> <li>• Ensure community voice is prioritized — including intentional engagement with diverse racial groups, identities, backgrounds, and people with lived experiences.</li> <li>• Establishes a strong onboarding and training process for new DELC staff</li> <li>• Strengthen internal infrastructure to serve customers in an inclusive, timely, and accurate matter</li> <li>• Create communication streams with other agencies that support access to, and awareness of, basic family needs</li> <li>• Create a feedback loop and consistent communication with external partners</li> <li>• Strengthen cross-agency partnerships and collaborate to breakdown silos across the system</li> <li>• Collaborate with other agencies and program partners to provide education to families and communities</li> <li>• Increase DELC staff knowledge around the importance and value of cross-sector partnerships</li> </ul>	<p><b>5.1.a</b> Develop and implement an engagement and partnership plan to strengthen meaningful collaboration with families, providers, and partners</p> <p><b>5.1.b</b> Increase racial, ethnic, linguistic, ability, geographic, family, and providers diversity in DELC's staff and advisory groups to better represent the communities they serve</p> <p><b>5.1.c</b> Expand feedback loops and increase opportunities for families, providers, and partners to inform DELC's policy, implementation, and budget decisions</p> <p><b>5.4.a</b> Develop tools and processes, and increase website, social media and other engagement for consistent, timely, and relevant information sharing with partners</p> <p><b>5.4.b</b> Increase accessibility of communications by considering reading level and expanding availability in multiple languages.</p> <p><b>5.2.a</b> Support the Early Learning Council in the implementation of <i>Raise Up Oregon</i></p> <p><b>5.2.b</b> Learn about family and community engagement and culturally specific partnership approaches of <i>Raise Up Oregon</i> state systems partners, and identify opportunities for collaboration</p> <p><b>5.2.c</b> Collaborate with Oregon Health Authority in coordinating home visiting services</p> <p><b>5.2.d</b> Collaborate with Oregon Housing and Community Services to increase the number of co-located housing and child care facilities</p> <p><b>5.2.e</b> Collaborate with Oregon Department of Human Services on the functionality of ERDC to improve accuracy and timeliness of eligibility determinations and payments, and make the program more understandable and user-friendly for providers and families.</p> <p><b>5.2.f</b> Collaborate with Department of Land Conservation and Development on local zoning issues to address barriers and seek solutions to make it easier to build or renovate child care facilities.</p>



- 5.2.g** Revise, disseminate, and provide professional development for the shared Early Learning and Kindergarten Guidelines with Oregon Department of Education—inclusive of infancy through kindergarten.
- 5.2.h** Collaborate with Oregon Department of Education to facilitate Kindergarten transitions through support for children, families, and educators in early learning and care, EI/ECSE, and kindergarten
- 5.3.a** Coordinate with local governments on early learning initiatives such as Multnomah Preschool for All.





## GOAL 6: FOUNDATIONS -DELCC develops and improves operational foundations to efficiently serve Oregonians.

Partner Feedback	Incorporation of Feedback into Plan
<ul style="list-style-type: none"> <li>• Expand translations</li> <li>• Provide family-friendly resources and materials on programs and services available</li> <li>• Provide technical assistance for Zoom to families</li> <li>• Increase and provide consistent communication and engagement with external partners</li> <li>• Improve internal communications within DELC to ensure staff are connected and aware of what is going on</li> <li>• Improve ORO to reflect accurate and timely information</li> <li>• Simplify website navigation and provide tutorials for the public</li> </ul>	<p><b>6.3.b</b> Establish and implement training and infrastructure to serve customers in an inclusive, cohesive, timely, and accurate way no matter how they contact DELC</p> <p><b>6.1.a</b> Define, publish, and maintain formal policies, processes, procedures, and service catalogs.</p> <p><b>6.1.b</b> Define and maintain governance processes for organizational cooperation and decision making.</p> <p><b>6.1.c</b> Establish foundational technology and data tools to deliver secure, reliable, accessible, and user-friendly solutions.</p> <p><b>6.2.a</b> Implement DELC's DEI and Affirmative Action Plans to cultivate belonging and provide training on inclusive practices.</p> <p><b>6.2.b</b> Expand leadership development opportunities for DELC staff.</p> <p><b>6.2.c</b> Provide feedback loops for DELC staff.</p> <p><b>6.4.b</b> Increase accountability through data visualization, accessible through DELC's website, rules, procedures, and technical assistance that align with DELC's mission, vision, and values.</p>





# APPENDIX C:

## *Growing Oregon Together and Raise Up Oregon 2024-2028 Alignment*





# APPENDIX C: Growing Oregon Together and Raise Up Oregon 2024-2028 Alignment

This appendix shows the alignment between *Growing Oregon Together* and *Raise Up Oregon*.

<i>Growing Oregon Together</i>	<i>Raise Up Oregon</i>
<b>Goal 1: Access:</b> All families have access to high-quality (culturally responsive, inclusive, developmentally appropriate) and affordable early learning and care that meets their needs.	<b>Objective 14:</b> All families have access to high-quality (culturally responsive, inclusive, developmentally appropriate) and affordable early learning and care that meets their needs.
<b>Objective 1.1</b> Core programs within DELC are expanded and enhanced to meet the needs of and support families.	<b>Strategy 14.1</b> Expand the availability of early learning and care, including workforce, facilities and transportation <b>Strategy 14.2</b> Increase state support and investment in quality early learning and care <b>Strategy 14.9</b> Reduce family financial burden for access to early learning and care
<b>Objective 1.2</b> Core programs are expanded for families to secure access to high-quality early learning and care.	<b>Strategy 14.1</b> Expand the availability of early learning and care, including workforce, facilities and transportation <b>Strategy 14.2</b> Increase state support and investment in quality early learning and care <b>Strategy 14.9</b> Reduce family financial burden for access to early learning and care
<b>Objective 1.3</b> Communities have the infrastructure they need to mitigate suspension and expulsion activities in early learning and care settings.	<b>Strategy 14.8</b> Prevent suspension and expulsion in early learning and care settings through infant and early childhood mental health consultation and professional development supports
<b>Objective 1.4</b> Licensing provides foundational support for programs, and is clear, accessible, culturally relevant, honoring diversity, equity and inclusion for Oregon children and families.	<b>Strategy 14.6</b> Ensure child care licensing and compliance is rooted in equity, facilitates the application approval process, and supports child care providers to be successful in caring for Oregon's children
<b>Objective 1.6</b> Availability of early learning and care is increased and strengthened.	<b>Strategy 14.1</b> Expand the availability of early learning and care, including workforce, facilities and transportation <b>Strategy 14.2</b> Increase state support and investment in quality early learning and care <b>Strategy 14.9</b> Reduce family financial burden for access to early learning and care



Growing Oregon Together	Raise Up Oregon
<p><b>Goal 2:</b> Tribal Sovereignty – DELC honors and recognizes the sovereignty of the nine federally recognized Tribal Nations within Oregon and ensures strong government-to-government relationships to benefit Tribal communities.</p>	<p><b>Objective 1:</b> Honor and recognizes the sovereignty of the nine federally recognized Tribal Nations within Oregon and ensures strong government-to-government relationships to benefit Tribal communities</p>
<p><b>Objective 2.3</b> Implement funding models and programs that are designed to ensure equitable resources to support and enhance the capacity of Tribal early learning and child care programs.</p>	<p><b>Strategy 1.4</b> Dedicate portions of programmatic funding to ensure Tribal nations have access to resources, recognizing and respecting the timelines and processes of the government-to-government relationship</p>
<p><b>Goal 3:</b> Infants and Toddlers – All families with infants and toddlers are supported through early learning and care programs that recognize and meet their unique needs.</p>	<p><b>Objective 14:</b> All families have access to high-quality (culturally responsive, inclusive, developmentally appropriate) and affordable early learning and care that meets their needs.</p>
<p><b>Objective 3.1</b> Access to infant and toddler early learning and care programs that honor the unique needs of families is increased.</p>	<p><b>Strategy 14.2</b> Increase state support and investment in quality early learning and care</p> <p><b>Strategy 14.2.1</b> Expand infant-toddler early learning and care services</p>
<p><b>Objective 3.2</b> Infant and toddler provider and partner support, technical assistance professional development, and compensation are increased.</p>	<p><b>Strategy 14.11</b> Compensate and recognize early childhood educators as professionals.</p> <p><b>Objective 15</b> The early childhood workforce is diverse, culturally responsive, high quality, and well compensated</p>
<p><b>Objective 3.3</b> Supports for infants and toddlers experiencing development delays and disabilities are increased.</p>	<p><b>Objective 13</b> Young children with developmental delays and disabilities are identified early and provided with inclusive services to reach their full potential</p> <p><b>Strategy 13.3</b> Increase the number of children with developmental delays and disabilities receiving services in typical early childhood settings</p>





Growing Oregon Together	Raise Up Oregon
<p><b>Goal 4: Workforce</b> – The early learning and child care workforce is diverse, culturally responsive, highly qualified, and well compensated.</p>	<p><b>Objective 15:</b> The early childhood workforce is diverse, culturally responsive, high quality, and well compensated</p>
<p><b>Objective 4.1</b> Multiple accessible pathways exist to enter and grow within the early learning and child care workforce.</p>	<p><b>Strategy 14.5</b> Build pathways to credentials and degrees that recruit and retain a diverse early learning and care workforce</p> <p><b>Strategy 15.2</b> Build pathways to credentials and degrees that recruit and retain a diverse early childhood workforce</p>
<p><b>Objective 4.2</b> The early learning and child care workforce is recognized and compensated as professionals.</p>	<p><b>Strategy 14.11</b> Compensate and recognize early childhood educators as professionals</p>
<p><b>Objective 4.3</b> All early learning and child care programs have access to professional learning supports.</p>	<p><b>Strategy 14.4</b> Improve professional development opportunities for the full diversity of the early learning and care workforce, inclusive of all settings</p> <p><b>Strategy 15.1</b> Improve professional development opportunities for the full diversity of the early childhood workforce</p>
<p><b>Goal 5: Relationships</b> – DELC deepens community engagement and empowerment, sustains partnerships, and communicates effectively.</p>	<p><b>Strategy 2.1:</b> Align family and community engagement and culturally specific partnership strategies across all six agencies</p>
<p><b>Objective 5.1</b> Community voice is embedded in DELC's policy, implementation and budget decisions.</p>	<p><b>Strategy 2.1</b> Align family and community engagement and culturally specific partnership strategies across all six agencies</p>
<p><b>Objective 5.2</b> Cross-sector partnerships in support of aligned service delivery and collaboration are strengthened with other state agencies.</p>	<p><b>Objective 2</b> Multi-agency partnerships are developed at the state and local levels to systematically support improved outcomes and streamlines access for all young children and their families</p>
<p><b>Objective 5.3</b> Collaboration is supported between DELC and early learning initiatives in county, city, and Tribal governments.</p>	<p><b>Strategy 2.1</b> Align family and community engagement and culturally specific partnership strategies across all six agencies</p>





# APPENDIX D:

## Acknowledgements





# APPENDIX D:

## Acknowledgements

*Growing Oregon Together* grew out of the work of a great many people, including those who work at DELC and partners, families who use services and the early learning and child care workforce who works day-in and day-out to deliver services. We thank everyone who attended engagement sessions as well as those noted below who made additional contributions of their time and expertise.



### DELC Staff

**Dr. Alicia Miao**, Data and Analytics

**Alicia Gardiner**, Child Care Licensing Division Director

**Andi Bales Molnar**, Professional Learning System Specialist

**Angela Rodriguez**, Quality Assurance Manager

**Alyssa Chatterjee**, Director

**Cooper Brown**, Deputy Director of Operations

**Crys O'Grady**, Legal Affairs Manager

**David Mandell**, Chief of Policy and Research

**Dawn Taylor**, Organizational Development Director

**Dorothy Spence**, Child Care Assistance Program Manager

**Dylan Antovich**, Senior Data Analyst

**Gabriela Hernandez**, Early Learning Council Administrator

**Gwyn Bachtle**, Early Learning Programs Director

**Heather Thomas**, Human Resources Director

**Heidi Grogger**, Healthy Families Oregon Program Manager

**Jared Choc**, Chief Information Officer

**Jennifer Heras**, Child Care Policy Analyst

**Jennifer Lechuga-Berg**, IT Operations Manager

**Jon Reeves**, Professional Learning System Director

**Jordan Pargeter**, Child Care Development Fund Administrator

**Karina Guzman-Ortiz**, Partner Engagement Specialist

**Kate Denison**, Government Affairs Manager

**Kate Gonsalves**, Communications Director

**Koffi Dessou**, Social Equity Director

**Linnea Wittekind**, Budget Director

**Lori Nordlien**, Procurement Director

**Maria Mendoza**, Early Learning Hub Coordinator

**Miriam Cecilia**, Child Care Licensing Division Field Operations Director

**Dr. Nasreen Khan**, Chief of Staff

**Natalie Day**, Accounting Director

**Paulina Whitehat**, Tribal Affairs Director

**Rachel Elliott**, Head Start Collaboration

**Roni Pham**, Child Care Quality Specialist

**Sierra Hake**, Professional Learning System Effectiveness Coordinator

**Tara McLeod**, Project Manager

**Teresa Waite**, Grants Management Director

**Tracy Lawson-Allen**, Project Coordinator





## **Growing Oregon Together Advisory Committee**

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**Dani Stamm Thomas**, Early Learning Hub Director,  
Clackamas County

**Eva Manderson**, Program Administrator, NW Regional  
Child Care Resource and Referral

**Jessica Rosengreen**, Child Care Resource & Referral  
of Washington County Program Manager, Community  
Action

**Rene Brandon**, Early Learning Hub Director,  
Southern Oregon

**Soobin Oh**, Early Learning Council

**Sue Miller**, Early Learning Council

## **Early Learning Council**

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**Sue Miller**, Chair

**Katy Brooks**, Bend Chamber of Commerce

**Peter Buckley**, Southern Oregon Success and  
former legislator

**Elizabeth Farrar Campbell**, former Gilliam County Judge

**Barry Ford**, Council for a Strong America

**Robin Hill-Dunbar**, The Ford Family Foundation

**Margaret (Peg) Miller**, MD, Willamette Valley Medical  
Center and Juliette's House

**Soobin Oh**, Teaching Preschool Partners

**Ruby Ramirez**, Oregon Community Foundation

**Marie Simonds**, Bandon Dunes Charitable Foundation

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Oregon Department of  
**Early Learning  
and Care**

700 Summer Street NE #350  
Salem, OR 97301  
1-800-556-6616  
[DELC.info@delc.oregon.gov](mailto:DELC.info@delc.oregon.gov)  
[oregon.gov/delc](http://oregon.gov/delc)