



AGENDA: REGULAR SESSION

WEDNESDAY, MAY 18, 2022

WASCO COUNTY BOARD OF COMMISSIONERS, 511 WASHINGTON ST. SUITE 302, THE DALLES or VIRTUALLY @

<https://wascocounty-org.zoom.us/j/3957734524> OR Dial [1-253-215-8782](tel:1-253-215-8782) Meeting ID: 3957734524#

While these virtual options are provided, we cannot guarantee connection or quality of the call.

PUBLIC COMMENT: Individuals wishing to address the Commission on items not already listed on the Agenda may do so during the first half-hour and at other times throughout the meeting; please wait for the current speaker to conclude and raise your hand to be recognized by the Chair for direction. Speakers are required to give their name and address. Please limit comments from three to five minutes, unless extended by the Chair.

DEPARTMENTS: Are encouraged to have their issue added to the Agenda in advance. When that is not possible the Commission will attempt to make time to fit you in during the first half-hour or between listed Agenda items.

NOTE: With the exception of Public Hearings, the Agenda is subject to last minute changes; times are approximate – please arrive early. Meetings are ADA accessible. For special accommodations please contact the Commission Office in advance, (541) 506-2520. TDD 1-800-735-2900. If you require an interpreter, please contact the Commission Office at least 7 days in advance.

Las reuniones son ADA accesibles. Por tipo de alojamiento especiales, por favor póngase en contacto con la Oficina de la Comisión de antemano, (541) 506-2520. TDD 1-800-735-2900. Si necesita un intérprete por favor, póngase en contacto con la Oficina de la Comisión por lo menos siete días de antelación.

9:00 a.m.	CALL TO ORDER Items without a designated appointment may be rearranged to make the best use of time. Other matters may be discussed as deemed appropriate by the Board. Corrections or Additions to the Agenda Consent Agenda: 5.4.2022 Regular Session Minutes (Items of a routine nature: minutes, documents, items previously discussed.) Public Comment at the discretion of the Chair
9:00 a.m.	Kramer Field Feasibility RFP – Tyler Stone
9:15 a.m.	Child Care in Wasco County – Nancey Patten
9:45 a.m.	Executive Session – Pursuant to ORS 192.660(2)(h) Conferring with Legal Counsel & ORS 192.660(2)(e) Real Property Transactions
	COMMISSION CALL
	NEW/OLD BUSINESS
	ADJOURN

If necessary, an Executive Session may be held in accordance with: ORS 192.660(2)(a) – Employment of Public Officers, Employees & Agents, ORS 192.660(2)(b) – Discipline of Public Officers & Employees, ORS 192.660(2)(d) – Labor Negotiator Consultations, ORS 192.660(2)(e) – Real Property Transactions, ORS 192.660(2)(f) To consider information or records that are exempt by law from public inspection, ORS 192.660(2)(g) – Trade Negotiations, ORS 192.660(2)(h) – Conferring with Legal Counsel regarding litigation, ORS 192.660(2)(i) – Performance Evaluations of Public Officers & Employees, ORS 192.660(2)(j) – Public Investments, ORS 192.660(2)(n) – Security Programs, ORS 192.660(2)(n) – Labor Negotiations



WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION

MAY 18, 2022

Room 302, Wasco County Courthouse

This meeting was also held on Zoom

<https://wascocounty-org.zoom.us/j/3957734524>

or call in to [1-253-215-8782](tel:1-253-215-8782) Meeting ID: 3957734524#

PRESENT: Kathy Schwartz, Chair
Steve Kramer, Vice-Chair
Scott Hege, County Commissioner
STAFF: Kathy Clark, Executive Assistant
ABSENT: Tyler Stone, Administrative Officer

Chair Schwartz opened the session at 9:00 a.m. Additions to the Agenda:

- Letter of Support for MCEDD Grant Application (attached)

Agenda Item – Letter of Support

*****The Board was in consensus to sign a letter of support for Mid-Columbia Economic Development District's Regional Innovation Hub Planning Grant Application.*****

Consent Agenda – 5.4.2022 Minutes

**{{Vice-Chair Kramer moved to approve the Consent Agenda.
Commissioner Hege seconded the motion which passed unanimously.}}**

Chair Schwartz opened the floor to public comment; there was none.

Agenda Item – Kramer Field RFP

Mr. Stone explained that this is a draft Request for Proposals for a market and feasibility study for the Kramer Field Development Project and is our due diligence for the potential move of Kramer Field to a new location. Some of the components include economic impact, market demand for services, community needs and facility design. 50-60% of the cost of the RFP will be covered through a brownfields grant. In talking to various firms, the cost can be anywhere from \$35,000-\$75,000; we have submitted a grant application for \$75,000 for the parts of this work that are eligible. We will look to the County for the remainder.

Commissioner Hege said he had no changes and saw no red flags. Vice-Chair Kramer commented that the due diligence is an important part of the process; we need to move this forward to gather the information necessary to keep the project on track.

Chair Schwartz asked about the grant. Mr. Stone explained that the property qualifies for the EPA grant program.

Chair Schwartz asked what they would pay for. Mr. Stone replied that it would cover the planning work as far as what the site can accommodate as well as archeological and environmental studies; they will not cover the economic pieces.

Chair Schwartz asked who helped work on the RFP. Mr. Stone said that he, Ms. Clark, Carrie Pipinich from MCEDD, City of The Dalles and MCMC all provided input.

Chair Schwartz asked what is needed from the Board. Mr. Stone answered that he is seeking approval to move forward with the RFP.

Chair Schwartz asked how long it will take. Mr. Stone replied that he is not sure – perhaps 2-3 months. Commissioner Hege noted that we will know when the responses come in; part of the RFP requirements is to provide a timeline for deliverables.

Commissioner Hege asked how much time will be allowed for responses. Mr. Stone said that he would like to get it out to bid in the next 3 weeks and would like to have responses due a month later.

Commissioner Hege asked if Parks and Rec have looked at the RFP. Mr. Stone responded that they have not; but it is a good idea that he will follow up with.

Commissioner Hege asked if DEQ has looked at the RFP. Mr. Stone stated that they have not, but were on site just a few weeks ago.

*****The Board was in consensus to direct the Administrative Officer to move forward with the Request for Proposals regarding the Kramer Field project.*****

Agenda Item – Child Care in Wasco County

Chair Schwartz explained that the Board had received communication from Maupin City Manager Kevin Lewis regarding the hardships created with the closing of the local Head Start facility. She has asked Nancey Patten to speak to the Board regarding the state of Child Care throughout Wasco County.

Ms. Patten stated that she is the Director of Child Care Partners – one of 15 such entities throughout Oregon. She reviewed the presentation included in the Board Packet. She said that while the majority of parents get referrals through 2-1-1 or Find Child Care, Child Care Partners still provides referrals and offers more intensive and personalized searches.

Ms. Patten went on to say that 18 child care facilities have closed in the last 2 ½ years – 5 of those directly related to the pandemic. Other closures were the result of the open employment market, staffing issues and retirement. Home child care providers are usually licensed to care for 10 children – no more than 2 under the age of 2, up to 6 under school age. Many who are licensed for 10 will not take in that many. Family Child Care Centers can take up to 16. There are some subsidy programs for low-income families to help pay for child care. Programs that are not licensed but are recorded by the state include preschools serving only 3 and 4 year olds for 3 to 4 hours a day; they report that they exist and undergo background checks.

Ms. Patten stated that the real crisis is the workforce – there are 75-80 openings in childcare facilities in our region. In Maupin, Head Start was staffed but the qualified teacher required to run the program left; the assistant teacher did not have the necessary qualifications to keep the program going. They are trying to find a teacher and are currently providing pre-school education through a home-based program that does not provide care.

Chair Schwartz asked what the normal hours are for a Head Start program. Ms. Patten answered that it is typically 6 hours a day which does not meet the needs of most working parents. Head Start is a great learning program, but it does not meet the need for child care.

Chair Schwartz asked how many children were part of the Head Start program in Tygh Valley. Ms. Patten said she believes they were licensed for 18 3 and 4 year olds.

Ms. Patten continued by saying that one of the reasons we cannot find home childcare providers is because of the low pay, lack of benefits and retirement. She said she did that job for 17 years and loved it, but it did not contribute to her retirement. We have 8 providers currently in the licensing process. There is also a lack of qualified substitutes to step in when a provider has to be out of the care site. Substitutes still have to be trained and background checked. The State is working to put together a statewide substitute pool; that will likely not be available until next year.

Ms. Patten reviewed recent legislative action taken in regard to funding various aspects of early learning and child care. Chair Schwartz asked what those will mean to our region. Ms. Patten replied that some grants will help with retention, some will help with capacity building and facility upgrades, and some will help with collaboration across programs.

Commissioner Hege asked how the Stabilization grant program is disbursed and accessed. Ms. Patten said that the Early Learning Division accepts the applications. Anyone who applied received a grant based on their service size, subsidy children, odd hour care, etc.

Commissioner Hege asked if all the grants have all been distributed. Ms. Patten said that about 98% of our providers have received the funds; those who did not receive grants, did not apply for one. Child Care Partners is using their portion of the grant to provide business training and support to providers.

Ms. Patten reviewed some of the barriers faced in providing accessible child care, including:

- Workforce shortages
- Funding for remodeling
- Space availability
- Wages – most are living below poverty level at approximately \$12 per hour
- Qualified staff

She said they continue to recruit for the early childhood education program.

Commissioner Hege noted that providers could charge more but people cannot pay more. Ms. Patten concurred, saying that families cannot afford to pay more for child care. There is a lot of compassion from providers who often give parents a break on the price or delay payments from the parents.

Commissioner Hege said helping providers to run a home business is something that can help. If a single person can care for 10 children at \$800-\$1,000 per month, that is a lot of revenue.

Ms. Patten explained that providers generally charge \$4-\$5 per hour per child – taking out food, materials, insurance, etc. reduces the net profit. The providers are worth more and the cost is more, but the families cannot afford it. Subsidies pay about 75% of the cost for a low-income family; we are hoping to increase that to 90%.

Chair Schwartz remarked that the subsidy for the low-income families does not help the middle income families. Ms. Patten agreed saying that during COVID, they increased the income level needed for subsidies; she expects that to end at the end of the year.

Columbia River Gorge Executive Director for Institutional Advancement Dan Spatz said that we have economy of scale issues in rural areas that are not faced in urban areas. He said we need 200 children to make a child care center feasible. Ms. Patten stated that 200 would not make it fully self-sufficient but would come much closer. Mr. Spatz is trying to make this a community project; we need this – families are moving into the area looking for our child care facilities and we do not have that. A facility offers reliability that a home care provider cannot.

Mr. Lewis said it is ridiculous to pay child care workers \$12 per hour; we need the wages to be desirable – if we do not have child care for the children, we don't have workers in the work-force. This is about sustaining the future. He said he is willing to work toward solutions and help advocate for the funding. Infrastructure is needed but is useless if we do not have people.

Ms. Patten noted that the \$12 per hour is for home care workers; Head Start employees make a more reasonable wage through the federal program. The lack of childcare impacts every aspect of the community. She said she would love to work with Mr. Lewis toward solutions for the south part of the county.

Ms. Patten said that some of the things needed are:

- Raising awareness
- Materials grants for providers
- Donated space or funds to remodel existing spaces

Ms. Patten reported that Sherman County used SIP funds to provide operational funding for child care and preschool programs in the county. Multnomah County passed a universal preschool measure that gives access to free, high-quality, developmentally appropriate, culturally responsive preschool to all 3 and 4 year olds. Hood River County will be giving ARPA funds to Child Care Partners to support recruitment of new child care programs and support retention of existing programs.

Chair Schwartz remarked that when we talk about the \$12 per hour wage, we are really looking at family providers which makes up the majority of the care available in Wasco County. Ms. Patten concurred; adding that we have some larger programs that are doing well, but they are serving upper income families

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who can pay more. We may have 40 providers, but some are struggling to stay open due to the quality of their care; Child Care Partners is trying to offer support to help them. Families need options.

Vice-Chair Kramer asked if Regional Solutions is involved with this. Mr. Spatz replied that Nate Stice is involved. Vice-Chair Kramer asked Commissioner Hege if it is a topic being discussed at the Regional Solutions meetings. Commissioner Hege replied that it is not at the highest level.

Vice-Chair Kramer said that we need to find out who we talk to to elevate this conversation. We need to work through AOC and LOC to bring it to our legislature; \$100 million is a band aid. Ms. Patten has provided us with all the data and we are being challenged to move this to the people who can help us. This is not just in our area and is not the only need. We need to start engaging those who are running for office and those who hold office.

Suz Riley from the Maupin Chamber said it is humbling and distressing to listen to this conversation. Ms. Patten said she would love to add Ms. Riley to the discussion with Mr. Lewis.

Ms. Patten went on to say that we need advocacy at all levels – in our own communities as well as the state and federal levels. A lot of effort has been put into this but a lot more needs to be done.

Ms. Clark read Jordan Belozor's comment from the chat: "I am a former Head Start Coordinator and had to leave my position once I had kids because I could not find child care for my own children."

Commissioner Hege noted that there is a difference in child care availability between Hood River and Wasco County. He asked if there is more need there than here. Ms. Patten responded that Hood River has done a lot of work and has some family centers. Someone there took up the challenge and has opened 3 programs in Hood River.

Commissioner Hege observed that there are 20 family centers in Hood River and only 7 in The Dalles. Ms. Patten pointed out that to be a certified family center there are more stringent requirements. They generally have to have at least 1 person on staff and it is hard to find staff. Commissioner Hege stated that it appears Hood River has more family centers and we have more home care.

Chair Schwartz thanked Ms. Patten for her time and perseverance with the struggles she faced through the pandemic in trying to help support the providers. She said that when we need help from the legislature, what we see coming from the legislature is compartmental funding with barriers and it often

does not trickle down to provide real help for families.

Mr. Spatz said that the college would not be engaged in this project if were not for Ms. Patten – it is an honor and a privilege to work with her. Ms. Patten thanked Mr. Spatz and said she has been working toward a child care center in The Dalles since 1995.

Mr. Spatz went on to say that our local Representatives Bonham and Williams advocated on their behalf to secure \$2 million to help design and build a child care center. The challenge now is sustainability. They have engaged someone for the facility master plan; the facility could be located anywhere in The Dalles and will also house the early learning education program for CGCC; they have until June of 2024 to expend the funds.

Mr. Spatz reported that MCMC has approached them to merge with Great & Small which is the hospital's child care center for staff. However, this project may not align with the hospital's timeline for a new hospital campus; in addition, the school bond may have an impact. The best strategy for now is to bid for a smaller center for infants and toddlers; however, sustainability is still an issue. After that is established, they can embark on a phased approach for satellite campuses; that effort will not be led by CGCC.

Ms. Patten stated that the initial center would accommodate 8 infants and 10 toddlers; this is the highest need and the highest cost to families. Mr. Spatz said they need to prove the concept. MCMC will have a big impact; the new hospital campus does not include a child care center. They would like to merge but with so many unknowns, it is hard to move forward on that premise.

Ms. Clark read comments from the chat. Ms. Ferrer said, "I totally agree with Kevin's comments. Business models don't work for a community. Governments have a critical role to find other solutions that will work." Jessy Rose said, "It is worth mentioning that with Head Start being federally funded and free child care in south county, it has created a lack of incentive for anyone else to open. You can't compete with free. So, while Head Start does not meet the need, at the same time they prevent other entities from starting up. Thank you for considering this important issue. It is truly a crisis for many families in the south end of the county."

Agenda Item – Executive Session

At 10:21 a.m. Chair Schwartz opened an Executive session Pursuant to ORS 192.660(2)(h) to confer with legal counsel and ORS 192.660(2)(e) real property transactions. She explained the process and instructed the media to not report on anything discussed in executive session except to state the topic as previously

announced.

The Regular Session resumed at 11:05 a.m.

{{Vice-Chair Kramer moved to direct County Counsel to finalize and dismiss the suit with the Columbia River Gorge Commission. Commissioner Hege seconded the motion which passed unanimously.}}

Agenda Item – Commission Call

Commissioner Hege asked about the June Board sessions. Ms. Clark replied that the June 15th session has been cancelled; everything scheduled for that session has been moved to the June 1st session which will be an all-day meeting. Vice-Chair Kramer added that the cancellation is due to the conflict with the AOC Legislative Retreat. He said it is important to move AOC forward so they can continue to do good work throughout the state.

Vice-Chair Kramer reported that the Oregon Recycling System and Advisory Council (ORSAC) is now being called the Recycling Council; they had their first meeting last week. He was unable to attend as it conflicted with our Budget Committee meeting. Truth in Labeling has nearly wrapped up their work and will have a recommendation for the legislature on June 1st. That will play into the work being done by the Recycling Council which is engaged in a 3-year process. The RC is a 19 member board with a lot of diverse ideas.

Chair Schwartz said that she was able to attend the Food Bank tour and reported that they have a lot of good ideas for expansion. They will be bringing updates to the Board of Commissioners in July.

Chair Schwartz reported that COVID cases and hospitalizations are rising in Wasco County. There is treatment available through the test to treat program; people can call 211 for more information. She said that they are not expecting the upward curve to change anytime soon. OHA and the Health District can only look at trends as people are either not testing or are testing and not reporting.

Chair Schwartz adjourned the session at 11:15 a.m.

Summary of Actions

MOTIONS

- **To approve the Consent Agenda: 5.4.2022 Regular Session Minutes.**
- **To direct County Counsel to finalize and dismiss the suit with the Columbia River Gorge Commission.**

CONSENSUS

- **To direct the Administrative Officer to move forward with the**

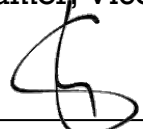
Request for Proposals regarding the Kramer Field project.

- **To sign a letter of support for Mid-Columbia Economic Development District's Regional Innovation Hub Planning Grant Application.**

Wasco County
Board of Commissioners


Kathleen B. Schwartz, Commission Chair


Steven D. Kramer, Vice-Chair


Scott C. Hege, County Commissioner



CONSENT AGENDA

[MINUTES: 5.4.2022 REGULAR SESSION](#)



WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION

MAY 4, 2022

Room 302, Wasco County Courthouse

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or call in to [1-253-215-8782](tel:1-253-215-8782) Meeting ID: 3957734524#

PRESENT: Kathy Schwartz, Chair
Steve Kramer, Vice-Chair
Scott Hege, County Commissioner
STAFF: Kathy Clark, Executive Assistant
ABSENT: Tyler Stone, Administrative Officer

Chair Schwartz opened the session at 9:00 a.m. Additions to the Agenda:

- City/County Coordinated Homeless Services Advisory Committee.

Consent Agenda – 4.20.2022 Minutes

**{{Vice-Chair Kramer moved to approve the Consent Agenda.
Commissioner Hege seconded the motion which passed unanimously.}}**

Chair Schwartz opened the floor to public comment; there was none.

Agenda Item – MCCFL Request for Services

Mr. Stone reviewed the memo included in the Board Packet. He said that for several months Wasco County has been contributing a significant amount of staff time to Mid-Columbia Center for Living (MCCFL) to help them through a difficult time. We have been very successful, but there is still a lot of work to be done. As we fill the leadership positions for MCCFL there is still a need for additional help. He commented that he has been vocal regarding the need for support from both boards. The work we do there impacts the work we do here and vice versa. Last month at the MCCFL Board meeting, their consultant Silas Halloran-Steiner and Interim Executive Director Al Barton brought forward a proposal to request continued support from Wasco County. They are asking for continued Information Systems support which we already have an agreement for. They also want HR services; however we currently do not have the capacity to do that and

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this week MCCFL has made a decision to promote internally. That will still require some mentoring; our HR Director Nichole Biechler and I will do that. Human Resources is the single biggest challenge - especially filling positions. From Wasco County's perspective, HR would come off the list except for mentoring. The work product at .5 FTE will go away. Fiscal services is the next biggest concern and we need that expertise at MCCFL. They would like us to continue through Fiscal Year 22-23 with a 6 month check in. MCCFL has been trying to hire a Finance Director for 6 months without success. If we pull our Finance Director Mike Middleton, it will be a disaster for MCCFL. It is a heavy lift for Mr. Middleton which impacts Wasco County. In the executive leadership piece, he said he has been working there at about .2 FTE and they would like for that to continue. He said he is starting to pull back but Youth Services Director Molly Rogers has agreed to step up into that role. That will have to be formalized by an IGA with MCCFL. The Youth Services office is fully staffed and she has been mentoring someone into the Director role at Youth Services which will allow her to have time to assist at MCCFL. They would like to have her as a .75 FTE. They are requesting .25 from Wasco County's Administrative Officer. The challenge is that we cannot allow MCCFL to fail in this community. The extent to which Wasco County continues to support them is a discussion for the Board.

Vice-Chair Kramer said that this has to be done. He stated that he agrees with the decision regarding HR – we cannot find anyone to help us and it is not in our best interest to overburden our Director. He said that he is pleased that there is a mentorship opportunity. He observed that the finance burden should ease a bit after budgets are in place. He noted that mental health is a county responsibility. He asked how many openings there are at MCCFL. Mr. Stone replied that there are approximately 20. Vice-Chair Kramer said we need to keep working to fill those positions to get it back on track or bring it back in house and do it all here. This is a short-term ask and it is worth a try.

Commissioner Hege said that he serves on both boards. MCCFL is unbelievably appreciative to Wasco County and has seen dramatic improvements over the last 6 months. Generally, MCCFL is providing services but we need to fill positions to be able to provide full service. There are other IT services Wasco County could provide throughout the community. He said that he is hopeful that the HR mentorship will work out. MCCFL has posted for an Executive Director and Deputy Director and he is hopeful that they can be filled in the next 30-60 days. MCCFL went through a really tough patch but is doing much better now.

Chair Schwartz asked about the background and history of the organization. Commissioner Hege replied that Mental Health is much like Public Health in that

it is funded federally through the state. It is very political – programs are built and then sentiment changes and the funds go away. He stated that he has served on the Board of MCCFL for 12 years and seen a lot of ups and downs. Sometimes they seem flush with money and then it transitions to lack of funding which leads to overstaffing. MCCFL had executive leadership changes and unionization - a perfect storm of challenges. COVID hit MCCFL hard as most of their services are delivered in-person; in addition there were challenging relationships with the Coordinated Care Organization (CCO) and the model of fee for service. Right now, MCCFL needs staff to provide services.

Chair Schwartz asked about the CCO. Commissioner Hege responded that at the end of Fiscal Year 2020, MCCFL did not have a contract. They had capitated funding but that moved to fee for service. MCCFL was not well set up to provide documentation using the medical codes. The former director had negotiated the contract and the organization struggled to operate under those terms.

Chair Schwartz commented that mental health is a lot more than one on one service. Commissioner Hege agreed saying that they were burning through cash with the new building. While the Counties still have local mental health authority, the CCO was responsible for funding. Mr. Stone, Mr. Barton and Mr. Holloran-Steiner worked hard to explain the challenges to the CCO and it substantially changed how they contracted with MCCFL. The CCO provided a \$2 million payment over time to help the organization with fiscal solvency. MCCFL is still working through developing systems and staffing.

Chair Schwartz observed that the CCO is an insurance company for Medicaid. Commissioner Hege confirmed saying that this region chose Pacific Source as its Coordinated Care Organization; it is an interesting system.

Chair Schwartz said that the Health Council, which oversees the insurance, is honing in on mental health. She says she tries to keep it top of mind at those meetings. MCCFL is our safety net. Commissioner Hege said that is the key – the population most in need has to have that safety net.

Chair Schwartz observed that Ms. Rogers is already overseeing the Juvenile Detention Center at NORCOR. NORCOR will be posting for a Business Manager in January of 2023 but Ms. Rogers will still be overseeing the Juvenile Detention Center. With .75 FTE at MCCFL, time at NORCOR and oversight at Youth Services, she will have a heavy load – hopefully, she is onboard for that. Mr. Stone responded that she is.

Chair Schwartz said that she agrees with Commissioners Hege and Kramer – this is needed. She cautioned that we need to monitor closely for staff burnout in our

employees who are being stretched thin. Mr. Stone said that is the reason we took HR off the table. He said that he is tired as is Mr. Middleton – everyone went in with eyes wide open, but it is definitely a challenge.

Commissioner Hege stated that the priority should still be Wasco County. Mr. Stone reported that the group supporting MCCFL meets as a team every week to talk about what is happening and how we can manage that. Chair Schwartz commented that it may mean putting some County projects on hold for now.

*****The Board was in consensus to move forward with continued staff support for Mid-Columbia Center for Living.*****

Agenda Item - MCEDD Update & 2022-27 Economic Development Strategy

Mid-Columbia Economic Development District Executive Director Jessica Metta reviewed the presentation included in the Board Packet saying that MCEDD works to promote the creation of family-wage jobs, the diversification of the economic base, and the growth and retention of business in the rural region it serves. This includes Hood River, Wasco and Sherman counties in Oregon and Skamania and Klickitat counties in Washington.

MCEDD's work falls in three major focus areas. Business assistance is provided through lending programs, direct training provision, and industry cluster development. Regional coordination focuses on challenges or opportunities impacting communities across the five counties such as renewable energy development, broadband access and utilization, and transportation/mobility services. Technical assistance encompasses support for grant administration for complex federally funded projects, economic development service provision and project management support for key efforts to promote a diverse regional economy and strong local communities. MCEDD also works with regional stakeholders to craft the Mid-Columbia's Comprehensive Economic Development Strategy (CEDS) to provide a robust framework for community based economic development activities in the region. We do this under the direction of the US Economic Development Administration, but also in recognition that this planning is a successful way to engage community leaders, leverage the involvement of the private sector and establish a blueprint for strong regional collaboration.

The strategy was developed across 2021 with 7 public sessions and more than 100 participants throughout the series, including local and tribal governments, regional partners, ports, chambers, legislators, state and federal partners, businesses and individuals. Each event focused on one section of the strategy

and built upon the prior events. The strategy also included feedback from online surveys and focus groups held with our Latino and Native American communities. The draft was presented at our 2021 Annual Economic Symposium, issued for public comment and then adopted by the MCEDD Board in March 2022.

The region covered is our five counties with their approximately 88,000 residents and numerous communities. The region has a long history of working together in realizing how closely our economic fates are connected to each other. The Strategy document also summarizes our regional economic conditions across a number of measures and provides a lot of data in an appendix. In the summary, we note for example that the region has a high share of Native American and Latino residents and veterans, the housing market continues to grow tighter, and our poverty rate is slowly declining.

Throughout the public sessions we focused on two themes – resilience and equitable outcomes. Resilience addresses how well we have prepared for and can respond to economic shocks such as natural disasters, disease, and man-made disruptions. Equitable Outcomes considers how economic opportunity in the region can be accessed by everyone living here across all demographics.

This strategy was developed as the COVID-19 pandemic continued, shifting the picture of our economy. The strategy was also built upon a COVID-19 Economic Needs Assessment that MCEDD completed in early 2021 to determine local needs and priorities, understand the impacts from the COVID-19 pandemic, and identify opportunities for future collaboration around these issues.

The sessions next analyzed our regional strengths, weaknesses, opportunities and threats. The full document lists details under each item. It's not uncommon, depending on what aspect of something we are looking at, for different facets to be both a strength and a weakness, or an opportunity and a threat. For example, our regional transportation system including transit has seen a lot of growth, but transportation infrastructure can be a weakness with our bridges and redundancy. Some notable items are our strong industry sectors, the challenges of disparities between Oregon and Washington which also can present an opportunity for collaboration and additional funding, and the threats from drought, fire and changing weather patterns. We also crafted goal statements for our four focus areas:

- Strong Businesses
- Robust Workforce
- Resilient Infrastructure

- Powerful Collaboration

Commissioner Hege asked what it means to adjust tourism. Ms. Metta replied that some parts of the region feel over-touristed while others seek more tourism. Commissioner Hege asked what connectivity entails. Ms. Metta responded that it covers broadband and the completion of the Historic Highway.

Commissioner Hege asked if the weakness of a lack of space is a Gorge-wide issue. Ms. Metta answered that they met with all 5 Ports and all are experiencing problems. Commissioner Hege asked about the impacts of continued population growth. Ms. Metta explained that limited infrastructure, overuse of resources and increased residential development in unincorporated areas are some of the issues. Often people who move from an urban area to a rural area expect the same level of services.

Chair Schwartz asked if there is data supporting population growth; did Wasco County grow in the last census? Ms. Metta stated that the growth has been comparatively small for Wasco County which grew 8.2% over the last 10 years. The 5-county region as a whole is up 11%. 36% of Wasco County's growth has been in unincorporated areas. Klickitat and Skamania Counties saw 75% of their growth in unincorporated areas. Chair Hege commented that our growth has always been around 1% per year.

Ms. Metta reviewed the 4 goal statements outlined in the presentation. For Strong Businesses, key industries identified in the Strategy include Natural Resources and Value-Added Agriculture, Manufacturing - especially beverage manufacturing, high tech - especially unmanned systems, healthcare, utilities and renewable energy, arts, culture, tourism and recreation. Strategies focus on building a strong network to support our existing businesses, developing additional space, targeting the key industries noted in the Strategy to support their growth, bringing in new businesses, and helping bring more wealth to the region through exports.

Ms. Metta stated that the work force action plan addresses the needs to achieve that statement, including educational opportunities from pre-kindergarten to 12th grade and higher education, basic skills training, quality workplaces for our employees and new to the plan this time is noting the need for accessible childcare to increase workforce participation and support economic growth.

Chair Schwartz commented that the Board just received a letter from Maupin City Manager Kevin Lewis – Maupin is concerned about the issue of childcare. She asked that Mr. Lewis be included in the conversation about this issue.

Commissioner Hege added that Mr. Lewis is reporting that Head Start is closing

in their area – we have not been aware of that. It is surprising and disappointing; we need to talk with our representatives. Chair Schwartz said she believes they are closing for lack of a certified teacher; the regulations are too onerous for rural communities.

Ms. Metta went on to say that the Resilient Infrastructure Goal has the longest Action Plan in the Strategy, as there are a number of important facets of our infrastructure system that justified their own sections. Water and Wastewater that meet the needs of our existing and future residents and businesses, especially as drought conditions continue. Housing that is available and affordable for the workforce in the region. Also identified was the need for broadband that reaches those last-mile customers and includes redundancy, to connect our residents and businesses to opportunities for education, healthcare, jobs and customers; energy systems that are renewable, resilient, efficient and support all of our communities, even during disruptive events. Also identified as important is a multimodal Transportation System that provides a safe, efficient, equitable and accessible regional transportation system to enhance the livability, resilience and economic vitality of the Mid-Columbia region.

Ms. Metta said that the Powerful Regional Collaboration goal is unique in that it references actions that are tools to support work toward the three other goal areas. Here we will build our information and advocacy systems and build on the strong collaborative networks in the region to better achieve the vision in the Strategy.

Ms. Metta said they have developed an interactive website in both English and Spanish. She thanked all the community partners and her staff that worked to bring this strategy to life including the MCEDD Board, MCEDD Staff, Steering Committee, NW Natural, US Economic development Administration, The Next Door and Blue Marble Creative.

Commissioner Hege said that there so many things included in this strategy - it is great. He stated that one of his primary concerns is the availability of land. That is why he was asking about if it is a problem across the region. He said he is not sure we have been communicating about that effectively across the 5 counties. For our county and this community, the UGB feels like it is fading away - it is not mentioned in the presentation at all. It will be a large problem in the foreseeable future. If we don't have the space to provide what we need as humans, we will wither. What are we going to do about this issue? When we collaborate strongly as a region we can get things done.

Ms. Metta responded saying that it is in some of the details of the plan. When the

Gorge Commission was updating their management plan, there was some outreach and the possibility of a regional role for MCEDD in addressing this issue. It is on our radar. The Ports have a role for the employable lands. It is more of an issue on the Oregon side than the WA side.

Commissioner Hege said that when he was the Executive Director at the Port they were doing 5-10 acres per year of development - 40 acres will not get you very far. People do not look to The Dalles anymore to expand or move businesses. Ms. Metta reported that there has been an uptick of interest from businesses; there are few parcels available across the state.

Commissioner Hege stated that you want a strong economy. The U.S. has to be doing well and OR has to be doing well and Portland has to be doing well for us to do well. The main thing is that the issue of how we use land; expansion of the UGB is important.

Mr. Stone stated that one strategy that is out there is the Board's convening power. We need to bring the cities and counties of the scenic area together to talk about this. We do it at a staff level through our Planning Departments but without the support of the city and county governments it is not as effective as it could be. If that is a strategy, we can work with MCEDD to bring those together.

Commissioner Hege observed that from Washington State's standpoint there is plenty of land but that land does not help us. I do not know if there is the heart for collaboration right now - they may not feel the urgency that we experience.

Vice-Chair Kramer reported that at the Community Outreach Team post-DC trip debrief, they invited the Klickitat and Skamania County commissioners to join them and start that conversation, setting the stage for bigger conversations. He said he thinks we can move in that direction. Ms. Mette said she thinks a MCEDD Board meeting can be a good place to take the temperature of the counties in the region. Commissioner Hege said that One Gorge should also be involved and does not seem to be.

Chair Schwartz said planning around the expansion of the UGB is a conversation she never hears about. What is it that we want? What is it that we can control? She said she does not know where that conversation should happen and who should be at the table, but that would be helpful for her. That should be part of the conversation. If you expand and have shovel-ready land, can you control what businesses come here; what do we want to attract - family wage, non-polluting business would be her interest. She said she hears about businesses that want to come here but can't? Who are they? Vice-Chair Kramer said that is sometimes confidential. Commissioner Hege said that businesses usually start at the state

where State staff help guide the exploration of potential sites. He said that he would send Chair Schwartz a document that will help provide context and history.

Chair Schwartz said the economic report outlines the need for land for larger enterprises as well as redevelopment for smaller existing tract. Commissioner Hege said that we want both. We want to diversify the economy so we are not dependent on one business - we lost our economy when the aluminum plant failed. We want a resilient economy.

Chair Schwartz asked if other counties have an EDC. Ms. Metta said that Wasco County is somewhat unique. There are some support pieces for other counties but not quite like Wasco County's. Chair Schwartz commented that it is difficult to work across states with the different funding and regulations.

Recess to 4H & Extension Service District Meeting

At 10:23 a.m. Chair Schwartz recessed from the Regular Session to open a meeting of the Wasco County 4H & Extension Service District.

The Session reconvened at 10:28 a.m.

Agenda Item – City County Coordinated Homeless Services Advisory Committee

Chair Schwartz referenced a recent letter (attached) from the Executive Director of Mid-Columbia Community Action Council (MCCAC) Kenny LaPoint requesting local government representation on the City/County Coordinated Homeless Services Advisory Committee. She said that she is happy to do that and bring back information to the Board. She said the work has already begun at MCCAC.

Vice-Chair Kramer said that through his conversations with Mr. LaPoint, he is under the impression that the plan is basically done and these funds will be to implement the plan. Chair Schwartz stated that the group needs to get together to review what has been done and identify any gaps.

Commissioner Hege asked if these funds can be used for implementation. Chair Schwartz replied that they cannot be used for capital expenses. Vice-Chair Kramer said that they can hire a grant coordinator so they can continue to pursue funds to support the unfunded 5 years of the 7-year project. Mr. LaPoint is confident that can be done – our region is so far ahead of anyone else, that it makes sense to pursue the sustainability aspect of the plan.

Chair Schwartz stated that a Homeless Coordinator will be invaluable and needs to be added to the plan. St. Vincent will no longer be providing warming shelters

and we need to figure out how to fill that need. Vice-Chair Kramer added that other entities have looked at our model and are beginning to include others in their regions. Chair Schwartz noted that we are the only regional model. She said she really appreciates the support for this plan.

Commissioner Hege observed that the Resolution Center team has identified funds to build the center but have a significant shortfall in operational funding. He asked how the Navigation Center will address that for their project. Chair Schwartz pointed out that MCCAC will be moving from their current location into the Navigation Center with all their current funding to do their work. Vice-Chair Kramer added that the goal is also to increase funding. Chair Schwartz said Mr. LaPoint is confident he can secure the funding needed to build the Navigation Center.

Vice-Chair Kramer asked if the wrap around services will be paying rent. Chair Schwartz replied that it will depend on the entity. Some will be using the Center as their main office while others will rotate through as satellite offices. There will also be other space rental opportunities.

Commission Call

Commissioner Hege asked if the MOU the Board approved at the last session will be going before the Gorge Commission Board for approval. Mr. Stone said it is on their next agenda.

Discussion ensued on who might pursue the Head Start issue. Chair Schwartz commented that it may be valuable to have Nancey Patten present at a future Board Session to more fully understand the child care challenges in our county. Commissioner Hege observed that the College can build the childcare facility but do not have the funding to operate it. Chair Schwartz reported that MCMC's Great and Small childcare facility is heavily subsidized. The issue is people cannot afford to pay childcare providers a good wage which means people are not attracted to that vocation. The Board directed Ms. Clark to invite Ms. Patten to a future session.

Commissioner Hege and Vice-Chair Kramer said they are each considering attending the NACo conference in Colorado.

Chair Schwartz adjourned the session at 10:52 a.m.

Summary of Actions

MOTIONS

- **To approve the Consent Agenda: 4.20.2022 Regular Session Minutes.**

CONSENSUS

- **To move forward with continued staff support for Mid-Columbia Center for Living.**

Wasco County
Board of Commissioners

Kathleen B. Schwartz, Commission Chair

Steven D. Kramer, Vice-Chair

Scott C. Hege, County Commissioner



AGENDA ITEM

Kramer Field RFP

[DRAFT RFP](#)

Request for Proposals

Sports Facility Market & Financial Feasibility Study for Wasco County, Oregon



Proposals Due Date/Time

February 15, 2021

4 p.m. (CST)

Wasco County

511 Washington Street, Suite 101

The Dalles, OR 97058

www.co.wasco.or.us



REQUEST FOR PROPOSAL – CONSULTANT SERVICES

Sports Facility Market & Financial Feasibility Study Wasco County, Oregon

Submittal Deadline: **Monday, February 15, 2022, 4:00 p.m. (CST)**

Submittal Contact: Tyler Stone, Administrative Officer
Wasco County, Oregon
511 Washington Street, Suite 101
Email: tylers@co.wasco.or.us
Phone: (541)-506-2552

INTRODUCTION

Wasco County, Oregon is seeking a consulting firm to conduct a Sports Facility Market & Financial Feasibility Study. The purpose of this document is to provide interested parties with information to enable them to prepare and submit qualifications to perform the study and an operating business plan for a sports facility located within the city limits of The Dalles, OR. The study should include a comprehensive needs assessment of current and future recreation needs of our residents, and an analysis of the feasibility of constructing and operating a sports facility. The analysis should consider, but is not limited to, the following potential uses: multipurpose artificial turf fields, field houses, restrooms, walking path, courts, specialized recreation, spectator seating, concession stands, and recreational services offices.

The feasibility study will include a comprehensive market and financial analysis for constructing and operating a sports facility, including an assessment of community needs and the opportunity for additional indoor / outdoor sports venues.

The study will assess:

- Market conditions that may have an impact on potential facility use.
- Analysis of the where we bring users from and lose users to.
- Total revenue and operational costs.
- Information regarding current trends in sports facilities in the area.
- Demographics of the area.
- Analysis of the regional demographics and competitive market.
- Inventory of other similar facilities, site considerations, and economic impact of the facility on the community including the downstream impacts of a new hospital facility, increased housing capacity, and tourism.
- Suggested site makeup that will generate the sustainable revenue
- Different opportunities for funding and operating the facility such as in-house, public private partnerships, etc.
- Recommended facility and opinion of probable cost projections
- Expectations for financial performance

The study will identify programming opportunities and facility needs, probable operating costs, and revenue potential for the annual operation of the sports facility. The main component of the sports facility shall be outdoor field space for sports like soccer, baseball, softball, pickleball courts with the understanding that the outcomes of this feasibility study, shall incorporate other components such as indoor courts, fitness studios, playground and other amenities that demonstrate significant demand and financial feasibility.

The developed business plan must build off of the feasibility study, provide valuable and detailed information for staff to use in the operation of the potential Sports Complex, and assist the County in making important decisions prior to design and build. The business plan additionally must provide a review of the feasibility study, with a validation of the assumptions set forth therein.

BACKGROUND

Wasco County is located in North Central Oregon on the I-84 corridor along the Columbia River and encompasses over 2,000 square miles. It is located on the dry side of the Cascade Mountain Range, receiving only about 14 inches of rain per year and about 200 days of sunshine. The County includes several incorporated cities, with The City of The Dalles serving as the County seat and also the largest community at just over 16,148 residents. There are over 11,000 covered jobs in Wasco County, with its economy continuing to rely on a foundation of agriculture but also including significant employment in education and health services, trade, transportation and utilities, leisure and hospitality, and government with a median household income of almost \$55,000.

The facility being considered is proposed to be sited in The Dalles. The City is located near the major population centers of Portland (80 miles), Bend (130 miles), and the Tri-Cities (130 miles). The City serves as a regional service hub for approximately 90,000 residents in the surrounding counties. The City of The Dalles has grown faster than Oregon as a whole over the last decade and continues to attract new residents. Demographically, the community continues to diversify with Hispanic/Latino residents making up almost 20% of the County's population in 2019. Almost 24% of the population in The Dalles is under 18, which is slightly higher than the US or Oregon.

The City of The Dalles is completely surrounded by the Columbia Gorge National Scenic Area which creates limited site availability. As such, space for a recreational facility is limited to what is available within the City limits. Currently the county owns a 27 Acre baseball and soccer facility (Kramer Field) that exists in poor condition and is the preferred site for a planned new hospital facility. For the hospital to move forward, a new sports facility must be cited and built prior to starting construction on the hospital on the current Kramer Field site. Until recently, a site large enough did not exist within the City Limits. Through negotiations with a large commercial entity and two other community partners the County has tentative commitments to acquire 45 acres to accommodate a new sports facility.

The minimum need is replacement of the baseball, softball, and soccer fields but the desire is to have a multi use facility capable of hosting state tournament level events in addition to other recreational opportunities for our community.

TENTATIVE SCOPE OF SERVICES

The following is a general description of the scope of services intended to serve as a guide to illustrate minimum project requirements.

1. The study should include a market and demand analysis that evaluates the demand for and competitive environment for a Sports Facility. The analyses should assess the market conditions that could impact the projected uses and marketability of this type of facility and the regional and national participation trends of each sport. The market analysis should include the following:
 - Evaluation of the demographic and socioeconomic characteristics of Wasco County and the surrounding region, including, but not limited to: spending patterns, age, gender, education, income, purchasing power and sports participation and attendance.
 - Compilation of an inventory of the County and surrounding region's sports facilities and offerings, capacity, user counts, amenities, and regular use and events.
 - Identification and determination of current community needs and possible quality of life opportunities that would benefit from additional sports spaces.
 - Project the demand for potential sports programming, including leagues, clinics, classes, camps, tournaments, etc.
 - Identify potential users of this type of facility through an evaluation of existing needs and gaps, through interviews with County staff, existing non-profits, school district, the public, and private sports organizations. Identify the needs of each organization, institution or group and document their visions for the facility.
 - Exploration of potential partnership opportunities.

2. The study should include a cost and space analysis. Based upon the market and demand analysis, the firms should complete detailed pricing schedules, participation projections, market demand and market reach for the proposed facility to create facility space and operating models that best fit the market. The cost and space analysis should include the following:
 - Recommend site and facility layout, geographical area, capacity, user and spectator counts (resident vs. visitor), amenities, regular use, specific events and competitions to maximize sustainability and economic impact of the facility.
 - Recommendations for the specific amenities/components that should be incorporated into the facility.
 - Development of unique facility and financial models to evaluate different uses and space needed to determine which model(s) would be financially sustainable.
 - Financial analysis for operating the facility, including detailed revenue projections and operating costs for the proposed uses.
 - Development of site and facility layout options based on required sizing and space allocations for the different sports and supporting uses in the facility.
 - Identification of key site factors, including site size, and note any impacts the site location would have on the facility feasibility, and any impacts that the facility would have on the surrounding location (i.e. interstate corridor).
 - Specification of the potential direct and indirect economic impact on Wasco County's economy (i.e. retail/restaurant demand, retail sales and hotel/motel tax, employment).
 - Recommend ways to expand and improve partnerships between community groups, and other public or private organizations currently providing sports and recreation opportunities to Wasco County residents and the region.
 - Identify any challenges to the facility's success.
3. Develop a detailed business plan for the proposed Indoor Sports Complex including:
 - Capital construction costs
 - Financial model(s) that is(are) the best fit for the market, provide the highest and best use and has (have) the highest return on investment.
 - Amenities & Services
 - Space requirements for desired program and facility functions
 - Services provided
 - Strategy and Implementation Summary
 - Utilization calendar
 - Tournaments by type and by facility area
 - Local use by type and facility area
 - Marketing Plan
 - Potential Partnerships
 - Organizational Structure/Management Summary
 - Personnel Plan (positions, responsibilities, staff recruitment and development)
 - County Operated
 - Management Company Operated
 - Investor owned, shared ownership, County owned
 - Detailed Financial Plan/Pro Forma Financial Projections (10 years)
 - Important Assumptions
 - Program and participant projections
 - Fees/pricing strategies
 - Sales strategies
 - Existing user groups contract review
 - Investor requirements

- To recommend sustainable funding models, including examples currently in operation.
 - To identify opportunities for public-private participation
 - Provide line item detail of operating budget estimates
 - Projected Income Statement for a minimum of a 10-year time period
 - Detailed revenues
 - Detailed expenditures
 - Projected profit and/or loss
 - A recommended Capital Improvement/Facility Maintenance Plan with costs for a minimum of a 10-year time period.
4. Economic Impact Study
- Construction Impacts for the three components: Field, hospital, housing.
 - Job creation both direct and indirect for all phases.
 - Annual net economic benefits from facility operation both direct and indirect including spending per capita, hotel occupancy percentage based on current volume, and possible additional needs , dining, and other ancillary spending.

CONSULTANT RESPONSIBILITIES AND DELIVERABLES

The selected consultant will work under the direction of Wasco County's Administrative Officer and City of The Dalles City Manager and will be responsible for consultation with the major stakeholder organizations, citizen boards, and public as determined. In addition, the consultant is responsible for the following items:

- General management of the project
- Drafting and preparing of the plan documents, graphics, mapping and other support services
- Data collection, analysis and presentation (with support from County staff)
- Organization and facilitation of public meetings (with support from County staff)
- Budgeting project funds
- Presentations to stakeholder groups, not to exceed 7

Deliverables shall be as follows:

- Text and hardcopy reports shall be in MS Word and PDF formats.
- Maps and associated data shall also be provided in ARCGIS format and shall be provided to the County. The County's GIS data will be made available as needed to the consultant.
- All final reports shall be presented in digital format for archiving and reproduction.

RFP TERMS AND CONDITIONS

1. Wasco County reserves the right to amend the request for proposals at any time.
2. Questions regarding this RFP should be submitted in writing no later than February 8, 2022. Responses to all questions will be provided on the County website at www.co.wasco.or.us.
3. The County reserves the right to reject any or all proposals.
4. Although cost is an important consideration, the County shall not be obligated to accept the lowest cost proposal, but will base its decision on the criteria noted.
5. Expenses incurred in the preparation of submittals, presentations and other incidental activities related to this solicitation are solely the responsibility of the respondent.
6. All data, documents and other information provided to Wasco County by the consultant because of this RFP, shall become property of Wasco County.

ANTICIPATED CALENDAR MILESTONES

Submittal deadline: 4 p.m., Monday, February 15, 2022
 Interviews: March 2022

County Board Consultant Selection:	March 2022
Approval of Final Contract:	April 2022
Notice to Proceed:	April 2022
Completion and Adoption of Plan:	September 2022

EVALUATION CRITERIA

The County will evaluate proposals based on a variety of factors:

- Firm's experience with projects of similar size, scope and complexity
- Firm's experience in meeting similar project goals within budget and schedule limitations
- Firm's experience in incorporating active public participation in similar projects
- Firm's proposed project timeline
- Firm's references

Based on the materials submitted, the County may invite any or all firms to make a verbal presentation on their proposal.

SUBMISSION INSTRUCTIONS

Interested firms shall respond in written form to this RFP and submit documentation substantiating their qualifications to perform the services required. At a minimum, the RFP shall include:

- **Contact Information** – name, address, phone numbers and email.
- **Statement of Qualifications** – a statement of the firm's experience and qualifications relevant to the proposed project, including public participation experience.
- **Overview and Form of Organization** – a general overview and history of the company, including form of organization, number of years in business, number of employees, corporate headquarters location, and the names of principals, officers and directors of the firm.
- **Key Personnel** – names of key personnel who will be assigned to the project. For these individuals, include, their respective titles, experience and periods of service with the firm, including resumes if desired.
- **Project Timeline/Availability** – a brief overview of the anticipated timeline to complete the project, including a statement on the availability of key personnel of the firm to undertake the proposed project.
- **Firms' Fee Structure** – a summary of the firm's fee structure for all personnel that would be involved in the project and a general cost estimate to complete the project. A detailed project budget is not necessary with the RFP and will be negotiated with the firm selected.
- **References** – names and telephone numbers of persons the Wasco County can call for references regarding the firm's past performance, preferably on similar projects.

SUBMITTAL

Six hard copies and one electronic copy of the RFP shall be submitted. The submittal shall be limited to 40 pages of material.

Please include one hard copy and one electronic copy (CDs or flash drives) of 2 deliverables from prior projects demonstrating the candidate's capabilities to accomplish the scope of work indicated above. These deliverables are not included in the 40-page limit for the RFP.

Firms may submit the RFP in person or by mail to the Wasco County Clerk's Office, 511 Washington St., Ste. 201, The Dalles, OR 97058. In any case, submissions must be received by 4 p.m. on Wednesday, February 15, 2022 to be considered. Submissions received after the deadline will be returned unopened to the firm.



AGENDA ITEM

Childcare in Wasco County

[DECEMBER 2021 CHILD CARE SUMMIT PRESENTATION](#)

[DECEMBER 2021 CHILD CARE ROUND TABLE PRESENTATION](#)

[OREGON EARLY LEARNING CHILDCARE SERVICES SUPPLY MAPPING](#)

[OREGON CHILDCARE PACKAGE](#)

[UNITED WE HEAL TRAINING TRUST REBUILD CHILDCARE PLAN](#)

[CHILD CARE CENTER FEASIBILITY STUDY](#)

[STAFF PRESENTATION](#)

Child Care Partners

Child Care Resource & Referral of Gilliam, Hood
River, Sherman, Wasco and Wheeler Counties
at Columbia Gorge Community College

541-506-6131 - ccp@cgcc.edu

Types of Licensed Child Care

Licensing Type	Facility	Number of Children	Staffing	Adult/Child Ratios
Registered Family	Home of the provider	10 Including the provider's own children under 13 years old	Family Child Care Provider	1:10 No more than 6 under school age, no more than 2 under 2
Certified Family	Home-based	12-16 Determined by square footage & experience of staff	Determined by number and ages of children	Determined by age & number of the youngest children in care
Child Care Center	Outside of a Home	Determined by staffing & square footage	Determined by number and ages of children	Infants- 1:4 Toddlers- 1:5 Preschool- 1:10 School-age- 1:15

Oregon Residential Specialty Code

Chapter 1, Section R101.2.1

As of April 2021 NEW child care or adult foster care facilities in a residential home must have an automatic residential fire sprinkler system – or take other safety measures approved by the local building official – to protect the children or adults in their care.

Requirement applies to New child care facilities as identified in ORS 329A, including newly certified or registered family child care homes.

Early Learning Workforce Shortage

Early Learning Workforce shortage nationwide.

Currently in our region there are over 60 job openings in early learning programs.

Shortage is related to low pay, training and education requirements, and for many programs the lack of benefits.

Current Child Care

Licensed Programs December 6, 2021			
County & Type	# Programs by Type	Total # (Children) Served	Total # Vacancies
Hood River			
Certified Center	20	745	81
Certified Family	9	124	8
Registered Family	12	72	17
Wasco			
Certified Center	7	371	48
Certified Family	6	57	6
Registered Family	16	132	17

Current Child Care

Licensed Programs December 6, 2021			
County & Type	# Programs by Type	Total # (Children) Served	Total # Vacancies
Gilliam County			
Certified Center	1	28	0
Certified Family	1	16	0
Registered Family	0	0	0
Sherman			
Certified Center	1	20	0
Certified Family	2	28	4
Registered Family	0	0	0
Wheeler			
Registered Family	1	8	2



Columbia River Gorge Child Care Roundtable

Alyssa Chatterjee, Early Learning System Director

December 8, 2021

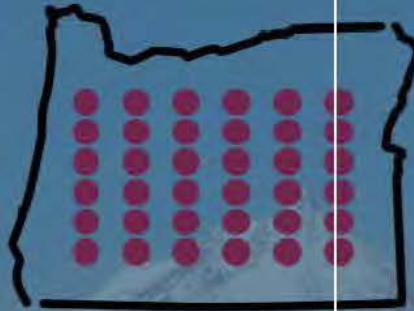
As of early 2020*, there is inadequate regulated child care supply across Oregon - especially for infants & toddlers

Public funding plays a major role in creating Oregon's child care supply—especially for preschoolers

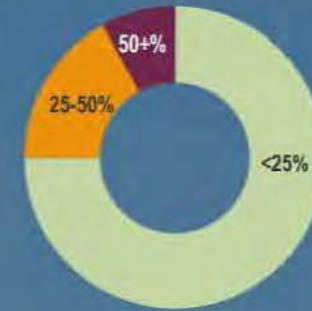


There are 7 infants & toddlers for a single child care slot in Oregon

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



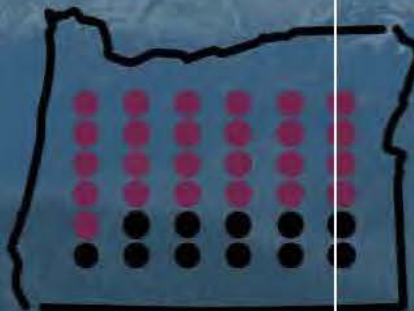
All 36 Oregon counties are child care deserts for infants & toddlers



3/4 of Oregon counties have fewer than 25% publicly funded regulated infant/toddler slots

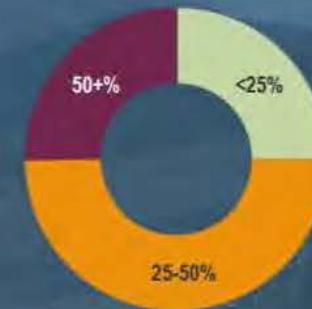


There are 3 preschool age children for a single child care slot in Oregon



All but 11 Oregon counties are child care deserts for preschool age children

Without publicly funded slots, 8 additional counties would be child care deserts.



Only 1/4 of Oregon counties have fewer than 25% publicly funded regulated preschool age slots

Definitions: **Infants & toddlers** are 0-2 year olds. **Preschool age children** are 3-5 year olds. **Regulated child care** includes certified centers, registered family homes, certified family homes, and exempt providers who have publicly funded slots. **Publicly funded slots** include Oregon Head Start Prekindergarten, Early Head Start, Preschool Promise, Federal and Tribal Head Start, and Federal Migrant and Seasonal Head Start managed by OCDC.

*As a baseline prior to the pandemic, this report describes the supply of child care as of March 1, 2020 (pre-COVID).

Reference: Oregon's Child Care Deserts 2020 Mapping Supply by Age Group and Percentage of Publicly Funded Slot, Oregon Child Care Research Partnership, Oregon State University.

Full report can be found at https://health.oregonstate.edu/early_learners/supply

For more information contact Oregon Child Care Research Partnership at oregonccrp@oregonstate.edu



Supports

\$92 million in Emergency Child Care grants

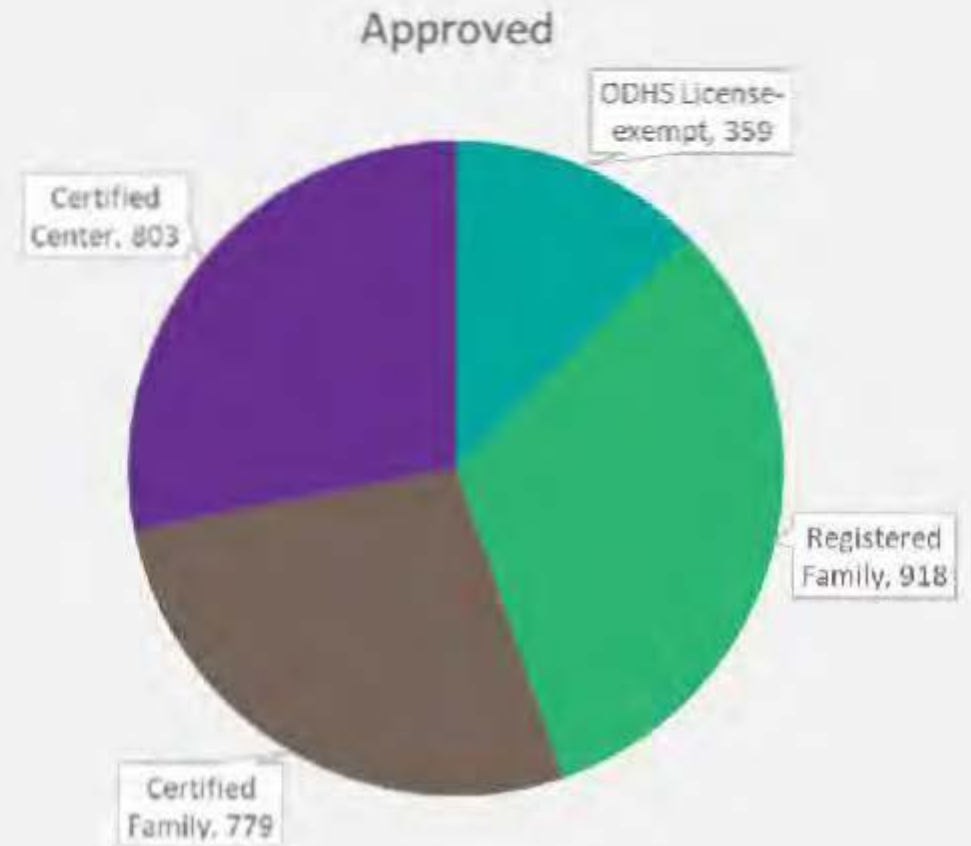
\$2 million in supply bundles

\$224 million in American Rescue Plan Act (ARPA) Child Care Stabilization



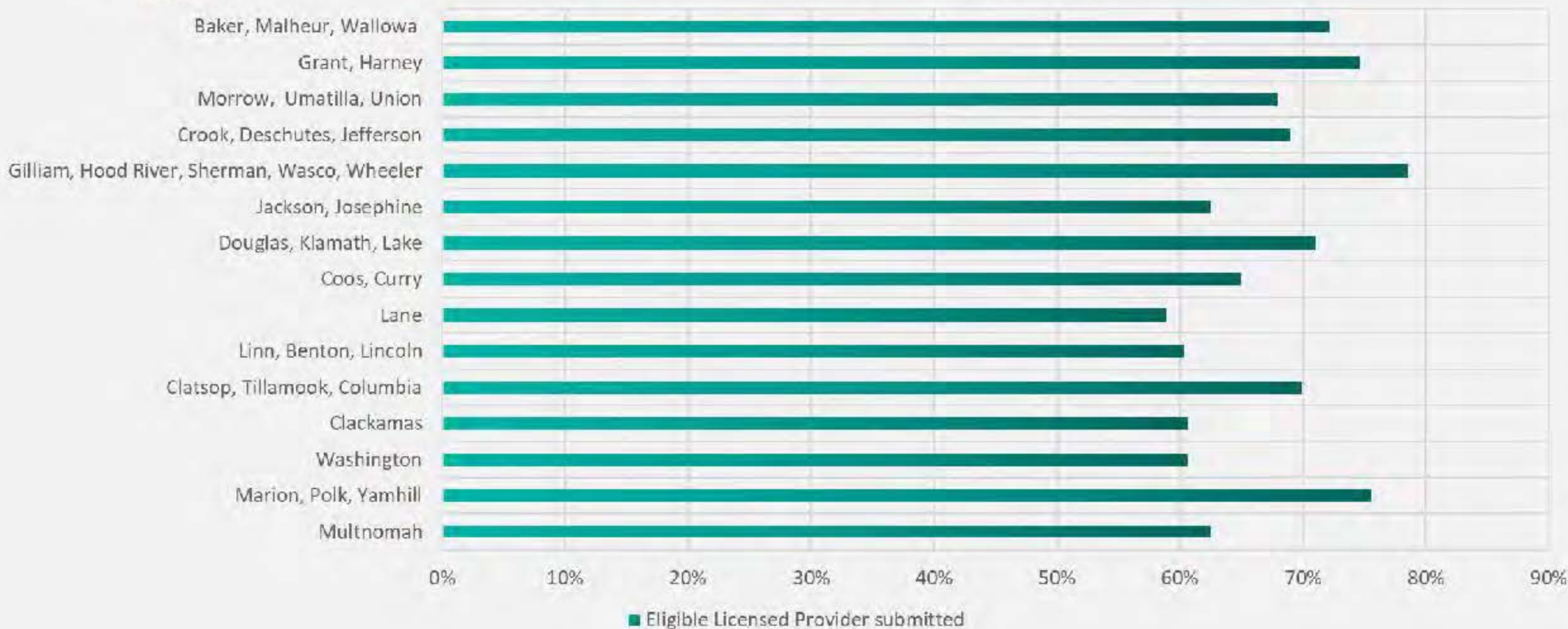
ARPA Child Care Stabilization

	12.3.2021
Submitted	74
Approved	2,860
Not Approved	145
Declined	6
Total Applications	3,085





Eligible Providers submitted as of 12.3.2021





Workforce & Supply Building

- Recruitment & Respect
 - Structures and supports to attract people to the profession of early learning, especially educators that represent the racial/ethnic and linguistic diversity of Oregon's young children, as well as recognize the ECE workforce as professionals
- Preparation, Degrees & Credentials
 - Accessible, culturally- and linguistically-responsive credential and degree programs to prepare educators to work with young children
- Professional Learning
 - Ongoing, community-based training and job-embedded learning opportunities rooted in competencies.
- Retention
 - Workplace environments, and foundational conditions, such as knowledgeable, skilled leadership that supports a diversity of ECE educators in implementing effective practice



Preschool Promise: Supporting a Mixed-Delivery Model

Small and Large Family Child Care Homes

Family, Friend and Neighbor Care



Community Based Organizations, including Culturally Specific Organizations

Head Start Centers



Child Care Centers



Public Schools





Preschool Promise

- High-quality early learning program focused on 3-5 year olds
- Wage parity with K-12 for lead teachers, commensurate with experience
 - Does not include benefits or parity for other roles in the program
- Competing with K-12 and other sectors for staff recruitment and retention

Interest Survey to support release of \$38M for program expansion across Preschool Promise, Oregon PreKindergarten/Head Start, Healthy Families Oregon home visiting:

<https://oregonearlylearning.com/preschool-promise>



QUESTIONS?



Oregon's Child Care Deserts 2020: Mapping Supply by Age Group and Percentage of Publicly Funded Slots

Prepared for the **Oregon Early Learning Division**

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Oregon's Child Care Deserts: Mapping Supply by Age Group, Metropolitan Status, and Percentage of Publicly Funded Slots

Abstract

Many families with young children live in what experts have defined as a *child care desert*, a community with more than three children for every regulated child care slot. This is a follow-up report to the first report on child care desert status of Oregon's counties as of 2018. As of March 1, 2020 (pre-COVID-19), using the child care desert standard, families with infants and toddlers in every Oregon county still live in a child care desert. The picture is only slightly better for families with preschool-age children; families in 25 of 36 counties live in a child care desert. In addition, higher percentages of preschool slots are publicly funded as compared to infant/toddler slots. The majority of Oregon's child care supply is parent-funded (tuition and fees); public funding makes up less than a quarter of slots across the state. Nonmetropolitan counties tend to have a higher proportion of public slots compared to metropolitan counties. The current report focused on child care supply – how available child care is in a community. These findings should be considered along with additional information about affordability and quality of child care to better understand the extent to which Oregon's child care is equitably meeting children and families' needs. This study provides a starting place for considering the multifaceted issues that shape a family's access to child care. For one-pager overview of results, see [page 18](#).

Introduction

Oregon families, especially those with infants and toddlers, struggle to find care and education for their children. In addition to their concerns about quality and affordability, families often struggle just to find an arrangement. Supply is a measure of how much child care is available in a geographic region that families that region could *potentially access*¹. National experts² define a child care desert as a community with more than three children for every regulated child care slot. That is, 33% or fewer children in a community have *potential access* to a slot. Policy makers have joined families in expressing concerns about the adequacy of the child care supply; the COVID-19 pandemic accentuated this concern

In this report, we define infants and toddlers as children ages birth through the end of age 2, and preschool-age children as children age 3 through the end of age 5.

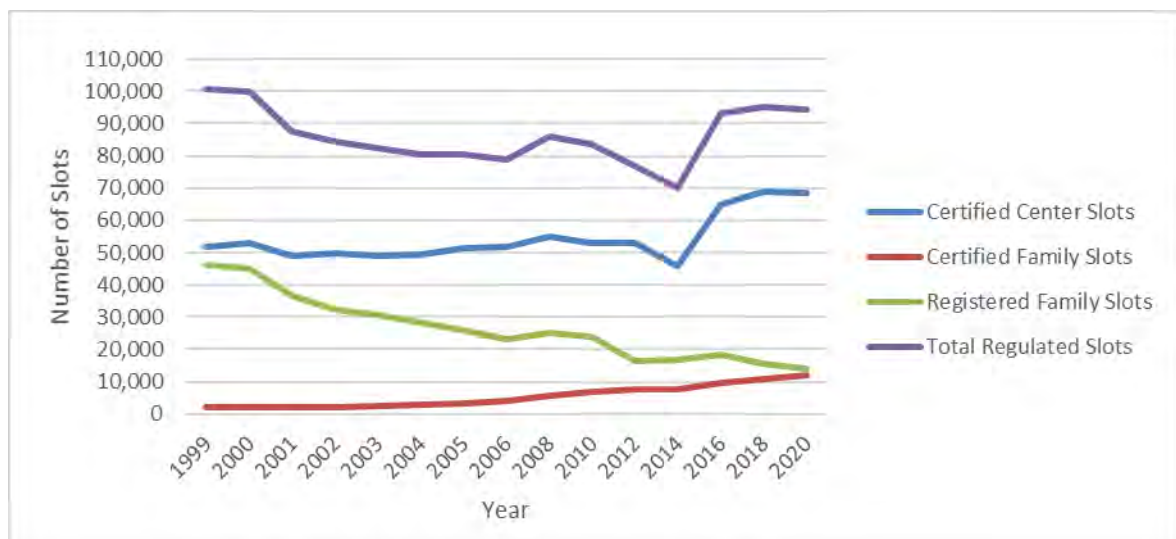
We define parents broadly as all types of primary caregivers, such as parents, grandparents, and foster parents.

¹Child care access is multidimensional and many factors shape a family's access to care; supply is one factor. For more information of the different dimension of access see the [Access Guidebook](#).

²Malik, R., Hamm, K., Schochet, L., Novoa, C., Workman, S., & Jessen-Howard, S. (2018, December 6). [America's child care deserts in 2018](#).

An inadequate supply of child care is not a new problem in Oregon. The Oregon Child Care Research Partnership (OCCRP) has been studying child care supply since the 1990s. The following graph shows that, although the number of child care slots in centers and large family (certified) child care homes have been steadily growing since 1999, the number of slots in small family (registered) child care homes has steadily declined. Between 1999 and early 2020, the total number of child care slots for children under age 13 declined by approximately 6,000 slots. The number of slots in centers and large family child care homes increased by approximately 26,000 slots, but the numbers in small family child care homes decreased by approximately 32,000 slots. The total number of slots was lowest in 2012 and has been steadily growing since that time, but remains 6,000 slots below 1999 levels. Growth in center and large home-based care has not made up for the decline in small home-based care. Families struggle to find care for their young children across the state, and policy makers want to understand the child care supply as it will help identify strategies likely to be successful.

**Figure 1: Regulated Oregon Child Care Supply for Children under Age 13:
1999-2020**



In January 2019, the Oregon Child Care Research Partnership in partnership with Oregon’s Early Learning Division (ELD) published Oregon’s first report on child care deserts³ by age group (infant/toddler versus preschool-age children) and funding source (public versus non-public funding of slots). The current report is a follow-up to identify the child care deserts status of Oregon counties as of early 2020 (pre-COVID⁴). As a baseline prior to the pandemic, this report provides a useful starting point to assess the impact of the pandemic on Oregon’s early care and education over time.

³ Pratt, M., Sektanan, M., & Weber, R. B. (2019, January). [Oregon’s child care deserts: Mapping supply by age group, metropolitan status, and percentage of publicly funded slots](#). Corvallis, Oregon: Oregon State University, College of Public Health and Human Sciences.

⁴ In response to COVID-19 global pandemic, Governor Kate Brown declared a State of Emergency in Oregon on March 8, 2020. On March 25, 2020, child care providers were ordered to close unless they were providing Emergency Child Care (ECC). The COVID pandemic and resulting closures have greatly changed the landscape of the child care supply in Oregon. Although the full effects will not be known for some time, it is expected that many providers may not re-open and much of the child care workforce may have detached from child care (Early Learning Division, May 2020). As a baseline prior to the pandemic, this current report describes the supply of child care as of March 1, 2020 (pre-COVID).

In defining deserts, Oregon researchers used the definition of more than three children per regulated child care slot at the county level. By working with partners, OCCRP was able to create a child care supply dataset that included information on the population of children in a county by age group and number of slots by age group, as well as data on whether or not slots were publicly funded.

In this report, we define a *child care desert* as a county with more than three children for each regulated child care slot.

What this dataset enabled us to discover is which geographically-defined communities have an adequate child care supply and which geographically-defined communities do not, according to the child care desert metric. For example, we will be able to answer the question, “Do some Oregon counties have more adequate child care supply than others?” We expect there to be geographic variation, because prior research has revealed that child care supply is relatively more adequate among urban compared to rural communities⁵. What we cannot determine from analyzing this dataset is which children and families are able to afford and use the available child care supply and which children and families are not. For example, we cannot answer questions such as, “Do African American and Black families have adequate access to high quality, affordable child care that meets their needs?” or “Do families with children experiencing disabilities and/or chronic health care needs have adequate access to high quality, affordable child care that meets their needs?” While we recognize that these are important questions to answer, it is beyond the scope of the current dataset to do so (see Study Implications and Next Steps for a discussion on how other recent Oregon research efforts are addressing systemic inequities in child care access).

In the current study, we look at how supply and public funding vary by age and county. Using this dataset, we address the following questions:

1. How adequate is Oregon’s child care supply for children ages five and under? Specifically, how many counties are child care deserts? How does the supply of preschool-age care compare with that for infants and toddlers? How has this changed since 2018?
2. What percentage of child care slots are publicly funded? Does the percentage vary by age group served? Has public investment changed since 2018?

Methods

The child care supply analyses reported here relied on numerous data sources, but the foundational dataset was the Estimating Supply (ES) dataset put together by Oregon State University (OSU). To create this dataset, OSU worked with Central Coordination at Western Oregon University. First, licensing data (Child Care Regulatory Information System) and Child Care Resource & Referral (NACCRRAware) databases were merged to ensure all child care facilities were included. Then Central Coordination managed a data update process in which data on capacity and price by age group were collected from all Oregon child care facilities

⁵ Pratt, M, Weber, B., Sektnan, M., Caplan, S., Houston, L. (2020, September) [Supply and Demand in Oregon: How Equitable is Child Care Access](#). Corvallis, Oregon: Oregon State University, College of Public Health and Human Sciences.

within a four-month period to ensure all data were comparable and current. Central Coordination provided the updated data to OSU for use in multiple studies. Of relevance for these analyses, the dataset included data on each facility's regulatory status and desired capacity by age group as of March 1, 2020 (pre-COVID).

For the purpose of this report, the supply of child care includes regulated (licensed) slots in Certified Centers, Certified Family homes, and Registered Family homes, as well as a few license-exempt and recorded facilities that receive public funding.⁶ We will refer to this as the regulated supply throughout this report.

Based on this definition, Oregon had an estimated 67,981 regulated child care slots for young children ages 0-5 in 2020 (pre-COVID), with 73% of slots in centers, 15% slots in large (certified) home-based care, and 12% in small (registered) home-based care. Non-metropolitan⁷ counties have a similar percentage of center slots (75% vs. 72% metro), slightly larger percentage of small home-based care (16% vs. 12% metro), and fewer large home-based facilities (8% vs. 16% metro). Figure 2 displays the number of regulated slots by type of facility.

Figure 2

Type of Care	Young Children 0-5 Slots	
Centers	49,292	73%
Large Home-Based	10,259	15%
Small Home-Based	8,430	12%
Total All Types	67,981	100%

Data on capacity of publicly funded facilities by age group came from multiple sources. The Early Learning Division (ELD) administers several publicly-funded early learning programs: Oregon Head Start Prekindergarten (OPK), Early Head Start (EHS), Preschool Promise, and Baby Promise. ELD program managers provided lists of funded programs. Lists included facility identification information and numbers of children served or slots funded by each program. Oregon has a limited number of federally funded Head Start (HS) programs that did not receive either OPK funding and were thus not on the ELD lists. These included federal Head Start/Early Head Start, tribal HS, and Migrant and Seasonal HS programs. The Oregon Child Development Coalition (OCDC) manages the Migrant and Seasonal Head Start programs. Many programs blended funding and hence were on ELD lists and also were federally funded. Thus, in addition to using the ELD lists, researchers identified programs that had OCDC or Head Start in their

⁶ Between 2018 and 2020 there was a notable shift in the number of facilities that moved from regulated to license-exempt status. This can be attributed to an [Oregon Administrative Rule](#) change that stated as of October 2018 centers operated by a school district, political subdivision of this state, or a government agency were no longer required to be licensed by the Office of Child Care. However, since some of these facilities (n = 64) continue to receive public funding (e.g., Head Start, Preschool Promise, Oregon Prekindergarten), we include them into our definition of regulated supply in order to accurately represent the number of public slots in the state. These license-exempt and recorded programs with public slots are included as centers in Figure 1.

⁷ Metropolitan and nonmetropolitan counties were defined using the U.S. Office of Management and Budget Core-Based Statistical Area classification. Counties were classified as metropolitan if they include an urbanized area of 50,000 inhabitants or more, plus outlying counties with close economic or social ties to the central county. Nonmetropolitan counties include two groups: micropolitan and noncore. Micropolitan counties include at least one urban cluster of between 10,000 and 49,000 people, plus outlying counties. Noncore counties have no population cluster larger than 10,000.

facility name or were listed as receiving federal funds on the Head Start Early Childhood Learning and Knowledge Center website but had not appeared on an ELD list.

Public slots included in this report do not capture all public investments in child care. For instance, investments in the Employment-Related Day Care program (ERDC) are not included in this analysis of slots. Although ERDC, which is Oregon's child care subsidy program, helps families pay for child care, it typically does not create child care slots⁸. Families who receive ERDC rely on the regulated and legally-operating unregulated slots in their community to find a slot into which they enroll their child. A subsidy voucher helps them purchase care in one of those slots.

In addition, the number of publicly funded slots is likely underestimated. Local entities such as school districts or counties sometimes use their own public funds to deliver child care services, but that information was not in the available data and so those slots could have been missed. Head Start Child Care Partnerships use federal dollars to fund child care slots within community facilities, but those community facilities may not have been identified in the dataset. Also, families receiving Relief Nursery services often participate in a publicly funded early learning program, but a reliable number of those who participated in an early learning program was not available.

Getting to precise values for facility capacity provided challenges. The ES dataset included counts of desired capacity, that is the number of slots that could be filled at a given time. Most programs were full day, so the desired capacity represented the number of children the program hoped to serve at any one given time. But part-day programs often seek to fill that capacity more than once in a day, e.g., in the morning and afternoon. In those cases, the desired capacity reported in the ES dataset would be smaller than the number of children served. In some cases, the ELD lists included values for the number of children served. The ES dataset noted if facilities were full or part-day. Thus, by manually matching data from the ES dataset with that from the ELD lists, researchers were able to develop estimates for child care slots.

Researchers included counts aligned with their stated desired capacity only if the program offered a facility-based early learning program. In a few instances, ELD lists included numbers of children served with home visiting rather than in a center or home-based early learning program. When ELD lists included larger values of numbers served than the desired capacity values in the ES dataset, researchers checked to see if the program offered a home visiting program.

Population estimates from the Population Research Center at Portland State University were used to calculate the percent of children who had potential access to a slot. Estimates were from the 2019 Annual Population Report Tables, released April 15, 2020. In line with national practice, child care desert estimations used child population estimates by age group. Attempting to estimate the number who *need* child care would be out of line with national efforts and would be likely to introduce error as there are no reliable estimates of child care need. The population estimates can be thought about as the total *potential* demand for care.

⁸ The Oregon child care subsidy program has a small Contracted Slots program that contracts with providers. That program primarily funds Head Start programs to extend hours of services for eligible employed parents. This transforms part-day Head Start funded slots into full-day slots.

Findings

In examining the adequacy of the supply of child care and early education for young children in Oregon, we identified child care deserts and looked for association of deserts with public funding. We asked two main questions:

1. How adequate is Oregon's child care supply for children ages five and under? Specifically, how many counties are child care deserts? How does the supply of preschool-age care compare with that for infants and toddlers? How has this changed since 2018?
2. What percentage of child care slots are publicly funded? Does the percentage vary by age group served? Has public investment changed since 2018?

For each question, we also assess how supply varies by child age (i.e., infant/toddlers compared to preschoolers). Below we summarize the answers to each question while also displaying the information in maps and tables.

How adequate is Oregon's child care supply for children ages five and under? Specifically, how many counties are child care deserts? A county is a child care desert if there are more than three children for every regulated child care slot. Another way of representing the desert definition is to show the percentage of children in the county with potential access to a slot. Having a slot for fewer than 33% of the county's children is the same as having more than three children for every slot. Using the second definition facilitates county comparisons.

Statewide, 23% of Oregon's children age five and under have potential access to a regulated child care slot (14% of infants and toddlers and 32% of preschool-age children). This equates to roughly seven infants and toddlers for every infant/toddler slot and three preschool-age children for every preschool-age child care slot.

As seen in Figure 3 and [Map 1](#), all Oregon counties are child care deserts for infants and toddlers and 25 of the 36 (69%) counties are deserts for preschool-age children⁹. In addition, for infants and toddlers over half of Oregon's counties are extreme deserts, where there is, at most, one slot for every 10 children. See [Table 1](#) on page 16 to view the percentage of potential access to child care in each county.

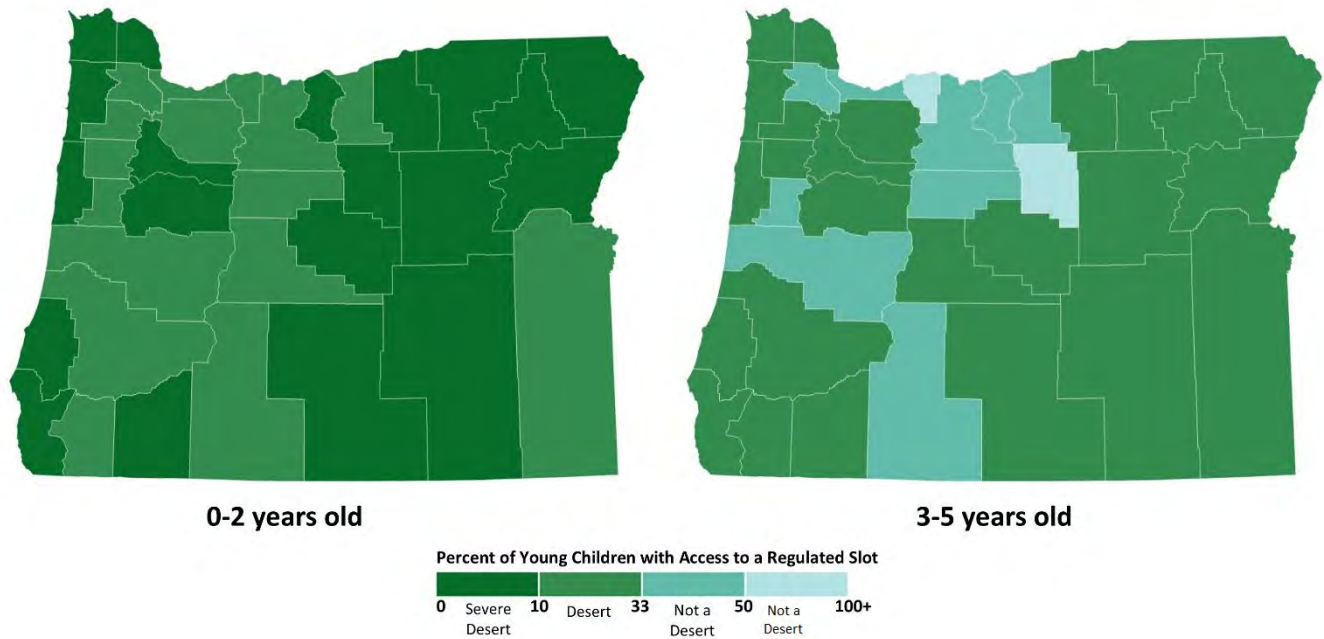
Figure 3

Percentage of Counties Ranked by Desert Status

Percent Access to a Slot	0-2 years		3-5 years		0-5 years	
	N	%	N	%	N	%
Severe Desert (0 - 10%)	20	56%	0	0%	2	6%
Desert (10 - 33%)	16	44%	25	69%	31	86%
Not a Desert (34 - 50%)	0	0%	9	25%	3	8%
Not a Desert (>50%)	0	0%	2	6%	0	0%
Total	36		36		36	
Desert	36	100%	25	69%	33	92%
Non-Desert	0	0%	11	31%	3	8%

⁹ The following counties are not child care deserts for preschool-age children: Benton, Gilliam, Hood River, Jefferson, Klamath, Lane, Multnomah, Sherman, Wasco, Washington, and Wheeler.

Map 1: Percent of Young Children with Potential Access to a Regulated Child Care Slot by Age Group



For larger view of map, see page 15.

How has the adequacy of Oregon’s child care supply for children ages five and under changed from 2018 to early 2020? Compared to 2018, the total regulated supply for young children increased by an overall 588 slots in 2020 (infant/toddler slots increased by 782, preschool slots decreased by 194¹⁰). The estimated number of children in Oregon ages five and under changed from 2018, seeing a decline of about 13,000 children ages 0-5¹¹. Despite an increase in the overall number of slots for children 0-5 and decrease in child population, only a few counties had shifts in their desert status. For infants and toddlers, all counties were child care deserts in both 2018 and 2020. For preschool age children, three counties (Gilliam, Lane, Washington) moved from being child care deserts in 2018 to not being deserts in 2020, however, the percent of children with potential access in 2020 (34-36%) is just above the desert cutoff.

There were also shifts in the severity of desert status for a few counties. For infants and toddlers, three counties (Morrow, Sherman, Umatilla) became more severe deserts in 2020, moving from 10-33% of children with potential access to less than 10% of children with potential access. Five counties (Douglas, Klamath, Malheur, Polk, Yamhill) became less severe deserts moving from 0-10% of children with access to 10-33% of children with access. For preschool age children, one county (Lake) became a less severe desert moving from 0-10% of children with access to 10-33% of children with access.

¹⁰ The loss of slots equates to a 0% change from 2018 (47,177 in 2018 to 46,983 in 2020). The decline does not appear to be concentrated to a single region or follow an identifiable pattern.

¹¹ Child population estimates in both 2018 and 2020 come from Portland State University Population Research Center.

It is important to note that not being a child care desert does not necessarily mean that the supply is sufficient for all families that need care, as approximately two-thirds of Oregon children five and under have two employed or a single employed parent (Oregon Child Care Research Partnership, 2018). Nor does not being a desert mean that quality and affordability are not issues that shape a family's ability to use the care available.

What percentage of child care slots are publicly funded? For this analysis, publicly funded slots are those slots funded by Oregon Head Start Prekindergarten, Early Head Start, Preschool Promise, Baby Promise, Federal and Tribal Head Start, and Federal Migrant and Seasonal Head Start managed by the Oregon Child Development Coalition. These slots are typically available only to children from very low-income families.

Overall, 19% of regulated slots for children ages five and under in Oregon are publicly funded, with the percentage of publicly funded slots varying substantially by age group. Of slots for infants and toddlers, only 8% are publicly funded, whereas 24% of slots for preschool-age children are publicly funded. See [Table 2](#) on page 17 for the number and percent of publicly funded slots by county.

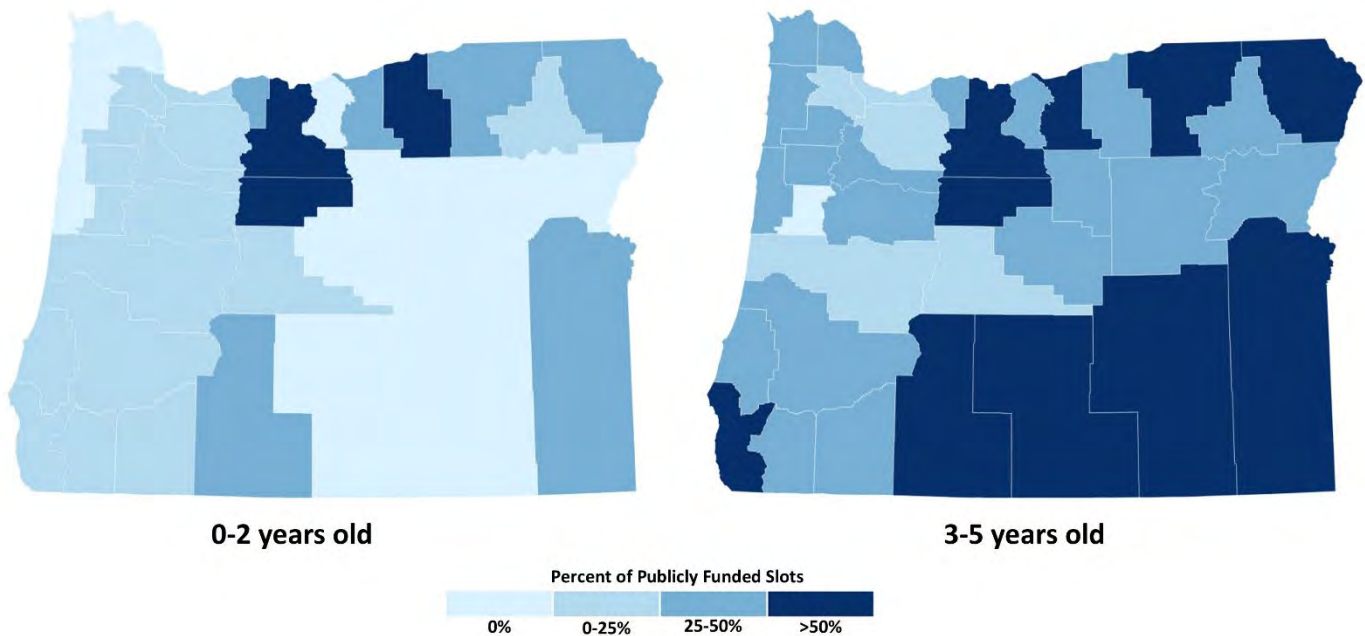
As can be seen in Figure 4 and [Map 2](#), the percentage of publicly funded slots varies across Oregon counties. Although 69% of counties have more than 25% of their 0-5 year old slots publicly funded, this varies greatly by age group. Only a quarter of Oregon counties (25%) have more than 25% publicly funded slots for infants and toddlers, whereas over four-fifths of counties (83%) have more than 25% publicly funded slots for preschool-age children. Eleven counties (31%) have no public funding for infants and toddlers, whereas all counties have public funding for preschoolers. Likewise, only three counties (8%) have greater than 50% of their infant/toddler slots from public funding, compared to 10 counties (28%) for preschool-age children. It is important to note that a higher percentage of publicly funded slots does not equate to more public funding. Rather, it means that a higher percentage of the total supply in the county is publicly funded.

Figure 4

Percentage of Counties Ranked by Percent of Publicly Funded Slots

Percent Public Slots	0-2 years		3-5 years		0-5 years	
	N	%	N	%	N	%
0%	11	31%	0	0%	0	0%
0 - 25%	16	44%	6	17%	11	31%
25 - 50%	6	17%	20	56%	17	47%
Greater than 50%	3	8%	10	28%	8	22%
Total	36		36		36	

Map 2: Percent of Regulated Child Care Slots that are Publicly Funded by Age Group



For larger view of map, see page 16.

It is also important to note that non-metropolitan counties have a higher percentage of public slots than metropolitan counties¹². Overall, 44% of slots for young children (0-5 years) in non-metropolitan counties are publicly funded, compared to 15% of slots in metropolitan counties. Although this remains the case when viewed by age groups, the percentage of publicly funded slots is a much smaller proportion of the supply for infants and toddlers (5% in metro, 31% in non-metro) than for preschool-age children (20% for metro, 49% for non-metro).

Publicly funded slots play an important role in supply adequacy. Examining the 11 counties that are not preschool child care deserts, eight of the eleven would become deserts without publicly funded slots¹³. Public slots make up 12% to 80% of preschool slots in these counties. Only Benton, Hood River, and Wheeler counties would continue to not be deserts without publicly funded slots.

How has the percentage of publicly funded child care slots changed from 2018 to 2020?

Between 2018 and 2020, increased state funding led to growth in the number of contracted slots offered by Oregon Prekindergarten and Preschool Promise, as well as created a new contracted slot program, Baby Promise, that contracts with providers for infant and toddler supply slots. Between 2018 and 2020, the total number of public slots throughout the state increased by 817 slots (353 infant/toddler slots, 464 preschool slots).

¹² Metropolitan and nonmetropolitan counties were defined using the U.S. Office of Management and Budget Core-Based Statistical Area classification, see footnote 7.

¹³ Counties that would become deserts without publicly funded slots include: Gilliam, Jefferson, Klamath, Lane, Multnomah, Sherman, Wasco, and Washington. Only Benton, Hood River, and Wheeler continue to not be deserts if publicly funded slots were not included.

In 2020, five counties had public slots for infants and toddlers when previously they did not have any publicly funded slots for this age group in 2018 (Coos, Curry, Deschutes, Douglas, Yamhill). Therefore, the total counties without any infant/toddler public slots was down to 11 in 2020, compared to 16 counties in 2018. In addition, nine counties increased the overall number of infant/toddler publicly funded slots compared to 2018, with four counties nearly doubling the number of public slots (Linn, Malheur, Marion, Wasco). Six counties decreased the overall number of public slots for infants and toddlers, with most ranging from a 17-32% decrease in their total publicly funded infant/toddler slots.

For preschool public slots, 25 counties increased the overall number of public slots, ranging from a 4-58% increase from 2018 public slots and one county doubling their public slots (Lake). Eight counties decreased the overall number of public preschool slots, with most ranging from a 3-8% decrease, with the exception of one county that experienced a 44% decrease in preschool public slots (Wheeler).

Discussion

Most Oregon families with a preschool-age child continue to live in a child care desert. All Oregon families with an infant or toddler live in a child care desert. Having an inadequate supply is not a new problem in Oregon.

Although there was a slight increase in the child care supply between 2018 and 2020 for young children 0-5, Oregon continues to have less regulated supply than it did 20 years ago for children ages 0-13. The decline in slots in small home-based care settings is associated with a decline in the total supply of regulated care. The decline in small family (registered) slots had begun prior to 1999 and the number of slots has continuously declined since that time. The number of slots available in centers and large family (certified) child care homes continues to increase, but has not made up for the long-term decline in small home-based slots. Currently, there is great concern about the negative impact the COVID-19 pandemic is having on the child care system across the state. This report provides a picture of where Oregon's supply was in early 2020 (pre-pandemic¹⁴) and can be a useful tool in which to measure recovery upon.

Two characteristics of child care supply provide insight into the adequacy of the supply, age group served and role of public funding. First, in terms of age-groups served, every Oregon county is a child care desert for infants and toddlers. Providers struggle to provide infant/toddler care, in part due to the high staffing levels needed to meet safety and developmental needs of very young children. Public funding has been primarily directed to preschool due to its proximity to kindergarten entrance. Yet the early years are critical to development, and many argue that waiting until preschool for public investment is not an effective way to support kindergarten readiness and family well-being.

¹⁴In March 2020, Oregon's [Executive Order 20-12 \(Stay Home, Save Lives\)](#) ordered Oregonians to stay at home, closed specific businesses, required social distancing measures, and imposed requirements for outdoor areas and child care facilities due to public health threat of COVID-19.

In recognition of the need for infant and toddler slots, the Baby Promise pilot program was created by the Early Learning Division in 2019 and has funded 104 slots in communities across the state as of early 2020. Although we see a modest (4%) increase in the number of regulated infant/toddler slots between 2018-2020, all of Oregon's counties continue to be deserts, and many of them are extreme deserts, for this age group. Thus, more investment and creative problem solving is needed to address the inadequacy of infant/toddler child care across all Oregon counties. It is important to note that the supply is largely inadequate for preschool-age children as well; 25 of 36 counties are deserts for preschool-age children. It is just that the supply is the least adequate for infants and toddlers, with only one slot for every seven infant/toddlers in Oregon.

Second, the percentage of slots that are publicly funded also plays an important role in shaping child care supply. The total supply in any county is made up of both publicly funded and non-publicly funded (market) slots. A larger market funded supply of child care is associated with larger populations and higher levels of household income and maternal education. Public funding is typically directed to areas where conditions for market care are weak. These targeted areas are in metropolitan and nonmetropolitan counties, but they make up a greater percentage of the slots in nonmetropolitan counties where the conditions to support market care are especially weak and thus the number of market slots is small.

When looking at the ten counties that are not child care deserts for preschool-age children, there is a substantial difference in the percentage of slots that are publicly funded by metropolitan status. In general, publicly funded slots make up a larger percentage of total supply in nonmetropolitan than metropolitan counties. In the six non-metropolitan counties that are not deserts, 25% or more of their slots are publicly funded. In the four metropolitan counties that are not deserts, less than 25% of their slots are publicly funded. Child care markets are stronger in metropolitan counties and thus the total number of slots is larger, and the percentage of publicly funded slots is smaller.

This study focuses on supply of child care and education; that is, across Oregon counties how many regulated slots does Oregon have in relationship to the number of children in an age group. Supply is a measure of how much child care is available in a community that families in that community could potentially access. As important as availability is, it is only one of a set of interrelated child care characteristics that are critical to making child care work for children and families. Affordability and quality are also important factors of accessibility. Child care slots may be available but not be accessible for many reasons, such as parents may not be able to afford the price, services may not be offered at times that align with parents' schedules, or the available care may not meet children's safety, developmental, or cultural needs. Having an adequate supply is not enough. For the child care system to effectively and equitably serve families, parents need child care to be available in locations and hours that work for them, affordable, and high quality so it meets their children's and families' needs.

Limitations

A limitation of this study is the geographical unit used. County was used because data were available on both supply and population for that geographical unit, and this also aligned with the 2018 Report. But as almost 30 years of market price surveys has demonstrated, a county typically contains multiple child care markets (a market is defined as a geographic area that includes both those who seek and those who provide care)¹⁵. Multiple child care communities typically exist within a county. Future studies should explore use of clusters of either zip codes or census tracts so as to better approximate child care communities.

In addition, the number of publicly funded slots is likely underestimated. Although the number of publicly funded slots not identified in the study is relatively small, it would be important that future studies include efforts to identify as many publicly funded slots as possible.

It is also worth noting that number of slots does not equal the number of children served. Some programs fill a slot with more than one child, as is the case of part-time or part-day enrollments. Available data capture the number of slots a program hopes to fill at any given moment, not the total number of children they hope to reach, or the number they actually serve. Thus, it is important to recognize that these findings address availability of *slots* and may not reflect the total number of children who can be *served* in Oregon's regulated child care and early education programs.

Finally, this report focuses on regulated care that is licensed by Oregon's Office of Child Care (OCC) within the Early Learning Division (ELD). Between 2018 and 2020 there was a notable shift in the number of facilities that moved from regulated to license-exempt status. This change can be attributed to a [2018 Rule change](#), which allows facilities run by other public agencies (e.g., K-12 schools) to be license-exempt with OCC. However, many of these license-exempt facilities continue to receive public funding that is administered or tracked by ELD (e.g., Preschool Promise, Oregon Prekindergarten). Thus, distinct from the 2018 report, we added exempt facilities with public slots into our definition of regulated supply. Future work will benefit from additional exploration into the implications of how child care supply is defined.

Study Implications and Next Steps

The majority of Oregon counties are child care deserts for preschool-age children as well as for infants and toddlers, which highlights how child care supply (i.e., child care desert status severity) varies by geography. These findings confirm parents' reports of supply inadequacies for young children and are consistent with those of prior studies both in Oregon and nationally. The study clarifies that issues of supply and public funding continue to be greater for infant/toddler than for preschool-age child care supply.

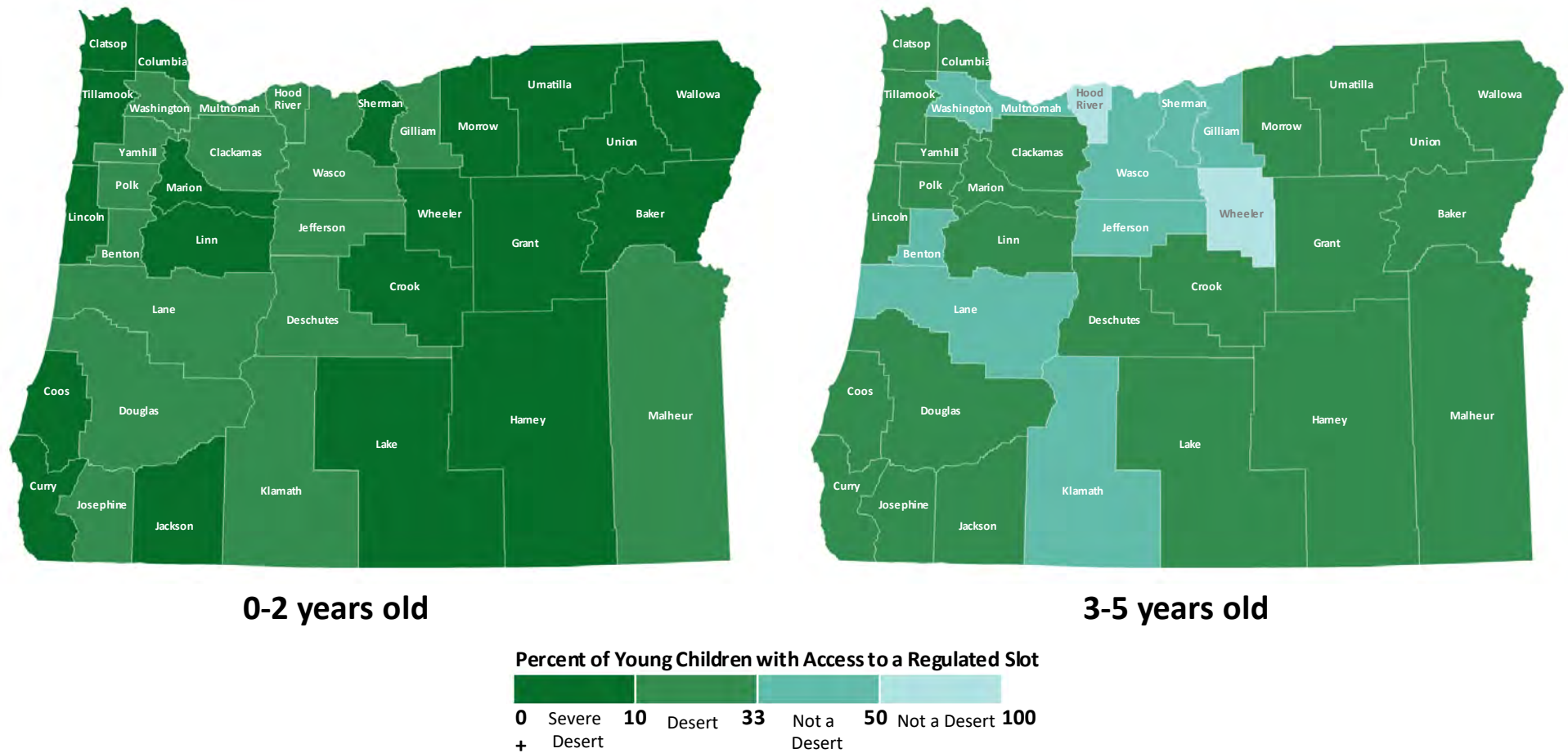
¹⁵ Grobe, D., Weber, R. B., Davis, E. E., Kreader, J. L., & Pratt, C. C. (2008). [Study of market prices: Validating child care market rate surveys](#). Corvallis, OR: Oregon Child Care Research Partnership, Oregon State University.

Systemic inequities in early childhood education and care have existed for a long time. These inequities have resulted in high quality, affordable child care being less accessible to families in currently and/or historically underrepresented or underserved communities. The COVID-19 pandemic has disrupted child care availability in Oregon as well as highlighted and exacerbated systemic inequities in the early care and education system. For example, recent research revealed clear disparities in how the COVID-19 pandemic has impacted child care for Black, Indigenous, and People of Color (BIPOC) families in Oregon¹⁶. In a survey and a series of listening sessions, BIPOC Oregon families reported higher rates of disrupted child care, voiced greater concern about exposure to COVID-19 when returning to in-person child care, and expressed more desire for culturally specific and culturally responsive child care options compared to all families who participated in this research.

Leaders in Oregon and across the United States are working on solutions to stabilize and rebuild early childhood education and care – a fragile, inequitable system that was already facing a supply shortage, with some communities living in more severe child care deserts than others. This report provides a picture of Oregon’s child care supply as of early 2020. The findings can be used as a baseline of supply before the COVID-19 pandemic, against which Oregon can measure efforts to stabilize and rebuild supply in the coming years. Continued work to understand how supply and demand realities vary across different groups of families and different geographical regions of the state will be critical to informing and evaluating focused supply building efforts that strive to effectively and equitably meet the needs and preferences of *all* of Oregon’s children and families.

¹⁶ Pears, K.C., Miao, A.J., Green, B.L., Lauzus, N., Patterson, L. B., Scheidt, D., & Tremaine, E. (2021). Oregon Preschool Development Grant Birth to Age 5 Strengths and Needs Assessment: [2020 Statewide Household Survey Results](#). Report submitted to the Oregon Early Learning Division and Early Learning Council, March 2021.

Map 1: Percent of Young Children with Potential Access to a Regulated Child Care Slot by Age Group

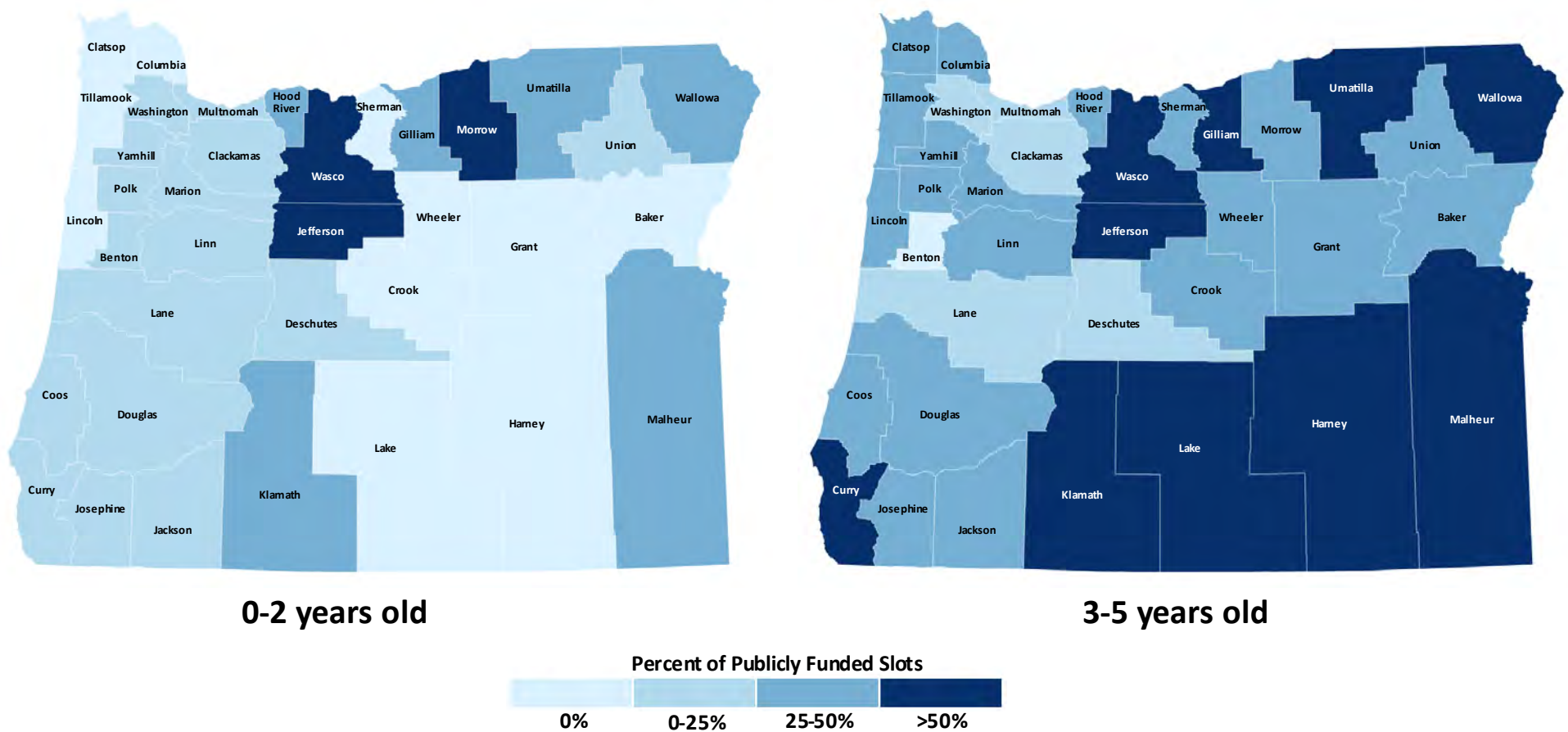


0-2 year olds includes children birth through the end of age 2. 3-5 year olds includes children 3 through the end of age 5.

Regulated child care slots includes slots in Certified Centers, Certified Family homes, Registered Family homes and Exempt programs that have public slots.

Data Information: Potential access to child care is calculated by taking the number of regulated child care slots for young children as of March 2020 (pre-COVID) (Estimated Supply of Child Care in Oregon, Oregon Child Care Research Partnership, Oregon State University) and dividing it by the population of children in the community who fall in the age group (2019 Annual Population Report Tables, Portland State University Population Research Center).

Map 2: Percent of Regulated Child Care Slots that are Publicly Funded by Age Group



0-2 year olds includes children birth through the end of age 2. 3-5 year olds includes children 3 through the end of age 5.

Regulated child care slots include slots in Certified Centers, Certified Family homes, Registered Family homes and Exempt programs that have public slots.

Data Information: Public slots for ages 0-5 include Oregon Head Start Prekindergarten, Early Head Start, Preschool Promise, Baby Promise, Federal and Tribal Head Start, and Federal Migrant and Seasonal Head Start managed by the Oregon Child Development Coalition. Percentage of slots that are publicly funded is calculated by dividing the number of public slots by the total number of regulated slots as of March 2020 (pre-COVID) (Estimated Supply of Child Care in Oregon, Oregon Child Care Research Partnership, Oregon State University).

**Table 1. Percent of Children in County with Potential Access to a Regulated Slot*
By Age Group**

A county is considered a child care desert if fewer than 33% of the county's children have access to a slot.

County	0-2 year olds	3-5 year olds	Total 0-5 year olds
Baker	5%	20%	12%
Benton	21%	45%	33%
Clackamas	15%	30%	23%
Clatsop	7%	28%	17%
Columbia	10%	25%	18%
Coos	9%	29%	19%
Crook	6%	25%	15%
Curry	7%	22%	14%
Deschutes	12%	33%	22%
Douglas	11%	27%	19%
Gilliam	21%	36%	28%
Grant	2%	26%	14%
Harney	3%	17%	10%
Hood River	18%	53%	36%
Jackson	9%	30%	19%
Jefferson	18%	44%	31%
Josephine	14%	27%	20%
Klamath	11%	42%	26%
Lake	0%	21%	10%
Lane	14%	35%	25%
Lincoln	4%	29%	16%
Linn	7%	19%	13%
Malheur	14%	31%	23%
Marion	10%	24%	17%
Morrow	9%	27%	18%
Multnomah	20%	42%	30%
Polk	11%	20%	15%
Sherman	6%	42%	23%
Tillamook	4%	24%	13%
Umatilla	9%	27%	18%
Union	8%	25%	16%
Wallowa	9%	27%	17%
Wasco	25%	43%	34%
Washington	19%	34%	27%
Wheeler	9%	75%	40%
Yamhill	12%	23%	18%
Oregon	14%	32%	23%

*Regulated includes Certified Centers, Certified Family, Registered Family Providers, and Exempt Providers who have public slots.

*0-2 includes children birth through the end of age 2; 3-5 includes children age 3 through the end of age 5.

Data sources: Access to child care is calculated by taking the Estimated Supply of Child Care in Oregon as of March 2020 (pre-COVID) (Analysis by Oregon Child Care Research Partnership, Oregon State University using data collected by the R&R system) and dividing it by the population of children in the county who fall in the age group (2019 Annual Population Report Tables, Portland State University Population Research Center)

**Table 2. Number and Percent of Public Slots By Age Group
for Regulated Programs***

Public slots for ages five and under include Oregon Pre-kindergarten, Early Head Start, Federal and Tribal Head Start, Oregon Child Development Coalition, Preschool Promise, and Baby Promise.

County	0-2 year olds			3-5 year olds			Total 0-5 year olds		
	Total Slots	Public Slots	Percent Public	Total Slots	Public Slots	Percent Public	Total Slots	Public Slots	Percent Public
Baker	30	0	0%	102	46	45%	132	46	35%
Benton	434	8	2%	967	110	11%	1,401	118	8%
Clackamas	2,006	40	2%	4,000	553	14%	6,006	593	10%
Clatsop	87	0	0%	355	136	38%	442	136	31%
Columbia	167	0	0%	398	186	47%	565	186	33%
Coos	188	47	25%	586	281	48%	774	328	42%
Crook	37	0	0%	156	58	37%	193	58	30%
Curry	32	4	13%	104	55	53%	136	59	43%
Deschutes	822	27	3%	2,251	195	9%	3,073	222	7%
Douglas	377	22	6%	890	294	33%	1,267	316	25%
Gilliam	14	6	43%	21	14	67%	35	20	57%
Grant	4	0	0%	42	20	48%	46	20	43%
Harney	6	0	0%	39	30	77%	45	30	67%
Hood River	163	56	34%	495	149	30%	658	205	31%
Jackson	656	72	11%	2,214	726	33%	2,870	798	28%
Jefferson	167	88	53%	377	301	80%	544	389	72%
Josephine	347	32	9%	683	233	34%	1,030	265	26%
Klamath	248	64	26%	925	471	51%	1,173	535	46%
Lake	0	0	0%	40	40	100%	40	40	100%
Lane	1,458	8	1%	3,700	756	20%	5,158	764	15%
Lincoln	54	0	0%	391	155	40%	445	155	35%
Linn	333	16	5%	910	251	28%	1,243	267	21%
Malheur	188	90	48%	409	269	66%	597	359	60%
Marion	1,411	252	18%	3,585	982	27%	4,996	1,234	25%
Morrow	40	40	100%	127	60	47%	167	100	60%
Multnomah	5,601	295	5%	11,494	2,434	21%	17,095	2,729	16%
Polk	364	48	13%	633	267	42%	997	315	32%
Sherman	4	0	0%	24	12	50%	28	12	43%
Tillamook	34	0	0%	213	102	48%	247	102	41%
Umatilla	336	150	45%	941	586	62%	1,277	736	58%
Union	86	8	9%	263	80	30%	349	88	25%
Wallowa	25	8	32%	71	37	52%	96	45	47%
Wasco	270	160	59%	444	249	56%	714	409	57%
Washington	4,534	124	3%	8,183	972	12%	12,717	1,096	9%
Wheeler	4	0	0%	30	9	30%	34	9	26%
Yamhill	471	32	7%	920	260	28%	1,391	292	21%
Oregon	20,998	1,697	8%	46,983	11,379	24%	67,981	13,076	19%

*Regulated includes Certified Centers, Certified Family, Registered Family Providers, and Exempt Providers who have public slots.

Data sources: The percentage of slots that are publicly funded is calculated by dividing the number of public slots in the programs listed above by the total number of regulated slots (Estimated Supply of Child Care in Oregon as of March 2020 (pre-COVID); Analysis by Oregon Child Care Research Partnership, Oregon State University using data collected by the R&R system)

As of early 2020*, there is inadequate regulated child care supply across Oregon - especially for infants & toddlers



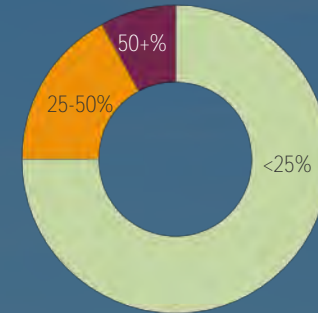
There are 7 infants & toddlers for a single child care slot in Oregon

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



All 36 Oregon counties are child care deserts for infants & toddlers

Public funding plays a major role in creating Oregon's child care supply – especially for preschoolers



3/4 of Oregon counties have fewer than 25% publicly funded regulated infant/toddler slots

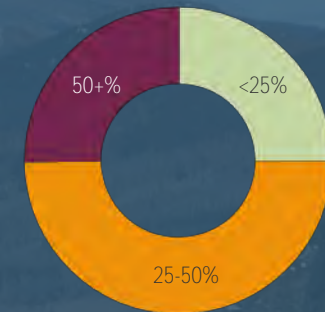


There are 3 preschool age children for a single child care slot in Oregon



All but 3 Oregon counties are child care deserts for preschool age children

Without publicly funded slots, 8 additional counties would be child care deserts.



Only 1/4 of Oregon counties have fewer than 25% publicly funded regulated preschool age slots

Definitions: Infants & toddlers are 0-2 year olds. Preschool age children are 3-5 year olds. Regulated child care includes certified centers, registered family homes, certified family homes, and exempt providers who have publicly funded slots. Publicly funded slots include Oregon Head Start Prekindergarten, Early Head Start, Preschool Promise, Federal and Tribal Head Start, and Federal Migrant and Seasonal Head Start managed by ODCD.

*As a baseline prior to the pandemic, this report describes the supply of child care as of March 1, 2020 (pre COVID).

Reference: Oregon's Child Care Deserts 2020 Mapping Supply by Age Group and Percentage of Publicly Funded Slot. Oregon Child Care Research Partnership, Oregon State University.

Full report can be found at <https://health.oregonstate.edu/early-learners/supply>

For more information contact Oregon Child Care Research Partnership at oregonccrp@oregonstate.edu



2022 Child Care Investment Package

In 2021, the legislature passed HB 3073 which responded to the state's child care crisis and provided immediate and long-term relief to Oregon families most in need of child care by reducing parent copays and making needed reforms to the state's child care subsidy program: Employment Related Day Care (ERDC). HB 3073 also establishes the Department of Early Learning and Care (DELIC) as an independent agency, consolidating child care and early learning administration and streamlining governance.

Federal COVID funds (\$224m) were used in Oregon to send direct grants—life lines— to providers working under impossible conditions: reduced ratios, heightened safety measures, inconsistent enrollment. These grants were geared toward preserving child care supply and keeping existing child care businesses operating.

Operating grants did help many child care businesses survive the height of the pandemic; however, Oregon has sustained a loss of about 20% of our pre-pandemic child care supply, increasing the number of children and families lacking access to care to a point of true emergency. Every county in Oregon was a child care desert prior to COVID; things are even worse now.

The pandemic has made clear that without care work, no other work can happen. We have seen the devastating impact on employment when parents can't find child care, especially for mothers and people of color. The legislature must act to invest in Oregon's child care supply immediately if we are to have an equitable economic recovery.

REBUILD CHILD CARE FUNDING SECTION - Total: \$65.7M - Monies spent by 9/1/24

Child Care was in short supply before the pandemic – now it's gone. Parents are facing waitlists everywhere and paying a significant portion of their family budget for care while providers who haven't left the industry, are barely scraping by or earning poverty wages. Care for infants, care in rural areas, evening and weekend care, and culturally specific care is in extremely short supply.

1. Growing Oregon's Child Care Workforce:

\$21M Child Care Workforce Recruitment and Retention payments- Appropriation to Portland State University, Research and Sponsored Projects *waiting for approval from director of Sponsored Programs and PSU Dean

We must recruit new employees and retain our current child care workforce, as they continue to care for our children at great personal risk during the ongoing pandemic. This investment is

needed to ensure we have the workforce needed to support current and new child care businesses. Child care businesses cite lack of employees and turnover of current staff as a barrier to serving all children needing care. This investment acknowledges the ongoing challenges for this workforce due to low pay and high risk of exposure to COVID. Failing to invest in this fund will contribute to continued closures of child care businesses and reduced availability of child care now and into the future.

In order to provide financial incentives to recruit and retain high quality child care workers across the state, this funding will utilize the infrastructure of an existing financial incentive program in the Center for Oregon Center for Career Development in Child Care & Education (OCCD) at PSU. OCCD administers financial incentives for participation in Oregon Registry Online for child care workers (ORO) which tracks training hours, college coursework and degrees providers complete related to the early childhood care and education field. ORO registration is required for those working in licensed child care programs and available to those in licensed-exempt care settings as a way to improve quality for all types of child care. Foundational trainings are available in 5 languages.

OCCD will provide outreach, collect applications and distribute \$500 direct payments to those currently working as child care providers in 2022 and 2023.

- For 2022, those currently employed in child care and have worked in the field for at least three months in 2022 are eligible for \$500. The application period will be open between October and December.
- For 2023, those currently employed in child care and have worked in the field for at least six months in 2023 can apply and will be eligible for \$500. The application period will be open between July and December.

The Child Care Workforce Recruitment and Retention Fund will both combat labor shortages in the field and promote professional development to achieve high quality care and education for children in care. As a current training partner to the ELD, OCCD already has a system in place to verify the current licensed workforce and to cut checks directly to providers through the Oregon Registry Online program, which helps providers track and plan their professional development. This appropriation request includes funding for direct payments to providers as well as costs associated with administering the program. See attached proposal for more information.

2. Grow New & Existing Child Care: \$44M total to Recruit, Train, Mentor, Expand:

\$22M Capacity Building Grant Fund Administered by Seeding Justice

This Child Care Capacity Building Grant Fund will provide funding to a variety of organizations and/or entities who can work directly with new and current early learning and child care providers to start new care facilities or to expand existing facilities to serve more children.

For a variety of reasons, the state agency that would normally administer a grant program like this does not have the current capacity to administer this program. We need a trusted outside partner with a strong racial, gender, and economic lens, and experience administering grant programs, to ensure we can get these funds out in the community and into the hands of providers in an equitable and timely way.

The best path forward, to ensure timely interventions to grow access to child care, will be for state funds to be allocated to Seeding Justice, a local 501c3 that has experience managing these types of funds and working with community partners to administer them.

Seeding Justice (formerly MRG Foundation) is Oregon's leading funder of social change organizing and is a 501c3 organization (EIN: 93-0691187). Seeding Justice's eight Community Funds are led by and benefit communities closest to the pain of injustice, aimed at shifting both wealth and power. The Funds have raised an additional \$7 million (and counting) in the last two years and continue to receive requests from Sovereign Nations, government agencies, CBOs, and lawmakers to open new Funds. In 2020-2021, Seeding Justice had the following impact:

- Awarded over \$4,949,139 to 236+ Oregon grantees Launched the Oregon Worker Relief Infrastructure Fund (OWR) to resource CBOs helping undocumented workers access unemployment relief during COVID.
- Established the Chúush Fund with the Confederated Tribes of Warm Springs as a pathway to support tribal community members, infrastructure and other needed investments to restore access to clean water.
- Acted as recipient of ARPA funds, overseeing allocation of relief funding and administering three legislative directed funds.

Seeding Justice will work as the fiscal sponsor, providing the following services for a 10% administrative fee, which is already included in the \$18M appropriation:

- A representative from Seeding Justice will sit on the steering committee for strategic and informational purposes. Seeding Justice will not have a decision-making vote.
- Grantmaking will be made according to Steering Committee criteria.
- Will facilitate additional community fundraising efforts.
- Will facilitate communications efforts.
- Will facilitate community engagement efforts.
- Will provide financial tracking and reporting to the Steering Committee (monthly or quarterly).
- Will provide limited reporting on donors.
- Will provide limited reporting to funders.

Because all funds will be spent before the end of the calendar year 2024 and they are one time use – this fund would be an excellent use of the state's remaining ARPA dollars. See attached proposal for more details.

\$17.3M Direct Appropriations to Organizations ready to launch new provider efforts

Community based organizations have stepped up to the plate to rebuild our child care supply. “The Partners” as they are referred to are recruiting, training, and mentoring community members to become new providers or helping existing providers expand their child care offerings. What “The Partners” have discovered is that many new and existing providers need one time funds to start or expand their businesses.

Each Partner listed below has submitted a proposal about how they would spend their **allotted money between now and Sept 1, 2024. Because all funds will be spent before the end of the federal fiscal year 2024 and they are one time use – this fund would be an excellent use of the state’s remaining ARPA dollars.**

\$1.2M Euvalcree (Eastern Oregon)

\$7.9M United We Heal Training Trust (Statewide)

\$8.2M NeighborImpact (Central Oregon)

See attached proposals for more details.

\$5M Child Care Resource & Referral to support above efforts- Appropriation to ELD, to increase contracts.

The one time appropriations above will increase work for the state’s existing CCR&R’s who assist with training new child care providers. The Early Learning Division (ELD) will need to amend existing contracts with Orgeon’s 15 CCR&R’s to provide additional funding for this temporary work increase. Funding needs to be appropriated to ELD and they will work with DOJ to increase existing CCR&R contracts. As we invest in helping bring more providers online, strengthening our CCRR system will be important to ensuring success for new providers.

INCREASED MARKET RATE FOR PROVIDERS - \$30M in HB 4005

In 2022, we must improve child care subsidy rates to the 2020 market rate survey’s 90th percentile. These percentiles allow parents who utilize subsidies to purchase the equivalent percent of child care slots in their community. However, the study lags two years behind current rates. Careful analysis of past data shows that implementing the most recent 90th percentile actually allows parents to purchase at least 75% of the current market rates due to the two year lag in data. In order for the Legislature to provide subsidy-eligible parents the ability to purchase at the 75th percentile of the current slots available— therefore affording more types of care in our current market—we must offer subsidy reimbursement rates at the 90th percentile of the most recent survey from 2020. Failing to do so reduces a family's ability to find and afford care with the subsidy voucher.

SUPPORT DELC TRANSITION - \$4.3M additional funding in Department of Education budget for Early Learning Division (ELD)

In addition to the \$5.8M in the Emergency Board SPA, ELD needs and additional \$4.3M for a total of \$10.1M. The legislature must provide this funding to hire the staff necessary to ensure the newly formed Department of Early Learning and Care (DELC) can combine all child care and early learning programs and implement a comprehensive funding strategy that is essential to building supply and breaking from past purchasing strategies that have diminished providers' financial viability. To establish an agency with the necessary centralized functions and the ability to scale its services in the future to better support providers, families, and children; DELC needs a total investment of \$10.1M to expand staff capacity.

This \$100 million funding framework takes the essential next steps toward rebuilding child care supply necessary to support Oregon's economic recovery. A framework that honors the efforts of our child care work force and understands the lifelong value of a quality child care experience for our youngest Oregonians.



2022 Child Care Investment Package: Capacity Building Grants

Background:

Access to child care is necessary for joyful children, thriving families, and a strong economy. During the pandemic, we saw a spotlight on the need and purpose for child care, previously invisible. We saw child care provide the necessary infrastructure for Oregon's essential workforce to operate.

In 2021, the legislature passed HB 3073 which responds to the state's child care crisis and provided immediate and long-term relief to Oregon families most in need of child care by establishing the Department of Early Learning and Care (DELIC) as an independent agency, incorporating and making reforms to the state's child care subsidy program, Employment Related Day Care (ERDC). HB 3073 creates DELIC beginning January 1, 2023 and ensures the transfer of ERDC from Oregon Department of Human Services to DELIC by July 1, 2023.

Now that we've improved how our Oregon's public child care system is set up, child care providers need additional support that recognizes the decades of financial scarcity rendering child care businesses nearly (and often) inoperable, and that actually invests in growing our child care supply, supporting our providers and educators, and supporting the new Department of Early Learning and Care.

Child care is critical to the economic stability of families and to a stable workforce. The vast majority of our child care workforce are women, and disproportionately women of color. Due to a historic lack of investment in this sector, providers are working with scarce resources to start or grow child care programs. Wages are low, margins are thin, and regulatory requirements are often difficult to navigate alone.

In 2022, we are bringing forward a package of strategic investments to not just stabilize, but to begin expanding the child care and early learning workforce and infrastructure and better prepare for likely massive federal investments in the near future.

As a part of an Early Learning Committee omnibus bill, the package will:

1. Increase child care subsidy rates to the 2020 market rate survey's 90th percentile, providing more financial stability for providers and parents' growing purchasing power with their ERDC subsidy.
2. **Create a new Child Care Capacity Building Grant Fund for the state to invest in beginning to build supply and bring new providers online.**
3. Provide direct relief payments to child care workers to recruit and retain this critical workforce.
4. Provide staffing necessary to ensure the newly formed Department of Early Learning and Care (DELIC) has the resources necessary to continue implementation of HB 3073 (2021) and stand up the new agency.

2022 Child Care Investment Package: Capacity Building Grants

Capacity Building Grant Fund Administered by Seeding Justice

Without investing in new providers and helping existing providers expand, we will be unable to support the sector in rebuilding to even pre-COVID operating levels (which were already insufficient to meet the needs of Oregon's families), and will be even further behind when implementing new state, and likely federal, expanded eligibility to child care subsidies. Capacity grants for new providers and those who seek to make expansions to their programs will help those willing to invest their energy and risk themselves financially to serve Oregon's children and families. These programs have also seen success. The San Francisco-based Low Income Investment Fund, has created a fund for [grants for new and expanding providers](#) that has resulted in the creation of 273,000 new child care slots with a monetary benefit impact to families and communities of \$29.1 billion.

For a variety of reasons, the state agency that would normally administer a grant program like this does not have the current capacity to administer this program. We need a trusted outside partner with a strong racial, gender, and economic justice lens, and experience administering grant programs, to ensure we can get these funds out in the community and into the hands of providers in an equitable and timely way.

The best path forward, to ensure timely interventions to grow access to child care, will be for state funds to be allocated to Seeding Justice, a local 501(c)(3) that has experience managing these types of funds and working with community partners to administer them.

This Child Care Capacity Building Grant Fund will provide funding to community-based organizations who can work directly with new and current child care providers to start new child care facilities or to expand existing facilities to serve more children.

Capacity grant components:

1. Entities that would be eligible to receive capacity-building grants:

Cultural Specific Community Based Organizations that either have 501(c)(3) status or are fiscally sponsored by 501(c)(3) organizations.
Other Community Based Organizations, including Tribal governments, educational institutions and services districts
Child Care Resource & Referrals
Early Learning Hubs
Joint Labor Management Trusts

2. Grant program priorities:

- Grants will prioritize increasing child care capacity for infants/toddlers, children with disabilities, historically marginalized populations, care provided in languages other than English, non-traditional schedules care, and care in rural areas and other extreme child care deserts.

2022 Child Care Investment Package: Capacity Building Grants

- This grant program will be community led and supported, from the fund's leadership and management to the focus of its grant-making. It will ensure that community partners at each level are compensated for their work and supported with sufficient program support, administrative support and grant funding to make it a success.
- The fund will be marketed equitably, with materials and support provided in the top five languages other than English spoken in Oregon. Eligible entities shall receive grants to promote education/awareness of the program, support applicants through the licensure process, support existing providers in expanding services, and provide start-up funds to new providers.
- Child care providers that receive start-up funding from eligible grant-receiving entities shall ensure at least 20% of their increased capacity is to serve families eligible for Employment Related Day Care (ERDC) and other priority populations named in the legislation. Providers shall register as ERDC eligible providers, if they are not already.

3. How funds could be used:

- **Grants may include:**
 - Initial operating costs
 - 3-6 months of funds to cover the costs of getting to capacity of enrollment and to sustain operating expenses
 - Business Supports
 - Developing a child care business plan
 - Marketing & developing marketing materials
 - Child care business coaching
 - Renovation and Capital Projects
 - Expanding usable space
 - Renovating space to meeting child care licensing or other codes and/or to serve additional children
 - Planning and technical assistance to support upgrades or expansion of spaces
 - Workforce support
 - Recruitment and retention efforts, including bonuses, HR support, working with hiring managers, etc.
 - Professional learning support for mandatory trainings or for contracts for free additional training programs
 - Supplies and materials to support opening or expansion
- **Program related expenses:**
 - Facilitation and support for steering committee
 - Grant navigation and application support
 - Technical assistance for grantees
 - Communications about grant opportunities and related translation/interpretation into multiple languages

2022 Child Care Investment Package: Capacity Building Grants

- Outreach and community engagement support
- Data gathering and evaluation of use of funds
- Audits related to use of funds
- Other program related costs, as needed

4. How will funds be managed:

- A Steering Committee, composed of community-based child care stakeholders, will be developed with support from Seeding Justice and will be responsible for overseeing the fund, its administration and its grantmaking.
 - Organizations that will participate in the Steering Committee include, but are not limited to:
 - Family Forward Oregon
 - APANO
 - PCUN
 - Oregon AFSCME
 - Imagine Black
 - Unite Oregon
 - SEIU 503
 - Children's Institute
 - Oregon NAEYC
 - The Steering Committee will be responsible for providing regular reports to the legislature about the fund's activities, progress and barriers that are impeding our success.
 - The Steering Committee will allocate resources to any needed staffing to ensure appropriate outreach, grant navigation, ongoing technical assistance and support to grantees, etc.
- Seeding Justice will work as the fiscal agent, supporting the Steering Committee and providing the following services:
 - Sitting on the Steering Committee for strategic and informational purposes. Seeding Justice will not have a decision-making vote.
 - Will make grants following criteria set by Steering Committee.
 - Will support additional community fundraising efforts, if needed.
 - Will amplify communications efforts.
 - Will amplify community engagement efforts.
 - Will provide the Steering Committee financial tracking and reporting to the Steering Committee (monthly or quarterly).
 - Will provide the Steering Committee limited reporting on external donors, if any.
 - Will provide limited reporting to private funders, if any.

5) Budget and Financial Information:

- \$22M allocated to the Child Care Capacity Building Grant fund.
 - Funds will be used for direct grants, fund administration and other related program costs.

2022 Child Care Investment Package: Capacity Building Grants

- Depending on the proposals, average grants could be in the range of \$350,000 per grant to support the development and/or expansion of approximately 15 new family-home providers; and up to \$4M to support a community organization/other eligible entity to work with providers to develop or expand 10 child care centers. Direct grants will include support for related program and administrative costs.

6) Grantmaking and reporting system:

1. Application System
 - a. Seeding Justice to create a user-friendly online application that may be used by all applicants in the top five spoken languages in the state;
 - b. Applications will be reviewed by the Steering Committee with support from Seeding Justice staff.
 - c. Seeding Justice to create a process to submit a completed application.
 - d. Once the Steering Committee approves/declines grant applications, applicants will be notified by Seeding Justice staff.
2. Funding Distribution to Approved Applicants
 - a. Seeding Justice will work with grantees to sign grant agreements and distribute approved funds.
 - b. Applicants may qualify for an additional round of assistance, if funding allows.
3. Identification & Navigation
 - a. The Steering Committee will develop a staffing plan to ensure the program has skilled navigators, with a background in child care, helping to identify potentially eligible organizations who work directly with child care providers to get resources to new and expanding providers; and helping those organizations to navigate an application process with a focus on equity.
 - b. The Steering Committee and navigation staff will hold the relationship with the applicant, collecting data, transmitting the eligibility decision, and providing other service support.
4. Screening, Assessment, Eligibility Determination, Distribution
 - a. Seeding Justice screens all incoming applications, communicates with the navigator (not applicant) about the application, if necessary.
 - i. Assesses eligibility
 - ii. Makes eligibility determination & communicates information to organizations.
 - iii. Distributes funds to grantees
5. Support for grantees
 - a. Steering Committee supports staffing of ongoing peer learning and technical assistance supports for grantees, ensuring grantees have opportunities for joint learning and access to support to overcome barriers as they work to implement or expand new programs.
6. Data gathering and reporting

2022 Child Care Investment Package: Capacity Building Grants

- a. Seeding Justice will work with the Steering Committee to staff a process for gathering data in qualitative formats from ongoing peer support programs to grantees, and qualitatively through direct reporting by grantees. Data gathering will include, but not be limited to:
 - i. How many new providers have we supported? How many children/families are they enrolling and serving?
 - ii. How many providers have been able to make program expansions to serve more children/families?
 - iii. How many new children are being served in our target populations? By age, race/ethnicity, income, language spoken in the home, by geographic area, for children or parents with disabilities, etc.

CHILDCARE OASIS

Increasing Early Childhood Educational Outcomes and Opportunities

January 14, 2022 EUVALCREE

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Executive Summary

EUVALCREE is proposing a project that will provide increased child care slots quickly, while also investing in the long-term, sustainable growth of child care access in Eastern Oregon. The proposal includes two main components:

1. Renovation of an EUVALCREE owned property to a child care center in Malheur County that will provide 30 new slots.
2. The new center will also operate a training program for in-home child care operators that will allow trainees to get hands-on experience and business/management/licensing training.

This first site in Malheur County will serve as a model across Eastern Oregon as we continue to be able to purchase additional buildings.

This proposal is an effort to systematically address structural challenges, provide educational opportunities for children and create safe environments to facilitate education success. As part of the initiative, a partnership between state, community based organizations and private businesses is facilitated to ensure accountability, culturally specific and linguistically appropriate services and living wage-opportunities. This proposal provides a highlight of a potential collaborative solution to 1) address childcare needs, 2) improve education outcomes and kindergarten readiness, and 3) provide a cost-effective solution.

Essential Outcomes include:

- 1) A replicable and equitable model
- 2) Access to quality childcare
- 3) Increase entrepreneurship opportunities
- 4) Increase economic development opportunities
- 5) Increase livable wages
- 6) Improved early childhood outcomes

Statement of Need

As leaders your knowledge and understanding makes you aware of the challenges plaguing our children. These challenges include but not limited to:

- 1) Inadequate access to technology and internet services,
- 2) Reliable and adequate childcare,
- 3) Proper instruction for children under the age of 6,
- 4) Lack of culturally specific and linguistically appropriate services,
- 5) Flexible childcare for working families

About EUVALCREE

EUVALCREE was established as a community-based organization focused on serving

vulnerable, low income and minority communities in Eastern Oregon. As a community-led and Latinx-led community organization, EUVALCREE can provide culturally specific and linguistically appropriate services to Latinx, Immigrant, Refugee, Rural, Low-income, and Migrant communities.

In 2021, EUVALCREE provided support and services to more than 25,000 community members through more than 30 programs and activities all focused on serving the respective target populations in 8 counties across Eastern Oregon. To qualifying families, EUVALCREE was able to navigate more than \$6 million in direct financial assistance in addition to existing support, resources, and services.

In addition to supporting the community, EUVALCREE supported almost 300 businesses with general support, systems navigation, and management. EUVALCREE was able to navigate ~\$1.3 million to support 109 qualifying businesses with direct financial assistance.

EUVALCREE utilizes strategic communication and engagement efforts. As a community-based organization, we support community by:

1. Engage and educate all relevant community-based organizations.
2. Provide trainings to target populations.
3. Develop collective strategy to reach target population in service areas of major agricultural employers, schools, and clinics. This can include but not limited to PTA, migrant programs, conferences, extracurricular events etc.
4. Outreach and enrollment event with brief presentations after and during gatherings.
5. Education and trainings before and after services.
6. Schedule remote/mobile appointments.
7. Provide flexible office schedule.
8. Provide 24-hr call in support line.
9. Provide follow-up and continued support.
10. Provide off-site visits.
11. Conduct door to door outreach and promotion in densely populated communities of our target population.
12. Provide assistance on-site when able.
13. Discuss strategies with agricultural employers on holding training events that can be that is culturally specific.
14. Provide systems navigation support
15. Host and participate in culturally specific community events that focus on family entertainment.
16. Coordinate to have our application assisters on-site to promote services and enroll community on site with mobile units.
17. Provide education and assistance for clients by creating relationships with service providers.
18. Learn about the navigation process of each providers systems through trainings.
19. Coordinate our staff with services providers to be able to better assist clients after they become enrolled into services.

- 20.Ensuring that the population is receiving the services and assistance that they require.
- 21.Assistance with access to other programs with similar target populations.
- 22.Educate and assist clients on changing their providers as needed.
- 23.Assisting clients with interpretation of services and relevant documents as needed.
- 24.Assisting client with language access and culturally competency issues arising with staff/personnel.
- 25.Work with personnel to deliver navigation workshop to clients.
- 26.Conduct direct outreach to labor camps and agricultural workplaces.

Materials are provided in language preferred by the community member. If language other than Spanish or English is preferred, EUVALCREE works with partners to determine best course of action to provide services in preferred language.

EUVALCREE support activities that help the target population by:

1. Assisting clients with setting appointments.
2. Assisting in the navigation of services and troubleshooting issues.
3. Assisting in the navigation of services and benefits provided by different programs.
4. Provide general information for related programs and services.

Project

Description

This description will provide a simple example of the proposed structure and process. This proposal leverages existing models to increase transitional effectiveness and decrease transition time.

With funding, EUVALCREE will establish a Child Care & Provider Training Center that will:

- Create a pipeline of entrepreneurs seeking childcare as a viable source of financial income.
- Increase number of entrepreneurs/providers with backgrounds of low-income and disparate groups.
- Train entrepreneurs by providing hands-on experience, curriculum, and accountability materials.
- Certify entrepreneurial facilities.
- Provide small business support including but not limited to best management practices, generally accepted accounting practices, operations, and human resources.
- Provide training with the entire family to ensure adequate, social, and emotional support.

Note: Project is limited to families with access to single-family homes that would meet qualifications and compliance for a certified childcare facility.

Will recruit, train, and provide support for child care providers:

- Provide culturally specific and linguistically appropriate services in an in-home setting serving up to 13-16 children per site.
- Identify existing and evolving childcare needs and access.
- Provide and facilitate navigational support services for other programs for children and families based on needs.
- Childcare Training Centers.

Activity/Objectives

Provide technical assistance, grants, and other financial assistance to stabilize and provide childcare security to families. This will be accomplished by filling specific cash flow gaps in businesses' efforts to scale down, reduce expenses, and take any additional defensive measures to survive the crisis and successfully establish businesses providing childcare services.

Methodology

Early Childhood Education must take creative and innovative efforts to ensure that children are given all the prerequisites for academic success. This proposal highlights a simple process for government, community-based organizations, and private business to develop meaningful pathways for childcare access and educational success.

Provider Participation Eligibility & Requirements:

1. Eligibility:
 - a. New providers, seeking to serve children or develop capacity in their program.
 - b. Proposed venue meets mandated requirements
 - c. Prioritization of spaces ability to provide culturally relevant and linguistically appropriate childcare, infant/toddler care, care for children with disabilities, weekend care, and after-hours care.
 - d. Pass a background check.
2. Requirements
 - a. Commit to 40 hours in-classroom training and education.
 - b. 500 hours of professional development and on-site training with compensation provided upon successfully passing and showing competency in classroom training and education.
 - c. Commitment to serving 20% ERDC subsidy families.

This will be conducted in a three-phase process:

Phase 1: Development of Childcare Center

Phase 2: Childcare Training Center

Phase 3: Continued Education, Training and Support in Business Management and Childcare Practices

Phase 1:

- 1) Identify Accessibility
 - a. Adequate Parking
 - b. Accessible and convenient location
 - c. Meets Childcare Center standards, rules, and regulations
- 2) Acquire Location
- 3) Remodel Facility as needed.
- 4) Develop and implement a strong child care program.
- 5) Support children with culturally specific and linguistically appropriate services.
- 6) Supplies and Equipment

Phase 2:

- 1) Develop training and education curriculum
- 2) Provide pathway/pipeline for in-home childcare
- 3) Provide early childhood education and training
- 4) Provide childcare in-home training and education
- 5) Provide essential business and management support training
- 6) Provide practical training in facility management and care
- 7) Provide practical training in in-home childcare and best practices

Phase 3:

- 1) Child Care Start Up Coaches
 - a. Provide childcare support and services
 - b. Provide up to date information on existing rules and regulations
 - c. Provide small business support: operations, booking, management, finances.
 - d. Provide accounting support and services.
 - e. Provide administrative support and services: legal documents, filings.
 - f. Ongoing Mental Health Supports
- 2) Recruitment strategies (such as)
 - a. Identifying exempt and FFN providers that may be interested in expanding care.
 - b. Connecting with work source programs to identify potential individuals interested in childcare
 - c. Connecting with ODHS offices and caseworkers to identify potential individuals interested in childcare
 - d. Coordinating annual recruitment events in partnership with CCRR staff in each county
3. Business Supports
 - a. Developing a business plan
 - b. Communication & marketing material
 - c. Business coaching
4. Workforce Development
 - a. Recruitment and Retention

- b. Professional Learning Support: mandatory training or contracts for free additional training programs
- c. Annual Evaluation for program effectiveness and needs of providers

Outcomes

- 1) Increase education success and kindergarten readiness,
- 2) Increase graduation outcomes,
- 3) Increase childcare access,
- 4) Increase culturally specific and linguistically appropriate services,
- 5) Increase childcare access to working families,
- 6) Provide community and collective familial support,
- 7) Decrease violence or violent behavior,
- 8) Provide familial mental health support,
- 9) Establish early intervention services and support,
- 10) Increase family living wages for low-income families by providing entrepreneurial opportunities.
- 11) Develop culturally responsive and linguistically appropriate childcare services.

Sustainability

Budget for Malheur

Total: 1.2 million

Model can be replicated in other counties.

While not included in this proposal, acquisition of a property in Umatilla county is in progress.

Phase 1: ~\$250,000

- 1. Renovation and Capital Projects
 - a. Supplies and Equipment
 - b. Contractor and Development Expenses to renovate space to meeting childcare licensing or other codes
 - c. Planning and technical assistance to support upgrades or expansion of spaces
- 2. Staff Recruit and Development
- 3. Training and Onboarding

Phase 2: ~Total: \$670,000

- 1. Management and Program Expenses: ~\$480,000 Staff/Benefits + \$85,000(Stipends/Training Compensation)
 - a. 0.5 FTE Child Care Start Up Coach
 - b. 2 FTE Provider Trainee/Support
 - c. 1 FTE Administrative Supervision and Compliance
 - d. 6 FTE Childcare Providers

- e. 0.5 FTE Training and Professional Development Staff
- f. 1 FTE Administrative Support
- 2. Annual Recruitment and Professional Development event \$20,000
- 3. Wonder school licenses to engage in shared services model in our region: \$20,000

Phase 3: Total: \$250,000

- 1. Initial operating costs for new In-home childcare providers: 10 projects at \$25,000 per provider. Total: \$250,000
 - a. 3-6 months of funds to cover the costs of getting to capacity of enrollment and to sustain operating expenses
 - b. Startup grant per new provider to support purchases necessary to set up a high-quality environment that meets licensing standards. Grant sizes per provider would be based on the number of children served (could be based on per slot created or average startup expenses per provider type and region)
 - c. Site development for new in-home care providers like renovations or needed safety improvements for licensure and classroom materials.
- 2. Professional Development and Continued Education (Staff budget included in Phase 2)
 - d. Training and Professional Development Staff
 - e. Annual Evaluation for program effectiveness and needs of providers

Continuation Funding

Affordable childcare does not exist without state investment. The privatization of childcare does not create a model that allows low-income and disproportionately impacted families and communities access to an essential service. Lack of access to childcare impacts not only the child's ability to have a safe and secure environment for development but also the family's ability to contribute to the workforce, pursue continued education, and increase the overall well-being of our communities



United We Heal Training Trust Rebuild Childcare Plan

Introduction

Oregon needs more childcare slots. Slots for infants and toddlers, slots in our rural areas, 24/7 slots, care in languages other than English, and providers willing to serve children who receive the Employment Related Daycare subsidy are in especially short supply. We have surveyed existing childcare providers about the barriers they face when seeking to expand their facilities to serve more children. We will partner with existing providers to break down those barriers to provide quality affordable childcare throughout Oregon. Specifically, we will focus on supporting friends and family providers who currently care for 2 or 3 children to expand to care for 10 children. We will also focus on supporting those providers who are licensed to serve 10 children to expand to a license that can serve 16 children. We will also help existing providers who want to expand capacity by establishing a second location.

Our partnership is rooted in economic, racial, and geographic diversity. Oregon's in-home family based child care providers currently provide a disproportionate share of child care in languages other than English. Aside from focusing on existing in-home providers, our unique partnership will also work to establish five new centers specifically designed to provide culturally relevant care to Oregon's BiPOC and immigrant families.

Training that providers need to gain new licenses or expand their business will be provided in English and Spanish by trainers with significant experience in childcare. For the past fifteen years, these experienced care providers have supported hundreds of small childcare providers across the state in navigating the complex regulations in establishing a new childcare business. Our program will do extensive outreach to existing providers to identify and help them overcome any obstacles they face to expanding successfully. Our training programs will be offered digitally to ensure geographic access across the state including rural areas, with interpretation services as needed as well as some dedicated language-specific cohorts.

Our program will provide mentorship with an existing provider who can guide providers through the many complications of expanding. We will offer financial support for equipment acquisition and capital projects; business operations support including tax prep, substitute provider support while providers attend training, and providing supplemental staffing for programs that struggle in their expansion efforts. Finally, our program will support providers who want to serve families who receive the Employment Related Daycare Subsidy by establishing a new provider support program to ensure they are reimbursed for care they provide.

Scope of Work

United We Heal Training Trust is a fully operational 501(c)3 organization which is prepared, in partnership with ORAEYC and Unite Oregon, to:

- Assist in the creation of 1,000 new childcare slots;
- Support 190 new and expanding licensed childcare providers;
- Provide, to participating providers:
 - Grants for capital needs and equipment to assist with ADA or Occupational Therapy needs;
 - Substitute coverage to facilitate engagement in instruction;
 - Supplemental staffing for programs that are struggling after expansion;
 - Peer mentorship from established certified providers;
- Implement a pilot incentive AP/AR shared services program to assist expanding providers in logging and submitting enrollments, attendance, staffing, collecting private pay and ERDC-supported payments, and tax preparation;
- Provide Free Oregon Registry approved trainings through an online learning platform;
- Convene 7 Build a Better Business provider cohorts with Oregon Association for the Education of Young Children (ORAEYC) in English and Spanish, with additional interpretation available;
- Navigate providers and their employees to asynchronous educational benefits for attainment of Early Childhood Education Associates degree;
- Navigate providers to asynchronous business degree certificate resources to further the stability of childcare businesses;
- Access to extended hour telephonic support for providers.

As an integrated system, these activities will increase Oregon's childcare capacity by helping realize existing expansion potential, while improving the quality of care. The Training Trust will focus its work with three specific groups between April 2022 and September 2024:

- Support Unite Oregon's creation of 5 BIPOC/Immigrant culturally relevant childcare centers in the State, expected to create more than 100 new childcare slots with 24/7 care;
- Assist 45 Licensed-Exempt providers and Head Start workers to advance their professional development, improve their ability to run effective businesses, achieve licensure, and create more than 200 new licensed slots;
- Assist 140 Licensed, In-Home providers to expand their slot capacity and create new jobs in the industry, creating 700 more slots among these providers.

Overview Project Budget (29 months, one-time funds): **\$7,897,000**

\$ 20,000	ORO Set 1, 2 and 3 trainings;
\$ 30,000	Journeyperson-Provider Mentors
\$ 440,000	Supplemental staffing for new/expanded & at-risk programs
\$ 175,000	Provider ADA / OT Equipment Grants (max \$1,000 / provider)
\$ 2,200,000	Provider Capital Grants (max \$14,000/in-home facility, \$70,000/center)
\$ 450,000	Participant Substitute coverage
\$ 2,620,000	ERDC AP/AR and accounting Shared Services Support for Incentive Pilot
\$ 242,000	Recruitment/Navigation
\$ 266,000	Mentorship/Coaching
\$ 185,000	Contract Management/Reporting/Fiscal Mgt
\$ 242,000	Program Oversight
\$ 30,000	Audit/Legal Services
\$ 150,000	Rent
\$ 12,000	Travel/Mileage
\$ 15,000	Interpretation & Translation
\$ 25,000	Indirect Incidental
\$ 83,000	Graphic Design/Communications
\$ 142,000	Learning Platform Development Data/IT
\$ 120,000	ORAEYC Sub-award
\$ 450,000	Unite Oregon Sub-award

Who We Are

Unite Oregon represents over 13,000 supporters and members across Oregon. Led by people of color, immigrants and refugees, rural communities, and people experiencing poverty, we work across Oregon to build a unified intercultural movement for justice.

Contact: Khanh Le 503.309.0787 Le.khanh@uniteoregon.org

Oregon Association for the Education for Young Children (ORAEYC) has over 800 members and 8 local chapters. ORAEYC staff and volunteers continue to advocate for the early childhood education and care workforce. We offer member updates in print or electronic form. We present conferences, cohort trainings and small teaching sessions throughout Oregon. ORAEYC sponsors the annual “Week of the Young Child” each spring. ORAEYC remains committed to supporting those who work for the education and needs of children from birth through age eight.

Contact: Sarah Stearns 503.496.3991 sara@oregonaeyc.org

United We Heal Training Trust is a joint labor management non-profit organization made up of employers and worker representatives. Worker representatives represent the interests of Oregon AFSCME-represented employees, including over 2,000 registered and certified

in-home childcare providers across the State. The Trust develops and implements workforce training programs in childcare and physical and behavioral healthcare.

Contact: Andy Friedman 503.804.5030 afriedman@unitedwehealoregon.com

For more information: Debbie Dorris Koreski, debbie@mahoniapublicaffairs.com



**One time funding proposal for New Provider and
Expanding Capacity with Current Providers**

Executive Summary: One time funding proposal for NeighborImpact will allow this Community Based Organization/501c3 to expand on their current new provider recruitment & training program and existing provider expansion funding program in order to increase child care capacity in Central Oregon by creating up to 1400-1700 new slots. In addition, NeighborImpact will provide trainings to other Community Based Organizations statewide so they can implement the same child care capacity expansion efforts in their region.

Current work of NeighborImpact: NeighborImpact has two current efforts to increase supply of child care in Crook, Deschutes and Jefferson Counties, and the Confederated Tribes of Warm Springs. The one time funding request will allow NeighborImpact to expand these efforts to more providers than their limited funding currently allows.

1. The first current NeighborImpact initiative provides funding to existing child care providers to expand capacity in their current facilities. Certified Family Providers and Certified Centers apply to NeighborImpact for funding for renovations and supplies to expand their current capacity.
2. The second current NeighborImpact initiative recruits and trains new child care providers that want to open a home-based child care business. NeighborImpact has partnered with Central Oregon Community College-Small Business Development Center (COCC-SBDC) to train new child care providers on how to launch and effectively manage a business through a 4-month education offering (18 in person hours) and 10 hours of 1:1 business coaching. The program provides a foundation for these individuals by helping prospective business owners learn about business structures, access helpful resources, explore possible funding options, formally establish a business, and become a licensed in-home child care provider in the State of Oregon. The Fall 2021 cohort saw 7 in-home child care providers finish the program; Winter 2022 cohort started January 18th with 17 English speaking providers and 11 Spanish speaking providers. All programs receive on-going support from NeighborImpact Child Care Resources.

Proposal for expanding these efforts and training organizations to replicate efforts across the state:

1. Expanded capacity for current child care businesses

Proposed Project Expansion:	
------------------------------------	--

Support expansion of 6 licensed child care programs to serve 300 additional children reducing the child care desert in Central Oregon. Funding would support new locations and expanded licensed capacity in Registered Family, Certified Family, and Certified Center child care.	
1. Funding to cover up to 6 months of operating expenses (rent/mortgage, staff wages, utilities, health insurance, curriculum, etc.) while achieving full enrollment. (\$240,000 covers 6 months per center)	\$ 1,440,000.00
2. Funding for space renovations to meet Office of Child Care licensing requirements as well as permitting and zoning fees.	\$ 1,400,000.00
3. Supplies and materials for facilities to support opening or expansion. (\$55,000 for each center)	\$ 330,000.00
Total Budget Request	\$ 3,270,000.00

2. Recruit, train and start-up funds for new child care businesses

Proposed Project Expansion:	
1. Host four additional cohorts for in-home child care within Crook, Deschutes and Jefferson Counties, building on the current success of this model, granting each participant \$5,000 and a 2-year subscription to Wonderschool (shared services). College credit available through COCC and paid by Partners in Practice for all participants, encouraging participation in higher education opportunities. Serve 60 additional programs.	\$ 481,000.00
2. Build on success to add one cohort designed to meet the needs of new Certified Child Care Centers opening in Central Oregon. This cohort will welcome programs that are expanding operations as in-home child care as well as new certified center child care startups. Serve 10 new programs.	
· Ten participating new centers will receive 34 hours of classroom time and 10 hours of 1:1 business advising over 6 months with NeighborImpact CCR and COCC-SBDC. In these sessions participants will have access to city and county development directors to remove zoning and permit barriers	\$175,000
· Upon completion, participants will receive \$300,000 (based on anticipated capacity of 50 children; dollar amount will be adjusted for anticipated capacity) in new business seed money, a 2-year subscription to Wonderschool, and a completed business plan; past participants will receive an additional year of Wonderschool paid. College credit available through COCC and paid by Partners in Practice, encouraging participation in higher education opportunities. (\$3,000,000.00 in provider grants) (\$45,000 Wonderschool additional Year)	\$ 3,045,000.00

3. Through partnership with COCC-SBDC and NeighborImpact CCR, develop project to support Community Based Organizations and Child Care Resource and Referrals to replicate these projects across Oregon.	\$145,000
4. Add 2 FTE for ongoing cohorts and support for graduates of these successful cohorts. This limited duration staff would gather and respond to emerging needs of the group of 75 participants, providing vital data to develop ongoing support for this new way of growing child care in Oregon.	\$ 215,000.00
Total Budget Request	\$ 4,061,000.00

4. Develop a Training of Trainers (TOT) and support other regions to replicate the program throughout Oregon.

Proposed Project Expansion:	
1. Develop materials and provide training of potential trainers in organizations around the state. 1 FTE can provide this training, develop materials and provide ongoing support for other organizations replicating new provider recruitment and training programs	\$ 90,000.00

5. Administration

Project management and administration	
Add 1 limited duration FTE to manage and oversee delivery of projects listed above. Gather and document process and outcomes, ensuring project adjusts in response to the needs of early educators and families in Central Oregon. Responsible for reporting and oversight of project communication.	\$ 150,000.00
Subtotal	\$ 7,571,000.00
10% for indirect	\$ 757,100.00
Total Budget Request	\$ 8,228,100.00

Growing Oregon's Child Care Workforce

Necessary to Support Investments in New Child Care Businesses

Request: \$21M to Portland State University, Research and Sponsored Projects

For Oregon Center for Career Development in Child Care & Education (OCCD) to provide

Child Care Workforce Recruitment and Retention payments

*waiting for approval from PSU Dean and Director of Sponsored Programs

Why Recruitment and Retention payments are needed: Child care businesses cite lack of employees and turnover of current staff as a barrier to serving all children needing care. We must recruit new employees and retain our current child care workforce, as they continue to care for our children at great personal risk during the ongoing pandemic.

This investment is needed to ensure we have the workforce needed to support current and new child care businesses. Through this state investment, lawmakers are acknowledging the ongoing challenges for this workforce due to low pay and high risk of exposure to COVID.

The Child Care Workforce Recruitment and Retention payments will both combat labor shortages in the field and promote professional development to achieve high quality care and education for children in care. Failing to invest in this fund will contribute to continued closures of child care businesses and reduced availability of child care supply now and into the future.

How funds will be administered: In order to provide financial incentives to recruit and retain high quality child care workers across the state, this appropriation will utilize the infrastructure of an existing financial incentives program in the Oregon Center for Career Development in Child Care & Education (OCCD) housed at Portland State University.

OCCD currently administers financial incentives for participation in the Oregon Registry Online for child care workers (ORO) which tracks training hours, college coursework and degrees providers complete related to the early childhood care and education field through a sequence of 12 steps. ORO registration is required for those working in licensed child care programs and available to those in licensed-exempt care settings as a way to improve quality for all types of child care. Foundational trainings are available in 5 languages.

As a current training partner to the state's Early Learning Division, the Oregon Center for Career Development in Child Care & Education (OCCD) already has a system in place to verify the current licensed workforce and to cut checks directly to providers through the Oregon Registry Online program. Some funding is needed to ramp up the program in order to provide checks to the estimated 18,000 eligible child care providers. Currently, OCCD cuts checks to ~1000 per year.

How this appropriation will be spent: The Oregon Center for Career Development in Child Care & Education housed at PSU will provide outreach, collect applications and distribute \$500 direct payments to currently working child care providers in 2022 and 2023. To be eligible, the child care provider must be registered in ORO and...

- currently employed in child care (at the time of the application) and have worked in the field for at least three months in 2022. The application period will be open between October and December. Child care provider will receive a check for \$500.
- currently employed in child care (at the time of the application) and have worked in the field for at least six months in 2023. The application period will be open between July and December. Child care provider will receive a check for \$500.

How OCCD will administer funds/work proposal:

- Work with PSU to get the payment processing system in place and capacity built up to handle the high volume of approving eligibility and processing payments.
- Set up internal workflow for OCCD to:
 - o Screen and verify applications for eligibility (* Providers who receive two payments from PSU within certain time frames or who are a nonresident alien or permanent resident/Green Card holder will need to also submit a W-9 or W-8)
 - o Enter data into a database for reporting and tracking purposes
 - o Process and batch payment information
 - o Double check for accuracy of information
 - o Enter payment information into PSU Banner system
 - o Approve payments
 - o Send checks or payment cards
- Develop outreach material and application in multiple languages
- Do broad outreach via:
 - o Email campaigns to ORO contacts
 - o Information dissemination via partners such as ELD, ODHS, CCR&Rs, AFSCME, etc
 - o Website and social media posts

Estimated Administrative Costs based on dissemination of up to \$18,000,000 (\$500 each year for 2 years to each child care provider working in Oregon):

If Dollars are State (15% F&A)		If Dollars are Federal (33.5% F&A)	
Personnel	\$1,875,762	Personnel	\$1,875,762
Operations	\$124,238	Operations	\$124,238
Direct Total	\$2,000,000	Direct Total	\$2,000,000
PSU F&A	\$300,000	PSU F&A	\$670,000
Project Total	\$2,300,000	Project Total	2,670,000

*Operations includes supplies/equipment, duplicating/copy costs, translations/communications, postage.

Columbia Gorge

Child Care Center Feasibility Analysis 2021



COLUMBIA GORGE
COMMUNITY COLLEGE

Through support of the Ford Family Foundation and Community Partners

Prepared by:

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Thank you to the following partners for your generous support and contribution to this report and for your ongoing commitment to finding new, innovative solutions for child care in the Columbia Gorge region.

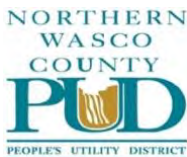


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I. EXECUTIVE SUMMARY

A

Overview



As a result of the COVID-19 pandemic, child care providers in Oregon have endured massive disruptions to their businesses and livelihood. While many businesses have been impacted by the pandemic, child care in Oregon was already in crisis with critical shortages of child care supply across the state.

Our state is home to multiple, well-documented child care deserts, and the sector has long sustained itself on the backs of low-wage workers – both the families who pay unaffordable tuition, and the providers who care for and educate our children for very little money.

As a result of this critical shortage of child care supply, leaders within the Columbia Gorge region convened to identify strategies to increase the supply of child care. With support from community partners and Ford Family Foundation, Columbia Gorge Community College commissioned an analysis to assess the costs of opening a new, public center with the hopes of creating a lab school that would also provide the needed education and training to develop the child care workforce.

This report will provide a validation of need and fiscal analysis to start up and operate a child care center, with considerations for implementation at Columbia Gorge Community College.

“

Quality, affordable child care allows parents who want to work to stay in the labor force, encourages the healthy development of young children, and supports families at a stage in their lives during which small investments return large social dividends.

–Leila Schochet

”

II. VALIDATION OF THE NEED

A Trends



The term “early care and education” describes services that support children’s development and the ability of parents to work and/or attend school. Early care and education include programs referred to as early childhood education, child care, day care, or preschool. Because of the severe shortage of affordable quality early care and education programs, there is growing attention at all levels of the need to find new, creative solutions that are fiscally sustainable. This is due, in part, to an increased awareness of the critical role early care and education play in preparing a child for success in kindergarten and thereafter.

The *three major issues* of providing and purchasing early care and education are affordability, availability, and quality.

AFFORDABILITY OF CHILD CARE

Despite the fact that over half (58.7%) of children under the age of 5 participate in regular child care with a non-parental provider, there is a significant gap between the cost of early care and education and what families can afford, particularly for low-income families.¹ According to the U.S. Department of Health and Human Services (USDHHS), child care is considered affordable if it costs families no more than 7 percent of their income.² However, on average, working families with children under the age of 5 years paying for child care spend approximately 40 percent more than what is considered affordable. Middle-class working families (200-399% above federal poverty level) spend an average of 14% of their income on child care. The cost of child care represents even more of a burden for low-income working families (those living at or below 200 percent of poverty) who typically spend more than 1/3 of their income (35%) on child care—nearly five times the child care affordability standard.³

Between 2000 and 2020, statewide prices increased for all ages and types of care, including infant (0-24 months), toddler (2-3 years), and preschool age (3-5 years). This includes both home-based child care and center care. A market analysis of child care prices in Oregon showed that between 2000 and 2020 (after adjusting for inflation) center child care prices increased 60% for all age groups. Between 2018 and 2020, center prices increased approximately 13%.⁴ Additionally, child care prices have increased 17% more quickly than have incomes of households with children under the age of 18 years of age. Child care prices continue to challenge households headed by female single parents who face the same prices but with median incomes that are only 41% of that of all households with children. ***In many states, including Oregon, child care is more costly than college tuition.*** For example, in 2020, the average cost for a

family to purchase center-based toddler care for a year in Oregon was \$15,960, compared to the annual \$9,647 median price of an Oregon public university.⁵ As a result of these high costs, the inability to afford paid child care can effectively keep a parent out of the work force (in part or in full), if other informal arrangements are not available.¹

AVAILABILITY OF CHILD CARE

The second major issue associated with early care and education is availability of services for families. While the current need for early care and education remains high, shortages of child care services exist in many communities across the state, particularly for infants and toddlers, and children with special needs. This shortage is severe in rural communities in Oregon and Washington, where the lack of infant and toddler care has reached an acute level.

The COVID-19 pandemic has only exacerbated the problem of availability by reducing the number of available slots (i.e., smaller group sizes to minimize spread of the virus), reducing or eliminating staff (i.e., furloughs and layoffs), and forcing the closure of entire child care programs.⁶ In a recent study conducted in Hood River, Wasco, Sherman, Gilliam, and Wheeler counties, more than 40% of families reported their work location has changed due to COVID-19 and indicated they need more hours of child care. Nearly sixty percent (59.0%) of parents reported they have had to miss work 3 or more times in the past 6 months to care for their child/children, and 1 out of every 4 families (27%) reported missing work more than 10 times. In the same study, cost and lack of available slots were identified as the most common barriers to ideal care and education⁷

QUALITY OF CHILD CARE

The third major issue is the quality of early care and education settings. The term “quality” is used to describe specific characteristics of early care and education programs that research has associated with positive child outcomes.⁸ Due to the high costs of child care, families are often forced to choose lower-quality providers. National estimates report that 60% of children under age 3 are in the category of “poor to fair” care, while a mere 10% are in “excellent” care.⁹

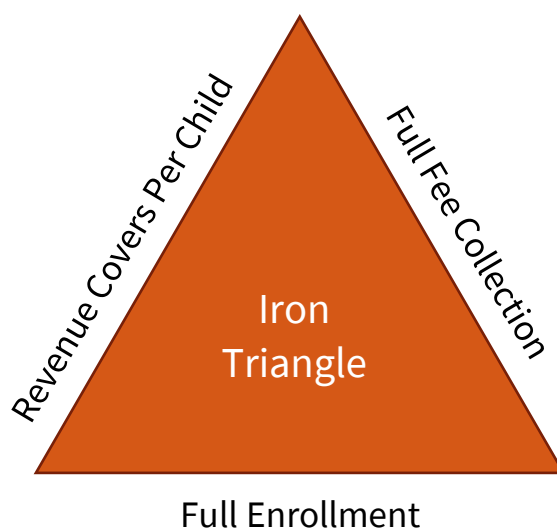
An added challenge impacting the quality of early care and education programs are the low wages within early care and education workforce. ***The median wage of a preschool teacher in Oregon in 2020 was \$14.71 per hour, and the median wage for child care workers is \$12.90.*** These low wages result in a low rate of entry into the early care and education workforce and a high rate of turnover as the workforce leave for higher paying jobs.¹⁰

CURRENT CONTEXT OF CHILD CARE

As a result of the COVID-19 pandemic, challenges in the field of child care have been amplified. Despite advances in the field and increases in government support and philanthropy, child care continues to struggle with many of the same challenges it has faced over the past 30+ years, including (a) low wages for child care staff, (b) high cost of child care, (c) financial burden lies mainly on families, and (d) a shortage of child care services offered in many areas.

Using the current traditional child care business model, a typical response to these issues is to focus primarily on increasing enrollment. However, this approach only looks at one piece of the puzzle. Unfortunately, the reality is that in order to meet recommended standards and break even, a typical child care center must have the following:

- Full enrollment: at least 100 children; every day, every slot, in every classroom
- Full fee collection: every dime, on time
- Revenues cover per-child cost: Tuition price + 3rd party funding equals cost of service delivery



The simple formula for sustainability in child care programs is often referred to as the “Iron Triangle,” and represents a triadic reciprocal relationship among these three primary components (for complete overview, see link below):

https://info.childcareaware.org/hubfs/OpEx_2019_IronTriangle.pdf

Any significant shift in one component can pose a serious threat to both the quality and viability of a program. For example, if enrollment drops and/or fees are not being collected on time or at all, the per-child cost increases. Similarly, an increase in per-child costs (i.e., higher tuition) would most likely result in a drop in enrollment and/or an inability to collect fees. Considering the average child care program in rural Oregon often serve fewer than 40 children, the struggle to balance affordable rates for parents, while at the same time generating enough income to make ends meet, remains a constant challenge.

The bottom line is that, despite its popularity, the traditional business model is not sustainable, particularly for smaller child care centers who are struggling to break even and those that offer infant/toddler programs. ***Clearly, a new approach is needed, designed to either replace or strengthen/support the traditional model, and ultimately, to ensure the financial sustainability of center- and home-based child care programs.***

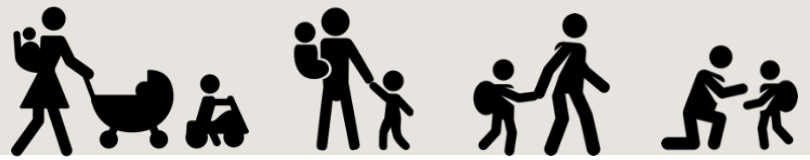
B

Demographics



Table 1. Comparison of demographics for Oregon and Selected Columbia Gorge Counties. ^{11,12}

	Oregon	Gilliam	Hood River	Sherman	Wasco	Wheeler	Klickitat
Population	4,217,737	1,912	23,382	1,780	26,682	1,332	22,425
Children under the age of 13	625,634	238	4,161	235	4,340	171	–
Race (White alone)	86.7%	93.5%	93.3%	93.4%	91.0%	91.9%	92.8%
Ethnicity (Hispanic/Latinx)	13.4%	7.4%	31.9%	6.9%	19.2%	5.9%	11.7%
Median Age	39.7	50.1	39.3	51.4	40.8	59	46.9
Households	1,611,982	842	8,600	748	10,305	640	8,877
Households with both parents in labor force with children under 6 years of age	109,807	31	1,033	47	587	48	1,121
Households with single parent in labor force with children under 6 years of age	60,561	39	251	20	461	23	262
Percentage of children under age 6 years with both parents or single parent employed	67%	79%	74%	87%	53%	68%	–
Median Income	\$62,818	\$47,000	\$65,679	\$51,071	\$53,105	\$40,926	\$55,773
Poverty	11.4%	10.9%	8.4%	12.5%	12.2%	17.7%	13.5%



Approximately **24,000** persons make up the Oregon early learning workforce, those who work directly with young children and their families in regulated child care and education facilities. About three-quarters of the workforce is employed in centers with the rest in large and small home-based programs.⁵

Child care supply is defined as how much child care is available in a geographic region that families could potentially access.¹³ Table 2 provides an overview of the number of available child care slots per county by the type of child care setting. Note that Klickitat County may not accurately reflect the total number of slots specific to the type of child care, given that Oregon and Washington report this data differently.

Table 2. Number of slots in child care centers and family child care homes by county.^{5,17}

County	Number of Slots in Child Care Centers ^a	Number of Slots in Exempt Child Care Centers ^b	Number of Slots in Registered Family Child Care Homes ^c	Number of Slots in Certified Family Child Care Homes ^d	Number of slots in Exempt Family Child Care Homes ^e	Total Number of Slots Available
Gilliam	40	0	0	16	0	56
Hood River	832	76	130	142	9	1,189
Sherman	20	0	0	32	0	52
Wasco	517	84	160	92	18	871
Wheeler	0	28	10	0	0	38
Klickitat	109	30	34	0	0	173

Notes.

^a Required to be licensed with the Early Learning Division Office of Child Care; allowed to care for the number of children that designated space and adult-to-child ratios allow per licensing rules.

^b Not required to be licensed with the Early Learning Division Office of Child Care; operated by a school district, political subdivision of the state, or governmental agency.

^c Required to be licensed with the Early Learning Division Office of Child Care; allowed to care for up to 10 children.

^d Required to be licensed with the Early Learning Division Office of Child Care; allowed to care for up to 16 children.

^e Not required to be licensed with the Early Learning Division Office of Child Care; someone caring for three or fewer children at any one time (does not include providers' own children).

Statewide, the supply of child care is severely limited, especially for infants and toddlers. Currently, approximately 72% of Oregon counties are labeled as child care deserts. A county is considered a child care desert if fewer than 33% of children have access to a regulated child care slot. In other words, if there are more than 3 children for every slot.¹⁴ All 36 Oregon counties are child care deserts for infants and toddlers, with 7 infants and toddlers for a single child care slot. Approximately a quarter of the counties are severe deserts, with only 1 slot for every 10 children. Additionally, 25 Oregon counties are child care deserts for preschool age children.^{13,}

Table 3 illustrates the percent of children in each Mid-Columbia County with access to a regulated spot based on three age groups.¹⁵

Table 3. Children in County with Access to a Regulated Slot (By Age Group)

County	0-2 year olds	3-5 year olds	Total 0-5 year olds
Gilliam	21%	36%	28%
Hood River	18%	53%	36%
Sherman	6%	42%	23%
Wasco	25%	43%	34%
Wheeler	9%	75%	40%

Klickitat County Study

Klickitat County Childcare Committee and Washington STEM, with support from Washington State Department of Commerce, issued a childcare needs assessment in June 2021 with initial focus on the Goldendale area but to be used as a model county-wide.

In Klickitat County, licensed child care availability only meets the needs of approximately 15 percent ($N=144$) of children under six whose parents are in the workforce and need care; 51% of families with children under the age of 6 need but do not yet have access to reliable childcare. Of this, approximately 50% are infants and toddlers. There are only 7 infant and toddler slots currently in all of Klickitat County.

The total unmet need represents all children who do not have access to care and have all parents in the workforce. The Klickitat County study estimates that of these children, 63% are likely to use child care, and at this rate, there are 415 children in Klickitat County who would likely use child care if it were available, affordable, and met their family's needs.^{16,17}

The severe shortage of child care is having a severe negative impact on families, employees and employers.



METHODOLOGY

The **purpose** of this survey was to receive feedback from families, to better understand their child care needs, preferences, and affordability, which will inform decisions and strategies to develop an affordable, public child care center in The Dalles, Oregon, and possibly other Columbia Gorge communities. Families with the across the 5-county region were identified and asked to participate in an **online survey** consisting of 16 quantitative (e.g., multiple choice) questions (see Appendix A for complete list of questions).

The **protocol** for this survey was developed through the collaboration of CGCC community relations, Child Care Partners Resource & Referral, Mid-Columbia Economic Development District, and East Consulting & Associates.

The survey was administered in English and Spanish from July 23, 2021 to September 17, 2021. The survey was distributed broadly and randomly via public partners, chambers of commerce, Four Rivers Learning Hub, college social media, and traditional media (e.g., newspapers and radio).

A total of 140 complete survey responses were submitted. Survey findings are presented in either counts or percentages.

Columbia Gorge Child Care Center Survey – Summary

Survey Responses



Primary Language



84.9% English 13.7% Spanish

Race / Ethnicity



76.3%	White
27.3%	Hispanic / Latinx
1.4%	American Indian / Alaska Native
1.4%	Black or African American
0.7%	Asian
2.9%	Multiracial
2.5%	Choose not to disclose

Location

84	The Dalles
30	Hood River
7	Wasco
19	Other



Key Findings:

- Almost 45% of families indicated that they had at least one child in the household age 0-1, 40.7% had at least one child age 2-3, 30.7% had at least one child age 4-5, and 44.3% had at least one child in the household age 6-12.
- Over 1/3 of families (34.3%) reported that child care was needed for children age 0-1, 35.7% for children age 2-3, 25% for children age 4-5, and 32.1% for children age 6-12. An additional 9.3% of families reported no current need for child care.
- The vast majority of families (88.6%) indicated that finding dependable and affordable child care limited their access to employment or education.
- In response to how their families' child care needs are currently met, the top four responses included family members (51.4%), creative scheduling to reduce or eliminate the need for childcare (45%), full-time stay at home parent (24.3%) and in-home child care provider (18.6%).
- The most frequently reported factor affecting families was lack of affordable childcare (77.9%), followed by lack of back-up providers when my child care provider is unavailable (69.3%), and lack of quality child care (68.6%).
- If it were available and affordable, 80% of families responding to the survey indicated that they would use a licensed child care center in The Dalles, while 80.7% would use a licensed child care center on The Dalles campus of Columbia Community College.

- Participants were also asked the most they would be willing to pay for full-time child care based on four different age categories (see Figures 1-4 below):

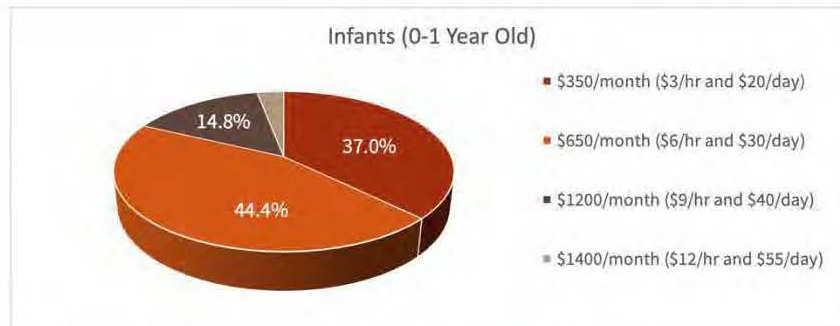


Figure 1. Affordable amount to pay for full-time child care for infants.

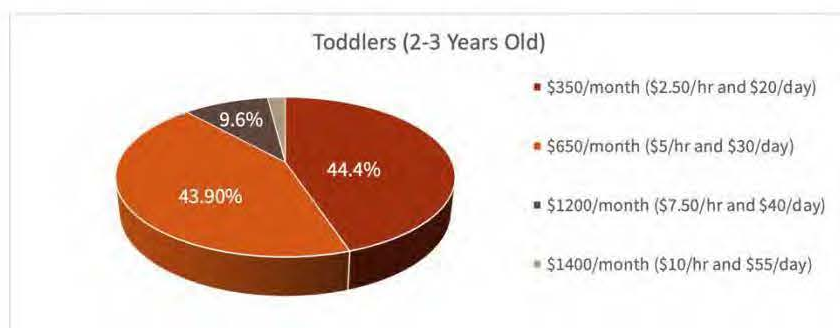


Figure 2. Affordable amount to pay for full-time child care for toddlers.



Figure 3. Affordable amount to pay for full-time child care for preschoolers.

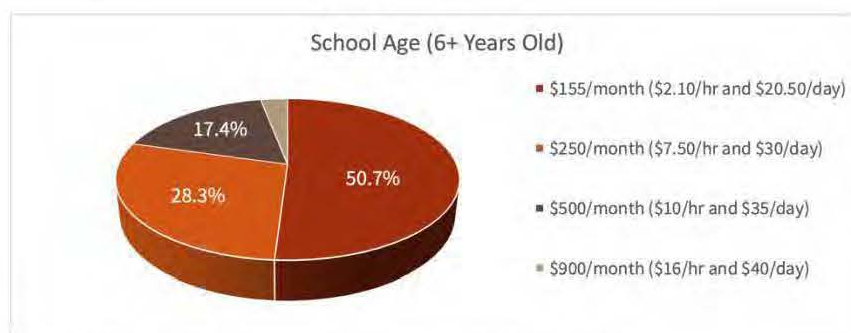


Figure 4. Affordable amount to pay for full-time child care for school agers.

III. BUSINESS PLAN PROPOSAL

A

Business Plan

Columbia Gorge Community College and its community partners (public and private sectors) wish to determine the feasibility of building and operating one or more child care centers that would offer safe, quality early education to children ages infant through school age. The goal is serve CGCC students, faculty and staff; public and private community partners of CGCC; and the general public.

LOCATION

This fiscal analysis assumes that the location of the child care center will be built on the campus of CGCC in The Dalles, if grant funding is successfully secured. The proposed analysis provides a fiscal snapshot of a child care center, ranging from a total capacity of 58 children to 91 children. The capacity of child care includes a projected number of slots for infants and toddlers, preschool and school age children. Other locations may be considered.

EQUIPMENT & MATERIALS

The classrooms will be furnished with equipment and age-appropriate materials. This will include cribs and mats for young children's sleeping, small-sized tables and chairs, age-appropriate manipulatives, toys and books.

FACILITIES

This analysis assumes that children in the center will have access to age-appropriate outdoor play areas to foster gross motor play and development. The analysis assumes that the construction of a new building will include age appropriate outdoor play areas for infants, toddlers, preschool and school-age children.

This analysis recommends that the center include the construction of a small laundry area and kitchen so that center staff can easily access meals and snacks for their program.

CHILD CARE SERVICES & QUALITY

The proposed plan assumes that services will be provided for infants, toddlers, preschool and school-age children in a year-round full-day program. Hours of operation are projected from 7:00am to 6:00pm, Monday through Friday.

The center will be licensed by Oregon’s Early Learning Division, Office of Child Care. This will ensure that state health, safety and basic standards are followed and met. As such, the program will receive annual oversight, on-site reviews and technical assistance from the state licensing specialists, public health division and fire department regulators.

Recruitment of educated and experienced leadership and staff is an essential component to ensuring a high-quality program. As part of state licensure, the staff will be registered in Oregon’s Central Background Registry, obtain annual training hours, certification in First-Aid and CPR, and an Oregon Food Handler’s card.

In addition to state licensure, this plan recommends that the program participates in and works toward achievement of a star rating through Oregon’s quality rating and improvement system called SPARK.

Educated and experienced leadership and staff will be recruited to provide developmentally appropriate care and quality learning. High quality programs utilize curriculum and implement educational themes through stories, music, arts and crafts, math, science and literacy concepts with hands-on learning activities. In addition, high quality programming includes an emphasis on social and emotional learning, preparing children to develop skills for their success when entering kindergarten.

The Center will serve as a practicum site for CGCC’s Early Childhood Education program for the training and development of Early Educators in the region. This fulfills a critical workforce development need for supporting child care and preschool programs. See Table 5 below for a summary of key features and benefits for families.

Table 5. Key features and benefits for families.

Features	Benefits
The program is open Monday through Friday from 7:00 a.m.- 6:00 p.m.	Enables working families to access consistent quality early care and education.
The program serves children from infants, toddlers, preschool through school-age.	Parents can access a quality program that provides continuity as their child grows and develops from infancy through school-age. If parents have more than one young child, they can access a quality program that serves their families’ needs in one location.

The program is licensed through Oregon's Early Learning Division, Office of Child Care.	The program meets all health and safety requirements and receives on-site annual inspections to ensure children are safe.
The program will provide a morning and afternoon snack and access to breakfast and lunch through on-site school lunch services.	Children can access nutritious meals on-site. Menus are posted so parents know in advance what meals will be served.
The program meets all child-to-staff ratio requirements.	The program's low child-to-staff ratios and small group sizes allow each staff to spend special time with each child.
The program's staff are educated and experienced professionals and serve as a practicum site for CGCC students.	The staff will be selected for their knowledge of child development, experience with children, and their warmth and love for children. The partnership with the CGCC Early Education department complements a high-quality child care center.

A

Competitive Advantage & Target Market

IV. MARKET ANALYSIS

The opening of a licensed full day child care center will increase the supply of quality child care in the region and it will provide a unique competitive advantage by aligning with CGCC.

This alignment offers the opportunity to grow the early care and education workforce and provides an on-site practicum experience directly in the center. Given the critical shortage of workforce in this industry, alignment will support the center's access to an emerging workforce in training. Once the workforce is trained, they will have access to a quality job in a quality center. The emphasis on training and education will enhance the quality of the center, supporting the readiness of children for success in kindergarten.

The target market will include families with children who are faculty, staff and students at CGCC, in addition to public and private employers supporting the sustainability of the center. The center will also provide needed child care services for families in the six-county region of Gilliam, Hood River, Sherman, Wasco, Wheeler, and Klickitat.

V. OPERATIONAL ANALYSIS

A

Leadership & Management Plan

The fiscal analysis identifies two fiscal scenarios to operate one or more child care centers. One fiscal scenario is for CGCC to oversee, operate and hold responsibility for fiscal management of the center. Given the desire for the center to serve as a practicum site and work closely in partnership with the college's early childhood education department, this management structure would support an integrated and aligned organizational structure with access to the infrastructure of the college.

The other fiscal scenario is to contract with a private entity to oversee, operate and hold responsibility for fiscal management. This could be a private owner or an organization that oversees multiple child care centers. This approach would need to be further explored to identify an appropriate partner that could achieve the vision and goals described in this report.

In either scenario, this analysis recommends developing an oversight board or advisory committee to provide guidance and leadership to the center.

The management plan proposes the recruitment of a Program Director, with the education and experience to lead, oversee, and manage the start-up and ongoing operations of the center. The Director should also be experienced in business management, including human resources, employment policies, and child care recordkeeping. The Director will be responsible for hiring Head Teachers, Teachers, and Assistant Teachers.

All staff will be required to meet the Early Learning Division, Office of Child Care licensing requirements for their respective positions. This will include education, training, experience and enrollment in the Central Background Registry.

B

SWOT Analysis

STRENGTHS

- Children receive high quality child care and early learning opportunities
- Partnership between CGCC Early Childhood Education Department offers unique alignment, workforce development, and enhancement of quality early learning
- Low or no-cost facilities fee increases fiscal stability
- Quality demonstrated by licensure, work towards a star rating, educated and experienced staff
- Proposed scholarship fund to offset family co-pays who receive ERDC, increases access to quality child care and program fiscal stability
- CGCC Foundation is a 501(c)3 non-profit for charitable contributions

WEAKNESSES

- Achievement of a star rating takes time, resources, and experience
- Start up without committed families enrolled increases fiscal risk
- Start up without recruited qualified staff
- Cannot guarantee full enrollment (full enrollment forecasted at ~90%)
- Tuition and fees are high for the region and may not be affordable for some families
- Providing child care for infant and toddlers increases fiscal risk and decreases profitability

OPPORTUNITIES

- Addresses a severe shortage of child care in the region, including infant/toddler care
- Strong community leadership engaged in problem solving (employers, CGCC, philanthropy, K12, Early Learning Hub)
- Grow and develop the child care workforce in the region
- To access state funded initiatives to increase the supply and quality of early care and education such as Preschool Promise
- Grow potential investors through business and philanthropy partnerships (consider contracted slots purchased for employees)

THREATS

- Recruitment and retention of qualified staff given the shortage of educated and experienced workforce in the region
- Market competition that includes family, friends and neighbors who may offer child care for an exchange of services, low or no-cost
- Risk that future changes in college leadership could adversely affect child care center partnerships
- Ongoing fiscal sustainability of a center in rural Oregon

VI. FINANCIAL ANALYSIS

A

Fiscal Comparisons of Annual Operating Projections

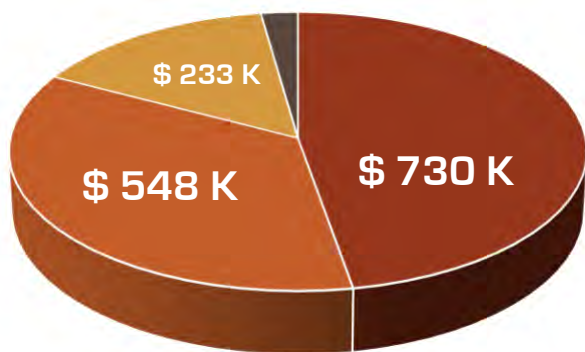
The following fiscal analysis compares the first scenario, where a public entity such as CGCC operates the center, and the second scenario where a private entity is contracted to operate it. Additionally, the mature model forecasts compare the difference in size from a center with the total capacity of 91 child care slots versus 53 child care slots. This model projects enrollment at 90% capacity, filling 90% of slots full-day and year-round. This analysis does not include startup costs.

Figure 1 represents a projected annual operating budget for a child care center operated by a public entity. The model incorporates staff benefits at 45%. It shows a net loss of \$191,000 for a center with a capacity of 54 slots, compared to a loss of \$81,000 for a center with a capacity of 91 slots.

MATURE MODEL FORECASTS PUBLIC STAFF BENEFITS

Annual Estimates

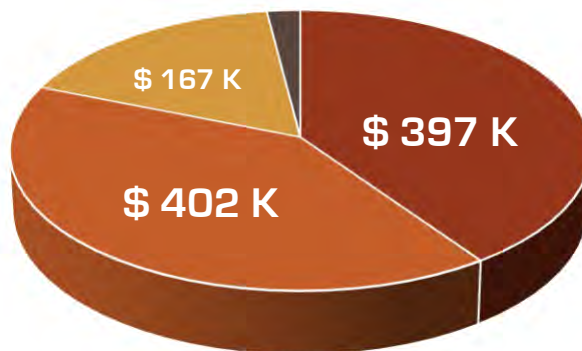
■ Revenue ■ Salary ■ Benefits ■ Other Expenses



Net: -\$81K

91 Total Capacity

36 Infant/Toddler
40 Pre-School
15 School-Age
~90% Enrollment



Net: -\$191K

53 Total Capacity

36 Infant/Toddler
40 Pre-School
15 School-Age
~90% Enrollment

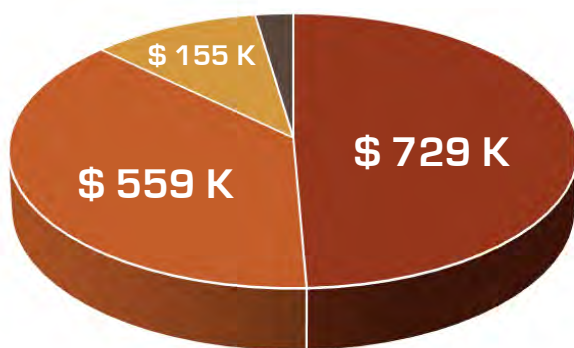
Figure 1. Projected budget for child care center operated by public entity.

Figure 2 represents a projected annual operating budget for a child care center operated by a private entity. The model incorporates staff benefits at 30%. It shows a net loss of \$147,000 for a center with a capacity of 54 slots, compared to a loss of \$15,000 for a center with a capacity of 91 slots.

MATURE MODEL FORECASTS PRIVATE STAFF BENEFITS

Annual Estimates

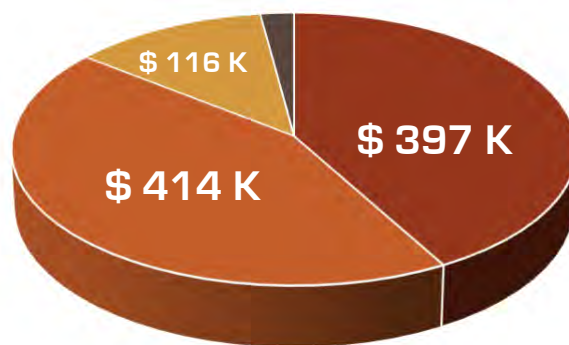
■ Revenue ■ Salary ■ Benefits ■ Other Expenses



Net: -\$15K

91 Total Capacity

36 Infant/Toddler
40 Pre-School
15 School-Age
~90% Enrollment



Net: -\$147K

53 Total Capacity

18 Infant/Toddler
20 Pre-School
15 School-Age
~90% Enrollment

Figure 2. Projected budget for child care center operated by private entity.

B

Start-Up Forecast

The start-up forecast includes purchasing of equipment, materials and supplies to prepare the center to operate at full capacity. Items included are cribs, changing tables, high chairs, rocking chairs, mats/cots, chairs/tables, soft furnishings and activities for infants/toddlers, cubbies and shelves, manipulatives and outdoor playground equipment. The start-up budget includes items for a kitchen and laundry area such as refrigerator, microwave, stove/oven, washer and dryer. Additionally, a desk, computer, and office materials.

Start-up costs are projected at approximately \$115,000 for a center with a capacity of 53 slots and \$155,000 for a center with a capacity of 91 slots.



Key Assumptions of Fiscal Analysis

CAPITAL COSTS

CGCC leaders will explore emerging grant opportunities through the State of Oregon to fund new construction of a child care center on campus at the Columbia Gorge Community college. A goal has been established to secure 1.5 million to offset capital costs.

KEY TUITION & FEES

Payment for children will be invoiced on a monthly rate in advance of care, paid by families by the first day of each month. The Oregon's Employment Related Day Care (ERDC) will provide payment for income eligible children. Parents will be responsible for their respective co-pay and the amount that the fee exceeds the maximum rate paid in the program, as determined by ERDC, prior to services received on the first day of each month.

Tuition and fees were established based upon current rates of similar programs in The Dalles and Hood River region. Surrounding programs in The Dalles charge between \$350 and \$1000 per month for infant care and between \$325 and \$800 per month for preschool. Surrounding programs in Hood River charge between \$761 and \$1254 per month for infant care and between \$410 and \$1175 per month for preschool. (Child Care Partners, Columbia Gorge Community College)

This analysis uses \$900/month for infant/toddler care, \$750/month for preschool, \$450/month for part-day school-age care during the school year and \$700/month for full-day school-age care during the summer.

The Oregon's 2020 Child Care Market Price Study also informed the analysis, which reported that in The Dalles, the 75th percentile of the market rate is \$875/month for infants and \$680/month for preschool age children. The study reported that in Hood River, the 75th percentile of the market rate is \$1470/month for infants and \$1135/month for preschool age children. The 75th percentile of prices is the price level at which 75% of child care slots may be purchased. For example, the 75th percentile of infant care prices is \$860 for full-time, monthly center-based child care in the Dalles. What this means is that 75% of the infant slots may be purchased for \$860 a month or less for center-based child care settings.

The 2020 Oregon Market Price Study also identified child care prices and the geographic distribution of these prices across the state. For example, the statewide 75th percentile of infant care is \$1570/month and \$1200/month for preschool age. Prices vary by several factors, including the age of the child served, type of care, the local supply and demand for child care,

and facilities' perceptions of the capacity of families to pay for care. This study found that child care centers most common method used to charge parents is through a monthly rate, rather than an hourly rate. The proposed fee established in this analysis is based on a monthly rate.⁴

ENROLLMENT

This analysis forecasts enrollment at 85% to 90% of maximum capacity. Small changes in enrollment will have significant impact on the net revenue.

OREGON'S EMPLOYMENT RELATED DAY CARE (ERDC)

This analysis assumes that a monthly fee per child is necessary for the program to operate and sustain on-going business operations. While it is projected that the majority of revenue will be received from parents, it also will support and encourage families who are income eligible to receive the state subsidy of ERDC. ERDC provides child care subsidies through a voucher system for eligible families who are below 185% of the federal poverty level.

The full-time maximum reimbursement from ERDC in a licensed child care center in The Dalles is \$855/month for an infant, \$680 for preschool age, and \$575 for a school-age child. Parents are responsible to pay the difference between the ERDC reimbursement and often have an established co-pay in addition. This prevents families from accessing child care and increases fiscal instability for a program due to the parents' inability to pay the difference.

This analysis recommends establishing a scholarship fund through CGCC Foundation, an Oregon 501(c)(3) non-profit organization, to offset this difference for parents so that low-income children can access high quality early care and education, while at the same time, providing fiscal stability to the program. Please see page 36 for additional recommendations.

FEDERAL CHILD AND ADULT FOOD PROGRAM (CACFP)

Programs that serve a percentage of income eligible children can receive reimbursement for a portion of their food costs through the Federal Child and Adult Food Program. This analysis recommends to pursue reimbursement from CACFP if the percentage of children in the program meet the income eligible requirements. For purposes of this analysis, reimbursement is not included.

STAFF SALARIES & WAGES

Early childhood leaders across the state report a severe shortage of qualified workforce, contributing to the critical shortage of child care. As a result, the staff salaries established in this analysis are proposed at competitive rates to recruit and retain highly qualified staff. The Director salary is based upon a comparable rate with kindergarten teachers. The Oregon

average rate for a Director is \$42,000, teacher is \$30,000, assistant teacher is \$24,500.¹⁷ The analysis proposes an annual Director salary of \$60,000, teacher at \$20/hour, and assistant teacher at \$15/hour. It includes benefits for all full-time employees.

ADDITIONAL ASSUMPTIONS & NOTES RELATED TO FISCAL ANALYSIS

The analysis assumes the center will operate from 7:90am-6:00pm, Monday-Friday, twelve months out of the year with respective holiday and in-service closures.

It assumes the Oregon's Early Learning Division, Office of Child Care regulations will be met, including staff to child ratios of 1 teacher to 4 infants, 1 teacher to 5 toddlers, 1 teacher to 10 preschool-age children, and 1 teacher to 15 school-age children. It assumes all Oregon labor laws regarding employee policies will be met, such as required breaks.

VII. RECOMMENDATIONS & IMPLEMENTATION

To address the major need to increase the supply of quality child care in the Columbia Gorge region, the following considerations are outlined below:

1. Locate Center on CGCC Campus

Due to the to the opportunity to align with the CGCC and increase the child care workforce development through the development of a lab school with access to living wage jobs at the center, the CGCC site should be strongly considered as the primary location.

2. CGCC Manage the Center for Lab School Alignment

Due to the desire to develop an early education lab school through the CGCC, management of the center by the CGCC should strongly be considered to ensure the center aligns with the CGCC goals.

3. Secure employer reserved slots and partner funders

Due to startup costs and the operating deficit, explore funding opportunities through emerging ARPA funds, philanthropy, and local employers to support this regional effort. In particular, explore the model from Linn and Benton Counties where an employer invests an annual amount in a child care program and reserves a number of slots for their employees. Consider this approach by entering into contractual agreements with supporting partners and other employers to invest annually to reserve an agreed-upon number of child care slots for their employees. For instance, annual contributions of \$10,000 each from 10 partners would close the gap for a publicly-staffed center with 91 slots. If each partner were provided five of those slots, 41 slots would still be available for the general public. The employee would pay the child's tuition at the regular rate.

4. Diversify funding and services

To decrease reliance on private paying families, explore providing publicly funded programs for income eligible families such as Early Head Start, Head Start and Preschool Promise.

5. Develop a scholarship fund

Seek funding from philanthropy, regional partners, and employers to develop a scholarship fund that could provide scholarship opportunities for families in need. The scholarship fund could also supplement the difference between the program fees and ERDC reimbursement for income eligible children. Charitable donations may be accepted by CGCC Foundation, an Oregon non-profit organization, but this still needs to be confirmed.

6. Implement shared services if more than one child care site

Explore utilizing a shared services approach to sponsor more than one small center and/or family child care programs. Partner with the emerging statewide Oregon Child Care Alliance to develop regional shared services approach to provide administrative efficiencies and improved business practices. This unique approach to child care management and leadership is an organizational structure that builds capacity by consolidating administrative functions, pooling needs and sharing resources with other centers or homes to meet those needs together (e.g., staff, information, skills, funds). (This model recognizes, and accounts for, the fact that some operational costs cannot be consolidated, such as custodial and utilities.)

7. Identify opportunities to scale for efficiencies

Utilizing a shared services approach, identify strategies to expand to create economies of scale, either by achieving at least 91 slots at 90 percent capacity across two or three sites, or by increasing to 100 or more slots across multiple site and thus achieving greater economy of scale.

8. Develop an annual campaign fund

Develop annual fund campaign through CGCC Foundation to resolve any remaining gap in annual operational costs, or partner with United Way of the Columbia Gorge for this purpose.

9. Establish an advisory committee

Establish an advisory committee to monitor the program budget, including income and expenditures, secure program resources as needed and address issues and needs that arise.

VIII. APPENDICES

1. Where do you live (city, community, or county)?
2. Please indicate the number of children in your household by age:
3. Please indicate by checking the boxes, whether child care is needed for any children of these ages in your household”
 - ☐ None
 - ☐ Age 0-1
 - ☐ Age 2-3
 - ☐ Age 4-5
 - ☐ Age 6-12
4. Does finding dependable child care limit your access to employment or education?
5. Does finding affordable child care limit your access to employment or education?
6. How are your family’s child care need met now?
7. Which of the following affect your family?
 - ☐ Lack of affordable child care
 - ☐ Lack of quality child care
 - ☐ Lack of back-up providers when my child care provider is unavailable
 - ☐ Lack of public transportation
 - ☐ Lack of child care programs that accept public subsidies
8. Would you use a licensed child care center in The Dalles if it were available and affordable?
9. Would you use a licensed child care center on The Dalles Campus of Columbia Gorge Community College if it were available and affordable?
10. When would you use a child care center?
 - ☐ Morning
 - ☐ Afternoon
 - ☐ Evening

11. What would you consider an affordable amount to pay for full-time child care for infants (0-1 year old)?
12. What would you consider an affordable amount to pay for full-time child care for toddlers (2-3 years old)?
13. What would you consider an affordable amount to pay for full-time child care for preschoolers (4-5 years old)?
14. What would you consider an affordable amount to pay for full-time child care for school agers (6+ years old)?
15. A recent study showed that 30 percent of Oregon's child care providers are from communities of color. To help us better understand the needs of our Mid-Columbia community, please answer the following question about your race/ethnicity.
16. What is your primary language?

Expense	54 Capacity	91 Capacity
Cribs – average price \$400 for 12	\$4,800	\$9,600
Changing table – average price \$500 for 3	\$1,500	\$3,000
Chairs/Tables – average price \$240/6 chairs, \$140/table = 8 sets	\$3,040	\$6,080
Manipulatives –home center, library/literacy center, art center, math	\$15,000	\$30,000
Dishwasher	\$10,000	\$10,000
Stove/Oven	\$4,000	\$4,000
Refrigerator	\$3,000	\$3,000
Microwave	\$500	\$500
Cubbies for children’s belongings – average price \$330/12 slots = 5	\$1,650	\$3,300
Rocking chairs – average price \$500/1 = 3	\$1,500	\$3,000
Paper products, supplies	\$2,000	\$4,000
Soft furnishings and activities for IT	\$6,000	\$10,000
High chairs – average price \$170/10	\$1,700	\$3,400
Manipulative storage shelves – average price \$300 = 6	\$1,800	\$3,600
Mats for rest time – set of 4 for \$150 = 10 sets	\$1,500	\$3,000
Staff computer/Printer	\$3,000	\$3,000
Staff desk and files	\$5,000	\$5,000
Outdoor play area	\$50,000	\$50,000
Total	\$115,990	\$154,480

Proposed staffing plan for September through June (would be similar during the summer if there was not a part-time preschool in exchange for full-time school age): 1 room with 20 preschool age children (10 full-time, 10 part-time until 12), 1 room with 8 infants, 1 room with 10 toddlers, 1 room with 15 school age.

Assumptions:

- 1 Teacher could also serve as an Assistant Director
- Teacher could be Teacher or Head Teacher
- The Director is not in a designated teaching role though could serve as a substitute
- Staffing will cover all breaks required by law
- Cooking, snack prep assumes 15 hours a week
- Janitorial services/cleaning assumes the college will provide a daily cleaning

318 total hour/month for school year:

- To add 10 more FT preschool, add 1 40-hour teacher
- To add 10 more PT preschool, add 1 20-hour teacher
- To add 10 more toddlers, add 2 40-hour teachers
- To add 8 more infants, add 2 40-hour teachers
- A total addition of 140 hours

Preschool	7:00am Open	8:00/ 8:30	9:00/ 9:30	11:00	12:00	1:00	3:00	4:00	5:00	6:00pm Close
Director 40 hrs		X	X	X	X	X	X	X	Off	
Teacher 29.5 hrs	X	X	X 15 bk	X 30 bk	X	X				
Teacher 40 hrs			X	X 15 bk	60 lunch	X	Planning/ 15 bk	X	X	X
Assistant 40 hrs		X	X Break Pre, IT	X 15 bk	X	X 30 lunch	X 15 bk	X	X	

Infant	7:00am Toddler combined	8:00/ 8:30	9:00/ 9:30	11:00	12:00	1:00	3:00	4:00	5:00	6:00pm Close
Teacher 40 hrs	X	X	X 15 bk	X 60 bk	X	X 15 bk	X	Off		
Teacher or assistant 40 hrs			X	X 15 bk	60 lunch	X	X 15 bk	X	X	X
Assistant 40 hrs		X	X Break Pre, IT	X 15 bk	X	X 30 lunch	X 15 bk	X	X	

Toddler	7:00am	8:00/ 8:30	9:00/ 9:30	11:00	12:00	1:00	3:00	4:00	5:00	6:00pm Close
Teacher 40 hrs		X	X 15 bk	X 60 bk	X	X 15 bk	X	Off		
Teacher or assistant 40 hrs			X	X 15 bk	60 lunch	X	X 15 bk	X	X	X

School Age	7:00am Combine with PS	8:00/ 8:30	9:00/ 9:30	11:00	12:00	1:00	2:30	3:00	4:00	5:00	6:00pm Close
Teacher school year 18 hrs							X	X 15 bk	X	X	X

IX. REFERENCES

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Child Care Partners

CHILD CARE RESOURCE & REFERRAL OF GILLIAM, HOOD RIVER, SHERMAN,
WASCO AND WHEELER COUNTIES

State of Child Care in Wasco County

- ❖ Child Care Partners
- ❖ Data
- ❖ Licensing and Regulations
- ❖ Workforce
- ❖ State Funding
- ❖ What is Needed

What Does Child Care Partners Do?

Technical Assistance

Support with Licensing Requirements and Process

Business Skills

Continuous Quality Improvement

Navigating the Early Learning System

Parent/Provider Collaboration

Accessing Resources

Resource Library

Professional Development

Training

Professional Development

Leadership Development

Navigation in ECE

Child Development Associate Credential

Child Care Referrals

Find Child Care Oregon

211

Local Referrals

Wasco County Child Care

Active	Inactive	Closed	Total Slots	Vacancies
40	5	18	940	92

Reasons for Closures:

1 Retired

5 Due to the Pandemic

Other Reasons included: health issues, moving, changing careers, doing Foster Care, caring for family members, etc.

Licensing & Regulations

Licensing

Registered Family
Certified Family
Child Care Center

ODHS Regulated

ODHS Listed Family
Care
Regulated Subsidy

Exempt

Family, Friend and
Neighbor Care
Recorded Programs

Workforce Crisis

- ▶ Approximately 75-80 job openings in our region
- ▶ Lack of Qualified Staff
- ▶ Limited New Providers
- ▶ Substitutes

Legislative Supports

- ▶ Emergency Child Care Grants
- ▶ Reopening Grants
- ▶ Stabilization Grants

- ▶ 2022 Legislative Session Recap

Barriers to Increasing Child Care

- ▶ Space and operational costs for publically accessible child care centers
- ▶ Lack of funding for remodeling and getting started to make them appropriate for child care
- ▶ Lack of a living wage
- ▶ Lack of qualified staff to keep classrooms open

Ways you can help

- ▶ Raise Awareness and Build Support
- ▶ Grants for Child Care Providers
- ▶ Support operational costs
- ▶ Donate space or fund remodeling of existing spaces to meet child care regulations

Examples from other Counties

- ▶ Sherman County has been providing operational funding for child care and preschool programs in the county.
- ▶ Multnomah County passed a universal preschool measure that gives access to free, high-quality, developmentally appropriate, culturally responsive preschool to all 3 and 4-year olds.
- ▶ Hood River County will be giving ARPA funds to Child Care Partners to support recruitment of new child care programs and support retention of existing programs.

“

QUESTIONS?

”

Nancey Patten

(541) 506-6130

npatten@cgcc.edu



AGENDA ITEM

Executive Session

[PURSUANT TO ORS ORS 192.660\(2\)\(H\) LEGAL CONSULTATION & ORS 192.660\(2\)\(E\) REAL PROPERTY TRANSACTIONS](#)

[NO DOCUMENTS HAVE BEEN SUBMITTED FOR THIS ITEM – RETURN TO AGENDA](#)



BOARD OF COUNTY COMMISSIONERS

511 Washington St, Ste. 101 • The Dalles, OR 97058
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Pioneering pathways to prosperity.

To: Jordana Barclay, Business Oregon
Via email

Re: Letter of Support for MCEDD Regional Innovation Hub Planning Grant Application

May 18, 2022

Dear Jordana,

Please accept this letter of support from Wasco County for the Regional Innovation Hub (RIH) Planning Grant Application submitted by Mid-Columbia Economic Development District (MCEDD). Our organization would be a collaborating partner and would work closely with MCEDD through the process of planning for a RIH in the Mid-Columbia region.

Wasco County's Vision Statement is Pioneering Pathways to Prosperity; our Mission State is to Partner with our citizens to proactively meet their needs and create opportunities. A significant amount of meeting those lofty goals is extensive collaboration with the Mid-Columbia Economic Development District. MCEDD is a strong leader in our region often pioneering creative solutions that move us all forward toward better, inclusive outcomes not only for Wasco County but for the region as a whole.

MCEDD is a strong partner in our region that regularly brings together different entities to work on regional planning initiatives. Under their leadership, a RIH planning effort would be successful. Wasco County's work on the leadership team would ensure the needs of citizens throughout Wasco County are taken into consideration and that the resulting vision and plan will support the innovation-based entrepreneurs who are leaders in our business community.

The Mid-Columbia region has a long history of both regional collaboration and innovation, from early agricultural patents to the latest in unmanned aerial vehicle technology. This planning grant will help us take our innovation ecosystem to the next level to the benefit of our regional economy.

Thank you for your consideration.

Sincerely,
Wasco County Board of Commissioners

Kathleen B. Schwartz, Chair

Steven D. Kramer, Vice-Chair

Scott C. Hege, County Commissioner