

DEPARTMENT OF EARLY LEARNING AND CARE

Agency Design Project

DELC Organization Design Overview

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1.12.2022

Key Components of HB 3073 Progress Report

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- Transfer of Child Care Assistance Programs
- Recommendations to strengthen alignment of Early Intervention and Early Childhood Special Education Services
- Progress on the adoption of School-Age Child Care rules
- **Fiscal and Budget Impacts of DELC Implementation**

Report Objectives



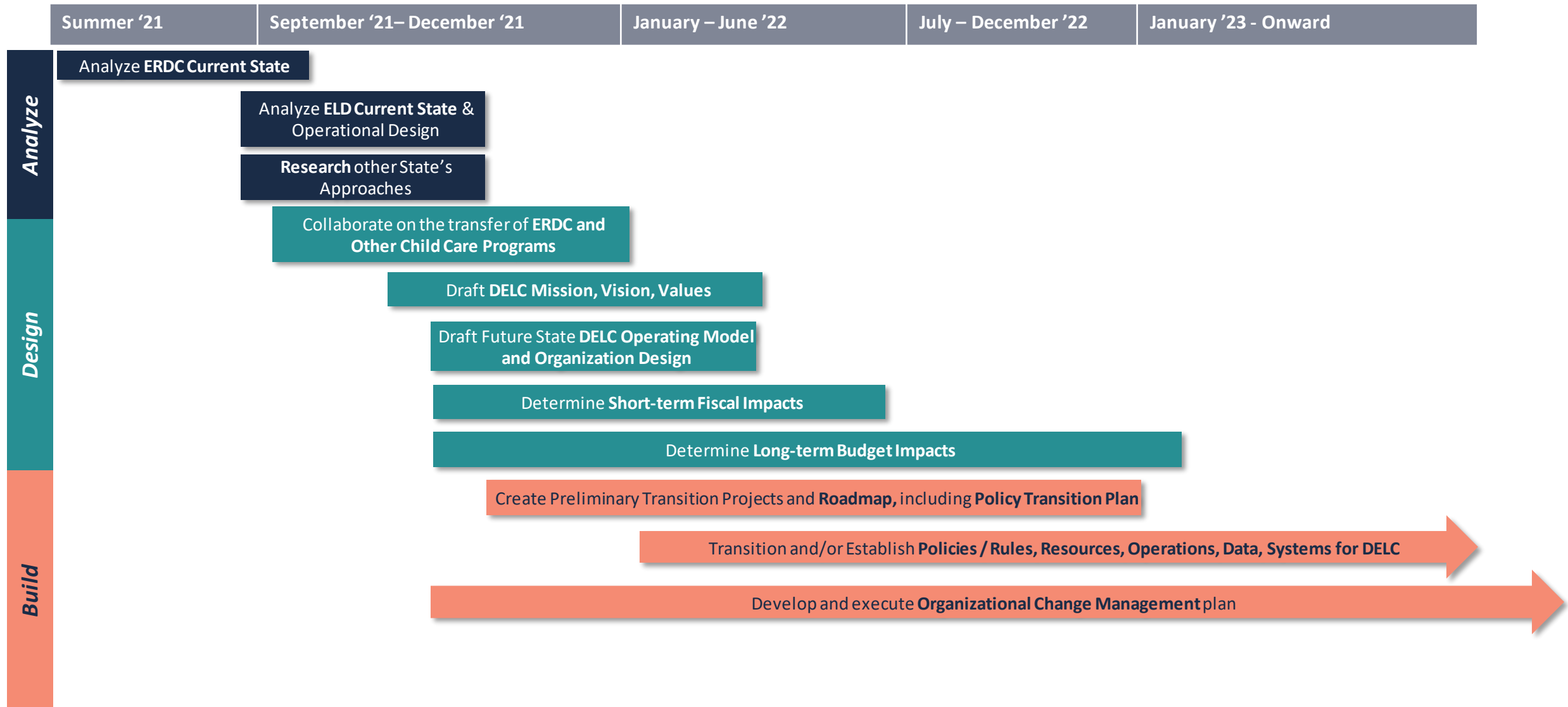
- ✓ Address all points outlined in HB3073 Section 85.
- ✓ Outline progress to-date on developing DELC.
- ✓ Communicate how the organization's future design supports efficiency and the case for additional resources.
- ✓ Introduce any upcoming fiscal and/or statutory requests.

Goals



- No disruption of services to providers and families
- No reduction in access to services for providers and families
- Increased access to services for providers and families
- Improved services and operations

Developing the Department of Early Learning and Care (DELIC) | Timeline & Key Workstreams



Update on Transfer of Child Care Assistance Programs

DELIC AGENCY DESIGN PROJECT

Child Care Assistance Transition Plans

Intention

Migrate the Direct Pay positions & processes to DELC

Migrate Child Care Policy positions & processes to DELC

ODHS Field Office staff continue to support ERDC application as part of their existing eligibility determination process

ONE Eligibility System continues to support ERDC eligibility determination

Other support functions will be managed through IAAs: OTIS, IRMS, OPAR, Fraud and Investigations, Quality Control
+ Hearings and Rules

Migrate Inclusive Partners positions & processes to DELC

Migrate Head Start Contracts to DELC

Migrate Teen Parent Program

DELC will conduct background checks for license-exempt providers on or before July 1, 2023*

**Pending passage of legislation in 2022*

Current State Analysis – Key Considerations

ELD Current State | Summary of Findings

Members of ELD contributed information through data requests, interviews, and workshops. The synthesis of this information forms the foundation of the current state from which DELC will be designed in accordance with HB3073.

Key Themes

- Heavily interconnected to contracted, community partners for service delivery
- Technology and a lack of standardization across tools and processes results in a decentralized model with limited reporting
- Dedicated workforce planning can improve recruiting and retention for critical workforce segments as well as instill clearer delineation of roles and responsibilities across the organization

Challenges Facing DELC

- Systems, data, and records coming together under a common organization and format
- Funding obligations and spending without initial cash reserves once separate from ODE
- Identifying key roles to address staffing capacity and the ability to develop standard operating procedures
- Stand up of functions to assume responsibility for areas provided by ODE, ODHS, and other agencies today

Aspirational Observations

- The use of data to both monitor programs today and longitudinally can influence the theory of change being followed at community partners as well as help with program design and performance management
- Coordinated enrollment can leverage data to ensure that children are being placed in the programs which will provide the best outcomes
- Incorporating performance improvement opportunities into the future state operating model will allow DELC to enhance the experience of families, providers and employees

Current State Analysis: Gaps and Opportunities

Through the current state assessment of both ELD's and ERDC's operations, interviews with staff and key stakeholders, and an analysis of leading practices related to stand-alone state agencies, several gaps and opportunities were identified, which have informed the proposed organizational structure and the staffing positions requested.

Back Office Functionality

- Most systems leveraged by ELD today are owned/administered through other agencies.
- ELD does not have structures to support the following: payroll processing, master data management, procurement, fiscal/accounting services, fraud prevention, internal audit and talent acquisition, which are currently provided by ODE or ODHS.
- Staffing levels in DELC will have to be representative of a separate agency to provide needed supports.

Data Management and Analysis

- ELD lacks critical data analytics infrastructure.
- Current staff lack capacity and systems to make effective data-based decisions.
- An opportunity exists to centralize all analysis functions under one department to provide data support to programs and OCC teams.

Information Technology

- ELD has no existing IT organization and depends on ODE for its infrastructure.
- ERDC is supported by legacy ODHS systems and similarly ELD has outdated legacy systems for provider licensing; these systems will need to be replaced to increase efficiency and service quality.

Organization Structure

- Current organizational structure is siloed with duplicative capabilities operating independently and inefficiently across multiple teams.
- Many functions and programs have been historically underfunded, causing constraints in capacity.
- To scale and continuously improve efficiently the agency, DELC must have the capacity and the capability to do work internally.

Access and Inclusion

- Need for an expansion of the dedicated workforce supporting tribal nations and other communities that have been historically marginalized or underserved to promote equity and access across programs.
- Need to perpetuate Diversity, Inclusion, and Equity (DEI) throughout agency operations, initiatives, and training programs

DELC Organization Design Overview

DELC AGENCY DESIGN PROJECT

DELC Organization Design | HB 3073 Alignment

The organization design enables the future success of DELC by aligning capabilities under a strong leadership team while providing direction, support and career opportunities to staff.

Efficiency, Transparency, & Equity

- Structured to provide support services from within, creating efficient processes to focus on communities, families, and children
- Expansion of team focused on diversity, equity, and inclusion to ensure we live out our values

Responsive to the Needs of Children, Families, and Providers

- Centralizing administrative functions enables staff to work with partners to enhance the partner experience and ultimately recruit and onboard more providers to increase supply of options for families
- Investment in back-office positions that have been historically underfunded

Positioning to Scale and Adapt

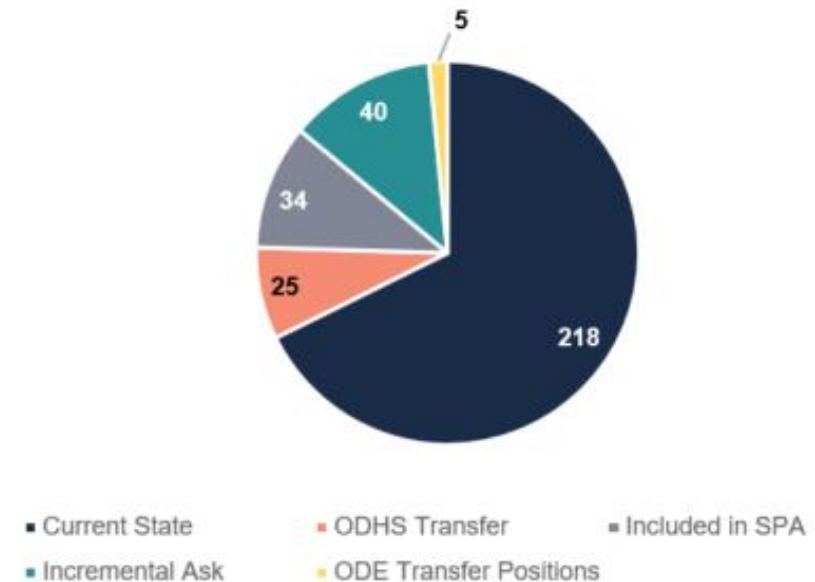
- Creating an adaptable structure to best position the agency to be responsive to the changing needs of the community and serve Oregon families now and in the future
- The design supports potential scaling in response to new state and/or federal legislation (e.g., Build Back Better)
- The Agency will be able to leverage data and intel from communities to adapt and continuously improve

DELC Organization Design | Design Overview

The DELC target organization builds upon the foundations within ELD, ODE and ODHS today to achieve the mission, vision, and values of the new Agency.

- 25 ERDC-related, funded positions will be moving to DELC from ODHS.
- 34 positions that were included in the special purpose appropriation are still needed which includes a request to convert 12 limited duration positions to permanent positions.
- 40 new positions are needed to provide services to families and children in line with the goals set forth in HB3073*.
- 5 positions will transfer ODE to support the back-office functions listed above.
- 8 new functions (Human Resources, Accounting, Procurement, Data & Analytics, Information Technology, Budget, Facilities & Real Estate, and Strategic Projects) account for the majority of new positions.

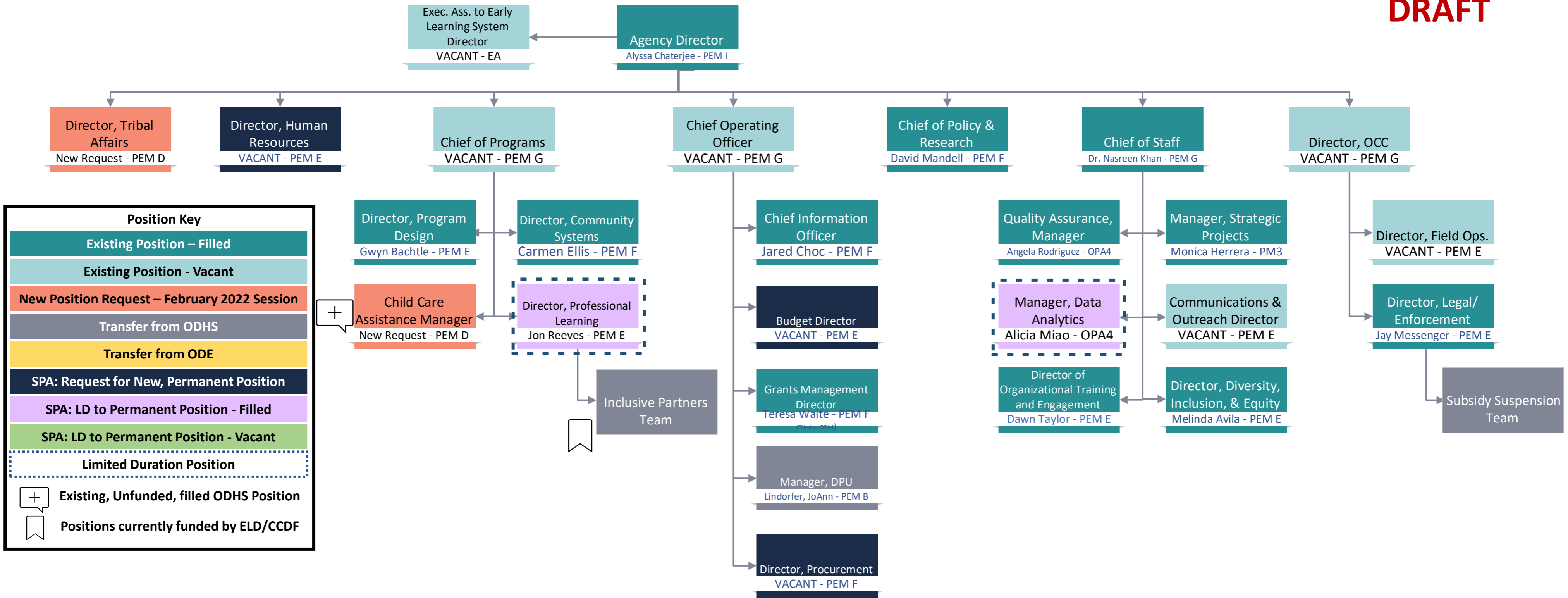
322 Employees in DELC Future State



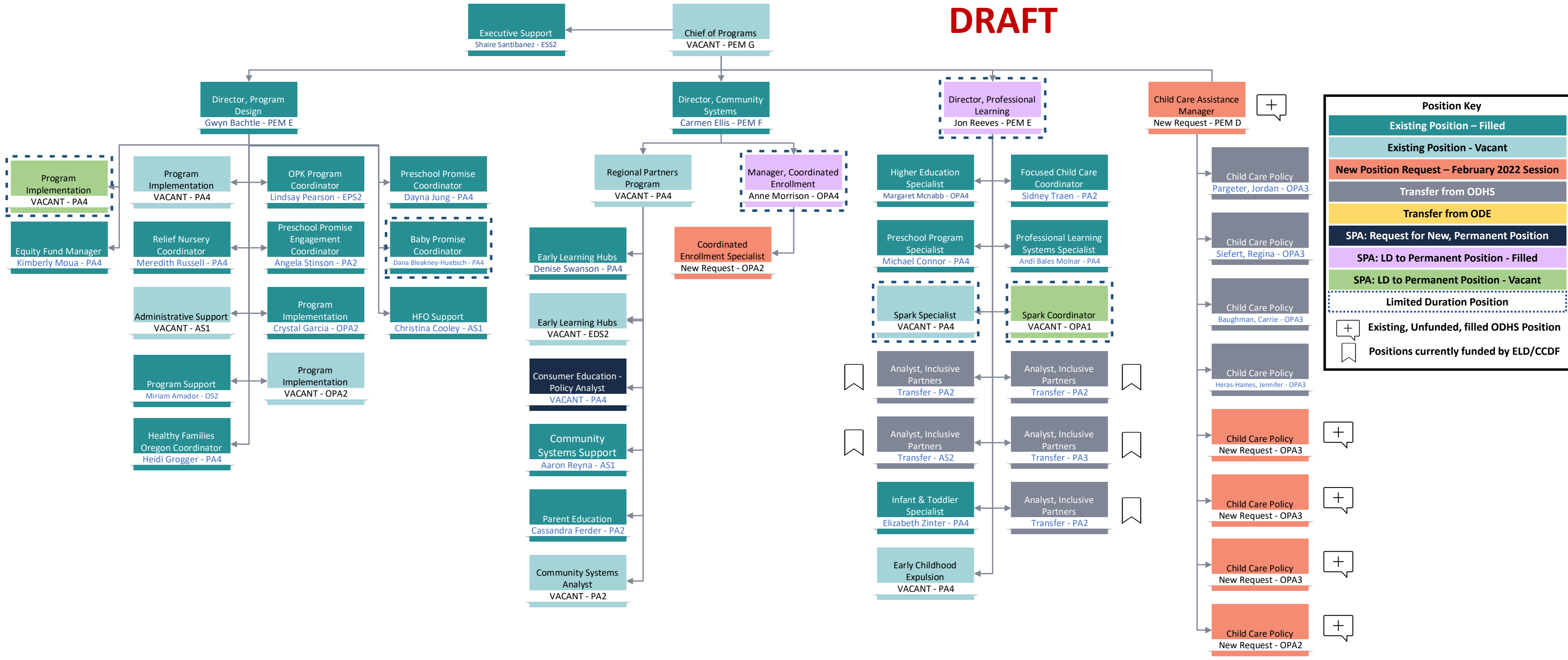
**Note: The design reflects permanent positions and does not include potential limited duration positions needed to launch DELC.*

DELC Organizational Design Review (PDF)
or [click link](#)

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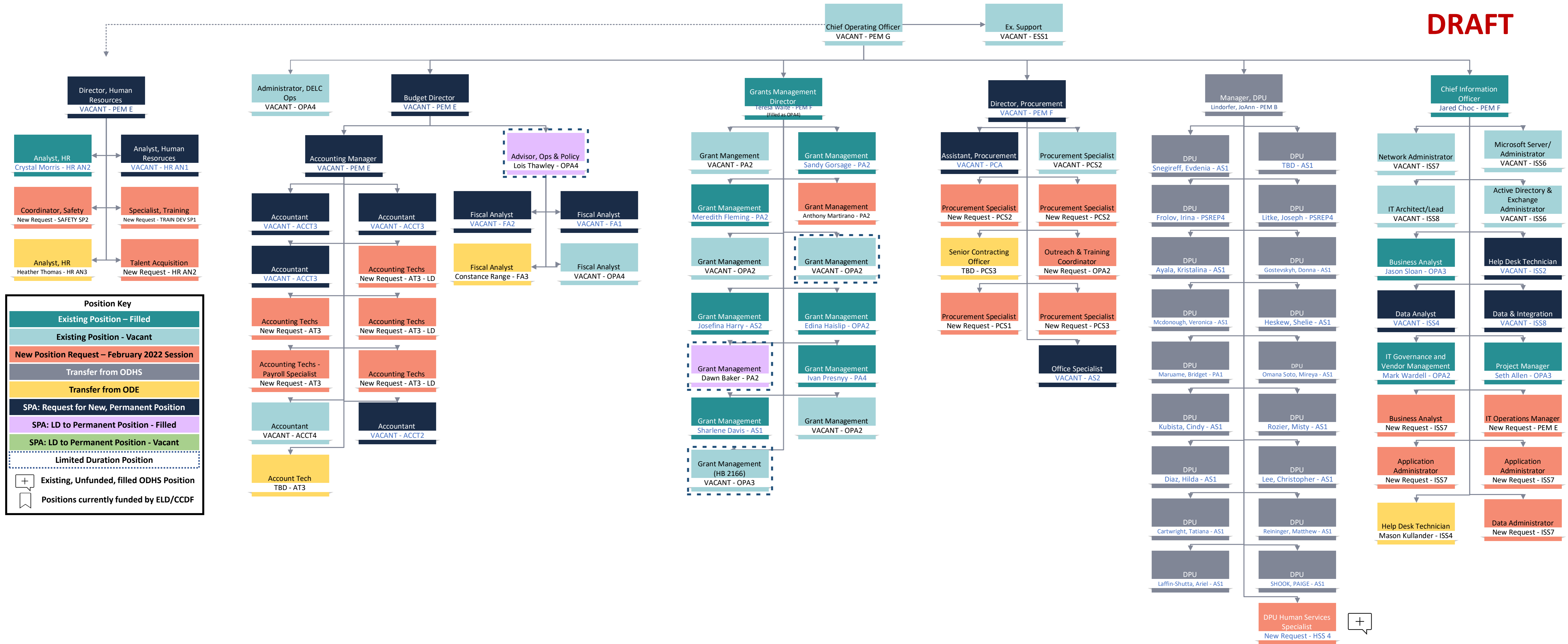
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Position Key

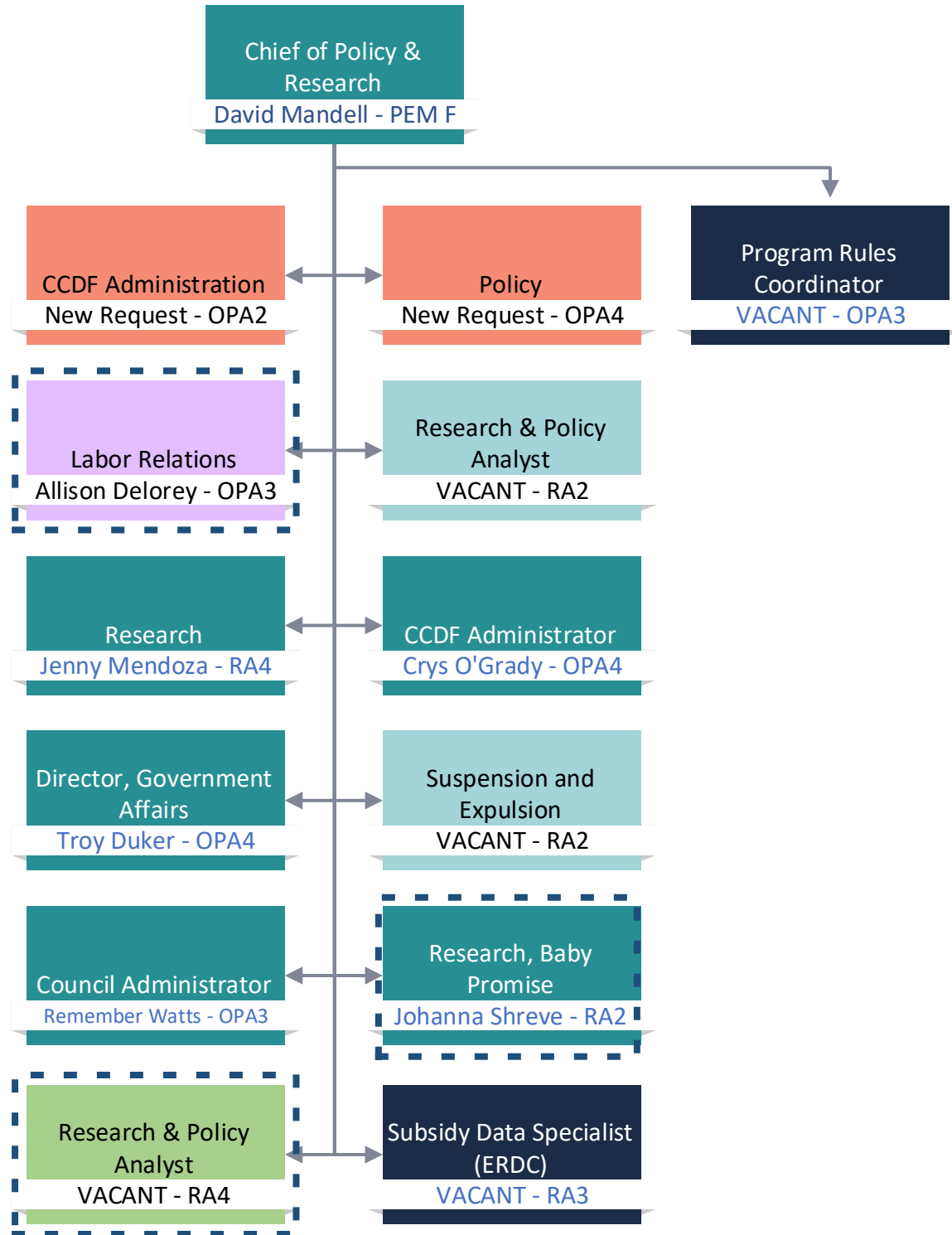
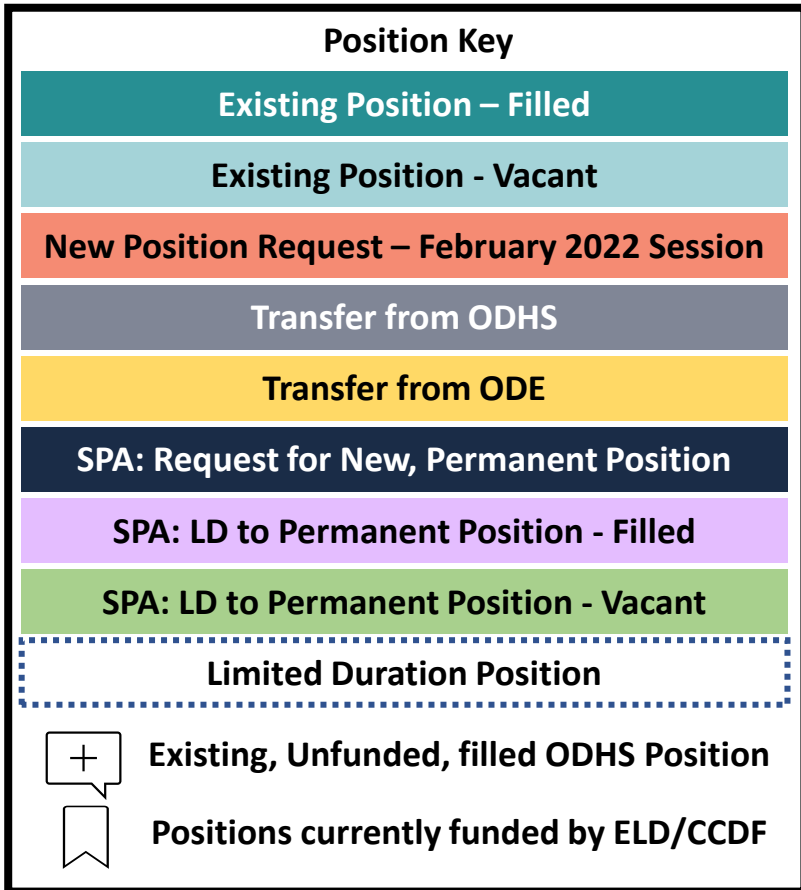
- Existing Position – Filled
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- New Position Request – February 2022 Session
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- Transfer from ODE
- SPA: Request for New, Permanent Position
- SPA: LD to Permanent Position - Filled
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- Limited Duration Position
- Existing, Unfunded, filled ODHS Position
- Positions currently funded by ELD/CCDF

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Executive Support
VACANT - ESS1

Chief of Staff
Dr. Nasreen Khan - PEM G

Director of Organizational Training and Engagement
Dawn Taylor - PEM E

Organizational Training and Engagement Analyst
Vacant – OPA 4

Quality Assurance, Manager
Angela Rodriguez - OPA4

Quality Assurance
Melissa Reynolds - OPA2

Quality Assurance
Fiona Murray - OPA2

Quality Assurance
Roman Kultajev - OPA3

Quality Assurance
VACANT - OPA3

Manager, Strategic Projects
Monica Herrera - PM3

Lean Leader
New Request - OPA3

Lean Leader
New Request - OPA3

Operations & Business Analyst
New Request - OPA2

Project Coordinator
New Request - OPA2

Project Manager
VACANT - OPA3

Manager, Data Analytics
Alicia Miao - OPA4

Data Analyst
New Request - OPA2

Data Analyst
New Request - OPA2

Harvard Fellow
Dylan Antovich - OPA4

Senior Data Analyst
Jaiya Choles - OPA4

Data Support
New Request - AS2

Data Support
New Request - AS2

Communications & Outreach Director
VACANT - PEM E

Design Specialist
Erin Zysett - DSP2

Public Affairs
Melanie Mesaros - PAS3

Director, Diversity, Inclusion, & Equity
Melinda Avila - PEM E

Civil Rights
VACANT - OPA4

Translations
VACANT - OPA1

Diversity & Inclusion
Karina Guzmán Ortiz - PA4

Family Engagement Coordinator
Katie Schergen - PAS2

Director, Tribal Affairs
New Request - PEM D

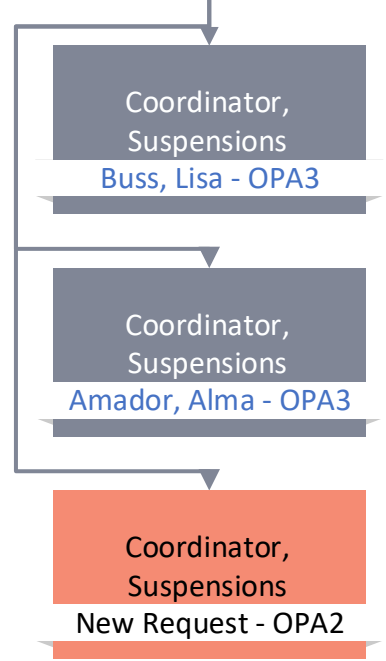
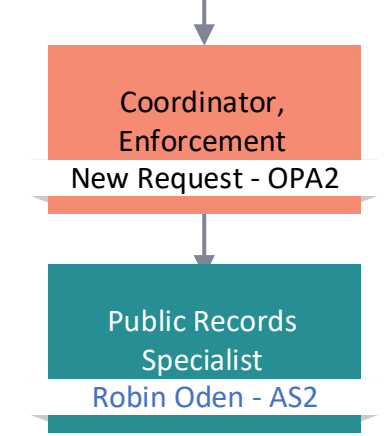
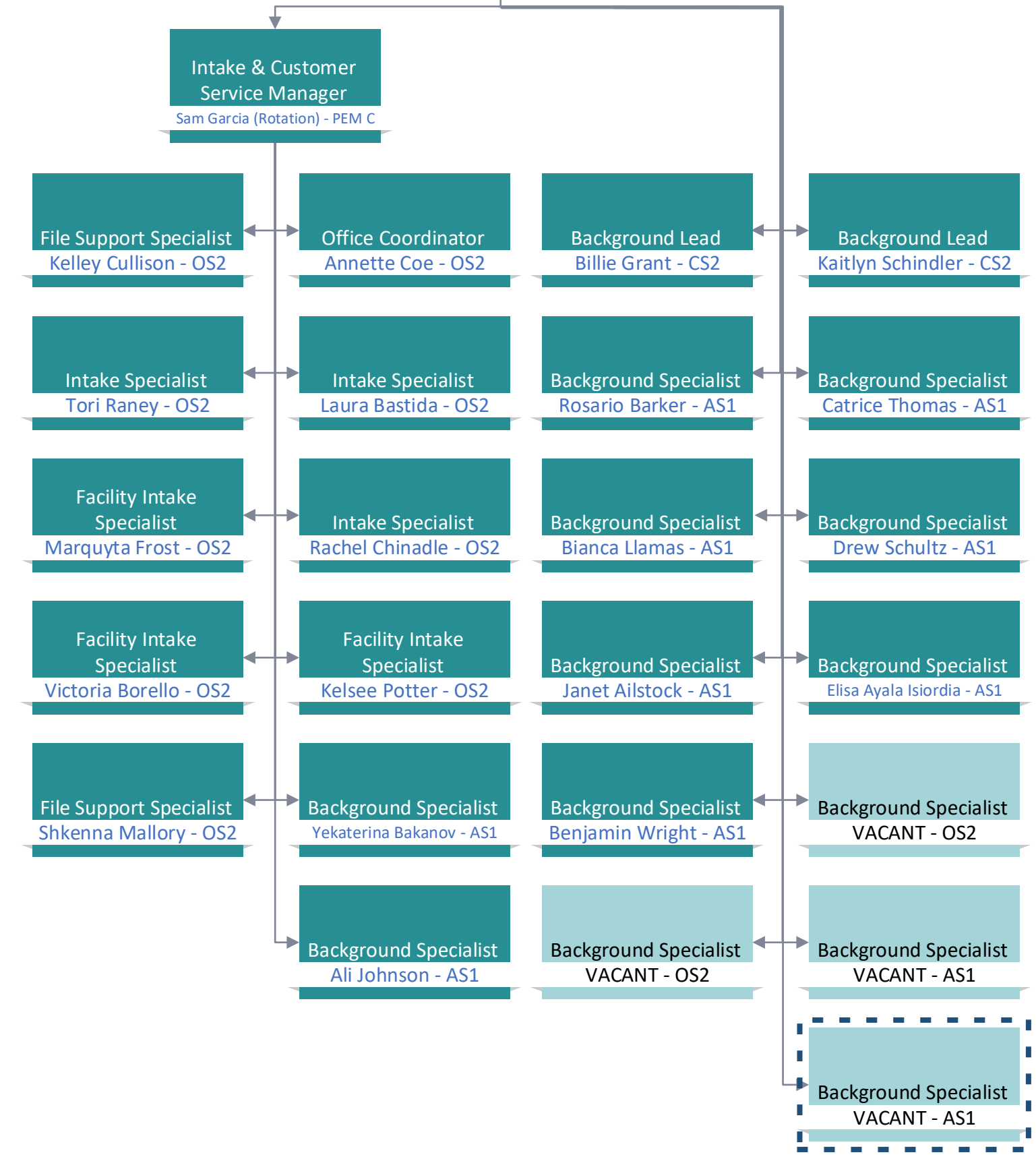
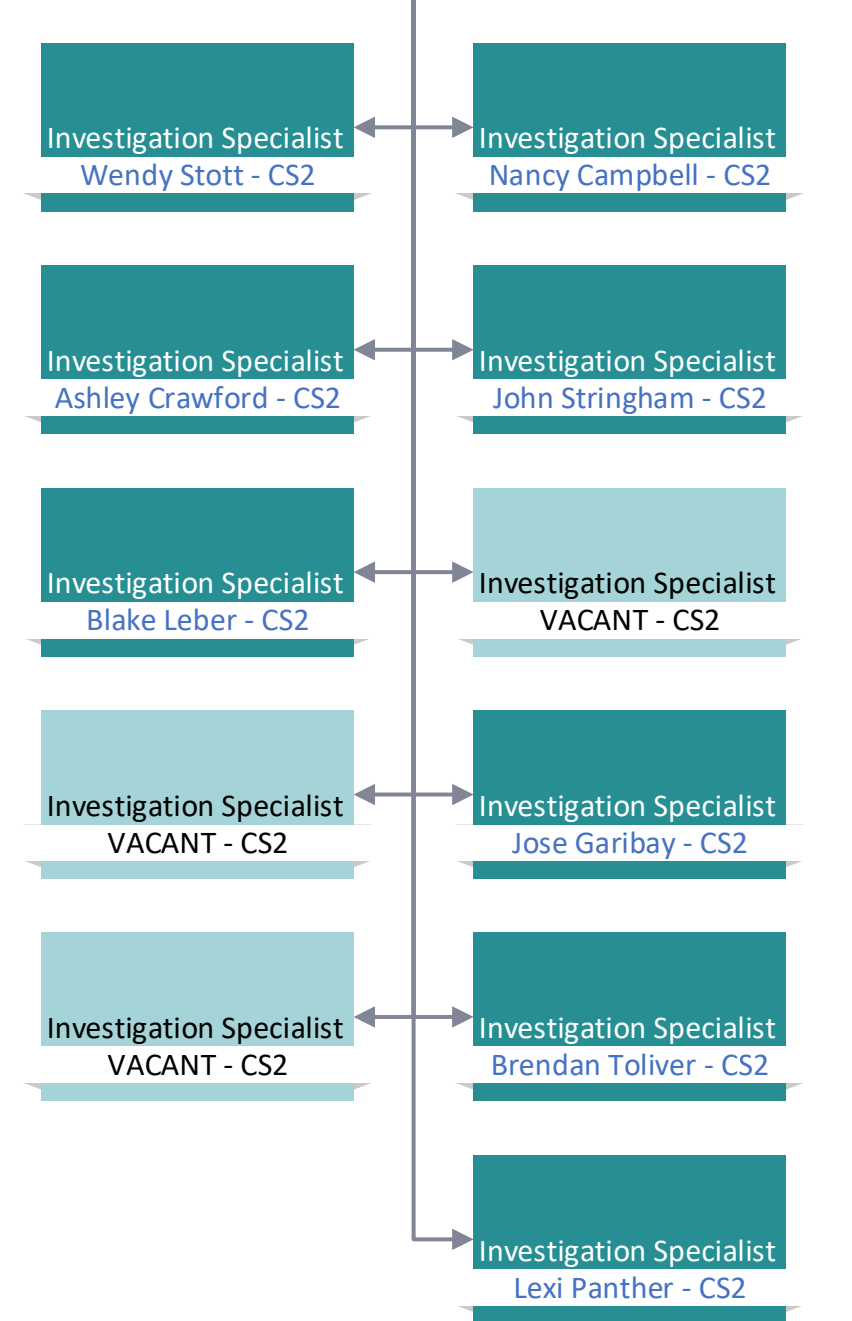
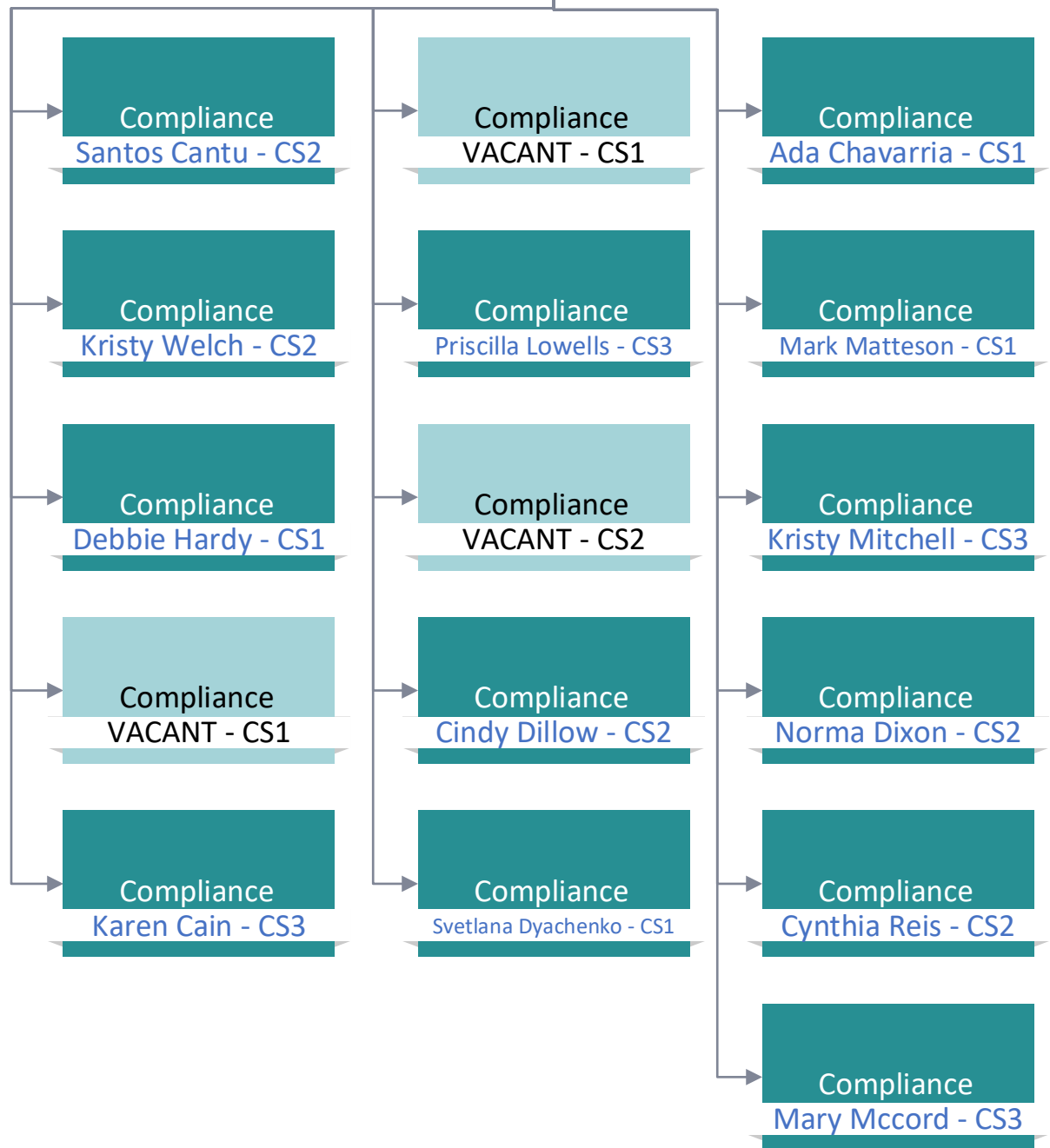
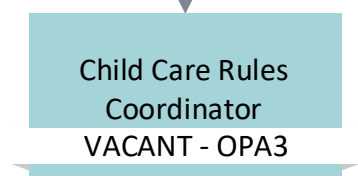
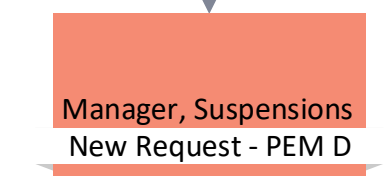
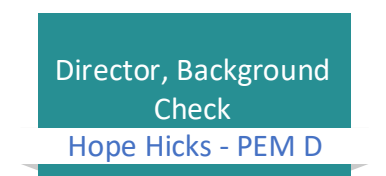
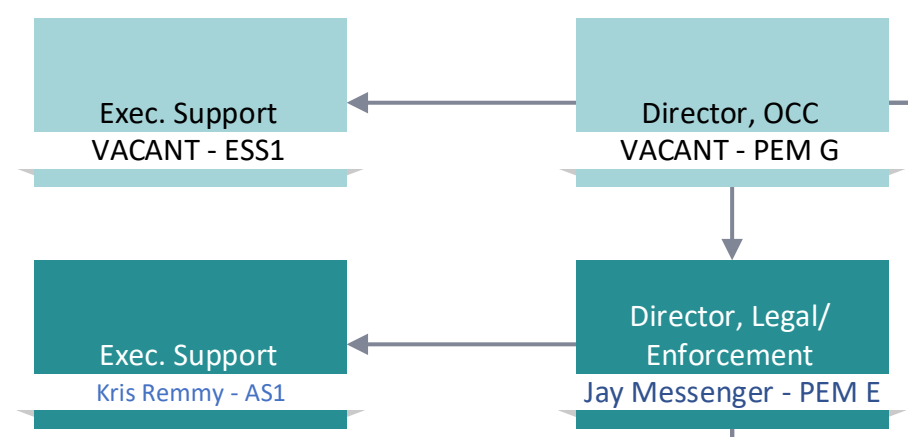
Coordinator, Tribal Affairs
New Request - AS2

Tribal Hub Manager
Valeria Atanacio - OPA3

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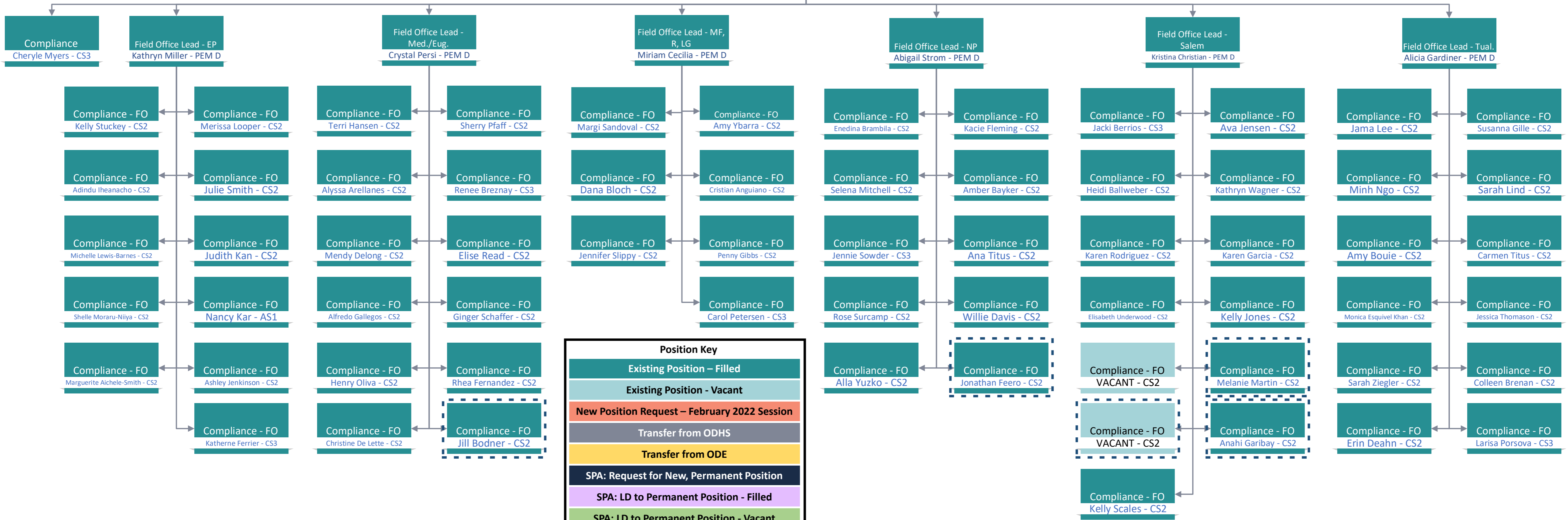
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Director, OCC
VACANT - PEM G

Director, Field Ops.
VACANT - PEM E



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DELC Organizational Design | New Positions Summary

To establish a modern agency with centralized functions and the ability to scale its services in the future, the DELC agency includes 40 new permanent positions in addition to initial 34 positions requested in the SPA.

40

New, permanent positions to be requested in the February 2022 short session to ensure sufficient resourcing for DELC as a standalone agency

38

Of the new position requests are non-managerial, staff-level position requests.

6

Chief of Programs

10

Chief of Staff

2

Chief of Policy & Research

19

Chief Operating Officer

3

Office of Child Care

Note – SPA Positions: the 40 positions mentioned here are all being requested for the first time. The 34 positions that were not approved in the initial SPA will be requested in the February short session (and are not included in the 40 summarized above).

Additional Fiscal and Budget Requests



- **January 2022 SPA Position Request:** ELD is requesting access to the 34 positions/12.38 FTE identified in the Special Purpose Appropriation (HB 3073) during January 2022 Legislative Days, with approval in the February 2022 legislative session. ELD is requesting \$5.8 M.
- **February 2022 Legislative Session New General Fund Request:** In addition to the previously identified Special Purpose Appropriation positions, ODE, ELD is requesting an additional 40 positions/18.58 FTE which will cost a total of \$4.3 M for March 2022 – June 2023 of the 21-23 biennium.
- **One-Time Federal Funds:** ELD will leverage federal ARPA Discretionary, CARES, and CRRSA resources to invest in Information Technology and Data Infrastructure to stand-up new DELC infrastructure and replace critical systems capabilities. These funds will also be leveraged to procure time-limited external resources to support DELC implementation.

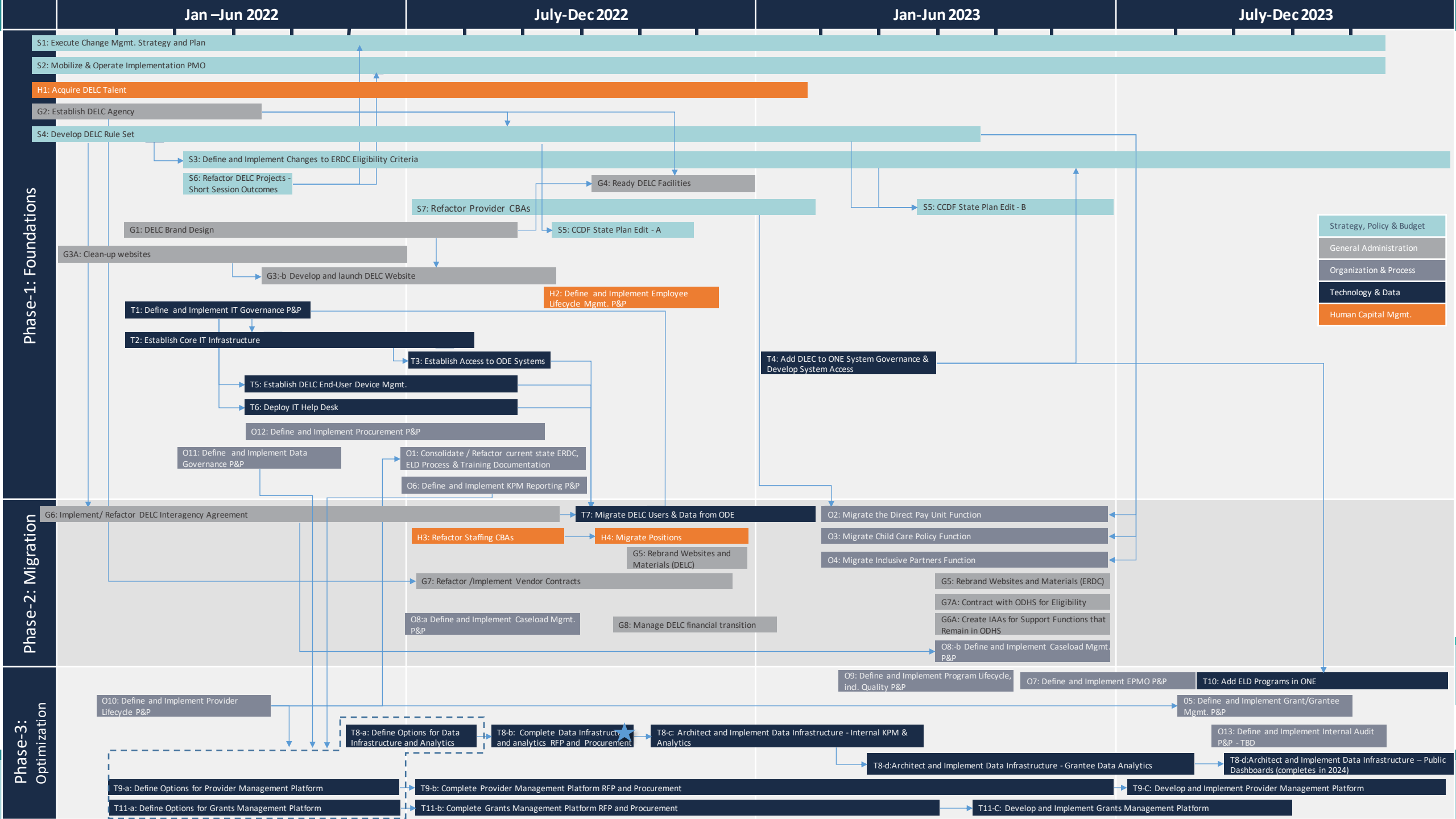
Total GF Request: ELD is requesting 74 Positions/30.96 FTE at \$10.1 M for the 21-23 Biennium.

Available Federal Funds to Support Implementation

Federal Funding Source	Funding Use	Amount	Obligation Date	Liquidation Date
ARPA Discretionary	DELC Administration	\$6.0	9/30/23	9/20/24
	DELC IT System Development	\$15.0		
ARPA Stabilization (Admin)	DELC IT System Development	\$5.0	9/30/23	9/30/24
Preschool Development Grant	DELC Administration	\$2.2	12/30/22	12/30/22*
CARES Act	DELC and Grant Administration	\$2.0	9/30/22	9/30/23
CRRSA	DELC Administration	\$0.6	9/30/22	9/30/23
CRRSA	ODHS Admin / ONE Eligibility	\$1.0	9/30/22	9/30/23

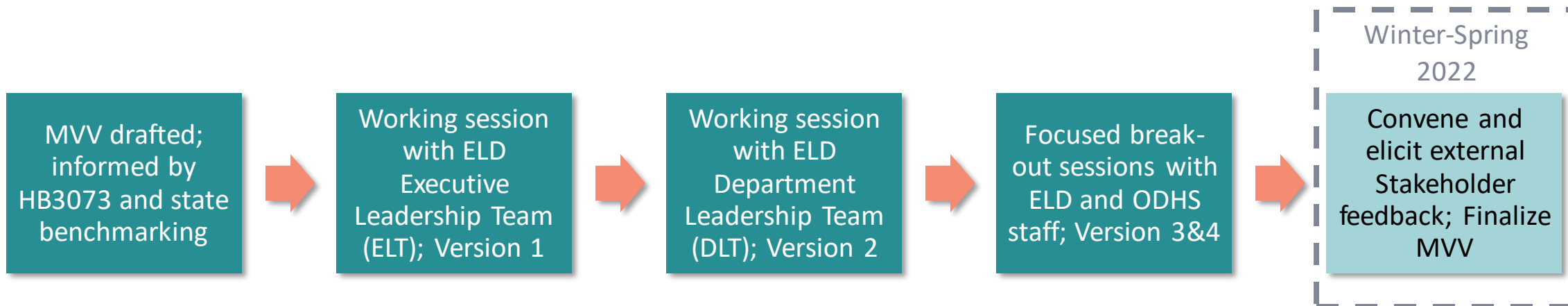
Total Available Funds \$31.8

Next Steps



DELC Mission, Vision, Values | Approach

The following approach has been used to draft and refine early versions of DELC’s Mission, Vision, and Values (MVV) statements. Over 100 ELD and ODHS employees moving to DELC have vetted and given feedback on draft statement.



Going forward, DELC will continue to engage internal stakeholders and expand to involve external stakeholders to further refine the M, V, V to guide the focus and work of the agency.

Mission Vision Values – V4

Mission	Young children in Oregon are equitably supported by a community of early educators and care professionals, empowered to help children and families thrive.							
Vision	A coordinated, culturally responsive, family-focused Early Learning and Child Care System that supports the varied needs of children delivered in diverse settings.	Healthy, safe, and stable environments that enable children to learn and grow.	An employer of choice for the State of Oregon that values the diverse backgrounds of staff and supports each team member in reaching their individual goals.					
Values	Trust We are worthy stewards of the public’s trust; we are honest, transparent, and keep our commitments.	Respect We believe that family is a child's first teacher, and our employees and community partners are professionals with valuable knowledge.	Integrity We are accountable for our actions, decisions and our work to reliably achieve high quality outcomes.	Equity We are committed to prioritizing fairness and addressing disparities of communities that have historically been underserved through equitable access to services.	Safety We put safety and well-being first for our children and professionals.	Diversity & Inclusion We foster a culturally responsive environment that values diverse thinking and encourages authenticity of self.	Community Partnerships We support, collaborate with and rely on the expertise of our partners to strengthen our community.	Continuous Improvement We set goals, seek input, and use data to improve quality of service, efficiency, and drive innovation.

APPENDIX:

School-Age Rules | Background Checks | EI/ECSE

Progress on Adoption of School-Age Rule Set

Background

ELD has the statutory authority for monitoring and regulating child care according to licensing rules adopted, by the Early Learning Council (ELC). Licensing rules are organized by program type rather than by the age of the child served by the program. This means there is no distinction in rule for school age care and care for children birth to five years old.

Analysis

The Office of Child Care (OCC) began community engagement in late August and identified opportunities to develop rules applicable to a school age program, including:

Findings

Changing educational and experience requirements for teachers/staff

Waiving fire marshal and sanitation inspections if in a public school

Simplifying the rules / developing to adhere to a school age population


Next Steps

- Internal rule review team is drafting new rules
- Present its findings to the community partners for feedback
- Present this draft ruleset to the ELC
- Option to promulgate within Oregon Administrative Rule by June 30, 2022

Progress on the Transfer of ERDC Background Checks



Identified Issues

- Audit found inconsistencies in the standards and criteria for the background check processes.
 - In response, OCC and ODHS proposed legislation to have all child care background checks for ERDC providers to be performed by a single agency to avoid these inconsistencies in the future.
 - This recommendation culminated in SB 49, which did not proceed past its referral to the Joint Ways and Means Committee in the 2021 Legislative Session, leaving the issue of transferring background checks unresolved.
- 


Solution

- The House Early Childhood Committee is introducing legislation to transfer this authority from the Background Check Unit at ODHS to the OCC at ELD.
- The legislation will allow for a phased transfer of background checks to refrain from overburdening OCC staff.
- More detail on the process for the transfer will be available as the House Early Childhood Committee works with ELD and Legislative Counsel on codifying the implementation timeline.


Progress on Strengthening the Alignment of Early Intervention and Early Childhood Special Education Services (EI/ECSE)



Education Northwest (EDNW) has prepared an initial report analyzing peer-reviewed literature and completing a state scan comparing the governance, service delivery, and funding models of 12 states. Because of limited research on the governance models for EI/ECSE, EDNW almost exclusively used state benchmarking to determine the strengths and challenges of each system.



EDNW hosted 17 community outreach opportunities and listening sessions with families and providers about their experiences with the EI/ECSE system. EDNW is currently compiling the information from these sessions to complete a report with initial considerations to improve program delivery.



ELD and ODE will work with BUILD Initiative to conduct further research and outreach on early care and education governance, including the best practices for EI/ECSE governance. Final recommendations will be included in the September 30, 2022 legislative report.

Questions?

