



Advisory Committee Meeting Notes
April 30, 2024, 6:30 - 8:30 pm

Attendees: Ashley Walker (notes), Molly Day, Virginia Garcia, Lydia Gray-Holifield, Kendra Hughes, Keinya Kohlbecker, Andrea Paluso, Jaime Peterson, Lavert Robertson, Kathryn Torres, Aly'ce Brannon-Reid, Rachel Langford, Jeff Renfro, Kimberly Moua, Brooke Chilton Timmons, Leslee Barnes

Lydia Gray-Holifield, co-chair

- Good evening, everyone, and welcome to Preschool for All's Advisory Committee meeting. The icebreaker question for today is: what's a book you're reading or a podcast you're listening to, and would you recommend it?



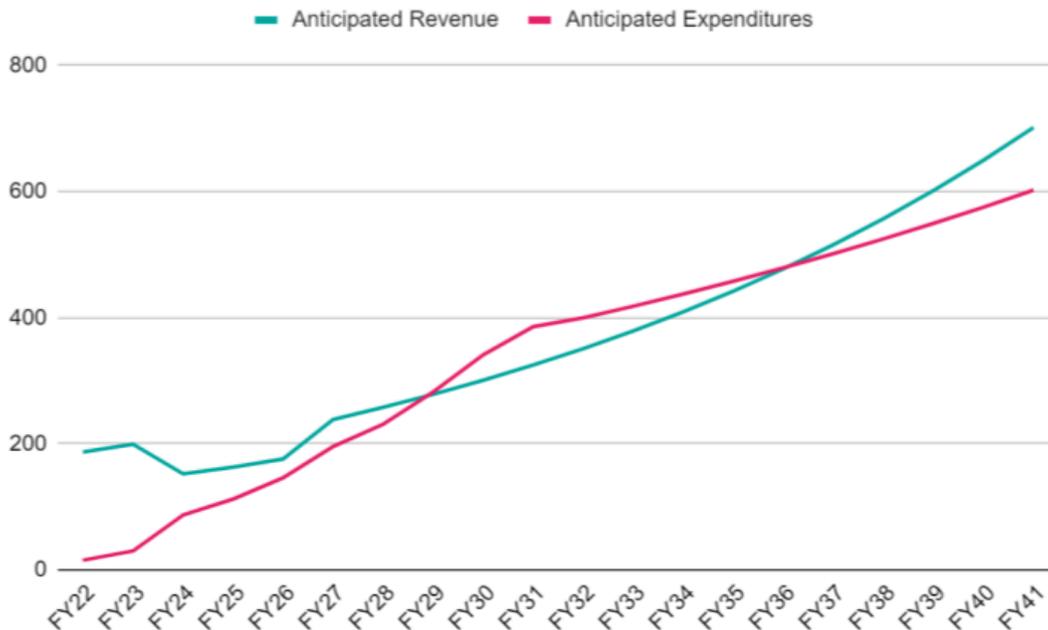
Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- As usual, we have a packed agenda! We're going to start out with hearing from Jeff Renfro, County Economist. We invited him back because after our conversation in January, the Board had a work session where they started talking about the Chair's proposal to potentially delay the Preschool for All planned tax increase by one year. We wanted Jeff to come back to give you an overview and to answer questions.
- Rachel Langford is here from Craft3 and BuildUp Oregon to talk about our new facilities fund, which is so exciting. We've already had a lot of interest from providers, so she'll share some information and then we'll also

have time for you to ask any questions that you have about that work.

- Then I'm going to share some updates about our budget and about pilot sites for the 24-25 preschool year.
- That's the plan for tonight. We're going to jump right into Jeff sharing some information about our modeling and how that potential delay in the planned tax increase would impact the program. Jeff, I will turn it over to you.

Updated Baseline Modeling



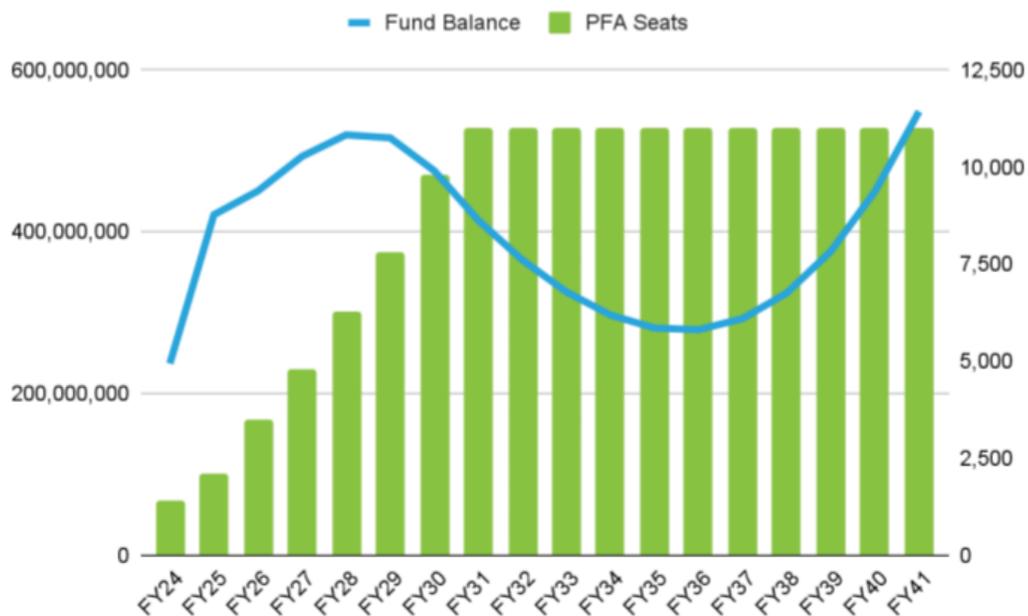
Jeff Renfro, Multnomah County Economist

- Thank you, Brooke. And as always, I have no problem with people interrupting me as I go. So if you want to put a question in the chat or if you just want to come off mute and ask the question, please interrupt me.
- I'm going to go over some of the slides we talked about the last time I was here, when we updated you on some of the modeling and the scenarios that we were looking at. And like Brooke said, I'll talk about what the next steps are.
- I'll start with what we call our baseline modeling. I'm going to walk you through how to interpret this graph. The blue line is our anticipated revenue for the program through 2041. The blue line on the far left side is the actual revenue that we've collected, and then it turns into the forecast and our assumptions going forward. The pink line on the far left side is our actual expenditures so far. And then that also transitions into the forecast going forward.
- If the blue line is above the pink line, that means in that year we expect to have a surplus- we anticipate collecting more money than we're going to spend. If the pink line is on top, that means we're running a deficit- meaning we're planning to spend more money than we collect in that year.
- And as you move from left to right here, we get to why we need our dedicated savings strategy. In the past when I've been here talking about it, we've called it revenue smoothing. We're now calling it dedicated savings.
- Based on the information we have so far and our assumptions around the program, we anticipate a period of surpluses at the beginning as the program is getting ramped up. Then as we increase expenses, as we increase slots at a pretty quick pace to get to full universality by 2030, and then beyond that, we anticipate a period of deficit as our expenses grow faster than our revenues. It takes a while for our revenues to catch back up.
- So what we describe as dedicated savings is this idea that we're taking the surplus, we're taking the money that

we save at the beginning of the program and then we're saving it to spend during that middle period when we expect to have a deficit. We're thinking about matching our expenses and our revenues over a long period of time and we're not worrying about any one particular year.

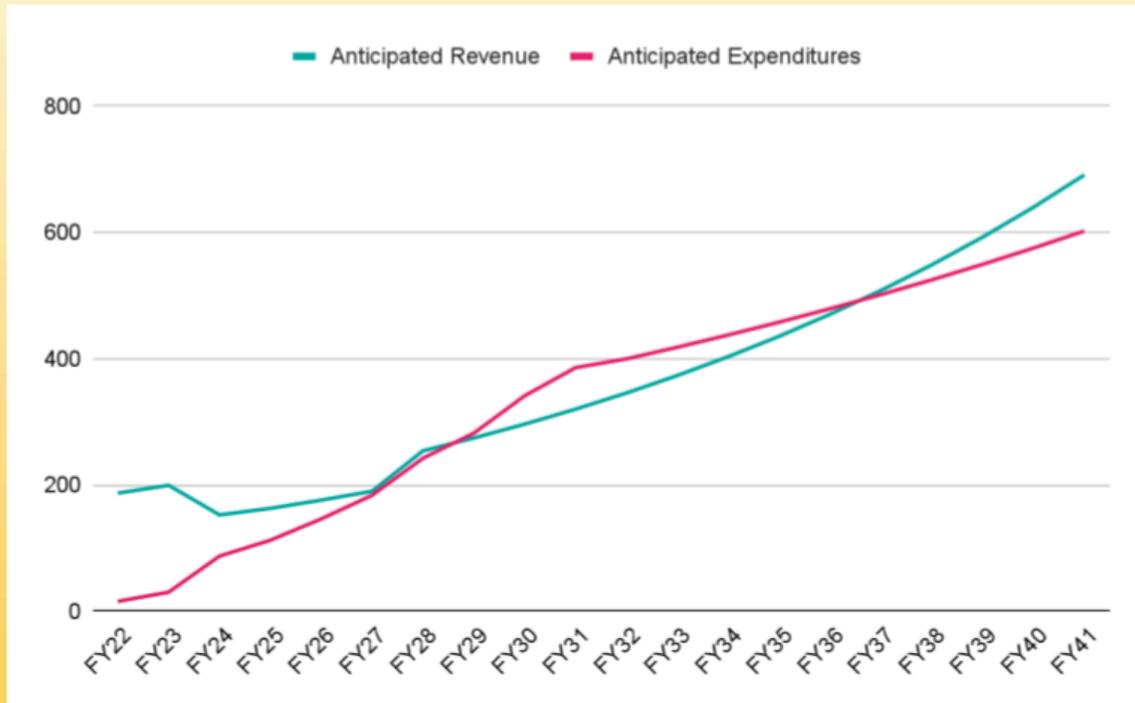
- The specific version, the scenario that we're looking at on this slide, modeled what would happen if we increased the tax in fiscal year 2027, which is in line with what the Preschool for All code currently says.

Updated Baseline Modeling



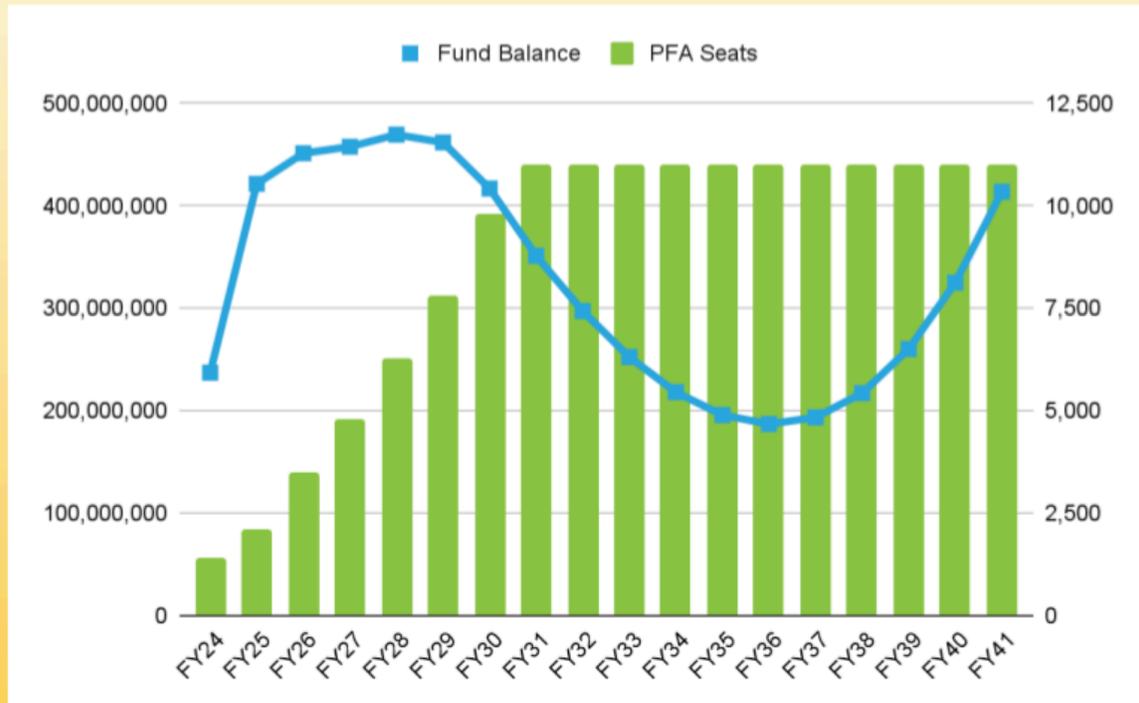
- This is the other slide that I'm going to walk you through. The blue line is what we call a fund balance. And the fund balance means how much money we expect to have in the fund in total at the end of that fiscal year. The green bars are the number of seats we expect to provide in the Preschool for All program each year.
- The blue line is increasing as we go through that period of surplus where we're not spending as much as we're collecting, and we're banking those dollars as our dedicated savings. Then we spend down our fund balance as we go through the years of deficit and our planned spend down of that dedicated savings.
- As long as the blue line stays above zero for the entire graph, that means we get all the way through the implementation of the program and we have enough money to do it. If it ever dips below zero in any of these scenarios, it means that we have a year in which we are not going to have the resources to provide the planned level of programming.
- For the updated baseline model, this shows that the fund balance bottoms out at around \$300 million. So it means we can fully implement the program as planned, and then we would still have \$300 million left at our lowest point. One of the motivations for having this discussion about delaying the tax increase by one year is having a \$300 million fund balance. Even when we fully implement it, people start asking us, "That seems like a lot of money. How much money do you need? Do you need that level of funding to fully implement the program?" So they asked the team to investigate some alternative scenarios to see what kind of flexibility we had in implementation.

Tax Moratorium Scenario



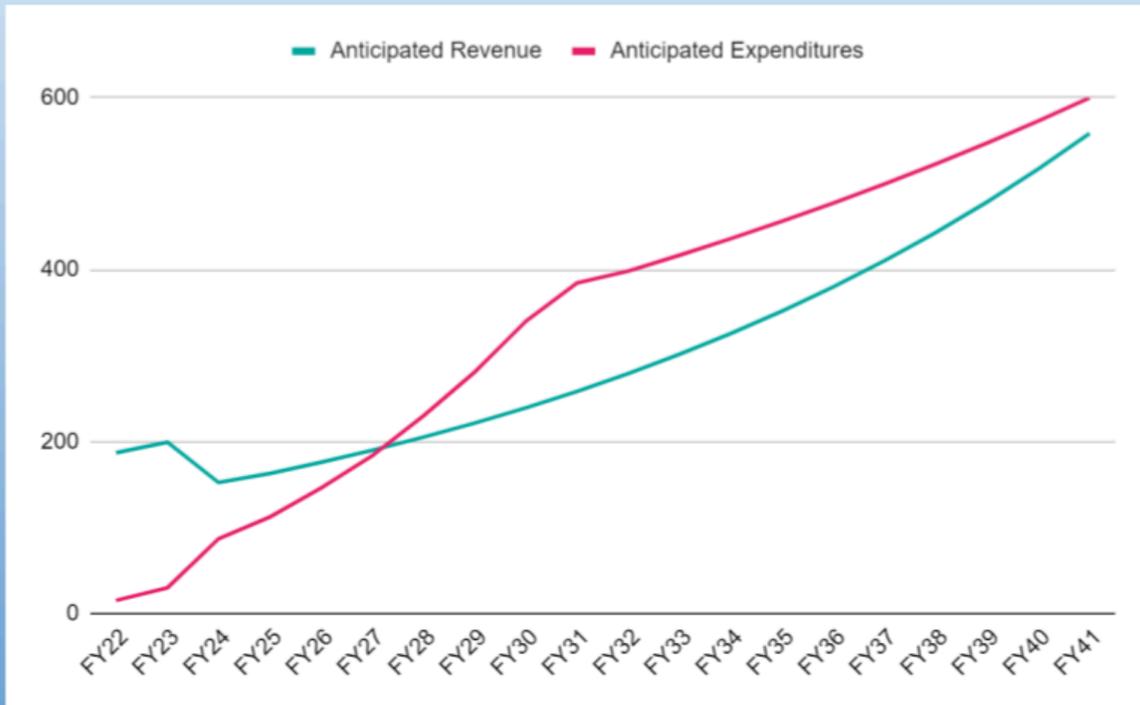
- This next slide looks at the same modeling, except we delay the tax increase by one year.
- It's called the tax moratorium scenario, because this initially came out of discussions that the downtown recovery task force that the Governor convened, there was a subcommittee that was called tax competitiveness. And the subcommittee talked about the level of taxation in Portland and Multnomah county as a whole. And one of the things that the committee recommended was that all jurisdictions that touch the city of Portland have a three year moratorium on increasing taxes or implementing new taxes.
- The third year of that moratorium is the year that we are anticipating raising the Preschool for All tax as in the code. So we modeled a scenario in which we delayed that tax increase by one year.
- The tax moratorium is not binding, but the Chair has said that she generally agrees with what the subcommittee was talking about and that we'd explore our ability to comply with the moratorium.
- So what we see here is that same initial surplus and we still have a period of deficit. The three years of the tax moratorium were 2024, 2025, and 2026. And in the tax code, we'd be increasing the tax for tax year 2026, which corresponds to calendar year 2026. The difference here is we lose a year of surplus in that beginning period. So we're not banking as much dedicated savings at the beginning to spend down during our deficit period later.

Tax Moratorium Scenario



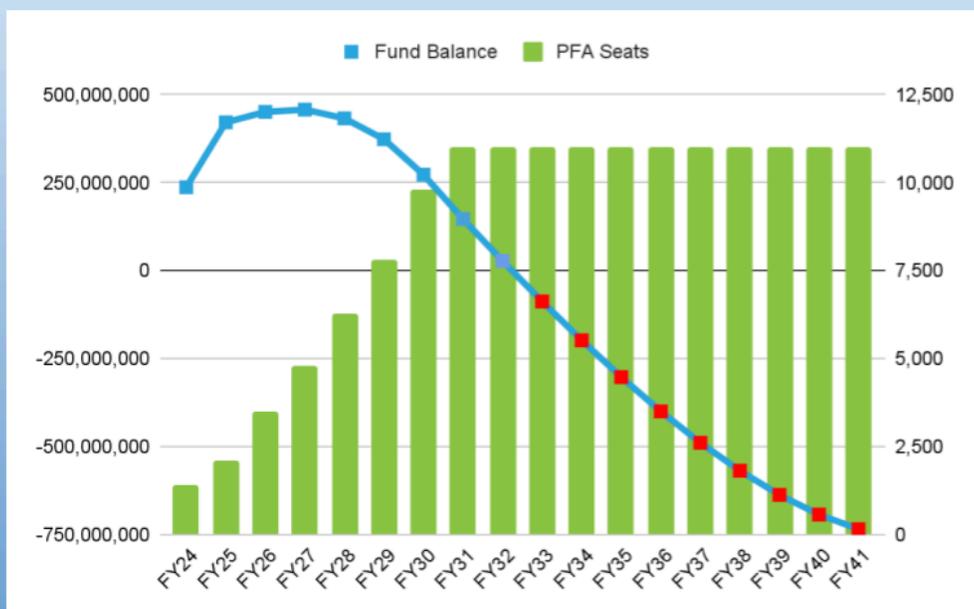
- In this scenario, our fund balance bottoms out at a little bit under \$200 million. Because the blue line remains above zero for the entire time, it means that the modeling suggests that we could delay the tax increase by one year and still fully implement the program as planned.
- The question that we always get when we show this slide is: “What is the appropriate level of savings? Do you feel comfortable with bottoming out at \$200 million?” And the answer we have right now is we don't have a set target. The thing that we know from our modeling is that the tax is very volatile, and that because we're thinking about the full implementation of the program, small changes made at the beginning of the program, carried out over time, can have big cumulative impacts.
- I think it is possible, and it's maybe even likely, that at some point in the next several years, as we're updating our modeling, we could make a change to our assumptions that swing the total amount of revenue we expect to collect by \$100 million or more. Similarly, on the expense side, we could make changes to our assumptions around how much the cost of providing preschool seats goes up every year in a way that significantly changes our forecast.
- We still think we're in the early stages of the program. The modeling suggests that we're on track to fully implement, which is good, but there's still a lot that could change.

No Tax Increase Scenario



- I have one more scenario to talk about before, before we talk about next steps. We also wanted to look at what would happen if we didn't increase the tax ever, and it just stayed at the current level.
- It shouldn't be surprising that the period of deficit is more extreme and it lasts longer.

No Tax Increase Scenario



- The blue fund line balance dips below zero around 2032. That means that around 2032 we would expect the program to run out of money. And as the deficit continues to grow and our fund balance continues to get more and more negative, we obviously can't continue to run a program with negative cash like this. It would mean that we'd have to cut programming in order to comply with not raising the tax ever.

- The modeling suggests that we need to raise the tax at some point by some level, but we have some flexibility on how exactly we do that.
- As far as next steps, the Chair has recommended that we delay the tax increase by one year.
- In the code, it also says the Chair will convene a technical advisory group that will advise the Board on any changes that need to be made to the tax going forward. That group was supposed to meet this summer. The Chair is also recommending postponing that to next summer. So we have another year to gather more information and prepare to advise the Board on next steps.
- At this point, I don't know what exactly that technical committee would look like. I feel very confident that I will be on it. And then beyond that, I'm not sure.
- This summer, the Preschool for All team and the Chair's office will work to figure out who will be on that technical advisory group, and what the purview of the group will be.
- The meeting where the Board will actually vote to delay the tax is expected to be this summer.
- I think with that, I'll stop, and I'd be happy to answer any questions that anyone has.

Kendra Hughes

- I don't have any questions, but based on what you reported, I agree with the Chair's recommendation. I don't think there would be a penalty or bad thing to delay the increase. I like that idea.

Molly Day

- What's been the response of the business leadership community? Is this adequate?

Jeff Renfro, Multnomah County Economist

- I would say there's been a lot of focus on this tax specifically. 75% of the time, when I go do something outside of the Multnomah Building, someone wants to talk to me about this tax. There's a huge amount of focus on it. I went to the Governor's task force meetings with the Chair, and I think people were very appreciative of the Chair's willingness to look into delaying the tax by a year.
- My guess is there are going to be people who are going to be arguing for no tax increase ever. I'm guessing that's not surprising to some of you. I think it's too early to say what the full reaction is going to be. Brooke or Leslee, do you have more you want to add to that?

Leslee Barnes, director, Preschool & Early Learning Division

- I have nothing else to add to that. I know people feel like we're tax heavy, and I can't argue that one way or the other. We'll just wait and see. I don't think I hear from the business community that they want us to fail. I just think an understanding of what we're doing when we hear about cuts and we have money sitting there. And I think also remembering that we're doing an intentional rollout. We're on track and we're doing things we said that we were going to do and being very good stewards of these funds.

Andrea Paluso

- I understand the nuance here, and I also think that when we present this information, it might be good to present alongside the actual percentage of Multnomah County residents that pay this tax. Because it's interesting to me that it's a topic that you hear so much about, given how few people pay it, which says something to me about who has access to people in elected office, frankly. But I would just like, when we're presenting this data and data about any controversy associated with this tax, that we put it in the context of the very small percentage of people who actually pay it.

Jeff Renfro, Multnomah County Economist

- I want the Board to feel like they're well informed, so when we've done the briefings in the past, we've talked about the number of people paying, and we've talked about the income distribution of the people who are paying. That is important context to provide.
- It's going to depend on the year, but in general, it's going to be about 7% to 8% of people in Multnomah County who are paying the PFA tax each year. I can tell you that in tax year 2022, the last year that we have a full year's worth of taxes for, the total number was about 9% of the total number of people who filed tax returns in Multnomah County. Those aren't exactly apples to apples, since we're pulling in people from other counties who live somewhere else but work here. I think it's safe to say that less than 10%, certainly, and in most years, it's going to be approximately 7 or 8% of Multnomah County residents.

Andrea Paluso

- I have a follow up question. So considerations of a change to the tax go to a technical advisory group and then get voted on by the County Board of Commissioners. There's no referral back to voters again, because 7%, maybe, of people pay this tax, while some much higher number – 70% or something – of Multnomah County voters approved this tax. Just wondering what the process looks like to make changes to it that actually involves the folks who passed it.

Jeff Renfro, Multnomah County Economist

- The Board can make changes to the Preschool for All tax code by a simple majority. The technical advisory group, again, is not totally defined at this point, but I think the idea is that this group would produce some sort of report that would give the Board more information or more context that's relevant to any issues that they want to consider changing. And then it would be up to the Board to listen to that advisory group, read the report, and then make their own decisions about it.

Jaime Peterson

- Is there any protection to ensure that the no tax increase scenario doesn't happen? It will basically sabotage the measure. It sort of feels like this is very obvious. We can't not increase it. So even if the majority of the Board wanted to, are they still able to?

Jeff Renfro, Multnomah County Economist

- The truth is, the Board can make changes to the tax. The Board didn't even have to refer the measure to voters, they could have just made Preschool for All happen and start the tax themselves. There are a lot of reasons why that's not a great idea. The Chair has said over and over again that her commitment is to ensure that the program is fully funded for its entirety.

Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- Jeff, thank you again for another evening that you spent time with us. We appreciate it. We will definitely have you back.
- I'm really grateful that Rachel Langford is here with us to share about the Preschool for All Facilities Fund. We've been talking about this for so long. Rachel was actually on the Preschool for All workgroup that was focused on facilities, so we have been talking about this for five years.
- We're very close to the first set of funds going out the door to providers to improve spaces and build new facilities. Rachel is going to walk you through an overview and the key details about the facilities fund and then answer your questions as well. Thank you for being here, Rachel.



Introduction for Resource Partners



1. Who We Are
2. Our Funders
3. Who Qualifies
4. Expert Guidance
5. Funding
6. Priorities
7. Roadmap to Support
8. Risk Mitigation
9. How You Can Stay Involved

Rachel Langford

- Thank you so much for having me. Good evening, everyone. It's a pleasure to be here and to be at this point where we have launched the Preschool for All facilities fund with our collaborative called Buildup Oregon.
- We want you to understand who we are, what funds are part of BuildUp Oregon, who qualifies, what we mean

by expert guidance – which is what we call technical assistance. A high level overview of the funding, like what the grants look like, our priorities for funding, what child care providers who engage with this fund can expect to get in terms of support, and what that journey looks like.

- We'll close out with a little bit about risk mitigation, what we are doing in collaboration with the County to mitigate risk as these public funds go into a variety of child care businesses and nonprofits and school districts, and then how you can help us continue to make sure these funds are getting out into the community, into the hands of the providers who need them.

BuildUp Oregon is a coalition of Community Development Financial Institutions dedicated to improving, preserving and expanding early care and education opportunities for families statewide through facilities funding and expert guidance.

- We are a collaborative of four community development financial institutions. We're essentially nonprofit lenders, and we're here to improve, preserve, and expand early care and education opportunities through facilities funding.

Who We Are

Craft3

Craft3 is a nonprofit community development organization that uses capital, relationships, and voice to build a thriving, just and empowered Pacific Northwest. They invest in people, businesses, and communities, and work towards a future of shared prosperity across our region.

MESO

Micro Enterprise Services of Oregon (MESO) is focused on poverty alleviation through entrepreneurship in under resourced communities and distressed areas. They practice their values which has led to trust building, empowerment and results.

LIIF

The Low Income Investment Fund (LIIF) mobilizes capital and partnerships to create more equitable access to opportunity for Black, Latino, and other people and communities of color whose opportunities have been limited by exclusionary policies and practices.

NOAH

The Network for Oregon Affordable Housing (NOAH) strengthens communities through flexible financing, strategic partnerships, and creative solutions that expand and preserve affordable housing in Oregon.

- These are the organizations that make up BuildUp Oregon: Craft3, Micro Enterprise Services of Oregon (called MESO), the Low Income Investment Fund (which we refer to as LIIF), and the Network for Oregon Affordable Housing.

Our roles in BuildUp Oregon

Craft3

- Manages the BuildUp Oregon Partners, external partners and funder relationships
- ECE lending for projects over \$50K

MESO

- Provides all BuildUp Oregon technical assistance and grantmaking
- ECE lending for projects under \$50K

LIIF

- Advisory and capacity building for program design, grantmaking, technical assistance and policy

NOAH

- Provide loans for affordable housing projects

- Craft3, the organization that I work for, is the lead fund administrator. We hold the contracted relationship with Multnomah County and with our other fund for Oregon Housing and Community Services. We collaborate with the County and then we subcontract with our other partners.
- We're coordinating those collaborative partners, managing the advisory committees for each fund, and doing all the lending for projects over \$50,000.
- MESO is the front door to the child care and affordable housing provider community for the technical assistance in the grant making. They are the ones who'll be working with folks on the ground and then doing some of that small dollar lending under \$50,000.
- We are lucky to have LIIF partnered with us in an advisory and capacity building role. They are experts in child care facilities fund administration. They've done it across the country and up and down the state of California. When I was in a previous role with Social Venture Partners, laying the groundwork for much of the work that's happening now, LIIF were the ones that we often looked to as folks who have figured out how to do this. So we're so happy to benefit from their expertise. They're training the local CDFIs on how to do this and also bring a lot of policy expertise on the national and local front.
- And then NOAH is doing affordable housing lending for those projects.
- We are administering two funds. You all know the first one, Preschool for All. The second fund is from Oregon Housing and Community Services.

Our Funders

Preschool for All

Preschool for All (PFA) connects 3- and 4-year-olds in Multnomah County to free, culturally responsive, inclusive preschool experiences. The program will grow over time, increasing the number of children and families that it serves each year.

Oregon Housing and Community Services

OHCS provides resources to reduce poverty and increase access to stable housing. Their focus on housing and community services allows them to serve individuals across the housing continuum.



The Funds

Multnomah County – Preschool for All (PFA) Facilities Fund: Creation and preservation of Preschool for All ECE slots in Multnomah County

- ~\$16 Million per year for next 5 years
- All setting types (home-based, center, school district)

Oregon Housing and Community Services Co-location Fund:

- \$10 Million over 5 years
- Funding for childcare providers and/or developers co-locating ECE within or on grounds of affordable housing across Oregon

- You're familiar with our PFA facilities fund. We have approximately \$16 million to spend this fiscal year, and depending on Board approval, for the next four years following. And this is for funding for facilities of all setting types: home based, center based, and school district.
- For the Oregon Housing and Community Services co-location fund, we have approximately \$10 million to spend over the course of five years. That is not a replenishing bucket of money. It was allocated in the 2021 session to specifically address the child care and housing crises together. Our hope is that we are wildly successful with these funds and that OHCS gives us more money to distribute within this five years and beyond. And again, this fund is just for locating early childhood education within or on the grounds of affordable housing.

Oregon Housing & Community Services Child Care (OHCS) Co-location Fund

Criteria for Funding

- Project is located within the state of Oregon;
- A year or more of experience operating a child care program;
- Current program accepts at least one type of subsidy (ERDC, PFA, Baby Promise, etc.);
- Project will result in a program that accepts at least one type of subsidy (ERDC, PFA, Baby Promise, etc.);
- The co-located housing development is or will be financed by OHCS;
- Current child care licensing is either currently in good standing, or will be returned to good standing as a result of the funding.
- Serious, valid licensing violations over the previous 3 years will be taken into consideration as part of the intake and funding application process. Past violations could result in a project being deemed ineligible.

Developers

Developers building or adding a co-located early care and education facility to an affordable housing development may also be eligible for funding if the child care provider they've partner with meets the eligibility criteria.



- The criteria for funding for the PFA facilities fund is that the project has to be in Multnomah County and the applicant has to be qualified as a PFA provider. That means they meet the PFA qualifications as well: three years of leadership experience within early care and education, have a child care license that's in good standing or will return to good standing, be a PFA provider in good standing, and serious valid

licensing violations could be taken into consideration. Those violations could result in the project being ineligible.

- The OHCS funds are statewide and \$10 million isn't a lot to go around for the state of Oregon. We do anticipate that there will be projects in Multnomah County funded by the OHCS dollars. And there could be projects that qualify for both funds. There needs to be at least a year or more of experience operating child care, accepting one type of subsidy, or the project will result in a program that accepts at least one type of subsidy. That project has to be financed by OHCS. The last two criteria are the same as in the PFA fund around license and good standing, and that licensing violations could result in the project being ineligible.
- For the OHCS fund, we could receive applications via a child care provider or a housing developer. Really, the only qualification is they have to find each other. So on the application, if it's a developer who's applying, they have to have identified a child care provider that will be in that site in order to receive funding. If there's a child care provider who's applying, they will have to find a developer.
- As our program matures, we're hoping that we can play matchmaker and help people find each other if they haven't done so yet.

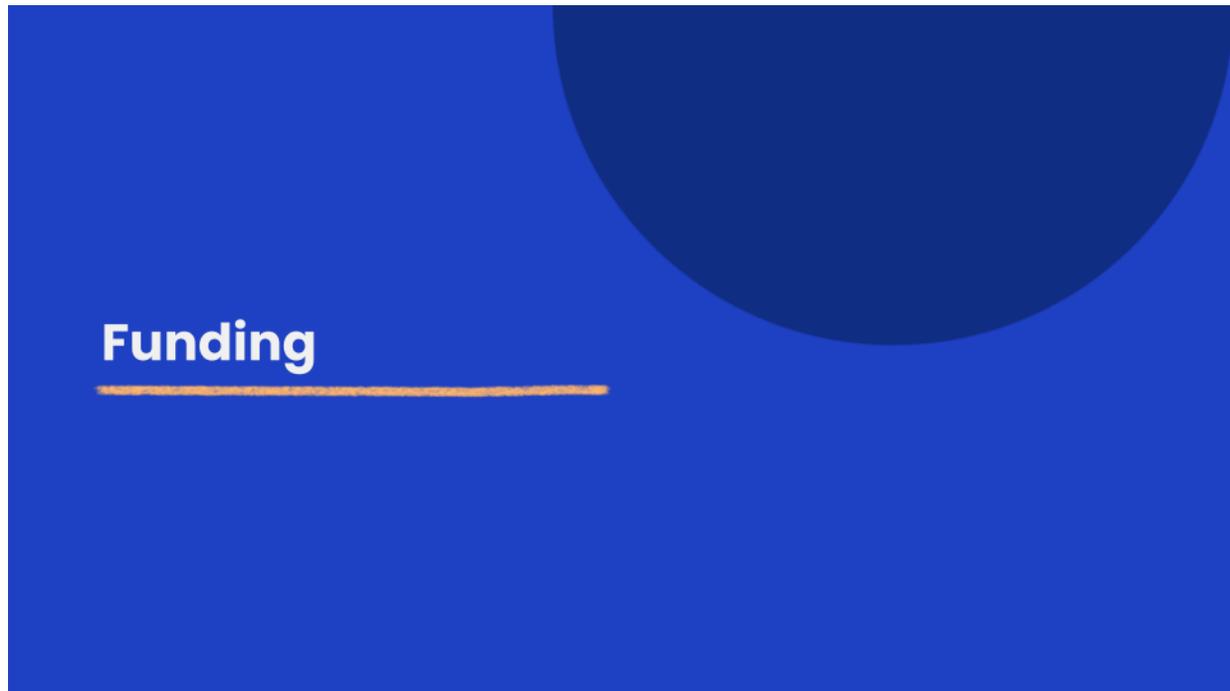
Expert Guidance

- Application assistance
- Navigating BuildUp Oregon funding opportunities
- Building a business plan
- Understanding financial statements
- Project feasibility and site analysis
- Commercial leasing
- Working with architects and contractors
- ECE facility design
- Navigating regulatory processes



- When we say expert guidance, this is what it looks like. We know that even getting through an application process can be difficult. We want to meet providers every step of the way. They begin with BuildUp Oregon through a low barrier interest form, and then we're there to support them through the application process to navigate our funding opportunities.
- There could be support needed with a business plan or understanding financial statements. Project feasibility and site analysis are incredibly important in order to understand whether a project should

even move forward. Our team is there to help with that and to also navigate commercial leasing, helping connect people and helping them work with architects and contractors. Looking at quality facility design and navigating regulatory processes like zoning and permitting, which we know is a huge barrier for many providers.



PRODUCT	AWARD	ELIGIBLE USES
Pre-development Grant	Up to 100,000 for Centers and \$10,000 for Family Child Care	<ul style="list-style-type: none"> • Planning and pre-development costs including feasibility studies, business plan development, permits, architectural services and related costs • Consultant(s) to assist with the physical development and/or licensing of the facility, e.g. Project Manager
New Center Development Grant	Base of \$20,000 per slot created, preserved, or enhanced, up to \$750,000	<ul style="list-style-type: none"> • Pre-development costs • Site Acquisition • Facility and site construction or renovation costs • Consultants to assist with the physical develop and/or licensing the facility • Physical renovations and fixed equipment to increase quality
Renovation & Repair – Center Grant	Base of \$5,000 per slot created, preserved, or enhanced, up to \$250,000	<ul style="list-style-type: none"> • Physical renovations to increase quality or the facility’s licensed capacity • Fixed equipment required to enhance quality of expand licensed capacity • Playground equipment, shade canopies, installation of resilient surfaces, storage sheds, gardening areas and landscaping
Renovation & Repair – Family Child Care Grant	Base of \$5,000 per slot created, preserved, or enhanced, up to \$75,000	<ul style="list-style-type: none"> • Security equipment such as cameras, buzzers, gates and fences • Kitchen renovations or commercial equipment upgrades for centers • Improvements that increase the accessibility of the program to children, parents, guardians, or staff with special physical or mental health needs • Government agency citation compliance

- Now I'll give a high-level overview of funding. We have the opportunity for providers to get a pre-development grant. For someone who's developing a new center, they could get up to \$100,000. Family child care, that could get up to \$10,000. And this is to explore feasibility, to know if the project is

worth pursuing. So, planning and pre-development costs, business plan, development permits, architectural services, all those things that go into knowing whether a project should be pursued. We have heard really hard, sad stories of people getting down the road, investing a lot of money in a project that's ultimately not feasible and losing that investment. That's where this grant product comes in and we hope that it will lead to another grant.

- If a provider uses a pre-development grant and they find out the project is feasible, they can come back and apply for a new center development grant. We will be funding from the base of \$20,000 per slot created, preserved, or enhanced, up to \$750,000. New center development grants can be used for pre-development costs, site acquisition, construction and renovation, consultants that have to assist with this physical development, and then the physical renovations and fixed equipment that increase quality.
- We also have a couple of different renovation and repair grants. We have them for center and family child care, each at a base of \$5,000 per slot, up to \$250,000 for centers and up to \$75,000 for family child care. These are for the physical renovations that will increase quality and licensed capacity, fixed equipment that will do the same, things like playground equipment, shade, storage sheds, gardening areas, security equipment and other safety equipment, kitchen renovations, or commercial equipment, improvements that increase accessibility of the program to children, parents, guardians, or staff that have special physical and mental health needs, or government agency citation compliance.
- These are our main grant products. It's worth noting that we know that facilities and construction projects can be incredibly expensive and that the cost of a project may exceed these grant paths. And so what is so lovely about being a group of community development financial institutions is that we have the ability to lend money as well at a really competitive rate.
- For projects whose costs exceed the grant caps or have needs for costs that are not eligible uses, we have loans available and we'll be approaching those as a financing package. We'll be looking to maximize grant awards wherever we can and then pair them with loans when needed. And those loans will be at a six to 7% interest rate.

Reimbursement

For PFA projects only, funding may be used to reimburse project expenses under the following conditions:

- Funds were expended on eligible costs as outlined above;
- Provider is a current Preschool for All contract holder in good standing;
- No other public or private donor funds were utilized to cover these costs (a.k.a. no "double dipping");
- Funds were expended no earlier than July 1, 2023;
- Funds utilized for construction resulted in a complete, quality project;
- Required permits were obtained for any project for which the applicant is requesting reimbursement; and
- Proper documentation is submitted that verifies costs paid (e.g. paid invoices), including photos of any construction, renovation, or repair work.

- We honor that PFA pilot sites have opted into this program, worked on and developed their facilities without access to these funds. And so in this first year of the facilities fund, PFA is allowing us to do reimbursement of costs for providers who have already spent their money in advance of the funding release. If costs were incurred within this fiscal year that meet all of these requirements, then providers could be reimbursed for those costs. They have to have all their proper documentation, and they have to be eligible expenses. They have to meet the criteria as if it was an expense that they were proposing to incur.

Renovation and Repair / New Center Development

Criteria for Funding

- The applicant must intend to create, preserve, or enhance the number of child care spaces;
- The applicant must demonstrate financial and organizational viability through the project phase, and for child care operations for the term of the grant as demonstrated by project budget, business plan, operating budget, and most recent tax return;
- The applicant must demonstrate grant funding is necessary to undertake or complete the project as described in the application;
- The renovation project must be approved in writing by the property owner;
- The applicant must obtain any required permits for the proposed project;
- The applicant must provide evidence that it has control of the designated child care site for the term of the grant and beyond, pursuant to the lease and PFA participation requirements; and
- The applicant must demonstrate long-term sustainability beyond the term of the grant as demonstrated by the business plan, budgets, and the application.

- For the new center and renovation and repair grants, applicants must intend to create, preserve, or enhance the number of child care spaces, they have to show that there's financial and organizational viability through the project phase and for child care operations for the long term. We want to set people up to have a fully funded, successful project in order to set that business up for success into the future. And this is why we collect things like project budgets and business plans and operating budgets and tax returns.
- They have to show that the grant funding is necessary to undertake and complete the project as described. They need to have it approved in writing – they need to have approval of the property owner if they don't own the property, and they have to obtain any required permits for the proposed project. They have to show that there's evidence of site control for the term of the grant and beyond. We have aligned the PFA participation requirements with the lease terms and the grant terms so that there's continuity across those things, and the applicant has to demonstrate long-term sustainability beyond the term of the grant as demonstrated by these documents.

Pre-Development

Criteria for Funding

- The applicant must intend to create, preserve, or enhance the number of child care spaces;
- The applicant must demonstrate financial and organizational viability through the project phase, and for child care operations for the term of the grant as demonstrated by project budget, business plan, operating budget, most recent audited financials, or current certified financial statements, if available;
- The applicant must demonstrate grant funding is necessary to undertake or complete the project as described in the application;
- For Family Child Care providers, an applicant will need to provide evidence that grant funds will be used only for portions of the home utilized for child care.

- For pre-development, there are fewer requirements. They have to be creating and preserving or enhancing. They have to demonstrate that same organizational viability, show us that the funding is necessary. For family child care providers, they have to be able to provide evidence that grant funds will be used only for the portions of their homes that are utilized for child care.

Priorities

Our Focus

BuildUp Oregon is focusing on, at its discretion, eligible projects that meet at least one of the following criteria:

- PFA providers whose projects will rectify urgent health and safety issues affecting licensure;
- PFA providers looking to renovate current site(s);
- PFA providers with plans to expand facilities to offer new PFA spaces;
- Projects that are co-located within or on the grounds of affordable housing; and/or
- Projects with urgent timelines.

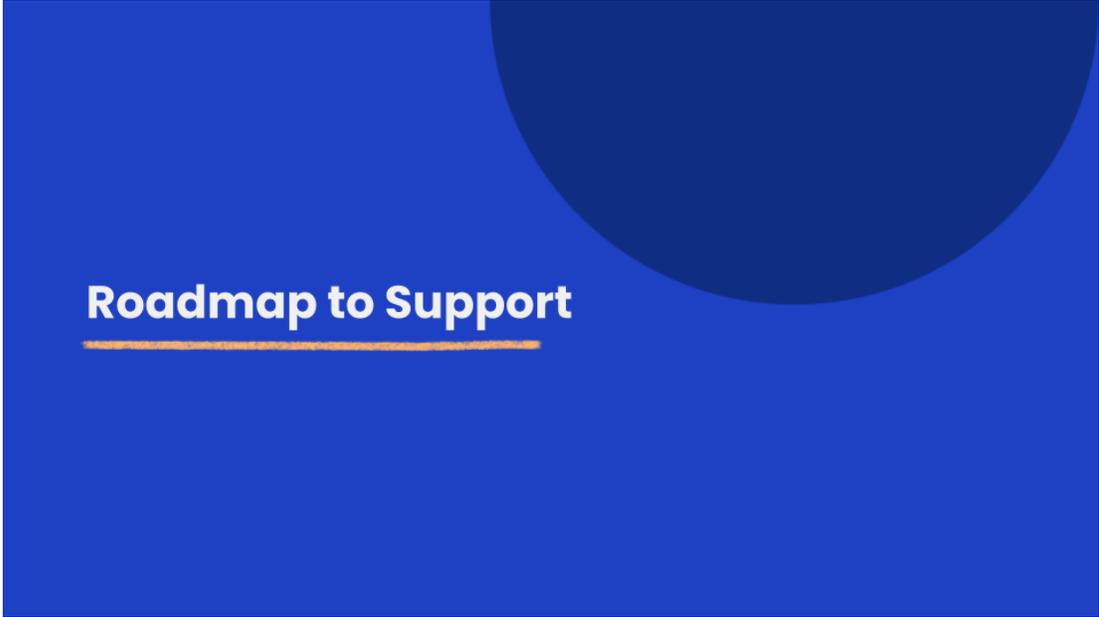
- Our priorities for funding, our focus, is on eligible projects that meet at least one of the following criteria.
- We're looking for PFA providers whose projects will rectify urgent health and safety issues affecting licensure.
- PFA providers looking to renovate their current sites.
- PFA providers with plans to expand facilities to offer new PFA spaces.
- Projects that are co-located within the grounds of affordable housing.
- And projects with urgent deadlines.

Other Priorities

Depending on funding availability, BuildUp Oregon may also elect to consider projects that meet at least one of following criteria:

- Are located in an area with a high shortfall in slots;
- Are located in a Qualified Census Tract;
- Serve infants and toddlers;
- Specialize in serving children with disabilities;
- Specialize in culturally and/or linguistically responsive programming; and/or
- Operate during non-traditional hours.

- Depending on funding availability, we'll also elect to consider projects that meet at least one of these criteria.
- Projects that are located in an area with a high shortfall of slots. We have a really amazing mapping tool that our partners with LIIF helped us make. This shows the supply and demand of child care in Multnomah County, and it helps us really zero in on where the high shortfall areas are. And we'll be using that as we need to to make decisions.
- Programs that serve infants and toddlers.
- Those that specialize in serving children with disabilities, culturally and linguistically responsive programming, and those that operate during non-traditional hours.



Roadmap to Support

Roadmap to Support



Below are the steps involved in getting through the application and funding process for BuildUp Oregon. Each potential and official applicant must pass each successive step before they are eligible to move onto the next. It's important to note that not every journey will look the same. In fact, more than half of those receiving funds will not go through the loan application and underwriting process (steps 11 through 13). Learn more and get started at www.BuildUpOregon.org.



- Let's take a look at this roadmap to support. A provider who finds us accesses our interest form, and really all they need is a vision, something that they want to do, and they don't even have to have it that fleshed out yet. They have their vision. They find BuildUp Oregon, and they submit an interest form.
- They will get a follow up call from one of our facilities advisors who will take what they had in their submission form, ask a few follow up questions, and make sure that that project is meeting the basic eligibility requirements, and then they'll make clear what their next steps are.
- It's possible that the site could need a site visit to determine whether it's a feasible project. Once we feel like this is a feasible project, we will share the application.
- We didn't want to just publish the application on our website because we know it takes a lot of effort and energy to put together a facility's application. There's a lot of documentation that has to be gathered, and we never want to have somebody do that if it's not a feasible project.
- We do this TA up front, then we invite them to apply. If they need further assistance gathering the documentation, the team is there to support them. They'll submit their application, and if it's a funding that only needs grant funds, that's where they would receive that preliminary decision letter and then sign their final documents and receive their funding.
- If it's a project that is going to need a loan, then they'll be going through the loan underwriting process. We're trying to align these processes as much as possible and to use that grant application as a way to gather most of what we will need for underwriting a loan.
- For the larger loans, it's a more robust underwriting process. For those that are \$250,000 or less and meet certain eligibility requirements, they will enjoy a quicker underwriting process, quicker decisioning. Our goal is to make that as smooth as possible.

Facilities Fund Risk Mitigation

Pre-Award

- Qualified PFA provider in good standing
- Thorough review of financial statements and business plan to ensure viability of the preschool program and the project
- Access to loans to ensure that the project is fully financed
- Service commitment based on size of award
- Length of lease agreements aligned with required service commitment
- Property owner authorization

Post-Award

- Monitoring and reporting
- Ongoing technical assistance and support
- Lease addendum to transfer site to a different provider
- Grant agreement includes repayment of funds clause in case of default

- For this meeting, we felt it important to note how we're working to mitigate risk with these public investments. In advance of giving an award, as you saw with the qualifications, we know we want that PFA provider to be in good standing. We're doing that thorough review of their financial statements and their business plan to ensure the viability of their program and their project, helping them access loans to ensure the entire project is fully financed.
- It's worth noting that providers do not have to get a loan through BuildUp Oregon. They can get a loan through a bank or other entity. But we have more competitive rates than some of those other entities.
- And a benefit of accessing one of our loans is that we know that access to capital for child care providers is such a huge issue and a huge barrier. Most banks and financial institutions don't really understand the business of child care. It's easy for them to look at a child care business as high risk and not partner with them. And this is specifically what our collaborative is set up to do.
- So while the process may take a little longer in some cases, our teams are really here to meet those child care providers where they are.
- The service commitment is based on the size of the award. So for projects that have awards of \$50,000 or less, they need to be operating for at least three years. For awards \$50,000 to \$500,000 it's ten years. And for awards above \$500,000, it's 15 years. We're aligning our lease requirements with the PFA participation requirements.
- The property owner authorization is another key risk mitigation strategy.
- Post-award there is ongoing monitoring and reporting of the grants. We know that getting that money in hand is a big milestone, and spending that money and making sure the project is complete is a whole other thing that we will be monitoring and supporting as needed. So there will be ongoing technical assistance to ensure the funds are spent as planned.
- And we created a lease addendum to transfer that would create the ability to transfer that site to a different provider if a child care provider defaults and that business has to close or leave.
- Within the grant agreement, for providers who default and don't complete that service term, they would have to repay the funds at a pro rata rate should they default.

How You Can Stay Involved

Refer Eligible Providers

We could use your support...

- Refer Providers to www.BuildUpOregon.org to learn more and fill out an interest form
- Call or email the BuildUp Oregon team if additional assistance is needed
 - [Hello@BuildUpOregon.org](mailto>Hello@BuildUpOregon.org)
 - 503-841-3351

Even if a provider might be eligible but needs additional technical assistance, please send them our way.

- We launched our interest form at the end of last year, in December, even though we were months away from launching the program. We wanted to have a sense of what projects might be out there and start to get a feel for what that pipeline could look like. That pipeline began to build through those few months before we fully launched the program at the very end of March.
- At this point, we have over 175 interest forms, which is amazing. And we know not everyone in the pipeline right now is eligible. Some of them are outside of Multnomah County and looking for those co-location funds.
- We encourage you to refer providers to our website. That's where the interest form lives. That website is also fully translated into Spanish.

- All of the resources, the program guidelines, are there on the homepage that spell all of this out in a lot of detail. Those are also translated into Spanish. And for providers who need assistance in other languages, we have the ability to call in interpretation and translation services as needed.
- So we encourage all of you who are working with providers in the community to help them find us through our website, or they can pick up the phone and call MESO.
- And we do really encourage – I think some folks think that if they don't have it all figured out, they shouldn't submit an interest form, and that's really just the first step.
- If they don't have a lot of information in their interest form or they don't note that they are meeting basic eligibility requirement – for example, if they don't know that they're a PFA provider or that they're interested in being a PFA provider, they might not get prioritized for follow up right now because we have a large, large volume of interest forms to get through and we're really trying to be strategic with this money in these next couple of months and move as much of it as possible. But they will get support and they will get a follow up phone call. There's no harm in getting into the pipeline.
- If someone gets that initial follow up and they're not eligible yet, we want to stay in communication with them. In some cases, we may be pointing back to Preschool for All because they're interested and they've heard about PFA and now they know that there's this facilities money and maybe that's the thing that pushes them to become a qualified provider.
- We really want to be that entity that can walk alongside them, however long it may take. And when we looked at that TA journey, that roadmap to support, the TA will take as long as it takes. For certain providers who've got all their materials together and their project is really ready to go, they might move through it very quickly. For others, it could take them a year to move through that project process, and we've got the time.
- And it's so exciting to know that we have this ongoing investment of money at the level at which we have it for the coming years.

Receive Updates

Join our email list by scanning the QR code to the right! We'll be in touch with

- News & Updates – the latest news & updates on the BuildUp Oregon.
- Educational Content – educational content offering curated resources, insights, and tips for providers and developers.
- Community Stories – community voices and success stories of our funding recipients.
- Policy and Advocacy Alerts – public policy alerts connected to early care and education in Multnomah County and Oregon.



- You can join the email list if you want to stay up to date on all of our news and updates. You can scan that QR code. Or if you go to the website, there's a button that'll let you sign up to get our news and updates.

Additional Questions?



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MESO
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Early Care and
Education Program
Manager, Craft3
rlangford@craft3.org

Facility advisors are standing by to help qualified providers through the application process. Visit www.BuildUpOregon.org to learn more.

Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- One thing that we have mentioned before is that part of the reason why we added another pilot site application period this year was to align with the facilities fund. We had a spring pilot site application this year, which was brand new, because we wanted to have the public launch of the fund align with an opportunity for a provider who wasn't yet qualified for Preschool for All to become a qualified provider so they could apply for both facilities funds.
- We plan to do that on an ongoing basis – we'll have at least two times a year when providers can apply, so there's not a huge gap in case they're interested in applying for the facilities fund. We don't want them to be sitting there for a year to wait for our next application process. The mid-year application will result in seats that will start in January of 2025.

Rachel Langford

- I really appreciate the ongoing collaboration with the County and everything you see here. There's been a lot of close work with Leslee and Brooke, and that adjustment and alignment that Brooke just talked about.
- We've just launched, but we're already learning a lot as we begin to work with this pipeline of providers. And while you'll see our guidelines are published and on our website, we know that we're going to be adapting those as we go. We intend to be nimble and learn, and want to ensure that the products and the processes that we've created are really meeting people exactly where they are.
- We'll be using our advisory committees and forums like this to understand where we might be missing the mark or where we need to make adjustments and adaptations and just be iterating as we go. This is a pilot within a pilot, basically, where we're figuring out how to do this in our community and across the state.
- We consider all of you as partners in it. I look forward to hearing from you if you hear that we're missing the opportunity to meet needs that are out there. That's the kind of input we'll be using to shape this as we go.

Molly Day

- I know I often say a version of this very same comment every one of these meetings, but I'm really appreciative of how – in the creation of Preschool for All – barriers that came up, like, “How in the world do we figure out how to increase the amount of facilities and how do we figure out how to effectively get out money to providers to help them build or expand?”... we didn't let that stop us. We went for it and we figured it out. And we've been in this for five years figuring this out, and we've made substantial progress. I think it's one of the things I really, really appreciate about just the large community that came together to figure out Preschool for All. We weren't going to let things get stopped. “Okay, that's complicated and messy and difficult, and we'll figure it out. And we keep doing it. I think I take it for granted sometimes until I hear it like this and I go, “Damn it, that's really good work.” So thank you.

Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- Thanks, Molly! Rachel and all of the BuildUp team have been such amazing partners to work with. We're really lucky. And also to have LIIF who is doing this work across the country. They come to us and say, “This is how Washington, DC does it, and this is how San Francisco does it. Would you like to use one of those strategies as a starting point?”
- And 175 interest forms! I'm still amazed by that.

Rachel Langford

- Appetite is huge! I will not be surprised if we spend all this money and are looking at an instance in which we are saying we need more than \$16 million because we've got all these projects in the pipeline. It is very exciting.
- And I appreciate that reflection, Molly. Building something new across four organizations who all bring a lot of

skills and expertise but are also flexing outside of our skills and expertise to build something new together is also a pretty amazing thing that does take time. We're learning a lot right now and appreciate all the support we're getting from our partners on this call. I just look forward to continuing collaboration.

Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- Thank you for spending your evening with us, Rachel. We appreciate it. Again, if folks think of questions for Rachel after she leaves, please know that I'm happy to pass those along and get you answers.



Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- We have some important budget and program updates. As I mentioned before, the Chair’s budget was released on April 25. Last time we came to you all, the DCHS department was about to submit their budget.
- Now we're in that next phase of budget development. The Board will have a series, I think it's over 20 different budget presentations for different departments and parts of the County.
- There are also opportunities for community members who would like to offer feedback on the budget or hear more details to either attend particular hearings or community input sessions. If anyone is interested I’m happy to share that information as well.

Fiscal Stability: Dedicated Savings

Dept	PO #	Description	FY 2024	FY 2025	Fund Total
DCHS	25200C	Dedicated Savings	\$237,138,947	\$188,073,880	\$425,212,827

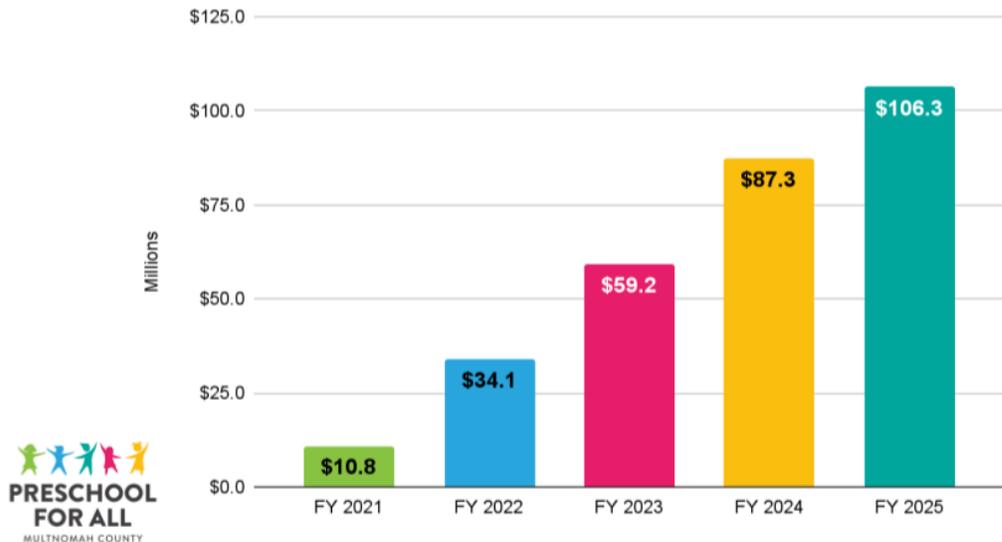
- We're starting our budget updates with our three fiscal stability strategies. Jeff shared the graphs around our dedicated savings amounts. That was that blue line, the fund balance over time. With our Fiscal Year 2025 contribution to the dedicated savings amount, that amount of money will be over \$400 million for fiscal year 2025. It is a significant amount of money.

- And again, we're in that early stage where the number of seats is lower, part of our intentional implementation timeline. We're building up that dedicated savings because we know we have that hole that happens in the middle of implementation where we need to have money to cover the deficits that we are expecting.
- One of the numbers that Jeff didn't mention tonight is in that graph that he showed where there's the gap between the pink line and the teal line. Some of those yearly deficits are as high as \$60 million. We're not talking about small amounts when it comes to those deficits and the need for a large amount of dedicated savings to ensure that we can stay on track to reach universal preschool access in 2030.

Fiscal Stability: Reserve & Contingency				
Dept	PO #	Description	Add'l FY 2025 Amount Per Board Policy	Fund Total
DCHS	25200B	Contingency Fund - 10% of Revenue	\$1,040,800	\$16,300,000
DCHS	25200B	Reserve Fund - 15% of Revenue	\$1,561,200	\$24,450,000
		Total	\$2,602,000	\$40,750,000

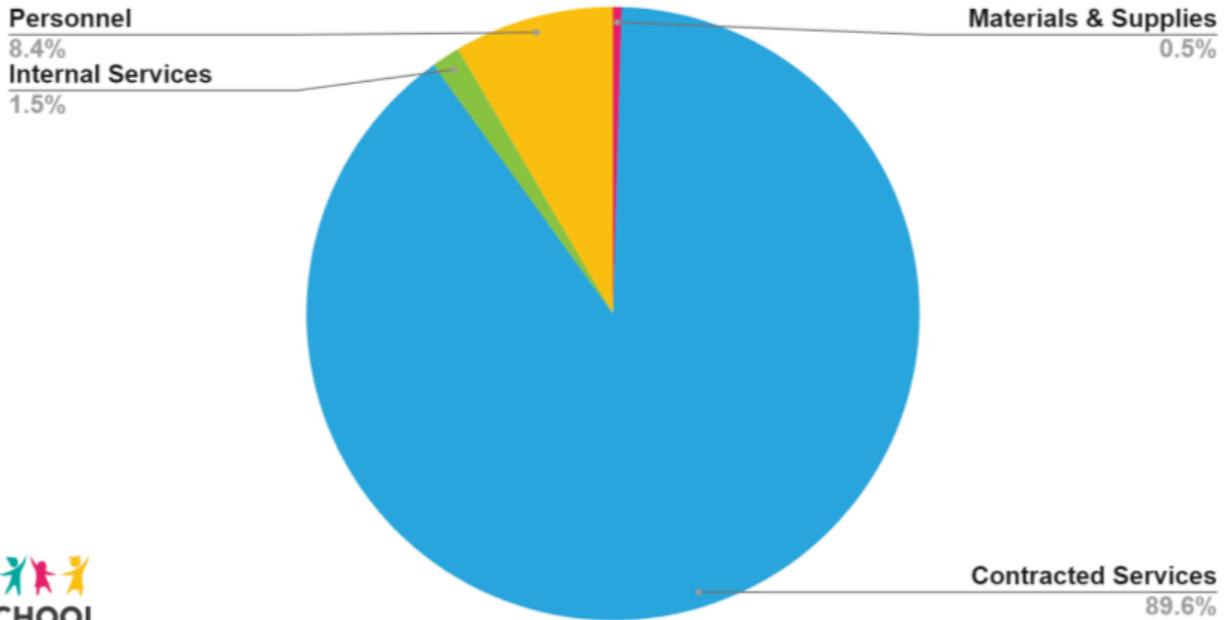
- Our other two fiscal stability strategies are our reserve fund and our contingency fund. Each year we top off those amounts to reach 10% of our expected revenue for contingency and 15% of expected revenue for our reserve fund. Our expected revenue for next year is \$163 million.
- The contingency fund allows us to go to the Board and ask for access to additional funds within that particular year if there are unexpected expenses.
- The reserve fund is designed to protect the program against overall volatility of the personal income tax once the program is out of this early ramp up stage. Personal income tax goes up and down based on capital gains for that year, based on the diverse kind of sources of income for higher income folks. Their income varies a lot more than middle income and lower income taxpayers. We could access those funds if there is going to be a year when our revenue decreases.

Budgeted Operating Expenses by Fiscal Year



- This slide is helpful to see how our operating budget is growing over time. The operating expenses is the money that it costs to run the program, both contracted expenses in the community, as well as our internal expenses. Fiscal stability strategies are not included in the operating expenses.
- Next fiscal year, we're anticipating an operating budget of \$106 million.

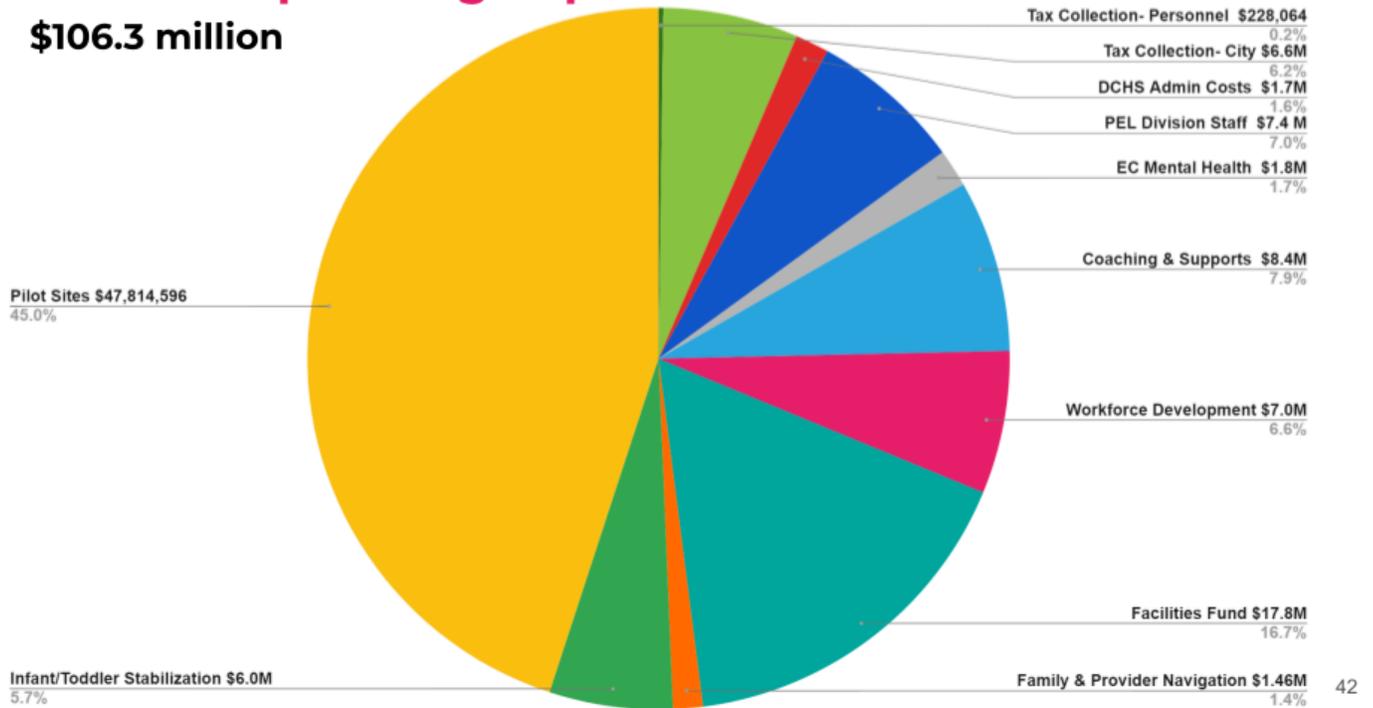
FY 2025 Operating Expenses by Category



- This is another way to look at the budget. Almost 90% of the dollars that we are spending are going outside of the County, being contracted out. The majority are going to pilot sites, so going directly to providers.
- Additionally, we have just over 8% percent of operating expenses that are going to personnel. That's County personnel, both within the Preschool & Early Learning Division, as well as our early childhood mental health consultants in the Health Department. We also have an HR partner and staff who are drafting contracts, those positions are in the Department of County Human Services, Business Services, and a position in Department of County Management who helps answer questions about the PFA tax and works with the City of Portland.

FY 2025 Operating Expenditures

\$106.3 million



- One of the things that's important for this group to watch is the big yellow portion that is our pilot site dollars. This year, that's about 45% of our operating budget. Over time, that yellow is going to increase and increase and become a bigger and bigger portion of the pie. That's one of the reasons why Jeff talks about small changes having a big impact on the budget overall. He thinks a lot about that from the revenue side. We think about it on the expense side, especially the cost of a PFA seat. A small change that we make in a year now has really huge ramifications as it grows over time.
- One of the changes that we made in the budget this year is the green slice at the bottom - our infant and toddler stabilization dollars. That used to be part of the pilot site totals, and we're pulling that out to create more transparency for the infant toddler stabilization dollars. As a reminder, we're spending those dollars to support pay equity across our sites, so that as preschool teacher wages are rising, we're also supporting those same sites who have infants and toddlers to increase the wages of their infant and toddler teachers.
- We are proposing to add six new staff members in the Preschool & Early Learning Division. Those positions are pretty varied across the team, but they include a staff member that's focused on inclusion and two preschool specialists who work directly with preschool providers to really support them, provide technical assistance, and answer questions. Preschool Specialists are the main point of contact for a provider when working the Preschool & Early Learning Division. We're also proposing to add a communications staff member, a staff member on our research and evaluation team, and a contracts specialist.
- We are also proposing moving \$2 million from our coaching and provider supports budget to our workforce development budget. We have some places where we've identified where we have some underspending and we're seeing some really exciting movement in some of our workforce development investments. We feel confident about being able to spend more of those dollars in that area. Our budget presentation to the Board is on May 15. Leslee, is there anything that you want to add?

Leslee Barnes, Director, Preschool & Early Learning Division

- No, not for this. I don't think there's anything super surprising in here, our staff needs to grow to keep pace with

our growth. And I think that we need to talk about infant and toddler stabilization and be very clear that that was always an intended part of the plan. We knew that that would be a barrier to participation if programs didn't have the ability to raise their infant/toddler educator wages alongside preschool teachers.

2,229
Families
Applied (so far)

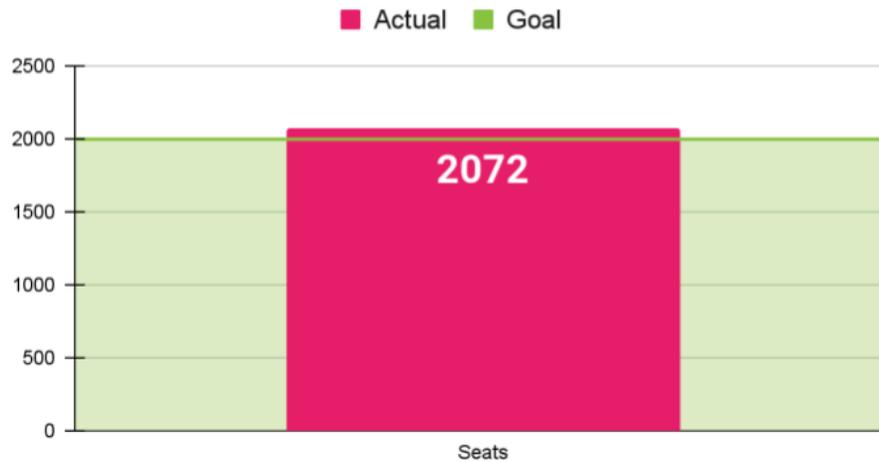


Brooke Chilton Timmons, Strategy & Communications Manager, Preschool & Early Learning Division

- Today is the last day of the primary period for the family application for the 24-25 preschool year. This is when we receive the majority of applications and fill the majority of our seats. We're very excited to announce that we have over 2,000 applications so far! The application is still open, so we know a few more might trickle in.
- Last year, at the same spring application time, we received 1,800 applications, so we're seeing an increase.
- We are closely watching our numbers and our percentages of applications from our priority populations. In our early couple first weeks we saw lower percentages of families from our priority populations applying. We made our first foray into paid media to try multiple different things to see if that would help us increase our numbers.
- We're going to keep trying new things as we think about how to ensure that we're reaching folks that need to hear about PFA. We will also share more data as we have it.
- Our application enrollment team is doing a thoughtful job of looking at the data throughout the application period, to see if we're reaching families from our priority populations, so we can adjust outreach.
- We tried some new outreach events this year. We're excited to continue to discover what's going to work best as we move forward.

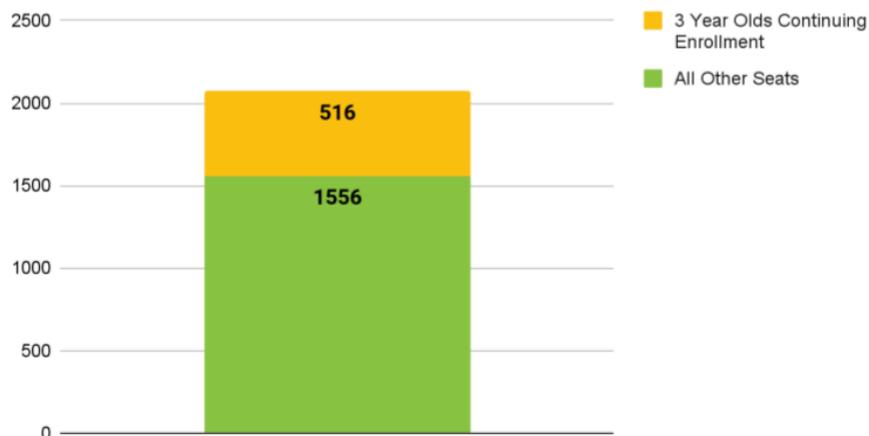
Pilot Site Seats

Seat Goal and Anticipated Seats, Year 3



- Our final topic for tonight is giving you all an overview of our 24-25 pilot site providers. These are the providers that families are including in their applications right now.
- The first thing is that we are reaching and exceeding our goal of 2,000 slots this year. Things do change slightly over time as we need to make adjustments, but right now we expect to have just about 2,075 slots.
- One of the things that we tried to be really thoughtful about this year as we brought on new providers is that the allocation committee often didn't fund their maximum request. They looked at their minimum or their desired number of slots, because we wanted providers to have that time to acclimatize to being a part of a new system and also ensure that they had strong inclusion practices in place before their number of slots increase. We hope that will help providers onboard smoothly to becoming part of PFA.

Seats, by Type (total: 2072)



- One of the things that is important to remember as we're thinking about the 2,000 slots that we have next year, is that we continue to serve some children for a second year. Families are automatically enrolled for their second year. They don't have to do anything, they don't have to confirm with us or anything like that. They are just automatically enrolled if they're eligible for their second year of PFA. We have over 500 preschoolers continuing

for their second year. What we've seen, and as we've shown you all, we typically have a higher number of four-year-olds in the system than we do three-year-olds. With that, we then have a lower number of three-year-olds who are continuing into a second year.

17%

of the 52 current PFA Pilot Sites are expanding into a new preschool facility in 2024-25

79%

of the small center and home-based pilot site owners/directors for 2024-25 identify as **Black, Indigenous, and People of Color.**

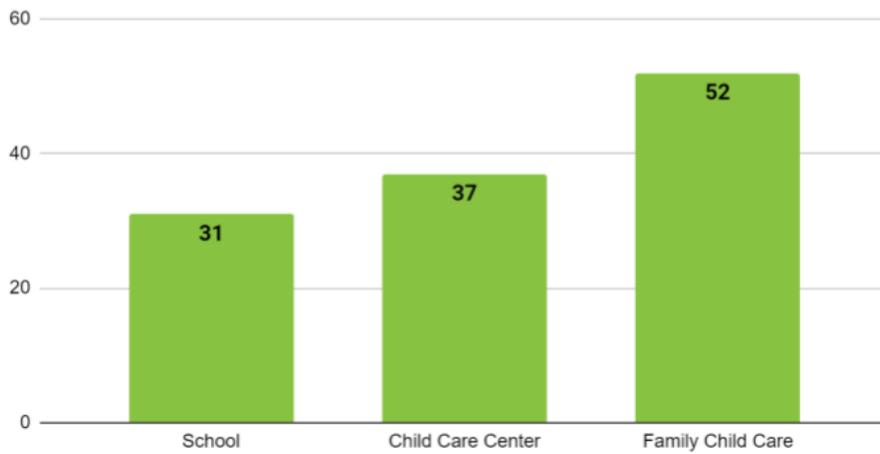


- We have 52 providers this year, and 17% of them are expanding to a brand new facility next year – one that didn't exist in the community before. These are brand new slots.
- 40% of our providers are increasing the number of PFA slots that they have, and some of them are also expanding their PFA slots into a second location. So it's not necessarily a brand new location, but we're continuing to grow. So 40% of the providers are saying, “Yeah, we're into this, we're going to keep doing this, we want to do even more.” We think that's a good sign of continued partnership and excitement about the work together.
- We're also excited that this year PFA directors and owners of small centers and family child care providers continue to be really diverse. 79% of them identify as Black, Indigenous, or People of Color. That includes 13% that identify as Black or African American, 36% that identify as Latino, 8% that identify as Middle Eastern, and 8% as Asian. We didn't include percentages of smaller groups of folks. But we're excited to see that number continue to remain high and even grow this year.

Pilot Site Settings

Pilot Site Setting Types

Total Locations: 120

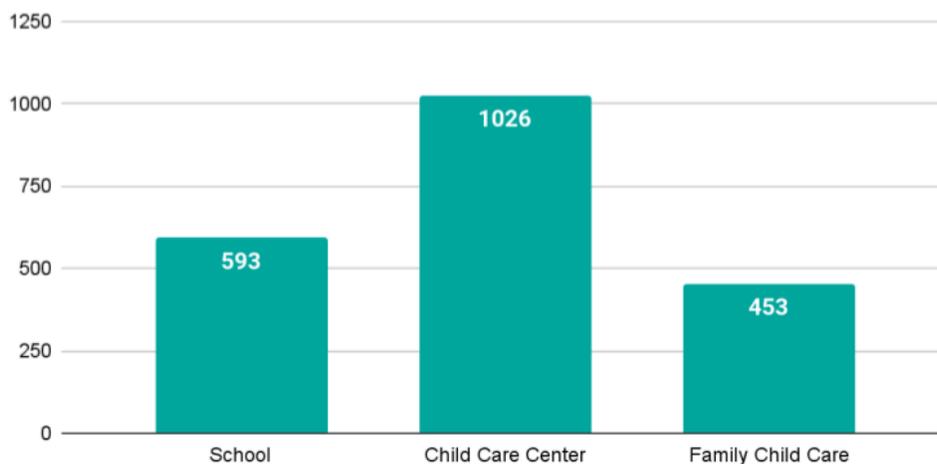


- This slide shows 24-25 pilot sites by their type. We will have 120 locations. Families, again, get to choose the type of preschool that's right for their child.
- You can see we continue to have the most family child care locations. And we'll look at what that means in slot numbers in just a second.
- And as a quick reminder, the school bucket of locations also includes folks that are in school buildings and not necessarily just school districts. We have KairosPDX, we have the Center for African Immigrant and Refugee Organization, and the Alliance for Equity in Montessori Education that are represented in that school setting type.

Pilot Site Settings

Seats, by Setting Type

Total Seats: 2,072

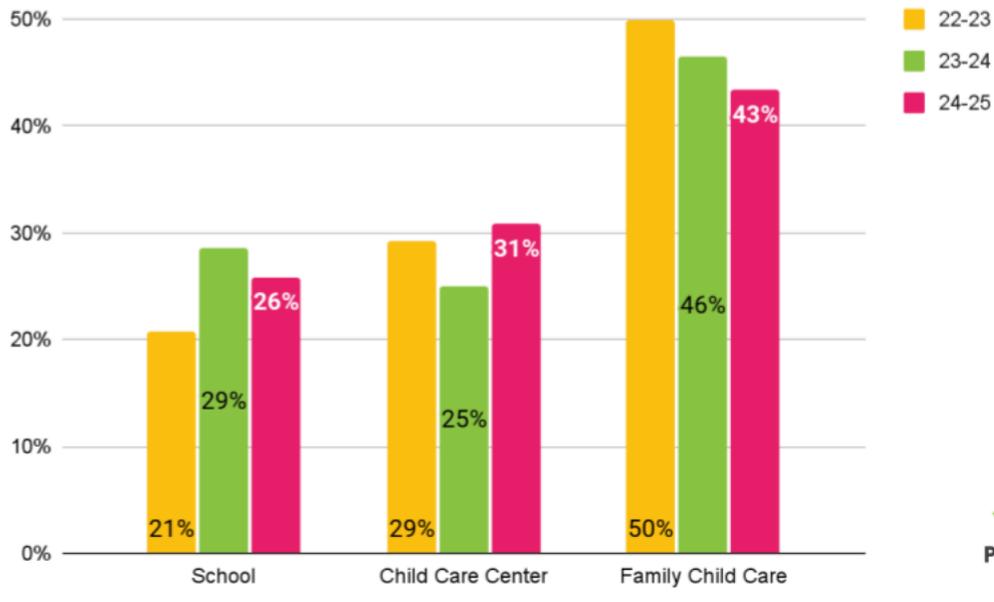


- This is another way to look at our locations. This is the number of seats in each of those setting types. So even

though we have more family child care locations, they are licensed for a smaller number of children. And so that higher number doesn't necessarily work out to more seats.

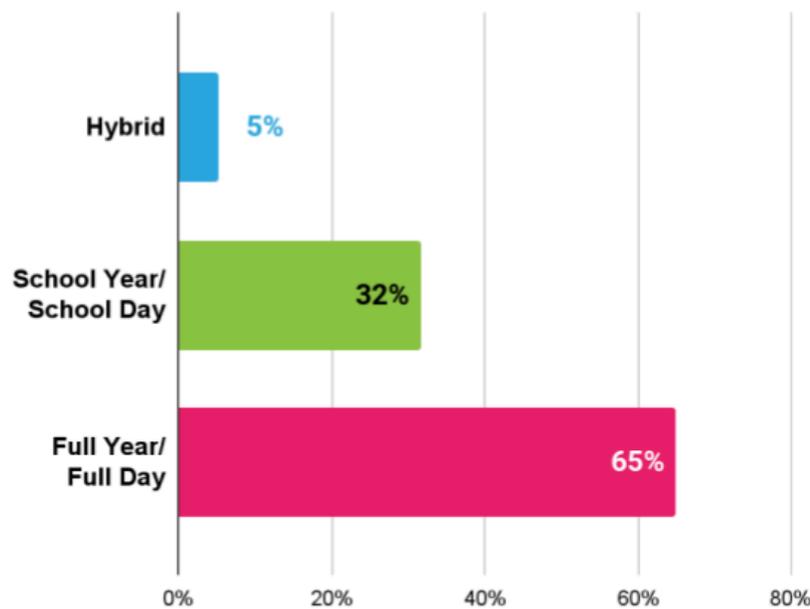
- This year, our child care centers are offering the most seats.

Pilot Site Settings



- Here's another way to look at similar data. You can see our growth over time and how the percentage of different setting types has shifted in our first year, our second year, and our third year.

Pilot Site Calendars

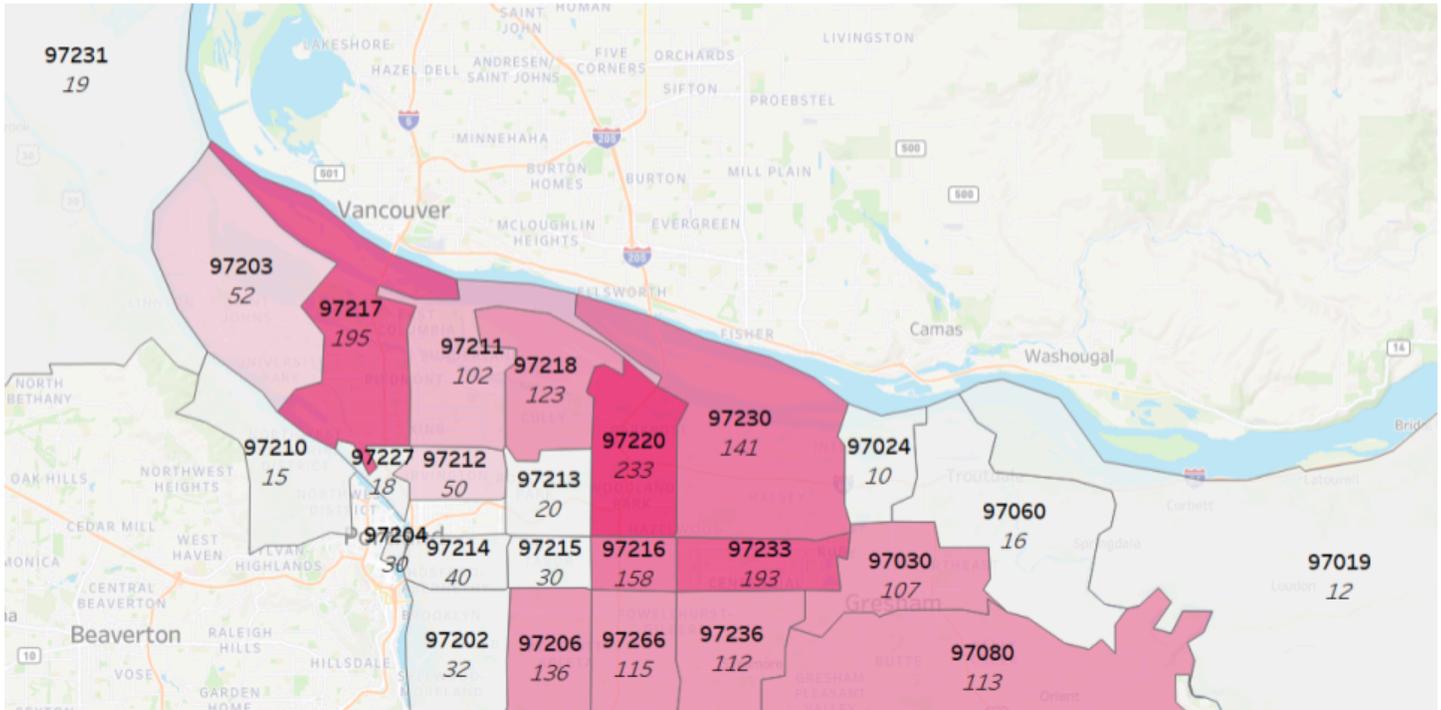


- We continue to have a majority – 65% – of our locations offering a full day, full year schedule. That's a ten hour a day, year round schedule with up to four full weeks off. It's designed to meet the needs of families who are

juggling work and child care.

- We are projecting that as PFA grows, 60% of families will continue to need that full day, full year care. That's a number that we will continue to learn about and that may evolve over time.
- One of the things I will also just note quickly on this slide is we do not have any part time slots this year. We did offer a half day slots through MECP last year. We're really excited that this year, with PFA funding, MECP is converting those half day slots to school year, school day slots. That will support children who have significant disabilities and needs that aren't able to be in a community placement. They're receiving a longer day, as well as the peers who are in that classroom that we're recruiting through our application process.

PFA Pilot Site Seats, By Zip Code



- This is our last slide of the night. This is another way to look at our pilot sites and seats. This is by zip code, and the darker the pink, the more PFA seats are located within that zip code.
- You can see that we continue to have that concentration of slots along I-205 and in East County and North Portland, which align with where many families in our priority populations live.
- And you'll also see that we're starting slowly to expand into other parts of the County where we haven't been before. In some areas, we have our first locations, like in downtown. Those numbers will continue to grow across the county as we move forward.
- Okay, Miss Lydia. Any parting words or thoughts you would like to share with the group?

Lydia Gray-Holifield, co-chair

- I actually do have some parting words. I'll share something that some of you don't know. Brooke, I know you probably don't want me to do this, but I'm gonna do it anyway because people need to get their flowers in real time, right? Brooke was awarded the Chair's Excellence Award for her support and leadership, and really the foundational person that everyone knows in PFA. And I tell folks that she's one of the reasons why I'm here, really, because I had another role somewhere else, and she said, "Hey, I think you'd be good at this." So we need to give her her flowers. She is an amazing colleague to have – everyone has something good to say about Brooke.

And so I wanted to make sure I said that here, even though she probably doesn't want me to. I just wanted to give her her flowers in front of everyone, and she'll get an official award next week at the County Board.

Leslee Barnes, Director, Preschool & Early Learning Division

- Brooke, you deserve it. So we all will all be there with bells and signs and whistles. Is that okay?

Lydia Gray-Holifield, co-chair

- It's a preschool award. You gotta have the whistle and the bells and signs. It wouldn't be right.
- So thank you all for being here tonight. And as always, it's a joy to see everyone's faces. I feel like we got a lot of positive information tonight. It's always good to hear a lot of great, positive information. And so thank you, Brooke. Thank you, Leslee. Thank you to the PFA team. You guys are amazing.