

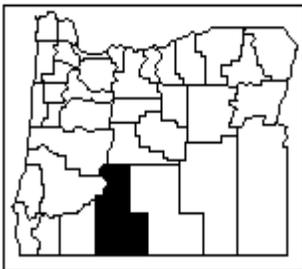
KLAMATH COUNTY

COMMUNITY ASSESSMENT

The Oregon Child Development Coalition in Klamath County improves the lives of children and families primarily through the Migrant Seasonal Head Start program, as well as other programs and initiatives, including a State Improvement Grant whereby the agency works in conjunction with local Klamath Indian tribes to address health and mental health issues.

The agency operates under the direction of the Board of Directors. Program guidance is given by the Policy Council with input, planning, and action provided by local program committees comprised of local parents. In 2008, the Oregon Child Development Coalition in Klamath County served a total of 129 children. Of these, 49 children were classified as Migrant children and 80 were classified as Seasonal children.

The Oregon Child Development Coalition in Klamath County currently employs a center-based option, serving children from two locations in Klamath Falls, Oregon, and Malin, Oregon. The short-term program runs 10 weeks from the beginning of September through November 15, operating two classrooms, 5 days per week from 7:30 am to 4:30 pm. The long-term program runs 32 weeks from March through November operating eight classrooms, 5 days per week from 8 am to 2 pm and from 9:15 am to 3:15 pm. Two Oregon PreKindergarten Head Start classrooms are also offered at the Klamath site. They operate four days per week from September through May. A Migrant Education Pre-K classroom is operated from June through August under a contract with the Southern Oregon Education Service District.



The service area includes the entirety of Klamath County, as well as the northern portion of California's Modoc and Siskiyou Counties, an area that includes the towns of Dorris, Newell and Tulelake. The recruitment area, however, is determined by three factors: (i) program center locations in Klamath Falls and Malin, (ii) the location of growers as the Oregon Child Development Coalition in Klamath County serves the predominantly agricultural areas of Klamath County, and (iii) acceptable transportation times per the Head Start Performance Standards.

CRITICAL ISSUES

▶ WATER USE



Following a state of emergency in 2001, water supplies in the Klamath Basin are adequate. Accordingly, the Klamath Potato Grower's Association reports that the challenge comes in effectively managing water supplies in anticipation of future droughts and other events (e.g., protecting salmon downstream) that may jeopardize this resource.

The Klamath River Basin Restoration Agreement is in the negotiation process. It includes fisheries restoration and changes in delivery of irrigation water to the Klamath Restoration Project water users. The removal of four Hydro electric dams is a key element of the Agreement.

► **GANG ACTIVITY**

There has been an increase in gang activity in Tulelake, Newell and Klamath Falls. A gang task force is being formed by the Klamath County District Attorney's Office. The increase in tagging and vandalism has been attributed to splinter groups of the Sureños and Norteños gangs from California.

COUNTY PROFILE

► **GEOGRAPHIC PROFILE**

Klamath County is located in the south central portion of Oregon along the California border spanning 6,135 square miles. The county, named for the Clamitte Indian Tribe, was created in 1882 following the Modoc Indian War. The county seat, Linkville, was changed to its current name, Klamath Falls, in 1893.¹ Klamath Falls is situated 4,105 feet above sea level. Temperatures range from 21 degrees Fahrenheit during the winter months to well over 82 degrees Fahrenheit during the summer months. The area receives approximately 14 inches of rain annually, including significant snow during the winter months, and is recognized for its diversity both in terms of the landscape and the abundant waterfowl.²

Unique to Klamath County is its location in the Klamath River Basin, a 5,700 square mile drainage area extending into northern California's Modoc and Siskiyou Counties. The Klamath Project, as it is known, began in 1903 when the Bureau of Reclamation announced plans to dam the lower end of Upper Klamath Lake, thereby exposing fertile farmland throughout the Klamath Basin and ensuring enough water to irrigate some 200,000 acres.

Accordingly, the issue of water and water rights is an explosive political issue in Klamath County. Residents were reminded of this in 2001 when an irrigation ban was imposed to protect native salmon down stream and in 2005 when Governor Theodore Kulongoski

¹ Oregon Blue Book, 2008.

² Oregon Blue Book, 2008.



signed Executive Order 05-02 declaring a state of emergency in Klamath County due to drought and low water conditions. However, as of January 2006, the Natural Resource Conservation Service of the U.S. Department of Agriculture estimated that summer water flows into Upper Klamath Lake would be approximately 132 percent of normal, thereby replenishing reservoirs and groundwater supplies.³ Such estimates have been confirmed by the Klamath Potato Grower's Association, which is currently working on collaborative strategies towards effectively managing water supplies.

► ECONOMIC PROFILE

Data from Table 1 (all tables are contained in the earlier Oregon Community Assessment and OCDC Overview section of the Community Assessment) indicate that in 2007 the median per capita personal income in Klamath County was \$29,127, which was below the median for Oregon (\$36,492) and the United States (\$39,209). Table 1 also shows: the total number of individuals employed in the Klamath County in 2007 was 35,005, with 5.85 percent in agriculture; and the July 2009 unemployment rate was 15.0 percent, triple the 2008 rate of 5.0 percent.

The early summer months - May, June and July - are spent preparing fields for planting potatoes. Other crops in the area include wheat, barley, hay, alfalfa and horseradish; however, with the exception of horseradish, most growers do not require the labor of migrant and seasonal farmworkers for these commodities. An additional labor peak during the month of October occurs due to the growing number of strawberry nurseries in the area. Strawberry nurseries are quickly changing the face of agriculture in the Klamath Basin - an area that includes both Klamath County and northern California's Modoc and Siskiyou Counties. Due to the high profit margin, large strawberry nurseries in northern California are seeking to expand in and around Tulelake, California, area given recent efforts involving seasonal monitoring of temperature swings in the area over the past several years. Relative to other areas in the Klamath Basin, it is arguably the case that Tulelake offers the most ideal conditions for the expansion of strawberry nurseries.

► DEMOGRAPHIC PROFILE

Data in Table 5 show the total population of Klamath County in 2008 to be 66,425 up by .03 percent from 2007, and the total number of children under age four in Klamath County in 2008 to be 4,150.

Table 5 also lists the 2007 number of individuals living in poverty (all ages) in Klamath County to be 15.9 percent and the 2008 poverty rate for children birth to two years of age to be 28.3 percent. The poverty rate for children ages 3 and 4 was 21.7.⁴ During the 2008-2009 school year 61.6 percent of students in Klamath County schools were eligible for free or reduced lunch (Table 5).

³ Matthew Preusch, *Surplus Rain, Snow Fills Klamath Basin with Hope*, January 25, 2006, The Oregonian.

⁴ Oregon Department of Education: Annual Estimate of Eligible 3 and 4 year olds 2009



The Hispanic population in Klamath County grew from 6,057 in 2007 to 6,105 in 2008 representing a .79 increase in the county (Table 5).

► **DATA ANALYSIS: ELIGIBLE, UNSERVED 3-4 YEAR OLD CHILDREN**

The Oregon Department of Education estimates there to be 1,772 total children between the ages of 3 and 4 in Klamath County in 2008. To estimate the total number of Head Start eligible 3 and 4 year old children, the Oregon Department of Education multiplied the total number of children by the poverty rate for Klamath County, 21.7 percent in 2008. Thus, the total number of eligible Head Start children in Klamath County was 384 children.⁵

From this, the number of Head Start children served in Klamath County by Head Start programs is subtracted. Klamath Family Head Start served 362 children in Klamath County between 3 and 4 years of age. This means the number of 2008 unserved, eligible Head Start children was 22 children. Thus, 94.3 percent of eligible Head Start children were served in Klamath County.⁶

In the sections that follow, the Oregon Child Development Coalition will further refine these data to provide estimates for the number of unserved, eligible Migrant Seasonal Head Start children in Klamath County and northern California's Modoc and Siskiyou Counties.

► **PROFILE OF PROGRAM PARTICIPANTS**

In 2008, 129 children were enrolled in the Migrant Seasonal Head Start programs for Klamath County on the basis of public assistance or income eligibility. Of this total, 49 children qualified as migrant and 80 qualified as seasonal.

Table 5 displays the Hispanic composition of the population in Klamath County. Klamath is reported as having a population of 6,057 Hispanic residents in 2007 and 6,105 in 2008 which represents a .79 increase in one year.

Nearly all 269 program participants were of Hispanic or Latino origin, which includes persons of Cuban, Mexican, Puerto Rican, South and Central American or other Latino culture or origin. The majority of these were primary Spanish speakers, including an increasing number of indigenous language speakers. Indigenous languages are typically spoken by those program participants from the Oaxaca region of Mexico and include the languages of Mixteco and Trique. It is also noted the Oregon Child Development

⁵ Annual Estimate of Eligible 3 and 4 Year Olds, Oregon Department of Education, 2008.

⁶ Annual Estimate of Eligible 3 and 4 Year Olds, Oregon Department of Education, 2008.



Coalition in Multnomah and Clackamas Counties has seen an increase in the number of indigenous language speakers in need of services.

► DATA ANALYSIS: ELIGIBLE, UNSERVED MIGRANT CHILDREN

The Oregon Child Development Coalition contracted with a demographer, Jack DeWaard, who developed a method for estimating both the number of migrant and seasonal farmworkers and the number of children ages 0-5 of migrant and seasonal farmworkers in Oregon counties for 2005 and 2008. The method builds upon Alice C. Larson's 2002 estimates of migrant and seasonal farmworkers and uses agricultural information from the Oregon Agricultural Information Network through Oregon State University.⁷ Table 2 contains the estimated number of MFW and SFW for four years across an 11 year period from 1997 to 2008.

Table 2 indicates that in Klamath County the estimated total number of MSFW declined sharply from 1,922 in 1997 to 513 in 2002 and then grew to 545 for 2005 and 2008. The numbers show a shift in migrant to seasonal workers in the county. It is estimated that in 1997 there were 1,348 MFW in Klamath County declining severely to 171 in 2008. Estimates indicate there to have been a less severe decline in number of SFW, from 574 in 1997 to 373 in 2008.

Table 8 contains the number of 2008 estimated eligible, served, and estimated eligible unserved for each county where services are provided by OCDC. **In Klamath County the estimated number of eligible migrant children was 19 and the total number of migrant children served was 49. The estimated numbers of eligible seasonal children was 78 and the total number of seasonal children served was 80.**

These numbers are mitigated by the fact that the migrant seasonal estimates do not include the Northern California counties of Modoc and Siskiyou Counties, where agreements to serve children from these areas have been established. Additionally, it should be noted that, due to the size of these two counties, the Oregon Child Development Coalition in Klamath County is limited to serving those children and families who reside in or near towns along the Oregon-California border. Accordingly, of the total number of estimated children in these two counties, only a small fraction of these fall in the service and recruitment areas of the Oregon Child Development Coalition in Klamath County.

STRENGTHS & NEEDS

In this part of the report, information on services offered to children and families is discussed. External data from secondary sources and community organizations are used

⁷Alice C. Larson, Migrant and Seasonal Farmworker Enumeration Profiles Study: Oregon, 2002, Larson Assistance Services.



at the beginning of each subsection to construct a framework for specific strengths and needs. Internal data is then used at the close of each section to demonstrate that program management, staff and parents of program participants actively participated in the construction and development of this document.

▶ EDUCATION

Adult Education

In 2008, 93 parents reported their level of education on the enrollment form, with 68% being less than a high school graduate at the Oregon Child Development Center in Klamath County and 26 percent of the parents having graduated from high school or obtained a GED.⁸

The following is a breakdown of the agencies providing education services to children and families in Klamath County and northern California's Modoc and Siskiyou Counties. In the area of adult education:

- The Klamath Adult Learning Center located in Klamath Falls provides ESL and GED classes to adult learners. In 2005, they served 184 ESL learners and 526 students working towards high school completion or their GED, and are looking to partner with Klamath Community College to rent space and increase capacity.
- The Oregon Human Development Corporation and Work Connections provide skill-training opportunities, with the Oregon Child Development Coalition in Klamath County partnering to provide classroom space.
- The Resource Center and the Tulelake Family Center provide information and referral services to families throughout the Klamath Basin. The Tulelake Family Center averages approximately 10 calls per week and also provides adult education opportunities through the local high school.

Representatives from the above agencies were surveyed to determine the greatest educational needs of children and families in the Klamath County area. Of greatest importance was continued education and training around the acquisition of language and job readiness skills, especially in the outlying areas of Malin and Merrill. Other respondents indicated that, in some cases, families need assistance with more basic skills such as filling out forms for programs and assistance. These respondents also indicated that the community would benefit from joint training opportunities with the Oregon Child Development Coalition focusing on culturally and linguistically relevant topics.

The Education Manager for the OCDC in Klamath County revealed opportunities exist for continuing to educate the community about the Migrant Seasonal Head Start program and eligibility requirements. Specifically, many growers and ranchers are under the

⁸ Program Information Report, OCDC, 2008.



assumption that Migrant Seasonal Head Start is for Hispanic families only. Thus, it was noted that community education is needed to help the agency position itself as one dedicated to early childhood education for all farmworking children and families. It was also noted that the ability to increase partnerships with educational and non-educational entities is a vital step in beginning this process.

Early Childhood Education

In the area of early childhood education, other Head Start programs in the Klamath County and northern California area include Klamath Family Head Start and the Modoc County Department of Education's Early Head Start program. OCDC in Klamath County has interagency agreements with these organizations to cooperate in identifying and referring children.

Other programs that serve the migrant population include Migrant Education at both the Klamath Falls City School District and the Klamath County School District.

Partnerships in the area of early childhood education include:

- Klamath Family Head Start (Region X Head Start) and the Oregon Child Development Coalition in Klamath County have developed an interagency agreement to join strategies in such areas as recruitment, transitions, health, disabilities, training and technical assistance.
- Klamath Community College provides student interns to the Oregon Child Development Coalition in Klamath County to provide support and assist in the classroom. KCC will begin providing on site classes at OCDC for Winter Term 2010. The college also provides advisement for students wishing to pursue a BS degree through Concordia University or OIT.
- The Klamath Public Library offers Youth Services Story Times and a Story Van during the school year, as well as a summer reading program, with transportation assistance provided by Basin Transit Service.
- In past years, the Oregon Child Development Coalition in Klamath County has been involved with the Klamath Early Literacy Partnership, providing a story-van and literacy workshops.

A focus group with parents of program participants revealed that parents view the Migrant Seasonal Head Start program as a quality education program and are most pleased with this feature. Parents are utilizing advisory committees to provide input into program development. Together with key staff they are looking into ways to increase parent participation.

► MENTAL HEALTH & DISABILITIES



Data from the OCDC's Program Information Report show that 0 children in Klamath County were provided mental health services in 2008. Likewise, 7 children were determined to have a disability in 2008. Primary disabilities included speech or language impairments and non-categorical developmental delays.⁹

The following is a breakdown of the agencies providing services - both in the areas of mental health and disabilities - to children in Klamath County and northern California's Modoc and Siskiyou Counties.

- The Oregon Child Development Coalition in Klamath County shares an interagency agreement with Early Childhood Intervention – administered by the Klamath Falls City School District. The district administers both EI and ECSE programs.
- The Klamath Youth Development Corporation Klamath provides a contracted mental health consultant to provide on-site services approximately 7-8 hours per week.
- Modoc County Special Education provides screenings, assessments and referrals to identified children and families living in the area.
- Scottish Rite no longer has a bilingual Spanish speech pathologist.
- The Oregon Child Development Coalition in Klamath County is collaborating with local Klamath Indian tribes on a State Improvement Grant which provides additional staff and utilizes a wraparound model to improve children's mental health. Grant completed
- OCDC staff are active members of the Early Childhood Partnership, a community based group that includes the Local Interagency.

► HEALTH & NUTRITION

In 2008, 115 children entered the Migrant Seasonal Head Start program in Klamath County. Of these 115 had health insurance and 110 were on the Oregon Health Plan. For those without health insurance the Oregon Child Development Coalition worked with families to reduce the number of children without health insurance. The number of families receiving WIC services in Klamath County OCDC was 80.

The following is a breakdown of the agencies providing health and dental services to children and families in Klamath County and northern California's Modoc and Siskiyou Counties.

- The Oregon Health and Sciences University requires that first and second year medical students participate in weekly preceptorship programs, placing 5 students in Klamath County in 2004. For third year medical students, Klamath Falls is the

⁹ Program Information Report, OCDC, 2008.



site of two rural community health clerkships in family medicine and six in pediatrics.

- The Oregon Institute of Technology's Dental Hygiene Department currently offers \$6 screenings to the surrounding community, charging only for the price of supplies and utilizing dental students to perform the exams. In addition, an interview with the Oregon Institute of Technology found that the Dental Hygiene Department plans to develop a restorative dental care program in the next year. Such a program would provide Klamath County residents with low cost restorative care that is typically unavailable to those with limited income or without insurance.
- Klamath Falls' Sky Lakes Medical Center serves many residents in the Klamath Basin, including those who live in the Tulelake-Butte Valley area.
- Klamath Open Door Clinic provides medical screenings, physicals and dental checkups in Bly, Chiloquin, Klamath Falls and Malin. The clinic sees approximately 10,000 patients annually, an estimated 20 percent of which are primary Spanish speakers. In 2005, the clinic saw nearly 1,000 children under the age of 5. The clinic currently has a 2-3 week waiting list for medical appointments and is not accepting new dental patients.
- The Merrill Clinic is a local, rural community clinic serving residents residing in and around this area.
- The Tulelake Health Center serves children and families in and around this area, offering free health screenings as part of their women's health events.
- Butte Valley Clinic provides health services to families in Tulelake and Newell, California.

Data from the Oregon Child Development Coalition's Program Information report shows that 94 children entered the Migrant Seasonal Head Start program in Klamath County in 2005 with health insurance, up by 13 percent from 2004.¹⁰ Those with health insurance were covered by Medicaid. For those without health insurance (n=8 during 2005), the Oregon Child Development Coalition worked with families to reduce the number of children without health insurance by 40 percent following enrollment. Most children (n=67) receive services through a migrant community health center with common health conditions including anemia, vision problems, asthma and obesity.

► FAMILY SERVICES

The number of families receiving TANF funds was 1 in Klamath County OCDC.¹¹ The Migrant Seasonal Head Start program responded to a range of family needs, the most common being emergency and crisis intervention, transportation assistance and ESL needs.

¹⁰ *Program Information Report, 2004 & 2005*, Oregon Child Development Coalition.

¹¹ Program Information Report, OCDC, 2008.



The following is a breakdown of the agencies providing family and social services to children and families in Klamath County and northern California's Modoc and Siskiyou Counties.

- The Oregon Child Development Coalition in Klamath County has developed an interagency agreement with the local Child Care Resource and Referral provider to facilitate referrals.
- The Oregon Department of Human Services has offices in Klamath County providing social and health related services to children, adults and families, as well as to seniors and people with disabilities.
- Shelter services in Klamath County are provided by the Klamath Crisis Center.
- The Klamath and Lake Counties Food Bank boasts 17 food pantries, 3 emergency meal programs and 10 supplemental programs. OCDC provides food to families on a weekly basis through Food Bank Donations.
- The Mexican Consulate provides information and updates on immigration laws, as Oregon Law Center does not provide services in Klamath County, including legal aid and translation of leases and contracts.
- Ongoing product support is provided by local merchandisers, including Wal-Mart, Fred Meyer, Bi-Mart, Home Depot, Staples, and Albertsons.
- Three OCDC Family Advocates and two OPK fathers attended the "A call to Men" anti-violence Training of Trainers led by nationally recognized speaker Tony Porter.

Agency representatives from the above groups noted that families - especially primary Spanish speaking families - experience barriers when attempting to access services. Often families receive little assistance in navigating the variety of services available, including help with filling out forms and follow-up. This problem is further complicated by the fact that social service organizations do not share data systems, requiring families to fill out multiple sets of lengthy forms, often in a secondary language.

► **CHILDCARE**

Oregon Child Care Research Partnership reports the following information on child care in Klamath County in 2008. There were slots in 1,473 child care and education centers and 597 slots in family child care. Oregon's goal is to have 25 visible slots for every 100 children and Klamath had 18 per 100 children. It was also reported that 296 children age 0-12 received state assistance, through DHS, with part of all of their child care costs.¹²

The following is a breakdown of some of the agencies providing childcare and related services to children in Klamath County and northern California's Modoc and Siskiyou Counties.

¹² Child Care and Education in Oregon and its Counties: 2008, prepared by the Oregon Child Care Research Partnership OSU.



- Childcare Resource and Referral in Klamath County makes approximately 800 referrals annually. Approximately 10 percent of the requests for information are from primary Spanish speaking callers.
- The YMCA Child Development Center operates a childcare center for migrant families in Newell, California. The center has capacity to serve 8 infants, 12 toddlers and 24 pre-kindergarteners with an average annual waiting list of 12 children. In the next year or two, the center expects a renovation which will increase capacity; however, services will be suspended for approximately one year during this time.

▶ **TRANSPORTATION & HOUSING**

Transitioning from a discussion of childcare to one of transportation and housing, Appendix C5.2 contains a map which displays the locations of childcare providers relative to farmworker housing complexes, manufactured home parks and farm labor camps for illustrative purposes.

On average, travel time to the nearest hospital in Klamath County is approximately 42 minutes.¹³ Such statistics are common in Klamath County where medical and dental services are limited to Klamath Falls and other small towns. In addition, high gas prices over the past year have contributed to limited transportation options for families, as well as for the Oregon Child Development Coalition in Klamath County in transporting children to and from site locations.

The following is a breakdown of the agencies providing transportation services in Klamath County and in northern California's Modoc and Siskiyou Counties.

- Basin Transit Services provides transportation services in the Klamath Falls area, providing some 300,000 rides annually. They also provide Dial-a-Ride services, providing 20,000 rides annually. They make bus maintenance and washing services available to school districts and Head Start programs in the area. Basin Transit Services has also partnered with the Klamath County Public Library on a Read and Ride Library Initiative whereby riders earn free rides to and from the library for reading books.
- Operated by the Modoc Transportation Authority, the Sage Stage is a Dial-A-Ride service between such northern California cities of Alturas, Redding, Susanville, Tulelake and such Oregon cities as Klamath Falls. Commuters must reserve a spot at least one day in advance.
- With the assistance of ACTS of Oregon, there is a local community coalition that provides car seat education and technical assistance for families in the area.

¹³ 2005-2006 Areas of Unmet Medical Need in Rural Oregon, 2006, Oregon Health and Sciences University.



- Additionally, families in the Migrant Seasonal Head Start program living within a specified distance from program centers have elected to self-transport, thereby ensuring that bus services can reach those most in need of transportation services.
- Five OCDC staff are now Certified Car Seat Technicians.

The Transportation Coordinator for the Oregon Child Development Coalition in Klamath County revealed that the agency is continuing to work within the one-hour framework per the Head Start Performance Standards. Opportunities exist in the area of continuing to recruit qualified drivers. Additionally, the Oregon Child Development Coalition in Klamath County continues to work with parents to develop routes, stops, and pick-up and drop-off times.

There were 2 labor camps in Klamath County for 2006 and 2 in 2008. The total labor camp occupancy was 43 in 2006 and 45 in 2008.¹⁴

- At least three apartment complexes in Klamath Falls - Applegate Trail Apartments, Crestview Commons and County Village - cater to low-income families. Overall, there are at least 128 units; however, it is noted that the former two apartment complexes also cater to elderly residents.
- There is additional low-income housing in Tulelake, including the Tule Park Apartments with 19 units of government housing.
- There are 49 manufactured home parks in Klamath County, 37 of which are located in Klamath Falls.
- There are two farm labor camps in Klamath County operated by Sierra Cascade Nursery and Crown Nursery. Together, these camps are able to accommodate 43 individuals.
- The Newell Migrant Camp is located in Newell, California, and is open from May through October and is able to accommodate 40 families (180 individuals). As of May 2006, the camp was over half full.
- The Klamath County Housing Authority provides Section 8 and public housing assistance to nearly 2,900 individuals annually with waiting lists for Section 8 housing ranging from 7-8 months.
- In addition to education and employment services, the Oregon Human Development Corporation provides weatherization services and housing opportunities.

Representatives from the above facilities were surveyed to determine the greatest housing needs of children and families in the Klamath County area. New affordable housing in the light of the area's growth ranked as the number one issue of concern. The Newell Migrant Camp reports that over half of its residents are in fact not true mobile migrants. Due to high housing costs in Tulelake and Newell, California, many families choose to move to the migrant camp when it is open to take advantage of the per day rent.

¹⁴ Agricultural Labor Housing Registry, Oregon Department of Consumer and Business Services, 2006-2008



For those living at the Newell Migrant Camp, representatives from the camp have expressed interest in hosting local Head Start agencies, including the Oregon Child Development Coalition, for a sign up day for families arriving at the camp in order to expedite the referral and enrollment process.



EXPANSION OPPORTUNITIES, CONCLUSIONS AND PROPOSED CHANGES

EXPANSION OPPORTUNITIES

Table 8, contained in the earlier Oregon Community Assessment and OCDC Overview section of this report, listed 2008 estimated eligible and served migrant and seasonal Head Start children. Because it will be referred to several times in this section, a copy of it is also contained on the next page of this section.

Because OCDC gives first priority to migrant children, the following discussion focuses on them. For 2008, the estimated eligible number of migrant children in the state was 4,464 of which 3,679 were located in the 12 counties OCDC serves (Table 8). Of the estimated 3,679 eligible children, OCDC served about half (1,803), leaving 1,876 unserved. There is also an estimated 785 eligible unserved 0-5 year old children living in the other 24 counties in the state.

If resources are available, what opportunities should OCDC pursue? Three broad possibilities exist: market penetration, market development and combined market penetration and market development. These three approaches plus other supporting strategies are discussed next. An important reason for presenting these ideas is to inform the Board of Directors and Policy Council as they consider future directions for the agency. Following this presentation are concluding CA remarks plus proposed changes.

▶ MARKET PENETRATION

With this approach, OCDC would penetrate or access children from the estimated 1,876 migrant children existing in its current territory or market. In Table 8, the Marion/Multnomah/Clackamas three-county area has the largest estimated number of these unserved children (822). The Hood River/Wasco combined area is the next largest with 807 estimated unserved children. An advantage of this strategy is that it would probably be less costly than other ways to serve additional children. OCDC already has resources (e.g., staff, buildings, and buses) and experiences (e.g., relationships with growers and other service providers) in these counties and this probably means less effort would be necessary to serve additional children/families than moving into new counties. This would certainly be true if additional children could be served at current sites that were not operating at full capacity and it would be less true if new service sites were needed.



Table 8: 2008 Estimated Eligible, Served & Estimated Unserved Migrant & Seasonal Head Start Children Ages 0-5

	2008	2008	2008	2008	2008	2008
	Estimated Eligible Migrant Children	Served Migrant Children	Estimated Eligible Unserved Migrant Children	Estimated Eligible Seasonal Children	Served Seasonal Children	Estimated Eligible Unserved Seasonal Children
Oregon	≈4,464	1,803	≈2,661	≈14,154	916	≈13,238
OCDC Counties						
Hd River/Wasco	≈1,191 (565+626)	384	≈807	≈2,903 (1,618+1,285)	121	≈2,782
Jackson	≈228	74	≈154	≈648	53	≈595
Jefferson	≈42	42	≈0	≈134	61	≈73
Klamath	≈19	49	≈0	≈78	80	≈0
Mar/Mul/Clack	≈1,268 (712+105+451)	446 (306+14)	≈822	≈4,641 (2,787+414+1,44)	192 (63+129)	≈4,449
Malhuer	≈172	215	≈0	≈533	99	≈434
Polk	≈199	88	≈111	≈690	49	≈641
Umatilla	≈184	206	≈0	≈1,034	107	≈927
Wash	≈376	299	≈77	≈1,195	154	≈1,041
Total OCDC Counties	≈3,679	1,803	≈1,876	≈11,856	916	≈10,940
Total Unserved Counties	≈785	0	≈785	≈2,298	0	≈2,298
Selected Unserved Counties						
Yamhill	≈393	0	≈393	≈832	0	≈832
Benton	≈175	0	≈175	≈383	0	≈383
Lane	≈97	0	≈97	≈351	0	≈351

Sources: Indirect estimates of migrant and seasonal children ages 0-5, OCDC, 2008; Program Information Report, OCDC, 2008



▶ **MARKET DEVELOPMENT**

Another approach is to serve additional children from the 785 estimated unserved migrant children located in counties OCDC does not currently provide service. Hence, OCDC would spread out or develop new territories/counties/markets. In Table 8, OCDC's unserved counties with the largest estimated eligible migrant children are listed. Yamhill County with 393 children has the largest estimated unserved number followed by Benton County with 175 and Lane County with 97. A reason for selecting this approach over market penetration is that children/families in new counties may have greater education, disability, mental health, etc. needs than the additional children that could be served through the market penetration strategy.

▶ **COMBINED MARKET PENETRATION AND MARKET DEVELOPMENT**

Employing a combined strategy means OCDC would serve additional children in both its current 12 counties as well as new counties and combine the benefits of each approach. In general, knowledge about the market penetration and market development strategies helps decision makers visualize and understand location differences with regard to serving additional children/families.

▶ **OTHER STRATEGIES**

Other strategies also may need to be considered. Suppose a program has decided to serve additional children in new counties or at new sites in its currently served counties. The next question needing an answer is: How should the program enter those new areas? It could enter by itself (start-up entry) or it could partner with others (strategic alliance entry). If OCDC elects to use the start-up entry approach it has complete control of all decisions and the outcomes, both positive and negative. However, OCDC will be responsible for all associated costs. If a strategic alliance is established, the costs are mitigated but there is the need for collaboration and cooperation.

An important part of a strategic alliance is the development of a formal (written) document between the two or more involved parties covering the agreed upon commitments and responsibilities. Ideally, partners provide the alliance with different resources, capitalizing on each of their strengths. Resources include: staff, buildings, equipment, expertise, and funding. Each partner, in turn, hopes that the benefits of the alliance--a synergy--will be greater than those from their individual efforts. The alliance can be cooperation or collaboration. The main differences between these two types is that a collaboration is a more active form of cooperation and, as such, requires more input time while producing more output benefits for the parties. Although alliances are attractive and partners can see the benefits during the planning phase, some do not



produce the desired outcomes. Often problems arise during implementation when unexpected issues occur and the parties cannot agree on what actions should be taken.

CONCLUSIONS

OCDC is serving the needs of many Migrant and Seasonal families in Oregon. OCDC offers an array of services to meet family needs to match peak agricultural seasons while addressing long-term needs of seasonal workers who remain in the community. The scheduled hours and program options are designed to meet the varying needs of each of the twelve counties where most migrant and seasonal workers reside or work. However, the “season” for agriculture continues to evolve into one that is year round with no one “peak” harvest period due to crop diversity, crop rotation, and changing farm management practices. In some areas it is reported that there are more than one “peak” season where additional workers are needed. Agricultural reports indicate a continued growth in planting of orchards, vineyards, and hop yards and a growing emphasis on local “farm to market” activities supported by the industry and the consumer.

OCDC has extensive partnerships in the state that are designed: to meet the needs of their employees, through professional development; and to meet the needs of the families, through collaborative partnerships with key agencies in the state providing health, disabilities, mental health and educational services. Of particular note is the expanded emphasis and interest in family literacy and working with local clinics to provide medical and dental services.

PROPOSED CHANGES

The following are suggested changes associated with the Community Assessment process.

- Estimates of MSFW and their children should be carefully reviewed and an emphasis placed on validating the numbers in the state, the counties and in local areas within the counties.
- There appears to be a need to develop a weighting scale to assist in the prioritization of future expansion into additional counties or within current counties served in the state. Should expansion dollars or other resources become available, the scale would include criteria for weighing family and community needs to determine the neediest areas.
- It is suggested that data be gathered from each of the twelve counties rather than consolidating Clackamas into Multnomah and Marion and combining Hood River with Wasco.
- Questions contained in the parent survey should be reviewed. Some questions may need to be redesigned to reduce their ambiguity. Also, depending on the purpose of the survey, other questions may need to be added to more fully cover the services offered by OCDC and the needs of families.



- It is recommended that timelines for completing data reports to inform the grant application using the Needs Assessment, Community Assessments, Training and Technical Assistance Plan, Goals and Objectives and Budget be reviewed and revised at the county and state level.
- An ongoing CA team, led by the Director of Resource Development at the central office, needs to be established to oversee the data gathering and analysis process, and to identify trends that impact the services OCDC offers. The outcomes of the CA can be integrated more fully in training and technical assistance, grant applications, goals and objectives and the self assessment.

