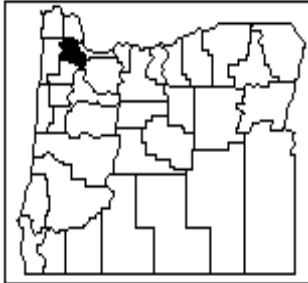


WASHINGTON COUNTY COMMUNITY ASSESSMENT

The Oregon Child Development Coalition in Washington County improves the lives of children and families primarily through the Migrant Seasonal Head Start and Oregon Pre-Kindergarten Head Start programs, as well through as other programs and initiatives, including Even Start, whereby the agency works to promote family literacy.

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 Washington County served 453 total migrant and seasonal children and their families with 299 identified as migrant and 154 identified as seasonal. The program also offers an Oregon PreKindergarten Head Start program.

The Oregon Child Development Coalition in Washington County currently employs a center-based option, serving children from five locations in and around Cornelius, Oregon. The short-term program runs 17 weeks from the end of May through September, operating 34 classrooms, 5 days per week from 5 am to 5 pm. The long-term program runs 32 weeks from April through November operating 7 classrooms, 5 days per week from 7:30 am to 1:30 pm.



The service area includes the entirety of Washington County. The recruitment area, however, is limited to western Washington County and determined by three factors: (i) the location of growers as the Oregon Child Development Coalition in Washington County attends to those especially agricultural areas of Washington County, (ii) program center locations and (iii) acceptable transportation times per the Head Start Performance Standards.

CRITICAL ISSUES

▶ POPULATION GROWTH AND ENROLLMENT

Enrollment has been higher this year. Families arrived earlier than crops were ready and have remained in the program for the duration of the summer. Centers serving migrant camp families have been fully enrolled.



COUNTY PROFILE

▶ GEOGRAPHIC PROFILE

Spanning 727 square miles, Washington County is located in the northwestern portion of Oregon near Oregon's largest city, Portland, and near the Oregon-Washington border. Once favored by Hudson Bay trappers for its beaver population, the county, originally named Twality, was established in 1843 and was changed to its current name, Washington, in 1849 by the Territorial Legislature in honor of President George Washington.¹

Located west of the city of Portland, Washington County ranks as one of the three fastest growing counties in Oregon. This growth has been fueled by several factors. First, Washington County is situated between urban areas such as Portland and the less than one-hour drive to Oregon's scenic coastline. Second, industry leaders such as Nike, Intel and Tektronix call Washington County home making both Beaverton and Hillsboro two of Oregon's largest cities.

▶ 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 Washington County was \$39,844, which falls above the 50th percentile when compared with all other counties across Oregon. In fact, this figure ranks above both those for Oregon (\$36,492) and the United States (\$39,209). Unemployment (see Table 1) in Washington County has moved from 5.9 percent in 2007 and 5.1 percent in 2008 to 9.9 percent in July 2009.

The labor peak corresponds with the berry harvests during the summer months, beginning with strawberries. Interviews with local strawberry producers revealed that strawberries were approximately 7-10 days late this year, noting that it takes 1,135 "heat degree days" - defined as the total number of hours during which the temperature falls above specific benchmarks - for strawberries to mature in the Willamette Valley, an area that includes Washington County. Following strawberries, raspberries, blueberries and blackberries are harvested, lasting into September and October when growers will transition into harvesting wine grapes and preparing for Christmas trees.

The berry production of strawberries, blackberries and raspberries is declining. However, unlike strawberries, growers are harvesting blackberries and raspberries with greater efficiency, increasing the use of berry cultivars that are able to be harvested by machine. They are doing so as international competition has increased, most notably with Chile and countries in Eastern Europe. In fact, at a recent grower's summit hosted by the Oregon Farm Bureau, an entire work session was spent identifying major international competitors, as well as new berry cultivars, that could help growers remain competitive. Such innovations are no doubt controversial, with growers noting that once they increase the use of machines, they do not expect to go back to harvesting by hand.

¹ Oregon Blue Book, 2008.



Washington County's nursery and greenhouse industries are increasingly the barometer of where agriculture is heading. As one of the top counties for nursery and greenhouse sales in the state, Washington County has shown consistent growth in this area that has had the effect of keeping seasonal farmworkers in the area given more stable employment for up to 10-11 months. Likewise, wine production in Washington County continues to grow, often accompanied by aggressive marketing, promoting wine tours and tasting throughout western Washington County.

► **DEMOGRAPHIC PROFILE**

The total population in 2008 of Washington County (see Table 5) is reported to be to be 529,216 up by 1.81 percent from 2007. Table 5 also indicates the total number of children under age four in Washington County in 2008 to be 15,667.

The US Census and Oregon Department of Education data indicate the number of individuals living in poverty in 2007 in Washington was 8.6 percent. The 2008 poverty rate for children ages 3 and 4 was at 11.3² percent and for children birth to two years of age at 15 percent. During the 2008-09 school year, 35.1 percent of students in Washington County were eligible for free or reduced lunch (Table 5).

► **PROFILE OF PROGRAM PARTICIPANTS**

In 2008, 453 children in Washington County were enrolled with OCDC on the basis of public assistance or income eligibility, of which 299 were in the Migrant Program and 154 were in the Seasonal Program. Overall, program participants in the counties were of Hispanic or Latino origin, which includes persons of Cuban, Mexican, Puerto Rican, South and Central American or other Latino culture or origin.

Table 5 displays the Hispanic composition of the population in Washington County which is reported to be 76,581 Hispanic residents in 2007 and 80,515 in 2008 which represents a 5.14 percent increase. The majority of these were primary Spanish speakers, with additional program participants as primary English speakers and 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. Increasingly, the Oregon Child Development Coalition of Washington County has served indigenous families and continues to develop partnerships to support this population.

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

The Oregon Department of Education estimates there to be 15,667 total children between the ages of 3 and 4 in Washington County in 2008.³ To estimate the number of Head Start eligible 3 and 4 year old children, the Oregon Department of Education multiplied the total number of children in each county by the poverty rate in 2008 for Washington County, 11.3 percent.

² Oregon Department of Education: Annual Estimate of Eligible 3 and 4 year olds 2009

³ Estimated Number of Eligible 3 and 4 Year Olds, Oregon Department of Education, 2009.



Thus, the 2008 total number of eligible Head Start children in Washington County was 1,774 children. Given 1,146 were served by Head Start programs, means that an estimated 628 were unserved.⁴

In the sections that follow, the Oregon Child Development Coalition will further refine the estimates from the Oregon Department of Education to provide estimates for the number of unserved, eligible Migrant Seasonal Head Start children in Washington County.

► 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.⁵ 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 Washington County the estimated total number of MSFW decreased from 8,589 in 1997 to 6,205 in 2002, and then increased to 7,096 in 2005 and remained at the low 7,000 level in 2008. The numbers show a dramatic shift in migrant to seasonal workers in the county. It is estimated that in 1997 there were 6,172 MFW in Washington County declining to 2,475 in 2008. Estimates indicate there to have been only 2,417 SFW in 1997 with an increase to 4,527 in 2008.

The estimates of children of MFW and SFW reflect the changes discussed above. Table 7 shows the changes in this estimated population of children under five over a three year period from 2005 to 2008. The table notes there were 378 migrant children and 1,173 seasonal children in Washington County in 2005. The numbers of estimated migrant children decreased slightly to 376 and the numbers of children from seasonal families increased slightly to 1,195 in 2008.

Table 8 includes the 2008 number of estimated eligible, served, and estimated unserved for each county where services are provided by OCDC. **In Washington County the estimated number of eligible migrant children is 376 and the total number of migrant children served is 29, meaning 77 migrant children are estimated to be unserved. The estimated number of eligible seasonal children is 1,195 and the total number of seasonal children served is 154, meaning 1,041 seasonal children are estimated to be unserved.**

STRENGTHS AND 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 at the beginning of

⁴ Estimated Number of Eligible 3 and 4 Year Olds, Oregon Department of Education, 2009.

⁵ Alice C. Larson, Migrant and Seasonal Farmworker Enumeration Profiles Study: Oregon, 2002, Larson Assistance Services.



each subsection to construct a framework for specific strengths and needs. Internal data is then used at the close of each subsection 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, 321 parents reported their level of education on the enrollment form, with 83% having less than a high school education for the Washington OCDC center.⁶

The following is a breakdown of agencies providing education services to children and families in Washington County. In the area of adult education:

- OCDC utilizes Centro Cultural as a community resource for referring families who are seeking training opportunities.
- The Washington County Sheriff's Office provides education programs, including driver's education courses. All courses are offered in English and Spanish.
- Forest Grove Public Library offers literacy programs for adult and children and OCDC works collaboratively with the Library to support literacy goals for families.
- Forest Grove School District has programs to support families seeking literacy skills for parents and school age children. OCDC refers families to this community resource.

The 2008 Parent's Interest Questionnaires indicated an interest in Parenting Classes and English classes as well as an interest in learning about early childhood curriculum. As noted above, families are referred to the literacy and bilingual programs at the Forest Grove Library and the Forest Grove School District and OCDC collaborate to offer parents these critical classes.

Early Childhood Education

In the area of early childhood education, the Oregon Child Development Coalition has an interagency agreement with Community Action Head Start, currently funded to serve 807 Early Head Start and Head Start children in Washington County.

Other programs that serve the migrant population include Migrant Education in the following school districts: Forest Grove, Banks, Gaston, Hillsboro and Beaverton. As all but the latter are located in or near western Washington County, these figures attest to the fact that a greater number of migrant families are living and working more rural areas.

Partnerships in the area of early childhood education include:

- Community Action Head Start of Washington County (Region X Head Start) and the Oregon Child Development Coalition of Washington County have developed an

⁶ Program Information Report, OCDC, 2008.



interagency agreement, which focuses on jointly implementing strategies in such areas as recruitment, transitions, health, disabilities, and training and technical assistance.

- The Oregon Child Development Coalition operates PODER - Spanish for “power” or “strength” - serving 20-25 families annually, as part of the Western Washington County Literacy Collaborative to increase communication skills through family education and prepare both children and families to enter kindergarten.
- The Northwest Regional Education Service District provides a range of education and support services to children, families and local providers.
- The Washington County Cooperative Library Services joins 12 local libraries and offers a number of children’s programs, including a summer reading program and a lending library. They also work with Virginia Garcia Memorial Health Center, providing outreach to farmworkers living in farm labor camps and are working to continue building capacity in this area.
- OCDC’s ERSEA and Community Partnership Supervisor works closely with the Virginia Garcia staff for recruiting families for the program. Joint visits are made to the camp to both conduct enrollment appointments for OCDC and provide information about health services at the Virginia Garcia Clinic. Families who live in the camps, interviewed for this assessment, indicate that they are able to obtain good medical services from the Virginia Garcia Clinic. A Nurse Practitioner is hired by OCDC on a contracted basis for the Migrant Short Term Program, providing health services to enrolled children while they are attending the Head Start Program. Continued health services and referrals to the extended family take place at the Virginia Garcia.
- The OCDC Program Director or designee participates in the monthly Washington County Childhood Care and Education Advisory Committee

Early Childhood Education services continue to provide high quality, developmentally appropriate teaching and classroom environments. Families continue to express appreciation for the Dual Language model and the preparation their children are receiving for school. Teacher recruiting has improved due to the downturn in the economy and Public Schools experiencing layoff of staff. Several teachers with BA and MA degrees have been hired. The recent reauthorization mandate to hire teachers with degrees has also caused OCDC to restructure the salary scale for Teacher IV positions. This increase in pay has made OCDC more competitive in the local market attracting qualified teachers who are seeking year round employment.

► MENTAL HEALTH & DISABILITIES

Data from the OCDC’s Program Information Report show that 19 children in Washington County were provided mental health services in 2008. Likewise, 17 children were determined to have a disability in 2008. Primary disabilities included speech or language impairments, hearing and non-categorical developmental delays.⁷

The following is a breakdown of the agencies providing services - both in the areas of mental health and disabilities - to children in Washington County.

⁷ Program Information Report, OCDC, 2008.



- The Oregon Child Development Coalition in Washington County shares an interagency agreement with Early Intervention.
- Lifework provides a contracted mental health consultant focusing on stress management and parenting skills, including *Incredible Years* parenting classes. Additionally, under Lifeworks, outreach workers - or *promotoras* - make home visits to work with parents and children.
- Morrison Child and Family Services provides consultation and referral services to the Oregon Child Development Coalition
- For six years, St. Alexander's Catholic Church in Cornelius has been offering targeted church services (e.g., Mass) for families with children with disabilities, serving approximately 25 families each week.
- OrFIRST works with the agency as well to provide a support group and education for the parents of children with disabilities.

Representatives from the above noted that there is a need for more bilingual mental health professionals, especially in Washington County where a large percentage of the population is Spanish speaking. There is an additional need for bilingual mental health professionals who are interested, experienced, and trained in the area of early childhood education. Connecting families to groups in the community is a focus of OCDC. Establishing partnerships and finding new resources for families of children with mental health and disability issues is a focus for the Mental Health and Disabilities Coordinator. Funding in many community programs has been reduced or eliminated the past year and the need for further collaboration among many partners remains our focus.

► HEALTH & NUTRITION

In 2008, 453 children entered the Migrant Seasonal Head Start program in Washington County. Of these 239 had health insurance and 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. An influencing factor to consider is that many of the children in Washington County children have medical insurance from California and the Family Service Workers and Family Advocates are looking at who has Oregon insurance when they answered the PIR. Only about 10% of the children in the program are foreign born and do not have any insurance. The good news is existence of excellent community partnerships to provide health care for the children. Specifically, the contract with the Virginia Garcia Clinic and an onsite Nurse Practitioner provide this support. Additionally, Virginia Garcia Clinic works with any eligible Seasonal families to enroll them in OHP. The number of families receiving WIC services in Washington County OCDC was 241.

The following is a breakdown of the agencies providing health and dental services to children and families in Washington County.

- The Washington County Health Department provides core public health services, including family planning, disease prevention, investigation, immunization, environmental health, home visiting, and maternal child health.



- The Oregon Health and Sciences University provides patient care and education in Washington County, receiving over 250,000 visits annually, 79 percent of which were only partially or not reimbursable.
- Virginia Garcia Memorial Health Center provides medical, dental and onsite services to families of low income including migrant and seasonal workers. Virginia Garcia Memorial Health Center is currently partnering with Tuality Healthcare to increase capacity, with plans to expand offices onto the campus of Tuality Healthcare.
- Tuality Healthcare, with support from their foundation, offers a range of services, including health classes, prenatal care outreach, and other initiatives including partnering with local parishes to identify those parishioners with medical backgrounds to serve as resources in the community. They also provide meeting space to local non-profit organizations.
- Pacific University, in partnership with Tuality Healthcare and Virginia Garcia Memorial Health Center, has developed a Hillsboro office for the College of Health Professions on the campus of Tuality Healthcare. Degrees offered will include the fields nursing and dental sciences.
- In partnership with Kaiser Permanente, the Washington County Department of Health operates the Essential Health Clinic which focuses on screenings and referrals. They are open on Monday and Thursday in the afternoon/evening and are looking to expand into Tigard, Oregon.
- Northwest Medical Teams and Dr. April Love provide additional dental services and support to families.

The Community Health Services Advisory Committee (HSAC) meetings have reported that lack of affordable medical and dental services still continues to be an issue for families. OCDC has seen some improvement in the overall dental health of enrolled children. Dr. April Love provides in-kind dental prevention and diagnostic services for enrolled children. Her services include application of fluoride varnish and dental exams with referrals to local clinics. Additionally, classroom staff provide tooth brushing following all meals and work with parents to understand the importance of good dental care. Because of these services there has been a decreased number of severe dental issues seen in prior years. The Tooth Taxi, a volunteer mobile dental office staffed by community dentists, was scheduled for two visits to OCDC. The Tooth Taxi provided free restorative dental care to enrolled children and siblings. The Tooth Taxi was located at our Linden Center site. In 2008, 453 children were enrolled and only 54 were identified as needing care. Of this group 46 received treatments.

Washington County receives a full immunization audit by the Washington County Health Department in July. For 2008 we had 100% immunization compliance for all enrolled children. The success of this 100% accomplishment is the result of collaboration with Central Office Lead Health and Family Services Specialist, County staff, and the Virginia Garcia Clinic working after hours to provide a free immunization clinic for the families in the program.

A focus group with parents of program participants revealed that the majority of parents utilize Virginia Garcia Memorial Health Clinic for care and, in the event that they do not have insurance, are utilizing the option to pay in installments. They also noted that in some cases



providers have not been able to accommodate new patients, thereby requiring that families wait for appointments, thereby limiting the reach of preventive care and forcing some individuals to seek care only when extensive treatment is needed such as in a medical or dental emergency.

▶ FAMILY SERVICES

The number of families receiving TANF funds was 15 in Washington OCDC.⁸ 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. The following is a breakdown of the agencies providing family and social services to children and families in Washington County.

- The Oregon Child Development Coalition in Washington 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 Washington County providing social and health related services to children, adults and families, as well as to seniors and people with disabilities.
- The Oregon Food Bank's Washington County Services provides ongoing support for families experiencing a shortage of food. Recently donations have decreased and the number of families in need has increased.
- Local leadership opportunities and memberships for the Oregon Child Development Coalition in Washington County includes the Oregon Childhood Care and Education Coordinating Council, the Oregon Department of Human Services' Child Care Task Force, and Latino social service provider networks.
- The Domestic Violence Resource Center provides information and shelter services to victims of domestic abuse and their children.
- The Washington County Sheriff's Office provides information and referral services in both English and Spanish focusing primarily on education and driver training.
- Oregon Human Development Corporation (OHDC) and OCDC have an interagency agreement and OCDC serves as a work training placement site for OHC. Their goal is to provide economic and social advancement for farm workers by teaching and training new skills in other markets.
- Adelante Mujeres is a social service agency whose mission is to provide holistic education and empowerment for low income Latina women. Mothers enrolled in OCDC access support from this agency.
- Northwest Children's Organization: Provides basic needs to families such as baby clothing, diapers, formula, and furniture.

Representatives from the above agencies noted that families - especially primary Spanish speaking families - experience barriers when attempting to access services. These include not only linguistic and cultural barriers, but also financial barriers such as the inability to pay.

⁸ Program Information Report, OCDC, 2008.



Oregon Child Development Coalition in Washington County has made efforts to coordinate recruitment and referrals with local services agencies (e.g., the Oregon Department of Human Services and Community Action Organization), as well as with growers in California and Texas. These relationships are especially important as agricultural changes unfold which will continue to affect the number of migrant families coming to the area each year.

Responding to the prior Community Assessment, which indicated that Oregon Child Development Coalition needed increased community visibility, the management team developed a new Recruiting Plan and strategy. Teams of staff members went to all areas of the community in door to door recruiting and distributed enrollment literature. During the door to door recruiting intake workers started the intake process and promptly scheduled enrollment appointments at the Center. New brochures and other marketing tools have been developed. A Community Partner breakfast has been held the past two years at OCDC to meet with others and share our agencies goals and objectives for the year. Both of these initiatives have improved our visibility in the community, thus attributing to higher enrollment numbers in all programs.

► **CHILDCARE**

Oregon Child Care Research Partnership reports the following 2008 information on child care in Washington County. There were 13,483 slots in child care and education centers and 5,467 slots in family child care. Oregon's goal is to have 25 visible slots for every 100 children and Washington had 19 per 100 children. It was also reported that 1,934 children age 0-12 received state assistance, through DHS, with part of all of their child care costs.⁹

The following is a breakdown of some of the agencies providing childcare and related services to children in Washington County.

- Childcare Resource and Referral in Washington County seeks to make approximately 2,000 referrals annually. They also provide childcare provider trainings, as well as Child Development Associates (CDA) courses.

Affordability, accessibility, and transportation are noted as barriers for families who need childcare. Extended hours of care are provided during the Migrant Short Term program with Head Start hours accounting for 6 hours of service and Child Care Division (CCD) wrap around childcare for the additional 6 hours of the 12 hour day of service. An extension of the program has been provided for the past 3 years providing CCD eligible families with 5-6 extra weeks of services at OCDC.

► **TRANSPORTATION & HOUSING**

Washington County affords a certain image of affluence that tends to overshadow a growing underclass of service and agricultural workers. It is perhaps this image of affluence that prevents certain vital services from reaching those most in need. Perhaps nowhere is this more evident than in the area of transportation. Eastern Washington County is serviced the Tri-County

⁹ Child Care and Education in Oregon and its Counties: 2008, prepared by the Oregon Child Care Research Partnership OSU.



Metropolitan Transportation District of Oregon (TriMet), with frequent bus and light rail service to the Portland metro area and new routes planned primarily according to office and retail employment. Western Washington County, however, has no such services, a frequent concern mentioned by local service providers and parents during individual interviews and focus groups.

The following is a breakdown of the agencies providing transportation services in Washington County.

- TriMet links eastern Washington County with the Portland metro area, serving 575 square miles and is seeing growing ridership by 16 percent annually.¹⁰ TriMet also provides travel trainings and services through Ride Connection.
- Ride Connection offers individualized transportation services such as U-Ride, a shared ride system designed to provide a partial solution to the absence of public transportation in western Washington County. Providing approximately 27,000 rides in west Washington County in 2005, U-Ride offers Job Access services for low-income commuters living in remote rural locations.
- The Oregon Child Development Coalition in Washington County continues to work with the Oregon Department of Education's Pupil Transportation on training bus drivers. Funds have recently been secured by OCDC to provide bus driver training for current staff members. Additionally, a training program for parents which includes the opportunity to train and be tested for a bus driver position will begin in September 2009.

As mentioned earlier in this assessment, Washington County is growing, seeing an influx of individuals from California and other areas of the country.

The following is a breakdown of the types of housing and the agencies providing housing the related services in Washington County.

- At least 22 apartment complexes in Washington County cater to low-income and farmworker families, including the Montebella, the Jose Arciga Apartments and Elm Park Apartments. Overall, there are at least 2,344 units.
- There are 45 manufactured home parks in Washington County, 19 of which are located in western Washington County.
- Washington County Housing Services provides assistance to 13,000 individuals each year through rental assistance, self-sufficiency programs, and services to non-English speakers.
- The Housing Development Corporation of Washington County (HDC) is a 16-year-old nonprofit organization
- Community Action Organization's Housing and Homeless Services provides shelter services to 20-25 families, with representatives from the program noting that both space and rental assistance are limited.

¹⁰ Ridership Statistics and Demographics, 2006, TriMet



There were 12 labor camps in Washington County for 2006 and 10 in 2008. The total labor camp occupancy was 1,356 in 2006 and 1,034 in 2008.¹¹ The lack of affordable housing continues to be a key issue for low-income and farmworking families in Washington County, particularly those on the brink of being homeless. It has been reported that predatory home loans which required no down payments have forced many families into foreclosure. Some are unable to afford rent and shared that they have moved into apartments with extended family members to afford the rent.

¹¹ Agricultural Labor Housing Registry, Oregon Department of Consumer and Business Services, 2006-2008.



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.

