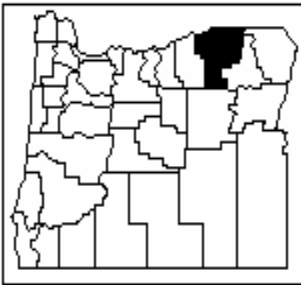


UMATILLA COUNTY

COMMUNITY ASSESSMENT

The Oregon Child Development Coalition in Umatilla County improves the lives of children and families through the Migrant Seasonal Head Start program. 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. Oregon Child Development Coalition's Migrant Seasonal Head Start program in Umatilla County served a total of 313 children in 2008. Of these, 206 children were classified as migrant children and 107 are classified as seasonal children.

The Oregon Child Development Coalition in Umatilla County currently employs a center-based option, serving children from two locations in Hermiston and Milton-Freewater. It runs two 14 weeks short-term programs at each location, from April through July and from July through October. It operates up to 17 classrooms, 5 days per week from 8 am to 4 pm, or earlier if needed. The long-term program runs 32 weeks from April through November, operating 8 classrooms, 5 days per week from 8 am to 2 pm.



The service area includes the entirety of Umatilla County, some 3,231 square miles. The recruitment area, however, is determined by three factors: (i) the location of growers as the Oregon Child Development Coalition in Umatilla County attends to those especially agricultural areas of Umatilla County, (ii) the program center locations and (iii) acceptable transportation times per the Head Start Performance Standards.

CRITICAL ISSUES

▶ IMMIGRATION AND CHANGES IN AGRICULTURE

While U.S. Immigration and Customs Enforcement agents were not rumored to have visited Umatilla County this year, local growers continue to be concerned about the labor supply in light of changes in agriculture, especially in the Milton-Freewater area. Unlike in other areas of the state where agricultural operations are being consolidated, small farms in and around Milton-Freewater continue to be swallowed up by larger farms in the area without any transfer of ownership. The uncertainties surrounding the current immigration debate only promote the continued practice of leasing land. Currently, efforts are underway to help ensure the health and viability of the area's apple crop; however it remains to be seen whether such efforts will be successful. County



commissioners decided to close the Milton-Freewater Public Health Clinic, which means that residents of this city will need to travel to Pendleton to receive services.¹

The largest changes in the area with regards to agriculture have been the continual increase of vineyards. Also, even though 2008 was not a good year for the cherry harvest,² on 2009 there was a new line added to the cherry processing at Blue Mountain Growers, Inc, who partnered up with Orchard View Farms of the Dalles. The process is quite The Umatilla complex, including having cherries photographed with the Red Pearl Optical Sizers for accurate sorting, using one of the largest hydrocoolers in the Northwest, which allows for faster sorting and less bruising, and using the first mesh cherry bag machine in the world, which is a new and improved way of packaging the cherries for better marketing. This cherry line is a way of making sure agriculture continues to be sustainable for the future generations³.

COUNTY PROFILE

► GEOGRAPHIC PROFILE

Umatilla County is located in northeast Oregon in the Columbia Plateau region of the state along the Columbia River before its turn north into Washington State. *Umatilla* means *water rippling over sand*, a testimony to the desert like environment in this area of the state. Umatilla County spans 3,231 square miles with elevation at Pendleton, the county seat, at 1,068 feet above sea level.⁴ Average temperatures range from well above 32 degrees Fahrenheit during the winter months to well above 74 degrees Fahrenheit during the summer months. The area receives approximately 13 inches of rain annually, including snow during the winter months. Growth in Umatilla County did not take place until 1881 with the arrival of the railroad and the development of large-scale irrigation efforts. What was once dry desert is now an ideal environment for growing potatoes, apples, onions and melons. Thus, Umatilla County boasts a strong agricultural base.

Not surprisingly, the issue of water and water rights is an explosive political issue in Umatilla County. In 2005, the Umatilla County Critical Groundwater Task Force entered into an intergovernmental agreement with the Institute of Natural Resources and the Institute for Water and Watersheds at Oregon State University. The intent of this agreement was to study water resources, particularly the intensive use of groundwater for agriculture and drinking water supplies in the Umatilla Basin. With roughly 89 percent of water in the Umatilla Basin being used for agriculture, opposing groups are looking for ways forward that not only focus on conservation, but also attend to issues that are equally relevant, namely - in the Milton-Freewater area, for example, roughly one-third of the economy is in some way dependent on the agricultural industry.

¹ Tri-City Herald, June 20, 2009

² Union Bulletin, July 2, 2008

³ Valley Herald

⁴ Oregon Blue Book 2009.



► **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 Umatilla County was \$27,554 as compared to \$36,492 for Oregon and \$39,209 for the United States. Table 1 also shows the total number of individuals employed in Umatilla County in 2007 was 40,065 with 7.88 percent in agriculture. Unemployment in Umatilla County was 7.3 percent in 2007 and the rate decreased to 6.5 percent in 2008, but it increased to 9.9 percent in July 2009. Interestingly, in Hermiston, Hispanic-owned businesses are growing with its population.⁵

Food manufacturing is of particular importance to the Oregon Child Development Coalition in Umatilla County, as many families served by the Migrant Seasonal Head Start program have ties to this industry.

Over the past year, Umatilla County continues to see a small reduction in harvested acres of potatoes, the county’s most profitable commodity, in an attempt to increase demand and boost sales⁶. On the other hand, the overall agricultural sales have increased, putting Umatilla County as second on the list of the 2008 year.⁷

Monthly agricultural employment estimates are shown below. Note the labor peaks during the months of June and August. These dates correspond with, among others, the potato, apple and onion harvests taking place during these times.

Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
2,312	2,32	2,839	3,030	3,177	4,024	3,898	4,277	3,707	3,401	2,619	2,334

There is a relatively consistent need for the migrant and seasonal farmworkers from April through October. Parents have stressed the need for additional Migrant Seasonal Head Start services, specifically a short-term program that begins as early as April or May. A factor in this decision will be some key agricultural developments taking place in Umatilla that will ultimately determine if the need for labor from April through October will remain in the future. Growers are farming with greater efficiency and the need for additional labor will lessen. For example, in eastern Oregon’s Malheur County, another potato growing region, growers are increasingly turning to machines for “topping” onions, as well as spraying fields to lessen the need for hand weeding later.

⁵ The Oregonian, www.oregonlive.com, April 19, 2009

⁶ United States Department of Agriculture, National Agricultural Statistics Service.

⁷ Salem News, www.salem-news.com, February 26, 2009



Other commodities include cherries and wine grapes, each of which do not show up in the Oregon Agricultural Information Network's database given the limited number of harvested acres. That said, both cherries and wine grapes are harvested by hand; thus the need for migrant and seasonal farmworkers.

► **DEMOGRAPHIC PROFILE**

Data in Table 5 show the total population of Umatilla County in 2008 to be 73,526 up by .39 percent from 2007 and the total number of children under age four in Polk County in 2008 to be 4,789.

Table 5 also shows the number of individuals (all ages) living in poverty in 2007 in Umatilla County was 15.1 percent and that the 2008 poverty rate for children birth to two years of age was 15.9 percent. The 2008 poverty rate for children ages 3 and 4 was 15.0 percent.⁸ During the 2008-2009 school year, 59.0 percent of students in Umatilla County were eligible for free or reduced lunch (Table 5). Also noteworthy is that in Milton-Freewater, OR 71.8 percent of public school children were eligible for free and reduced lunch.⁹ These figures are important to note because poverty is often associated with: health problems and access to health care; and the need for food stamps, temporary assistance to needy families (TANF), and housing.

Umatilla County's 2008 Hispanic population numbered 14,200 which accounted for 19.4 percent of the population (Table 5). In 2007, the Hispanic population numbered 13,835.

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

The Oregon Department of Education estimates there to be 2,134 children between the ages of 3 and 4 living in Umatilla County in 2008.¹⁰ 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 in each county by the poverty rate in 2008 for Umatilla County, 15 percent. Thus, the total number of eligible Head Start children in Umatilla County is 320 children¹¹ Note that Head Start and OPK programs in Umatilla County served 431 children in 2008. Because the 2008 number served by Head Start and OPK programs exceeded the eligible number, it appears that the 320 estimate was an underestimate of the true number of eligible children.

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 Umatilla County.

⁸ Annual Estimates of Eligible 3 and 4 Year Olds, Oregon Department of Education, 2009.

⁹ Oregon Department of Education, 2008-2009.

¹⁰ Annual Estimate of Eligible 3 and 4 Year Olds, Oregon Department of Education, 2009.

¹¹ *Estimated Number of Eligible 3 and 4 Year Olds Served and Unserved by Head Start and Oregon Pre-kindergarten*, 2009, Oregon Department of Education.



► PROFILE OF PROGRAM PARTICIPANTS

In 2008, 313 children were enrolled in the Umatilla Migrant Seasonal Head Start program based on income eligibility or public assistance, of which 206 qualified as migrant and 107 as seasonal.

Overall, nearly 99 percent of 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.

► 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.¹² Table 2 contains the estimated number of MFW and SFW for four years across an 11 year period from 1997 to 2008.

In Umatilla County the estimated total number of MSFW increased from 5,192 in 1997 to 6,012 in 2002 and, then, decreased to 5,864 in 2005 and increased again in 2008 to 5,879. The numbers reflect a shift in migrant to seasonal workers in the county. It is estimated that in 1997 there were 3,823 MFW in Umatilla County declining to 1,338 in 2008. Estimates indicate there were only 1,369 SFW in 1997 but they increased to 4,540 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 shows there were 178 migrant children and 1,018 seasonal children in Umatilla County in 2005. The number of estimated migrant children increased slightly to 184 and the number of children from seasonal families increased slightly to 1,034 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 Umatilla County the estimated number of eligible migrant children was 184 and the total number of migrant children served was 206. The estimated numbers of eligible seasonal children was 1,034; the total number of seasonal children served was 107, leaving 927 estimated unserved.** Because the number of migrant children served exceeded the estimated number, it appears that the 184 estimate was an underestimate of the true number of eligible children.

¹²Alice C. Larson, Migrant and Seasonal Farmworker Enumeration Profiles Study: Oregon, 2002, Larson Assistance Services.



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 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

Of the 253 OCDC Umatilla County parents who reported their level of education on the enrollment form, 62 percent had less than a high school education and 38% were high school graduates.¹³

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

- Blue Mountain Community College has developed an early childhood education program to help meet the educational needs of staff. They also allow the Oregon Child Development Coalition to use meeting rooms at the college to host trainings.
- Blue Mountain Community College also offers adult education classes such as tutoring and adult basis skills programs, including GED preparation, Adult High School Diploma (AHSD), and ESL courses, and Parenting classes.
- A consortium of community colleges headed by Portland Community College and in collaboration with Blue Mountain Community College provides early childhood classes in Spanish.
- The Hermiston Public Library provides a number of programs and related services, including general membership, an Elder Libraries program, the Teen Advisory Council, and the Ready, Set, Zoom! program.
- The Oregon Human Development Corporation (OHDC) has established a farmworker training program in Umatilla County, and their office is located in Hermiston.
- The Portland State University is offering bachelors degrees and early childhood long distance programs on-line.

¹³ Program Information Report, OCDC, 2008.



- Eastern Oregon State University is also offering bachelors degrees and early childhood long distance programs on-line.
- The WIC program is offering classes to staff and parents in health and nutrition.
- ESD offers classes to parents who have children with disabilities.

An interview with the Family & Community Partnership Supervisor for the Oregon Child Development Coalition in Umatilla County revealed the need for additional adult education courses. While Blue Mountain Community College does offer GED and ESL classes in Spanish, there is still evidence of an interest among some community members for driver's education courses in Spanish, as well as other courses such as sewing, cooking, mechanics, and woodworking. During this interview it was noted that the issue in the past has been the ability to promote greater participation in such courses as there needs to be a sufficient number of people interested before the course can be developed, but parents are more likely to take advantage of the classes when we provide childcare and offer the classes at the centers.

The Associate Vice President from the Milton-Freewater branch of the Blue Mountain Community College has expressed her gratitude of the efforts made to collaborate in this endeavor.

Early Childhood Education

Other programs that serve the migrant population include Migrant Education.

Partnerships in the area of early childhood education include:

- Umatilla-Morrow Head Start (Region X Head Start) and the Oregon Child Development Coalition in Umatilla County have developed an interagency agreement to join strategies in such areas as recruitment, transitions, health, disabilities, training and technical assistance.
- Umatilla Indian Reservation Head Start provides early childhood education services to residents of the Confederated Tribes of the Umatilla Indian Reservation.
- The Oregon Child Development Coalition and the Washington State Migrant Council are collaborating on sharing family and on-call waiting lists.
- The ESD program currently has a new building serving children in Hermiston.
- The Umatilla County Commission on Children and Families provides community planning for many child and family related initiatives.
- The Eastern Oregon Reading Foundation provides support for efforts designed to ensure that every child reads at grade level upon completion of third grade.

Representatives from the above agencies have determined that to address early childhood education needs the county needs to first tackle such issues as transportation, access to medical and dental care, and employment training. Increasingly, early childhood providers have been frustrated by barriers - namely, health issues - that have impeded



their ability in the classroom. One recent positive outcome is a new pediatric dental clinic in Hermiston with services for high needs children with severe dental caries.

During an interview with the WIC coordinator, who will be running the Healthy Start Program for the county, it was said that they would like to have an agreement with the Oregon Child Development Coalition to serve pregnant women and infants receiving services with our program.

The needs expressed in the above paragraph speak to the need for the Oregon Child Development Coalition in Umatilla County to continue taking a leadership role in the community. In an interview with the Education Supervisor for the Oregon Child Development Coalition in Umatilla County, it was noted that there has been interest expressed by other providers in the community to learn more about the agency's use of the Creative Curriculum. Such interest has helped to forge partnerships, such as that with the local ESD and with the school district serving kindergarten children. Such efforts are being focused on continuing to develop partnerships with local school districts to increase the number hours that children in transition spend on-site at local schools, as it has been difficult for some children to make the transition into the public schools, given the different models of learning relative to a Head Start environment.

Related to the final point in the above paragraph, parents of program participants noted that public schools do not have enough bilingual personal. Thus, parents indicated that they would welcome additional support in the form of a bilingual, after-school program for those children who have recently transitioned into kindergarten. For the most part, after school services are needed given parents' work schedules. Thus, it was not surprising that parents also voiced concerns about the need for additional weeks of service for the short-term program, noting that the dates of operation could be adjusted to better line up with when Migrant Seasonal Head Start services are needed.

► MENTAL HEALTH & DISABILITIES

Data from the Oregon Child Development Coalition's Program Information Report show that 2 children in the Umatilla Center were provided mental health services in 2008. Likewise, 22 children were determined to have a disability in 2008. Of these 22 children, each was determined eligible to receive special education and related services. Primary disabilities included speech or language impairment, hearing, non-categorical and multiple disabilities.¹⁴

The following is a breakdown of the agencies providing mental health and disabilities services to children and families in Umatilla County and in neighboring Walla Walla County in Washington State.

- The Umatilla Morrow Education Service District provides Early Intervention and Early Childhood Special Education services.

¹⁴ *Program Information Report*, Oregon Child Development Coalition, 2008.



- The Walla Walla School District provides developmental screenings, assessments and observations for children that live in Washington state, using St. Mary's Hospital during the summer months.
- Contracted mental health services are provided on-site by Lifeways, Stepping Stones Consulting, and Environmentalist Inc.
- Parent-to-Parent is a monthly support group for families with children with special needs in Walla Walla, Washington.

Early childhood providers are seeing an increasing number of cases of children with autism and speech delays. Accordingly, additional efforts are being made by the Oregon Child Development Coalition in Umatilla County to grow partnerships that are not only able to accommodate children and families enrolled in the Migrant Seasonal Head Start program, but which also work to build the capacity of local agencies to effectively respond to such needs.

The Mental Health and Disabilities Coordinator for the Oregon Child Development Coalition in Umatilla County noted that additional partnerships are being pursued with Lifeways, in their new office in Milton-Freewater, and the Washington School District for Early Intervention in Washington state. As always, emphasis is placed on identifying providers who are bilingual and able to provide culturally appropriate resources, information and services.

► HEALTH & NUTRITION

Data from the 2008 Oregon Child Development Coalition's Program Information report show that out of 313 children enrolled in the MSHS program in Umatilla County, 305 had health insurance in 2008 with the Oregon Health Plan.¹⁵ Most children received services through a migrant community health center and have an ongoing source of continuous, accessible medical care. Of the families enrolled, 157 received WIC services.¹⁶

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

- The Umatilla County Health Department provides core public health services, including family planning, disease prevention, investigation, immunization, environmental health, home visiting, and maternal child health, but only in Pendleton two days a week.
- Yakima Valley Farmworkers Clinic operates the Hermiston Community Health Clinic and the Family Medical Center in Walla Walla, Washington, providing medical and dental services to children and families. The client base served is predominantly Hispanic and composed of primary Spanish speakers.

¹⁵ *Program Information Report*, Oregon Child Development Coalition, 2008.

¹⁶ *Program Information Report*, Oregon Child Development Coalition, 2008.



- Good Shepherd Health Care System provides health and emergency services in Umatilla County. Of the more than 75,000 visits received annually, more than 11 percent are from Hispanic patients.
- St. Anthony Hospital provides a range of services including nutrition, home and occupational health, and emergency services. The hospital also operates a family birth center and provides interpretation for clients.
- Dr. Nacacio provides dental screenings and treatment to children enrolled in the Migrant Seasonal Head Start program at the center in Hermiston, Oregon.
- Dr. Schroeder provides dental screenings to children enrolled in the Migrant Seasonal Head Start program at the center in Milton-Freewater, Oregon.
- Dr. Hamilton at Pediatric clinic in Hermiston, providing services for high risk dental caries.
- Tooth-Taxis from the Dental Foundation in Oregon and the Walla Walla, Washington area come out to the elementary schools to provide services, such as digital x-rays, fillings, cleanings, and varnishes.

In another interview with the Family Services and Health Services Supervisor for the Oregon Child Development Coalition in Umatilla County it was noted that there currently a great collaboration with a new pediatric dentists in the area. Families are still experiencing barriers in simply getting to local appointments, given limited public transportation in the area. Currently, efforts are focused on assembling information on transportation resources in the community and disseminating it to parents to assist them in getting to medical and dental appointments.

During a focus group with parents of program participants, the distance to the pediatric dentists in the area and transportation issues was also discussed. Parents noted that referrals take at least 2 weeks. Likewise, for routine visits, parents expressed frustration at the 3+ hour wait times that they have experienced at local dental clinics. According to several parents, they have walked out on multiple occasions because lengthy wait times have interfered with their work schedules. Thus, there is a pronounced need to ensure that local medical and dental providers understand the relationship between the services that they provide and the sacrifices that families make to come to appointments.

Additionally, it was noted that there has been an increase in childhood obesity in recent years. While the agency is working with a nutritionist, the Family and Health Services Supervisor expressed an interest in not only continuing to educate families about this and other issues but, also, to move towards advocacy and greater involvement around this and other issues in the community. In general, such a move would benefit children and families by increasing awareness and potentially opening the door for new partners and resources.

► FAMILY SERVICES

In 2008, 2 OCDC families in Umatilla County received benefits under the TANF program, and the agency responded to a range of family needs, the most common being



parenting education, ESL needs, adult education, emergency/crisis intervention, and housing assistance.¹⁷

The following is a breakdown of the agencies providing family and social services to children and families in Umatilla County and in neighboring Walla Walla County in Washington State.

- The Oregon Child Development Coalition in Umatilla 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 Umatilla County providing social and health related services to children, adults and families, as well as to seniors and people with disabilities.
- Shelter services in Umatilla County are provided by Domestic Violence Services.
- CAPECO Food Share boasts 12 food pantries, 2 emergency meal programs and 2 supplemental programs. Each month, 20,620 food boxes are distributed, serving some 4,492 individuals.¹⁸
- CAPECO also provides community services to over 4,000 persons in need annually, including energy assistance, case management, emergency services, workforce training, and aging services.
- Other food providers include Bread Basket which helps families in need.
- AGAPE House provides food, clothing, other basic household needs, and housing.
- Adventist Community Services provides families with clothing, household items, and other basic family needs.
- Adult and Family Services also handles referrals for families in need.
- Wilcox Storage provides for families in need of furniture.
- Local school districts provide a Homeless Liaison for school age students.
- The Western Umatilla-North Morrow County Hispanic Community Project works to implement community projects that address the concerns of the Hispanic community.
- The Oregon Human Development Corporation provides education, job opportunities, and housing.

Representatives from several of the above agencies were surveyed to determine the greatest family services needs and the following were identified: (i) housing and food costs, (ii) perceived barriers to accessing food stamps and other services in light of documentation issues, (iii) language barriers when attempting to access services, (iv) growing nontraditional needs such as laundry, gas and prescription assistance, and (v) power.

In light of the above needs, it is not surprising that the Oregon Child Development Coalition in Umatilla County saw a record number of families inquiring about the

¹⁷ Program Information Report, OCDC, 2008.

¹⁸ *Regional Food Banks at a Glance*, 2008, Oregon Food Bank.



Migrant Seasonal Head Start services this year. According to the Family and Health Services Supervisor for the Oregon Child Development Coalition in Umatilla County, efforts are being made to continue building and maintaining partnerships with the Oregon Department of Human Services, shelters, and thrift shops to accommodate the needs of families. During a focus group with parents of program participants there was also an expressed interest in receiving employment related services. However, such services do not currently exist given that there is not an Oregon Employment Department office in the area.

► **CHILDCARE**

Oregon Child Care Research Partnership reports the following information on child care in Umatilla County in 2008. There were 1,502 slots in child care and education centers and 794 slots in family child care. Oregon's goal is to have 25 visible slots for every 100 children and Umatilla had 18 per 100 children. It was also reported that 456 children age 0-12 received state assistance (through DHS) with part of all of their child care costs.¹⁹

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

- Operated by Umatilla-Morrow Head Start, Childcare Resource and Referral had 439 parent requests in the last 12 months, as of August 2009.
- Twenty-one (21) certified childcare centers operate throughout Umatilla County, most of which are located in Hermiston, Oregon.
- Approximately 71 family childcare homes operate throughout Umatilla County, with many of these located in Hermiston, Oregon, and Pendleton, Oregon. Four of these providers are primary Spanish speakers.

An interview of a representative from Childcare Resource and Referral revealed that there is currently a lack of center-based childcare in Umatilla County, with only one such option in Hermiston and no such option in Milton-Freewater. That center-based childcare is limited means that parents have limited options available to them; thus, it takes away from family choice. In general, families need flexible hours and, according to one local provider, quality individualized care for children with special needs.

Also of issue was the need to continue to position local childcare providers as *professionals* in the community. During a focus group with parents of program participants, it was noted that one childcare selection criteria parents are using is whether a childcare provider has some focus on education. Thus, Childcare Resource and Referral continues to focus on training, environment and business planning with childcare providers so as to build the level of professionalism among local childcare providers. Likewise, local childcare providers expressed an interest in receiving information from

¹⁹ Child Care and Education in Oregon and its Counties: 2008, prepared by the Oregon Child Care Research Partnership OSU.



the Oregon Child Development Coalition about upcoming trainings and events that could benefit their business.

► TRANSPORTATION & HOUSING

There were 2 labor camps in Umatilla County for 2006 and 2 in 2008. The total labor camp occupancy was 473 in 2006 and 475 in 2008.²⁰

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

- Multiple apartment complexes, including Orchard Homes (140 total units) in Milton-Freewater, cater to low-income and farmworker families.
- There are 48 manufactured home parks in Umatilla County, with the majority of parks located in Hermiston, Milton-Freewater, and Pendleton. Total capacity is 1,396 spaces.
- CAPECO provides energy assistance services to families in need in Umatilla County, providing services on site in Milton-Freewater.
- The Housing Authority of Umatilla County provides a range of housing and assistance programs including voucher assistance and public housing.
- Foxwood Apartments, with 60 new apartments for low income families, opened in 2008.

In interviews with representatives from CAPECO, respondents distinguished between the lack of housing in Umatilla County and the need for affordable housing. Regarding the latter, respondents indicated that there is currently a need for farmworker housing in Hermiston, Oregon. Increasingly, migrant and seasonal families are electing to set down roots in Hermiston. The city has grown in recent years and now offers a variety of services and amenities. Neighboring Morrow County, the area in and around Boardman, Oregon, has also been identified as in need of additional farmworker housing. The Irrigon complex is being filled by families from the Boardman area.

At the other end of Umatilla County, in Milton-Freewater, city officials noted that they have multiple housing programs available, with several programs where recipients work 30 hours per week to construct their own homes. Currently there are only a few slots left, but still participation is quite low, with many simply turning down the opportunity to build a new home, perhaps demonstrating that programs which require that participants miss work are not necessarily the most effective in addressing the need for affordable housing in Umatilla County.

Turning to transportation, the following is a breakdown of the agencies providing transportation services in Umatilla County.

²⁰ Agricultural Labor Housing Registry, Oregon Department of Consumer and Business Services, 2006-2008



- The City of Milton-Freewater provides public transportation services between Milton-Freewater and Walla Walla, Washington, Mondays, Wednesdays, and Fridays.
- Transportation services are available to those covered by the Oregon Health Plan.
- Taxi services available in both Milton-Freewater and Hermiston.
- For training purposes, the Oregon Department of Transportation provides core trainings for bus drivers and substitutes. Further, Oregon OSHA has worked with the Oregon Child Development Coalition in Umatilla County to provide on-site evaluations, as well as with the Safety Committee in the area of operations and additional trainings.

During an interview, it was stated that limited community participation exists concerning transportation in the Umatilla County. An interest was expressed in bringing in a greater cross-section of community members to discuss how to implement services in the future.

During an interview with the Family and Health Services Supervisor it was noted that many families struggle with transportation, especially if they need to go from Milton-Freewater to Hermiston for services. If the family has a medical card for emergencies only, this does not cover transportation in general. More discussion is needed about providing transportation between Milton-Freewater, Pendleton, and Hermiston.



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.

