

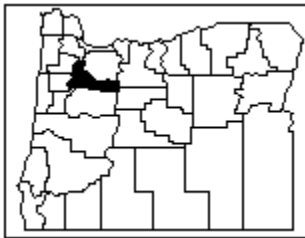
MARION COUNTY

COMMUNITY ASSESSMENT

The Oregon Child Development Coalition in Marion County improves the lives of children and families primarily through the Migrant Seasonal Head Start and Oregon Head Start programs. 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. The program in Marion County served a total of 369 children in 2008. Of these, 306 children were classified as migrant children and 63 were classified as seasonal children.

The Oregon Child Development Coalition in Marion County currently employs a center-based option, serving children from three locations around the Woodburn and Silverton, Oregon, areas. The short-term program runs 13 weeks from June through August, operating 19 classrooms, five days per week from 5 am to 5 pm. The long-term program runs 32 weeks from September through December and then from January through May operating 5 classrooms, 5 days per week from 9 am to 3 pm and from 9:30 am to 3:30 pm.

The Oregon Child Development Coalition in Marion County currently employs a center-based option serving children at two locations: one site in Woodburn, Oregon and one site in Silverton, Oregon. The short-term program runs 13 weeks from June through August, operating 24 classrooms, Monday through Friday, 5 am to 5 pm. The long-term program runs 32 weeks from September through December and then from January through May operating 2 classrooms, Monday through Friday, 9 am to 3 pm.



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

Start Performance Standards.

CRITICAL ISSUES

► POOR CROP CONDITIONS & CHANGES IN AGRICULTURE

Extended periods of rain in California and extremely high temperatures in Oregon's Willamette Valley resulted in poor strawberry and raspberry crops. Additionally, a representative from the Oregon Employment Department has noted that migrant families are better connected these days, utilizing cell phones to keep in contact and informed about areas where growers are paying higher piece rates and daily wages. Moreover,



many mobile migrant workers are electing to try their hand in construction given the booming housing market in California and Oregon, at least until the recession hit in late 2008, thereby reducing the supply of migrant farm labor.

COUNTY PROFILE

▶ GEOGRAPHIC PROFILE

Spanning some 1,200 square miles, Marion County is located in the northwestern portion of Oregon and in the heart of the Willamette Valley, and is home to Salem, the state capital and Oregon's third largest city. Created 16 years before statehood, the county, originally named Champooick, was established in 1843 and was changed to its current name, Marion, in 1849 by the Territorial Legislature in honor of General Francis Marion.¹

Average elevation in Marion County is 154 feet above sea level. Average temperatures range from 39 degrees Fahrenheit during the winter months to 63 degrees Fahrenheit during the summer months. The area receives approximately 38 inches of rain annually, including rare snowfalls during the winter months, and is recognized for its fertile farmland, rich soil and the diversity of agricultural commodities produced in this area.²

Bordered by the Cascade Mountains to the east and the Willamette River to the west, Marion County is Oregon's most productive agricultural county, with over 200 different types of commodities grown and produced in the area. Like most counties in the Willamette Valley, Marion County continues to grow, with construction ranking as the top industry in the Salem MSA as of 2005.

▶ 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 Marion County was \$32,048 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 Marion County in 2007 was 179,559 with 4.61 percent in agriculture. Unemployment in Marion County has increases from 8.0 percent in 2007, to 9.8 percent in 2008, and to 11.7 percent in July 2009.

Major industries in Marion County include state government, agriculture, food processing, education and wood products manufacturing. 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 Marion County.

¹ Oregon Blue Book, 2008.

² Oregon Blue Book, 2008.



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. Agriculture in Marion County is steadily moving towards the nursery and greenhouse industries and is one of the top counties for nursery and greenhouse sales in the state.

► **DEMOGRAPHIC PROFILE**

Data in Table 5 show the total population of Marion County in 2008 to be 314,606 up by 1.45 percent from 2007 and the total number of children under age four in Marion County in 2008 to be 422,392.

Table 5 also shows the number of individuals (all ages) living in poverty in 2007 in Marion County was 15.2 percent and that the 2008 poverty rate for children birth to two years of age was 21.5 percent. The 2008 poverty rate for children ages 3 and 4 was 23.7 percent.³ During the 2008-2009 school year, 58.6 percent of students in Marion County were eligible for free or reduced lunch (Table 5). 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.

Marion County's 2008 Hispanic population numbered 71,609 which accounted for 23 percent of the population (Table 5). Marion County is one of the most ethnically diverse areas in the state of Oregon, with the two largest minority groups being Hispanics and Asians.

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

The Oregon Department of Education estimated there to be 9,607 total children between the ages of 3 and 4 in Marion County in 2008.⁴ 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 Marion County, 23.7 percent. Thus, the total number of 2008 eligible Head Start children in Marion County was 2,273 children.

From this, the number of Head Start children served in Marion County by Head Start programs is subtracted. Head Start programs such as Community Action Head Start of Marion and Polk Counties, Kids and Company of Linn County (Kidco) Head Start, Salem-Keizer Pre-kindergarten Head Start, and Siletz Tribal Head Start served a total of 1,306 children in Marion County between 3 and 4 years of age. Thus, considering the number of eligible Head Start children served, the total number of unserved, eligible Head Start children was 967 children. This means only 57.5 percent of eligible Head Start children were served in Marion County.

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

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



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 Multnomah and Clackamas Counties.

► **PROFILE OF PROGRAM PARTICIPANTS**

In 2008, 369 children were enrolled in the Migrant Seasonal Head Start programs for Marion County on the basis of public assistance or income eligibility. Of this total, 306 children qualified as migrant and 63 qualified as seasonal.

Overall, nearly 99 percent of the program participants in Marion County 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. Increasingly, the Oregon Child Development Coalition of Marion County has served indigenous families and continues to develop partnerships to support this population.

► **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.

In Marion County the estimated total number of MSFW decreased from 16,916 in 1997 to 15,676 in 2002 and, then, increased to 16,802 in 2005 but decreased again in 2008 to 16,252. The numbers reflect a dramatic shift in migrant to seasonal workers in the county. It is estimated that in 1997 there were 11,467 MFW in Multnomah County declining to 4,520 in 2008. Estimates indicate there were only 5,449 SFW in 1997 but they increased to 12,117 in 2005 and slightly decreased to 11,731 in 2008.

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



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 703 migrant children and 2,742 seasonal children in Marion County in 2005. The number of estimated migrant children increased slightly to 712 and the number of children from seasonal families increased slightly to 2,787 in 2008.

Table 8 contains the number of estimated eligible, served, and estimated eligible unserved children, ages 0-5, for each county where services are provided by OCDC. **The reporting system for 2008 integrated the number of children from Clackamas into the estimates for Marion and Multnomah Counties. Therefore the estimated number of eligible migrant children across the three counties is 1,268 and the estimated numbers of seasonal children across the three counties is 4,641. The number of migrant children served in the three counties is 446 leaving an estimated 822 unserved. The number of seasonal children served is 192 leaving approximately 4,449 children unserved.**

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

In 2008, 258 parents reported their level of education on the enrollment form, with 67 percent having less than a high school education and 30 percent having a high school degree or GED for the Marion OCDC center.⁶

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

- Chemeketa Community College provides staff and parent trainings. The college's Economic and Training Development Center also provides GED and ESL courses to 60 students annually, as well as conversational and command Spanish to nearly 300 students annually. Chemeketa Community College has introduced a new curriculum, named English Now, for English learners. This curriculum includes ESL, computer, budgeting, parenting and many other classes.

⁶ Program Information Report, OCDC, 2008.



- The Silverton and Woodburn Fire Departments and the Woodburn Police Department provide presentations and workshops, as well as field trip opportunities.
- Families are provided with information on how to get a library card and access resources at the library. Local libraries have DVDs and books in Spanish, Russian and English and computers are available for use.
- The Oregon Employment Department's WorkSource Oregon office provides a range of trainings and services for job seekers and employers.
- Somos Hispanics Unidos is a new non-profit organization focusing on literacy, ESL, domestic violence, citizenship and volunteerism.
- The Migrant Education program in Woodburn also provides free ESL and parenting classes to parents.

Early Childhood Education

In the area of early childhood education, the Oregon Child Development Coalition has an interagency agreement with Head Start programs in the area, including Community Action Head Start of Marion and Polk Counties, currently funded to serve 650 children. The director of Community Action Head Start expressed an interest in sharing space with the Oregon Child Development Coalition in the Woodburn area, as they have currently lost their lease. Other programs that serve the migrant population include Migrant Education. Seasonal and age-specific enrollment counts are displayed in Salem-Keizer, Willamette ESD and Woodburn.

Partnerships in the area of early childhood education include:

- Community Action Head Start of Marion and Polk Counties (Region X Head Start) and the Oregon Child Development Coalition of Marion County have developed an interagency agreement, which focuses on jointly implementing strategies in such areas as recruitment, transitions, health, disabilities, and training and technical assistance.
- Willamette Education Service District provides a range of education and support services to children, families and local providers.
- The Woodburn Public Library provides story times in English and Spanish to approximately 30 children each session. They also provide outreach to Head Start classrooms, having served 7 classes and 120 children over the past year. The Youth Librarian, is working closely with Woodburn Education Coordinator. Woodburn Reads, a committee dedicated to improving literacy in the Woodburn community is willing to provide grant money to start an in-house library at the Woodburn site and to provide families with books to keep.
- The Silver Falls Public Library provides visiting librarians who read to the preschool classrooms once a week.



- Silverton Education Coordinator is working on improving relationship with the Silver Falls Library to improve frequency of readings at the center. Classrooms have taken fieldtrips to the library. Librarian is invited to school events.
- Transition collaboration with local area schools include a yearly principal breakfast, Kindergarten transition activity nights, which Kindergarten teachers, Family Support Team Coordinator from Brooks and Eldriedge Elementary schools and other school staff attend and transition field trips to Lincoln, Washington, Nellie Muir and Heritage Elementary schools in Woodburn and Eugene Field, North Marion Primary and St. Mary's Elementary schools.

Additionally, it was noted that Marion County ranks as one of the highest in the state for the number of unserved, eligible Head Start children. Currently, the Oregon Child Development Coalition participates in joint trainings with other Head Start programs in the area. However, beyond trainings, it was noted that other programs in the community may also help to bridge this gap by bringing valuable resources to the table to serve a greater number of children, including the AWARDS program and the Oregon Library Association, as well as book vendors. One interviewee noted that: "Woodburn is heaven for children's programs." Thus, there is a need to identify new, collaborative strategies to serve a greater number of [migrant] children by locating and leveraging these resources. The Education Coordinator for the Oregon Child Development Coalition in Marion County believes opportunities exist for the Oregon Child Development Coalition to expand partnerships with local Head Starts and elementary schools, especially those within the Woodburn School District. Additionally, as relates to the above discussion, it was noted that opportunities exist for the agency to strengthen ties to public libraries. Strengthening such ties would both address the issue of broadening transition activities, but also potentially identifying and leveraging additional resources to serve children and families.

► MENTAL HEALTH & DISABILITIES

Access to care is limited by the fact that many Marion County residents are low-income. In fact, the Health Resources and Safety Administration has identified Marion County as a mental health professional shortage area due in large part to the number of low-income families in the area.⁷

OCDC is able to provide a limited number of consultations to parents, which are contracted through Life Strategies. Outside referrals are made to Marion County Health Department. The challenge with the County Health Department is that there is only one Spanish speaking Mental Health Consultant available. Therefore, parents often don't get services during the migrant short term season. Due to budget cuts, the County Health consultant has an increased case load.

⁷ *Oregon Health Professional Shortage Areas (HPSA): Mental Health Designations as of 2/28/06*, 2006, Health Resources and Services Administration (HRSA), Bureau of Health Professionals.



Data from the Oregon Child Development Coalition's Program Information Report show that 4 children in Marion County were provided mental health services in 2008. Likewise, 17 children were determined to have a disability, roughly 5 percent of enrolled seasonal children and 1 percent of enrolled migrant children in 2008. Of these 17 children, each was determined eligible to receive special education and related services. Primary disabilities included speech or language impairments and non-categorical developmental delays.⁸

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

- The Oregon Child Development Coalition in Marion County shares an interagency agreement with Willamette ESD.
- The Marion County Health Department contracts a mental health consultant, providing mental health assessments for those children with the Oregon Health Plan. The mental health consultant also assists with a social skills group at the Oregon Child Development Coalition's Silverton location.
- OCDC contracts with Sandra Lucas (Life Strategies) as the Mental Health Consultant. Sandra provides classroom observations, individual observations, parent and staff trainings and parent and teacher consultations.
- Northwest Human Services operates the West Salem Mental Health Clinic and also has a program for the deaf and hard of hearing. They note that approximately 21 percent of their clients are served in a language other than English.
- The Oregon Child Development Coalition has developed a relationship with Juntos Podemos, an agency in Salem which works with children with disabilities. Ana Iris will re-establish contact with them.
- The Children's Guild is able to accommodate referrals from the contracted mental health consultant in the event that the child does not have the Oregon Health Plan.
- OCDC Mental Health Coordinators work with Easter Seals and the Oregon Parent Training and Information Center (OrPTI) to provide resources to families. Staff from the training center has come to OCDC center to provide parent training.
- Education Supervisor established contact with Providence Swindells Child Center. OCDC contact info is listed in their data base. The center provides parents of children with disabilities with a Child Life Care Notebook and Organizer free of charge and offers classes to parents in English and Spanish on autism.

In light of the short duration of the migrant program, the Oregon Child Development Coalition and Willamette ESD have met to explore ways to increase efficiency in the evaluation process. Further meetings are planned to focus on recruitment for the following year. The Mental Health and Disabilities Coordinator for the Oregon Child Development Coalition in Marion County revealed that turnover within some community agencies have presented difficulties for the Oregon Child Development Coalition in

⁸ *Program Information Report*, Oregon Child Development Coalition 2008.



ensuring the continuity of services. That said, necessary partnerships are in place and continue to be developed, especially in the area of recruitment and the evaluation process.

► HEALTH & NUTRITION

In 2008, 369 children entered the Migrant Seasonal Head Start program in Marion County and 257 had insurance. From these numbers, 220 were enrolled in 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 Marion OCDC was 233.

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

- The Marion County Health Department provides core public health services, including family planning, disease prevention, investigation, immunization, environmental health, home visiting, and maternal child health.
- Partnerships exist with the Woodburn School District Student Health Advisory Council
- Yakima Valley Farmworkers Clinic operates Salud Medical Center in Woodburn, providing medical and dental services to children and families.
- Northwest Human Services operates three medical and dental clinics throughout the Salem area.
- Woodburn Pediatrics has recently begun attending HSAC meetings.
- The Community Outreach Clinic provides services to uninsured individuals.
- The Silverton and Salem Hospitals provide education and outreach, as well as emergency services to the general community.
- The Oregon Child Development Coalition of Marion County has a contract with Sue Plaster, RD to provide nutritional support to children and families who do not qualify for WIC.
- The Oregon Child Development Coalition of Marion County has a contract with Linda Mann, RDH to provide monthly fluoride treatments to all children served.

Representatives from the above agencies have identified the greatest medical and dental needs of children and families in the Marion County area. Providers overwhelmingly emphasized difficulties around recruiting qualified doctors and pediatric dentists who are bilingual and bicultural. Additionally, providers noted the lack of access to specialists whom for any number of reasons - limited translation/interpretation services, inability to take Medicare and Medicaid patients, etc - are difficult to refer to. Lastly, providers emphasized the need to continue to educate low-income and farmworking families about services and are looking for collaborative approaches to do so.

Additionally, clinics experience high “no-show” rates because families are not invested in locating a medical home. Further, that families do not have a medical home has resulted in limited preventive care, with some one clinic reporting seeing more children with bottle mouth and a decline in oral care this year.



In 2008, following dental screenings, 49 children were identified as needing continued dental treatment and care. An interview with the Family and Health Services Supervisor for the Oregon Child Development Coalition in Marion County revealed concerns around limited pediatric dental care in the area. In some cases dental providers want to accommodate referrals, but do not have a pediatric dentist on staff.

A parent committee meeting revealed that parents are frustrated by the fact that they cannot get medical and dental appointments when needed. Long waits translate into medical and dental risks and, consequently, costs associated with such risks. In addition to the long waiting periods for appointments, providers are frequently calling and rescheduling the appointments for later, causing more frustration and potentially larger medical costs. Parents also cited high costs associated with getting medication for children with asthma, noting that in some cases insurance plans do not cover this.

▶ FAMILY SERVICES

The number of families receiving TANF funds was 0 for Marion County OCDC.⁹ 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 Marion County.

- The Oregon Child Development Coalition in Marion 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 Marion County providing social and health related services to children, adults and families, as well as to seniors and people with disabilities.
- Marion Polk Food Share provides 34 food pantries, 18 emergency meal programs and 5 supplemental programs. Currently, Marion Polk Food Share is working on additional programs, including community gardens and *Grow A Row*. The agency is also exploring the possibility of locating a food pantry in Woodburn.
- Mid Willamette Valley Community Action Agency provides 10 core services focusing on information and referral and housing assistance, serving over 15,000 clients annually.
- The Oregon Employment Department provides information and referral services, as well as job placement and training in collaboration with other service agencies.
- Northwest Human Services operates the Homeless Outreach and Advocacy Project (HOAP) and the HOST Youth Family Program

⁹ Program Information Report, OCDC, 2008.



- Representatives from the Oregon Employment Department and Pineros y Campesinos Unidos del Noroeste (PCUN) provide assistance with referrals and recruitment.
- La Pantera Radio Station assists in developing and airing public service announcements for recruiting purposes.
- Madera County Community Action Agency and Community Action Partnership of Kern County, California, provide assistance by helping with recruitment and transitions for families from California.
- The Oregon Child Development Coalition in Marion County and the Farmworker Housing Development Corporation have an interagency agreement for use of facilities, assistance with parent trainings, and providing meeting areas, as well as assisting with the recruitment process.
- Silverton Area Community Aid provides emergency energy and food assistance and also assists with recruitment.
- The Salvation Army, Woodburn's Children's Center, St. Luke's and AWARE Food Bank provide emergency food boxes.
- The Oregon Department of Human Services provides assistance in recruitment and parent trainings.
- St. Joseph's Shelter provides services to homeless families and assists with recruitment.

Representatives from the above agencies were surveyed to determine the greatest family services needs of children and families in the Marion County area. Providers were in agreement that the three most important needs facing low-income and farmworking families are affordable housing, transportation and a lack of programs for children and families. Specifically, it was noted that high gas prices have contributed to families falling further behind, as they have to spend more of their household budget getting to work and appointments. Thus, at the end of the month, they are left with less and have to rely on emergency food programs and shelters.

The above considerations also point to the fact that wages are not adequate to keep up with even basic expenses. Thus, as discussed earlier, statistics show more children on free and reduced lunch. One provider pointed out that language barriers often inhibit qualified employees from moving up in their jobs and earning higher wages. Other providers cited the seasonality of agricultural work and the fact that many service providers are simply not open during the summer months; hence, families fall further behind during the summer months.

Several community partners noted a lack of safe programs and places for children and families for recreation. While the local libraries have strong community involvement programs, few youth centers (none in Silverton or Woodburn) exist, area pools are rapidly closing, and funding for day camps and after school programs is dwindling. Interviews with the Family and Health Services Supervisor and ERSEA Family and Community Partnership Supervisor for the Oregon Child Development Coalition in Marion County revealed that staff members are working to increase services to families,



specifically in the area of parenting, ESL and GED courses. To facilitate this, interagency agreements are being created with local agencies to provide classes to parents at night and on weekends. Within the community, it was noted that staff are looking to identify and participate in more events so as to build name recognition and new partners.

► **CHILDCARE**

Oregon Child Care Research Partnership reports the following information on child care in Marion County in 2008. There were 5,538 slots in child care and education centers and 3,682 slots in family child care. Oregon's goal is to have 25 visible slots for every 100 children and Marion had 15 per 100 children. It was also reported that 2,541 children age 0-12 received state assistance, through DHS, with part of all of their child care costs.¹⁰

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

- Child Care Information Services in Marion County makes approximately 2,000 referrals annually. They also provide trainings to local childcare providers.
- There are 91 certified childcare centers and 463 family childcare homes operating throughout Marion County. In addition, there are an unspecified number of exempt childcare providers.
- The Oregon Child Development Coalition in Marion County works closely with the Woodburn Children's Center in the referral of children for care.

The Child Care Information Services is continuing to explore ways to recruit qualified providers. The declining center-based child care supply has moved this service to develop better materials to recruit home-based providers, including better quality trainings and other educational opportunities such as helping providers work towards their Child Development Associates (CDA) certificate.

► **TRANSPORTATION & HOUSING**

Marion County's size east to west is, in itself, an impediment to families. Those living outside of Woodburn and Salem often must transport themselves to work and appointments in town, assuming they have a car. Recent funding cuts have had the effect of reducing public transportation route coverage in the rural areas surrounding Woodburn and Salem, with one transportation provider acknowledging that their focus is not on serving low-income areas, but rather on serving commuters and retail routes.

In the Salem area, Cherriots, the local transportation provider, is currently hosting a series of focus groups aimed at understanding the need for more routes in the city limits. During an interview with the director, it was noted that they are interested in exploring strategies for increasing routes in northeast and southeast Salem given the number of "standees"

¹⁰ Child Care and Education in Oregon and its Counties: 2008, prepared by the Oregon Child Care Research Partnership OSU.



during peak route times. Cherriots is also working to increase routes during non-peak times given that many riders often work second and third shifts.

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

- Cherriots provides transportation services in the Salem metro area. They are currently working to boost ridership on poorly performing routes, as well as increase services in targeted areas.
- Woodburn Public Transit provides 30,000 rides per year, with Dial-a-Ride services for the elderly and disabled, as well as volunteer Dial-a-Ride services for medical appointments.
- Chemeketa Area Regional Transportation (CARTS) is operated by Wheels Community Transportation, offering fixed route and Dial-a-Ride services in Marion County. The Oregon Child Development Coalition in Marion County shares an informal agreement with CARTS, providing parking space at the Oregon Child Development Coalition's Silverton location for busses.
- Salud Medical Center provides car seat training and installation to parents.
- First Student provides maintenance on vehicles.

Representatives from the above agencies were surveyed to determine the greatest transportation needs in Marion County. Of interest is that transportation providers expressed that they have experienced difficulties communicating with their riders. Aside from developing materials in Spanish, they have struggled to return to the level of outreach and education that they once were able to provide prior to the funding cuts. Come next fall, Cherriots is looking for additional support from a ballot measure which would provide more outreach and customer service staff. The measure had failed the year prior due to less than 50 percent voter turn out.

There were 36 labor camps in Marion County for 2006 and 31 in 2008. The total labor camp occupancy was 1,152 in 2006 and 960 in 2008.¹¹ At least 15 apartment complexes in Marion County cater to low-income and farmworker families, including Nuevo Amanecer, Colonia Libertad and Villa Verdante. Overall, there are over 859 units.

- There are 79 manufactured home parks in Marion County, 9 of which are located in the Woodburn area.
- There are 29 farm labor camps in Marion County operated by multiple growers. Together, these camps are able to accommodate 1,073 individuals.
- The Farmworker Housing Development Corporation works to develop farmworker leadership for stronger and more secure families and communities through affordable housing, social services, education and economic development.

¹¹ Agriculture Labor Housing Registry, Oregon Department of Consumer and Business Services, 2008.



- The Marion County Housing Authority is in the middle of a 5-year plan designed to ensure the supply of affordable housing stock is available for low-income individuals and families whose housing needs are not being met.
- The Salem Housing Authority also works to provide housing and housing assistance to those in need.
- Habitat for Humanity of the Mid-Willamette Valley also works to provide affordable housing.

In general, affordable housing is scarce for low-income and farmworking families in Marion County. A recent market study found that the need for farmworker housing in and around the Salem area is “profound and presently unmet.” This assessment also noted that farmworking families prefer housing that is in proximity to shops and services on Salem’s Lancaster Drive.

As a percent of household income, depending on whether work was available full-time, parents estimated that rent accounted for upwards of 50 percent of their household income, not including utilities. Also of interest is that while several families indicated that they would be migrating to areas such as Tacoma, Washington, Redding, California and Madera, California, several parents expressed an interest to stay in Woodburn for the year, highlighting the fact that more families are choosing to put roots down rather than migrate given a poor crop year in California and concerns over immigration.



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.

