

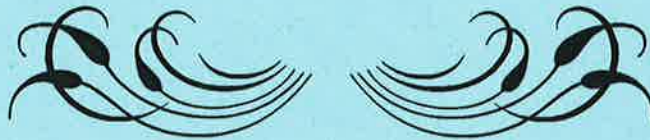


## TEACHERS

Meet with Jerralynn Ness, CAO executive director

MONDAY, MAY 20TH, 2:30 PM

For a dialogue about the new  
Head Start director position



Meet with Leon Laptook and Connie Sherrard,  
CAO strategic planning leaders

3:00 - 4:00 PM THE SAME DAY

To give your input to the  
CAO strategic planning process

Community Action Conference Room  
2:30 to 4:00

Coffee and Tea will be served



**June 17, 1996**

**MEMO**

**To:** Carla, Cheryl, Diane, Joan, Marilyn, Renee & Sharon

**From:** Jerralynn 

I am pleased to announce that the Deputy Director position has been filled. Leon Laptook has been offered the position and will begin officially on July 1, 1996. He will, however, begin to transition to the duties of the position as of Monday, June 17th. All current program director, co-director and manager positions will report directly to the Deputy Director. During this transition period, Leon will meet with each of you to discuss your program areas and to implement any program or staffing changes that need to be in place within the first month of the new fiscal year.

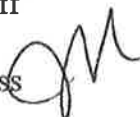
Our next MAT meeting, scheduled for Wednesday, June 26th from 1:30 to 3:00, will include the deputy director and directors of finance and development. That same day, starting at 3:00, Leon and I would like to meet with all of you to discuss where we are, where we are going and answer any questions you might have.

As we move to implement additional changes resulting from the strategic plan, there will be many opportunities that open up to all of you and your staff. Each of you brings unique strengths and perspectives to the organization and your ideas are critical to our planning efforts. I encourage you to be full participants in our efforts to create a stronger organization, one that is positioned to have a greater impact on poverty and the lives of those who are living in it. And that, ultimately, is what all of this change is about.

cc Nick  
Carmen

May 17, 1996

MEMO

To: All CAO Staff  
From: Jerralynn Ness   
Subject: Organizational Changes

While we will be making changes over the next six to twelve months as a result of strategic planning, I wanted to inform you of some changes that will be going into effect as of July 1, 1996. These are changes to our organizational structure that will improve overall support to our work and will position us for future change. In place of the current five department structure, I have established three positions which report directly to me. These positions will be opened up internally and I encourage all interested staff to apply.

One position will be Director of Programs (like a Deputy Director position) to oversee all program operations, including responsibility for program planning, budgeting and implementing. This will eliminate program departments as we now know them and allow for a more holistic approach in our endeavors by providing an "integrator" of program activities and functions. This person will serve as our Head Start Director and will be in charge in my absence. Existing department director and manager positions over programs will be organized under this position and restructured, as needed, to implement our strategic plan.

The current Development and Administrative Director positions will be restructured by a reassignment of duties. One position will be Director of Business & Finance and will be responsible for fiscal, personnel, facilities, equipment and general business dealings. The other position will be Director of Development and Support Services and will be responsible for fundraising, communications, public relations, office and computer support. In addition, all data management will be centralized under this department.

The reason these positions will be opened up, rather than offering them to incumbents or persons with seniority, is due to a change in our administrative policy which went into effect on May 25, 1995. This policy states: "Any new or existing vacant positions that need to be filled will require a competitive recruitment process according to CAO personnel policies. Internal applicants will continue to be given preference by conducting an internal search prior to opening positions externally. This will apply to transfers, promotions and any job description that has been significantly revised."

These positions will be opened up internally around the first week of June. Once the Director of Programs position is filled, a planning process involving current directors and managers will begin. This process will eventually involve others (staff, policy council) and will address implementation of the strategic plan, including construction of the positions needed.

I realize that we will all be impacted by these changes and will keep you informed and involved! While the uncertainty of change is unsettling, our willingness to change and to continue to improve upon what we do will assure a successful future for all that we care about. Thanks for all that you do to help make CAO the organization it is and to make such a difference in the lives of low income people and the entire community !

May 7, 1996

MEMO

To: MAT & Sharon  
From: Jerralynn  
Subject: 1996-97 Budget & Annual Planning

We haven't all been together as a full group and I've lost track of who has been involved in which planning discussions. To assure that we all have the same information, I decided to put it in memo form. We will discuss these items at our May 14th MAT meeting.

### **96-97 Work Plan**

In order to keep the trains moving, we will develop an "interim budget & plan" for 1996-97 to take us through the first half of the fiscal year while we complete our strategic plan. This will allow us to complete our grant and contract obligations and obtain Board approval for our budget and activities. As we discussed at MAT, I would like for each of you to mark up your section of the 1995-96 work plan and budget with all known changes and submit it to Nick by Friday, May 10th. Use the following guidance:

1. Budget 91/2% of your revenue for admin (reception will be budgeted here)
2. Increase salaries for existing positions by 3%
3. Budget secretarial support at same level as 95-96
4. Budget only known or fairly certain revenue, and balance budget as best you can
5. If you need info on taxes, benefits, facility repair and replacement and occupancy charges, please check with Nick (Nick if you can circulate this info that would be even better)

### **Organizational Changes**

Regardless of the outcome of the strategic plan, I will be making some organizational changes to provide greater support to both my position and the organization. These changes will go into effect by July 1st and include:

Deputy Director - I will be establishing this position to oversee all program operations, including responsibility for program planning, budgeting and implementing. This will allow for a more holistic approach by eliminating department lines and providing for an "integrator" of program activities and functions. This position will serve, at least initially, as our Head Start Director. In addition, this position will allow me to focus on the Board and its development, community and public relations, fundraising, strengthening city, county and legislative relationships and serving as a liaison to state, regional and national activities. I will be opening up this position internally and sincerely hope that there will be interested applicants. Existing program director and manager positions will be organized under this position and restructured, as needed, to implement our strategic plan.

Administration - I will be restructuring the current Development and Administrative Services Directors positions by dividing up the duties differently. I will be establishing a position of Chief Financial Officer who will be responsible for Finance, Business, Personnel and Facilities and an Assistant Director who will be responsible for Development, Communications, Public Relations and Support Services (office and computer systems). These positions will be opened up internally as per our new policy.

Data Management - All data management will be centralized into support services. The process for transferring these duties should begin this month and be completed by July 1st.

Computer Support - This position will replace Patty and needs to be better defined, both in terms of duties, FTE and employee status.

I will be attending a fundraising conference with Carren on Thursday and Friday. If you have any questions or would like to discuss these changes before we meet as a full group on Tuesday, I will be around on Wednesday and Monday, in and out of meetings. I realize that what I'm proposing impacts all of you and will create change for all of us-----which , as we know, can be unsettling. So hang in there and we will take it one step at a time. Thanks!!

# Hiring Process for CAO Head Start Director

## Establishing the Deputy Director Model

Held separate meetings with the Personnel Committee Chair of the Community Action Board, who is the Human Resource Director for the City of Beaverton, CAO Department Directors, and our reps from ODE and Head Start Region X to discuss the establishment of a Deputy Director /Head Start Director model. Received input and support for this model.

The Deputy Director will oversee all CAO program operations, including responsibility for program planning, budgeting and implementing. This will eliminate program departments and allow for a more holistic approach to serving families by providing an integrator of program services. This person will be second in command and serve as our Head Start Director. All program management positions will be organized under this position and restructured, as needed, to carry our program goals. Attached is a copy of the job description.

Held meetings with various stakeholder groups to discuss the model, answer questions and address concerns. These meetings included:

1. Board Planning Committee
2. CAO Directors and Managers
3. Head Start Policy Council and PC Personnel Committee
4. CAO Board Chair and CAO Board
5. Head Start Lead Teachers and Family Service Workers
6. Head Center and Component coordinators
7. Head Start Parents (Spanish speaking group)

CAO Executive Director met with the Head Start Policy Council on four occasions to discuss the process, their involvement and to develop questions they would like have asked. They endorsed the Deputy Director model with a unanimous vote. Surveys were sent out to all staff and parents seeking input on what they would like to see in a Head Start Director. The job description was approved by both Donna Kahle and the Head Start Policy Council.

## Recruitment and Hiring

The position was opened internally for five days. Applicants were asked to submit a cover letter that addressed 1) why you are interested in this position, 2 )why you are qualified and 3) what approach you would use to create an integrated system of program activities and an effective staff team. Two qualified staff submitted their applications. The hiring committee consisted of the CAO Executive Director, the CAO Board Personnel Committee Chair and the Head Start Policy Council Personnel Committee Chair. They met with each of the candidates and asked the following questions:

1. How does your experience qualify you for this position?

2. What will be new for you in this position and how will you approach management of these areas?
3. What are your 2-3 greatest strengths for this position?
4. Describe your leadership style and how you will approach managing the department.
5. What is your vision for the department?
6. What do you see as the priorities of this position and what kinds of things would you expect to delegate?
7. What is important to you in establishing working relations with others and how would you do this?
8. Describe your budgeting experience and how you would approach development and management of a large, complex budget with multiple funding sources.
9. Is there anything else you would like to add that we haven't asked you?

Following the interview, each candidate was presented to the Executive Committee of the Head Start Policy Council. Questions, prepared in advance, were asked by each committee member, with the Hiring Committee observing. The following is the list of questions developed by Head Start Policy Council:

1. Why do you want this job?
2. How would you advocate for Head Start to the public and involve yourself in Head Start Associations?
3. What do you feel you will get out of being Deputy Director?
4. What kind of commitment do you feel you can make towards program improvements?
5. What is your vision for the future of the program?
6. What is the most important quality you feel you will bring to the position and program?
7. In your current job, what skills do you use that will help you be an effective Head Start/Deputy Director?
8. What do you feel is the most important part of the Head Start program?

Following the interviews the two groups had lunch together. The Executive Director asked the Policy Council to select their first choice and to decide if there was a candidate they could not approve. Each member described her impression of the candidates qualifications and strengths. They were unanimous in their impressions and in their first choice. The hiring committee concurred and the decision was made by the Executive Director and communicated to both candidates.

## Head Start Parent Survey, May 1996

Dear Head Start parents,

Your Head Start staff hope that your child and family had a good experience this year in the program. Looking ahead, we expect to see changes that may affect you and your children. Please give us your input to help us plan these changes. Return to the center or main office.

What are the two or three most important improvements we could make in <sup>the</sup> our children's program?

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We are committed to strengthening social services to families. What are the two or three most important changes we could make to improve services to families?

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As we look forward to hiring a new Head Start director, we would like your input. What are the two or three most important things a Director can do to strengthen our Head Start program?

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*please turn over*



<b>How satisfied were you with:</b>	<b>Excellent</b>	<b>OK</b>	<b>Needs Improvement</b>
The teaching			
Field trips			
Preparation for kindergarten			
How you were treated when you came to the center			
Family events			
Meals served in the classroom			
Health services			
Transportation			
Home Visits			
Family Services (helping your family develop)			
Information and Referral (helping you find services you need)			
Personal support for parents			
Parenting help (how you can guide and teach your child)			
Newsletters			
Parent Involvement in making decisions about the center or program.			

Other comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Thank you for being with us this year, and we hope to see you again!*

## 1996 Head Start Staff Survey

Please help us plan the best possible program for next year! Give us your opinions on placement, training, administration, and program design. Turn in to Susan on or before May 20th. Your responses are not confidential.

Your name: \_\_\_\_\_

Your position: \_\_\_\_\_

Are you planning to return to your same position and placement next year? \_\_\_\_\_

If you could change locations, where would you like to work next year?

\_\_\_\_\_

If you could change positions, what job would you like next year? (Note: it can't happen unless you meet the qualifications for the position...)

\_\_\_\_\_

How many inservice training meetings do you think people in your position should attend each month? \_\_\_\_\_

How many hours of paid time do you think people in your position should spend in training? \_\_\_\_\_

What training topics would most help you do your job?

\_\_\_\_\_

\_\_\_\_\_

What training topics do you wish everyone on staff would have?

\_\_\_\_\_

\_\_\_\_\_

It looks as if there will be no additional funding for next year, but no cut. In order to pay for the planned 3% salary increase, we must be even more conservative in other areas of the budget.

What suggestions do you have for ways to save money while maintaining appropriate salaries and needed services?

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If you were the new director, what is the first thing you would do?

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If you were the new director, what would your goal be for the coming year?

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In your opinion, what is the most important improvement or change we need to make in our children's program?

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What do you think is the most important improvement or change we need to make in our services to parents/families?

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Thank You !!

**WASHINGTON COUNTY HEAD START  
POLICY COUNCIL MEETING MINUTES OF MAY 14, 1996**

**Attendance:**

Cedar Mill	Tamara Barreto
Cornelius	Erendira Garcia and Tyffanie Tate
Hillsboro	Mary Gutierrez, Sheila Cabrera, Portia Grier, and Debbie Wetzler
Sherwood	Holly Grant
Westview	Tracy Childress
Community Reps	Katrina Pirkle and Charlotte Karvia
Staff	Marilyn Harrison and Olga Lopez
Guests	Jerralynn Ness, Executive Director of CAO Leon Laptook and Connie Sherrard, CAO Strategic Planning Leaders Clinton Nelson, Albina Head Start Brigid Baumann, Event Start Coordinator

Strategic Planning--5:30-6:00 (Leon and Connie)

Policy Council members brainstormed ideas of what we want in the future for the organization; partners, how would they feel, how would they run, and what opportunities would they offer. If you have further input, please call Leon or Connie.

Committee Meetings--6:00-7:00

Meeting called to order at 7:00 by Mary.

Changes to the April Minutes

Attendance: Tamara Barreto was note taker and represented Cedar Mill Center. Also, Olga Lopez was present as staff member. Lots of information was left out. Motion was made by Serena Hooper and seconded by Charlotte to accept the minutes as amended. Motion passed.

Even Start

Sister Brigid Baumann was introduced. She explained about the Even Start program. Also, a new program for help with getting a GED or learning English is set up on Tuesday and Thursday from 1:00-3:00 p.m. Marilyn explained why Sister Brigid was invited to speak with to the Policy Council. There was discussion about enrollment criteria/families with Even Start given priority over low-income children without reviewing Even Start income again. An Even Start child would be receiving up to five years of service. Sister Brigid was asked to clear up thoughts before we approve the enrollment criteria. Debbie read the proposed change to enrollment criteria from Lead Teachers, which recommends we accept only qualified four year olds for June 1 enrollment and then look at three and four year olds for August 1 enrollment.

Holly made a motion to make changes by accepting the enrollment criteria as they are and adding the proposed change by T.A.S.K., except including Early Intervention three year olds as first wavers. Charlotte seconded. The motion passed with 7 in favor, 1 opposed.

Tamara moved to accept criteria as described in Holly's motion, but deleting item 5 (preference for Even Start families)--2 in favor of this motion, 8 opposed. Motion failed.

#### Voting for Chairperson

Katrina explained the election and duties of chairperson and opened the floor for nominations. Jutta, Mary and Tamara were nominated. Nominations closed. Katrina called Jutta and she gave a speech via the telephone on why she would like to be chairperson. Mary and Tamara spoke. Votes were cast secretly. There was a tie between Mary and Jutta; votes were recast. Mary was voted in as the Policy Council chairperson for 1996-97.

#### Head Start's Relationship with Community Action

Jerralynn explained that Head Start is the heart of Community Action and that Community Action is an anti-poverty program. The review showed that social services is weak; Jerralynn wants parents' input on how to improve social services. The main focus will be how to strengthen parent involvement. Hiring of Deputy Director--will need to look at Policy Council and what they need to have more parent involvement. Looking at our approach to blending family services and social services needs someone to bring together the social services and low-income families. The Deputy Director will be second in command. The Executive Director, Jerralynn, will be over directors of business and finance, development and administration and the Deputy Director. Once the Deputy Director is in place we will work to do the blending of Head Start and social services. The position will be open internally at first and anyone interested will have a chance.

Holly made a motion to support Jerralynn in her plans for Deputy Director and hiring one. Tyffanie seconded. Motion passed.

The meeting on May 21, 1996 will be from 5:30 to 8:30 p.m.

Motion was made by Tyffanie and seconded by Holly to end the meeting. Motion passed.