

March 21, 1995

MEMO

To: MAT

From: Jerralynn

A handwritten signature in black ink, appearing to be 'Jerralynn', written over the printed name.

I pulled out a few documents related to last year's planning process and the sessions facilitated by Kay Sohl. If you have a chance, please review them before we meet on the 28th as background and a reminder of what we covered last year. I think you will see that we made some progress in some areas but some of the same issues remain.

1994-95 WCCAO PLANNING PROCESS

Feb. 28 Budget instructions distributed

April 15 Budgets and work plans due

April 19 Preliminary review with MAT and identification of issues:

1. Lack of planning & development capacity in Client Services
2. \$52,000 deficit in Client Services
3. How to fund client data base
4. New positions proposed
5. Provision of services to farmworkers
6. Administrative support needs
7. Distribution of CSBG
8. Impact of new building's debt service
9. Charges to building budget
10. Family services to Head Start
11. Original question: Client Services workload & placement of homeless program
12. Facilities/vehicles/equipment management
13. Child care advocacy
14. Affordable housing advocacy
15. Administrative cost allocation
16. Program impact of increase in compensation and benefits

April 29 Perform analysis of budget to determine if:

1. all costs are adequately accounted for.
2. administrative functions are adequate, reasonable and appropriately funded.
3. Revenue projections are reasonable and are supporting allowable activities.
4. any cost saving recommendations can be identified.

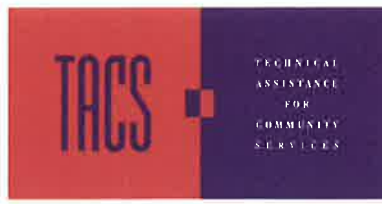
May 3, 9:30-12:30 & May 13, 1:00-4:30 - Planning meetings facilitated by Kay Sohl. The overall goal of these sessions is to figure out how to successfully achieve our work plan strategies within the limitations of available resources, funder requirements and WCCAO strategic priorities. The overall objectives include:

1. Identify low priority activities that can be eliminated to reduce work loads and/or create cost savings.

2. Achieve consensus on Directors' primary responsibilities and priority functions.
3. Identify work functions performed by Directors that seems inappropriate and in the way of getting priority work done and determine where it can be reassigned.
4. Identify administrative work in program areas that could and should be performed centrally.
5. Determine impact of adding on strategic planning, construction of and move into a new building and how we will deal with it.
6. Identify organizational structure issues that seem to be barriers to getting work done.

The outcomes we hope to achieve are: development of the information needed to produce a balanced budget that adequately supports priority activities; an organizational structure that facilitates effective program operations and efficient administrative support; and increased program productivity. These outcomes should be achieved by:

1. Elimination of optional, low priority work activities wherever there is a reasonable savings of time or resources.
2. Clarify Directors' primary responsibilities and priority functions, where reassignments should and can occur.
3. Establishment of a plan for providing improved administrative support services centrally while not increasing admin costs above ___%.
4. Identify organizational structure changes that would better integrate functions, improve support and communication, remove obstacles, reduce costs, streamline systems and operations, and create capacity for change.
5. Understand how we will be impacted by the new building and our strategic planning process and establish a plan to deal with it.



*A training and consulting resource
for nonprofit organizations*

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May 4, 1994

To: WCCAO MAT
From: Kay Sohl
Subject: **Planning Discussion Notes and Options**

Our discussion on May 3rd looked at the Client Services management issues from two distinct perspectives: (1) the "must" and "desired" deliverables/services required of the department; and (2) the management functions performed by the department director. I think it may be helpful to review each perspective and group the options for change in parallel groupings.

I. DELIVERABLES/SERVICES

A. "Must" Services/Deliverables

- I & R
- Applications/eligibility determination: Headstart, LEAP, GAP, FEMA, Emerg. Services
- Service Delivery including client ed and housing locator for LEAP, GAP, FEMA, Emerg. Services
- Case Management: SAFAA, shelter, transitional housing
- Shelter and transitional housing
- Headstart- slot filling, family needs assess and follow-up (350), crisis response and tracking
- Document level of farm worker participation and plan to achieve minimum requirements

B. "Desired"

- Tigard location
- Homeless children program
- Special farm worker services
- Advocacy with other agencies -- brokering services
- Family assessment and follow-up for 150 unsuccessful Headstart applicants

II. DEPARTMENT DIRECTOR FUNCTIONS

Supervision

Planning and development (includes community coordination/collaboration)

Facilities oversight

Budget preparation and monitoring

Fundraising activities with community groups and some individuals

III. OPTIONS FOR CHANGE

While we have identified a number of areas in which change is desired, I want to focus first on the issues raised by Cheryl in her desire to free her time to provide stronger programmatic direction for her department, and also result in more substantial energy being devoted to planning and development for homeless and transition services and the other client services.

We have identified two alternate types of strategies to address this desire:

- A. Reduce the department's responsibilities for deliverables/services
- B. Reduce the number of functions the director must perform directly, either by providing additional central services or by adding or redirecting department staff to take on functions currently performed by the director.

I've grouped the options we discussed under these two headings:

A. Reduce Service demands

- 1) Move the homeless/transition services out of the department:
 - to it's own department
 - to Housing and Energy
- 2) Move some Headstart related services back into Child Development:
 - Family assessment, follow-up, crisis services
 - Intake/eligibility determination and slot filling

B. Provide additional support to perform some current director functions

- 1) Information systems development and management support
- 2) Facilities management
- 3) Budget development and monitoring
- 4) Fundraising and grant writing

We discussed alternative approaches to information systems, budget issues, and fundraising/grant writing: providing additional support through central administration staff or providing additional support through staff assigned to the Client Services department.

I think it will be helpful to **think first about which general approach (reducing deliverables or providing additional support for director functions) will be most effective.** If we can agree upon the general approach, we can focus our attention on evaluation of the alternatives within that approach.

IV. OTHER ISSUES

In thinking about this first choice, it may be helpful to review the list of issues you identified at the beginning of the May 3rd meeting:

- Does funding dictate structure?
- What will we do if our expectations are not met?
- Does our commitment to promoting from within prevent us from hiring people with the skills needed to do the job well?
- Fundraising? Should it be done centrally or through programs?
- Centralized clerical - what works, what doesn't?
- Benefits administration
- Fundraising for administration
- Can we afford the expertise to do MIS and other functions well?
- Use of Executive Director time - role of external commitments
- Evaluations - how to get a structure which will actually get them done
- What is the cost in time of our efforts at interdepartmental cooperation ?



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April 29, 1994

To: Jerralyn and MAT
From: Kay Sohl
Subject: **MAT Planning Discussion 5/3/94**

I. BACKGROUND

First, I want to thank all of you for the information and insights you shared with me in our interviews last month. I respect and value both the depth of your commitment to WCCAO and your openness in sharing your perceptions with me.

I believe the issues you have raised, both with me and in your more recent discussions about planning issues, can be usefully separated into shorter and longer range categories. Resolution of the longer range issues which surfaced in our conversations will, in time, provide the most effective resolution to the difficulties you described. However, there is also a clear need for some shorter term strategies to address pressing issues in FY 94/95. We will want to look at options for these shorter term strategies with an understanding of the degree to which they may move WCCAO closer to or further from resolution of the longer term issues.

My understanding of the immediate concern which prompted the interviews was a desire to enhance the planning and development components of the activities currently under Cheryl's direction. Starting from Cheryl's recognition that within the current structure she is not able to achieve the level of planning and development she perceives as appropriate, several alternate structures had been discussed, most notably (1) creating a fourth program department for homeless and transition services; and (2) moving responsibility for management of homeless and transition services to the Housing and Energy Director.

I want to share my observations on the longer term issues which I believe are deeply connected to the current dilemma about homeless and transition services, and perhaps more significantly, to the responses to the dilemma expressed by the four individuals I interviewed.

These are my perceptions. They are undoubtedly based on incomplete information, may be less than perfectly balanced, or possibly just plain wrong. I am sharing them with you in an attempt to bring perspective to the immediate choices and to initiate a discussion of the key longer range planning issues.

So here they are:

- A. WCCAO appears to provide fewer "central administrative services" than other nonprofits of similar operating budget size. In some areas, transitions are already underway. For example, the need for central personnel management and record keeping functions has been recognized and staffing increased for this function. Similarly, the 94/95 Administration Goals and Objectives include "complete the automation of WCCAO's budgeting process."

In the absence of strong central personnel management and budget support, Program Directors have been required to design and implement personnel and budget functions for their own departments.

- B. WCCAO's impending construction of its new facility will result in significant changes in the demand for facilities management. First, during construction, it seems likely that both Leon and Jerralyn will confront demands for immediate attention and action which will disrupt "normal" management functions. Once the building is complete, all managers will confront significant staff morale challenges as staff adjust to relocating. My experience with other nonprofit construction and relocation projects suggests strongly that the move to the new facility will place very heavy demands on management.

Responsibilities for facilities management are currently spread throughout the programs of WCCAO, in Child Development (multiple leased center sites and vehicles), Client Services (the shelter and transitional housing sites), and in Housing and Energy. WCCAO's own facility and equipment management needs are augmented by your role in providing services to the Housing Development Corporation, which will be expanding its activities significantly in the next few years. I suspect you will soon reach the level of facilities and equipment management responsibility at which specific planning and oversight skills are both needed and cost effective.

- C. I believe you have just scratched the surface in identifying both needs and opportunities for computerized information collection, analysis, and management. The scope of both internal and external data management needs is such that I believe it will be extremely inefficient to place responsibility for development of information systems functions with managers without specific information management expertise. While all the managers will continue to need to have active participation in identification of data collection and reporting needs, management of the actual development of systems and the related purchasing decisions can probably be handled much more efficiently by staff or consultants with specific experience and expertise.

- D. WCCAO's current structure has limited the time available to the Executive Director to provide individual support to the key managers she supervises. In the longer term, WCCAO will need to find a structure which provides its top managers with additional support for their personal and professional development, clears away barriers and organizational log jams which thwart their efforts, and provides the sounding board for new ideas which ensure that each part is well integrated into the agency as a whole.

II. SUGGESTIONS FOR THE MAY 3RD SESSION

I suggest that we do preliminary scan of your perceptions of the longer term management needs and directions for WCCAO to build a base for our more focused discussions on the immediate issue of assigning responsibility for management oversight of the Homeless and Transition services. If we can establish some element of common vision for the future management of WCCAO, we can explore shorter term strategies in the context of those longer term directions.

I would also like to expand the array of choices discussed for the shorter term issue from the two initially identified to include several other possibilities. Specifically, I think we should explore the following approaches (the order here does not imply preference:

- A. Make no structural change at this time;
- B. Move responsibility for Homeless and Transition services to the Housing and Energy Department;
- C. Create a separate (fourth) program department for Homeless and Transition services;
- D. Add a temporary position for planning and development for Homeless and Transition services to the current Client Services department.

Option D occurs to me a transitional solution. I believe all department directors have had to spend significant amounts of time designing and implementing systems and functions which may in the future be substantially managed by central administrative personnel. Demands in the Client Services department currently include preparation of budget and reporting information for over 30 funding sources, as well as facilities management for both the shelter and scattered transitional units, and numerous routing personnel management functions. If we envision a future structure in which the administrative demands will be lessened, the Client Services director may well have sufficient time to manage the current scope of the department. However, that future isn't now, and Cheryl has clearly identified the need to do something now to enhance planning and development for all the services she supervises. Creation of a temporary planning and development position could both free Cheryl to further develop the other Client Services functions and accelerate the development of homeless and transition services.

This approach would permit re-examination of the issue of the number of program directors needed after the role of central administration is clarified and after the waters are more fully tested for potential expansion of client service, homeless, and transition activities. This short-term approach could be further augmented by transferring responsibility for facilities planning relating to homeless and transition services to Housing and Energy, while leaving supervision of operations of these services with Client Services.

We will have an opportunity to more fully explore this and the other options at our session on the 3rd. We will also want to remain open to discussion of additional options and creative adaptations of all of those shown above.

III. PROPOSED AGENDA

- Introductions and Expectations
- Visions for Longer Term Change for WCCAO Administration
- Options for Homeless and Transition Services
- Other Shorter Term Changes
- Next Steps in the Planning Process

My hope for the session on the 3rd is that we will have a thorough discussion of the options for the shorter term in the context of longer term directions. If we are able to reach agreement about a general strategy for the shorter term, we can do some fine tuning to a proposal before our second session. At that session, we can reach final agreement on the issues for next year and go deeper into identification of issues relating to longer term change.

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

451 S. First Ave., Suite 700, Hillsboro, OR 97123
Administration - 648-6646 FAX - 648-4175
Client Assistance - 648-0829

April 28, 1994

MEMO

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Cindy Hirst, Vice Chair
Maria Loreda, Secretary
Jose' Jaime, Treasurer


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County Commissioner
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Dick Stenson
Russell Wilkinson
Gregory Zuffrea

Jerralynn Ness,
Executive Director

TO: MAT
FROM: Jerralynn 
SUBJECT: 1994-95 Planning

Kay Sohl will be facilitating our planning discussion. Two sessions have been scheduled in our Hillsboro conference room for:

Tuesday, May 3rd
9:30 - 12:30
Lunch will be brought in

Friday, May 13th
1:00 - 4:30

Kay is developing the agenda from the input we have given to her. It will be circulated before Tuesday. The overall goal for these planning meetings is to figure out how to successfully achieve our work plan strategies within the limitations of available resources, funder requirements and WCCAO strategic priorities.

In addition, the following is a list of planning issues that MAT developed:

1. Lack of planning & development capacity in Client Services
2. \$52,000 deficit in Client Services
3. How to fund client data base
4. New positions proposed
5. Provision of services to farmworkers
6. Administrative support needs
7. Distribution of CSBG
8. Impact of new building's debt service
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16. Program impact of increase in compensation and benefits

Program Services

- Advocacy
- Emergency Assistance
- Emergency Shelter
- Energy Education
- Family Self-Reliance
- Head Start & Child Care
- Homeless Services
- Housing Development
- Housing Services
- Information & Referral
- Parenting Education
- Transitional Housing
- Weatherization



A United Way Agency

At our Tuesday meeting, we will determine how these planning issues will get addressed.

Nick is analyzing and consolidating department budgets and developing a spread sheet by the following components:

- Head Start
- Child Advocacy
- Client Services Hillsboro
- Client Services Neighborshare
- Shelter Home
- Transitional Housing
- Weatherization
- Housing Advocacy
- Capital Campaign
- Building
- Finance
- Personnel
- P.R./Communications
- Fund Development
- Executive

This budget document will be available for our Tuesday meeting. Attached are the work plans, strategic plan, mission and values statements and organizational chart.

I recognize that we have some difficult decisions to make in order to address funding short falls, work load issues and staffing plans. I encourage each of you to come to the table with an open mind, to bring your best thinking, to surface your issues and concerns and to commit to this as a shared problem solving process.

JN:ns
Attach.

cc Kay Sohl

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

245 SE Second Hillsboro, OR 97123

Hillsboro Office

245 S.E. 2nd
Hillsboro, OR 97123

648-6646 – Administration

- Executive Director
- Head Start
- Resource Development
- Retired Senior Volunteer Program

648-0829 – Client Services

- Information & Referral
- Intake & Assessment for all WCCAO Services
- 1-800-533-5941
Special Transportation
- 640-8951 (part year)
Heating Assistance

Emergency

Shelter Home

210 S.E. 12th
Hillsboro, OR 97123

648-0829

- Temporary Family Shelter

Aloha Center

20515 S.W. Blanton
Aloha, OR 97007

642-3236

- Fiscal Department
- Tualatin Valley Food Center
- Christmas Clearing Bureau
- Weatherization
- Fair Housing
- Housing Advocacy

Neighborshare

12230 S.W. Main St.
Tigard, OR 97223
639-0495

WCCAO Management Team's Code of Ethics

The MAT identified the following list of "shared values" upon which to base interactions and a decision-making process:

We value that all members of the Management Advisory Team are:

- prepared to begin and end on time
- prepared to discuss agenda topics
- concerned with adhering to the Agenda and aiding the Chairperson in facilitating the meeting
- given an equal status within the MAT
- encourage to participate fully in all discussions and activities of the MAT
- treated with respect and sensitivity, showing trust and confidence in one another's abilities
- encouraged to use proper process for dealing with issues and concerns
- supported when addressing sensitive issues
- oriented toward taking appropriate action
- responsible for a professional attitude that depersonalizes issues
- given adequate information upon which to make a decision
- agreed on the "ground rules" of the decision process
- accountable for the quality of the decisions made
- responsible for handling conflicts directly and professionally
- committed to giving and seeking information to bring to or from staff

Revised 8/31/89