

Goal	Strategies	Draft Progress Indicators
<p>#1</p> <p>Integrate service delivery, accountability, and reporting to reflect Columbia, Clatsop, and Tillamook County needs, services, and resources.</p>	<ul style="list-style-type: none"> i Develop an effective management structure to support CAT’s work in all three counties and provide effective support for CAT’s sub-recipient agencies. ii Enhance leadership capacity to participate in key community planning and development efforts in all three counties. iii Enhance reporting to the Board and the community to reflect accomplishments and challenges in all three counties. 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify support needs of CAT and sub-recipient managers in all three counties. <input type="checkbox"/> Develop and implement plan to enhance support provided to CAT and sub-recipient managers. <input type="checkbox"/> Establish clear metrics and benchmarks for measuring, need, access to services, and effectiveness and impact of CAT’s services in all three counties. <input type="checkbox"/> Regularly report on progress towards these benchmarks. <input type="checkbox"/> Track and report CAT’s participation in relevant planning and policy discussions and advocacy efforts in all three counties. <input type="checkbox"/> Redesign the annual report to reflect CAT’s accomplishments and challenges in all three counties.



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<p>#2</p> <p>Ensure that CAT has the skilled, motivated staff it needs to fulfill its mission, deliver needed services, manage effectively, remain financially healthy, and work collaboratively with its partner agencies to integrate and coordinate services throughout the 3-county region.</p>	<ul style="list-style-type: none"> i Develop a comprehensive compensation plan that supports the recruitment and retention of outstanding staff, addresses market conditions, and ensures equitable treatment of new and continuing staff. ii Identify barriers to hiring and retaining staff and develop strategies to regain and retain full staffing as quickly as possible. iii Implement strategies to build funder willingness to provide support for the compensation levels CAT needs to offer to ensure recruitment and retention of qualified staff iv Provide effective training and support to ensure that CAT staff reflect CAT values in all interactions. v Develop and maintain a positive work culture that is inclusive and reflects CAT’s core values and mission. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a compensation philosophy <input type="checkbox"/> Obtain consultation on opportunities to revise CAT’s compensation plan to enhance CAT’s ability to attract and retain great staff. <input type="checkbox"/> Identify other factors with major impact on staff recruitment and retention <input type="checkbox"/> Measure and report recruitment outcomes. <input type="checkbox"/> Track and report staff retention by level and program. <input type="checkbox"/> Negotiate with funding sources to support increased compensation. <input type="checkbox"/> Evaluate effectiveness of staff training on CAT values. Revise if necessary. <input type="checkbox"/> Conduct annual staff surveys on inclusivity, values, and workplace culture. <input type="checkbox"/> Review and improve staff leadership succession plan.



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<p style="text-align: center;">#3</p> <p style="text-align: center;">Strengthen the CAT Board of Directors</p>	<ul style="list-style-type: none"> i Add representatives from CARE and CCA to CAT Board to ensure that the needs and experiences of all three counties are fully reflected in Board discussions and decisions. ii Enhance retention of low-income and community representatives. iii Support board members to play activist roles including advocating for CAT throughout the three-county region. iv Enhance engagement of public sector representatives. v Increase Board understanding of the role of the board and expectations of board members. vi Increase Board understanding of finances and capacity to provide effective oversight and direction setting. vii Develop an effective succession plan for key staff and board leadership positions. 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an annual board work plan. <input type="checkbox"/> Increase the number of Board members representing Clatsop and Tillamook counties <input type="checkbox"/> Develop and implement a plan to recruit, retain, and engage low-income community representatives on the board. Track and evaluate tenure and participation levels. <input type="checkbox"/> Identify priority roles for public sector representations and develop plan to prepare and support public sector participation. <input type="checkbox"/> Develop and implement a plan to increase Board advocacy for CAT. Supply training and resource materials as needed. <input type="checkbox"/> Track and report the number of times CAT board members play active roles in advocating for CAT in the three counties. <input type="checkbox"/> Conduct annual Board self evaluation and discussion of Board roles and expectations of Board members. Develop annual Board workplan. <input type="checkbox"/> Conduct annual Board discussion of CAT financial health and Board roles in financial oversight and direction setting. <input type="checkbox"/> Develop a board leadership succession plan.



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<p>#4</p> <p>Seek and obtain resources needed to meet emerging needs in all three counties.</p>	<ul style="list-style-type: none"> i Identify and prioritize capacity building needs, including IT and data integration needs. ii Conduct a feasibility study of options for increasing private support and developing additional governmental income streams. iii Evaluate the potential costs and benefits of making additional investments in seeking additional governmental, foundation, business, and or individual donor support. iv Based on cost/benefit analysis, prioritize efforts to seek additional resources. v Make the additional investment in staff or consultants to expand CAT's funding base. vi Review progress and evaluate return on investment in fund development efforts and redirect resources as needed. 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify key capacity building needs and strategies. <input type="checkbox"/> Engage a qualified consultant to conduct a feasibility study of options for increasing private support and developing additional governmental income streams. <input type="checkbox"/> Conduct a board discussion of the findings and evaluate costs and benefits and decide whether to invest in seeking additional funding. <input type="checkbox"/> Develop a comprehensive business plan to guide additional investment in obtaining funding. <input type="checkbox"/> Measure progress toward increased funding goals. <input type="checkbox"/> Refocus business plan strategies as need to increase program toward goals.



Goal	Strategies	Draft Progress Indicators
<p>#5</p> <p>Seek out partnerships to develop additional affordable housing.</p>	<ul style="list-style-type: none"> i Evaluate current housing needs and affordable housing development resources available in all three counties. ii Identify the most productive roles for CAT to play in increasing the availability of affordable housing. iii Establish clear criteria for entering into partnerships for affordable housing development. iv Evaluate potential partnership opportunities. v Enter into housing development partnerships that meet the criteria. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete inventory of existing affordable housing development resources in the three counties. <input type="checkbox"/> Analyze potential roles for CAT to play in the development of affordable housing. <input type="checkbox"/> Develop and adopt criteria for selection of affordable housing development partners and for developing effective partnerships: <input type="checkbox"/> Track CAT’s progress identifying and evaluating partnership opportunities. <input type="checkbox"/> Develop comprehensive proposal for housing development partnership and obtain Board approval to proceed. <input type="checkbox"/> Track the number of units of housing development undertaken through partnerships.

