

INITIAL Quarterly Update Report
Citizens– Strategic Plan 2017-2020
Month: MARCH Year: 2017

Goal #2: To define our brand and inter-relationship with AHRC and its affiliates.					
Chair: Mary McNamara					
Committee: Roz Goldmacher, Carolyn Ciatto, Chris O’ Connor, Joe Golio, Zania Ledwidge, Maryann Dellova, George Bauer, Nicole Zerillo					
Tasks	Responsible	Start	Resources Required	Outcomes/Measures	Comments/Improvements
2.1 Develop a report, by end of September 2017, identifying existing brand opportunities and challenges	Mary McNamara; Full Committee, as assigned	4/17	Time of the Committee	<ul style="list-style-type: none"> • Committee kickoff meeting • Final committee assignments to complete initial assessment of growth areas • Changing demographics of individuals (e.g., age, POMs) and support needs • Statistics and data on customer acquisition, retention, attrition, engagement and service provision • Brand environmental scan, including comparative matrix of competitors • Audit of existing internal and external communications channels and collateral • Assessment of company communications as a member of the AHRC brand family • To inform communications efforts, creation of an auto-generated monthly MediSked list—also incorporated into Citizens Goal #5 task list 	
2.2 Develop a brand strategy, by end of April 2018, with recommendations for sustainable development of the brand	Mary McNamara; Full Committee as assigned	12/17	Time of the Committee	<ul style="list-style-type: none"> • Assessment of Citizens brand assets • Placement of Citizens brand assets within AHRC brand family • Evaluation of existing external and internal brand perception, value drivers, and satisfaction assessments (e.g., surveys, focus groups, etc.) • Analysis of opportunities to deepen relationships with existing vendors and organizations that volunteer, donate or express interest through our network 	

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				<ul style="list-style-type: none"> • Assessment of leadership and organizational linkages to strengthen current services and support future opportunities • Corporate agenda with governmental and policy issues impacting organizational stakeholders • Survey of community for content areas of interest (e.g., family education series) • Presentation of report of proposed brand plan and budget to Board and senior leadership for approval 	
<p>2.3 Implementation of plan, by end of August 2018, create and roll out updated brand utilizing storytelling components to resonate with stakeholders</p>	<p>Mary McNamara; Full Committee, as assigned</p>	<p>4/18</p>	<p>Time of the Committee</p>	<ul style="list-style-type: none"> • Definition of brand promise, attributes, and key messaging for Citizens, and how ladders up to AHRC brand family • Adjusted visual assets to match direction of brand, if needed • Test of proposed brand assets with key audiences and insights into assets • Roll-out of updated brand assets alongside integrated content marketing plan to build awareness among key audiences • Roll-out of brand ambassador program to respond to timely topics • Aggressive digital outreach ensuring that Citizens is at the top of search results • Presentation of recommendations to senior leadership and Board for approval, including tactical plan and budget 	
<p>2.4 On a quarterly basis, report data on progress of newly developed brand assets</p>	<p>Mary McNamara Full Committee, as assigned</p>	<p>4/18</p>	<p>Time of the Committee</p>	<ul style="list-style-type: none"> • Measurement report to inform, refine or expand existing recommendations 	