| **Strategic Plan Goal #1:** To connect with other organizations, affiliates, and government to assure that we are positioned for growth and can provide leadership to new initiatives |
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| **Chair**: Stanfort J. Perry**Committee Members:** Carolyn Ciatto,Barry Donowitz, Nicole Kern, Mary McNamara, Chris O’Connor |
| **Primary Accomplishments/Outcomes***Please briefly summarize significant overall progress made toward your goal, such as benchmarks/milestones achieved, outcomes delivered, and other major accomplishments.* *Please list as many as apply.*1. Staff members continue to participate on numerous OPWDD committees to strengthen the relationship *Citizens* has with this agency. In addition, greater support and understanding of *Citizens* initiatives continues to be fostered. Relationships continue to be developed with numerous Not-For-Profits, including the African American Chamber of Commerce, Glen Cove Mayor’s Office, NYSID, DD Family Groups, schools, colleges and Care Coordination entities, to name a few.
2. Efforts to continue our ongoing development of residential housing continues with Massapequa opening in June of 2018, Little Village is planned to transition in July of 2014. The transition home in Smithtown should receive approval shortly for renovation. Additional projects are in the planning stages for 2018 moving forward over the next four years.
3. Care Coordination is transitioning smoothly and Camp Loyaltown and Self Determination continue to expand and grow into more productive entities.
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| **Significant Obstacles Encountered***Please briefly summarize any significant obstacles encountered and steps taken to address them.**Please list as many as apply.*1. There have been no obstacles encountered in relation to this goal.
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| **Additional Comments or Suggestions***Please share any additional comments or suggestions that you have.*1. Since one year has passed, it is now time to reconvene the entire committee to discuss goal progress and direction, in light of recent and future changes within OPWDD and the Health Department.
2. Awareness and communication of our Mission shall continue and grow as this goal progresses.
3. We must examine other community connections, e.g., incorporated family groups, to determine if stronger linkages are necessary, given the primary population of people this program supports.
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| **Recommendation to Continue this Goal***All answers require an explanation.*1. **Yes**—This goal is progressing well and outcomes are being realized each quarter. The full committee should meet for a thorough discussion and review.2. No3. Yes, with modifications |

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| **Goal 2:** To define our brand and inter-relationship with AHRC and its affiliates. |
| **Chair:** Mary McNamara**Committee Members:** Roz Goldmacher, Carolyn Ciatto, Chris O’Connor, Zania Ledwidge, Maryann Dellova, George Bauer, Nicole Zerillo |
| **Primary Accomplishments/Outcomes***Please briefly summarize significant overall progress made toward your goal, such as benchmarks/milestones achieved, outcomes delivered, and other major accomplishments.* *Please list as many as apply.*1. *Completed Discovery Phase; Entering Strategy Phase*—Shared report with Steering Committee benchmarking brand, services, and online digital communications channels for agencies on Long Island, and identified opportunities for development and issues hindering growth.
2. *Updated Brand and Access to Marketing Materials*—Launched website and social media channels. Created logos for Camp Loyaltown and ComeUnity. Updated brand collateral. Created new video for Camp Loyaltown. Developed promotion and collateral for Glam Slam fundraiser and JP Morgan SplashBash. Updated ComeUnity Sports and Recreation brochures and application sheets.
3. *Increased Awareness of Programs, Professional Opportunities and Issues*—
	1. Met with leadership to discuss content, social media, and recruitment outreach.
	2. Staff ambassador, Carolyn Ciatto, spoke on agency issues.
	3. Partnered with Human Resources on digital recruitment campaigns.
	4. Monthly promotions on social media resulted in 53 engagements.
	5. Developed content for #DSPRocks.
	6. Grew Citizens website with 22,898 new users, an increase of 9,258 sessions, 142,405 page views and a 6.7% decrease in bounce rate or single-page views compared to prior year.
	7. Increased Camp Loyaltown’s traffic with 23,689 new users; an increase over the past year of 18,294 sessions, 101,260 page views, and a 10.66% decrease in bounce rate single-page views.
	8. Additional social media coordinator hired to continue to increase engagement during summer.
	9. Launched Citizens Facebook, Twitter, LinkedIn, and Instagram channels and gained 145 followers.
	10. Camp Loyaltown social media channels gained nearly 600 new followers.
	11. Developed CQL video featuring people in our programs achieving goals.
	12. Developed advertising opportunities with for Camp Loyaltown and ComeUnity volunteering.
	13. Updated volunteer portal and highlighted continued excellence through development of volunteer recognition dinner, ongoing media pitches, email promotions and social media shout outs.
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| **Significant Obstacles Encountered***Please briefly summarize any significant obstacles encountered and steps taken to address them. Please list as many as apply.*1. Many external publications produced with no coordination, creating brand inconsistencies, overlapping requests to leaders, and limited opportunities to use content for greater benefits. Increased collaboration across departments will be facilitated through: Policy and Procedure, Content Sharing Tool, Style Guide, Job Descriptions, Campaigns, and new Staff Welcome.
2. Lack of brand awareness in Suffolk County will be addressed by building relationships in local government, business, and community, clarifying advocacy issues, meeting with government officials and local chambers of commerce and business associations, attending networking events, and advertising/media promotion of services in local area.
 |
| **Additional Comments or Suggestions***Please share any additional comments or suggestions that you have.*1. Quarterly Citizens Strategic Planning Leadership meeting to provide updates and brainstorm.
 |
|  **Recommendation to Continue this Goal***All answers require an explanation.*1. **Yes.** We have completed Discovery Phase and are beginning to strategize next steps.
2. No
3. Yes, with modifications
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| **Strategic Plan Goal #3:** Improve recruitment, retention and other staffing strategies for DSP’s to ensure the continued delivery of high quality services to people with IDD and their families  |
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| **Chair:** Jim Stock**Committee Members:** Roberta Romano, Marta Garavito, Jim Stock, Ellen Moore, Joan Crane, Mary McNamara, Savita Sharma & Felicia Newton. |
| **Primary Accomplishments/Outcomes***Please briefly summarize significant overall progress made toward your goal, such as benchmarks/milestones achieved, outcomes delivered, and other major accomplishments.* *Please list as many as apply.*1. (3.1) Human Resources now publishes monthly report of DSP staffing levels.
2. (3.2) Human Resources establishes quarterly staffing budgets, including new programs. New staffing budgets are created as programs prepare to open.
3. (3.3) Completed list of recruitment, retention and staffing strategies and shared with committee.
4. (3.4) Several new strategies initiated, including advertising in new media outlets, leveraging social media, attending community events, and new recruitment flyers.
5. (3.5) Increased social media presence, community outreach (including High Schools, religious, Ecumenical, and political groups), and accessing staffing agencies to supplement Staffing.
 |
| **Significant Obstacles Encountered***Please briefly summarize any significant obstacles encountered and steps taken to address them.**Please list as many as apply.*1. Time/Resources and capacity of recruitment team designated for Citizens—Recently added HR Recruitment Assistant. Seeking an HR intern to assist with applicant screening and onboarding.
2. Attendance and participation of members—Will brainstorm with committee members.
3. Social media and name recognition is limited. Working with Community Resources and Goal #2 Committee to address this directly.
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| **Additional Comments or Suggestions***Please share any additional comments or suggestions that you have.*1. No additional comments or suggestions.
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| **Recommendation to Continue this Goal***All answers require an explanation.*1. **Yes**- with goals outlined in separate document2. No3. Yes, with modifications |

| **Strategic Plan Goal #4:** Diversify the Organization |
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| **Chair:** Carolyn Ciatto**Committee Members:** Michele LaSpina, Nicci Kern, Roberta Romano, Marta Garavito, Kevin Wilber, Kenny Jackson, Michelle Marino, Ellen Moore, George Bauer, Maryann Dellova, and Jen Goot |
| **Primary Accomplishments/Outcomes***Please briefly summarize significant overall progress made toward your goal, such as benchmarks/milestones achieved, outcomes delivered, and other major accomplishments.* *Please list as many as apply*.1. Citizens added diversity to the Board by adding a person we support to its membership.
2. Growth of non-traditional program options—30 people in self-direction and 25 with a housing subsidy.
3. Application for intensive respite rates increased funding for people with greater needs.
4. DSP training reinvented with input from DSP focus groups and includes getting to know the people we before learning their programmatic needs. Learning concepts and then practicing them during shifts.
5. Registered Behavioral Technician training launched in March 2018 to provide staff with a stronger behavioral foundation.
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| **Significant Obstacles Encountered***Please briefly summarize any significant obstacles encountered and steps taken to address them.**Please list as many as apply.*1. Time is the biggest obstacle as committee members take on tasks. The committee meets only quarterly to touch base and set smaller, obtainable goals for each diversity area to operate efficiently.
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| **Additional Comments or Suggestions***Please share any additional comments or suggestions that you have.*1. No additional comments or suggestions.
 |
| **Recommendation to Continue this Goal***All answers require an explanation.*1. **Yes.** Continue this goal to diversify the organization until all stated objectives have been accomplished.2. No3. Yes, with modifications |

| **Strategic Plan Goal #5:** To build the infrastructure needed to meet organizational goals, e.g. operations, technology, communications, quality assurance, marketing and alliances |
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| **Chairs:** Joe Milone, Nicole Zerillo**Committee Members:** Tony Daniels, Nicole Uterano, Ann Miller, Chris O’Connor, Jason Persan, Kim Shouler |
| **Primary Accomplishments/Outcomes***Please briefly summarize significant overall progress made toward your goal, such as benchmarks/milestones achieved, outcomes delivered, and other major accomplishments.* *Please list as many as apply*.1. Completed Discovery Phase; Entering Strategy Phase—Benchmarked brand, services, and online channels in report to Steering Committee; Identified opportunities for and issues hindering growth.
2. Infrastructure Programs and Initiatives
3. Developed new intranet (Connect) to increase accessibility.
4. District Council 9 volunteers painted color-coordinated walls in Plainview.
5. Participated in Emergency Responder initiative.
6. Expanded online storage for media and communications.
7. New Citrix farm installed and Firewall upgrade completed.
8. Mobile Device Management (MDM) installed on all corporate phones and
9. Converted all houses to 100% Wi-Fi.
10. Volunteer portal launched.
11. Updated photo releases and email captures for ComeUnity Sports and Camp Loyaltown Bunk
12. Increased communications support to Camp Loyaltown social media with hiring of third coordinator.
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| **Significant Obstacles Encountered***Please briefly summarize any significant obstacles encountered and steps taken to address them. Please list as many as apply.*1. Clarification of Citizens unique services—Plainview easier to navigate through color-coordinated hallway.

Plan to develop new organizational chart and welcome toolkit.1. Disparate Databases create cumbersome system. IT studying solutions.
2. Inconsistent Branding and Access to Templated Materials—Creating email signature and business card templates, system for ordering print collateral, content-sharing systems, and policies and procedures.
3. Planned Residential Growth—Meetings to be scheduled with multiple Departments
4. Building Security—Access controls on doors in Plainview to be installed this spring.
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| **Additional Comments or Suggestions***Please share any additional comments or suggestions that you have.*1. Quarterly Citizens Strategic Planning Leadership meeting to provide updates and brainstorm.
 |
|  **Recommendation to Continue this Goal***All answers require an explanation.** + 1. **Yes**. We have completed Discovery Phase and are beginning to strategize next steps.
		2. No

3. Yes, with modifications |