

Lake County Board of Developmental Disabilities

STRATEGIC PLAN

2017 - 2019

PRESENTED BY:





The LCBDD Leadership Team proudly presents the 2017-2019 Strategic Plan for the Lake County Board of Developmental Disabilities.

In the ever-changing landscape of Federal and State regulations and mandates, the LCBDD’s overriding goal remains constant...to provide Lake County citizens with developmental disabilities with the highest-quality, most inclusive, collaborative, and person-centered programs and supports within our available resources.

This Strategic Plan was developed based on a series of focus groups and surveys from which we gathered feedback from individuals served, parents and guardians, community leaders, providers, staff, managers and the Board.

The Strategic Plan contains nine goals covering compliance with federal and state mandates, internal and external communication, individual supports, quality staff, quality of services, community integration and community collaboration, technology infrastructure and continued fiscal responsibility. For each year of the Plan, LCBDD has developed specific objectives and actions steps assigned to specific personnel that will be used to achieve our goals.

This document is intended to provide clear direction as we fulfill our mission to enhance the lives of individuals we serve, while remaining responsible, accountable and transparent to the citizens of Lake County.

Elfriede Roman
Superintendent





THE LAKE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

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Gary Humble
Thomas Hunter
Linda Kast
Tia Kozlovich
Joan Spring
Thomas Tarantino

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Ethics Committee
Finance and Transportation Committee
Personnel, Policy, Education, Health and Long Range Planning Committee





MANAGEMENT TEAM

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Michelle Cimperman, Agency Programs and Services Unit Director

Bob Fratino, CES Director

Chris Trombley, Career Development-Employment First Manager

Dona Taylor, CES Transportation Supervisor

Scott Hill, VGC Director

Jackie Sheridan, Habilitation Manager

Lisa George, Habilitation Manager

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Allison Basta, Habilitation Manager

Craig Snook, Habilitation Manager

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Carla Palmore, Habilitation Manager

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Matt Hamsher, Habilitation Manager

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Christina Connell, Residential Shift Manager

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Ella Wilson, Residential Shift Manager

Angela Watson, Residential Shift Manager

Wendie Doyle, Residential Shift Manager

Susan Ford, Residential Shift Manager

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Rita Combs, Nursing Habilitation Manager

Heather Neibecker, Nursing Habilitation Manager

Carla Rossi, Respite Director





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Beki Schreiber, Administrative Assistant
Richard LaPierre, Food Service Operations Manager
Sharon Smith, Transportation Director
Karyn Campbell, Transportation Operations Supervisor

Eric Brey, Human Resources Director
Charlotte Harrison, Personnel Analyst
Mistie Johnson, Administrative Assistant
Lisa Stevens, HR Training Coordinator

Susan March, Chief Financial Officer

Eric Hammer, Finance and Business Manager
Michael Connelly, Financial Accounting and Budget Manager

Malcolm Higgins, IT Director
Tracie Downen, Network Coordinator/Software Analyst
Tracy Radonich, Network Project Manager

Cindy Crosby, Medicaid Services Manager
Katarina Rodgers, Payroll Manager
Denise Kelley, Payroll Clerk
Diana Hollander, Procurement Director

Sheryl Kline, Director of Children's Services/Principal

Linda DeRosa, Early Childhood Supervisor
Mary Elshaw, School-Age Supervisor

David Miller, Investigative Services Division Director

Denise Langa, Investigative Agent
Cathy Dye, Investigative Agent





Jodi Travers, Director of Service and Support Administration

Michael Null, Assistant SSA Director
Denise Scott, SSA Supervisor
Jeanne Duncan, SSA Business Manager
Dena Smrdel, Administrative Assistant

Ann Mahler, Director of Community Outreach

Beth Falkner-Brown, Volunteer and Professional Services Director
Lynnmarie Landwei-Phillips, Director of Marketing



BOARD LOCATIONS

Lake County Board of Developmental Disabilities

Administration\ Vocational Guidance Center,
Adult Residential Center\ Jacklitz Continuing Development Center
8121 Deepwood Boulevard
Mentor, Ohio 44060
440-350-5100

Willoughby Branch

2100 Joseph Lloyd Pkwy
Willoughby, OH 44094
440-269-2180

Service and Support Administration

9350 Progress Parkway, Unit A
Mentor, OH 44060
440-918-5145 or 440-350-5145

Community Employment Services

9350 Progress Parkway, Unit C
Mentor, OH 44060
440-918-1050

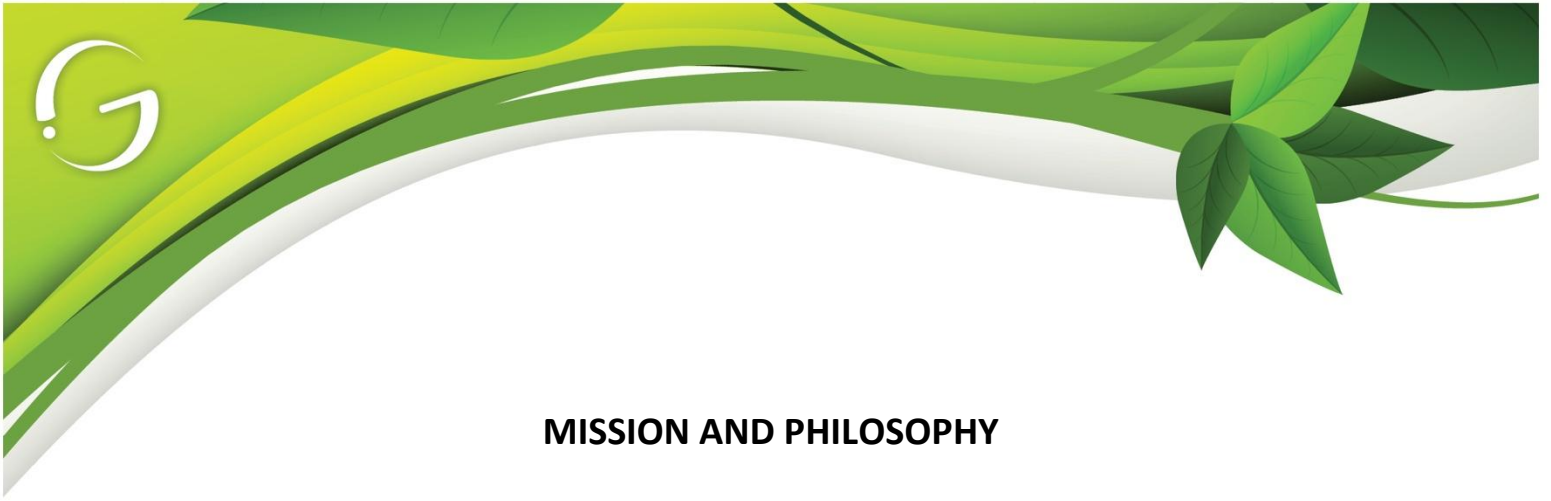
Broadmoor School/Broadening Abilities

8090 Broadmoor Road
Mentor, OH 44060
440-602-1000

Josef and Christine Roman Imagine Program

503 Vegas Drive
Eastlake, OH 44095
440-918-1717





MISSION AND PHILOSOPHY

Mission

The Mission of the Lake County Board of Developmental Disabilities/Deepwood is to advance public awareness and to assist individuals with developmental disabilities to become valued and contributing members of their chosen communities.

Philosophy

In support of its mission, it is the philosophy of the Lake County Board of Developmental Disabilities/Deepwood to foster inclusion and community membership by offering opportunities for comprehensive holistic planning in support of the strengths, interests, and preferences of citizens of all ages with developmental disabilities in Lake County. Toward this end, the Board strives to provide or assist in locating the services/supports desired or needed by the individual.





DEPARTMENTS AND SERVICES

Broadmoor School

8090 Broadmoor Rd.
440-602-1000

Early Intervention Program

(0-3 years of age)

Designed for children up to 3 years of age who have been diagnosed with a disability and/or a developmental delay, and who have been deemed eligible and referred by the Help Me Grow Program.

Evidence-based services the Board offers:

- A Primary Service Provider (PSP) to support and empower families to enhance their child's learning and development
- A coaching model for caregivers with strategies to engage their child in naturally-occurring, daily routines and learning opportunities
- Parental involvement in all aspects of their child's program

Integrated Preschool Program

(3-5 years of age)

A 5-Star Award Winner Step Up to Quality Program serving preschool-aged children with developmental disabilities as well as preschoolers who are typically developing. Typically developing preschoolers can access the program for a reasonable fee. This program includes:

Play-based curriculum promoting the Ohio Early Childhood Academic Content Standards, including cognitive, social, self-help, fine motor, gross motor and social skills

School Age Program

(6-22 years of age)

Program chartered by the Ohio Department of Education, which includes specially designed instruction to meet the unique needs of a child and/or young adult with a developmental disability.

- Individual-centered curriculum with a multidisciplinary approach
- Emphasis on academic, emotional and social growth
- Computer-assisted adaptive technology skills
- Extracurricular activities





Lake Employment Experience Program (LEEP)

(16-22 years old)

A program that provides school-to-work transition and experiences in the integrated community settings

- Job assessment and vocational experiences
- Community-based vocational skills training
- Facilitation of independent living skills
- Extracurricular activities

Adult Services

Vocational Guidance Center (VGC)

8121 Deepwood Blvd.

440-918-5100/440-350-5100

Broadening Abilities (BA)

8090 Broadmoor Road

440-918-5190/440-350-5190

VGC and BA are adult day support activity centers that:

- Foster skill development
- Build community membership
- Enhance independence
- Expand personal choice
- Develop and enhance social connections

Willoughby Branch

2100 Joseph Lloyd Parkway

440-269-2180

The Willoughby Branch is a work-activity center that offers:

- Person centered outcomes to develop general work skills
- Vocational training
- Community integration opportunities to advance on the path to community employment





Community Employment Services

9350 Progress Parkway, Unit C
440-918-1050

Community Employment Services (CES) are available to individuals with developmental disabilities over the age of 16 who are seeking paid employment opportunities in community businesses.

- Individual employment occurs when a company directly hires an individual as a regular employee on its payroll. Small group employment is a subcontract job shared by more than one individual served through CES.

Josef and Christine Roman Imagine Program

503 Vegas Drive
440-918-1717

The JCR Imagine program is a community-based individualized program focusing on vocational, habilitation and recreational opportunities for adults with Autism Spectrum Disorder. The program utilizes:

- TEACCH
- Applied Behavioral Analysis
- Intensive Speech Therapy
- Community participation and inclusion

Deepwood Industries

440-350-5230/440-918-5230
www.deepwoodindustries.com

This independent, nonprofit corporation secures paid work opportunities and contracts for people with developmental disabilities at Willoughby Branch, JCR Imagine, and CES. Deepwood Industries is a valued resource to a wide range of local businesses. The employees are skilled in various areas such as:

- Mailing
- Lawn Maintenance
- Assembly
- Clerical
- Food Service
- Housekeeping





Residential Services

Adult Residential Center and Jacklitz Continuing Development Center

8121 Deepwood Blvd.

440-350-5100/440-918-5100

The ARC and the Jacklitz Continuing Development Center are both licensed as Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID). Twenty-four hour /seven services include:

- Social Services
- Physical, occupational and speech therapies
- Psychological and psychiatric services
- Health services
- Dietary services
- Recreational activities
- Community activities

Recreation Services

8121 Deepwood Blvd.

440-350-5100/440-918-5100

Recreation Services are available to all individuals (over age 6) who are eligible for county board services.

The Recreation Brochure is a quarterly catalog of activities and events designed for children and adults with developmental disabilities. Participation is on a first come, first served basis and registration is required. Brochure Activities include: Aquatics

- Craft and nature programs
- Community events and outings
- Cultural field trips
- Special Olympics (eligible athletes must be at least 8 years of age)
- Unified Olympics—A program that pairs individuals who enjoy golf, skiing or other athletic endeavors with a volunteer who has similar interests.
- Weekend and overnight trips

Additional Recreation Services are offered through the Adult Services Programs and the ICF/IIDs.





Volunteer Services

8121 Deepwood Blvd.
440-350-5050/440-918-5050

Multiple opportunities are available to match community volunteers and individuals with developmental disabilities in a variety of fun and enriching activities. Volunteer opportunities include:

- Friendship Connection
- Taking part in special events
- Visiting with certified therapy dogs





Service and Support Administration (SSA)

9350 Progress Parkway, Unit A
440-350-5145/440-918-5145

To access the services listed here, contact the Service and Support Administration (SSA) Department. Their services include:

- Assessing eligibility for services
- Helping to evaluate an individual's need for services
- Ensuring that services are effectively coordinated and delivered by appropriate providers
- Maintenance of all Waiting Lists for LCBDD/ Deepwood services (excluding ICF/IID)
- Information and Referral/Linkage to other community agencies
- For all Home and Community Based Services (HCBS) Waiver recipients, additional services include:
 - Developing a person centered plan for service delivery
 - Helping with the selection of service providers
 - Planning and authorizing services
 - Monitoring services to ensure desired outcomes are achieved

Family Support Services

Family Support Services (FSS) is a program that provides services to help the family/guardian care for their eligible family member at home and enhance the quality of life for all members of the family, including the individual with developmental disabilities. Services include:

- Administration of the Family Support Services Program through the North East Ohio Network (NEON)
- Respite Care provided by specially trained providers or persons chosen by the family
- Adaptive equipment
- Home modifications
- Special diets
- Counseling, training and education
- Medical expense assistance
- Other individualized services or items





Home & Community Based Waivers

The County Board Service and Support Administration Department administers existing and any future waivers developed by the Ohio Department of Developmental Disabilities. Existing waivers are:

- A Level 1 Waiver is for individuals with an ICF/IID LOC who want to live at home or reside in the community with minimal supports, and who have a network of families, friends, neighbors and professionals who can safely and effectively provide the needed care in combination with the Waiver. Benefit limitations apply.
- Individual Options Waiver (IO Waiver) allows people to stay in their homes or reside in the community while receiving the services needed to ensure health and safety. Benefit limitations apply.
- Self-Empowered Life Funding (SELF) Waiver allows people to stay in their homes or reside in the community as appropriate to the level of independence and natural supports available. It is Ohio's first "Participant Directed" Waiver allowing the individual to exercise Budget Authority or Employer Authority. Benefit limitations apply.

To receive services through an Ohio Department of DD waiver:

- a person must be Medicaid eligible and
- meet Development Disabilities Level of Care (LOC), which is:
 - Developmental disabilities level of care means the level of care required for admission to an intermediate care facility or enrollment in a home and community-based services waiver administered by the department that is determined through a level of care (LOC) assessment. The LOC assessment is a standardized process approved by the Ohio Department of Medicaid for the purpose of determining an individual's functional capacity.
- Upon availability of waivers, the Service and Support Administration (SSA) Department will assist individuals with eligibility, application and coordination of the waiver services.

Respite options on the Deepwood Campus and in the community are also available through each of the Waivers described above.





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Goal 1: Compliance with Federal and State Mandates

Continue the process by which LCBDD maintains compliance with Federal and State Mandates.

Objectives:

- Maintain an active role
in work groups and advocacy on the state level.
- Establish internal review process to monitor and ensure compliance with federal and state mandates.
- Develop a flow of communication from LCBDD to local leaders to educate them about federal and state mandates that impact the board.

Objective 1: Continue active role in work groups and advocacy on the state level

Steps	Assigned	Timeframe	Notes
1. Evaluate current roles	Superintendent	Ongoing	
2. Develop recommendations	Superintendent	Ongoing	
3. Implement recommendations	Superintendent	Ongoing	
4. Measure and report success	Superintendent	Ongoing	





Objective 2: Establish internal review process to monitor and ensure compliance with federal and state mandates

Steps	Assigned	Timeframe	Notes
1. Evaluate current compliance	Superintendent, Division and Program Directors	Monthly	
2. Develop recommendations	Superintendent, Division and Program Directors	Ongoing	
3. Implement recommendations	Superintendent, Division and Program Directors	Ongoing	
4. Measure and report success	Superintendent, Division and Program Directors	January and July 2017, 2018, 2019	

Objective 3: Develop a flow of communication from LCBDD to local leaders to educate them about federal and state mandates that impact the board

Steps	Assigned	Timeframe	Notes
1. Evaluate current communication	Superintendent and Program Directors	January 2017	
2. Develop recommendations	Superintendent and Program Directors	January 2017	
3. Implement recommendations	Superintendent and Program Directors	Ongoing starting February 2017	
4. Measure and report success	Superintendent and Program Directors	December 2017, 2018, 2019	





Goal 2: External Community and Stakeholders Communication – Stakeholders, Families and Community

Communicate the expertise of Lake County Board of Developmental Disabilities as a trusted informational resource for the individuals served and the general community. Educate the community about the services we provide, the population we serve and how we are vital to Lake County.

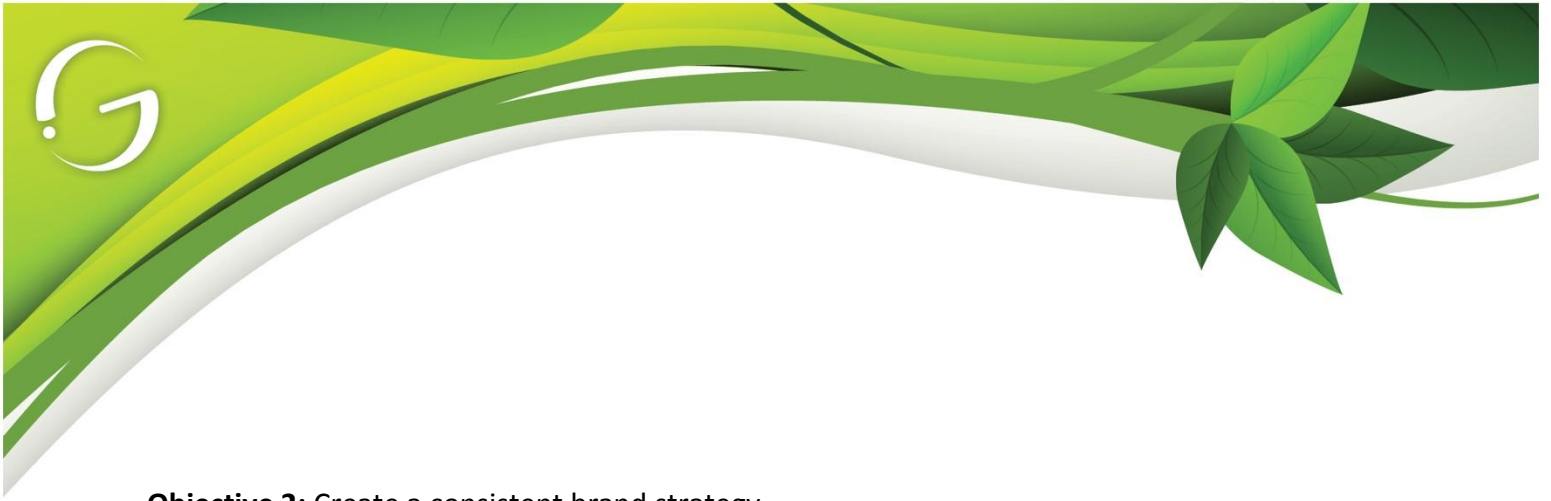
Objectives:

- Develop a system to provide a master listing of Board and regional training, field trips and activities.
- Create a consistent brand strategy.
- Continue to deliver information to families and evaluate the frequency and delivery of information about programs and services provided/funded by the Board.

Objective 1: Develop a communication process that provides information to parent groups, including training, activities, etc.

Steps	Assigned	Timeframe	Notes
1. Evaluate current parent communications	Staff Development, Director of Marketing	March 2017	
2. Develop recommendations	Online Engagement Committee	April 2017	
3. Implement recommendations	Online Engagement Committee	June 2017	
4. Measure and report success	Online Engagement Committee	December 2017, 2018, 2019	





Objective 2: Create a consistent brand strategy

Steps	Assigned	Timeframe	Notes
1. Evaluate current brand guidelines	Director of Marketing and Division Directors	February 2017	
2. Develop recommendations	Director of Marketing and Division Directors	April 2017	
3. Implement recommendations	Director of Marketing and Division Directors	September 2017	
4. Measure and report success	Director of Marketing and Division Directors	December 2017, 2018, 2019	

Objective 3: Continue to deliver information to families and evaluate the frequency and delivery of information about programs and services provided/funded by the Board

Steps	Assigned	Timeframe	Notes
1. Evaluate current communication	Division Directors	May 2017	
2. Develop recommendations	Division Directors	September 2017	
3. Implement recommendations	Division Directors	December 2017	
4. Measure and report success	Division Directors	December 2018, 2019	





Goal 3: Staff Communication – Staff and Administration

Enhance and expand open, innovative and effective lines of communication through all departments and the Board.

Objectives:

- Create web-based information centers and tools to provide staff with online resources.

Objective 1: Create web-based information centers and tools to provide staff with online resources

Steps	Assigned	Timeframe	Notes
1. Evaluate current options	IT Director	Done	
2. Develop recommendations	IT Director	Done	
3. Implement recommendations	IT Director	Ongoing	
4. Maintain and update the website	Department Heads	Ongoing as needed	Departments are responsible for maintenance
5. Measure and report success	IT Director	January/July 2017, 2018, 2019	





Goal 4: Quality Staff

Continue to attract, retain and develop a high-quality staff that is dedicated to achieving the goals of the Board and meeting the needs of Individuals.

Objectives:

- Provide professional development and online training, including shared space.
- Expand and develop other community resources.

Objective 1: Provide professional development and online training, including shared space

Steps	Assigned	Timeframe	Notes
1. Evaluate existing training, including online	Human Resource Director and Staff Development	April 2017	
2. Develop recommendations	Human Resource Director and Staff Development	June 2017	
3. Implement recommendations	Human Resource Director and Staff Development	October 2017	
4. Measure and report success	Human Resource Director and Staff Development	December 2017, 2018, 2019 (ongoing)	





Objective 2: Continue to create partnerships with organizations and other resources to increase the number of qualified applicants

Steps	Assigned	Timeframe	Notes
1. Evaluate current partnerships	Human Resource Director	June 2017	
2. Develop recommendations	Human Resource Director	October 2017	
3. Implement recommendations	Human Resource Director	December 2017	
4. Measure and report success	Human Resource Director	December 2018, 2019	





Goal 5: Individual Supports

Create an environment suited to optimally understand and address the quality of life for individuals we serve while providing a safe, compassionate and supportive environment for them to make choices and gain independence throughout their lifetime.

Objectives:

- Increase the number of community job sites and options for individuals.
- Continue to support individuals’ choices and preferences, including social preferences that increase community inclusion with outside organizations.
- Review need for additional programs and supports for individuals with MI/DD (mental illness/individual with developmental disability).

Objective 1: Increase the number of community job sites and options for individuals

Steps	Assigned	Timeframe	Notes
1. Evaluate current options	Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group	May 2017	
2. Develop recommendations	Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group	August 2017	
3. Implement recommendations	Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group	January 2017	
4. Measure and report success	Director of Agency Programs and Services and Adult Services Program Directors, CES, Provider Network Group	December 2018, 2019	





Objective 2: Continue to support individuals’ choices and preferences, including social preferences that increase community inclusion with outside organizations

Steps	Assigned	Timeframe	Notes
1. Evaluate current choices/preferences	Program Directors	February 2017 and annually	
2. Develop recommendations	Program Directors	Ongoing	
3. Implement recommendations	Program Directors	Ongoing	
4. Measure and report success	Program Directors	Annually	

Objective 3: Review need for additional programs and supports for identified service gaps such as MI/DD

Steps	Assigned	Timeframe	Notes
1. Evaluate current programs	SSA Director, Director of Community Outreach, MI/DD Committee	September 2017	
2. Develop recommendations	SSA Director, Director of Community Outreach, MI/DD Committee	Ongoing	
3. Implement recommendations	SSA Director, Director of Community Outreach, MI/DD Committee	Ongoing	
4. Measure and report success	SSA Director, Director of Community Outreach, MI/DD Committee	December 2017, 2018, 2019	





Goal 6: Quality of Services

Provide a wide variety of services and opportunities while continually improving and enhancing the quality of those services.

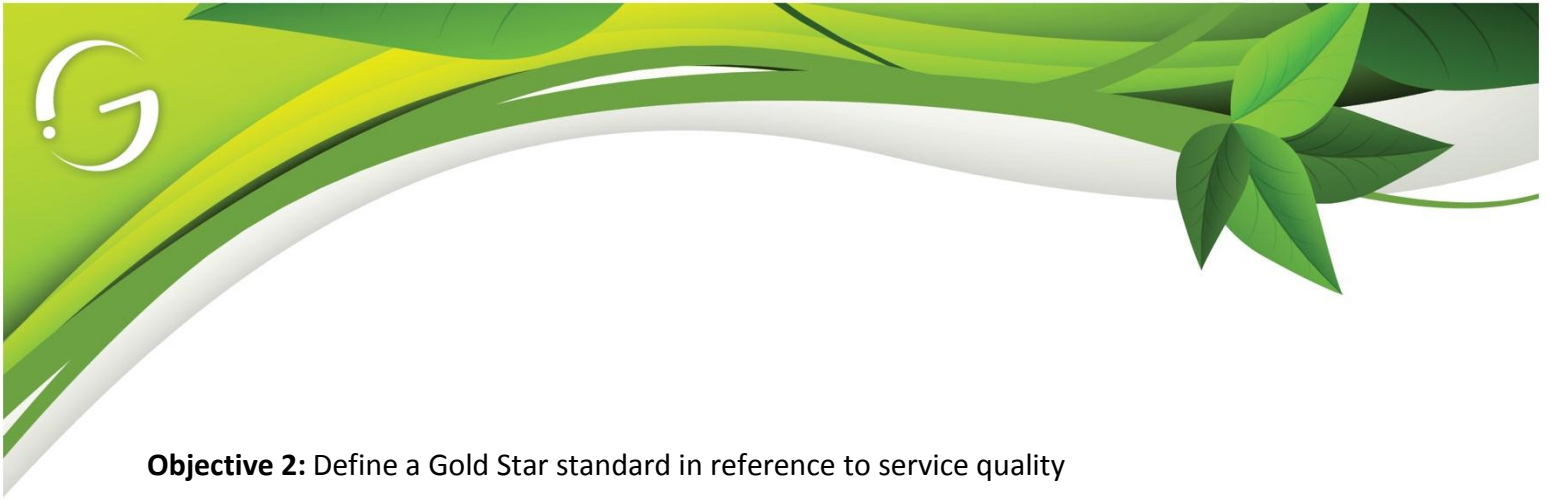
Objectives:

- Expand strategies to support provider development.
- Define a Gold Star standard in reference to service quality.
- Identify gaps in services and identify specialized providers to fill those gaps and meet the needs of individuals served.

Objective 1: Expand strategies to support provider development

Steps	Assigned	Timeframe	Notes
1. Evaluate current provider development	SSA Director, Director of Community Outreach, Superintendent	March 2017	
2. Develop recommendations	SSA Director, Director of Community Outreach, Superintendent	June 2017	
3. Implement recommendations	SSA Director, Director of Community Outreach, Superintendent	September 2017	
4. Measure and report success	SSA Director, Director of Community Outreach, Superintendent	December 2017, 2018, 2019	





Objective 2: Define a Gold Star standard in reference to service quality

Steps	Assigned	Timeframe	Notes
1. Evaluate current levels of service	Superintendent and Director of Community Outreach	March 2017	
2. Develop recommendations	Superintendent and Director of Community Outreach	June 2017	
3. Implement recommendations	Superintendent and Director of Community Outreach	September 2017	
4. Measure and report success	Superintendent and Director of Community Outreach	December 2017, 2018, 2019	

Objective 3: Identify gaps in services and identify specialized providers to fill those gaps and meet the needs of individuals served

Steps	Assigned	Timeframe	Notes
1. Evaluate current providers	Superintendent, Director of Community Outreach, SSA Director	March 2018	
2. Develop recommendations	Superintendent, Director of Community Outreach, SSA Director	June 2018	
3. Implement recommendations	Superintendent, Director of Community Outreach, SSA Director	September 2018	
4. Measure and report success	Superintendent, Director of Community Outreach, SSA Director	December 2018, 2019	





Goal 7: Community Integration and Collaboration

Integrate the individuals we serve within the community while collaborating with outside organizations to maximize current service offerings and explore new opportunities.

Objectives:

- Increase collaboration and opportunity through communication with other agencies and community businesses.
- Encourage community integration through individual choice.
- Expand employment network and community collaborations to create more employment opportunities for individuals served.

Objective 1: Increase collaboration and opportunity through communication with other agencies and community businesses

Steps	Assigned	Timeframe	Notes
1. Evaluate current collaborations and opportunities	Director of Community Outreach	April 2017	
2. Develop recommendations	Director of Community Outreach	July 2017	
3. Implement recommendations	Director of Community Outreach	September 2017	
4. Measure and report success	Director of Community Outreach	December 2018, 2019	





Objective 2: Encourage community integration through individual choice

Steps	Assigned	Timeframe	Notes
1. Evaluate current process	Program directors	December 2017	
2. Develop recommendations	Program directors	February 2018	
3. Implement recommendations	Program directors	June 2018	
4. Measure and report success	Program directors	December 2018, 2019	

Objective 3: Expand employment network and community collaborations to create more employment opportunities for individuals served

Steps	Assigned	Timeframe	Notes
1. Evaluate current collaborations	CES Director	March 2017	
2. Develop recommendations	CES Director	June 2017	
3. Implement recommendations	CES Director	September 2017	
4. Measure and report success	CES Director	December 2017, 2018, 2019	





Goal 8: Demonstrate Fiscal Responsibility

Demonstrate exceptional accountability in our operations and fiscal management.

Objectives:

- Maintain excellent fiscal management.
- Review fiscal sustainability of programs and services for individuals served.

Objective 1: Maintain excellent fiscal management

Steps	Assigned	Timeframe	Notes
1. Evaluate current fiscal management	Finance and Business Manager and Chief Financial Officer	Ongoing	
2. Develop recommendations	Finance and Business Manager and Chief Financial Officer	January 2017 (ongoing)	
3. Implement recommendations	Finance and Business Manager and Chief Financial Officer	February 2017	
4. Measure and report success	Finance and Business Manager and Chief Financial Officer	January 2018, 2019	

Objective 2: Review fiscal sustainability of programs and services for individuals served

Steps	Assigned	Timeframe	Notes
1. Evaluate current programs and services	Chief Financial Officer and Finance and Business Manager	December 2016	
2. Develop recommendations	Chief Financial Officer and Finance and Business Manager	January 2017	
3. Implement recommendations	Chief Financial Officer and Finance and Business Manager	February 2017	
4. Measure and report success	Chief Financial Officer and Finance and Business Manager	January 2018, 2019	





Goal 9: Technology Infrastructure

Continue the use of technology by the Lake County Board of Developmental Disabilities for the benefit of individuals, staff and stakeholders.

Objectives:

- Conduct an audit of the current technology infrastructure, utilizing external sources.
- Review the current the website to ensure the communication needs of staff, individuals, families and community stakeholders are met.
- Ensure technology is up-to-date and staff has basic technology access.

Objective 1: Conduct an audit of the current technology infrastructure, utilizing external sources

Steps	Assigned	Timeframe	Notes
1. Evaluate current infrastructure	IT Director	March 2017	External source
2. Develop recommendations	Finance and Business Manager and IT Director	May 2017	
3. Continue and refine mapping	Finance and Business Manager and IT Director	June 2017	
4. Implement recommendations	IT Director - Lead (IT Staff – Support)	July 2017	Include technology plan
5. Measure and report success	IT Director	December 2017, December 2018, December 2019	





Objective 2: Review the current the website to ensure the communication needs of staff, individuals, families and community stakeholders are met

Steps	Assigned	Timeframe	Notes
1. Evaluate and audit new website	Director of Marketing (Online Engagement Committee)	January	
2. Develop recommendations	Program Directors	Ongoing	
3. Implement recommendations	Director of Marketing (Online Engagement Committee)	Ongoing	Create a content calendar and internal process for updates
4. Measure and report success	Director of Marketing (Online Engagement Committee)	December 2017, 2018, 2019	

Objective 3: Ensure technology is up-to-date and staff has basic technology access

Steps	Assigned	Timeframe	Notes
1. Evaluate current technology plan	IT Director and Finance and Business Manager	March 2017	Include the program directors
2. Develop recommendations	IT Director and Finance and Business Manager	June 2017	Program directors implement
3. Implement recommendations	IT Director and IT Department	July 2017	Ongoing – monthly updates to program directors
4. Measure and report success	IT Director	December 2017, 2018, 2019	

