



Our Commitment: We are committed to undoing racism and reducing disparities experienced by the people we serve.

Avivo 2016 – 2018 Strategic Plan

	Marketplace/ Customers	Mission & Services	People/Talent	Financial	Infrastructure
Vision	Strategic Goals	Strategic Goals	Strategic Goals	Strategic Goals	Strategic Goals
Our communities are free of economic and health disparities.	Build Brand reputation.	Ensure impactful, integrated services while achieving optimal value and outcomes.	Attract, develop and retain a skilled, diverse workforce and Board.	Support successful growth and increase financial stability.	Build a stable and scalable organizational infrastructure.
Mission	↓	↓	↓	↓	↓
Avivo increases well-being through recovery, employment and career advancement.	Initiatives Develop marketing strategies for the organization, including each business line. • Develop funding plan. • Optimize digital presence.	Initiatives Create opportunities that integrate chemical / mental health services with primary care providers. Outline plan to address housing needs for the populations we serve. Optimize training and fidelity to evidence-based, culturally responsive best practices.	Initiatives Understand current and future organizational needs and opportunities. • Complete a skills assessment. Strengthen a high achievement and accountability culture. • Review performance mgmt. process (SMART goals). • Review talent mgmt. process (IDP's). • Establish pay ranges based on industry standards. Build board leadership to fulfill our strategic priorities.	Initiatives Explore diversification of funding streams. Achieve a 5% annual growth in revenues. • Explore cost savings and efficiencies of operations • Examine business lines regularly (Mission / Money Matrix) Achieve a 1% or greater increase in unrestricted net assets annually.	Initiatives Assess the organization's projected growth to define physical and personnel infrastructure needs. Assess & optimize business processes, SOP's, workflows. • Identify where technology can increase efficiency. Implement and maintain comprehensive and consistent internal audit procedures. Develop infrastructure and organization capacity for philanthropic growth. • Capital campaign • Annual Fund
Values					
Respect	Position Avivo as a thought leader.				
Accountability	Enhance service enterprise initiative across all business lines.	Identify innovative growth in new markets. Expand and enhance employer relationships to include exclusive training & hiring opportunities.			
Excellence	Full implementation of new name.				
Innovation	Determine / refine fundraiser and friend-raiser strategies.				
Inclusivity					
Diversity					