



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	↓	↓	↓	↓	↓
	Initiatives	Initiatives	Initiatives	Initiatives	Initiatives
Avivo increases well-being through recovery, employment and career advancement.	Develop marketing strategies for the organization, including each business line. <ul style="list-style-type: none"> • Develop funding plan. • Optimize digital presence. 	Create opportunities that integrate chemical / mental health services with primary care providers. Outline plan to address housing needs for the populations we serve.	Understand current and future organizational needs and opportunities. <ul style="list-style-type: none"> • Complete a skills assessment. 	Explore diversification of funding streams. Achieve a 5% annual growth in revenues. <ul style="list-style-type: none"> • Explore cost savings and efficiencies of operations • Examine business lines regularly (Mission / Money Matrix) 	Assess the organization's projected growth to define physical and personnel infrastructure needs. Assess & optimize business processes, SOP's, workflows. <ul style="list-style-type: none"> • Identify where technology can increase efficiency.
Values					
Respect	Position Avivo as a thought leader.	Optimize training and fidelity to evidence-based, culturally responsive best practices.	Strengthen a high achievement and accountability culture. <ul style="list-style-type: none"> • Review performance mgmt. process (SMART goals). • Review talent mgmt. process (IDP's). • Establish pay ranges based on industry standards. 	Achieve a 1% or greater increase in unrestricted net assets annually.	Implement and maintain comprehensive and consistent internal audit procedures.
Accountability					
Excellence	Enhance service enterprise initiative across all business lines.				
Innovation		Identify innovative growth in new markets.			
Inclusivity		Expand and enhance employer relationships to include exclusive training & hiring opportunities.			
Diversity	Full implementation of new name. Determine / refine fundraiser and friend-raiser strategies.		Build board leadership to fulfill our strategic priorities.		Develop infrastructure and organization capacity for philanthropic growth. <ul style="list-style-type: none"> • Capital campaign • Annual Fund