



VIABILITY

STRATEGIC PLAN 2018

Employer
of Choice

to be recognized
as the best place
to work, our culture
and offerings will
serve as an attractor
so that openings are
filled with minimal
recruitment

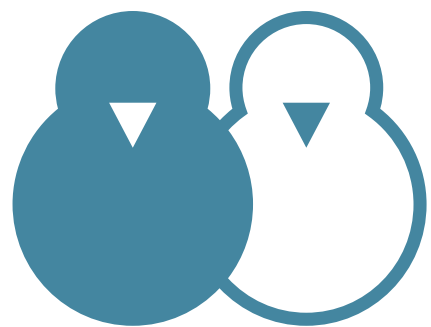
Sustained
Growth

to regularly introduce
innovative emerging services
and business models into the
market place that will diversify
our portfolio while growing our
base services in line with our
business model to achieve our
revenue and profit goals

Industry
Leader

to set the standard
and be recognized
for the type and
quality of services
that should be
offered within
human services at a
valued price point

BETTER TOGETHER



2017-2020



**EMPLOYER OF
CHOICE**

To be recognized as the best place to work, our culture and offerings will serve as an attractor so that openings are filled with minimal recruitment.



**INDUSTRY
LEADER**

To set the standard and be recognized for the type and quality of services that should be offered within human services at a valued price point.



**SUSTAINED
GROWTH
THROUGH
INNOVATION &
DIVERSIFICATION**

To regularly introduce innovative emerging services and business models into the market place that will diversify our portfolio while growing our base services in line with our business model to achieve our revenue and profit goals.

OUR GUIDING PRINCIPLES

WE BELIEVE
THAT OUR
MEMBERS
ARE THE
DRIVING
FORCE FOR
EVERYTHING
WE DO



WE BELIEVE THAT OUR CORPORATE
INTEGRITY IS UNWAVERING



WE WILL DEMONSTRATE
ENTHUSIASTIC, POSITIVE ENERGY
AND ATTITUDE



WE BELIEVE IN ORGANIZATIONAL
AND INDIVIDUAL ACCOUNTABILITY



WE BELIEVE THAT OUR
STRENGTH LIES IN EMBRACING
OUR DIFFERENCES THROUGH
A RESPECTFUL, INCLUSIVE,
COLLABORATIVE ENVIRONMENT



WE BELIEVE
IN FOSTERING
A LEARNING
ENVIRONMENT



BOARD COMMITTEE GOALS



Timothy J. Marini
Chair
Executive



Paul Lagasse
Chair
Tech. & Business



TBD
Chair
Foundation



Patrick Leary
Chair
Audit



Thomas Bienkowski
Chair
Governance



Joseph Wendover
Chair
NBAB



Brittney Kelleher
Chair
Finance



Francis Fitzgerald
Chair
Property

EXECUTIVE COMMITTEE

- Set Board Schedule Annually
- Establish CEO Performance Objectives
- Review Agency Compensation Program
- Complete CEO Performance Appraisal Annually
- Oversee Committee Structure

TECHNOLOGY AND BUSINESS PROCESS COMMITTEE

- Timeline for Implementation of Technology Plan
- Analysis of Software for Cloud Based Use
- Analysis of Infrastructure Improvements and Standardization
- Determine Disaster Recovery Timelines

FOUNDATION COMMITTEE

- Finalize Bylaws with Governance Committee
- Develop Infrastructure
- Create Fellowship with Area College
- Plan Launch Event
- Recruit Board Members
- Incorporate the Foundation

AUDIT COMMITTEE

- Engage Auditor for Fiscal Year 2018
- Review Fiscal Year 2018 Audit
- Issue and Review RFP to Engage Auditor for Fiscal Year 2019

GOVERNANCE COMMITTEE

- Establish Bylaws for the Foundation
- Develop and Distribute Board Self Evaluation
- Recruit Board Members for the Foundation
- Support CARF Recertification
- Maintain Board Membership with Executive Committee
- Establish a Board Recruiting Package

NATIONAL BUSINESS ADVISORY BOARD

- Recruit Three Business Decision Makers
- Host One Board Inclusion Retreat
- Assist with Conducting Best Practices Tours/Meetings
- Organize One Inclusion Round Table Discussion

FINANCE COMMITTEE

- Review and Approve Operating Budget for Fiscal Year 2019
- Create Capital Budget for Fiscal Year 2019 and Review Capital Structure
- Develop Fiscal Year 2019 Cost Allocation Plan
- Review of Risk Management Portfolio
- Issue Banking RFP First Quarter 2019
- Solicit Proposals for 403(b) Plan Due Diligence Review
- Create Financial Benchmarks for Performance Evaluation

PROPERTY COMMITTEE

- Secure New Buildings for Windsor and Holyoke Programs
- Sell Current Holyoke and Windsor Properties
- Secure Financing for New Purchases
- Recruit Architect for Property Committee Membership
- Develop Property Improvement and Maintenance Plan



STRATEGIC GOALS



- To create performance expectations and implement an objective 360 performance evaluation system to be tied to compensation.
- To adopt a diversity inclusion model that will be measured against national standards.
- Implement an employee engagement analytics system.
- To perform a comprehensive review and create an implementation plan to align benefits & working conditions with emerging workforce trends.
- Implement a company-wide management training series that increases individual competencies and creates alignment with the **VIABILITY** way.



- To establish and implement metrics in all program services and departments that will be benchmarked against national standards.
- Implement an evaluative and disciplined approach to margin and program sustainability.
- To partner with a research organization to quantify and publish the effectiveness of one service area.
- To showcase our Corporate Inclusion Solutions model at a national event that raises the stature of the **VIABILITY** brand.
- To create **VIABILITY**'s value proposition to ACO's and to execute a campaign to be the top of mind provider of services.
- Full company-wide implementation and utilization of Credible.
- Full company-wide implementation of Sales Force or EDP software to create accountability and efficiencies in our job placement/sales approach.



- To create a pilot to scale model of community based day services that demonstrates employment readiness.
- To fully implement and capture all resources available to providers under Ticket to Work within our current services and CIS brokering arrangements.
- To do feasibility study to evaluate the market need and profitability of a new day habilitation site in Hampden County and if feasible launch.
- To foundation fund a national pilot that increases employers' pipeline of qualified disabled job candidates.
- To launch a formal idea-to-market model that generates two new innovations per year using Shark Tank decision making.

EXECUTIVE OFFICE

2018 OBJECTIVES:
Obtain CARF Accreditation
Finalize Strategic Plan for 2018
Increase Fund Balance by \$750,000
Increase Agency Budget to \$36,500,000
Create Branding and Communications Plan
Enhance **VIABILITY**’s Recognition
Launch **VIABILITY** Foundation
Open a New Regional Branch of **VIABILITY**
Affiliate with Autism Organization
Develop Employee Guiding Principles
Create **VIABILITY**’s Management Structure

MEASURES:
Successful Survey and Accreditation
Plan Document, Board Plan Progress Reports
Audit, Finance Committee Minutes
FY19 Budget, Audit
Plan Document
APSE, MAPSE and USBLN Conferences
Corporation Created
State Registration, Contracts Secured
Signed Agreement
Published Principles, Staff Training
Organizational Chart, Job Descriptions

ADMINISTRATION AND FINANCE

2018 OBJECTIVES:
Maintain Standards for Auditing and CARF
Update and Revise Risk Management Plan
Increase Centralized Purchasing
Reorganize A&F to Achieve Scalability
Ensure Operating Surplus for FY 2018
Manage Implementation of EHR/Cloud 2.0
Revise and Update Technology Plan
Finalize Merger of HRU & CE
Launch Financial Edge Accounting Platform
Secure Properties for Program Growth

MEASURES:
Accreditation, Audit
Plan Document
Purchasing Records
Organizational Chart, Job Descriptions
Financial Reports, Audit
Internal Resources Identified and Trained
Plan Document
Contracts, State Registrations, Audit
P/L’s, Budgeting and Reporting Documents
Windsor, Holyoke Buildings Identified

HUMAN RESOURCES

2018 OBJECTIVES:
Revise and Integrate Compensation Scale
Maintain Readiness for Audit and CARF
Implement Management Training Program
Implement ADP Platform Redesign
Develop System for Career Advancement
Streamline and Revise Job Classifications System
Ensure Compliance for Benefits Administration
Expand HR Function to Include Diversity
Create Leadership Position for Department
Create **VIABILITY** Employee Handbook

MEASURES:
Scale Document, Raises Budgeted and Implemented
Accreditation, Audit and State Licensure
Curriculum, Training Records
Applicant Tracking and Performance Management
Criteria Developed and Implemented
Job Descriptions, Alignment of All Staff Positions
5500’s, 403b Audit, Affordable Care Act Reporting
Hire Director of Engagement and Diversity
Hire Chief Human Resource and Diversity Officer
Handbook

PROGRAMS AND SERVICES

2018 OBJECTIVES:
Increase Revenues By At Least 3% over FY 18
Implement EHR System Company Wide
Determine EHR Key Performance Indicators
Maintain Services for Licensure and CARF
Replicate Day Hab Program in Holyoke
Ensure Operating Surplus of 4%
Continue Expansion of Existing Services
Redesign DDS Day Services in Windsor CT
Grow Job Training and Placement Programs
Expand NY REDI Program
Maximize Contract Utilization
Expand OK & CT State Use Contracts
Grow Oklahoma Thrift Store
Increase Oklahoma Revenues
Create Rapid Response System for RFP’s

MEASURES:
Audit, Budget and Financial Reports
Staff Training and Member Records
Credible Reports
Licensure and Accreditation
License to Operate, Referrals
Audit, Profit/Loss Statements
Budget, Profit/Loss Statements
Hire Director, Create Operating Structure
Employer Contracts
DOL Grant, Placement of Members
Credible and P/L Reports
Contracts Obtained, Program Launched
Revenues Increased
Liberty, DDS and DRS Contracts Expanded
Submissions and Approvals

CORPORATE INCLUSION SOLUTIONS

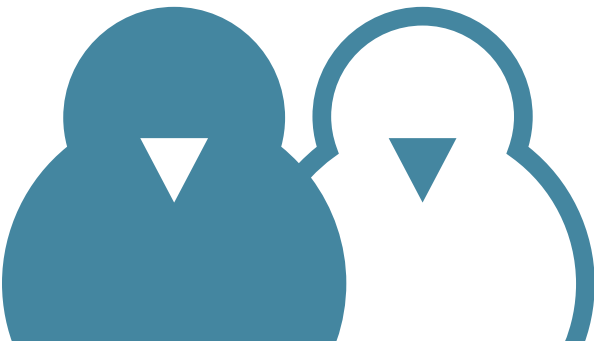
2018 OBJECTIVES:
Develop National Business Advisory Council
Create Distribution Program Video
Increase Consulting Revenues to \$500,000
Replicate Training Model with 5 Companies
Launch Accelerator Program for Innovation
Create Partnership/Brokering System
Work with CEO to Open a New Branch
Create Branch Opening System
Create Marketing Program for CIS

MEASURES:
Members Recruited, Meeting Minutes
Video, Website
Signed Corporate and State Contracts
MOU’s and Contracts
Shark Tank Funding for New Ideas
Contracts
Site Secured and Contracts in Place
Checklist, Funding, Launch
Website, Brand Materials, Annual Plan

QUALITY

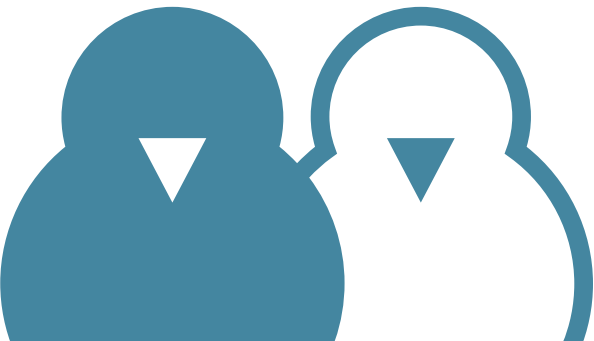
2018 OBJECTIVES:
Obtain Accreditation for 3 Clubhouses
Obtain CARF Accreditation
Update all **VIABILITY** Policies
Develop Training in Quality Standards
Establish **VIABILITY** Performance Objectives
Build Culture of Quality Services

MEASURES:
Successful Accreditation
Successful Accreditation
Policy Manual
Training Records, Staff Certifications
Program Outcome Reports
Guiding Principles Created, Outcome Reports



On behalf of **VIABILITY** I want to thank the hundreds of individuals who took part in our strategic planning process. The process took two years and included the merger of Community Enterprises and Human Resources Unlimited into our new company, **VIABILITY**. The organization wants to applaud the Board of Directors, staff, volunteers, program participants, funders, community leaders, and stakeholders for their guidance in developing this three-year plan. I look forward to working with all of you to bring this plan to life, for we are BETTER TOGETHER.

Dick Vanne President/CEO, **VIABILITY**





VIABILITY

BETTER TOGETHER

OUR MISSION

We believe individuals with disabilities and other societal disadvantages are an essential resource for our country's future. Our mission is to help build a world in which individuals with disabilities and other disadvantages realize their full potential.

OUR VISION

Viability will be a positive disruptive force in the marketplace leading the innovative designs of future service delivery for individuals with disabilities and other disadvantages to realize their full potential within their communities of choice.



visit us at **VIABILITY.org**

VIABILITY programs are recognized for best practices and their commitment to excellence by CARF and Clubhouse International

