Community Enterprises has developed this strategic business plan to serve as a guide for the organization for the next three years. In order to continue to put our mission into operation throughout the country, our services and staff need the backing of a well managed, financially viable accredited organization. The vision behind this plan is to look ahead three years, identify specific goals and strategies the company will work toward and develop a detailed plan with measurable objectives each year. The plan objectives have been developed in the following five categories.

**Sustainability**
- Grow the annual budget from $20,450,000 to $22,500,000.
- Increase the Fund Balance from $2,500,000 to $3,000,000.
- Increase the Cash Reserves to $1,000,000.
- Grow Legacy Fund to $250,000.
- Sell the Holyoke and Northampton office buildings
- Build or buy a new Holyoke office building and locate agency Headquarters there

**Talent Development**
- Expand Staff Training and Development Program to include online courses
- Revise Compensation Plan and Scale
- Create Progressive Career Ladder
- Explore Merit Based Compensation System

**Business Growth**
- Develop Oklahoma Operations
- Replicate ISTPP Service Model
- Expand AFC Services throughout MA
- Open another Branch of Community Enterprises

**Marketing, Development and Fundraising**
- Create a Thrift & Gift Store
- Launch Grant Writing office
- Expand Social Media Presence
- Create new video for 40th Anniversary
- Plan and hold 40th Anniversary events

**Quality**
- Maintain CARF readiness for 2015 Survey
- Create CE’s Employment First Initiative
- Maintain MA Quality Standards for 2015 review
- Implement Electronic Health Record system throughout the organization
- Expand Systems for Process Improvement and Standardization
Community Enterprises, Inc.
2014 Strategic Business Plan

Executive Office and Board:

2014 Objectives:
- Maintain CARF accreditation
- Finalize strategic plan for 2014
- Increase fund balance by $100,000
- Build Golf Tournament Revenues
- Increase agency budget to $21,500,000
- Increase cash reserves by $100,000
- Enhance agency recognition
- Develop Communications Office
- Create Fundraising and Development Plan
- Build Legacy Society
- Hire Grant Writing Consultant
- Create New 3 Year Strategic Plan

Measures:
- Successful Survey and accreditation
- Plan document, Board Plan Progress Report
- Audit, Finance Committee minutes
- Tournament results, financial statements
- Budget, Audit
- Balance Sheet, Finance committee minutes
- APSE, OK Governor’s and USBLN conferences
- Hire p/t assistant, expand social media presence
- Plan Document
- Create and Market Founders Campaign
- Grants submitted and funded
- Implement planning process, plan document

Finance and Administration:

2014 Objectives:
- Maintain standards for Auditing and CARF
- Update and revise risk management plan
- Increase centralized purchasing
- Reorganize F&A to meet changing needs
- Ensure operating surplus for FY 2015
- Manage Implementation plan for EHR
- Revise and update Technology Plan
- Implement Fixed Asset System
- Explore alternative corporate structures

Measures:
- Accreditation, Audit
- Plan document
- Purchasing records
- Organizational chart and job descriptions
- Financial reports, Audit
- Internal resources identified and trained
- Plan document
- Inventory Document and Audit Report
- Meeting minutes

Human Resources:

2014 Objectives:
- Increase compensation scale
- Maintain readiness for licensing, Audit and CARF
- Create/implement Supervisor Training Program
- Fully utilize ADP Payroll upgrade
- Develop system for career advancement
- Subscribe and implement on-line training system
- Develop and issue RFP for employee benefits
- Streamline job classifications system
- Ensure compliance for benefits administration

Measures:
- Scale document, raises implemented
- Accreditation, Audit and state licensure
- Curriculum, Training Records
- Reports created in new system
- Criteria developed and implemented
- Training System purchased, staff training records
- RFP responses
- Job descriptions, salary structure and benefits
- 5500’s, 403b Audit, Reporting
Community Enterprises, Inc.
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Massachusetts Programs and Services:

**2014 Objectives:**
- Increase revenues by at least 3% over FY 14
- Implement a technology reserve of 1.0%
- Maintain services for licensure and CARF
- Ensure operating surplus
- Continue expansion of AFC program statewide
- Enhance DDS Day Services
- Develop Employment First Initiative
- Reduce piece rate work by 50%

**Measures:**
- Audit, Budget and financial reports
- Profit/loss statements
- Licensure and accreditation
- Audit, profit/loss statements
- Budget, profit/loss statements
- Conference attendance, Best Practice Based Service Plan document
- Client Payroll records

Connecticut and New York Programs and Services:

**2014 Objectives:**
- Increase revenues by at least 3% over FY 14
- Maintain services for licensure and CARF
- Ensure operating surplus
- Develop new CRS programs in East Hartford
- Expand ISTPP programs throughout CT
- Improve profitability of ISTPP programs
- Expand NY Case Management services
- Explore National Model for Consultation
- Implement a technology reserve of 1.0%

**Measures:**
- Audit, Budget and financial reports
- Licensure and accreditation
- Audit, profit/loss statements
- Staff hired, contract with DDS in place
- Employer agreements, job placements
- Increase rates, Milestone reports, referral sources
- Budget, client census
- Meeting minutes, conference attendance
- Profit/loss statements

Oklahoma Programs and Services:

**2014 Objectives:**
- Create business plan for Liberty Start-up
- Hire start-up and Management team
- Create Assessment Center
- Create Clean Team Janitorial Program
- Develop Thrift Store
- Increase revenues by at least 3%

**Measures:**
- Plan document
- Positions filled, staff trained
- 12 jobs secured, Materials purchased and in use
- Contracts secured, Program launched
- Store and donation systems in place, store open
- OK DDS and DRS Contracts secured

Community Staffing Program and Services:

**2014 Objectives:**
- Launch E-Recruitment service
- Build CT Set-aside business
- Increase profitability

**Measures:**
- Employer contracts
- SourceHOV and Temporary Help Contracts
- Consolidated Financial Reports
Strategic Business Plan 2014 – 2016

Strategies the organization will use to implement this plan include:

- Developing detailed operational plans each year to achieve major goals.
- Engaging the Board planning committee to monitor plan progress annually.
- Leveraging the Plan objectives to drive all management and Board agendas and reporting.
- Updating the Technology Plan annually.
- Utilizing the organization’s formal decision-making process for growth opportunities.
- Reviewing salaries and competencies of all positions.
- Revising hiring and pay schedules annually.
- Holding quarterly Continuous Quality Improvement management meetings.
- Managing all service areas to ensure surpluses of at least 1 to 2% a year.
- Generating resources to fund development and grant-writing.
- Maintaining all applicable licensure, Audit and CARF Accreditation Standards.
- Engaging the Board in sub-committees and quarterly Board meetings.
- Expanding fund raising events and development efforts.
- Developing new service models to meet the changing needs of our clients.
- Expanding marketing efforts throughout the company and our service areas.
- Creating a Marketing Statement in addition to our Mission Statement.
- Maximizing value and efficiency through centralized purchasing.

Community Enterprises wants to thank the hundreds of individuals who took part in our planning process. Special thanks to Joe Wendover of our Board who led our facilitated planning session. The organization wants to applaud the Board of Directors, staff, volunteers, program participants and stakeholders for their guidance in developing this three year plan. Community Enterprises also wishes to recognize the efforts put into developing and writing this strategic business plan by Community Enterprises’ President Dick Venne.