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# Strategic Plan

## 2018-2020

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# Introduction

MEORC is a council of government created under the authority of Chapter 167 of the Ohio Revised Code. The MEORC acronym stands for the Mid-East Ohio Regional Council.

Nineteen county boards supporting persons with developmental disabilities are participants in an agreement that creates and governs MEORC. The original by-laws were adopted on January 20, 1989 with the most recent being October 27, 2017.

In creating MEORC, the member boards recognize they share common concerns and a desire to provide the best possible supports to persons with developmental disability in their respective counties.

They determined by collaborating with one another and coordinating their powers and duties their respective counties' residents will benefit and be better supported.

The member county boards may deploy MEORC in any endeavor that they believe will improve supports to their respective residents they support.

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# MEORC Board Members

County	Board Member
Athens County	Kevin Davis
Belmont County	Steve Williams
Carroll County	Matt Campbell
Coshocton County	Steve Oster
Fairfield County	John Pekar
Guernsey County	Kellie Brown
Harrison County	Steve Williams
Hocking County	Jill Squires
Holmes County	Marianne Mader
Jefferson County	Mike Zinno
Knox County	Steve Oster
Licking County	Jason Umstot
Monroe County	Helen Ring
Morgan County	Wendy Gorrell
Muskingum County	Kellie Brown
Noble County	Steve Williams
Perry County	David Couch
Tuscarawas County	Nate Kamban
Washington County	Susan Tilton

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# MEORC's Strategic Planning History

- 5 Strategic Planning cycles have been completed since 2007. The latest initiative spanned from 2015-2017.
- As a continuous learning organization MEORC has evaluated each Strategic Planning Initiative to standardize and improve the process.
- The latest initiative resulted in the following actions being completed starting in the summer of 2017.
  - Identified Organizational Strengths, Weakness, Threats and Opportunities with all staff in the summer of 2017
  - Scanned the external environment to identify issues that could impact MEORC's future
  - Met with County Board leadership teams to understand their challenges and what services they need from MEORC in the future
  - Gathered feedback regarding what was working and not working in terms of how MEORC is currently supporting the County Boards and Providers
  - Committee analyzed key data source that provide information for the Strategic Planning Process
  - Revised the Organization's Mission, Vision and Values to streamline and simplify
  - Identified Organizational Advantages, Challenges and Opportunities that MEORC should capitalize on and address starting in 2018
  - Developed Strategy Map and Balanced Scorecard approach to ensure accomplishment of key performance measures

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# Critical Findings

As a result of all the information that was obtained, MEORC developed a list of Strategic Advantages, Strategic Challenges and Strategic Opportunities. These were the critical findings that supported the development of the new Vision, Mission and Values along with the Strategic Map that will move MEORC into the future.



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# Strategic Advantages

- MEORC has expertise and specialized knowledge to consistently support cost-efficient operations.
- MEORC interprets information and data and makes it usable to address what will work tomorrow rather than reacting to what works today.
- MEORC collaborates and has state-wide relationships that allows for identification of best practice and sharing across the state.
- MEORC offers innovative solutions through the development of new product offerings based on customer and stakeholder feedback.
- MEORC weaves together technologies and approaches to support innovative products and customer relations. (approaches: LEAN, Six Sigma, PCT, Good Life, Trauma Informed Care, Online Training)
- MEORC has experienced employees with diverse knowledge who continuously improve personally which improves the overall performance of the organization.
- MEORC supports their employees to develop their gifts which creates a committed and satisfied workforce.

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# Strategic Challenges

- MEORC needs to be proactive in response to the systematic changes resulting in major shifts in county board operations and adjust to local and federal changes.
- MEORC is too slow to react to customer expectations.
- MEORC lacks a formal communication plan that encompasses both external and internal two-way communication.
- Customers expressed concerns with product pricing.
- MEORC lacks resources to ensure it stays a leader in technology.
- MEORC lacks resources to market products/services to our customers.
- MEORC lacks a marketing plan.
- MEORC has limited capacity to meet customer expectations due to limited resources.
- MEORC lacks a way to support providers.
- MEORC lacks a method for determining life-cycle of products in relationship to the environment.
- MEORC needs to continually improve on its ability to measure capability and capacity of the organization.
- MEORC customers have the option of developing products and services on their own.
- MEORC's future may be impacted by key county board staff retiring.

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# Strategic Opportunities

- The development of statewide trainings.
- The development of services or products for people supported, families and guardians that the county board would be willing to support financially.
- The development of business processes for county boards and providers.
- Developing and expanding provider support.
- The expansion of brokered services for county boards and providers.
- Increase in opportunities for Quality Oversight as counties stop providing services and developmental centers down-size.
- Increase revenue, reputation and customer loyalty.
- Develop or broker for Human Resource Services.
- Further development around IT Services.
- Further MEORC's organizational advancement in the Baldrige Criteria through the development of a full Baldrige Application.
- Increase MEORC's ability to use the Innovation Center to develop new products or services.

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# Vision, Mission & Values



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## Next Steps

MEORC will begin to determine the long and short-term Action Plans that need to be developed to address the initiatives identified in the Strategy Map.

Quarterly balanced scorecard updates will be provided to the board and MEORC staff addressing initiatives, key performance measures and targets.

# Strategy Map

<b>Vision</b>	<b>Building Strong Communities</b>			
<b>Mission</b>	<b>MEORC helps customers excel through innovative and collaborative solutions</b>			
<b>Strategic Goals</b>	<b>Lead in Human, Information and Organizational capital</b>	<b>Design, Manage and Improve products for customers</b>	<b>Exceed Customer Expectations</b>	<b>Increase Profit Margin</b>
<b>Business Objectives and Strategy Map</b>	<b>Measures</b>	<b>Targets</b>	<b>Initiatives</b>	
<b>Financial</b> 	<ul style="list-style-type: none"> <li>New customer acquisition</li> <li>Customers purchasing new business solutions</li> </ul>	<ul style="list-style-type: none"> <li>Increase amount of new customers acquired</li> <li>Increase customers purchasing new business</li> </ul>	<ul style="list-style-type: none"> <li>Develop Marketing Plan</li> <li>Internal Lean Improvements</li> </ul>	
<b>Customer</b> 	<ul style="list-style-type: none"> <li>Customer Retention</li> </ul>	<ul style="list-style-type: none"> <li>Maintain product levels</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service Training Good Life</li> <li>County Board Relationship Process</li> </ul>	
<b>Internal Processes</b> 	<ul style="list-style-type: none"> <li>Purchasing of new products</li> <li>Decrease diminishing returns</li> </ul>	<ul style="list-style-type: none"> <li>2 new products annually</li> <li># of products decreased</li> </ul>	<ul style="list-style-type: none"> <li>Consultant/Audit Products</li> <li>Provider Supports</li> <li>Brokered Services</li> </ul>	
<b>Learning and Growth</b> 	<ul style="list-style-type: none"> <li>Employee engagement</li> <li>Employee development plans</li> <li>Baldrige Feedback Report</li> </ul>	<ul style="list-style-type: none"> <li>100% staff retention</li> <li>100% staff have good outcomes</li> <li>Submission of Baldrige Application to TPE</li> </ul>	<ul style="list-style-type: none"> <li>Improve Employee Development Process</li> <li>Baldrige Application</li> </ul>	
<b>Appreciating one another, Always Improving, Making changes quickly, Constantly learning, Working together, Encouraging Creativity</b>				