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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.
### MEORC Board Members

<table>
<thead>
<tr>
<th>County</th>
<th>Board Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens County</td>
<td>Kevin Davis</td>
</tr>
<tr>
<td>Belmont County</td>
<td>Steve Williams</td>
</tr>
<tr>
<td>Carroll County</td>
<td>Matt Campbell</td>
</tr>
<tr>
<td>Coshocton County</td>
<td>Steve Oster</td>
</tr>
<tr>
<td>Fairfield County</td>
<td>John Pekar</td>
</tr>
<tr>
<td>Guernsey County</td>
<td>Kellie Brown</td>
</tr>
<tr>
<td>Harrison County</td>
<td>Steve Williams</td>
</tr>
<tr>
<td>Hocking County</td>
<td>Jill Squires</td>
</tr>
<tr>
<td>Holmes County</td>
<td>Marianne Mader</td>
</tr>
<tr>
<td>Jefferson County</td>
<td>Mike Zinno</td>
</tr>
<tr>
<td>Knox County</td>
<td>Steve Oster</td>
</tr>
<tr>
<td>Licking County</td>
<td>Jason Umstot</td>
</tr>
<tr>
<td>Monroe County</td>
<td>Helen Ring</td>
</tr>
<tr>
<td>Morgan County</td>
<td>Wendy Gorrell</td>
</tr>
<tr>
<td>Muskingum County</td>
<td>Kellie Brown</td>
</tr>
<tr>
<td>Noble County</td>
<td>Steve Williams</td>
</tr>
<tr>
<td>Perry County</td>
<td>David Couch</td>
</tr>
<tr>
<td>Tuscarawas County</td>
<td>Nate Kamban</td>
</tr>
<tr>
<td>Washington County</td>
<td>Susan Tilton</td>
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</tbody>
</table>
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
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.
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.
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.
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.
Vision, Mission & Values

Vision
Building Strong Communities

Mission
MEORC helps customers excel through collaborative and innovative solutions

Values
Appreciating one another, Always Improving, Making changes quickly, Constantly learning, Working together, Encouraging Creativity
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

<table>
<thead>
<tr>
<th>Vision</th>
<th>Building Strong Communities</th>
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<tbody>
<tr>
<td>Mission</td>
<td>MEORC helps customers excel through innovative and collaborative solutions</td>
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</table>

## Strategic Goals

| Lead in Human, Information and Organizational capital | Design, Manage and Improve products for customers | Exceed Customer Expectations | Increase Profit Margin |

## Business Objectives and Strategy Map

### Financial

- Improve Marketing Strategy
  - Increase Revenue
  - New customer acquisition
  - Existing Customers purchasing new products
  - Increase customer segments
  - Increase new customers
  - Increase County Board customers purchasing new products
  - Deploy Marketing Plan
  - Additional funding streams

### Customer

- Improve Relationships with Customers
  - Customer loyalty
  - Maintain product levels
  - Increase number of returning customers
  - County Board Engagement
  - Building relationships with new customer segments

### Internal Processes

- Improve Cost Efficiency
  - New product Development
  - Diminishing returns of existing products
  - Lean improvement results
  - Implement 2 new products annually
  - Decrease number of products no longer purchased
  - Simplify processes
  - Internal Lean Improvements
  - Consultant/Audit Products
  - Provider Supports
  - Brokered Services

- Improve Product Life Cycle

- Improve Innovative Solutions

### Learning and Growth

- Improve Organizational Performance
  - Staff retention
  - Employee satisfaction
  - Baldrige Feedback Report
  - Staff retention rate at or above BLS rates.
  - Increase employee engagement survey scores
  - Submission of Baldrige Application in 2020
  - Employee Development Agency wide
  - Baldrige Application
  - IT Plan Development

- Improve Employee Development

- Improve Technology

### Appreciating one another, Always Improving, Making changes quickly, Constantly learning, Working together, Encouraging Creativity