



Ohio Network for Innovation

# Strategic Plan

2020-2022

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# Introduction



I am pleased to introduce the first strategic plan for the Ohio Network for Innovation (ONI). This is the initial endeavor of ONI to grow and become a sustainable, self-supported entity. As a young entity, we are excited about the new opportunities to support communities in a variety of ways. This plan gives us a roadmap to the future, by charting the strategic advantages, challenges and opportunities, to achieving the key initiatives reflected in the Strategy Map.

As part of this planning, we formed the original mission and value set that will be our guiding principles to achieving our vision of ***connecting strong communities***. Please take a few minutes to reflect on them. ONI and the Mid East Ohio Regional Council (MEORC) will use them to drive progress of services and initiatives.

Thank you to the customers, stakeholders and employees that provided input and time to developing this strategic plan.

Sincerely,

Cathy Henthorn

Contracted Executive Director

Ohio Network for Innovation



# History

The Ohio Network for Innovation (ONI) is a non-profit that was formed in March of 2018. ONI was formed to support connecting of communities and to foster collaborating in new and creative ways. Originally the creation was initiated out of the need to fill some gaps for County Boards of Developmental Disabilities in the areas of housing and employment services. ONI quickly became a resource for other critical ventures such as Youth Respite for children with multiple diagnoses and the upcoming supportive decision making and guardianship needs.

ONI is governed by a 5-7 member board of trustees. The board members are from counties throughout the State. They are community members, parents, business professionals and persons of all abilities. They volunteer their time to serve on the ONI board to help further the purpose of developing sharing resources and networks that enhance the connection of communities.

ONI currently contracts with the council of government, Mid East Ohio Regional Council (MEORC) for administrative and management services. Right out of the gate, this has allowed ONI to focus on mission critical functions with very limited start-up funding.

# Board of Directors



*From Left to Right:*

Carrie Cook-Porter (Secretary), Noah Trembly (Treasurer), Roger Stivison (President / CEO)  
*Not pictured:* Gary Goosman (Vice President), Matt Dolan (Trustee), Dianna Fairclough (Trustee)

# Critical Findings

As part of the Strategic Planning Process, the Ohio Network for Innovation (ONI) sought information from the customers and key stakeholders. This information was used by the ONI strategic planning committee to identify the Strategic Advantages, Strategic Challenges and Strategic Opportunities. These were the critical findings that supported the development of the current Vision, Mission, Values along with the Strategy Map that will move ONI into the future.





# Strategic Advantages

- ONI has established customers in housing corporation and employer of records services.
- ONI has developed a culture of creativity to give itself and partners a key competitive advantage.
- ONI has access to resources, expertise and reputation due to its relationship with MEORC.
- ONI has a history of collaboration across customers and systems.
- ONI has the ability to provide services at a lower cost through LEAN processes and application of technology.
- ONI has flexibility to address a variety of customer needs.
- ONI has customers who view ONI as a resource for problem solving.
- ONI is a stand-alone non-profit organization with adopted By-Laws.



# Strategic Challenges

- ONI relies on MEORC to meet workforce capacity and capability needs.
- ONI does not have a sustainable funding model for growth and to identify new revenue streams.
- ONI does not have expertise in non-profit organization management and may be missing key opportunities for additional revenue streams and service/product lines.
- ONI does not have clear marketing plan for current and future customers to share product offerings.
- ONI does not have a Strategic Plan with key measures of success to guide the organization for future growth.
- ONI struggles with identifying, onboarding and developing new and future board members or employees.
- ONI does not have clear guidelines on what services/products are provided by ONI or by MEORC.
- ONI does not have a clear understanding of how to identify key competitors.





# Strategic Opportunities

- ONI will establish brokered services such as Nursing, Therapy, & Information Technology.
- ONI will grow housing and employment of records services.
- ONI will develop a branding and marketing strategy to support organizational growth.
- ONI will implement the Supported Decision-Making product offering.
- ONI will identify and develop new product lines to increase sustainability & funding streams.
- ONI will establish fundraising initiatives to increase revenue.
- ONI will develop a staffing agency model to meet needs of County Boards and Providers for SSA's and DSP's respectively.
- ONI will identify new customers and expand the existing customer base.
- ONI will explore options for multi-system youth services for key customers.
- ONI will explore grant options that are outside the public service sector.
- ONI could update existing By-Laws to support existing board members and to identify, recruit, and develop new board members.



# Mission, Vision, Values



## Mission

Supporting creative options through cutting edge solutions



## Vision

Connecting Strong Communities



## Values

Committed to Success, Making Changes Quickly,  
Working Together, Forward-Thinking, Honesty, Kindness

## Next Steps

ONI will determine which initiatives are long- and short-term. Action plans will be developed to monitor progress and periodic reviews will occur to identify the need for course corrections and ensure advancement is being made on implementation of the plan. ONI will provide the individuals and families served, ONI employees, ONI board members, key partners, stakeholders, and the community periodic updates on the progress made toward meeting the identified benchmarks set forth in the strategic plan.



# Strategy Map

<b>Vision</b>	<b>Connecting Strong Communities</b>			
<b>Mission</b>	<b>Supporting Creative Options Through Cutting Edge Solutions</b>			
<b>Strategic Goals</b>	<b>Relationship Development</b>	<b>Increase Product Options</b>	<b>Increase Customers</b>	<b>Financial Sustainability</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 funding streams</li> <li>• Audits</li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding streams</li> <li>• Clean audit reports</li> </ul>	<ul style="list-style-type: none"> <li>• Improve ONI Brand</li> <li>• Improve knowledge of non-profit opportunities</li> <li>• Implement funding model</li> </ul>
<b>Customer</b>		<ul style="list-style-type: none"> <li>• Customer retention level per product</li> <li>• # of new customers purchasing products</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain customer levels</li> <li>• Increase number of new customers per product</li> </ul>	<ul style="list-style-type: none"> <li>• Supported Decision Making Implementation</li> <li>• Increase housing and employment of record customer base</li> </ul>
<b>Internal Processes</b>		<ul style="list-style-type: none"> <li>• New products launched</li> </ul>	<ul style="list-style-type: none"> <li>• Increase 1 new product annually</li> </ul>	<ul style="list-style-type: none"> <li>• New Product Development</li> <li>• ONI/MEORC Product Guidelines</li> </ul>
<b>Learning and Growth</b>		<ul style="list-style-type: none"> <li>• Board member engagement</li> <li>• Employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Quorums for board meetings attained</li> <li>• Increase employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Develop workforce capacity and capabilities</li> <li>• ONI Board Member Engagement</li> <li>• ONI Employee development</li> </ul>
Committed to Success, Making Changes Quickly, Working Together, Forward-Thinking, Honesty, Kindness				



# Contact Information

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