



**BELMONT-HARRISON-NOBLE
COUNTY BOARDS OF DEVELOPMENTAL DISABILITIES**

**2026-2028
Strategic Plan**



OUR VISION

People are valued for who they are and what they bring to the community.

OUR MISSION

Encouraging, Supporting, and Respecting People on their Journey through Life

OUR VALUES

- We value people and the choices they make for their lives.
- We value the human spirit and the potential that lies within each person.
- We value supports that help people live, learn, love and have a life of their choosing.
- We value relationships that develop from common bonds and interests.
- We value Self-Determination and its dream about life that goes beyond basic needs.

Executive Summary



Gloria Llewellyn
Superintendent/CEO

I am pleased to present the 2026–2028 Strategic Plan for the Belmont, Harrison, and Noble County Boards of Developmental Disabilities. This plan reflects our shared responsibility to the people we support and our commitment to building a service system that is responsive today and prepared for the future.

As community needs continue to evolve, we remain focused on providing services that are flexible, resilient, and deeply person-centered. Our commitment to high-quality, trauma-informed care is unwavering. We believe every person and family we serve deserves support grounded in understanding, safety, and trust. By embedding trauma-informed principles across our work, we strengthen relationships and honor lived experiences.

We are equally committed to strong internal systems and responsible operations. Clear processes, ongoing evaluation, and thoughtful planning ensure our services remain effective, sustainable, and responsive to change.

This plan also emphasizes using meaningful information to guide our decisions. Data helps us understand what is working, where improvements are needed, and how we can best support people and families. We will always balance information with compassion, ensuring that data supports and never replaces the voices of those we serve.

Together, these priorities set a clear path forward. By working closely with our stakeholders, we will remain focused on what matters most — people — while continuing to provide supports grounded in dignity and respect.

Superintendent Gloria Llewellyn



BOARD MEMBERS

BELMONT

Joel Braido, President
John Rataiczak, Vice-President
Shawn McKeen, Secretary
Hannah Patterson
Barbara Pomaranski
Barbara Schramm
Annette Wiater

HARRISON

Sara Taggart, President
Chuck George, Vice-President
Mary Carter, Secretary
Julianna Dulkoski
Carolyn Kibble
David Koch
David Ossman

NOBLE

Drew West, President
Catherine LaFollette, Vice-President
Angela Crock, Secretary
Shelly Miller
Amanda Myers
Tracy Jackson



Key Challenges Identified

1

Enhancing Public Awareness of the County Board's role

Many community members do not fully understand what the County Board does or how we support people with developmental disabilities. This creates an opportunity to strengthen communication, education, and outreach so our value and impact are better understood.

2

Improving Understanding of How Services are Funded

There is confusion about the County Board's responsibilities related to funding, with some stakeholders viewing us as a direct funding source rather than as a system navigator and steward of public resources. Clearer messaging can help align expectations and improve trust.

3

Promoting Self-Determination and Shared Responsibility

The system of support works best when people and families are actively involved in planning and decision-making. Continued emphasis on education, informed choice, and self-advocacy will support meaningful outcomes and long-term success.

4

Responding to Uncertain Funding Pressures

Local, state, and federal funding pressures continue to impact the availability and sustainability of services. This requires careful planning, creative problem-solving, collaboration, and strong advocacy to make the best use of limited resources.

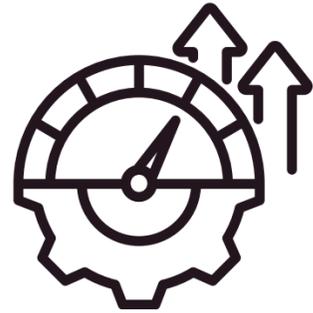
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Strengthening Family Engagement & Partnership

Family involvement varies once services are in place, sometimes due to competing responsibilities. Creating more flexible and accessible ways for families to stay connected and engaged will help ensure services remain responsive and person-centered.



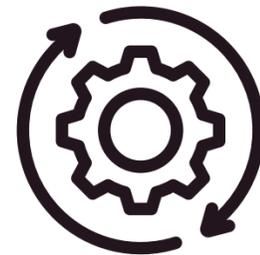
Our Strategic Goals



Financial Sustainability & Efficiency



Improved Service Delivery & Decision Making



Robust Advocacy Network & Community Engagement



Data-Driven Decision-Making



Staff Development & Internal Communication



FINANCIAL SUSTAINABILITY & EFFICIENCY

GOAL A

We will maintain transparency with staff, partners, and the community regarding our financial status, and we will take a proactive, data-informed approach to financial planning to ensure long-term organizational stability.

1

OBJECTIVE A.1

Strengthen Long-Term Financial Forecasting & Planning

- Standardize and Improve Financial Reporting & Monitoring.
- Enhance Cost Forecasting Tools & Procedures.
- Strengthen Fiscal Accountability through Training & Communication.
- Expand and Diversify Funding Streams.

2

OBJECTIVE A.2

Ensure Resources Are Used Where They Deliver the Most Impact

- Evaluate and Prioritize Investments Based on Strategic Impact and Outcomes.
- Maximize Utilization and Effectiveness of Existing Supports & Services.

3

OBJECTIVE A.3

Improve Financial Information Sharing with Stakeholders

- Develop and Implement Consistent, Accessible Financial Communication Tools for Internal and External Stakeholders.
- Strengthen Financial Literacy Across the Organization and Provider Network.

4

OBJECTIVE A.4

Strengthen Systems & Operational Excellence

- Strengthen Daily Operations by Evaluating What We Do, Improving Our Processes, and Using Resources Effectively.
- Expand and Diversify Behavioral Support Options to Increase Access and Reduce Local Funding Reliance.

IMPROVED SERVICE DELIVERY & DECISION-MAKING

We will streamline services without compromising quality, and we will strengthen decision-making through structured processes, consistent guidelines, and data-driven practices.

GOAL B

1

OBJECTIVE B.1

Ensure Consistent Standards of Practice Across the County Boards

- Standardize Key Service Processes Using Clear Workflows, Written Procedures, Shared Tools, and Cross-Department Training.
- Strengthen Accountability Through Routine Audits and Quality Assurance Reviews.

2

OBJECTIVE B.2

Improve Decisions through Better Use of Data

- Build Staff Skills to Understand, Use, and Communicate Data Effectively.
- Integrate Assessment and Screener Data into Program and Educational Planning.

3

OBJECTIVE B.3

Strengthen Quality Assurance & Continuous Improvement

- Apply Consistent Quality Standards and Strengthen Quality Improvement Practices Across the Organization.
- Strengthen Quality Assurance Through Training, Monitoring, and Stakeholder Feedback Analysis.

4

OBJECTIVE B.4

Improve Transitions & Service Coordination Across the Lifespan

- Build a Comprehensive and Standardized Transition Framework Across All Key Life Stages.
- Strengthen Cross-System Collaboration and Use Data to Improve Transition Outcomes.



GOAL B

IMPROVED SERVICE DELIVERY & DECISION-MAKING

We will streamline services without compromising quality, and we will strengthen decision-making through structured processes, consistent guidelines, and data-driven practices.

5

OBJECTIVE B.5

Strengthen Engagement through Feedback & Listening

- Use Simple, Consistent Tools to Gather and Share Feedback.
- Engage Families and the Community Through Meaningful Education, Collaboration, and Inclusive Engagement Activities.





BUILD A STRONG ADVOCACY NETWORK & COMMUNITY ENGAGEMENT

GOAL C

We will lead efforts to create a robust advocacy network and deepen community relationships to raise public awareness and understanding of County Board services.

1

OBJECTIVE C.1

Increase Public Awareness of County Board Services

- Implement a Coordinated Public Awareness Strategy to Highlight County Board Services, Successes, and Community Impact.
- Strengthen Community Visibility Through Consistent Representation at Key Local Events and Networks.

2

OBJECTIVE C.2

Foster Collaborative Community Partnerships

- Deepen Relationships with Community Organizations, Schools, Healthcare Providers, and Civic Leaders to Advance Shared Goals.
- Expand County Board Presence in High-Profile Community Events and Track Partnership-Building Outcomes.

3

OBJECTIVE C.3

Promote Self-Advocacy & Leadership Opportunities

- Build Youth and Family Capacity Through Dedicated Support, Training, and Early Engagement.
- Create Inclusive Leadership and Advisory Opportunities for Self-Advocates Across the Alliance.
- Strengthen Community Awareness and Representation Through Self-Advocate Leadership.

ENHANCE STAFF DEVELOPMENT & INTERNAL COMMUNICATIONS

GOAL D

We will promote a culture of compassion, teamwork, and accountability through consistent communication, targeted training, and supports that empower staff to fulfill their roles effectively.

1

OBJECTIVE D.1

Strengthen Internal Communication Systems & Practices

- Establish Clear, Consistent, and Accessible Communication Channels Across All Departments.
- Monitor Communication Effectiveness and Improve Systems Based on Staff Feedback.

2

OBJECTIVE D.2

Implement a Comprehensive Staff Training & Development Program

- Develop and Deliver a Structured, Organization-Wide Professional Development Framework.
- Strengthen Staff Knowledge Using Consistent Tools and Regular Evaluation of Training Effectiveness.

3

OBJECTIVE D.3

Foster a Supportive & Collaborative Workplace Culture

- Strengthen Collaboration, Teamwork, and Relationship-Building Across Departments.
- Promote a Compassionate, Respectful, and Wellness-Focused Work Environment.

4

OBJECTIVE D.4

Establish Clear Expectations, Accountability & Feedback Processes

- Align Roles and Performance with Organizational Goals through Clear Accountability Systems.
- Improve How We Give and Receive Feedback to Help Staff Grow and Continuously Improve.

IMPLEMENT DATA-DRIVEN DECISION-MAKING

GOAL E

We will improve access to and use of data for planning and accountability, enabling directors and teams to make informed decisions that best serve the people we support and their families.

1

OBJECTIVE E.1

Establish Standards for Data Accuracy & Reporting

- Strengthen Data Quality Through Consistent Monitoring, Validation, and Standardized Reporting Practices.
- Improve Transparency and Tool Utilization Through Routine Reporting and Optimization of Data Systems.

2

OBJECTIVE E.2

Integrate Data into Agency-Wide Planning & Decision Processes

- Embed Data into Strategic Planning, Program Development, Budgeting, and Operational Decision-Making.
- Establish Structures that Support Cross-Departmental Data Review and Continuous Improvement.

3

OBJECTIVE E.3

Build Staff Capacity to Use Data Effectively

- Strengthen Staff Skills in Data Interpretation, Analysis, and Application.
- Provide User-Friendly Tools and Resources That Support Confident, Effective Data Use.

4

OBJECTIVE E.4

Utilize Data to Drive Continuous Improvement & Accountability

- Use Performance Data to Guide Planning, Improve Services, and Strengthen Organizational Accountability.
- Implement Routine Data Review and Transparent Reporting to Support Continuous Improvement.





Strategic Planning Process



Survey Responses

You can tell everyone genuinely cares about the individuals and their well-being.

The staff has a positive attitude, meets my daughter's needs in a timely manner and is responsive to questions that arise.

I would like to see more options for community involvement.

The county board should realize the needs of the mentally abled adults with physical disabilities who want to be independent.

I love our county board and the staff that work there. I feel they are readily available. They are a great group of people with huge hearts and enjoy their job.

The staff are so kind and helpful!

The Strategic Planning process began in the fall of 2025, when members of the BHN Alliance Leadership Team participated in a two-day planning retreat facilitated by the Superintendent. During this retreat, the team identified key challenges and barriers the County Board may face in the future and began shaping priorities to address them.

Input from the people and families supported by BHN, along with staff and community partners, was essential to this planning process. Annual surveys were conducted with every person supported and/or their families, and their responses directly informed the goals and objectives in this plan. Their feedback helps ensure services remain person-centered, responsive, and focused on real needs.

Providers were also asked to share their perspectives through an Engagement Survey evaluating County Board services and staff. Participation was strong and included:

- 81% of Noble County Independent Providers
- 60% of Harrison County Independent Providers
- 62% of Belmont County Independent Providers
- 68% of all Independent Providers across the three counties
- 38% of all active Agency Providers
- 100% of BHN Agency Providers serving 25 or more people

This broad input is critical to the success of the strategic plan. The Belmont, Harrison, and Noble County Boards depend on honest feedback from those they serve and those who deliver services. It is the way we make informed decisions, strengthen partnerships, and continuously improve the quality of supports provided.





Facility Information

**Belmont County Board of
Developmental Disabilities**
www.bcbdd.org

**68421 Hammond Road
St. Clairsville, OH 43950
General: 740-695-0407
SSA: 740-695-7433
Emergency On-Call: 740-310-2255**

**Hours of Operation
Monday through Friday
8 a.m. to 4 p.m.**

**Harrison County Board of
Developmental Disabilities**
www.hcbdd.org

**82480 Cadiz-Jewett Road
Cadiz, OH 43907
General: 740-942-2158
SSA: 740-695-7433
Emergency On-Call: 740-310-2255**

**Hours of Operation
Monday through Friday
8 a.m. to 4 p.m.**

**Noble County Board of
Developmental Disabilities**
www.ncbdd.org

**46049 Marietta Road
Caldwell, OH 43724
General: 740-732-7144
SSA: 740-695-7433
Emergency On-Call: 740-310-2255**

**Hours of Operation
Monday through Friday
8 a.m. to 4 p.m.**

The BHN Alliance 2026-2028 Strategic Plan was approved on the following dates:

Belmont - February 12, 2026

Harrison - February 18, 2026

Noble - February 11, 2026