



***The Arc***<sup>®</sup>  
*of South Carolina*

**STRATEGIC PLAN OUTLINE  
2021-2024**

# Executive Summary

The Arc of South Carolina is a non-profit, grassroots organization, founded in 1957 by a small group of parents and other individuals concerned about the rights of people living with developmental and intellectual disabilities (ID/DD). In conjunction with The Arc of the United States, we continue to advocate for the rights and full inclusion of all children and adults with these disabilities.

We provide leadership in the areas of advocacy, education, health, employment, public awareness, prevention and research. We are a state-wide agency with extensive experience working with adults with ID/DD and broad networking capabilities to successfully coordinate and implement programs for individuals with intellectual and developmental disabilities.

The Arc of South Carolina's mission is to promote and protect the human rights of people with intellectual and developmental disabilities and actively support their full inclusion and participation in the community throughout their lifetimes.

On October 12, 2020, using Google Forms, an organizational assessment survey was sent to 28 staff members and board members. The Organizational Assessment can be viewed in its entirety [here](#).

## Staff Members (19)

Margie Williamson, Executive Director  
Becky Peters, Director of Operations  
DeAndrea McMullen, Director of Case Management  
Rachel Harry, Case Management Supervisor  
Alyssa Rosenfeld Tanczos, Case Manager  
Joe Covey, Case Manager  
Brittany Lowder, Case Manager  
Kaci Mize, Case Manager  
Ashleigh Little, Case Manager  
Connie Brown, Case Manager  
Derek Smoot, Case Manager  
Lebresha Ratchford, Case Manager  
Carly Tindall, Case Manager  
Olivia Richardson, Case Manager  
Sarah Ellegood, Case Manager  
McCall Rice, Case Manager  
Liz Hawkins, Case Manager  
Lucy Townsend, Case Manager  
Bryan Antonoff, Case Manager

## Board Members (9)

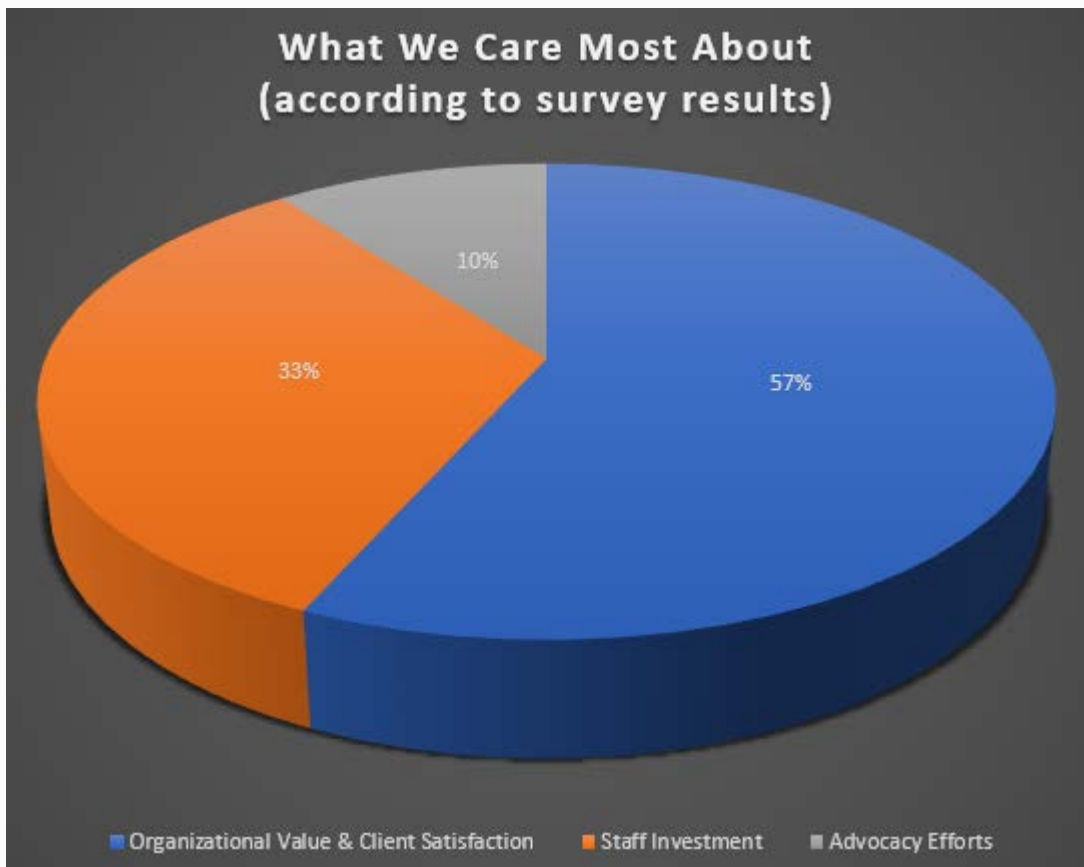
Megan Anderson, President  
Rob Mendenall, Vice President  
Joseph Morgan Leath, Treasurer  
Shay Shealy West, Secretary  
Danni Bloom, Board Member  
Kappy Carter, Board Member  
Lisa Christian, Board Member  
Jackson Wools, Board Member  
Walter Riggs, Board Member  
Dave Moen, Board Member

The chart below represents what is most important to our organization, according to the survey results.

**Organizational Value & Client Satisfaction** is a representation of organizational expansion, the value that we have been adding to our client's lives, client satisfaction, and our desire to continue growing, adding value and satisfaction to the lives of our clients and their families.

**Staff Investment** is a representation of the strength of our staff and the desire to increase their resourcefulness and job satisfaction.

**Advocacy Efforts** is a representation of our current advocacy efforts and our desire to increase those efforts through increased community outreach and education, client and family education, and through state and federal policy initiatives.



It's evident from the results of the organizational assessment that our staff and board members gauge their strengths by the programs and services our clients receive and the satisfaction of the people we serve. Our team has a strong desire to continue adding value to the lives of our clients and families, while aspiring to do even more to help enrich the quality of their lives through additional services and supports. These results show that The Arc of South Carolina is in alignment with the mission, core values, and guiding principles of the

organization. Our programs, services, dedicated staff, advocacy efforts, organizational structure, and fiscal responsibility are our **S**trengths.

According to the survey results, the **O**pportunities that our organization would like to focus on include the following: continuing to add value to our clients and families by investing in our staff by creating opportunities for professional development; advocacy efforts; increased public visibility; client education; teamwork; growth/expansion; sustainability; and fundraising.

The staff and board members care deeply about the people we serve. This organization is dedicated to enriching the lives of people who have intellectual and developmental disabilities and their families. The survey results show that our **A**spirations include continuing to provide quality services and incorporating additional services, and programs for our clients and their families. Continued advocacy initiatives are also very important. One respondent mentioned that they would like to see our executive director able to advocate for our clients and families full-time.

How do we measure our **R**esults? How do we know if we are succeeding? Results suggest that we can measure success through employee retention, client feedback and progress, and by increased productivity and organizational growth.

The Arc of South Carolina operates within a landscape governed by significant external influences, including policy shifts at the local, state, and national levels. These policies affect wide-ranging factors that influence the daily lives of our clients who have intellectual and developmental disabilities.

Internally, The Arc continues to evolve with expanded IT infrastructure, modernization efforts, facility improvement, realignment, and the development of internal resources have already demonstrated the organization's willingness to adapt in this ever-changing, dynamic environment.

These efforts speak to our vision for and commitment to organizational agility.

After a second round of strategic planning initiative questions were posed to the board members on December 8, 2020, a more concise strategic plan emerged. Organizational Value & Client Satisfaction would be combined with Staff Investment to focus on a broader initiative: Professional Development. Advocacy Efforts would be divided into two strategic initiatives: Advocacy and Grants & Fundraising. Please see the charts below for a more detailed description of the strategic planning initiatives that were agreed upon.

Solutions and strategies to address a full spectrum of strengths, opportunities, aspirations, and a measure of results are detailed in this plan. Team Members responsible for implementing this plan and coinciding metrics will be determined through facilitated session to be conducted with Arc staff at a date that is yet to be determined.



## Our Core Values

### **People First:**

The Arc believes that all people with intellectual and developmental disabilities are defined by their own strengths, abilities, and inherent value, not by their disability.

### **Equity**

The Arc believes that people with intellectual and developmental disabilities are entitled to the respect, dignity, equality, safety, and security accorded to other members of society, and are equal before the law.

### **Community**

The Arc believes that people with intellectual and developmental disabilities belong in the community and have fundamental moral, civil, and constitutional rights to be fully included and actively participate in all aspects of society.

### **Self-Determination**

The Arc believes in self-determination and self-advocacy. People with intellectual and developmental disabilities, with appropriate resources and supports, can make decisions about their own lives and must be heard on issues that affect their well-being.

### **Diversity**

The Arc believes that society in general and The Arc in particular benefit from the contributions of people with diverse personal characteristics, including, but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender, and type of disability.

# Our Guiding Principles

## **Participatory Democracy**

The Arc acts to ensure that people with intellectual and developmental disabilities, their parents, siblings, family members, and other concerned members of the public have meaningful opportunities to inform and guide the direction of the organization's advocacy, including determining policy and positions on important issues. The Arc strives for diversity in its leadership, as well as in all facets of the work of the organization.

## **Visionary Leadership**

The Arc leads by articulating a positive vision for the future of people with intellectual and developmental disabilities and catalyzes public and private support in realization of that vision through carefully planned and well-executed goals, strategies, and actions.

## **Public Interest**

The Arc represents the public interest, supporting and acting with and on behalf of all people with intellectual and developmental disabilities and their families, regardless of the type of disability or membership in The Arc.

## **Collaboration**

The Arc works with individuals, organizations, and coalitions in a collaborative fashion. The Arc values and promotes effective partnerships between volunteer and staff leadership at all levels of the organization.

## **Transparency, Integrity, and Excellence**

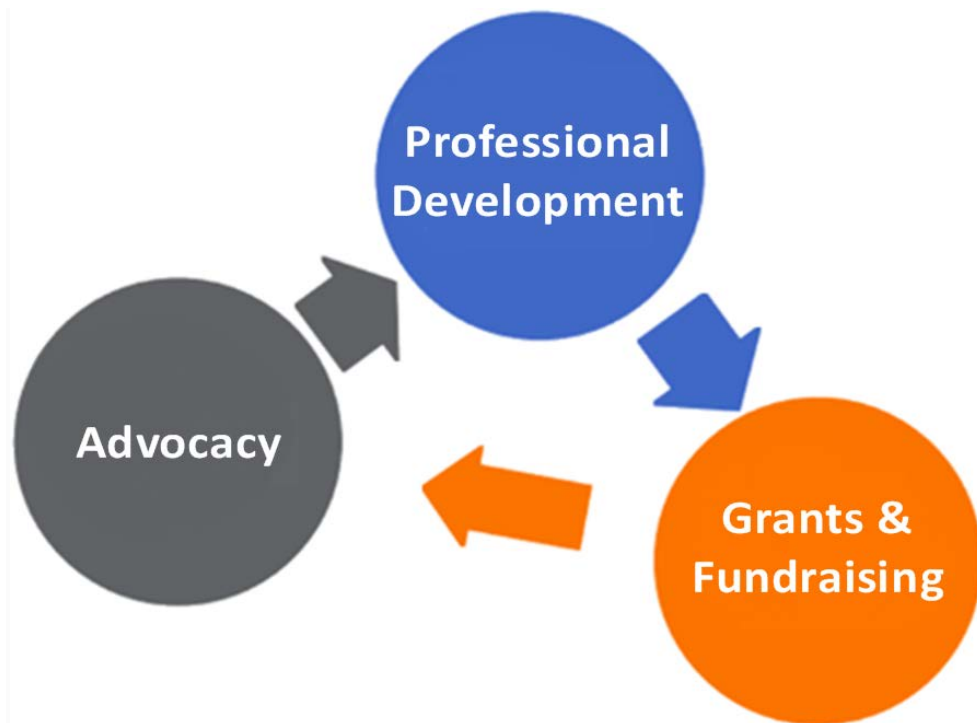
The Arc conducts its business with integrity, accountability, and open, honest, and timely communication. The Arc is committed to quality and excellence in all it does.

## 2020-2022 STRATEGIC PLAN PRIORITY AREAS

The Arc will sustain a valued, engaged workforce that feels a sense of purpose in their roles and supports the community at large. The Arc will create a learning culture that supports continued training and development.

To build a strong foundation, through professional development, for The Arc of South Carolina to continue to grow and thrive through the changing landscape of disability support services.

To provide organizational value and client satisfaction for people with intellectual and developmental disabilities throughout their lifetime through the continued implementation of meaningful and impactful programs.



Facilitating engagement and communication between individuals with developmental disabilities and state and federal agencies to inform programs and policies.

Facilitating the continued progression of the self-advocacy movement, aiding individuals in leading self-determined lives.

Creating and increasing sustainable funding and cultivating collaboration through grant writing and fundraising events, public awareness and outreach campaigns.

## STRATEGIC INITIATIVE #1: PROFESSIONAL DEVELOPMENT

The Arc will sustain a valued, engaged workforce that feels a sense of purpose in their roles and supports the community at large. The Arc will create a learning culture that supports continued training and development.

To build a strong foundation, through professional development, for The Arc of South Carolina to continue to grow and thrive through the changing landscape of disability support services.

To provide organizational value and client satisfaction for people with intellectual and developmental disabilities throughout their lifetime through the continued implementation of meaningful and impactful programs.

### GOAL #1

Become a leading regional employer, sought out by professionals with a diverse range of skills and talents.

### GOAL #2

Cultivate a workforce that is representative of the community The Arc serves.

### GOAL #3

Build a workforce that meets the operational and strategic needs of The Arc.

### GOAL #4

Develop a culture of recognition and professional growth at all levels.

### GOAL #5

Develop and improve quality training programs that are linked to our strategic objectives. Analyze needs, identify skill gaps, prioritize skills and strategic initiatives, plan and deliver training to add value and promote success in our organization.

## STRATEGIC INITIATIVE # 2

## GRANTS & FUNDRAISING

Creating and increasing sustainable funding and cultivating collaboration through grant writing and fundraising events, public awareness and outreach campaigns.

### GOAL #1

Find the right nonprofit grant opportunities by researching the following:

- Federal grants and endowments

- State and municipal-funded resources

- Corporate grant-giving programs

- Private grant-giving foundations

### GOAL #2

Increase our email outreach and online social fundraising opportunities.

### GOAL #3

Create annual giving offers (in addition to Midland Gives!).

### GOAL #4

Create nonprofit events to gain exposure and opportunities for giving.

## STRATEGIC INITIATIVE #3: ADVOCACY EFFORTS

The Arc will facilitate engagement and communication between individuals with developmental disabilities and state and federal agencies to inform programs and policies. The Arc will also facilitate the continued progression of the self-advocacy movement, aiding individuals in leading self-determined lives.

### **GOAL #1**

The Arc of South Carolina will encourage and support parents to be effective advocates.

### **GOAL #2**

The Arc of South Carolina will actively encourage and support self-advocacy.

### **GOAL #3**

The Arc of South Carolina will advocate for legislative and policy reform relevant to persons with intellectual and developmental disabilities.

### **GOAL #4**

The Arc of South Carolina will advocate for the provision of services based on the needs and requirements of persons with intellectual and developmental disabilities.

### **GOAL #5**

The Arc of South Carolina will provide quality and accessible information to serve our clients.