

# able

SOUTH CAROLINA

Developed in consultation with:



# Our Strategic Framework

## Mission

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We are an organization of people with disabilities leading the charge to:

- **Equip** people with disabilities with tools to foster pride and to direct their own lives;
- **Educate** the community to challenge stereotypes and eliminate barriers; and
- **Advocate** for access, equity, and inclusion at the individual, local, state, and national level.

## Vision

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A South Carolina that is a national model of equity and inclusion for all people with disabilities.

## Values

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1. **Coequality/Equity:** We promote the equal status, rights, or opportunities while addressing barriers that prevent this. We advocate and provide equity, not special treatment. We advocate for respect, fair access, and opportunities while identifying and eliminating barriers to ensure full participation.
2. **True Inclusion:** Inclusion that incorporates intersectionality and being an active and vital part of the community. We advocate for people with disabilities to be included in integrated environments in the classroom, employment, housing, leadership roles, and in discussions that impact their lives within the community.
3. **Consumer-Driven Independence:** People with disabilities should have the right to control their own lives and make decisions about what's best for them. We believe every individual can be independent and sometimes that means utilizing the supports around them including mentors and peer supports. People with disabilities should always direct their services and how they access the community. We teach the skills that allow people to lead their own lives; we don't reach their goals for them. We enhance the independent support networks that allow people to achieve their goals and grow their own support system through mentoring and leadership.
4. **Disability Justice:** Acknowledging that everyone has their own unique experiences of discrimination and oppression, we must consider anything that can marginalize people - disability, gender, race, class, sexual orientation, and other lived experiences. The disability community is diverse; many members face oppression and are marginalized for identities beyond their disability. We recognize that all parts of a person's identity need to be recognized, as these can further marginalize someone. We believe everyone deserves equity and should be celebrated for their entire identity.
5. **Disability Pride:** Individual and community pride in being part of the disability community is critical as it builds up the confidence to navigate life and not feel ashamed of a disability. "Disability" is not a negative word. We are proud of who we are, and the barriers we have overcome have only made us stronger. It's ok to have a disability. *Do not pity us.*
6. **Representation:** We believe organizations best suited to support and assist People with disabilities are governed and operated by People with disabilities. Able SC centers on the belief that all plans and activities impacting People with disabilities should include those affected; *nothing about us without us is a core philosophy.* We will remain a disability-led organization for all people with disabilities.

# **Our Work:**

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## **1. Equips (People with Disabilities)**

- People with a disability with an understanding of their rights and how to advocate for access and inclusion;
- People with a sense of self-awareness, disability pride, and self-confidence necessary for self-empowerment; and
- The disability community with advocacy skills to represent their interests and improve access and inclusion in schools, in the workplace, and in the community.

## **2. Educates (Community at Large)**

- Against ableism and how discrimination occurs when people with all types of disabilities are not included;
- About the harm caused by ignoring intersectionality in the disability community and perpetuating disability hierarchies; and
- People, organizations, and communities of best practices and principles that support the needs of people with disabilities.

## **3. Advocates (For Systems Change)**

- For the intentional consideration of the disability community in Diversity, Equity, and Inclusion efforts;
- For normalizing disability to dispel the myths, stereotypes, and assumptions made toward people with disabilities;
- For disability integration where we live, work, play and gather in our community.

# Priority 1: Elevate the Disability Community

**(EDUCATE)**

**Rationale:** We must leverage our achieved platform and influence to drive the evolution of the disability culture. There’s an intersection of disability and cultural awareness often dismissed or overlooked. Disability Justice cannot be realized without changing the culture of disability. Our direction is more than to bring awareness, and it is to be a leader in driving permanent change.

Objectives	Desired Output(s)	Desired Outcome(s)
<p><b>Measure community cultural perception of disabilities to create relevant messaging</b></p>	<ul style="list-style-type: none"> <li>• Complete public perception survey of people with disabilities</li> <li>• Enhance Able SC brand awareness via marketing campaign to challenge existing stereotypes about people with disabilities</li> <li>• Review and modify programs and services to ensure a focus on disability pride and community</li> <li>• Representation on local, regional, state, and national level leadership Boards and Commissions</li> </ul>	<p>Public perception in SC is changed of abilities of people with disabilities (PWD)</p>
<p><b>Advocacy (individual and systems)</b></p>	<ul style="list-style-type: none"> <li>• Establish and promote self-advocacy outcomes for programs</li> <li>• Systems Advocacy with a dedicated full-time employee</li> <li>• 75% of General Assembly report improved knowledge of disability priorities</li> <li>• 10 Developed Legislative Champions</li> <li>• 2500 mobilized grassroots champions gain exposure on policy related areas (attending Advocacy Day, Legislator Education)</li> <li>• Three educational events for policy leaders</li> <li>• Six policy issue briefs published and distributed to General Assembly and public</li> <li>• Established relationships with five City / County legislative and governmental bodies</li> <li>• Track policy changes and influence from our work</li> <li>• 15% increase as regulatory guidance advisor</li> </ul>	<p>Able SC consumers exceed national baseline for goal attainment</p> <p>Disability priority areas are reflected as “electable” issues</p>

<b>Model (people come to us to learn)</b>	<ul style="list-style-type: none"> <li>● Establish education / training portal</li> <li>● Document/market Able SC exceeding national standards (Resource Guides / Trainings / Panels)</li> <li>● State / Local recognition for programs</li> <li>● Targeted promotion of expertise to other Center for Independent Livings across state/nation</li> <li>● Targeted promotion of expertise to Chambers / Rotaries, and other non-disabled community</li> <li>● 35% growth in attendance for consumer-based trainings</li> <li>● 35% growth in attendance for external (non-consumer) trainings</li> <li>● Program business development pipeline</li> </ul>	Able SC is recognized as national practice and thought leader for independent living
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## Priority 2: Organizational Development

**(EQUIP)**

**Rationale:** The personal and professional development of staff benefits the individual, team, and organization. Staff development takes place in many forms, including staff diversity, cross-training, learning experiences, and self-care.

Objectives	Desired Output(s)	Desired Outcome(s)
Enhance employee retention and recruitment	<ul style="list-style-type: none"> <li>● 85% staff retention for full-time employees</li> <li>● Exceed state competitive marketplace rates for employment (compensation package and non-tangible benefits)</li> </ul>	Greater staff retention, continued development of staff expertise
Increase the pool of internal candidates for promotion	<ul style="list-style-type: none"> <li>● Promote managerial skills/leadership opportunities for staff</li> <li>● Assess readiness for roles and shared opportunities for advancement (career planning and competencies protocol)</li> <li>● Promote job opportunities internally with the encouragement for staff to apply</li> </ul>	Greater staff retention, continued development of staff expertise
Staff represent broader skills and life experiences	<ul style="list-style-type: none"> <li>● Actively recruit staff/interns with various life backgrounds and experiences</li> </ul>	Able SC is a mosaic of the community

Greater perspectives and understanding (staff diversity)	<ul style="list-style-type: none"> <li>All consumer products developed through a diversity, equity, and inclusion perspective</li> <li>Three annual cross-cultural social equity and inclusion-based trainings for staff</li> </ul>	Able SC programs represent the population served
Staff orientation and review process that outlines role expectations	<ul style="list-style-type: none"> <li>Individual-based Key Performance Indicators for role/position aligned on skills and competencies</li> </ul>	Staff develops into experts in their field and role clarity
Develop leaders in individual roles and programs that celebrate innovation, collaboration, planning, and impact	<ul style="list-style-type: none"> <li>Promote staff for area community leadership professional development opportunities</li> <li>Promote statewide leadership professional development opportunities for senior staff</li> <li>Professional development mentoring opportunities for staff</li> </ul>	Practice autonomy, accountability, and results-based management

### Priority 3: Community Awareness and Reach

*(Educate)*

**Rationale:** Our brand precedes us – more than a logo, our brand is our promise. Our brand tells others what to expect from us. We want people to know who we are, what we do, and to see the value in the work. Every time we elevate the brand, reach, and awareness, we create opportunities for mission-oriented action.

Objectives	Desired Output(s)	Desired Outcome(s)
Increased volunteers	<ul style="list-style-type: none"> <li>Develop volunteer job description(s)</li> <li>Implement web-based volunteer form based on programs and interests</li> <li>Volunteers increase by 25%</li> <li>Volunteers represent broad skills and life experiences</li> </ul>	Positive reflection of Able staff/programs
Diversity and participation of Board members is enhanced	<ul style="list-style-type: none"> <li>At least 25% of Board representation will be outside Columbia</li> <li>Board membership represents various life skills and experiences</li> <li>Board will participate in at least one supplemental activity</li> </ul>	Board representation reflects the skills/needs of the communities served

Explore expansion of services to underserved/unserved counties	<ul style="list-style-type: none"> <li>• In conjunction with SPIL, complete needs assessment to show gaps in coverage area</li> <li>• Complete consumer-based needs assessment</li> <li>• Complete financial assessment to determine available funding streams</li> </ul>	Capacity to expand service footprint
Partnerships and alliances that advance strategic plan (more necessarily does not mean better)	<ul style="list-style-type: none"> <li>• Review existing partnerships / coalitions to determine value add</li> <li>• Review gaps in partnership alignment</li> <li>• Participation in area business leadership organizations to promote Able SC</li> </ul>	Strategic alliances that advance the mission of organization

## Priority 4: Resource Development

### *(EQUIP, EDUCATE, ADVOCATE)*

**Rationale:** Resources – physical, financial, programmatic—are a means to an end. Continually assessing and improving the quality of resources and ensuring the adequate capacity of resources contributes toward organizational and programmatic efficiencies and effectiveness.

Objectives	Desired Output(s)	Desired Outcome(s)
Deploy statewide Fee-for-Service program	<ul style="list-style-type: none"> <li>• Develop integrated business strategy for Fee-For-Service programs</li> <li>• Grow unrestricted funding to 25% of average operating budget</li> <li>• \$250,000 gained in programmatic corporate sponsorships</li> <li>• \$250,000 gained in Fee-for-Service program(s)</li> </ul>	Financial growth through serving untapped markets
Launch Capital campaign	<ul style="list-style-type: none"> <li>• Complete feasibility study</li> <li>• Develop promotional materials</li> <li>• Recruit external champion(s)</li> <li>• Develop a blueprint of physical building</li> <li>• Secure \$250,000 public/private funding (local, state, national)</li> </ul>	Long term organizational financial stability

	<ul style="list-style-type: none"> <li>• Establish Capital Campaign Endowment</li> </ul>	
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## Priority 5: Community Space

*(Advocate)*

**Rationale:** We recognize many community spaces are not designed, developed, or managed with the disability community in mind. Though we may not be able to change all spaces, we can be deliberate in designing and creating a community space for our community.

Objectives	Desired Output(s)	Desired Outcome(s)
Inclusion (can't exist unless we are involved in DEI)	<ul style="list-style-type: none"> <li>• Integrate disability philosophy into existing DEI efforts (corporate/non-profit/state agencies)</li> <li>• Implement 12 Disability Justice trainings</li> </ul>	Embed disability rights into social DEI initiatives
Enhance Community Accessibility programs	<ul style="list-style-type: none"> <li>• 25% increase in community accessibility trainings/assessments/websites</li> <li>• At least four employees have accessibility certification</li> <li>• Enter agreements with three statewide business entities to promote service</li> </ul>	Enhanced public perception of community accessibility

## Priority Area 6: Programmatic Expansion and Outcomes *(Equip)*

**Rationale:** Our programs connect us to the community. We must continually identify opportunities to expand our reach, deepen our footprint, and increase our impact. We realize the reward for high performance is greater expectations. We will continue to seek growth for all available consumers.

Objectives	Desired Output(s)	Desired Outcome(s)
Expansion and outreach to K-12 schools	<ul style="list-style-type: none"> <li>• Assess program coverage gap</li> <li>• Formalize new partnerships with K-12 schools based on underserved areas</li> <li>• Identify/secure funding to support services</li> <li>• Create, implement, and measure disability inclusion curriculum in school system</li> </ul>	Able SC footprint expanded to reach more consumers
Program alignment with state agencies	<ul style="list-style-type: none"> <li>• Partnership with state departments who serve People with disabilities</li> </ul>	Organizational and state



	<ul style="list-style-type: none"> <li>• Formalize new partnerships based on underserved populations</li> <li>• Identity/secure funding to support services</li> </ul>	alignment for enhancing independent living services
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**Priority 7: Strategic alignment of partners and staff resources to promote broader community inclusion and advancement of organizational mission and objectives (Educate, Advocate)**

**Rationale:** Everything is connected – partners, staff, resources, community, mission, and objectives. This is a priority that starts with a mind shift. We must look for the alignment, and opportunities, for synergy.

Objectives	Desired Output(s)	Desired Outcome(s)
Collaborators (we will lead efforts)	<ul style="list-style-type: none"> <li>• Establish anti-ableism and inclusion task force (non-board) charged with elevating and integrating disability justice across SC</li> <li>• Disability inclusion practices and goals embedded with taskforce partners</li> <li>• Develop recommendations impacting state policy, business environment, and community access</li> <li>• Advocate for the adoption of recommendations across public and non-profit sectors</li> </ul>	Advancement of equity and inclusion across various platforms and community representation
National thought leader for Persons with Disabilities	<ul style="list-style-type: none"> <li>• Establish national audience of CILs, national funders, and consumer-based thought leaders to assist in shaping the future of independent living philosophy and practice</li> <li>• Host convening of a national audience to discuss future of IL</li> <li>• Integrate taskforce recommendations into advocacy/outreach efforts</li> </ul>	Able SC is recognized as a state and national leader in independent living philosophy