



Consulting Strategic Plan for: Disabilities Board of Charleston County

Hop2it Consulting

Daniel W. Hoppe, Jr., EdD, President & Senior Consultant

Heather M. Hoppe, PhD, Senior Consultant

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About this Document

This document provides an extensive overview of the consulting engagement with Disabilities Board of Charleston County.

Areas of focus include:

- 1) An executive summary of the Strategic Plan.
- 2) Background and brief history of Disabilities Board of Charleston County.
- 3) Description of the consulting approach, including surveys , discussions and meetings/sessions held to capture the data.
- 4) Breakdown of findings, based on themes and trends identified through the data collected.
- 5) Recommendation for opportunities to change and/or grow as identified through consulting engagement, including any additional consulting opportunities.

Executive Summary

The strategic planning executive summary or “dashboard” is a one-page document, which summarizes the findings of the strategic planning process. In the case of Disabilities Board of Charleston County (DBCC), the purpose of the strategic plan and the new vision statement is for the organization ***We envision a future where every individual is supported, valued, and empowered to pursue personal goals, build autonomy, and live a meaningful life as an active member of their community.***

The strategic planning process identified four areas of focus, which reflect opportunities for growth, change and resource generation. The four areas of focus include:

- Programming & Capacity
- Community Engagement & Communications
- People & Culture
- Facilities & Infrastructure

The Disabilities Board of Charleston County (DBCC) 2026-2029 Strategic Plan executive summary can be found on the next page.

DISABILITIES BOARD OF CHARLESTON COUNTY 2026-2029 STRATEGIC PLAN			
VISION			
We envision a future where every individual is supported, valued, and empowered to pursue personal goals, build autonomy, and live a meaningful life as an active member of their community.			
4 Pillars of the DBCC Strategic Plan			
	Programming & Capacity	Community Engagement & Communications	
	People & Culture	Facilities & Infrastructure	
Initiatives			
Programming & Capacity - Expand and strengthen current and future program offerings. - Improve use of technology to enhance service delivery and efficiency. - Develop measurable methods to evaluate program outcomes - Strengthen staff capacity through training and leadership development PERFORMANCE INDICATORS: Y1: Program evaluation priorities identified; technology needs assessed; staff development priorities established. Y2: Program outcome measures implemented; selected technology improvements launched; leadership development expanded. Y3: Program growth evaluated; service impact reviewed; future capacity priorities refined.		Community Engagement & Communications - Develop a formal communication plan for internal and external audiences - Strengthen social media, storytelling, & newsletter communication - Increase community visibility through outreach events & partnerships - Enhance collaboration with the DBCC Foundation & community partners PERFORMANCE INDICATORS: Y1: Communication plan developed; newsletter process launched; social media consistency strengthened. Y2: Community events expanded; website updates completed; partnership efforts increased. Y3: Communication effectiveness evaluated; visibility strategies refined; partnership impact reviewed.	
People & Culture - Strengthen recruitment, retention, and onboarding efforts with creation of formal onboarding and training to include video and client specific training resources - Expand professional development and leadership training - Increase employee recognition and staff wellness efforts - Develop succession planning and career pathway strategies PERFORMANCE INDICATORS: Y1: Recruitment priorities identified; onboarding strengthened; staff recognition efforts expanded; formal onboarding and training defined. Y2: Leadership development increased; wellness initiatives strengthened; staff feedback reviewed; formal onboarding and training videos piloted Y3: Retention impact evaluated; succession planning refined; workforce strategies adjusted.		Facilities & Infrastructure - Develop a long-term capital improvement plan - Explore facility upgrades, expansion, and modernization opportunities - Strengthen emergency preparedness and operational readiness - Improve facility use to support programming and community engagement PERFORMANCE INDICATORS: Y1: Priority facility needs identified; capital improvement planning initiated; maintenance check list created and piloted. Y2: Facility improvements prioritized; partnership opportunities explored. Y3: Long-term infrastructure priorities evaluated; future space needs assessed.	



History and Background

The Disabilities Board of Charleston County traces its origins to 1958, Established during a time when services for individuals with developmental disabilities were limited, the organization represented an early community commitment to providing structured support and opportunities for individuals with disabilities in Charleston County.

In 1974, the South Carolina General Assembly created the *Mental Retardation Board of Charleston County*, reflecting the terminology used during that period, to coordinate and administer services for individuals with intellectual disabilities and related conditions. At that time, the Board assumed operation of Hope Center for the Retarded, Inc., including oversight of a sheltered workshop employing 35 individuals and operating a fleet of 10 vehicles.

As community needs expanded, so did the organization's role and service delivery model. In 1993, the agency was renamed the *Disabilities Board of Charleston County*, reflecting a broader and more inclusive mission. During this period, DBCC also assumed operation of the Charles Webb Center, expanded services to individuals on the autism spectrum, and became one of only four providers in South Carolina selected to provide programs through the Head and Spinal Cord Injury (HASCI) initiative.

In 2021, the organization relocated its administrative offices to 1357 Remount Rd, further strengthening its operational capacity and positioning the agency for continued growth in community-based service delivery.

Today, DBCC serves nearly 1,100 individuals across Charleston County with intellectual disabilities, autism, head injuries, spinal cord injuries, and other related disabilities. The organization employs nearly 300 team members, manages an annual operating budget exceeding \$26 million, and operates a fleet of 110 vehicles that collectively travel more than 250,000 miles each month in support of service delivery throughout the community.

Strategic Planning Team

The strategic planning process for Disabilities Board of Charleston County (DBCC) was an eight-month engagement, focused on better understanding the organization in its current state to identify the opportunities for growth and change to a desired state. This was addressed using a “Past, Present, Future” approach. The process was led by a Strategic Planning Team, which consisted of representatives from their leadership team as well as members of the board, community supporters, direct support staff, middle managers and families. The Disabilities Board of Charleston County Strategic Planning (SP) Team is best defined as a small group of carefully selected participants who contribute to open discussions toward understanding and solidifying the past, present and future of the organization, as it relates to the strategic planning process. The team was composed of representatives from the board, leadership team, and members of the community. Participants were encouraged to openly share opinions, experiences, and desires for DBCC, as they navigated through the strategic planning process. The goal of this team was to come to a consensus regarding the future opportunities and direction of the organization and be positive representatives and liaisons of the strategic planning process.

Scope of Engagement and Data Collection

Engagements and opportunities for data collection and analysis stemmed from the following:

- A Strategic Planning Kick Off session with the SP team. This engagement included teambuilders, a leadership/team assessment and discussion/activities related to defining Disabilities Board of Charleston County' Past and Present perceptions.
- An initial survey was deployed to organizational stakeholders, focused on the past perceptions, experiences and thoughts related to the organization. Results of the survey can be found in the Supporting Documentation section of this report.
- A Strategic Planning session was held with the SP team to review the data related to the "Past." The survey responses were discussed and validated. The SP team then walked through an activity, to define Disabilities Board of Charleston County' "Present State".
- A second survey was deployed to organizational stakeholders, focused on the present perceptions, experiences and thoughts related to the organization. Results of this survey can also be found in the Supporting Documentation section of this report.
- A Strategic Planning session was held with the SP team to review the data related to the "Present." The survey responses were discussed and validated. The SP team then discussed and planned the "Brainstorming Session".
- Additionally, the team evaluated the current mission statement and walked through an activity to begin defining the organization's vision and values.
- A "Brainstorming" session, focused on the future of Disabilities Board of Charleston County was held in September, to offer an update on the strategic planning process and to allow the larger representation of the organization a voice regarding the future of Disabilities Board of Charleston County. This session had over 50 in attendance, representing leadership, board, community supporters, staff, participants and families. The group walked through an activity, brainstorming a future vision for Disabilities Board of Charleston County, which started wide in its approach, and then was narrowed down to categories related to the organization's mission and direction.
- A third survey was deployed to organizational stakeholders, focused on the future opportunities for growth and change related to the organization. These questions were

aligned with the categories that came out of the “Brainstorming” session. The survey results were validated and aligned with the outcome of the brainstorming session. Results of this survey can also be found in the Supporting Documentation section of this report.

- The consultant held individual interviews with members of the board, to further validate, gain additional insight and allow for individual responses related to growth, change and concerns. All responses were aggregated anonymously.
- A Strategic Planning session was held with the SP team to review the data related to the “Brainstorming” Future of Disabilities Board of Charleston County session. The SP team further classified ideas, tasks and visions from the brainstorming session and supplied data to categorically identify four pillars, related to the opportunities for Disabilities Board of Charleston County’ future.
- The final stage of the Disabilities Board of Charleston County strategic planning process was a session where the final proposed versions of the new mission, vision and values of the organizations were presented, and the strategic planning team reviewed the pillars and initiatives to identify benchmarks as well as 1-3-5-year goals.

Findings

The findings from the strategic planning process for Disabilities Board of Charleston County are broken down by data collection methods, which include the following:

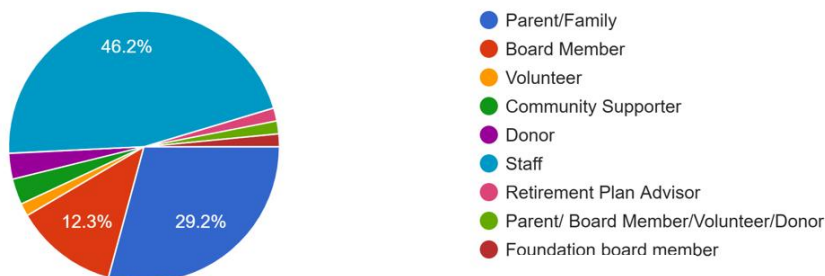
- Disabilities Board of Charleston County Past Survey Responses
- Disabilities Board of Charleston County Present Survey Responses
- All Stakeholder Future of Disabilities Board of Charleston County Session

DISABILITIES BOARD OF CHARLESTON COUNTY' PAST SURVEY RESPONSES:

The first step of the strategic planning process was to develop and deploy a survey to capture past experiences and perceptions as they pertain to the history of the organization. The seven-question survey identified the roles participants have, as they relate to Disabilities Board of Charleston County, the number of years of experience with the organization as well as images, words and thoughts related to positive and negative experiences. The data from the survey offered great insight into the history of Disabilities Board of Charleston County, which supports a better understanding of their direction, moving forward. Responses are highlighted and summarized below, and the full survey results are available in the Supporting Documentation section of this report.

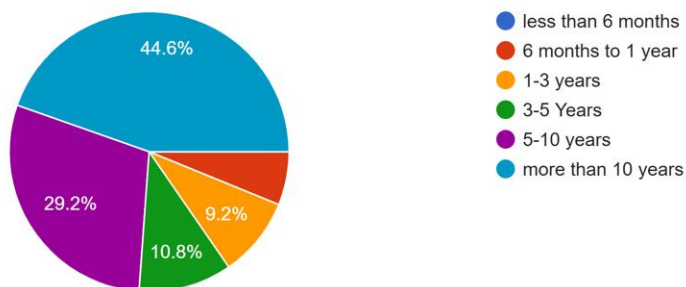
My Role at DBCC is

65 responses



I have been associated with DBCC for

65 responses



When asked, “**What word best reflects DISABILITIES BOARD OF CHARLESTON COUNTY**”, **CARE** came up most frequently.

When asked “**What Defines DISABILITIES BOARD OF CHARLESTON COUNTY’ past**”, the following trends were identified:

Longstanding Commitment to Individuals with Disabilities: DBCC has a proud and decades long history of serving individuals with developmental and related disabilities, with deep roots in the Charleston area and a mission to improve outcomes for those they serve.

Caring and Compassionate Staff: The organization is consistently recognized for the love, care, and respect shown by staff toward residents and clients, especially in group homes and day programs.

Challenges with Staffing and Turnover: High turnover rates, understaffing, and low wages have been persistent concerns that impact continuity of care and employee morale, despite recent improvements in pay.

Leadership and Management Concerns: Several comments highlighted issues with upper-mid management, training gaps, and the need for clearer strategic direction.

Financial and Policy Constraints: Poor financial planning in the past, along with limited state and federal funding, have restricted DBCC’s ability to grow and better serve its consumers.

Stability Amidst Change: Despite internal challenges, DBCC has maintained operational stability and continues to adapt its services and structure to better support its mission and clients’ needs.

Client-Centered Mission: The organization's primary goal historically has been focused on the safety, well-being, and individualized support of clients, including adults with aging caregivers.

Community Engagement and Perception: DBCC is valued by many families and has historically enjoyed strong community support, though some still see it as a government run agency with limited resources and expectations.

When asked “**What are some negative Images/Experiences associated with DISABILITIES BOARD OF CHARLESTON COUNTY’ Past?’**”, the following trends were identified:

Rank	Theme	Mentions
1	None or N/A	14
2	Negative staff behavior	6
2	Staffing shortages	5
4	Communication issues	5
4	Turnover	4
4	Low pay	4
7	Facilities/program issues	4
7	Poor leadership/management	3
9	Lack of resources/funding	3

Staffing Shortages and High Turnover:

A major concern is the chronic shortage of personnel, frequent staff turnover, and unfilled positions, which have led to inconsistent care, burnout, and difficulty maintaining service quality.

Low Pay and Lack of Support:

Many comments pointed to underpaid staff who feel undervalued, unsupported, and overwhelmed by demanding workloads contributing to low morale, lack of motivation, and high attrition rates.

Communication and Accountability Issues:

Poor communication both internally among departments and externally with families was a recurring issue, along with perceptions of favoritism, lack of accountability, and a culture slow to change.

Facility and Program Limitations:

Concerns were raised about aging or inadequate facilities, limited learning or engagement opportunities for clients, and inappropriate grouping of individuals with different levels of needs.

Professionalism and Public Perception:

Some mentioned unprofessional staff behavior, lack of clear standards, and the general public's limited understanding of DBCC's services or eligibility processes highlighting a need for improved public outreach and internal training.

When asked “**What are some positive Images/Experiences associated with DISABILITIES BOARD OF CHARLESTON COUNTY’ Past?**”, trends included the following:

Rank	Theme	Mentions
1	Compassionate & Caring Staff	12
2	Community Involvement & Events	10
3	Growth & Success of Consumers	9
4	Employee Appreciation & Morale	8
5	Advocacy & Consumer Choice	6
6 (tie)	Residential & Day Program Quality	5
6 (tie)	Work Opportunities for Consumers	5
8	Positive Culture & Teamwork	4
9 (tie)	Communication with Families	3
9 (tie)	Leadership & Responsiveness	3

Compassionate & Caring Staff: Many comments highlighted the dedication, compassion, and empathy of staff and caregivers. Respondents consistently mentioned that staff go above and beyond, treat individuals with respect and love, and genuinely care about the well-being of those they serve.

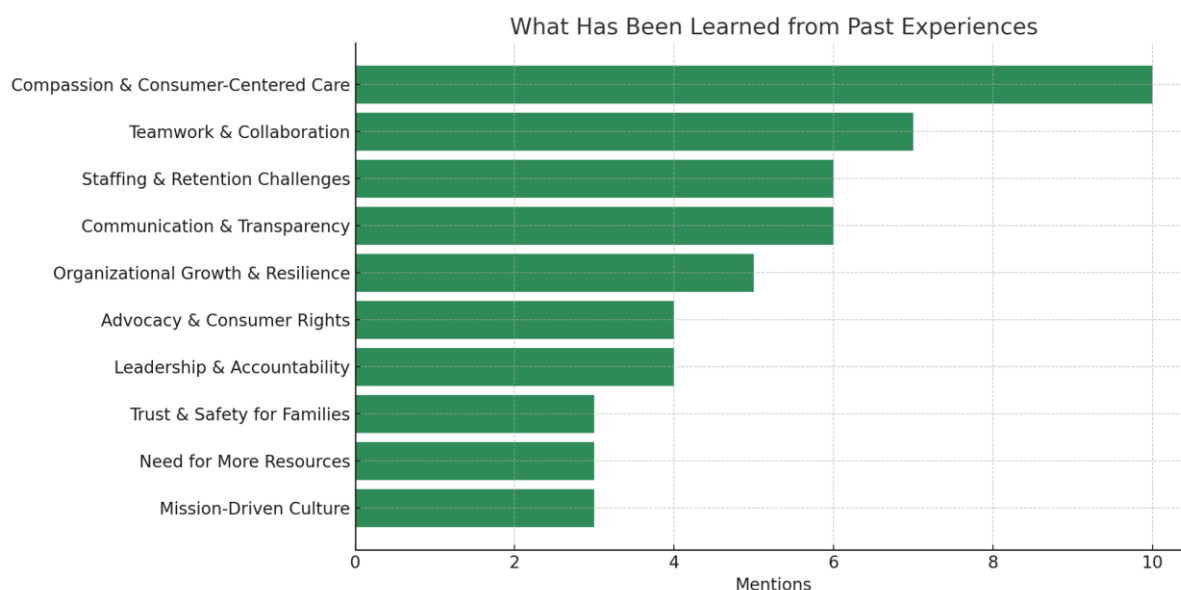
Community Involvement & Events: A strong theme centered around DBCC’s engagement with the broader community through events like the Miracle League, community outings, dances, fundraisers, and celebrations. These events help foster inclusion and connection beyond DBCC’s walls.

Growth & Success of Consumers: Respondents expressed pride and joy in witnessing the personal growth, increased independence, and accomplishments of consumers particularly in areas like employment, social skills, and self-confidence.

Employee Appreciation & Morale: There was clear appreciation for efforts made to recognize and support staff through employee appreciation parties, incentives, holiday celebrations, and a positive workplace culture that values teamwork.

Advocacy & Consumer Choice: Themes of self-advocacy, consumer choice, independence, and individualized care plans were also strong. Families and staff value that DBCC provides flexible options and listens to the needs and preferences of those they serve.

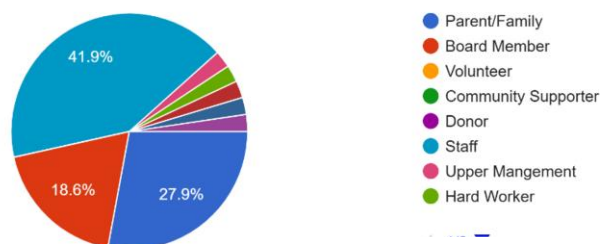
Finally, When asked “**What has been learned from DISABILITIES BOARD OF CHARLESTON COUNTY’ Past?**”, trends included the following:



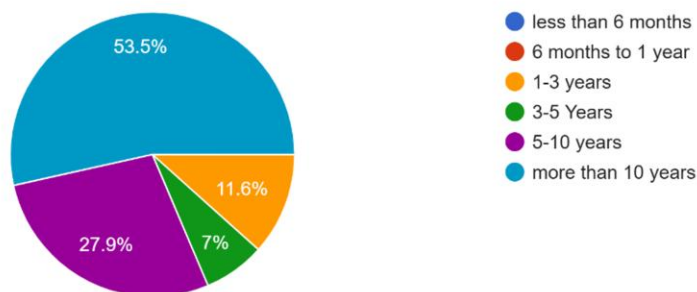
DISABILITIES BOARD OF CHARLESTON COUNTY' PRESENT SURVEY RESPONSES:

As a second method of data collection, a survey was developed and deployed to capture present experiences and perceptions, as they pertain to the current state of the organization. The eight-question survey, once again, identified the roles participants have, as they relate to Disabilities Board of Charleston County, the number of years of experience with the organization as well as images, words and thoughts related to the current positive and negative experiences. The data from the survey offered great insight into the present state of Disabilities Board of Charleston County, which was validated by the strategic planning team. Responses are highlighted and summarized below, and the full survey results are available in the Supporting Documentation section of this report.

My Role at DBCC is
43 responses



I have been associated with DBCC for
43 responses



When asked “**When I think of DISABILITIES BOARD OF CHARLESTON COUNTY’ Today, the first word that pops into my head is...**” responses included (responses in bold were mentioned most frequently)

- **Support**
- **Family**
- **Commitment**
- **Hard Working**
- **Helping**
- **Community**
- **Improving**
- **Optimistic**
- **Institution**
- **Determination**
- **Compassionate / Caring**
- **Growth**
- **Challenges**
- **Thriving**

When asked “**What Defines DISABILITIES BOARD OF CHARLESTON COUNTY’ Present State?**”, trends included the following:

Caring, Compassion, and Dedication

DBCC is most strongly defined by a culture of caring, with respondents consistently describing a workforce and organization deeply committed to serving individuals with compassion, patience, and dedication.

Support for Individuals with Disabilities

A central defining characteristic of DBCC today is its ongoing role in providing essential services, support, and advocacy for individuals with disabilities across Charleston County.

Staffing Challenges and Shortages

While commitment remains strong, staffing shortages and workforce strain were frequently identified as significant realities impacting daily operations and service delivery.

Mission, Values, and Person-Centered Approach

Respondents emphasized that DBCC continues to be guided by a mission-driven, person-centered philosophy that prioritizes dignity, individualized support, and quality of life.

Resilience and Adaptability

The organization is also viewed as resilient, with many recognizing DBCC's ability to adapt and continue serving clients despite operational and environmental challenges.

Regulatory and Compliance Pressures

Several responses reflected the complexity of operating within a highly regulated environment, where compliance requirements significantly shape decision-making and service delivery.

Funding and Resource Challenges

Financial limitations and resource constraints were identified as ongoing pressures that influence staffing, program capacity, and long-term planning.

Community and Family Support

DBCC is also defined by its connection to families and the broader community, reflecting the importance of trust, advocacy, and collaborative support systems.

Opportunities for Clients

Some responses highlighted DBCC's role in creating meaningful opportunities for clients through programs that promote engagement, independence, and daily enrichment.

Uncertainty and Change

A smaller number of responses reflected uncertainty, suggesting that organizational change and evolving expectations are currently influencing how DBCC is experienced internally.

When asked “**What are some negative Images/Experiences associated with DISABILITIES BOARD OF CHARLESTON COUNTY’ Past?**”, responses included the following: (responses in bold were mentioned most frequently)

Staffing Shortages and Retention Issues

The most frequently identified concern centered on staffing shortages and employee retention, with respondents indicating that workforce instability continues to affect daily operations and service continuity.

None / N/A / No Negatives Identified

A notable number of respondents reported no significant negative experiences, suggesting that positive day-to-day experiences remain present across parts of the organization.

Burnout, Stress, and Overwork

Several responses reflected concern about employee fatigue, workload demands, and the emotional strain associated with maintaining services under current staffing pressures.

Poor Communication and Disconnect with Leadership

Communication challenges were identified as an area of concern, with some respondents noting a disconnect in how information is shared or understood across levels of the organization.

Low Pay and Compensation Concerns

Compensation was identified as a contributing factor in workforce challenges, particularly in relation to attracting and retaining qualified employees.

Training and Professionalism of Staff

Some responses suggested opportunities to strengthen staff preparation, consistency, and professional expectations across service environments.

Community Presence and Connection

A small number of respondents noted concern regarding DBCC's visibility and connection within the broader community, suggesting an opportunity to strengthen external awareness and engagement.

Internal Culture Issues

Several comments pointed to internal culture challenges, including morale, collaboration, and consistency in workplace expectations.

Facilities and Housing Limitations

A limited number of responses identified concerns related to physical spaces and housing resources, reflecting operational constraints in certain service areas.

Regulatory and Administrative Burdens

Some respondents acknowledged that regulatory expectations and administrative demands create added complexity in carrying out day-to-day responsibilities.

When asked "**What are some positive Images/Experiences associated with DISABILITIES BOARD OF CHARLESTON COUNTY' Past?**", responses included the following: (responses in bold were mentioned most frequently)

Caring, Respect, and Love for Individuals Served

The strongest positive theme reflected the genuine care, respect, and compassion shown toward individuals served, reinforcing DBCC's deeply human-centered service culture.

Staff Commitment, Dedication, and Appreciation

Respondents frequently highlighted the dedication of staff, noting a strong sense of commitment to the mission and appreciation for those who continue to serve with consistency and heart.

Community Involvement and Inclusion

Many responses emphasized DBCC's efforts to promote community engagement and inclusion, creating opportunities for individuals to participate meaningfully in community life.

Leadership and Management Strengths

Several respondents identified positive leadership experiences, recognizing efforts to provide direction, support, and stability within the organization.

Opportunities and Empowerment for Individuals

DBCC is also viewed positively for creating opportunities that encourage independence, growth, and greater self-determination for individuals served.

Programs and Services Provided

The range and consistency of programs and services offered were identified as an important strength, reflecting DBCC's broad role in meeting diverse needs across the community.

Positive Staff–Consumer Relationships

Strong relationships between staff and individuals served were noted as a defining positive characteristic, contributing to trust, continuity, and quality support.

Growth and Expansion

Some respondents recognized DBCC's continued growth and organizational development as evidence of long-term commitment and responsiveness to evolving needs.

Celebrations and Fun Activities

A smaller but meaningful theme reflected the value placed on creating enjoyable experiences, celebrations, and moments of connection for individuals served.

When asked “**What is currently WORKING at DISABILITIES BOARD OF CHARLESTON COUNTY?**”, responses included the following:

- Dedicated & Caring Staff
- Teamwork, Morale & Collaboration
- Leadership & Management Support
- Community Engagement & Inclusion
- Opportunities & Person-Centered Support for Consumers
- Compensation & Retention Efforts
- Growth, Learning & Development
- Resources & Compliance

When asked “**What is currently NOT WORKING at DISABILITIES BOARD OF CHARLESTON COUNTY?**”, responses included the following: (responses in bold were mentioned most frequently)

- Staffing Shortages, Retention & Turnover
- None / N/A / No Complaints
- Burnout, Stress & Poor Work Environment
- Funding Constraints & Wage Concerns
- Communication & Information Gaps
- Limited Programs & Activities for Consumers
- Management & Leadership Issues
- Facilities & Housing Limitations

All Stakeholder Brainstorming Disabilities Board of Charleston County Session:

On September 18, a strategic planning session that included a sampling of all stakeholders was held. The goal of this brainstorming session was to inform the participants of the progress in the strategic planning process, while also offering a voice related to the future of the organization. Approximately 50 participants attended the session.

The group was asked to brainstorm individually and in small groups how they envisioned the future of Disabilities Board of Charleston County, and to write these words, statements or thoughts on post it notes. Participants were then asked to place their post it notes on the wall, on boards with the following pre-identified themes:

- Programming/Capacity/ Needs
- Community Engagement/Awareness
- Facilities
- People & Culture
- Events/Fundraising
- Communications
- Protocols/Processes

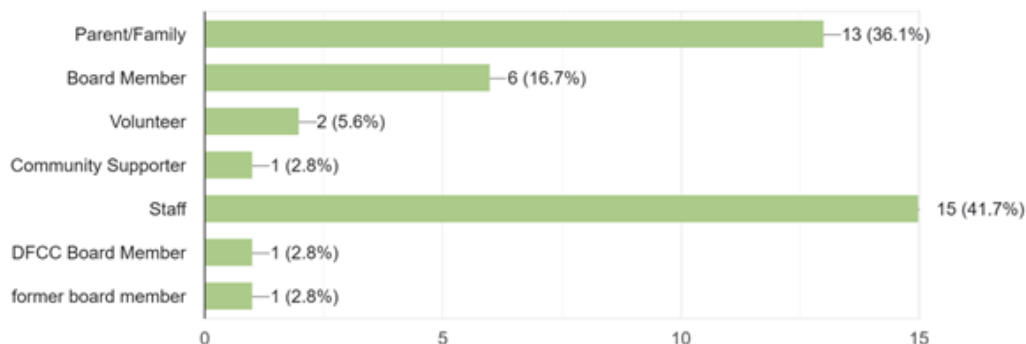
A complete list of ALL ideas, thoughts and statements from the All-Stakeholder Session can be found in the Supporting Documents section of this report.

DISABILITIES BOARD OF CHARLESTON COUNTY' FUTURE SURVEY RESPONSES:

As a third method of data collection, a survey was developed and deployed to capture future thoughts, ideas and vision for the organization. The nine-question survey, once again, identified the roles participants have, as they relate to Disabilities Board of Charleston County, the number of years of experience with the organization, and then offered participants open-ended questions related to the themes identified in the brainstorming session. This allowed others who could not attend the future of Disabilities Board of Charleston County session a voice in the process. The data from the survey offered great alignment with the outcomes of the brainstorming session, which was validated by the strategic planning team. Responses are highlighted and summarized below, and the full survey results are available in the Supporting Documentation section of this report.

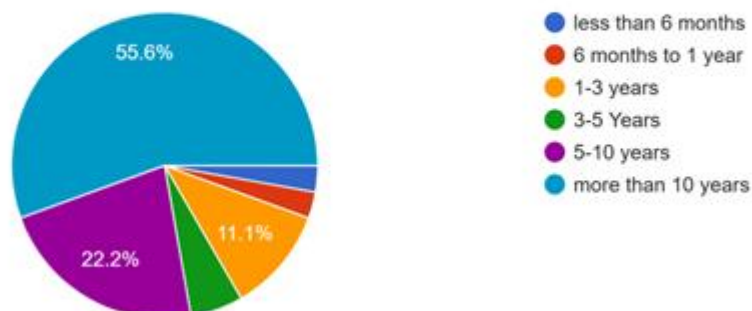
My Role with DBCC is

36 responses



I have been associated with DBCC for

36 responses



When asked “If there were no barriers, what ideas do you have for growth/change at **DISABILITIES BOARD OF CHARLESTON COUNTY**, as it relates to **Programming/Capacity/Services/Needs?**...results suggested:

Expanded Residential Capacity and Housing Options

The strongest future-focused theme centered on expanding residential services, with respondents identifying a need for additional housing options, smaller home environments, and specialized residential supports to better meet community demand.

Workforce Stability, Compensation, and Staffing Capacity

Respondents consistently identified staffing as a critical future priority, emphasizing the need for higher wages, stronger retention, and increased staffing levels to support service growth and operational stability.

Expanded Programs, Activities, and Meaningful Daily Engagement

Many responses reflected a desire for more diverse programming, meaningful activities, and enriched daily experiences that increase engagement for individuals served.

Vocational Development and Employment Opportunities

Several responses highlighted opportunities to strengthen vocational programming, expand work-based services, and create more visible employment pathways for individuals served.

Greater Community Integration and Inclusion

Respondents identified deeper community integration as an important future goal, including increased outings, broader public engagement, and more intentional inclusion beyond traditional service models.

Specialized and Innovative Service Expansion

A number of responses suggested expanding specialized services, including healthcare partnerships, technology supports, autism-focused services, head injury supports, and innovative service delivery models.

Organizational Resources, Partnerships, and Funding Support

Several responses emphasized the importance of strengthening external resources through grants, partnerships, community visibility, and funding strategies that support long-term program growth.

When asked “**If there were no barriers, what ideas do you have for growth/change at DISABILITIES BOARD OF CHARLESTON COUNTY as it relates to Community Engagement and Awareness?**...results suggested:

Increased Public Awareness and Organizational Visibility

The strongest theme centered on increasing public awareness of DBCC through stronger visibility, ensuring that the broader community better understands the organization’s mission, services, and impact.

Expanded Marketing, Media, and Communication Presence

Respondents frequently identified a need for more intentional marketing through social media, television, radio, print, billboards, and public storytelling to strengthen community recognition and outreach.

Greater Community Participation and Outreach Events

Many responses emphasized expanding DBCC’s presence at community events, festivals, fairs, and public gatherings as a way to build stronger relationships and increase awareness.

Increased Community Integration for Individuals Served

A major future priority identified was creating more opportunities for individuals served to participate visibly and meaningfully in community activities and everyday experiences.

Dedicated Outreach or Community Engagement Leadership

Several responses suggested that future growth could be strengthened through a dedicated role or team focused specifically on outreach, partnerships, and community engagement efforts.

Stronger Community Partnerships and Collaboration

Respondents also identified opportunities to expand partnerships with businesses, schools, organizations, and other community entities to broaden support and opportunities.

Community Education and Perception Change

A number of responses reflected the importance of educating the public about disability services and promoting a more inclusive community understanding of individuals served by DBCC.

When asked “**If there were no barriers, what ideas do you have for growth/change at DISABILITIES BOARD OF CHARLESTON COUNTY, as it relates to Facilities?**...results suggested:

Expanded Residential Housing Capacity

The strongest facilities-related theme focused on expanding residential housing through additional homes, increased capacity, and broader geographic access to better meet growing community needs.

Modernization and Improvement of Existing Facilities

Respondents frequently identified the need to update aging facilities, improve upkeep, and create more modern, accessible, and home-like environments for individuals served.

New or Expanded Program Space

Several responses emphasized the need for additional space to support day programs, learning environments, and future service expansion across the region.

Improved Accessibility and Residential Design

A recurring theme involved creating facilities that better reflect accessibility needs, individualized living preferences, and more comfortable residential settings.

Transportation and Fleet Support Improvements

Transportation emerged as an important operational facility priority, including interest in dedicated transportation oversight, additional drivers, and improved vehicle management.

Infrastructure and Maintenance Reliability

Respondents also noted the importance of stronger maintenance responsiveness and infrastructure reliability to support safe and effective daily operations, including a formal maintenance check list.

Technology and Operational Efficiency Enhancements

A smaller but important theme reflected interest in technology investments that improve service delivery, communication, and operational effectiveness across facilities.

When asked “**If there were no barriers, what ideas do you have for growth/change at DISABILITIES BOARD OF CHARLESTON COUNTY, as it relates to Events, Fundraising and Revenue Generation?**...results suggested:

Expanded Fundraising Events and Community-Based Revenue Activities

The strongest theme focused on expanding fundraising through community events, creative activities, and larger signature experiences designed to generate support and visibility.

Stronger Grant Writing and External Funding Opportunities

Several respondents identified grant writing and external funding opportunities as an important avenue for supporting future programming and organizational growth.

Increased Community Partnerships and Corporate Support

Many responses emphasized the value of building stronger partnerships with local businesses, corporations, and community organizations to strengthen long-term support.

Dedicated Fundraising or Event Leadership

A recurring idea involved the need for dedicated leadership or staff capacity focused specifically on fundraising coordination, event planning, and resource development.

Clearer Communication of Financial Needs and Impact

Respondents suggested that future growth could be strengthened through clearer communication about organizational needs and the impact of giving.

Broader Community Awareness to Support Resource Development

Several responses linked successful resource development to stronger public awareness, emphasizing that visibility and storytelling are critical to attracting support.

Increased Stakeholder Engagement in Support Efforts

A smaller but meaningful theme reflected opportunities to engage families, staff, and community members more actively in support efforts and future events.

When asked “**If there were no barriers, what ideas do you have for growth/change at DISABILITIES BOARD OF CHARLESTON COUNTY, as it relates to People & Culture?**...results suggested:

Workforce Stability, Staffing, and Retention

The strongest theme centered on the need for greater staffing stability, with respondents emphasizing that workforce capacity remains essential to sustaining quality services and reducing turnover.

Compensation, Benefits, and Workforce Competitiveness

Many responses identified compensation and benefits as critical to attracting, retaining, and motivating a strong workforce.

Expanded Training and Professional Development

Respondents frequently emphasized the importance of ongoing training, hands-on preparation, and continued professional development across all levels of the organization.

Leadership Development and Growth Opportunities

Several responses highlighted the need to strengthen leadership development, create clearer advancement pathways, and support long-term growth opportunities for staff.

Professionalism and Accountability

A recurring theme reflected the importance of strengthening professionalism, consistency, and accountability in workplace expectations and organizational culture.

Communication and Role Clarity

Respondents identified communication as an important future focus, including clearer internal communication, stronger responsiveness, and better understanding of staff roles across the organization.

Inclusive and Mission-Aligned Culture

Several responses reflected a desire to continue building a culture that values inclusion, shared purpose, diversity, and genuine commitment to the mission.

When asked “**If there were no barriers, what ideas do you have for growth/change at DISABILITIES BOARD OF CHARLESTON COUNTY, as it relates to Processes & Protocols?**...results suggested:

None / N/A / Limited Awareness of Protocols and Processes

A significant number of respondents indicated limited familiarity with this area, suggesting that protocols and internal processes may not be widely visible or easily understood across all stakeholder groups.

Greater Consistency and Organizational Accountability

The strongest substantive theme reflected a desire for greater consistency in how expectations, rules, and processes are applied across departments and roles.

Increased Communication and Accessibility of Information

Several responses suggested that clearer communication of services, processes, and organizational information would strengthen understanding and navigation across the agency.

Ongoing Review and Modernization of Processes

Respondents identified value in revisiting existing protocols to reduce stagnation, improve efficiency, and support future organizational growth.

Governance and Role Clarity

A smaller but notable theme reflected interest in strengthening governance clarity, including clearer expectations regarding board roles, structure, and responsibilities.

Finally, When asked **“If there were no barriers, what ideas do you have for growth/change at DISABILITIES BOARD OF CHARLESTON COUNTY, as it relates to Communication?...results suggested:**

Stronger Internal Communication and Information Sharing

The strongest theme centered on improving internal communication so that important information is shared more consistently, clearly, and across all levels of the organization.

Consistent Communication with Families and Caregivers

Several responses emphasized the importance of more regular, timely, and meaningful communication with families and caregivers, particularly regarding updates, concerns, and daily experiences.

Expanded Use of Communication Tools and Formats

Respondents frequently suggested using newsletters, flyers, text messaging, and electronic communication tools to strengthen communication both internally and externally.

Leadership and Management Communication Expectations

A recurring theme reflected the importance of leadership setting a strong example through responsiveness, clarity, and consistent communication practices.

Communication Training, Accountability, and Process Clarity

Several responses highlighted the need for clearer communication expectations, staff accountability, and practical systems that support effective communication across teams.

Recommendations and Considerations

Upon completion of the strategic planning process with Disabilities Board of Charleston County recommendations and considerations to ensure growth, change and ongoing success for the organization were identified.

- **Workforce Recruitment, Retention, and Stability**

Throughout the strategic planning process, staffing emerged as one of the most consistent themes across surveys, stakeholder input, and strategic planning discussions. Workforce shortages, turnover, and retention challenges continue to impact service delivery, staff morale, and organizational capacity. DBCC should prioritize a comprehensive workforce strategy that includes continued review of compensation competitiveness, targeted recruitment efforts, retention incentives, strengthened onboarding practices, and intentional support systems designed to improve long-term workforce stability.

Suggested Action: Consider development of a workforce retention strategy that includes periodic review of turnover trends, employee feedback, and targeted retention initiatives for high-need service areas.

- **Recruitment Partnerships with Educational Institutions**

As DBCC looks toward long-term workforce sustainability, stronger partnerships with area schools, technical colleges, and higher education institutions should be explored as part of a broader recruitment strategy. Building relationships with programs in human services, nursing, education, social work, psychology, and disability-related fields may strengthen the future talent pipeline and create opportunities for internships, placements, and early-career recruitment.

Suggested Action: Explore formal outreach to regional educational institutions to identify internship partnerships, job placement opportunities, and career pipeline collaborations.

- **Board Development, Governance Training, and Role Clarity**

The strategic planning process reinforced the importance of continued board development, particularly related to governance responsibilities, strategic oversight,

board composition, and long-term effectiveness. Ongoing board training should be prioritized to strengthen understanding of governance versus operations, clarify expectations, and support effective partnership between the Board and Executive Director. Consideration should also be given to periodic board self-evaluation, review of board size and composition, intentional recruitment of future board members, and updating bylaws to ensure governance practices continue to support organizational effectiveness.

Suggested Action: Consider an annual board retreat or governance review process focused on board roles, responsibilities, bylaws, board composition, and strategic leadership practices.

- **Updated Mission & Vision Statements and Values:** Through the strategic planning process, discussions took place surrounding the existing mission statement as well as a vision statement and organizational values.
 - The continued mission statement is as follows: **To Support individuals with intellectual disabilities, autism, head injuries, spinal cord injuries, and other related disabilities to achieve personal goals.**
 - The proposed new vision statement is as follows: **We envision a future where every individual is supported, valued, and empowered to pursue personal goals, build autonomy, and live a meaningful life as an active member of their community.**
 - The updated organizational values are as follows:
 - **The health, safety and well-being of each person**
 - **Dignity and respect for each person**
 - **Individual and family participation, choice, control and responsibility**
 - **Relationships with family, friends and community connections**
 - **Personal growth and accomplishments**
 - **Full community inclusion and participation**

- **Leadership Development for Key Staff and Emerging Leaders**

As DBCC continues to navigate operational complexity and future growth, leadership development should remain a priority across multiple levels of the organization. Continued investment in leadership training for supervisors, managers, and emerging leaders will strengthen communication, decision-making, accountability, and succession readiness.

Suggested Action: Identify annual leadership development opportunities that support both current supervisors and emerging leaders across departments.

- **Communication Systems and Organizational Consistency**

Communication emerged consistently throughout the strategic planning process as both a challenge and an opportunity. DBCC would benefit from stronger communication systems that improve consistency, clarify expectations, and strengthen information sharing across departments, facilities, leadership levels and with families. This includes clear communication expectations, regular updates, and systems that support reliable distribution of organizational information.

Suggested Action: Develop a communication framework that identifies communication channels, frequency of updates, and expectations for information sharing across the organization.

- **Program Expansion and Service Capacity**

Feedback throughout the strategic planning process highlighted opportunities to expand residential capacity, strengthen housing options, and enhance program offerings that support meaningful daily engagement for individuals served. Respondents identified interest in additional residential environments, smaller home-like settings, and expanded activities that promote skill development, independence, and community involvement. Continued evaluation of future program growth may help DBCC respond to evolving service needs across the community.

Suggested Action: Consider periodic review of program demand, residential capacity, and service gaps to identify practical opportunities for future expansion and enhancement.

- **Community Awareness and Public Visibility**

Survey feedback consistently identified an opportunity to strengthen public awareness of DBCC's mission, services, and community impact. Continued investment in storytelling, media visibility, social media engagement, newsletters, and community participation will strengthen recognition of the organization and broaden public understanding of its role throughout Charleston County.

Suggested Action: Consider development of an annual community awareness calendar that identifies outreach opportunities, storytelling priorities, and media engagement efforts and/or a dedicated position to support these efforts. Continued visibility of executive leadership in community settings, partnership meetings, and public-facing opportunities may further strengthen awareness, relationship-building, and confidence in the organization's mission.

- **Strengthening Relationships with County Government, Civic Leadership, and Business Partners**

As a county-supported organization serving a critical public need, DBCC would benefit from continued intentional relationship-building with county leadership, civic groups, local businesses, and strategic community partners. Strengthening these relationships may improve awareness, advocacy, program expansion and long-term collaboration opportunities that support the organization's mission.

Suggested Action: Identify key external relationships to strengthen annually through intentional meetings, presentations, and organizational outreach.

- **Program Evaluation and Measurable Outcomes**

As DBCC continues to strengthen and expand programs, greater emphasis should be placed on developing clear and consistent methods for evaluating program outcomes. Simple and practical systems for measuring service effectiveness, tracking progress, and reviewing outcomes will strengthen decision-making and support long-term strategic planning.

Suggested Action: Establish a small committee to assist with building measurable indicators that can be consistently reviewed across major programs and services. This may assist with staff retention, as they will feel invested with DBCC at a higher level.

- **Technology Integration for Efficiency, Documentation, and Service Tracking**

Throughout the strategic planning process, opportunities were identified to strengthen the use of technology to improve efficiency and reduce administrative burden across the organization. Greater use of technology should be explored to support tracking of client progress, documentation of program outcomes, and more efficient completion of staff-related processes and required paperwork. Future technology improvements should prioritize usability, consistency, and alignment with operational needs.

Suggested Action: Conduct an internal review of current technology systems to identify immediate opportunities for improved efficiency and reporting. This may include a deeper use of existing technologies or the identification of new applications, software or services to enhance the efficiencies of the organization.

- **Professional Development and Organizational Culture**

Survey responses reflected the importance of continued professional development and intentional attention to organizational culture. DBCC should continue expanding opportunities that strengthen professionalism, reinforce expectations, and support a workplace environment grounded in accountability, consistency, and shared commitment to mission.

Suggested Action: Consider annual staff development priorities that combine technical training, communication, professionalism, and team culture.

- **Facilities Planning and Long-Term Infrastructure Readiness**

As future growth is considered, DBCC should continue evaluating long-term facility readiness, including residential environments, program spaces, transportation needs, capital improvement priorities, and overall utilization of existing facilities. Strategic planning for infrastructure will help ensure that physical spaces continue to support service quality, safety, storage, and future operational demands while maximizing the effectiveness of facilities currently in use.

Suggested Action: Develop a phased facilities review process and maintenance checklists that identify immediate, mid-range, and long-term infrastructure priorities, while also evaluating opportunities to strengthen use and functionality of existing spaces across the organization.

- **Strengthening Collaboration with the Disabilities Foundation of Charleston County**

While DBCC and its Foundation serve distinct roles, the strategic planning process reinforced the value of continued alignment and communication between both organizations. Strong collaboration may strengthen awareness efforts, support shared priorities where appropriate, and reinforce long-term organizational impact across the broader community.

Suggested Action: Establish regular communication opportunities between DBCC and Foundation leadership to strengthen alignment around shared priorities.

1-Year, 3-Year and 5-Year Priorities

The final activity completed by the Disabilities Board of Charleston County Strategic Planning Team focused on identifying practical short-term priorities, mid-range opportunities, and long-term aspirations based on the findings of the strategic planning process and the initiatives identified within the four strategic planning pillars. The priorities below reflect the themes that emerged most consistently throughout that work and provide a practical framework for organizational focus over time.

1-Year Goals:

At the end of year one, Disabilities Board of Charleston County should focus on foundational priorities that strengthen internal systems, workforce stability, communication practices, and operational readiness while creating stronger alignment across programs and facilities.

- Strengthen recruitment and retention efforts by implementing targeted staffing strategies, enhancing onboarding processes, and regularly assessing workforce needs—especially in high-demand service areas.
- Identify critical leadership positions and initiate succession planning conversations to ensure continuity in key organizational roles.
- Establish stronger internal and external communication practices, such as consistent newsletters, active social media presence, and improved engagement with families and caregivers.

- Review current programs to pinpoint immediate opportunities for improvement, efficiency, and integration of technology.
- Start facility and maintenance planning by prioritizing facility upgrades, addressing maintenance needs, and executing short-term infrastructure improvements.
- Expand staff development through tailored training that addresses direct service needs, fosters leadership, and supports specialized service areas.
- Increase community visibility by sharing stories, engaging with media, and participating in awareness initiatives.
- Strengthen collaboration and communication with the Disabilities Foundation of Charleston County, focusing on shared awareness campaigns and long-term support goals.

3-Year Goals:

By year three, DBCC could be operating with stronger systems, improved workforce stability, expanded communication tools, and measurable progress across programs, facilities, and community relationships.

- Implement stronger program evaluation systems that allow leadership to measure service outcomes and guide future decision-making
- Expand leadership development and mentorship opportunities for supervisors, managers, and emerging leaders
- Achieve measurable improvement in workforce retention through stronger incentives, professional development, and career pathway opportunities
- Implement technology solutions that improve documentation, service tracking, and internal efficiency across key operational areas
- Complete priority facility upgrades and establish stronger systems for ongoing maintenance planning and infrastructure management
- Expand partnerships with schools, healthcare providers, businesses, and community organizations that support service visibility and collaboration

- Strengthen communication systems that improve consistency across departments, facilities, staff, and families
- Increase community engagement through open houses, awareness events, and broader public visibility of DBCC services and impact

5-Year Goals:

At five years, Disabilities Board of Charleston County should be positioned as a highly respected, operationally strong, and forward-focused organization with sustainable staffing, modernized systems, and strong community trust.

- Maintain a stable and sustainable workforce with stronger recruitment pipelines, improved retention, and leadership continuity
- Operate with mature succession planning systems and leadership readiness across key positions
- Fully integrate technology that supports service delivery, documentation, communication, and organizational efficiency
- Complete major long-term facility priorities, including modernization, expanded use of space, and improved environments across service locations
- Demonstrate consistent use of program outcome data to guide future growth and service refinement
- Maintain strong public awareness and trusted relationships throughout Charleston County and surrounding communities
- Strengthen long-term collaboration with county leadership, businesses, educational institutions, and service partners
- Position DBCC as both a trusted service provider and a visible leader in disability services throughout the region

Additional Consulting

Hop2it Consulting employs experts with extended experience leading training and customized consulting engagements. Based on the recommendations and considerations, Hop2it Consulting can provide Disabilities Board of Charleston County with the following services:

- Leadership Development and Training
- Board of Director's Support and Training
- Workforce Development Plan Support
- Strategic Plan Support/Accountability

About Hop2it Consulting

Hop2it Consulting is a small professional consulting firm, focused on meeting the individualized needs of business, nonprofit and educational organizations. Dan and Heather Hoppe started Hop2it Consulting with one thing in mind, offering customized professional consulting and training services to companies, nonprofit organizations and educational institutions. Together, the Hoppe's have over 40 years of experience in higher education, non-profit management, and business. Heather received her PhD in Higher Education Leadership and has spent the last 24 years working as a leader and consultant in higher Education. Dan received his EdD in Leadership Studies and has spent the last 20+ years in higher educational leadership, non-profit management and business entrepreneurship.

Hop2it Consulting Services and Specialties include:

- Strategic Planning
- Organizational Development/Growth
- Leadership Training
- Professional Development
- Emotional Intelligence Training
- Needs Assessment
- Process Improvement
- Human Resources/ Recruitment & Retention
- Customized Consulting, Projects and Training Engagements to Meet your Needs!

CONTACT US

Phone: 1-843-904-5486

Email: hop2itconsultants@gmail.com

Website: www.hop2itnow.com

LinkedIn: <https://www.linkedin.com/company/hop2it-consultants/>

Supporting Documentation

The following data sources are included in this section:

- Appendix A Disabilities Board of Charleston County Past Experience Survey Results
- Appendix B Disabilities Board of Charleston County Present Survey Results
- Appendix C Disabilities Board of Charleston County All Stakeholder Session,
Brainstorming Notes
- Appendix D Disabilities Board of Charleston County Future Survey Results
- Appendix E Disabilities Board of Charleston County Pillars and Initiatives

Appendix A DBCC Past Experience Survey Results

My Role at DBCC is	I have been associated with DBCC for	When I think of DBCC, the first word that pops into my head is...	What defines DBCC's Past?	What are some positive Images/Experiences associated with DBCC's Past?	What are some negative Images/Experiences associated with DBCC's Past?	What has been learned from DBCC's Past experiences?
Board Member	5-10 years	Community	Its initial goals and values	Community events, annual resident parties, employee appreciation days	Frustrated communications from family members	People/employees are the most valuable asset
Community Supporter	5-10 years	Effective	Not sure	Fun r	Fun runs	It needs more resources
Volunteer	more than 10 years	Love	Caring of others in need	Charleston Miracle League	Not experienced but limited exposure	Concentrate in the vision and not the hurdles
Board Member	5-10 years	Commitment	Proud history of care	Successful services to those in our community who need assistance	Nothing that I am aware of...	The organization has grown and remade itself benefiting from past experiences.
Community Supporter	5-10 years	helpful	low standards, accepting, tolerating	willingness of director to go above and beyond for families, strong commitment by a lot of staff to do what they believe is best for individuals	staff with low self-esteem, they don't seem to know their worth, settle for just okay	I think they are recognizing their potential and their importance, the standards of care seem to be improving
Staff	more than 10 years	Supports	Providing supports for the individuals that are served by this agency	Community involvement, residential homes, advocacy for individuals	Community at large not knowing what our agency does, or how to be eligible for services. The impression our agency doesn't do enough for the population served.	Different ways to support our individuals and adapting to new procedures
Staff	more than 10 years	Work	Stability	Team work	I don't really have any negative experiences	Hard work/loyalty does not matter
Staff	3-5 Years	PTO	low pay	halloween dances and staff dressing up in costumes	low pay	I'm not sure
Staff	5-10 years	Family	Ongoing changes	Consumer choice, long term support for individuals. Job opportunities for individuals.	Turnover,	Resilience, team approach,
Staff	5-10 years	Family	Will power too serve our consumers Gamily	Friendly ,treat people like family, meet alot of nice p9	All staff not pulling their load.	I learned that you got to have a heart of compassion dealing with our consu ers
Board Member	more than 10 years	sister	Great care with years of poor financial planning and constrained state and federal policies that limit the Board's ability to help more.	Miracle League, Delicious Delights, staff consumer parties, and Charles Webb Center	Staff turnover and to many vacancies. Unfilled residential openings.	To better manage finances and work harder/pay more to retain staff.
Board Member	1-3 years	Unknown	Case Management Medicaid Waivers	The Charles Webb Center and the Hope Center	Lack of resources for the most severely disabled	I have no idea
Donor	more than 10 years	caring	continuity	friendly faces	Absurdity of the group home system--- a campus facility could take many forms ,would save millions that could be redirected to provide better servicesa.	see previous answer!
Staff	5-10 years	work	long time quality employees that took pride in caring for the residents	The enrichment and growth that ive seen in the individual's we serve	poor communications and lots of cliques, labeling and gossip	stability, teamwork and a real love for the mission must continue to be the focus
Staff	more than 10 years	Servant of the consumers	Providing support to the ones we care for in a respectful manner	When you see a consumer making progress, knowing where they started from when they first came to us	Not having enough staffing to provide the best cate possible.	We are survivors, we stand the test of time/ past
Staff	1-3 years	Drama	Drama	employee appreciation party, retention incentive	dramaful staff being being supported by human resources	nothing is confidential
Staff	5-10 years	Caring	Long term care for consumers	Keeping the consumers out in the community as much as possible.	Short staff	How to accommodate consumers one on one to their needs.
Foundation board member	5-10 years	Disabilities	underfunded	Webb Center	Difficulty referring others. Adult services' cliff	Currently appear to want to cut programs to focus on others
Staff	more than 10 years	Experience	Challenge	forming friendships and personal growth along with some perks that went away like cashing out on some PTO hours during the holiday and receiving some other incentives that has went away	low pay	when working together as a team things get done
Staff	more than 10 years	assistance	hmmmm.....?????	Community Involvement/fundraisers	residential issues	???
Staff	3-5 Years	disabilities	Unknown-I do not understand the question. What defines Past? 1 year ago, 2 years ago, etc...	Unknown-I do not understand the question. What defines Past? 1 year ago, 2 years ago, etc...	Unknown-I do not understand the question. What defines Past? 1 year ago, 2 years ago, etc...	Unknown-I do not understand the question. What defines Past? 1 year ago, 2 years ago, etc...
Retirement Plan Advisor	5-10 years	Important	Their commitment to improving outcomes for those with special needs.	Seeing those they serve grow and achieve success. It's a joy to meet an adult with special needs that has benefited tremendously from the help and services provided by DBCC.	I believe the work to be rewarding but also incredibly challenging and demanding. From the outside looking in, I speculate that many of the job roles within DBCC could be physically and emotionally taxing.	The work they do makes a significant impact on those they serve.

My Role at DBCC is	I have been associated with DBCC for	When I think of DBCC, the first word that pops into my head is...	What defines DBCC's Past?	What are some positive Images/Experiences associated with DBCC's Past?	What are some negative Images/Experiences associated with DBCC's Past?	What has been learned from DBCC's Past experiences?
Parent/Family	more than 10 years	Caring	The staff has always been very caring and keeping me informed of everything.	My sons enjoying going there. They look forward to it every day and comes home smiling and letting me know what they did that day	I've never had any negative experiences	That they care for each person that goes there
Parent/Family	5-10 years	High turnover & poor communication	Group home	The staff at the Senior Center & the way they celebrate holidays, birthdays & special occasions	High turnover & very poor communication. Can't emphasize the latter enough. Also phone lines frequently not working	They usually run understaffed. My loved one has been hospitalized as a result of this.
Parent/Family	more than 10 years	Dedicated workers	Great structure and planning ahead for their clients.	Evacuating Charleston as a group when bad weather threatens.	2-3 years ago, my daughter and a few others were given a 'raise' which endangered her SSI.	The last answer was recognized quickly and plans were undertaken to minimize the effects of both moneys.
Parent/Family	more than 10 years	Vocation	Assisting consumers with a wide range of disabilities	Case Managers having a close relationship with families of consumers	Grouping of consumers with a wide range of disabilities during activities instead of them grouped according to their disabilities to do work that's appropriate for them	Being more involved and aware of my son's participation
Parent/Family	more than 10 years	Thankful	Care for special needs adults with elderly family members who can no longer care for them.	Compassionate case managers and caregivers who communicate with family regularly	Frequent care giver changes, lack of communication with family	Compassion training and communication can happen when it's intentional
Parent/Family	3-5 Years	Care for my family member	Employee turnover	Long term employees are quality individuals.	Loosing good employees with out explanation to family members.	I do not know because I have not been privy to much information. There is a great deal that goes on at/with DBCC that is not completely shared, ie: functions, activities, advocacy opportunities, regulations, etc.
Parent/Family	more than 10 years	Family	The love and care they give to the patrons.	I have many. I see people who care. I see everyone being treated with respect and love, I see a safe place for my child. A place that makes her feel independent, a place she can express herself and know that someone will listen and try to make her experience a great one, I see people who sees difference but doesn't treat them as if there different. I see a place I will forever be grateful for ALL they do!	NO NEGATIVE IMAGES!!!!	I've learned we have a place we can trust. A place my daughter feels safe. A place we can depend on to care as much for my child as I do. She tells me of her every experience and how much she loves being there. I love seeing the smile on her face and the glow in h eyes as she tells me about her day. I am a working parent, and I don't worry one day while she with DBCC. God has truly Blessed us with DBCC!!
Staff	more than 10 years	Provider	Under staff	Employees	Short staff	Plan ahead
Parent/Family	3-5 Years	Personal care	Honesty	Teaching them how be responsible	Some of the workers too friendly with the clients like calling there phone	Communication
Parent/Family	more than 10 years	Wonderful	Caring for the safety and well being for my daughter	Compassion, concern, patience and knowledge	Too many people needing some needing separation	Separated some consumers. More space for individuals. ❤️
Parent/Family	more than 10 years	Caring	Building on Morrison Drive.	Caring staff working long hours to help special needs people.	I have none.	Watch all staff to be sure they are doing their jobs.
Parent/Family	5-10 years	Caring	Kindness and safety towards others	The staff has been extremely able to do their jobs daily with compassion and excellent care	No negative experiences come to mind	These are people who really DO care for others who cannot tend to their needs on their own. The security of knowing my son is in a precious and caring environment is God sent to myself and my wife.
Staff	1-3 years	Helping	-	Having a go to person	No communication	Praying
Parent/Family	5-10 years	Understaffed, underpaid	Understaffed, underpaid	They try hard	Because of the staff being underpaid, many of the staff are unqualified, uninterested and downright cruel to the community members.	Nothing, except there is room for much improvement
Staff	1-3 years	Compassionate	stagnant	Employee appreciation, Employee care	n/a	Consumer rights
Parent/Family	6 months to 1 year	Babysitter	Unable to comment	My experience with Ms Conea have been great. She is one that I am appreci	Not enough learning activities for individual who are able to learn.	Ive learned that the facility is what you make. Just because many have a disability, that mot a reason to show compassion
Parent/ Board Member/Volunteer/Donor	more than 10 years	Caring	Steady improvement in services and client care.	Fiscal responsibility. Extremely accurate record for distributing medications. d for distributing	shortage of personnel.	A need for better pay for staff.
Staff	6 months to 1 year	Community	Leadership	Outreach to others outside of DBCC's Walls	not sure	How to be more involved outside the job
Staff	5-10 years	Individuals	?	Avondale 5K run	N/A	?
Staff	3-5 Years	Kindness	the people we serve	Laughter	The turn over of staff	kindness

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Board Member	1-3 years	community	individuals in the greater Charleston area.	Providing care and skills training to people with differing abilities.	I do not know of any	brief to sufficiently answer this question.
Donor	more than 10 years	Caring	Community involvement from families of clients	Success stories of past clients	Lack of funding to keep/acquire needed talent	Quality leadership can overcome staff shortages
Staff	6 months to 1 year	Resourceful	They have been in business for decades helping people with disabilities	Passionate about helping others	I don't have any	Outreach
Staff	5-10 years	Challenging	Caring for the residents	Consumers Bucket List fulfillment	Staff Shortages	Effect Functionality in Service Render
Staff	6 months to 1 year	Under paid	High turnover rate	Staff that like to get out into the community with consumers and management that listen and try to advocate for staff and consumers	Consumers don't seem to be placed in the right settings and it is misleading to staff the levels of care they are dealing with	Do your job and go home
Staff	1-3 years	Jungle	Upper Management and Staff turnover	Flexibility and consumers choices	HR and Staff turnover	If you friends with HR or certain managers you get your way.
Staff	more than 10 years	career	Long history in Charleston	Webb Center, expanding residential services, initiating employee appreciation events	various high profile incidents that made the news	better transparency
Board Member	5-10 years	caring	Historically has been viewed as a government agency, with fairly low expectations. They have to deal with everyone (good or bad) and are under resourced as an agency so they do the best they can with what they have. STAFFING, care and programs have improved over time but there is still room for improvement. We need to grow to serve more people.	the staff really care about the consumers, and we have seen some examples of staff going above and beyond with their care. The recent work producing videos has helped share the good experiences with the community	There is a lack of accountability in many areas. There is also a shortage of staff so programs are not providing as much as they should. Progress is there but it is slow. I think the culture of DBCC encourages this slowness and lack of accountability and it is hard to change culture.	I think the work in the past couple of years on teamwork within the organization has helped. There is an improvement in areas of the agency working with one another
Staff	more than 10 years	support services	Growth, team work, striving for the same outcome	Opportunities, enhancement,	Interpersonal skills, poor interaction between departments, favoritism	Potential success for all.
Parent/Family	more than 10 years	Wonderful	Continued best care practices. Making adjustments as needed.	The compassion and care the staff and house coordinator have for my sister.	A staff person not well suited for residential care. One person many years ago who is no longer employed.	It takes very special people to work in the residences.
Parent/Family	more than 10 years	Nancy Farr-one of Steven's first care givers	Good to my son	Nancy began outings for the clients for fun	Tried to put Steven in CTH2 home -did not allow.	Learned how to fight for what was best for Steven
Parent/Family	more than 10 years	Safe	Love and care gives my son	New facility. Dances. Staff	Old facilities	If there is a problem there is always someone readily available to talk you
Staff	3-5 Years	Needs work. Management needs to do better	Bad Management/Lack of Training/	I believe the employees love the consumers	Professionalism, Dress Code, Confidentiality	Try to make the best of your work/days/shift
Parent/Family	5-10 years	Caring	The caring they have for everyone.	Their wonderful work they do for the patients.	No negative images. I am just thankful they are there when you need them.	Caring and loving one another.
Board Member	more than 10 years	Necessary	Group homes and work facilities	Visiting the work facilities and seeing the pride in working and also earning a wage. My brother Steve was so proud to call me and tell me what he made for a weeks work.	Not aware of any	Since I haven't been closely involved for many years I don't know the answer to this.
Staff	more than 10 years	Commitment	DBCC has always been an agency that commits to making the lives of those they serve better with providing service to meet each individuals need. DBCC has always work in the best interest of each individual.	DBCC did activities with staff throughout the year to build staff morale.	Not having a place for staff concerns that is confidential	DBCC has always been and continues to be an agency committed to the individuals wellbeing.
Staff	5-10 years	Care	Even with the increase in pay over the last few years, I think the low pay scale has left a serious impression on most at DBCC. Most employees are always want more money.	The care that staff has for the consumers. Longevity of staff.	Drama. Gossip. Underpaid. Overworked.	Do my work and stay out of other peoples mess.
Staff	more than 10 years	An organization which supports people with various disabilities.	DBCC, in the past was really the only Agency providing supports for people with developmental and related disabilities. The organization enjoyed a great deal of community support, and a stable work force dedicated to the care and safety of those served by the Agency.	growth, positive culture, community support, financial stability, positive work environment	some poor facilities, poor leadership during certain periods	That everybody's role is to support the people served by the Agency. The care, safety, growth and development of each person supported has to be the primary focus of each employee, regardless of their role within the organization.

My Role at DBCC is	I have been associated with DBCC for	When I think of DBCC, the first word that pops into my head is...	What defines DBCC's Past?	What are some positive Images/Experiences associated with DBCC's Past?	What are some negative Images/Experiences associated with DBCC's Past?	What has been learned from DBCC's Past experiences?
Board Member	more than 10 years	Committed	DBCC strives to provide the best service to people with disabilities in the Charleston area.	The DBCC leadership does a great job of recognizing employees and showing their appreciation to the staff. They have holiday parties for employees and do monthly giveaways and activities for staff.	I think the staff is overworked. There need to be more staff hired to help with the workload. While wages have increased, I think there can be improvements in that area.	I believe the staff will continue to do what's best for the clients they serve.
Staff	5-10 years	it's what I do	breaking down barriers	staff coming together to help each other out	working too much and not receiving needed support from supervisor	keep moving forward, it's worth it
Parent/Family	3-5 Years	help for families with child with disabilities	help	my son working, wavier	none so far	coping and reinforcement
Parent/Family	more than 10 years	Care	Supporting individuals with IDD	Bringing together stakeholders and clients to build meaningful community	Ensuring that there is a comprehensive approach for DBCC's clients' needs	When circumstances get serious, and with allyship and advocacy, there can be a comprehensive approach to clients' environmental, behavioral, and healthcare needs - but it takes family and allies advocating for it, so I encourage DBCC to aim to do it for all clients not just those who have family and friends asking for it.
Staff	more than 10 years	To provide services to those who needs help.	That we are there to render our services daily.	Working with the consumer and seeing them enjoying life.	Some staff just not doing their jobs.	That it's not about me but it's all about the consumers we are there to serve.
Parent/Family	5-10 years	In need	Helping everyone who has a disability It has strengthen our future to grow and what to expect	Having activities to do like going out taking trips	Just seeing them sitting watching tv not doing anything	Working with everyone
Staff	3-5 Years	Compassion, Care, Heart & Family		team work, gratitude, empathy	Social Media - non positive reflection	take your own advice, dont listen

Appendix B DBCC Present Survey Results

My Role at DBCC is	I have been associated with DBCC for	When I think of DBCC TODAY, the first word that pops into my head is	What defines DBCC's Present?	What are some positive Images/Experiences associated with DBCC's Present?	What are some negative Images/Experiences associated with DBCC's Present?	What is currently WORKING at DBCC?	What is currently NOT WORKING at DBCC?	If I could make 1 change TODAY to support DBCC it would be
Upper Mangement	more than 10 years	improving	Resilience	Helping people meet thier goals/wishes	Not enough staff, employees not being supported, environment of distrust	fresh middle managers, the desire to provide quality services & supports.	retention, mentoring and coaching of staff	For all DBCC leaders to have a positive, supportive relationship with their employees.
Board Member	more than 10 years	Optimistic	Evelyn Turner	Staff's commitment	None	Staff commitment	N/a	Funding increase from the government
Board Member	5-10 years	Institution	Growth, adaptation	Resident parties	Losing residents	Employees carrying out mission	Growing staff	Raise salaries to attract and retain great talent
Staff	more than 10 years	confusion	DBCC's present is much changed from it's past. There is not the same level of care, compassion, and dedication of people being hired today. t. The inability to recruit and retain qualified staff has been a big problem for the Agency. With many regulatory changes the job of direct-support personnel has become more complicated. Staff become frustrated with all of the requirements and either resign or are terminated for not being able to meet the requirements. Also the quality of employees today is much different from employees in DBCC's past. There is not the same level of care	Increased opportunities for people supported, better community presence, committed leadership,	Insufficient quantity and quality of direct support staff, overly burdensome regulatory climate, too much paperwork,	Providing opportunities for people supported, increasing compensation for employees, improving the presence in the community, creativity	recruitment and retention, increasing financial stability, focus on paper, not people	The ability to recruit and retain quality direct support personnel.
Parent/Family	5-10 years	A safe place for my disabale daughter to attend	Meeting new people and the opportunities that are available	She able to see old/new friends	Not being able to get back out on the job site	The experience of going to a different job site and learning new things	Not being able to get back out in the community	Having more hands on training
Staff	more than 10 years	Determination	Devoted to the People we serve	Fun Activities associated for staff and individuals	Need more staff interaction like games, or fun days for staff	NA	NA	Continue to stay motivated and make sure to keep a positive attitude
Parent/Family	more than 10 years	Committed, hard working people doing their best to help 'challenged' people	Hard working staff and leaders	Agencies working together: ex: M League, Kickin Chicken	Workers 'stretched' thin	Dedicated staff and leaders	Worries re reduced funding I expect.	Continued and/or increased federal and state money and other resources
Staff	more than 10 years	Supportive	Community support	Caregiver happy tears when gets a break, someone who works hard to move into an apartment	Exhausted staff	Retention bonuses	Unknown	Unknown
Board Member	more than 10 years	My sister	A constant battle to stay ahead of changes in funding and issues of clients.	Employment opportunities, Miracle League, personal trips facilitated by board	Staffing	The hardwork of staff who understand their responsibilities.	How to fill staffing shortage. Funding for wages	Raise the starting wage for staff to encourage more applicants
Staff	more than 10 years	Supportive of those with disabilities	Person Centered choices	Community outings for our individuals, more employee appreciation events	staff retention	Offering of choice for our individuals	Being able to retain and hire quality staff	More community engagement meaning that the community is aware of what we do and the services provided
Board Member	1-3 years	Trying	Nothing	Good people in management and leadership	No visible presence in community	Not sure	Staffing of Direct Support Professionals	More visibility and community outreach
former board member	5-10 years	compassionate	Compliance	Participation in fundraising events	getting kicked off naval base	Fundraising	School programs for persons who have aged out	More community events for disabled persons
Staff	5-10 years	what i do	trying their best to constantly improve	our love for the folks we serve	some people with unprofessional and/or poor work ethic still kept around	our ability to come together	good employees getting burnt out by the bad habits that are accepted from others	keep showing up
Staff	5-10 years	Hard work	Soapbox	Retention Bonus, Employee Appreciation Party	Bickering, Employees not being able to separate their private relationships with workers and work.	Retention Bonus	Senior management not willing to assist middle management.	All department heads introduce themselves during orientation and cover their department expectations/functions of the incoming employees.
Staff	more than 10 years	Supporting special needs	Service and support to individuals with intellectual disabilities	Holding inclusive community events and focusing on growth and support for our individuals	Staff shortage, which is making it hard for staff to go on outing and community events	The board is working on ways to recruit staffing, but in the meantime, taking what we got and making it work.	Staffing issues, lack of awareness	more staffing with a mind that wants to work
Parent/Family	more than 10 years	Accommodate	Not very accommodating for group homes	Wren Street	Not enough group homes	Great staff at Wren St	No available group homes	Get more group homes
Staff	3-5 Years	great pto	Im not sure	Our directors have open door policies. I love that I can speak directly too Ms Evelyn	the turnover rate is extoremely high	Upper management is willing to listen	Lack of accountability required of employees	the pay
Foundation board member	5-10 years	underfunded	underfunded	Charles Webb Center services for children	Group home and workshop facilities and support	Staff seem very engaged and lots of career staff	Have heard about difficulty with intake and service finding	Strategically invest endowment today to provide significant annual revenue "and" endowment growth. Admittedly likely not to be highly impactful until 5-10 years of endowment growth

My Role at DBCC is	I have been associated with DBCC for	When I think of DBCC TODAY, the first word that pops into my head is	What defines DBCC's Present?	What are some positive Images/Experiences associated with DBCC's Present?	What are some negative Images/Experiences associated with DBCC's Present?	What is currently WORKING at DBCC?	What is currently NOT WORKING at DBCC?	If I could make 1 change TODAY to support DBCC it would be
Board Member	5-10 years	helpful	staff	Miracle league	poor housing	morale getting better	I don't know	Have v5he board getyting involved in some sort of fundraiser
Parent/Family	more than 10 years	Wonderful	Caring and nurturing people with all kinds of disabilities	Helping my daughter be more active and productive in different settings. Talking more as well !!	I do not have any negative experiences	Socialism, creativity, and interaction	N/A	Give all the employees a pay raise. They do so much to help so many people.
Staff	more than 10 years	Helping others with disabilities	It helps families and the consumers we serve and the communities	The inter action with the consumer and staff	Hours working for some	That we are able to serve and help the consumers in many areas	More for the consumer to do .	To work a little harder
Parent/Family	3.5 Years	Life "help" for those who can not help themselves.	I do not understand this question / the word "present".....	Seeing people with disabilities out in the community being a part of our world.	I would like to have more connection with the executive/office staff ; more information about community activities, client activities, ways that I can be a better/bigger part of DBCC. DBCC seems to have public info on line and that is not the way locate info for activities, functions.	The required paperwork for federal and state mandates.	Info for parents to become involved with DBCC - what is happening for clients.	I would be advocating for clients and staff - to support both day to day.
Staff	5-10 years	work	Care for individuals individual with disabilities	watching individuals thriving in home and community	lack of staff and lack of proper training employees	homes have necessary supplies.	staff turnover and no work/life balance	have a greater passion to get the right people into the organization by spreading the word
Parent, Board member, volunteer and donor	more than 10 years	Caring	Progress, compassion, excellence	Excellence in prescription distribution to clients. Caring for them and providing safe, clean and supportive environment.	Sometimes communication to support staff is poor.	Providing increased wages to staff.	Our ability to hire all the staff we need.	Increase staff wages even more.
Parent/Family	more than 10 years	Family	Love, kindness, caring, peace and hope for my special needs adult.	People who are different treated with respect and love.	No negative images	Everything I see so far.	I have no complaints.	A chance to see the people who work so hard to make my daughter feel like an important person who matters in this world receive more money and appreciation for all they do. Because of this wonder place my daughter is happy and very well adjusted to life.
Parent/Family	more than 10 years	Security	Caring for those who cannot care for themselves	Van drivers are a pleasure to work with	None at this time	Support on a daily basis	None at this time	Work with parents to plan for future when they are no longer able to care for their child
Board Member	1-3 years	community	Being deeply invested in the care of otherwise marginalized members of Charleston county	Reaching out to families within the community. Training, involvement, charitable giving, presence of the board	None of which I am aware	For our participants, they receive the type of attention, care, experiences, and training at a very focused/local level that they would not get anywhere else.	Really I think this has to do more with funding constraints. We could always use more state and federal funding/subsidies to help with hiring new staff at competitive rates and retaining them. It costs more to hire and train new staff than it does to retain.	Increasing starting pay for new employees.
Staff	more than 10 years	supportive	rolling with the punches	community involvement and support	STRESS	mostly everything	can't think of anything	giving more of my time to community events
Staff	5-10 years	Committed	Change	Committed Leaders, Dedicated staff, Long term support of individuals.	staff turnover	teamwork, employee appreciation committee, focus on person centered services and community inclusion	staffing	improve staff ratios
Staff	1-3 years	Family	Compassion, Hard work and Dedication	Interaction between staff and consumers and each other. A willingness to go the extra mile. The willingness to let staff and employees know that their hard work is appreciated.	Some times the staff, DSP's especially are overworked	Almost everyone is willing to work together for the good of the consumers/ The willingness of top administrators to listen to input from staff	Some staff report an unwillingness of some supervisors to be flexible and more empathetic	More hands on training and hiring more staff. employees to get more involved in supporting all branches of the Disabilities Board
Parent/Family	3-5 Years	Love	My protection for my son in my Absent	Learning	Some workers interaction	Learning tools with workmanship	Lil more activity for their social skills	To provide A Literacy program for the ones that dont Read so it can help them know what right looks like.
Staff	5-10 years	Challenged	The services that is offered to the disabled.	The care services given to the consumers. Charles Webb Center and Day Program	lack of communication / and appreciation	The consumers	The lack of communication	Recruiting more compassionate team workers
Board Member	1-3 years	Unknown	Caring People		Lack of Clear Connection to community	Caring staff	Progress	Educate the public
Hard Worker	more than 10 years	Growth	Mission Statement	New Building	Negative Staff	New Community Involvement Program for Client Exposure	Negative/Lazy Staff	Continue advocating for the consumers
Parent/Family	5-10 years	Woefully behind the times	Not sure what you're asking for here.	I love Nancy Farr. Whenever she retires, it will be a very sad day for us.	I think you need to pay your employees more, definitely the people working directly with our special population. Better pay usually = better employee.	Hmmmm	There is no habilitation offered at the facility my daughter lives in. No one to help her change her sheets on her bed.	Start a program that offers habilitation to the special community.
Parent/Family	1-3 years	Awesome	Their commitment to the Disabled	Caring people	None	Keeping the disabled employed and motivated	Nothing	Visit my brother more often
Staff	more than 10 years	challenges	facing new environment with a lot of unknowns	continuing to provide quality supports despite challenges	disconnect between upper management and employees pool	team building	understaffing	increase revenue to enable increased wages

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Staff	more than 10 years	opportunity and growth	commitment to inclusion	empowerment	understaffing, burnout and low wages	community engagement	limited staffing and/or support which leads to burnout, high turnover, and poor service to the individuals supports is provided to	continuous improvement and staff input
Staff	more than 10 years	Providers	Positive service, support, and growth	Strong relationship with individuals. Expansion of the origination, Maintaining the agency goals, continuing dedication, commitment, and ensuring all are given opportunities	Judgement, work clique's, gossip, role models	Support from director, growth and supports for our individuals,	Lack of staffing, inappropriate placement of residents as staff can not meet their needs, being able to meet all demands be it the individual or daily documentation etc	Hire our residential director an assistant.
Staff	5-10 years	Care	Long hours because of staff shortage	Staff Commitment and longevity	Short staff	Staff's commitment	not sure	We'd be fully staffed.
Parent/Family	more than 10 years	Fantastic	Caring group home coordinator and staff.	Always keeping family of group home consumers updated.	N/A	Care and concern for consumers.	It takes so long to get funds from the board to make major purchases for consumers for example furnishings for their bedroom in the home.	Premium pay for house staff and group home coordinators. These folks work so hard and do so much to care for consumers who can't do for themselves.
Parent/Family	more than 10 years	apathetic	protecting a system	Good service to those in houses	LOOONG wait list	dedicated staff	not enough of the public are served	think bigger
Board Member	more than 10 years	Thriving	Dedicated staffing	Cohesion among staff and leadership	N/A	Communication from leadership to employees and families	N/A	Improve communication to key stakeholders like legislators, media and community businesses

Appendix C DBCC All Stakeholder Session

Brainstorming Notes

Communications

1. Create a communications plan for internal and external audiences
2. Develop a consistent brand voice across all materials
3. Increase social media presence and engagement
4. Update website regularly with news and events
5. Highlight success stories and testimonials
6. Develop monthly newsletter for stakeholders
7. Train staff on effective communication strategies
8. Establish clear channels for internal communication
9. Improve visibility through press releases and media coverage
10. Host quarterly information sessions or community updates
11. Utilize local media and community partners for messaging
12. Expand use of video content for storytelling and outreach
13. Implement feedback mechanisms to measure communication effectiveness
14. Create a crisis communication protocol

15. Develop partnerships with local businesses for co-branding opportunities

Community Engagement & Awareness

1. Host community events to promote organization visibility
2. Create partnerships with schools, civic groups, and local businesses
3. Develop volunteer ambassador program to spread awareness
4. Increase participation in local festivals and fairs
5. Collaborate with local media for community features
6. Strengthen relationships with local government and chambers of commerce
7. Develop outreach to underrepresented or underserved populations
8. Highlight community impact stories on social media
9. Create annual community appreciation or recognition event
10. Promote awareness through storytelling and visual campaigns
11. Enhance networking with other nonprofits and service providers
12. Offer open house events or tours for the public
13. Use branded apparel and signage for greater visibility
14. Create community-based committees or advisory groups
15. Leverage partnerships for cross-promotion and sponsorships

Events & Fundraising

1. Host annual signature fundraising event
2. Develop themed events to engage different audiences
3. Partner with local businesses for sponsorship opportunities
4. Create donor recognition and appreciation program
5. Explore grant opportunities and foundation partnerships
6. Develop peer-to-peer fundraising initiatives
7. Increase use of online fundraising tools and social media campaigns
8. Plan smaller community-based fundraisers throughout the year
9. Host donor appreciation receptions or luncheons
10. Create fundraising team or committee to support staff efforts
11. Offer naming opportunities or legacy giving programs
12. Collaborate with other nonprofits on joint fundraising events
13. Promote matching gift opportunities with employers
14. Leverage volunteers to assist with event logistics and promotion
15. Evaluate ROI and impact of each fundraising event annually

Facilities

1. Develop a facility maintenance and improvement plan
2. Expand or upgrade existing facilities to meet program needs
3. Enhance accessibility and safety across all spaces
4. Create long-term capital improvement plan
5. Seek grants and sponsorships for facility upgrades
6. Explore opportunities for facility expansion or relocation
7. Increase storage and organization efficiency
8. Implement energy-efficient and sustainable practices
9. Develop facility rental program for additional revenue
10. Improve landscaping and outdoor areas for community use
11. Evaluate and upgrade technology and infrastructure
12. Establish regular cleaning and maintenance schedules
13. Create designated areas for meetings, events, and storage
14. Partner with community organizations for shared facility use
15. Develop signage and wayfinding improvements throughout the site
16. Plan for emergency preparedness and disaster recovery

17. Ensure compliance with ADA and safety regulations
18. Explore partnerships for facility maintenance services
19. Enhance curb appeal and exterior branding elements
20. Create a long-term facilities reserve fund for major repairs

People & Culture

1. Develop professional development and training opportunities for staff
2. Create employee recognition and appreciation programs
3. Strengthen onboarding process and mentorship for new staff
4. Encourage team-building and cross-department collaboration
5. Foster an inclusive and welcoming organizational culture
6. Enhance internal communication and feedback loops
7. Develop clear career pathways and growth opportunities
8. Implement staff wellness and mental health initiatives
9. Promote leadership development within all levels of the organization
10. Establish diversity, equity, and inclusion (DEI) practices
11. Review and update HR policies for consistency and fairness
12. Encourage work-life balance and flexible scheduling options

13. Create culture committees or task forces to support engagement
14. Host regular staff meetings and retreats to strengthen relationships
15. Develop succession planning strategies for key roles
16. Conduct staff satisfaction surveys annually
17. Recognize volunteer contributions and integrate them into the culture
18. Provide ongoing communication about mission alignment and values
19. Build partnerships with educational institutions for talent pipeline
20. Celebrate organizational milestones and achievements together

Protocol, Processes & Procedures

1. Develop a comprehensive operations manual
2. Standardize onboarding and training procedures
3. Create documented protocols for program delivery
4. Establish consistent internal communication practices
5. Implement regular policy and procedure reviews
6. Develop risk management and safety protocols
7. Create process maps to streamline workflows
8. Develop clear accountability and reporting structures

9. Implement technology solutions to automate tasks
10. Document succession and knowledge transfer procedures
11. Develop crisis management and emergency procedures
12. Create templates and standardized forms for efficiency
13. Establish regular audit and evaluation processes
14. Clarify decision-making and approval authority levels
15. Ensure alignment of policies with mission and compliance requirements

Programming & Capacity

1. Evaluate current programs for effectiveness and alignment with mission
2. Develop new programs to meet emerging community needs
3. Expand existing programs to serve more participants
4. Increase staffing capacity to support program growth
5. Create partnerships with other organizations to enhance programming
6. Develop program evaluation tools and metrics
7. Explore grant opportunities to fund program expansion
8. Invest in technology to improve program delivery
9. Strengthen volunteer recruitment and training for program support

10. Develop training programs for program leaders and staff
11. Create a calendar of programs and events for better coordination
12. Establish a program advisory committee for feedback and innovation
13. Integrate DEI principles into program design and delivery
14. Build capacity through cross-training and leadership development
15. Enhance marketing and communication of program offerings
16. Develop succession plans for key program roles
17. Implement data collection systems to measure program outcomes
18. Pursue accreditation or certification where applicable
19. Explore fee-for-service or social enterprise program models
20. Evaluate resource allocation to ensure sustainability and growth

Appendix D DBCC Future Vision Survey Results

My Role with DBCC is	I have been associated with DBCC for	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Programming/Capacity/Services/Needs?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Community Engagement/Awareness? (This can include ways to grow the awareness of DBCC, it's mission, services and ways they contribute to the community.)	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Facilities?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Events, Fundraising and Revenue Generation?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to People & Culture? (staff, leadership, training, etc.)	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Protocols & Processes?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Effective Communications throughout the organization?
Staff	1-3 years	I believe we can do a lot more community groups. I also believe that we should have more grants being applied for. There is not a lot of money for resources to provide better programming for our day program. We get some donations, but not near enough to provide meaningful in-house activities. I believe we could get a lot more money or donations if the foundation would seek out grants. I believe we should hire an activities coordinator that would help with meaningful activities.	I believe we are doing better with community outreach. But I do think there needs to be a lot more emphasis on this. We should be marketing ourselves to the community and the businesses in the community.	I think we could hire a couple bus drivers for transportation. That would enable the direct care to plan better activities and get trained better. This would also allow for team meetings at day program. I believe we should hire a facilities director that oversees facilities and transportation. I also firmly believe that the transportation department should be overseen by enterprise. It would be much more efficient in eventually cost-effective.	I think the agency needs to focus on grant writing. There is probably a lot of money out there to help support programming.	I believe the agency really struggles with professionalism. I have personally witnessed people and management in meetings that we're not paying attention and we're on their cell phone. I also am bothered by the lack of communication through email. There are a few people in leadership roles that do not answer their emails. It is just very unprofessional.		I think the leadership throughout the agency should be setting a good example on effective communication. Whether it is answering emails that were sent to them or having direct conversations.
Staff	more than 10 years	more hands on	More community events/outings for consumer	vehicles needed to be service more	raffles, cooking contest, we have had some great fundraising projects	Staff needs more hands on or one/one training	more consistency, rules need to apply to everyone/dept	more hands on an one/one training
Parent/Family, DFCC Board Member	5-10 years	Increase capacity for work programs and make them more accessible to the public as customers. (Ex. Delicious Delights). Increase access to supported housing.	See above	See above	Set aside funds through the DFCC to endow activities in DBCC.			
Board Member	1-3 years	More programs for the clients, more residential settings to better meet the needs of Charleston County, with a well-trained, supportive staff. A connection to the MUSC special needs dentistry, with outreach to those waiting for assistance too. A family practice clinic designated for the special population that could also serve as a training practice for doc and nurses and others.	A visible social media presence and traditional presence, TV, Radio, and print. Billboard for recruiting staff like Coastal Center had. More participation in more events.	More residential facilities, more availability to day programs for those who don't need residential.	A designated Events Coordinator. All types of events from Galas to oyster roast, partnering with businesses like Bovens Island, Dashi, etc. A Special Needs fair for parents and caregivers for ideas, more walks/races, contests, silent auctions, etc.	Adequate staffing. A formal volunteer program with a coordinator. An inside and community educator outreach position. A Partnership with TTC Special Needs Education, membership in the NADSP organization, a review of the program with levels that was approved but fell by the wayside with the pandemic. The DSPs could benefit from this greatly.	Not aware enough of Protocols and Processes to comment.	An e-newsletter would be great on a regularly scheduled basis.
Board Member	3.5 Years	Increase capacity and enrollment in day and residential programs, increase services and enrollment of Webb Center.	Dedicated community liaison, more outreach programs, inclusive prom, community arts and enrichment programs, sport leagues	Buy and fill new residential houses, provide services to more under 18	Improve advocacy and fundraising of foundation, explore dedicated fundraiser	Make it the place people want to work, great benefits and pay	Greater voice in legislative action	Streamline communications
Community Supporter	more than 10 years	Integration and outings, energetic staff ready to see beyond disabilities	I love the fresh look they are presenting on social media now. Fresh engagement is important. Colors, vibrance. Maybe develop an out reach team	I'm not currently aware of the state of the facilities. However, facilities should definitely reflect the residence desires. The outside should always be finally manicured.	Think bigger! Communicate clear financial needs. Make gives feel like they are part of something important. Because they are! But sometimes you have to spell this out	Don't be afraid to let go of people that don't share Evelyn's vision. Years of work experience don't excuse a fixed mindset or negativity.	I don't think I can speak intelligently about this.	Get everyone talking regularly about what highest quality care means. Concentrate on that one thing. Then a lot of miscommunication will cease
Board Member	more than 10 years	A Hospitality Program / training for special needs community	staffing hospitality jobs in Charleston					
Staff	more than 10 years	More activities for the consumers need someone in sign language I	Through tv or radio	More space for learning and group to engage in.	Dance fashion show selling popcorn doughnuts bake sale.	During training staff be able to visit the houses see the set up for some of the consumers give them the opportunity to ask questions.		That you are able to speak to your manager when you have problems manager can help out when needed.
Staff	6 months to 1 year	Redesigning the responsibilities of staff to service in the capacity for which they are hired. This would enhance the ability to serve our consumers more effective and efficiently.	Attend more community events that would allow DBCC to educate on the services offered and what we can do for their families.	Invest more in technology to increase the ability to give exceptional customer service, manage service delivery outcomes, and Operational efficiency.	Enhancing technology use for events, fundraising and revenue generation.	Increase more online training due to time restraints and life itself more training about people and culture at all staffing levels.	Revisit protocols and processes that might be causing stagnation for growth within the organization.	Build better and confidential avenues for communicating with staff while building trusting relationships.
Parent/Family	more than 10 years	Higher wages for staff and more staff so that there is more capacity and staff can be paid a competitive wage	Engage with more organizations that can create more activities for consumers, and connect more community members to the DBCC mission	More housing across the tri county area and more staff / capacity for activities across the houses	Talk to the families of consumers and ask them how they want to be engaged and ask for funding that can help	Better communication with family members and training across staff for consistent communication		Staff training on consistent messaging and a matrix of how staff communicate, to whom, and when
Parent/Family	more than 10 years	No additional needs come to mind	I'm not sure. Your a wonderful organization and it hard to change or improve on what I feel is already perfect. Please continue to do the great work your already doing	No additional needs come to mind	No additional needs come to mind	No additional needs come to mind	No additional needs come to mind	No additional needs come to mind
Parent/Family	more than 10 years	Very happy with everything and everyone.		not sure at the moment.	not sure but will support in every way we can.	more visibility, a new letter letting the community know what a great job DBCC is doing. ty know	nothing at the moment	Newsletter

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Staff	5-10 years	Increased residential services, Increased vocational opportunities	Community health fairs sharing information on various disabilities and supports	Move out of old homes and obtain newer more accessible homes	Bingo nights, Arts/Craft Show, Carnival	Offer extra trainings (Dementia, HASCI, Technology, Autism, etc.), use AI in training so people can experience things		
former board member	5-10 years	More education for adults with disabilities	more volunteer opportunities for adults w/disabilities	more community housing	placing more adults with local businesses	more person w/disabilities on staff at DBCC	n/a	n/a
Parent/Family	3-5 Years	1.) More staff 2.) more residences 3.) homes with less clients per home 4.) homes with a more home like environment.	1.) Advertising activities and fundraisers on local TV. 2.) More "good news" stories about DBCC/clients on local TV.	1.) More staff 2.) more residences 3.) homes with less clients per home 4.) homes with a more home like environment.	1.) Advertising activities and fundraisers on local TV. 2.) More "good news" stories about DBCC/clients on local TV.	A more comprehensive list of all positions and their functions (not the specifics person/staff) just the job title and duties - so clients and family know who to go to.	A central location of ALL services and location. Or a flyer (or documented list), available of all services and locations.	A "turn-over" book (or chart) for different shifts of each resident. Information is not necessarily passed between shifts or different day staff.
Board Member	5-10 years	Exploration of all potential services that people in the Lowcountry would find useful within our mission.	We need a news partner...	update all facilities that need to be updated... fill them as much as possible...	Look for community investment partners... especially with large companies such as Boeing, Volvo, Google, Nucor, Etc.	Diverse, educated, motivated staff with pride in what they do and genuine enjoyment for what they do	Find the most innovative protocols and processes that look forward	I think this question could best be answered by our staff
Staff	more than 10 years	If there were no barriers, it would be nice to see our agency offer more residential housing for individuals of this population.	Our agency would attend more community outreach events and participate in more community activities.	We would offer more residential and day programs throughout the low-country	More staff would participate in fundraising and being involved with events.	More leadership opportunities and agency growth opportunities.	Staff would be made aware of all protocols and processes-but not just yearly through mandated trainings. Also more opportunities to increase training opportunities.	Staff would take accountability for reading materials that are sent out agency wide. Management would ensure that updated information is shared with their teams.
Volunteer	more than 10 years	I'm not engage enough to know best steps forward regarding these topics	Multiple streams of revenue through charitable events and donor contributions. Hire a full time community awareness person to solicit funds.	Not informed enough to offer an opinion	Hire full time Fundraiser	N/A	N/A	I'd like to see a monthly or quarterly newsletter
Staff	more than 10 years	Increase in salary	Getting our individuals out in the community more			Managers		
Staff	more than 10 years	Increase in salary	Getting our individuals out in the community more			Managers		
Staff	5-10 years	Improve staff, pay, and wellness for the staff	More outings for consumers.	Better up keep of the homes.		More staff and higher wages.	None	None
Staff	more than 10 years	Increase quality employees, open more residential homes specifically for people on the spectrum and for people who have had a head injury, we would offer enabling technologies to all people supported by DBCC, we would participate in telehealth like Station MD, our people would be accepted and invited to community outings and events, we would build a new building for the Charles Webb Center and increase enrollment, we would build a new building for the HASCI drop in Center and increase enrollment, we would support people in creating their own small business, we would turn the Delicious Delights Bakery into a thriving storefront bakery, we would create another small business that would employ people with disabilities.	We would increase community collaboration with businesses, schools and other entities. We would participate in community festivals, job fairs, etc.	Begin replacing our older homes, add generators to all of our homes, upfit Wren Street to the level of Remount Road, Build or Purchase a new building for Webb Center and for the HASCI drop in Center.	Hold an annual event/fundraiser quarterly	Provide ongoing leadership training for DBCC leaders, increase DSP pay, provide a career ladder for DSPs, provide ongoing quality training specifically for DSPs	Revision of Bylaws for Board of Directors to be more specific about their roles and responsibilities, reduce the number of board members from 17 to 13 or 15, have a more diverse board, limit the number of board members who are family members of someone we support residentially.	See response for People & Culture and Protocols & Processes
Staff	5-10 years							
Staff	5-10 years							
Parent/Family	more than 10 years	Continue with programs established and involve more in community projects.	Have a continuous 'face' in the community, TV, radio, billboards, etc about new and working programs. Toot your horn.	more facilities in parts of areas not served or are served by great amt of transportation				
Parent/Family	more than 10 years	More indoor and outdoor programs or services offered to individuals	Instead of individuals always sitting having activities do more like walking playing games at they live in facilities	Games or activities for them to do places to go instead of just watching TV	Having more events for the adults to do and asking other organizations to help in making changes	More people trained to help with the clients instead of just a few helpers		More flyers with information or text calls or announcements that are happening at DBCC
Staff	less than 6 months	I feel like if it was more activities they will be fun to do more things	NA	Na	Na			

My Role with DBCC is	I have been associated with DBCC for	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Programming/Capacity/Services/Needs?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Community Engagement/Awareness? (This can include ways to grow the awareness of DBCC, its mission, services and ways they contribute to the community.)	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Facilities?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Events, Fundraising and Revenue Generation?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to People & Culture? (staff, leadership, training, etc.)	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Protocols & Processes?	If there were no barriers, what ideas do you have for growth/change at DBCC, as it relates to Effective Communications throughout the organization?
Staff	more than 10 years	DBCC could focus on doing deeper community integration and innovation, moving beyond traditional models of care to a more holistic, individualized, an empowering approach all	It opens opportunities for growth and innovation. It would focus on transformation of public perception, empowering individuals with disabilities, and creating a inclusive community fabric.	In an environment without barriers, DBCC could expand its facilities to foster an integrated community centered model of care.	DBCC can pursue comprehensive growth strategies focused on large scale events, like hosting a yearly performing arts services, Day of Service with community wide impact, host a cause sporting event (other than the 5K run).By addressing ey areas such as empowerment, career development, and inclusive decision making.	By addressing key areas such as empowerment, career development, and inclusive decision making.	By prioritizing consumer empowerment, streamlining operations, and deepen community integration or ideas for change and growth. operations, and deepen community	Could implement a comprehensive, multi-faceted internal communication strategy to boost organizational transparency, employee engagement, and a sense of shared purposed.
Staff	5-10 years		I think that DBCC should not only engage out individuals in functions in their community's, but should start to have functions other than the holiday parties. These small functions can help the community see who we (staff & individuals) are and what we do.		I think that we should try to do events and fundraising at other sites besides Remount. HASCI, WREN, WEBB, that way the public in those communities can participate. It's not always easy for people to come up to Remount.	Although many of our individuals are SC natives. We also have many people we serve from differ cultural background (Asian, West Indian, Hispanic, African). I think we should start to find ways to research and celebrate some of their holiday's with them as well as the one's we already celebrate here.		
Parent/Family	1-3 years			Larger houses and rooms for residents				
Parent/Family	more than 10 years	More involved cooking skills (simplified)	Getting the word out for projects or anything needed	More spaced areas	Getting the word out and having fund raising events	Better pay along with training. They take care of so many people with all kinds of disabilities and have to deal with bodily fluids daily.		Address needs and more communication to the community
Parent/Family	more than 10 years	More consistent staffing (high turnover). And better communication with families. Only time I hear from staff is when there is a crisis & they're obligated to call me	Let us know about special events e.g. holiday celebrations & annual events. The public may want to financially or otherwise donate	Allow them to be outside more. Make sure phone lines are working! They are often "down"	Already answered in above. Send emails/texts making us aware of these events.	Have training in special needs, pt specific	None at the moment. Unaware of the above & how they work.	This is by far the biggest barrier that I have complained about since my brother has been in Charleston. To be able to receive pics, updates, his good days, bad days, problems- just communicate!! Tech is too easy & available NOT to do this. I live 2.5 hours away so it's very difficult for me to get down to Charleston as often as I would like so to receive something electronically would mean the world.
Board Member	1-3 years	Increased pay for new and existing hires	advertising, sponsorships during/for major community and/or sporting events, appearances on local TV	More and more diverse care providers (e.g., nursing, psychiatry) at facilities				I am still relatively new to the DBCC and do not have sufficient experience to answer this question
Parent/Family	more than 10 years	Increase staffing budget so staff doesn't have to work overtime when another staff is out. This refers to residential staff.	More advertising to let the public know what great things the DBCC does. Billboards, local TV news pieces	Quicker response time from the maintenance dept for their service to the residences.	More advertising to the community	As mentioned above more staffing at the residences and continued training for staff.	The protocols for residential consumers seem good to me.	Our residential coordinator is fantastic with her communication with me about my sister. I appreciate her timely phone calls and texts vs emails.
Parent/Family	more than 10 years	More housing opportunities. Educational programs for care givers; and example--disability trust fund, Medicaid etc.	PSAs		Gala, silent auction	Incentives to prevent high turnover		Newsletter for caregiversnnweb sitefor public with current activities of clients, exp. Get to know John Doe
Parent/Family, Board Member, Volunteer	more than 10 years	Our greatest need is to fill every staff position. If there were no barriers an increase in pay to a level that would attract more top quality staff is a good start. More advertising and possible interviews on local news and talk programs might get the word out about programs.	More advertising. Possibly have senior staff or board members speak to organizations like PTA meetings or public service or charitable organizations.	Possibly a facility in areas like West Ashley or Mount Pleasant where additional day programs could be held	Public events like the Avondale race which would benefit other areas/programs.	The additional training that has already begun is a good start. Perhaps bringing in speakers to add additional information in the various aspects of the services we provide.		Getting the word out to all staff about important events or issues. Possibly through messages which would require to sign off as having received the information.

Appendix E DBCC Pillars and Initiatives

Disabilities Board of Charleston County

Final Strategic Planning Pillars

Programming and Capacity

1. Develop and expand new and existing programs and use technology to improve program delivery and efficiency
2. Develop systematic methods to evaluate program outcomes
3. Strengthen capacity through staff training, leadership development, and succession planning
4. Enhance marketing and communication of program offerings
5. Evaluate resource allocation to ensure sustainability and growth

Community Engagement and Communications

1. Define targeted audience, and preferred ways to engage with DBCC
 - a. Highlight our success stories more – ex. Specialized day program
 - b. Utilize our social media platforms better – ex. Facebook and Instagram
 - c. Utilize a newsletter internally and externally – staff and individuals we service
 - d. Expand use of video content for storytelling & outreach
2. Exploration and evaluation of apps to send out communication and emergency notices to staff and families
3. Enhance networking and awareness events with other nonprofit and service providers
4. Offer open house events at appropriate DBCC facilities

5. Leverage partnerships for ongoing awareness and engagement including civic groups and local businesses
6. Host semi-annually information sessions or community updates
7. Improve visibility through press releases & media coverage
8. Ongoing and scheduled updates to website
9. Increase participation with local festivals and fairs
10. Development of a communication plan for internal and external audiences
11. Enhance collaboration with DBCC Foundation of Charleston County

People and Culture

1. Professional development and training opportunities for staff
2. Significant staff recruitment, retention and expansion
3. Employee recognition and appreciation
4. Onboarding and mentorship for new staff
5. Mission and value communication
6. Encourage work life balance & Implement staff wellness & mental health initiatives
7. Encourage team building and cross-department collaboration
8. Host regular staff meetings to strengthen relationships
9. Build relationships with educational institutions for talent pipeline (Board Advocacy Committee)
10. Investigate the ability to offer clear career pathways
11. Promote leadership development at all levels
12. Develop succession planning strategies for roles
13. Bi-Annual staff satisfaction surveys

Facilities and Infrastructure

1. Explore opportunities for facility expansion or relocation
2. Create long-term capital improvement plan

3. Improve landscaping and added areas for community use (our use)
4. Seek grants and sponsorships for facility upgrades
5. Plan for emergency preparedness and disaster recovery
6. Explore partnerships for facility maintenance services
7. Enhanced outdoor spaces at homes (basketball, sitting areas)
8. Investigate potential use of DBCC space for community for rental/revenue generation
9. Establish maintenance, checklist and work order program
10. Develop HASCI specific homes in the community
11. Naming opportunities on DBCC rooms and buildings