



Angelwood

STRATEGIC PLAN 2021-2026

MISSION STATEMENT

PROUDLY PROVIDING UNPARALLELED SERVICES TO CHILDREN, ADULTS AND FAMILIES LIVING WITH DISABILITIES.

CORE VALUES

-  **HONESTY** In everything we do
-  **ACCOUNTABILITY** In our services and financial practices
-  **DIGNITY** Everyone treated with respect
-  **COMMUNITY BUILDING** Through Education, Integration, Acceptance and Advocacy
-  **GROWTH** Constantly learning
-  **SUSTAINABILITY** Planning for today and tomorrow

VISION

TO ENRICH THE LIVES
OF FAMILIES LIVING WITH
DISABILITIES WHILE SERVING AS A
SUSTAINABLE, RECOGNIZED RESOURCE AND
PROGRESSIVE LEADER IN COMMUNITY INTEGRATION

MAY 2021

Since 1993 Angelwood has been standing beside individuals and families living with disabilities who are often invisible, overlooked or ignored because of what they can NOT DO. Through our commitment to excellence we work to educate, empower and celebrate their successes while recognizing their innate value. They are truly our inspiration of what can be.

Yet, we know there is more to do. We are pleased to present this new 5 year plan that is grounded in our Mission, Vision and Core Values. We see it as the launch pad to growth for the people we serve that they may reach their highest potential. We see it as an opportunity for Board, Staff, Families and volunteers to continue the commitment to advocate for people who need more help than many to live their best lives. We see it as a way for our community at large to recognize the value that the individuals and families we serve are to our society.

We want to express our sincere appreciation to everyone who has contributed to the formation of this plan. The hard work of our Board, Families, Committees, Volunteers and Staff has given us a comprehensive direction to move forward.

We are ready to go and welcome you to share our journey.



Robin Wahby
BOARD PRESIDENT



Diane Tuttle
CHIEF EXECUTIVE OFFICER



GOAL 1: EXCELLENCE

Strengthen and expand practices providing unparalleled services to children, adults and families living with disabilities using research based best practices, proven methods of accountability and adherence to Angelwood's Mission, Vision and Core Values.

DIGNITY & RESPECT

- 🌿 The value of each person Angelwood serves will inform decisions and be demonstrated in actions by board, staff and volunteers.

RESEARCH & BEST PRACTICES

- 🌿 Services will be aligned with current research and best practices related to the field of disabilities.
- 🌿 Breadth of services will be expanded to support persons with different, changing or expanded physical, intellectual, vocational or emotional needs.

PERSONAL GROWTH & PROFESSIONAL DEVELOPMENT

- 🌿 Angelwood will foster an environment that will allow the people using our services to reach their highest and best potential.
- 🌿 Angelwood will provide opportunities for personal and professional development to our employees.





GOAL 2: CONNECTIVITY

Facilitate engagement among those connected to the Angelwood continuum of services to foster a strong internal community.



RESIDENTS AND PROGRAM PARTICIPANTS

- 🌿 Cultivate opportunities for meaningful relationships.

FAMILIES

- 🌿 Inspire family partnerships with Angelwood.
- 🌿 Offer education and support resources to families.
- 🌿 Connect families to each other to further strengthen the Angelwood community.

LEADERSHIP

- 🌿 Empower Board and staff to positively reflect Angelwood's Mission and Core Values.

GOAL 3: COMMUNITY INTEGRATION

Provide opportunities for individuals using Angelwood services to be involved in the life of Northeast Florida, while offering resources and engagement opportunities to community members regarding Angelwood programs and the field of developmental differences, for the mutual benefit of Angelwood and the community.

PARTICIPANT INVOLVEMENT

- 🌿 Educate and offer access to individuals in our programs about community activities and affiliations available to them.
- 🌿 Initiate and enhance the integration of services for children who are personally living with a developmental difference and typically developing children.

COMMUNITY INVOLVEMENT

- 🌿 Increase opportunities for the general community to participate in integrated activities.
- 🌿 Cultivate relationships with local professionals and community leaders to offer resources and education on disabilities and the role Angelwood services have in meeting community needs.
- 🌿 Increase volunteer opportunities for individuals, schools, businesses, local organizations and others.





GOAL 4: SUSTAINABILITY

Ensure the ability of Angelwood to continue to empower and support children, adults and families living with disabilities throughout their lifespan.

FINANCIAL PRACTICES

- Ensure appropriate financial practices with board oversight.

FUND RAISING

- Develop and maintain Strategic Relationships to support Angelwood's to support current program, capital and future needs.

COMPETITIVE WORKFORCE

- Attract, hire, mentor, and retain a cadre of employees who exemplify Angelwood core values.

CAPITAL RESOURCES

- Invest in and maintain Angelwood's physical capital to ensure appropriate function, accessibility, durability, safety and comfort.



GOAL 5: GOVERNANCE

The Board of Directors and CEO work collaboratively to assure that Angelwood services and methods are aligned with the organization's governing principles.

- Maintain a Board of Directors consisting of diverse individuals with demonstrated leadership ability who exemplify Angelwood's Mission, Core Values and Vision.
- Periodically review bylaws and other governing documents to ensure continued relevance.
- Demonstrate a commitment to continuing innovation in service delivery.
- Prepare for an effective and efficient transition of the CEO position to ensure organization continuity of services to accommodate projected retirement of current CEO by the end of 2026.
 - Periodically review current leadership continuity plan for unexpected emergencies.
 - Develop a comprehensive transition plan for long term succession.





ANGELWOOD LEADERSHIP

PRESIDENT

Robin Wahby

BOARD OF DIRECTORS

Sharon Dowe
David Emanuel
Jim Mainwaring
Stephen Ramsey
Meg Rose

John Rutherford
Odette Struys
William Wendell
Kim Wheeler
Bill Wilson

DIRECTORS EMERITUS

Nadine Gramling
Brian Kelly
Robert Stuart Willis

CHIEF EXECUTIVE OFFICER

Diane Tuttle



Angelwood

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