

WLLC STRATEGIC PLAN

1.1.2025 - 12.31.27



Our Mission

Enhancing and empowering the lives of differently-abled adults through specialized job training and community support

*of any
with +*

Our Vision

A world where people with disabilities live their best lives through fulfilling employment, meaningful relationships, and community engagement.



Values

At our core, we use the following values to guide our work:

RESPECT

Treating everyone in our community with dignity, consideration, care, and concern.

PERSON-CENTERED APPROACH

Promoting individual empowerment through self-advocacy, determination, personal growth, and independence.

COLLABORATION

Working together with partners to strengthen inclusion and acceptance for differently-abled people transitioning into the community.



Focus

Over the next three years,
our strategic areas
of focus are on
the following areas:

1
Whole
CommUNITY
Academy

2
Relationships
&
Partnerships

3
Board
Development

4
Financial
Management

5
Sustainable
Growth

GOAL 1

Whole CommUNITY Academy

Whole CommUNITY Academy (WCA) Mission Statement:

Inspiring a more inclusive community by offering specialized academics and vocational experiences for differently-abled high school students.

WCA Vision Statement: To provide a direct vocational path to community employment.

- | | | |
|---|--|----------------------|
| 1 | Establish contact with and build upon connections with public school districts to identify and recruit target populations for WCA students | Complete
Q2 2025 |
| 2 | Hire Intervention Specialist | Complete
Q2 2025 |
| 3 | Secure First Year Students | Complete
Q2 2025 |
| 4 | Create Dashboard of Impact after WCA opens, Fall 2025 | Complete
Q3 2026 |
| 5 | Create Academy Proforma Operating Plan to include revenue sources, number of students needed each year, curriculum, student assessment processes, placement process and planning along with budget requirements. | Completed
Q1 2025 |



GOAL 2

Relationships & Partnerships

1

Companies & Businesses: Build a list of local companies, agencies and businesses. Assess their level of interest in WLLC including engagement and potential community integration placement opportunities. Begin to capture organically as placements occur.

Complete
Q4 2027

2

Schools/Universities: Establish and build relationships with colleges and universities to introduce and educate WLLC's philosophy, organization and mission. Seek to recruit committee board members and/or future employees. Build strategy and approach

Complete
Q4 2025

3

DODD/SSAs: Increase WLLC's visibility with vocational and / transitional SSAs with DODD branches to increase referrals.

**Begin implementation Q1 2026.*

Create Plan
by Q4 2025 *



GOAL 3

Board Development

1

WLLC Board Assessment and Gap Analysis:

- Identify skills, competencies and experiences necessary to support Strategic Plan.
- Prioritize needs and recruit to close gaps

Complete
Q3 2025

2

Board Book: Update and clarify roles, responsibilities, and expectations. Examine committees, terms, Bylaws, on-boarding & training.

Complete
Q2 2025

GOAL 4

Financial Management

1

Strategic Financial Plan: Create “dashboard” to track financial impact of Strategic Plan initiatives. Update and report on a monthly basis.

Complete
Q3 2025*

**Timing driven by implementation of strategic initiatives.*

2

Cash Flow Management

Complete
Q1 2025

- Create Profit & Loss + balance sheet and cash flow projections for next 3 years.
- Establish a plan to determine appropriate cash reserves and to invest existing cash in strategic initiatives.

3

Financial Literacy: Develop key financial metrics for Cafe operations and educate Cafe Manager, DSPs, as requested.

Complete
Q1 2026

4

***Funding Source Management:** Develop a structured donation plan for both individuals and organizations.

Complete
Q4 2026

- Identify gifting levels of membership
- Introduce incentives
- Increase accessibility/ease of involvement
- Identify local and national foundations not previously approached
- Draft fundraising strategy to supplement operations over next 3 years.

** Without hiring a Development Director, this goal may be difficult to achieve.*



GOAL 5

Sustainable Growth



1

Staffing: Create a Manpower Plan/Anticipate Staffing changes for the Cafe in 2025 & 2026.

Complete
Q4 2025

- If we expand our DD Services, and add a Program Manager,* how will this change our current landscape

* *Create Program Manager Position with Operations Committee, get position board approved & in place by Q4 2025.*

2

Succession Plan: Build succession Plan for Beth Humbert - Executive Director

3

Add Opportunities for DD Clients: Research and draft a plan to add additional DODD services for individuals who want to learn more about working, but are not able to work at the café.

Complete
Q4 2025

- Identify partner(s) in the community, licensing or franchise option(s) (e.g. Almost Heaven Ice Cream) where our current business model could be replicated. Cost Involved.

- Make go/no-go decision by Q1 2026
- If decision is to proceed, target Q1 2027

4

Marketing: *Critical need for organization*

Add an individual to the Board with experience in this area.

Complete
Q1 2025

- Develop Marketing Plan
- Add a staff member and/or Marketing Agency to manage outreach, marketing and communications for both entities.
- Implement new marketing strategies and data-driven metrics with the goal of increasing foot traffic and growing daily cafe sales by 20%.

Complete
Q2 2026

Complete
Q1 2027

