



*Washington Apple
Education Foundation
Strategic Plan
2014*

Approved by the WAEF Board of Directors, February 6, 2014.

Table of Contents

Table of Contents.....	2
Executive Summary.....	3
Background & History.....	4
Planning Philosophy.....	5
Strategic Planning Committee.....	6
WAEF Mission/Vision/Core Beliefs.....	7
Critical Success Factors & Recommendations	8-19
Effective & Creative Management & Leadership	8
Maintain Integrity At All Costs.....	10
Fiscal Responsibility.....	12
Effective Fundraising.....	14
Broad-based Participation	16
Communicate Effectiveness	17
Student Success.....	18

Executive Summary

The following critical success factors, identified first in 2007, are still relevant today:

- Effective & Creative Management & Leadership
- Maintain Integrity at all Costs
- Fiscal Responsibility
- Effective Fundraising
- Broad-based participation
- Communicate Effectiveness

The 2014 plan continues to lean heavily to transparency and accountability as vital pillars of a successful organization. The Foundation's desire is to establish a strong base internally as the necessary foundation to achieve the program or fundraising goals established.

Additionally, the current plan expands on the impact the Foundation desires to have within our communities and core constituencies. Fundraising goals support this vision with higher expectations for increased growth to reflect broader and deeper student involvement.

Background & History

The Washington Apple Education Foundation was established in 1994 in response to a desire on the part of the Washington tree fruit industry to expand its long term commitment toward “giving back” to the people in communities in which they are located.

Scholarships

Washington’s tree fruit industry places a high value on a trained workforce, directly within our industry and in our communities. By awarding students with scholarship support, we are encouraging their personal goals and future contributions to their community. Scholarships help students achieve their academic potential.

The WAEF scholarship program provides industry members with an opportunity to facilitate student success with a professional managed program led by industry members. WAEF coordinates the application and award process utilizing criteria provided by the funding organization or individual.

Farmworker Education Program

The goal of the WAEF Farmworker Education Program is to improve the scholastic success of farmworkers, their spouses and children. Though the goal of the program has not changed since its inception, strategies to achieve the goal have been revised over time. In 2013, the WAEF Board of Directors elected to focus grant funding to programs providing adult education. Through this effort, directors believed scholastic success for the entire family will be positively impacted.

Key priorities of this program are:

- to boost economic self-sufficiency of families employed in the tree fruit industry
- to improve cross-cultural communications through English language literacy
- to increase employment advancement opportunities for current ag-workers
- to promote citizenship through access to preparatory classes
- to improve literacy and scholastic achievement of pre- and school-aged children through parent modeling

Industry Education

Activities undertaken through Industry Education provide value to students, in addition to promoting industry employment opportunities. Efforts are undertaken to expose scholarship recipients to industry careers based on the individual interests of each student.

Education Promotion

Recognition of outstanding endeavors of young people raised in industry communities occurs in an effort to encourage scholastic achievement.

Planning Philosophy

WAEF's broadest intention has been to use the strategic planning process to focus activity to logical areas critical to the Washington tree fruit industry. The process was designed to identify short and long term strategies to bring about desired outcomes in those areas.

Other assumptions in the Strategic Planning process included:

- The most important planning outcome is an enhanced capacity for WAEF board and staff to focus time and resources in the most effective manner possible.
- The planning process was viewed as a structured way to bring legitimate definitions to challenges and opportunities and then establish visions and steps for future action.
- We proceeded with the assumption that our committee members brought sufficient expertise and background to make good judgments about the future.
- Washington's tree fruit industry continues to experience great change. Therefore it is expected that while basic philosophy may not change, specific strategies will continually be reviewed and adapted to stay in step with the industry.

Planning Committee

In November of 2011 the Washington Apple Education Foundation board of directors gathered at the Wild Horse Wind Farm to prepare an update to the organization's Strategic Plan. The process included a review and discussion of the current mission of WAEF, an analysis of Strengths, Weaknesses, Threats and Opportunities, and a discussion of issues and goals important to the Foundation's success. The board of directors was assisted by Dr. Gene Sharratt.

Revisions to the plan approved in 2012 were undertaken by a group of current and former members of the board of directors. The group took into account ongoing changes in the tree fruit industry affecting the work of WAEF with a strong emphasis on sustainability for the long term. Given the foundation's current growth cycle, future efforts need to be mindful of prior commitments.

Members of the 2014 planning committee:

Brian Alegria, committee chairman
Hans van Someren Gréve
Jeff Fagg
Richard Gonzales
Peter Verbrugge
Tom Stokes

WAEF Mission & Vision

Mission Statement

The Washington Apple Education Foundation is the charity of the tree fruit industry. Our mission is to impact lives through access to educational opportunities.

Basic Values

We Believe:

- Education leads to personal growth, and, in turn, national economic prosperity and international competitiveness.
- Higher educational attainment is good for our communities.
- We can positively influence educational attainment through scholarships and supporting programs aimed at fostering education.
- Education is important at all stages of life.
- As the tree fruit industry's charity, WAEF should mirror industry values including hard work, integrity, generosity and willingness to change; and reflect the industry's commitment to family, its workforce, community and the future.
- Creation of trust between current and future donors, students and the broader community is the duty of the foundation. To achieve this goal, integrity and appropriate transparency in all endeavors are vital.
- The Washington Apple Education Foundation will be the charity of the tree fruit industry indefinitely. Our fundraising philosophy is to treat each donor with respect and as a lifetime contributor to the Foundation.

Critical Success Factors & Recommendations

Effective and Creative Management and Leadership

Desired Outcome

WAEF will be governed by a highly effective and diverse board of directors.

Key Strategies:

- New directors will be provided a thorough orientation which includes an overview of the key roles of non-profit boards and specific information relating to the Washington Apple Education Foundation.
- The executive committee will complete a thorough review of the strengths and weaknesses of the board as a whole and participate in ongoing recruitment for directors with characteristics necessary to achieve critical success factors. An appropriate rate of turnover and longevity is sought for maximum effectiveness.
- Ongoing opportunities for education will be offered to WAEF directors through quarterly board meetings and literature.
- Meetings of the WAEF board of directors provide an appropriate atmosphere where all directors are encouraged to provide input on all matters relevant to the organization.
- Directors are provided with information relevant to the discussions and decisions they are asked to participate in a timely manner.
- Directors engage in committee work as an important element to fulfilling their responsibilities as a board member.
- An environment will exist at WAEF that encourages board members to participate in Foundation leadership by serving as officers of the organization.
- Policies will be in place establishing measures of accountability for board service.

Desired Outcome

WAEF will be viewed as setting the standard on how to run a non-profit Foundation.

Key Strategies:

- Care will be taken to remain current with and thoroughly follow all mandatory requirements as set by regulating agencies.
- Policies & procedures will exist to ensure efficient and appropriate management.
- Internal controls will receive appropriate focus.

-
-
- 100% of the members of the WAEF board of directors will financially participate in the success of the organization.
 - WAEF promotional materials, publications and media will reinforce that WAEF is a professionally managed organization.
 - WAEF staff will volunteer on appropriate committees and join non-profit trade association relevant to the prudent management of a non-profit organization.
 - The Foundation will maintain suitable levels and types of insurance for an organization of its size and scope.

Desired Outcome

Foundation management will be innovative and responsive to organizational goals.

Key Strategies:

- WAEF staff will utilize all available tools to further the mission of the organization, taking advantage of training opportunities to increase proficiencies.
- WAEF staff will be attend appropriate industry and other functions elevating the Foundation's visibility.
- WAEF staff will be approachable to industry members soliciting feedback on organization performance and needs of the future.
- WAEF directors support WAEF staff by providing introductions to potential donors, volunteering input on all relevant matters, and donating time and expertise where appropriate.
- The full WAEF board of directors will participate in an annual review of the Executive Director's performance and approval of yearly compensation paid to the Executive Director.

Desired Outcome

Third-party assessment will be utilized as a tool to verify and maintain the integrity of governance and management.

Key Strategies:

- WAEF will continue to hire an independent evaluation of its financial standing and procedures through an accredit accounting firm.
- WAEF will seek opinions from knowledgeable, credentialed professionals when appropriate and opinions sought will be broadly disseminated amongst the board of directors and responded to promptly.

Maintain Integrity At All Times

Desired Outcome

WAEF will maintain transparency in its endeavors.

Key Strategies:

- WAEF will maintain and update the www.waef.org web site with information and materials important to donors, including the IRS Form 990, policies and procedures, list of directors, etc.
- Financial reporting systems will provide transparency, accountability and “surprise free” financial reporting at a reasonable cost.
- Investment reports will be disseminated yearly to the appropriate representative of each of the Fund’s managed by WAEF.
- Changes in investment policy will be conveyed to representatives of the Fund’s managed by WAEF.

Desired Outcome

Policies are established and followed to ensure unbiased selection of grant and scholarship recipients.

Key Strategies:

- All selection committee members will be made aware of the policies of WAEF.
- Policies focus on fair processes that utilize information gleaned from scholarship application and discourage use of outside knowledge.
- Scholarship selection technology, policies and processes maintain a legitimate and defined selection process while ensuring applicant confidentiality.

Desired Outcome

Policies and procedures are in place, reviewed and updated periodically (including board norms).

Key Strategies:

- WAEF directors each receive a copy of the Foundation policies during orientation.
- A review process of WAEF policies will be conducted at least bi-annually by the WAEF executive committee.
- Relevant areas of policy will be researched, with policies adapted and adopted for the prudent application of Foundation resources to meet WAEF goals.
- Board Norms, established by WAEF directors, will be reviewed in meetings periodically and discussed with all board candidates prior to election.

Desired Outcome

Responsiveness to third-party recommendations shall occur.

Key Strategies:

- WAEF seeks third-party professional opinion when prudent and provides recommendation appropriate consideration.
- Recommendations by third-party professionals are broadly disseminated amongst board of directors and affected committees.

Fiscal Responsibility

Desired Outcome

Follow best practices in non-profit investment management.

Key Strategies:

- Benchmarks will be established and performance reviews conducted twice yearly to ensure investment portfolio is maintaining appropriate growth levels, in comparison with relevant benchmarks.
- Members of the investment committee will enforce terms of the board approved investment policy statement.
- Efforts will be undertaken to ensure the Foundation investment policy is aligned to meet state and federal guidelines while achieving income and growth goals.

Desired Outcome

Maintain an appropriate balance between management, fundraising and program expenditures.

Key Strategies:

- Although a desire of WAEF is to follow the recommendations of third-party organizations in regards to percentage of expenditures allocated to fundraising and management, more importantly, care will be taken to ensure that expenses are in-line with program needs and growth.
- The WAEF will develop a supply of unrestricted income that allows for the growth and long term sustainability of the Foundation recognizing the increasing demand particularly for managed scholarships

Desired Outcome

Operate under the guidance of an annual budget process.

Key Strategies:

- Appropriate thought will be given to the annual budget approved by the board of directors to ensure areas of most importance are provided appropriate funding.
- Quarterly changes to the budget forecast will be delineated in the financial packet distributed to all WAEF directors in advance of the quarterly board of directors meetings.

Desired Outcome

Financial policies will be in place for a 100+ year Foundation.

Key Strategies:

- A set of operating procedures will provide an appropriate level of on-going oversight and review to assure that financial policies are carried out, financial reports are properly prepared and that financial resources are used as intended.
- Long term goals will be appropriately balanced with short term gains.

Effective Fundraising

Desired Outcome

Information provided to existing donors and potential donors creates desire to continue participation.

Key Strategies:

- WAEF directors will all participate in programs of stewardship and cultivation to ensure current donors are aware of the activities of the Foundation and the value of their charitable gifts to the Foundation's success and engage those unfamiliar with the Foundation's work.
- WAEF newsletters, publications and electronic sources, such as waef.org and social media sites, will highlight stories of the effectiveness of charitable grants and scholarships.

Desired Outcome

Fundraising events involve participation from industry members.

Key Strategies:

- Foundation staff and directors will recognize the value of fundraising events as opportunities to spread awareness and good will, not just current year fundraising. Opportunities will be sought to engage participants in the work of the Foundation at all events.

Desired Outcome

WAEF has clear guidelines and materials ready for easy distribution when requested from potential benefactors.

Key Strategies:

- WAEF staff will create appropriate materials, attain necessary knowledge and/or contract with those able to provide guidance to potential benefactors.

Desired Outcome

WAEF directors will develop and implement a plan for unrestricted funding adequate to support the Foundation's work.

Key Strategies:

- Educational efforts during board meetings will provide board members with knowledge of gift definitions and uses.
- Board members of WAEF will be asked to make the first commitments to campaigns, whether annual or permanent.

-
-
- The Strategic Planning Committee will assess the foundation's ability to undertake an endowment campaign.
 - Future campaigns, endowment and other, include a component for administration of the gift to ensure the foundation's ability to provide effective, professional management.

Desired Outcome

Board members of WAEF will be actively involved in fundraising and will have access to training to ensure comfort with fundraising expectations.

Key Strategies:

- Fundraising training will be provided to all WAEF directors. This may include a one-time retreat or other special meeting, along with regular follow-ups.
- Board members will each participate personally in the funding of WAEF through a personal gift.
- Board members will work together to develop an appropriate internal goal for the annual campaign.

Broad-based participation

Desired Outcome

WAEF will undertake activities that appeal to diverse audiences.

Key Strategies:

- Fundraising events will be strategically crafted to engage a diverse group of industry members, offering different events and varying times to attract a larger audience in WAEF.
- Fundraising events will be undertaken with the goal of deepening the connection with WAEF's work and overall mission.
- While it is recognized fundraising events provide opportunities for exposure to existing and new donors, appropriate concern will be given to the direct and indirect costs of fundraising events to assess their effectiveness.

Desired Outcome

WAEF volunteers possess diverse backgrounds.

Key Strategies:

- WAEF directors and volunteers will reflect the diversity of tree fruit industry members.
- Volunteer appreciation activities will be ongoing and thoughtful to ensure appropriate recognition occurs.

Desired Outcome

Participation from former scholarship recipients will be sought.

Key Strategies:

- On-going tracking of former WAEF scholarship recipients will occur.
- Invitations to encourage participation in the work of WAEF will be sent.
- Relationship building activities will continue and others initiated with current WAEF scholarship recipients, including scholarship luncheon, golf tournament participation, unique award notification and others.
- Use of social media will assist with ongoing tracking and career support.

Desired Outcome

WAEF good works will be represented in all central Washington tree fruit growing regions, as evidenced by scholarships and grants awarded.

Key Strategies:

-
-
- Opportunities to encourage grant and scholarship applicants from all regions of the tree fruit districts will be sought.
 - Relationships with schools and applicable community groups will be cultivated utilizing WAEF director contacts.

Communicate Effectiveness

Desired Outcome

Diverse methods with targeted messages will be used in a variety of media forms to reach our constituents.

Key Strategies:

- Diverse communication sources will be used to reach constituents in the multiple settings with targeted messages.
- As new media is found and used, policies will be created to ensure appropriate oversight.

Desired Outcome

Key messages disseminated externally focus on how the industry invests in its work force and community.

Key Strategies:

- An emphasis will continue to utilize WAEF activities, such as the scholarship luncheon, as opportunities to broaden support for WAEF programs.
- Media releases, web site, and other opportunities, will be broadly disseminated to increase awareness.

Desired Outcome

Knowledge of scholarship recipient scholastic success and career progress will be shared with donors and constituents.

Key Strategies:

- WAEF interactions with scholarship recipients through the stewardship program and other efforts will result in long term relationships and improved tracking of student progress.

Desired Outcome

Efforts are undertaken that reach decision makers statewide on the work of the organization.

Key Strategies:

- Efforts to tie-in messages about the industry's good works with existing activities, such as Tree Fruit Day, will be sought.
- The executive director of WAEF will serve on community, state and federal committees elevating the work and image of WAEF.
- Board members will facilitate communications about WAEF with diverse audiences.

Foster Student Success

Desired Outcome

WAEF scholarship recipients will attain their educational goals.

- WAEF will undertake activities, such as student stewardship, to insure those receiving WAEF scholarships receive their desired degrees.
- Funding for renewal scholarships will be sought from multiple sources.
- Students selected to receive WAEF scholarships will receive priority in the selection process so long as they meet minimum standards.

Desired Outcome

All students raised in fruit growing districts will be provided with scholarship information and encouraged in their higher education pursuits.

Key Strategies:

- Information gleaned from the selection committee process will be disseminated to students throughout central Washington to improve their odds of receiving scholarships.
- WAEF representatives will visit a minimum of 60 percent of the schools in our primary service area of Okanogan, Grant, Chelan, Douglas, Kittitas, Yakima, Franklin, and Benton counties with a consistent message to help student receive scholarship dollars.

Desired Outcome

Students receiving WAEF scholarships will be provided opportunities to learn more about tree fruit industry careers.

Key Strategies:

- WAEF will foster interest in industry careers through use of job shadows, internships and other opportunities to connect students and employers.
- The WAEF scholarship training program will continue to provide students with a glimpse of non-traditional work in the industry and the benefits of working in the industry.

Desired Outcome

The WAEF Farmworker Education Program will be used as a tool to encourage success and growth of

individuals and families employed in the tree fruit industry.

Key Strategies:

- Program partners will be sought with the ability to achieve the stated goals of the Farmworker Education Program.
- Funding partners will include those with direct and indirect connections to the tree fruit industry.

Desired Outcome

The WAEF Scholarship Committee will be asked to assess broad student funding needs annually.

Key Strategies:

- Several methods of accessing student data will be used, including annual surveys of recipients about funding and preparation.
- Annual efforts to refine the selection process will help identify the right student for each scholarship award.
- Information learned will be used to seek appropriate size and number of scholarships in the future.