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## VISION & VALUES

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**WACO FOUNDATION DRIVES** community change by striving to transform key institutions, ensuring a high quality of life for all our residents. We seek to innovate Waco's economy and civic infrastructure so that it can:

- Address the greatest barriers to prosperity for all
- Be inclusive of the full community
- Attract and enable the best and brightest in service of Waco's future
- Build capacity within community leadership for collaborative work to address our most pressing problems.

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### STEWARDSHIP

We provide a unique service as a steward for Waco's nonprofit endowed assets. We encourage philanthropists to consider endowing local nonprofits, support local nonprofits in building endowments and provide high-quality investment management for funds in our care. We hire premier investment managers and seek investment returns that maintain purchasing power over time, so that nonprofits that partner with us for endowment management have a consistent stream of income in perpetuity.

### INTEGRITY

We believe in high standards of professional practice and integrity for our work. We support and encourage affordable pathways to professional practice within the nonprofit community and public-private partners, operating from evidence-based frameworks. When appropriate, we encourage other organizations to adopt similar standards to help our community reach its potential.

### HUMILITY

We constantly asks questions in order to understand how we can improve our work and most effectively meet our mission. We are committed to honesty, even when honesty is hard. No matter how devoted we are to doing right or how hard we may try, we know that we as individuals and as an organization have biases and faults and our work will include mistakes. We embrace mistakes as learning opportunities for large, transformational success. We do our best to recognize failures when they happen. We help other organizations accept risk and own their failures, large and small.

## **COLLABORATION**

We believe that effective public-private partnerships, while difficult, are the only way to accomplish our community's aspirations. We lead a few select efforts that we are uniquely qualified to lead and encourage or strengthen collaborations that have the potential to create large scale systems change in our priority areas.

## **COMMUNICATION**

One of the most powerful tools of our work is the ability to support, promote and manage messages. At times, the community needs a facilitator to shape and guide critical communication. Waco Foundation leads efforts to develop and protect a unified community identity, image and brand.

## **INNOVATION**

We mine the best ideas from our own community, as well as the rest of the nation and the world, and we apply their value and lessons learned. We look for opportunities to expose our community leaders to innovation, and we may occasionally support calculated risk to foster an innovative approach. We balance the need to protect the community's charitable assets with the opportunity to take calculated risks.

## **EQUITY**

We believe the ideal community allows true access to employment and business opportunities for all people who want to engage, work hard and apply themselves. Further, we believe that systems in which a group was historically given capital and opportunity because of a favored, privilege status and not because of hard work reflects less than an American ideal. We recognize there are hindrances to our progress based on a lack of understanding of the past, systems that were designed to favor one group over another for reasons other than merit or a lack of honest communication, and therefore trust, among sectors of the population. We will uncover perceptions of inequity, quantify and own true mistakes of the past where one set of people was penalized or rewarded with our local laws or policies and encourage healthy dialogue about how to create a future where opportunity is based solely on merit and a person's willingness to work hard.

## **LEARNING**

We are a learning organization. We encourage individuals to develop individual capacity with the purpose of increasing the performance of organizations as a whole. In addition, we believe in connecting people to trainings, conferences and other learning opportunities. This allows our organization to understand the best work taking place and the elements that make it premiere. We will support our own learning and learning in other organizations.

## **NEUTRALITY**

Waco Foundation's work will always be of, by and for the community of Waco as a whole. To this end, we continually seek to understand and reflect different perspectives to ensure our actions are balanced and in the best interest of everyone.