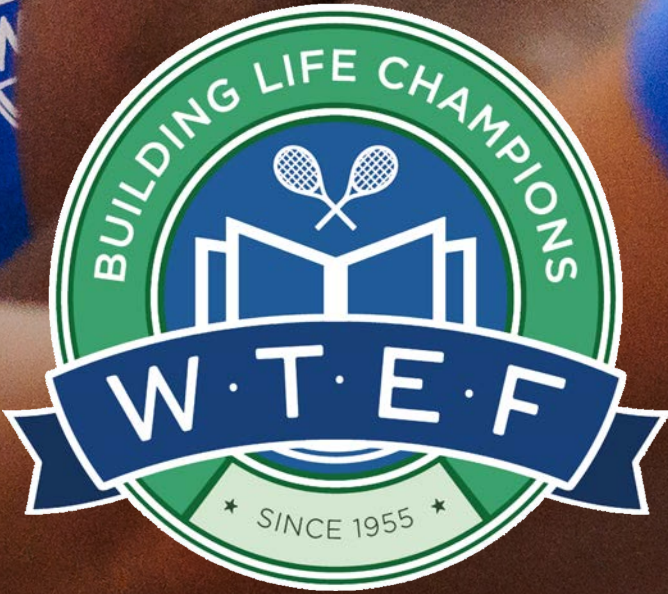




Strategic Plan 2026 - 2031

Building Life Champions





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A Letter from our CEO

To our staff, board, partners, and the WTEF community,

Thank you for your ongoing support and belief in the mission and promise of Washington Tennis & Education Foundation (WTEF). As CEO, I am steadfast in my belief that seven decades in, we are just getting started, and that when tennis and education combine forces, we expand what opportunity can look like for the students we serve.

Five years from now, success means WTEF’s mission is thriving and evolving, reaching more young people and deepening its impact at every stage of their development across Washington, DC. It means steadily increasing our presence in Wards 7 and 8, returning to the neighborhoods where our story began, and serving Pre-K, elementary, middle, and high school students with our unique blend of excellence-focused tennis, enrichment, and life skills.

Thriving also means we have a strong community rallying behind our vision, with robust internal operations built to be flexible as we grow.

The work ahead will be challenging, and it will require significant investment. But expanding access to our powerful youth development model is worthy of our collective time and resources. With our community’s support, I am committed to growing our impact and positioning WTEF as the region’s premier tennis and education organization.

This strategic plan is our shared roadmap for that journey. It will guide how we set goals, allocate resources, track progress, and make decisions over the next five years to achieve our vision. Strategy is a living practice, and we will revisit this plan regularly to measure progress and adapt as we learn. What will remain constant is our commitment to leading with purpose, integrity, and accountability as we steward WTEF into its next chapter.

Together, we can ensure every young person in DC has access to the lifelong benefits of tennis, academic enrichment, and the life skills they need to thrive. Expanding that access begins with each of us, and I am asking for your active partnership in making it real, whether through philanthropy, collaboration, or championing our work in the community. I hope you join me in bringing this vision to life for the young people of Washington, DC.

With gratitude and excitement,

CJ. Smith



Candace Smith
Chief Executive Officer



Mission

WTEF *builds life champions* through high-quality tennis instruction, robust academic enrichment, and ongoing life-skills development.

Vision

WTEF envisions a world where every child has access to the *transformative power* of tennis and education, unlocking lifelong health, opportunity, and success.



Qualities of WTEF Life Champions

Strive for Excellence

They are driven from within and approach life challenges with discipline, resilience, and a growth mindset.

Act with Integrity

They lead with honesty, fairness, and sportsmanship, navigating and resolving differences with respect.

Lead with Purpose

They guide others with clarity and courage in academics, athletics, and life.

Nurture Resilience

They prioritize well-being, cultivating strength of mind, body, and spirit as the basis for endurance and growth.

Contribute Beyond Themselves

They recognize their responsibility to uplift others and strengthen their communities.

Shape Their Own Paths

They embrace their individuality and make informed choices about their futures.

Honor Rules, Challenge Limits

They honor the game while continuously raising the bar for themselves and those around them.

Stay Grounded

They approach both success and setback with humility and dignity.



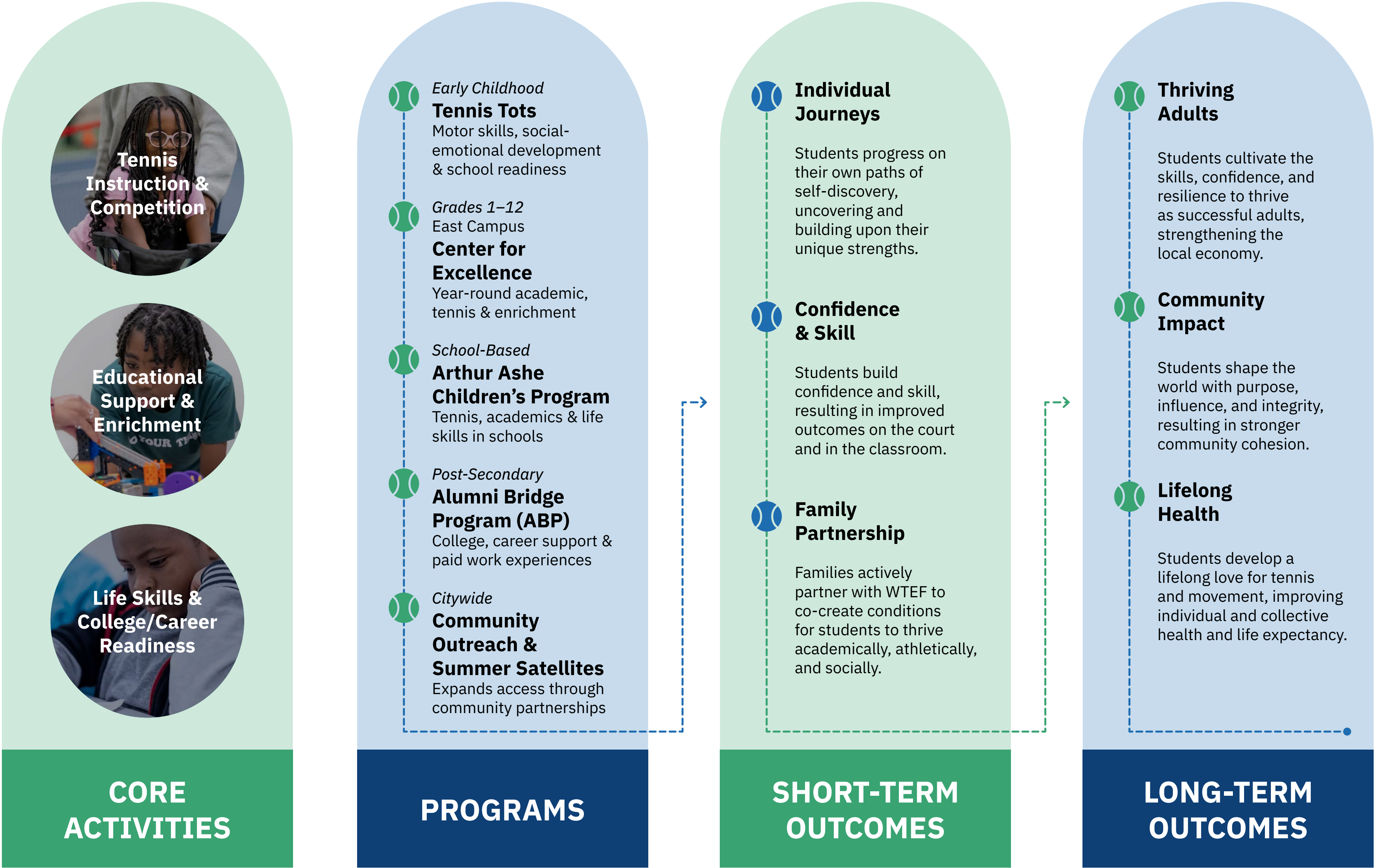
Our Approach

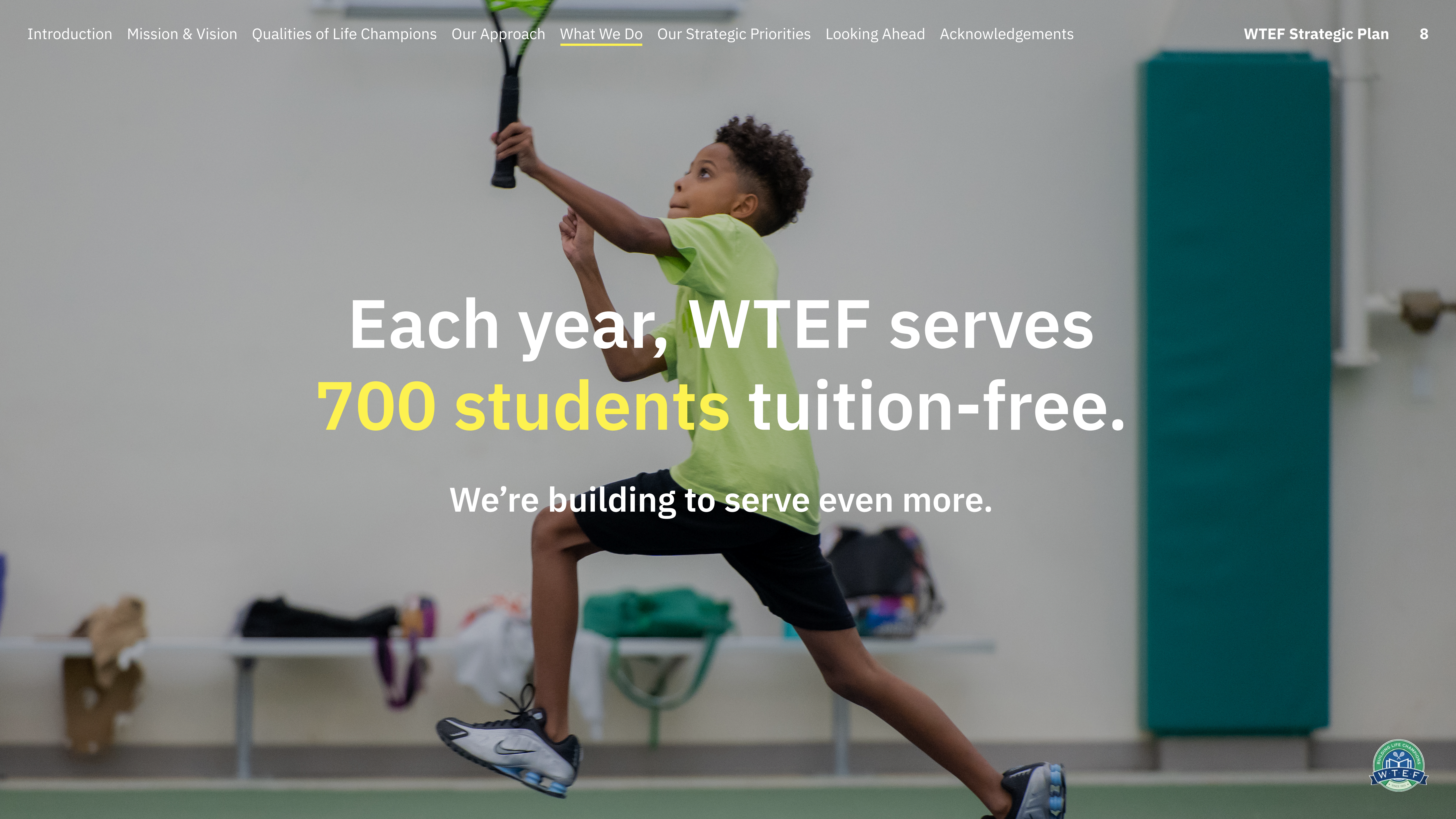
WTEF is a 70-year-old DC nonprofit committed to building life champions on and off the court through a powerful scholar-athlete model that blends tennis, academic enrichment, and life-skills development.



What We Do

WTEF combines tennis, academic support, and life skills development to set young people on a path toward becoming thriving, contributing adults.





Each year, WTEF serves
700 students tuition-free.

We're building to serve even more.

Strategic Priority #1

Elevate our Programs & Operations

Over the next five years, WTEF will strengthen our foundation to expand impact, deepen partnerships, and secure the financial strength to serve students for generations to come.

Key Goals:

DEVELOP a cohesive Life Champion pathway spanning from early-childhood through post-secondary engagement, with measurable outcomes at each stage.

ENHANCE our program offerings, with a deeper focus on middle and high school programming.

BUILD organizational and programmatic excellence at a scale our funding, staff, and systems can reliably support.



Strategic Priority #2

Grow Our Reach

We will significantly expand our impact by reaching more DC students, and, we will grow our broader community engagement, welcoming more adults and juniors to help sustain our tuition-free programs. Our goal is to make WTEF the home of affordable, high-quality tennis in Washington, DC.

Key Goals:

EXPAND access for historically underserved students from priority communities by 50% (to over 1,000 served annually) through tuition-free core programming, while piloting sustainable revenue models to broaden reach.

ESTABLISH WTEF as a community hub, growing the total number of youth and adults participating in our programming.

PILOT different program formats alongside new funding models, with the goal of reaching more students, maintaining quality, and prioritizing those who need us most.



Strategic Priority #3

Engage Our Community

We will grow our base of donors, advocates, and partners, broadening the base of support that makes our expansion possible and positioning WTEF as DC’s most recognized tennis-based youth-development organization.

Key Goals:

STRENGTHEN ties with our existing community.

GROW partnerships and advocacy to boost awareness, collaboration, and resources for our programs.

EXPAND our base of support by telling our story.



Looking Ahead

Five years from now, the lives of thousands of young people in DC will be different because we showed up for them.



The students we serve are counting on a community that believes in them, and we believe that community is you.

Whether you volunteer your time, join us on the courts, or make a gift, you help turn this vision into reality.



Help us write the **next chapter** of our story.



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