



2024-2028 Strategic Plan

Our Mission: Dupont Circle Village connects members to one another and provides information, cultural and social activities, education, services, and support. Membership enables Villagers to maintain active lives and community participation and to avoid isolation as they embrace the benefits and challenges of living longer.

Our Vision: Dupont Circle Village is an integral part of an age-friendly, vibrant community that embraces living independently and staying connected with each other.

Our Values: Dupont Circle Village promotes a mutually supportive community that respects our members, volunteers, and others in our neighborhoods. In our operations and activities, the Village strives to:

- Actively partner with our members in improving their own well-being.
- Support our members as they help promote the well-being of each other.
- Offer a variety of dynamic and meaningful programs and services that engage and benefit our members.
- Provide a rewarding experience for volunteers, both members and non-members
- Serve as an integral and productive part of our neighborhoods and the wider community.
- Ensure that the work environment for DCV employees encourages a healthy work/life balance.
- Be a diverse, equitable, and inclusive organization.
- Respect the privacy and confidentiality of our members and volunteers.

Our Goals for 2024-2028

To further implement our Mission and Vision, consistent with our Values, the Village has adopted this Strategic Plan for 2024-2028. The Strategic Plan focuses on six areas.

- I. Support Member-Created Programs and Activities**
- II. Invest in Member Health and Wellness Education & Programming**
- III. Work at Promoting Diversity, Equity, and Inclusion**
- IV. Maintain a Vigorous Volunteer Program**
- V. Maintain the Financial Security of the Village**
- VI. Support the DCV Work Environment**
- VII. Actively participate in the DC Villages Collaborative and other community partnerships that support our mission**

I. Support Member-Created Programs and Activities

The Village's membership has increased substantially; it currently stands at approximately 300. The programs and activities that we offer to members have expanded with membership growth. All Village programming reflects the creativity and interests of members. Village programming helps members to remain engaged in their neighborhoods and reduces isolation and loneliness.

During the period of the Strategic Plan, we will undertake the following, primarily through our Membership and Activities Committee:

A. Strengthen and Sustain Our Member Community

- 1. Develop new and sustain existing ways to bring members together. We will initiate and maintain interest groups that allow members to engage with one another in smaller settings. These include, but are not limited to, monthly birthday celebrations, weekly coffee and conversation gatherings, Sunday Soup Salons, knitting, language conversational groups, book groups, yoga, Feldenkrais, Tai Chi, mahjong, walking groups, museum tours, theater events, and life transition discussions.
- 2. Continue to secure tickets and sponsor trips to theaters, museums, and other venues and publicize them to new and current members. Work to expand the number of offerings to assure that those who want to attend can.
- 3. Encourage and support member-sponsored gatherings at restaurants, movies, plays and in members' homes. Continue to provide a sounding board for new ideas that benefit members.
- 4. Expand efforts for membership retention by engaging new members quickly in programs and activities. The DCV Membership Mentor program pairs veteran

Villagers – current board members or members of the Membership and Activities Committee – with new members. For a few months, a mentor will be in regular contact with the new member to ensure they feel in the know and connected. The mentor will answer questions the new member may have

5. Hold twice yearly gatherings for new members, making sure that the members feel welcome and inviting feedback about their Village experience.
6. Analyze membership data and trends to improve the Village's ability to meet the needs of all members.
7. Work with the Executive Director and Operations Manager to maintain membership lists and records, and to send cards to members at holiday times or when they have suffered a set-back or loss.
8. Provide meals at Thanksgiving and cheer packages at Christmas / Hanukkah for those who wish them. Coordinate meals, if possible, for those who wish to celebrate Thanksgiving and / or other holidays with members.
9. Continue to engage with members through regular calls to those that have not attended events, and to maintain friendly calls for those we identify as needing special attention, especially those without email. Continue to email birthday greetings and other items of direct member interest. Focus member attention on the weekly email blast from the office to assure that they can take advantage of programs and activities.
10. Support the Meal Mavens (a team of volunteer chefs) to provide meals to members as necessary.
11. Monitor and support members who are food insecure with a fund that will pay for groceries and other items.
12. Offer a mix of accessible programming driven by and attractive to a diverse range of audiences.
13. Conduct targeted recruitment of underrepresented communities, including Jubilee Housing residents, and leverage community partnerships for this purpose.
14. Replicate Capitol Hill Village's "Help Desk" initiative.
15. Create a program to help members understand how to use technology for their needs, including one-on-one technology tutorials or assistance provided by volunteers or contractors.

16. Review those activities / programs under MAC that should be under H&W.
17. Analyze the demographics of participation.
18. Analyze how members use the website.

B. New Member Initiatives

1. Hold potential member events quarterly.
2. Update and send membership information packets to potential members and new members.
3. Explore and co-sponsor ways to conduct outreach to the community and inform individuals who may be potential members about the Village.
4. Support the Membership and Activities Committee's efforts for recruitment and outreach.
5. Continue to expand Open Village memberships while monitoring involvement and programming needs of these members
6. Continue outreach efforts to new members through social events and public activities like the 17th Street Festival, Ice Cream Socials, and other social events.
7. Explore the NORC concept NORC stands for Naturally Occurring Retirement Communities, an aging in place initiative that promotes aging in place in apartment / condo buildings with a large number of older residents.
8. Evaluate the factors that might lead to a cap on both membership size and catchment area boundaries.
9. Work with the DC Villages Collaborative in efforts to recruit new members and to expand Village services in the District, especially in underserved areas adjacent to Dupont Circle.

II. Invest in Member Health and Wellness Education & Programming

The **Health and Wellness Committee** addresses the part of the Village's mission that includes helping our members deal with the health-related challenges and realities of daily living in older years. Assisting our members in leading healthy, safe, and active lives, the Village will intentionally continue to:

1. Provide prevention-focused programming including regular immunization clinics, blood pressure checks, training and access to geriatric experts, exercise, and yoga activities.
2. Maintain the sub-group of the Committee, Members of Concern. The group, which meets bi-weekly, is comprised of our Executive Director, Case Manager, Health Care Navigator, Chair of the H&W Committee, President of the Board, and selected other members who are trained medical professionals and if needed, a person selected for his/her knowledge of members. The mandate of this group is to identify, monitor, and follow up with members experiencing health care acute and chronic issues and emergencies. This can include working with member families, other supportive individuals, and pertinent services to assure adequate care. When needed, the group creates Care Groups that can enlist help from the Meal Maven program, designed to identify and maintain a supportive path forward.
3. Ensure continued funding for maintenance of the care group platform.
4. Provide appropriate information for members dealing with chronic or acute illnesses by utilizing DCV's Case Manager and Health Care Navigator to consult with Members and their families, offering counseling and support before, during, and after hospitalization. Contact the executive director to keep updated emergency information on file; it's proved invaluable in many instances and frustrating when not available.
5. Create events in coordination with the Membership and Activities Committee, including Live and Learn, Navigating a Path Forward, and workshops on a variety of topics relevant to aging that keep members safe and informed. These will continue to address making homes safe, legal issues, Medical Alert Systems, fall prevention, hearing loss, emergency planning, the importance of hydration and nutrition, and the transitions that take place in aging, from retirement to end of life.
6. Maintain a focus on Brain and Mental Health, including distinguishing between normal memory changes and Dementia and Alzheimer's. Provide more programming on dementia. The Committee makes sure that in workshops, newsletter articles, and Live and Learn programs, members are provided with resources including memory clinics and relevant physical and social activities that help prevent and/or ameliorate the detrimental effects of isolation and loneliness.
7. Encourage members to share experiences, resources, and information on the DCV member Listserv.
8. Maintain information about Federal, regional, and local healthcare resources that can be made available to members and their families when needed. Identify gerontology programs at universities in our area.
9. Make sure that Health and Wellness questions are part of any member surveys.

10. Disseminate information on our health care services to our members. Promote the use of the Health Care Navigator and ensure that new member mentors are able to explain this service, along with all the other Health and Wellness services offered by DCV.
11. Re-establish the emergency planning program.
12. Expand the Falls Prevention programming.
13. Offer Healthy Eating / Nutrition programming.
14. Create a Health & Wellness tab on the website to make it simple for members to understand and access services.
15. Connect more people to support groups on various illnesses, needs, etc.
16. Offer focused groups on pertinent Live and Learn topics after presentations.

III. Work at Promoting Diversity, Equity, and Inclusion

Dupont Circle Village (DCV) is committed to being a diverse, equitable and inclusive organization. We condemn all forms of discrimination in our society. We aim to make our organization one that is open and welcoming to all. We recognize that the human experience comes in all colors, shapes, abilities, economic circumstances, ages, backgrounds, gender expressions and identities, and sexual orientations. We strive to celebrate these differences and recognize how they benefit our community. To this end, we will do what is necessary for us to grow as a community and as individuals who respect and care for one another.

To support DCV's commitment to being a diverse, equitable, and inclusive organization, the Diversity Task Force (DTF) recommends the following strategic actions for the period 2024-2028.

1. Transition diversity work from the DTF to our leadership and management – Board, DCV standing committees, and staff – so it is an integral part of DCV, our management and leadership work. This is our fundamental objective.
2. Get a baseline on the diversity of our current membership.
3. Measure our overall progress with a single metric.
4. Develop programs and activities that respond to the needs of a diverse community and that support making DCV a more welcoming organization, particularly to those who are living in our service area who are underrepresented in our membership. Let the work speak for itself. Explore having an intern work in this area. (form AI)

5. Communicate to current and potential members our welcoming stance on diversity. Create a marketing task force for this purpose.
6. Explore Mary's Center in DC for outreach potential.
7. Educate ourselves and our organization to be more aware of and active in ways of promoting diversity in all aspects of our work and mission.

IV. Maintain a Vigorous Volunteer Program

Volunteer leadership and volunteering by members are essential in the operation of the Village. Our Village Volunteer efforts have become more sophisticated over the last few years. They continue to provide one-off services such as rides, errands, home visits and support with technology. We also have been deepening the support provided to people in need who are facing serious medical problems or in cases where individuals are facing acute isolation issues. Central to this transformation has been the development of the Care Group program and the additional support of a professional case manager and a health care navigator. To maintain and strengthen our volunteer and care group programs, we will take the following actions:

1. Provide more information to members about available services through new members' meetings, e-blasts, newsletters, and other channels.
2. Actively recruit new volunteers, especially more drivers to meet transportation requests. Explore ways to make the most efficient use of our volunteer drivers for members needing frequent rides. Explore recruiting volunteers from School Without Walls and other educational institutions in our area.
3. Ensure that they are trained effectively. To this end, offer two training courses per year, such as *The Essentials of Training* and *Helping Members Safely*. Also offer additional courses if specific needs are identified.
4. Continue to fulfill members' ad hoc requests for volunteer services such as transportation, technical support for electronics, and general help around the home.
5. Continue to utilize Care Groups to aid members of concern with coordinated support for transportation, meals, home assistance and pre- and post-medical care.
6. Work closely with the Membership and Activities Committee, the Health and Wellness Committee, the case manager, and the health care navigator to plan and oversee the creation and monitoring of Care Groups and regularly monitor the effectiveness of Care Group activities and services.

7. Adapt transportation policies to deal with the difficulty in finding drivers to meet member requests. Continue the partnership with LYFT Concierge to provide rides for Village members. Develop and communicate policies to address the limits of financial resources available for rides.
8. Utilize the *Track It Forward* system for reporting volunteer hours to collect and assess volunteer services provided to members and to the organization.
9. Explore using the Club Express volunteer platform to support member requests for services and volunteer responses.
10. Recruit more volunteers to perform DCV administrative tasks.
11. Explore the creation of a DC Villages group of those who coordinate volunteer services in various villages.

V. Maintain the Financial Security of the Village

Having a reliable financial base for the Village is integral to performing our mission, including supporting the activities that are attractive to a diverse membership. The existing structure of dues and fund raising has supported our current operations and staffing. In 2021, the DCV Dues Task Force concluded that the use of some of the DCV Investment Fund to support a revised dues structure would be prudent and consistent with best practices for nonprofit organizations. In addition, generous bequests have helped the Village to create a strong reserve fund. Management of that reserve is critical for the future. Regular fundraising activities will be important to supplement income from dues and underwrite new and creative programming. Additionally, as the membership ages, there will be a growing need for services, some of which cannot be supported by volunteers. Finally, the Village also recognizes that stability in funding for the Village is necessary to provide membership opportunities for low-income individuals through our Open Village memberships. To address these matters, we will:

1. Develop a plan to support DCV's annual budget and special projects as approved by the Board of Directors.
2. Identify and pursue funding for specific projects from foundations and government sources. Look to DCVC for additional fundraising opportunities.
3. Reactivate and expand the planned giving program to help members make the Village part of their estate planning with the assistance of a planned giving professional.
4. Ensure fundraising goals are established that are realistic and achievable.
5. Develop new fundraising efforts for operational expenses and special needs.

6. Explore the potential for revisiting Celeb Salons as fundraising events. Perhaps institute a multi-layered approach, from no-charge virtual events to fundraising events that include dinner and presentation in person at a member's home.
7. Focus on long-term funding for Open Village Memberships. The funding that DCV receives from the DC Department of Aging and Community Living (DACL) offers a variety of supports ranging from case management, wellness programming, capacity building, and membership subsidies to ensure that no barriers prevent a prospective member to enjoy a full Village membership.
8. Broaden the support that DCV can provide to Open Village members to pay for food and other household needs. Finance this support by promoting donations to the Open Village fund for these expanded services.
9. Track the utilization of services and the participation in programs of Open Village members.
10. Assure that an active and experienced Finance Committee provides prudent oversight of the hired investment firm and the investment strategy they employ.
11. Ensure financial operations focus on and support achievement of long-term goals.

VI. Support the DCV Work Environment

Dupont Circle Village (DCV) strives to be a place of employment where a healthy work/life balance is practiced, a place where we always treat each other with respect and dignity. We recognize that each of us has different life experiences, interests, and abilities and we seek to understand. Our impact is greatest when we work together toward our common goals. We value collaboration, teamwork and strive to help each other succeed. DCV will undertake the following:

1. Ensure that staffing and leadership decisions support our growing membership and their expanding needs.
2. Provide staffing and financial support for the Health and Wellness Committee and health-care related programming through coordination with staff and senior leadership. This includes adequate staffing for clinics and educational events, and access to the case manager and the health care navigator who can supply advice and coaching to members and staff.
3. Commit to providing excellent, timely, and relevant programs and services.
4. Actively listen to our members and be responsive to their needs.

5. Ensure that our staff is diverse and representative of the people we serve.
6. Increase the anti-racism skills of staff, volunteers, and board members.
7. Provide positive on-boarding of both staff and volunteers.
8. Create a task force to redesign the DCV website both to better communicate our programs and services to our members and to better market DCV to our surrounding community.
9. Consider hiring Ann Talty as a consultant when needed for administration tasks.
10. Create a schedule for the periodic meeting of Committee Chairs.

VII. Actively Participate in the DC Villages Collaborative and Other Community Partnerships that Support Our Mission

In June 2023, the 13 villages within the District of Columbia joined together to form the DC Villages Collaborative. The DC Villages Collaborative is a coalition of grassroots community organizations in the District of Columbia known as “Villages.” Working with many partners, the Villages seek to revolutionize the experience of aging, in their own communities and across the city.

Each individual Village is a separate, hyperlocal organization serving distinct neighborhoods in DC. While maintaining their individual focus and approach, DC’s Villages also believe that by collaborating we will have an impact the sum of which will be far greater than our individual parts. To participate as a member of the DC Villages Collaborative (DCVC), the DCV Board of Directors adopted the Collaborative Plan of Action, and the President signed the DCVC Memorandum of Understanding.

To benefit from the opportunities and to fulfill our responsibilities as a member of this Collaborative, we will undertake the following:

1. Help fulfill the Collaborative’s vision and mission.
2. Act in accordance with the Collaborative’s values and operating principles.
3. Provide representation on and full participation in the Collaboration Council with a designated member of the board.
4. Provide full participation by the DCV Executive Director in the Leadership Group, including monthly meetings, working groups, and committees.

5. Provide timely data reporting and information sharing.
6. Adhere to requests related to funding and grant requirements.
7. Participate in reaching the goals and carrying out priority actions of the Collaborative.