

## Northwest Neighbors Village 2024-2028 Strategic Plan

APPROVED BY BOARD, MARCH 21, 2024

This Northwest Neighbors Village (NNV) 2024-2028 Strategic Plan provides the guiding principles for the next four years. It has been developed by the NNV Board of Directors with participation of NNV staff, members, and volunteers. It builds on the 2019-2021 Strategic Plan that was extended through 2023 and moves to further progress on earlier goals and to meet new goals of importance to our community.

Since 2009, our organization has been committed to meeting the needs of our members and neighbors. As social isolation, limited transportation options, solo aging, food insecurity, and increased costs of care threaten our older neighbors' ability to thrive in our community, NNV, through this Strategic Plan, is poised to respond to the changing needs of our older neighbors.

Both our community's aging population and their needs are growing rapidly. Currently, Northwest Neighbors Village reaches only a small percentage of this population. We are committed to increase our impact and to help an even greater number of older neighbors thrive.

The plan's key elements direct NNV to: *focus on creating a more diverse and inclusive organization that reflects the demographics of our community; explore new service models to support program expansion; expand our reach to more older adults through strategic partnerships; remain a valued leader of the DC Villages Collaborative; achieve greater recognition and visibility to attract and engage volunteers, donors, and partners; engage in advocacy work that promotes an age-friendly city; and secure new funding sources.*

## By 2028, Northwest Neighbors Village will ...

Support an increasing number of older adults throughout our area as they age in community with dignity, self-direction, and engagement.

Actively foster equity, inclusion, and a sense of belonging among a diverse membership, board, volunteer corps, and staff that reflects our neighborhood demographics.

Be valued as a leader in the DC Villages Collaborative and recognized throughout the local community and Washington, DC for our support and advocacy for older adults.

Be stable and sustainable, with adequate financial resources, effective management and technology, a cohesive and engaged board, and outstanding staff and volunteers who are supported and empowered.

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## Vision

NNV envisions a generous, supportive, inclusive community where all older adults are valued, age with dignity, and enjoy opportunities for growth and engagement.

## Mission

NNV empowers older adults in our area and, with partners, in Washington DC, to thrive as they age by offering a wide range of programs, resources, and volunteer support.

## Values

1. **Caring and Service** – We hold that compassion, kindness, generosity, and support are the guiding principles of what we do.
2. **Collaboration** – We strive to strengthen the community in which we live by promoting strategic partnerships to maximize the number of those we serve.
3. **Integrity** – We value honesty, respect, and transparency in how we treat each other. We hold ourselves accountable for our actions.
4. **Diversity and Inclusion** – We value diversity in our community and welcome all to participate and join.

5. **Continuous Improvement** – We are committed to excellence and creative thinking, believing that a willingness to learn and adapt will lead to ongoing improvement and greater resilience in the face of change.
  6. **Advocacy** – We raise issues important to older DC residents throughout the community, engaging in ways that support the NNV mission.
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## Goals

1. Strengthen Services and Programs
2. Embrace Diversity and Inclusion
3. Raise Visibility
4. Expand Collaborations and Partnerships
5. Support Organizational Development

**Actions that will secure the goals:** The resources needed to carry out these actions will be evaluated. Implementation will depend on having the necessary resources at hand.

### 1. Strengthen Services and Programs:

- a. Reach more older adults.
- b. Revise and create new programs to address unmet needs of NNV constituencies.
- c. Expand and strengthen the volunteer corps.
- d. Develop, test, and assess new models of service to reach new segments of the community.
- e. Help the NNV community feel like they are a part of the DC Villages Collaborative.
- f. Engage with the DC Villages Collaborative to design programs, activities, and events of interest to NNV and older adults across the city.

## **2. Embrace Diversity and Inclusion:**

- a. Develop and implement a plan to amplify the voices of Black, Indigenous, Latino, Asian, and multi-racial members of our community within NNV leadership.
- b. Develop and implement a plan for continued growth and education of staff, Board members, and volunteers in understanding the history of racial discrimination in the US and how it continues to affect our organization and the community it serves.
- c. Develop a shared language to use in describing and furthering our commitment to racial equity.
- d. Assess progress on diversity and inclusion related actions found throughout the plan.
- e. Advance diversity and inclusion initiatives by working with others in the DC Villages Collaborative.

## **3. Raise Visibility:**

- a. Obtain suitable office and program space, as needed.
- b. Ensure diverse representation in print and online materials.
- c. Review the 2019-2023 NNV communications plan and develop a new plan for the next five years.

## **4. Expand Collaborations and Partnerships:**

- a. Establish a limited number of strong, active local partnerships to expand the reach of NNV.
- b. Provide leadership and resources to help meet the goals of the DC Villages Collaborative, participating fully in its management, fundraising, programs, and advocacy efforts.
- c. Engage in selective advocacy beyond issues directly affecting the DC Villages.

## **5. Support Organizational Development:**

- a. Gain a better understanding of NNV community demographics.
- b. Resolve the confusion between the roles of supporting members and donors, and clearly define and communicate the opportunities available to supporting members.
- c. Align financial and human resources with the requirements of key NNV programs and services to ensure they remain sustainable.
- d. Work with the DC Villages Collaborative to identify potential “economies of scale” that can benefit all DC Villages.
- e. Develop targeted strategies for Board development.
- f. Encourage and facilitate continued professional development for staff members.
- g. Strengthen fundraising efforts.