



WATERFRONT VILLAGE

Strategic Plan, 2021-2025

Executive Summary

March 2021

VISION STATEMENT

Our vision is a DC Waterfront community that empowers its members to age with dignity, engage actively with their neighbors and community, and enjoy their desired quality of life in their own homes.

GOALS

Goal 1: Provide home, health and social services which support the comfort, safety and well-being of our most frail Village members, including information sharing, and care navigation.

At Waterfront Village, the safety and well-being of our members is our top priority. The Village plans to accomplish this goal by providing critical home and health services and education to our members. During the period covered by the plan, the Village will introduce a new service to provide members with independent assessments conducted by experienced social workers to determine member needs and recommend appropriate options for mitigating risks and improving quality of life. The Village also will strengthen the quality of its vendor referral database, provide educational programs on home and health care resources, coordinate tours of local assisted living facilities and health centers, and support member access to local government health resources through meetings with the Department of Health, the Department for Aging and Community Living, the Ward 6 Council member, and other government officials.

Goal 2: Maintain and further expand a wide variety of social, educational, and cultural programs and events – both online and in person – that appeal to a broad section of older adults.

This plan recognizes that engaging in a variety of programming can have a significant positive impact on an older adult's physical fitness, mental acuity and emotional outlook. In support of this goal, Waterfront Village will identify and schedule fitness and "well-being" programs that seek to educate members on options for maintaining their general health and physical fitness, while continuing to develop and host an appealing variety of social, cultural, and educational programs—both online and in person when conditions permit—including presentations, activities, games, hands-on workshops, performances, membership clubs, dining, and excursions.

Goal 3: Increase outreach initiatives to expand membership, both in number and composition, to better reflect all of the older adults residing in the Waterfront Village's designated boundaries.

Waterfront Village seeks to be a critical resource for all residents of the Southwest DC and Navy Yard neighborhood. This will require the Village to develop relationships and infrastructure for reaching out to every older adult, regardless of age, gender, race, ethnicity, sexual orientation, political affiliation or housing situation. To assist low-income residents or those facing temporary financial hardships, the Village will establish subsidized memberships and provide flexible payment

options. The Village also plans to reach out to faith communities and other community organizations to build partnerships and collaborate on joint efforts to support older adults. Through concerted efforts to engage local elected officials, the Village will advocate for the needs of older residents and encourage representatives to take them into account in their deliberations and decision-making processes, including how the proposed Southwest community center may be used to enhance the lives of older adults.

Goal 4: Identify and build upon multi-generational volunteer opportunities.

The Southwest DC and Navy Yard neighborhood is shared by multiple generations. To build a community that values its older members, residents of every age must be involved in efforts to serve others. The Waterfront Village will recruit, train, nurture and deploy a multi-generational cadre of volunteers to provide home and health services for older adults. In addition, the Village will encourage and coordinate volunteer opportunities for its members to share their talents, wisdom and experience with younger generations by getting involved in tutoring at local schools, mentoring young adults and supporting other community organizations.

Goal 5: Strengthen the Waterfront Village’s financial footing in support of the implementation of additional client services and, as needed, to hire additional staff in support of those programs.

The Waterfront Village can do more to enhance the lives of older adults, but sustainable revenue will be needed to support these efforts. During the period covered by this plan, the Village will seek to diversify its revenue sources, build new donor relationships, and increase its capacity to raise its funding through public grants, private foundations, community partnerships, legacy contributions, individual donations and membership fees.

Goal 6: Strengthen the Waterfront Village’s compliance with legal and financial requirements/reporting and conformance with non-profit management best practices to ensure accountability and provide stakeholders with assurance of the integrity of Village programs and management.

As a community resource, the Waterfront Village is dedicated to ensuring that operations are conducted legally, efficiently and effectively while reflecting social justice and fairness principles and best management practices. The Village will seek to formalize policies and procedures to ensure compliance with federal and District corporate requirements, employment regulations and tax policies. In making decisions regarding Board membership and employment, the Village will strive for fairness and seek leadership and staffing that is representative of the community. To operate transparently and give donors full assurance that funding is used for its intended purposes, the Village Board will closely monitor resources, review monthly financial reports and issue a public annual report. The Village acknowledges its association with the national Village-to-Village Network and will continue to work with other villages, specifically those in the DC area, to advance common goals, develop revenue streams and take advantage of economies of scale, when possible.