

Capitol Hill Village 2014 – 2018 Strategic Plan: *The Groundwork for the Future*

In 2013, CHV's Board of Directors and then-Executive Director Katie McDonough completed a comprehensive planning document to guide the organization's next period of growth and development. The Planning Committee was very systematic in creating goals and objectives for internal operations, growth, funding, and partnerships. Today, Capitol Hill Village is beginning to lay the groundwork for its next strategic plan.

GOAL 1: Build Financial Stability	
OBJECTIVE	OUTCOME
Increase endowment revenue	★ ACHIEVED: Endowment was \$225,000 in 2015 and is more than \$670,000 in January 2019.
Increase revenue from corporate sponsors and donors	★ ACHIEVED: Through corporate grants and sponsorships, upwards of \$80,000 a year compared to \$45,000 in 2014.
Develop strategic policy for changes in dues structure	★ ACHIEVED: New membership categories were created and new dues structure put into place.
Increase revenue from grants to 10% of total revenue to cover special projects	★ ACHIEVED.
Increase revenue from social memberships to 20% of membership revenue	• NOT ACHIEVED: While membership has grown, social membership is about 9 percent of the whole.

GOAL 2: Diversify Membership to reflect the community of Capitol Hill	
OBJECTIVE	OUTCOME
Increase number of members who are of color to 15%	• NOT ACHIEVED: We have not previously collected data about race/ ethnicity (we do now) so this number is difficult to define. We estimate membership among persons of color is around 10 percent of the total.
Increase visibility and community of LGBTQ community within the Village	★ ACHIEVED: CHV hosted a LGBTQ Pride event and is conducting outreach and partnerships with LGBTQ efforts citywide. Also, a part of the programming for FY2018 for those without children or immediate family.
Increase the diversity of socio- economic levels, particularly those in middle income thresholds	? UNSURE: We do not gather socio-economic information except for subsidized members. We have increased subsidized memberships.

GOAL 3: Build community through social engagement and through helping others	
OBJECTIVE	OUTCOME
Increase the number of members engaged in social activities to 80%	? UNSURE: We were not able to calculate this with our current method of collecting data. Indicators are that a large percentage of members are engaged in social and educational activities because the number of activities has increased and signups for activities remains high.
Increase the number of members who are Village volunteers to 50%	★ ACHIEVED.
Enhance the volunteer experience in the Village community	★ ACHIEVED: Through Village Connections and some focused training; in 2018 we will continue to focus on volunteers. The variety and ages of volunteers has also increased.
Increase opportunities for life-long learning	★ ACHIEVED: Created ongoing learning affinity groups (e.g., Russian language, ukulele) as well as Symposia and committees.

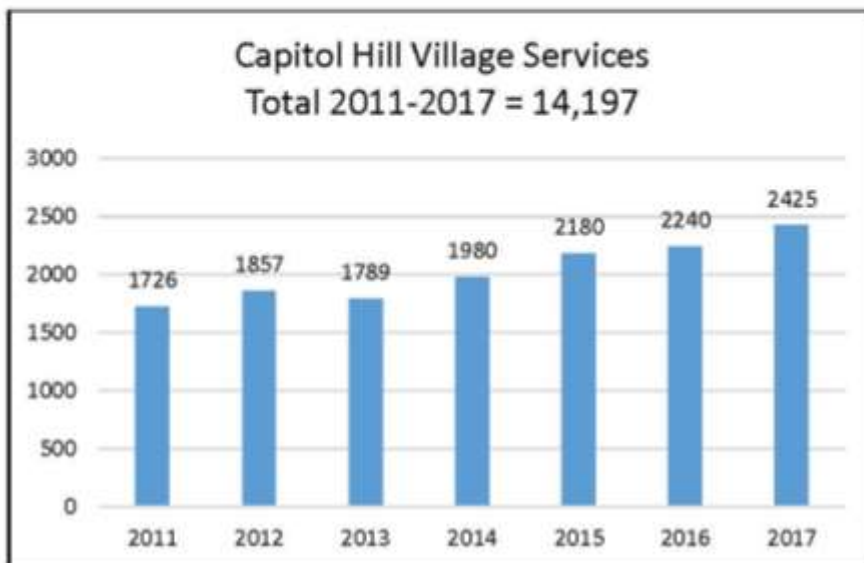
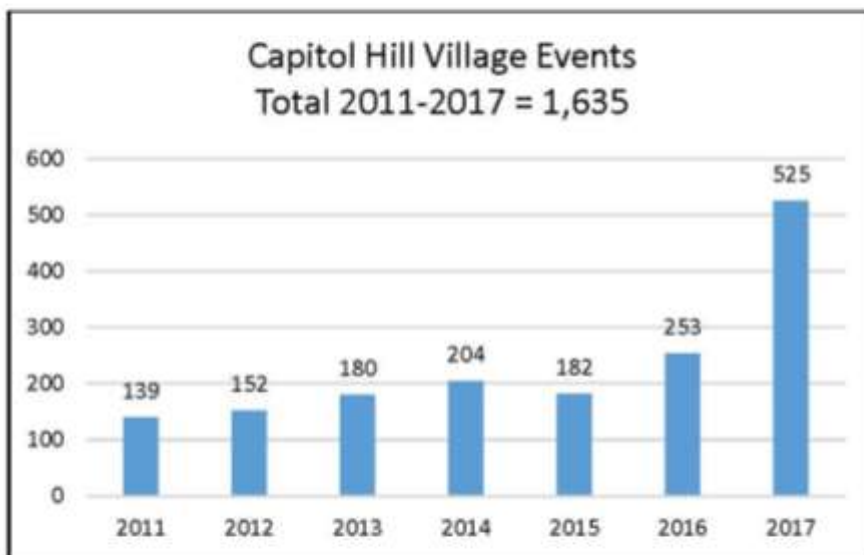
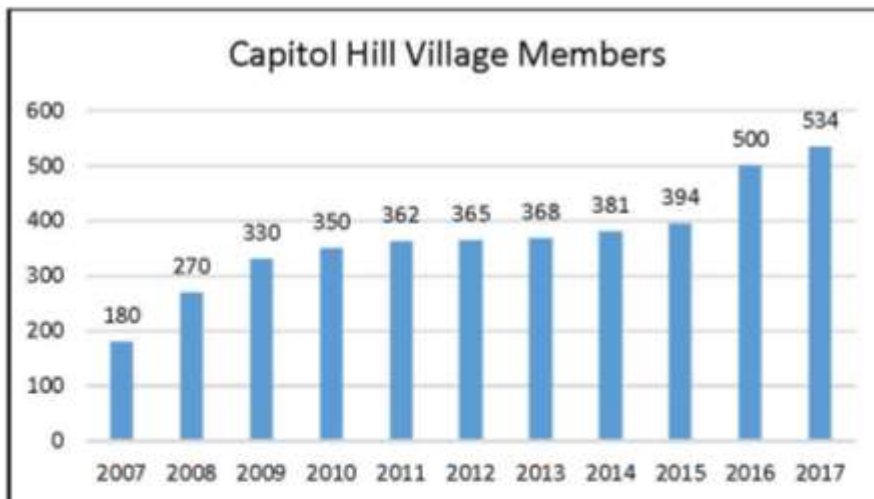
GOAL 4: Deliver high quality, highly valued services to members through volunteers, vendors, staff and public/private partnerships

OBJECTIVE	OUTCOME
Improve the quality and breadth of vendor services	★ ACHIEVED: We revamped and revetted our vendors. Will be completed with CHV's new IT System.
Develop partnership with DCOA to increase member use of transportation, meal delivery, and case management services	★ ACHIEVED: We've formed a range of partnerships to expand services. These help CHV focus on its best programs and services while ensuring members receive highest quality care.
Increase impact and quality of the care coordination program	★ ACHIEVED: We are implementing stronger practices and documentation. We are creating stronger criteria for membership and care services. We are strengthening the Village Connections program.
Create a supportive and engaging environment that attracts and retains highly-qualified staff	★ ACHIEVED: We have strong individual staff members and a strong team, complemented by volunteers who are critical to our carrying out services. Board and members are engaged in interviewing and onboarding new staff members.
Define and communicate services with members and community.	★ ACHIEVED: We have increased our communication methods, including improved newsletter formatting and increased emails, fliers and promotions across programs, posting in coffee shops, community lists, on websites, in the <i>Hill Rag</i> , and more.

GOAL 5: Become a recognized leader for effective aging in place

OBJECTIVE	OUTCOME
Use the WHO Age Friendly Cities framework to create a community that improves life-long aging	★ ACHIEVED.
Establish Capitol Hill Village as the local community expert on aging-in-place	★ ACHIEVED: We are collaborating with other Villages on a number of projects to both share approaches and strengthen the position of villages across D.C. We are working to be stronger and fostering collaboration among villages and senior service groups. CHV has hosted a number of co-learning events around transportation and IT.
Advocate within the national Village-to-Village Network on increasing the role and function of villages as leaders in aging-in place	★ ACHIEVED: CHV hosts monthly webinars, other occasional webinars, and peer-to-peer training. CHV also presents at conferences and contributes to the Village-to-Village Network when called upon. CHV is also partnering with other national researchers and aging experts including the University of California at Berkeley and the Rand Corporation.

Capitol Hill Village at 10 Years: *Looking at the Numbers*



Looking at the Numbers

This page looks at Capitol Hill Village's growth over 10 years. The Village has grown in number of members, and average age of members has increase. The increased member numbers seem to correlate to increased number of activities in the year. In so much as CHV is dedicated to keeping individuals healthy, safe, and connected, the fact that service needs have not grown as rapidly as ages members and numbers of members is a good outcome. While the number of members and average age of members have increased, the number of individuals who are a part of Care Services has not grown as much, although intensity of services has increased. We remain committed to working with members to create programs that keep individuals healthy and knowledgeable about aging to avoid crisis.