



JEWISH COUNCIL FOR THE AGING OF GREATER WASHINGTON STRATEGIC PLAN

FOR JULY 1, 2016 THROUGH DECEMBER 31, 2018

as adopted by the JCA Board of Directors on June 16, 2015 and March 20, 2018

OUR VISION

Older people in the Washington, D.C. area age with dignity, independence, and vitality.

OUR MISSION

To provide essential services that help older adults in the Washington, D.C. metropolitan area maintain independence, dignity, and vitality, and to build bridges between generations.

OUR CORE VALUES

The Jewish Council for the Aging of Greater Washington, Inc. (JCA®) is:

- built on the Jewish values of *tzedakah* (righteous duty) and *tikkun olam* (repairing the world) as well as the Biblical commandment to honor our parents. We are committed to serving people of all faiths and ethnicities.
- person- and family-centered, and thus responsive to the specific needs, values and preferences of individuals, their families and caregivers.
- focused on supporting those who age in their own communities.
- committed to leading and collaborating with a wide range of partners, including for-profits, government, private funders and other community organizations and nonprofits.
- driven by the spirit, commitment, and hard work of our volunteers and staff.

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OUR GOALS AND OBJECTIVES

JCA will:

- serve as a leading nonprofit provider of services and opportunities for older adults and their family caregivers.
- expand our intergenerational programs and our services in support of older adults.
- increase our reach into northern Montgomery County, Northern Virginia and elsewhere in the Greater Washington area.
- expand fee-based services and make programs self-sustaining whenever possible.

JCA will respond to emerging critical trends including:

- the rapid growth of the aging population and the shrinking numbers of family members to support their older loved ones.
- reductions in government funding for senior services.
- the increasing need for transportation services.
- the growing numbers of older adults who are seeking employment and volunteer opportunities.
- the increasing integration of medical care with supports and services.
- the growing use of home and community-based care as an alternative to nursing homes.
- rapid changes in technology.
- the growth of grassroots, community-based initiatives such as neighborhood villages that provide senior services.
- the increasing diversity of the Washington metropolitan area.

These changes will create significant challenges. They will also generate exciting new opportunities to collaborate with medical and supportive services providers as well as faith communities, villages, and other nonprofits.

MANAGEMENT AND ADMINISTRATION

JCA has established five internal management priorities that will help us meet our goals.

1. With the contraction of government funding and a more challenging philanthropic environment, it is critical that JCA expand its development efforts. JCA will aggressively search for new foundation and corporate funders, build our endowment, and expand our individual donor base to reflect a more diverse and younger population.
2. We will maintain sufficient staff to support increased programming, a greater geographical reach, and more aggressive fundraising and marketing. We will continue to support our staff with fair compensation and benefits as well as career opportunities.
3. To better promote the good work of JCA, we will review all aspects of our branding, and we will enhance our efforts to market our services and expertise through social media, public appearances, our website and other communications channels.
4. We will enhance our efforts to enlist and train our community volunteers, who are the backbone of JCA. They help deliver services, and they become enthusiastic advocates and supporters.
5. Our lay and professional leaders will benchmark operating decisions against this Plan.