



JEWISH COUNCIL FOR THE AGING OF GREATER WASHINGTON, INC.

# Strategic Plan

of January 1, 2019 through December 31, 2021

*as adopted by the JCA Board of Directors on December 18, 2018*

## Our Vision

The Jewish Council for the Aging of Greater Washington (JCA) will lead in making the National Capital Region a great place for all of us to age with dignity, independence and vitality.

## Our Mission

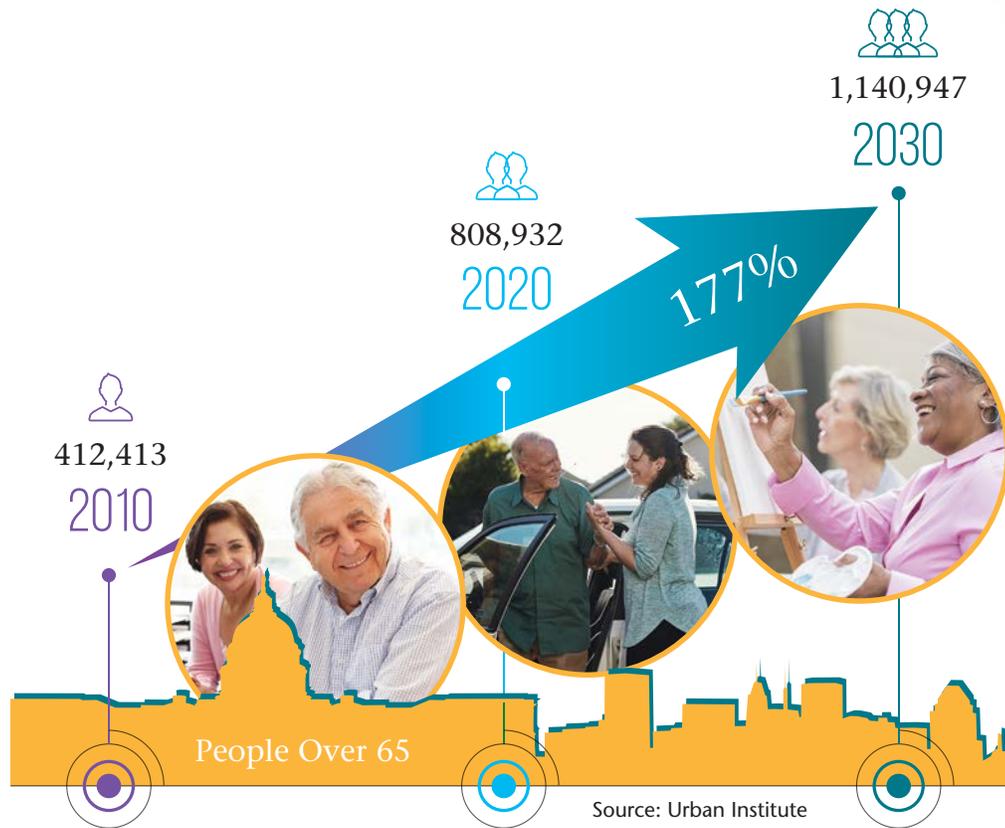
JCA provides the programs and services that support older adults and their families and build bridges across generations.

## Our Core Values

JCA is

- Built on the fundamental values of honoring our parents and strengthening our community.
- Committed to serving the Jewish community and people of all faiths and ethnicities regardless of their ability to pay.
- Person- and family-centered, and thus responsive to the specific needs, values and preferences of the individuals we serve and their families.
- A community partner with government, private funders, other nonprofits and for-profit businesses.
- Driven by the spirit, commitment and hard work of our volunteers and staff.

The population of older adults in the Washington, DC region will increase **177 percent** between 2010 and 2030.



## What We Do

JCA is a leading nonprofit provider of services, programs and advocacy for older adults and their family caregivers in the National Capital Region. We have five major areas of focus.

- **Adult day:** We provide both social and medical adult day services.
- **Building bridges across generations:** We connect older adults with children and youth through mentoring, tutoring and other volunteer programs, and we create opportunities for young people to assist older adults.
- **Information and referral:** We provide advice and guidance about local senior service resources as well as health insurance counseling for older adults.
- **Senior Employment:** We help older adults prepare for and find productive and meaningful work.
- **Transportation:** We provide transportation for older adults and adults of all ages with disabilities and help them navigate public and private transportation services.

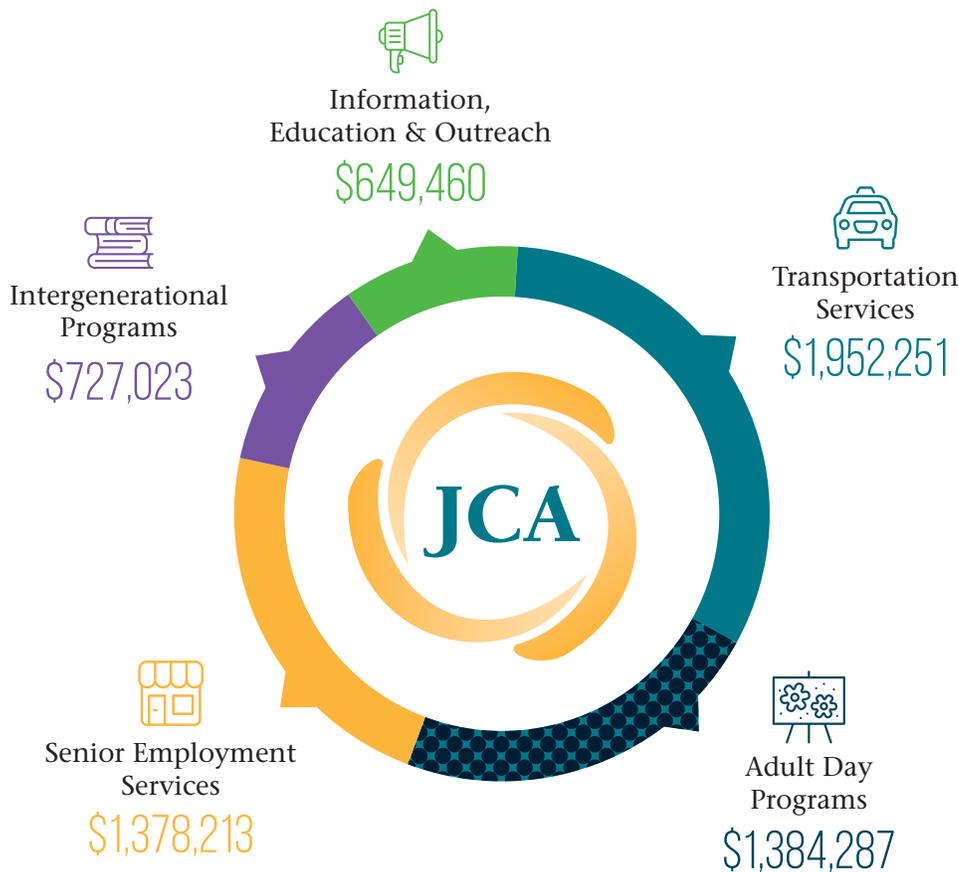
# JCA Will

- **Continue to serve as a leading nonprofit provider of services, programming and advocacy for older adults and their family caregivers.**

As the population of older adults in the Washington metropolitan area ages and becomes more diverse and as more older adults remain in their communities, the need for JCA's services is growing. At the same time, rapidly changing technology, the increasing use of home- and community-based care, the growing need for transportation services and new government incentives to integrate senior services with medical care all have the potential to increase demand for JCA's programs. These new challenges also make it increasingly important for JCA to continue to serve as a voice for older adults and their families.

- **Expand our efforts to increase engagement across generations.**

Older adults often have little meaningful contact with children and youth. As a result, JCA has worked to enhance these connections. We will increase opportunities for older volunteers to mentor and tutor school-age children. At the same time, we will provide more children and youth with opportunities to understand and interact with the older adults in their communities.



JCA invests more than **\$6 million** annually to make the National Capital Region a great place to age.

- **Seek to expand our services into northern Montgomery County, Northern Virginia and elsewhere in the National Capital Region.**

While JCA historically has focused its programming on southern Montgomery County, we will seek and respond to emerging opportunities and needs throughout the region.

- **Serve those in need while being financially responsible.**

We will expand our fee-based services and make our programs self-sustaining where possible. This will require us to charge market rates to those who can afford to pay. In addition, when possible, we will restructure our government relationships to ensure that funding and payments adequately support our programming.

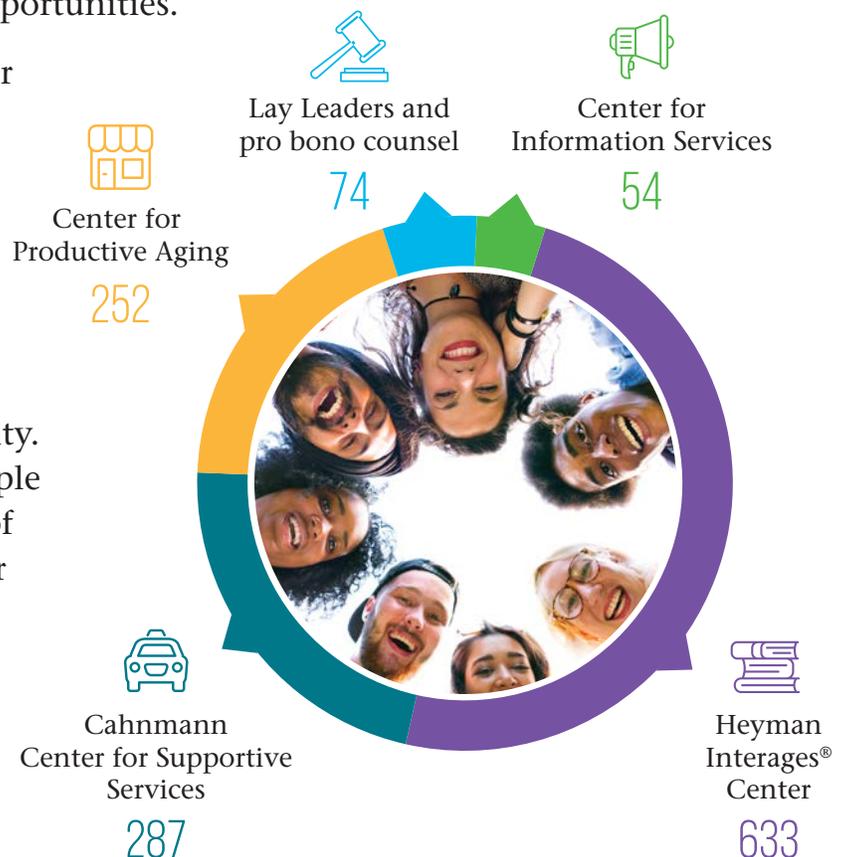
- **Diversify and grow our funding sources.**

Government funding for senior services is not keeping pace with the growing needs of an aging population, and the philanthropic environment is becoming more challenging. JCA will seek new foundation and corporate funders, build our reserves and expand our individual donor base to reflect a more diverse and younger population.

- **Support and enhance our staff and volunteers.**

**Staff:** 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.

**Volunteers:** We will enhance our efforts to recruit and train our volunteers, who are the backbone of JCA. Our volunteers deliver services and become enthusiastic advocates and supporters. We will develop future leaders who reflect the broad diversity of our community. We will encourage younger people to participate in the full range of our activities and take volunteer leadership positions with JCA.



JCA is supported by **1,300 community volunteers.**