



ROOTED

in relationship

2021 ANNUAL REPORT

Our new Strategic Plan is the result of a long and vigorous journey that started just before the pandemic lockdown in March 2020.

Amid confusion and uncertainty at that time, San Francisco Village members, staff, board, and volunteers took quick action and learned new ways to stay connected, resourced, and safe. A few months later, George Floyd was murdered and Black Lives Matter protests erupted around the world. SFV responded in solidarity and felt compelled to begin an examination of what it means to be a predominantly white organization in a white dominant culture. The new strategic plan is born from that honest self-reflection and desire for an inclusive community that represents all San Franciscans, across race, culture, gender, and ability.

In the course of this two-year journey, we have reaffirmed our commitment to connecting older San Franciscans to the community, resources, and expertise they need to navigate the transitions of aging in a changing world. At the same time, we are making explicit our commitment to equity: a bigger vision that includes people of all ages, races, cultures, and abilities working together to create a community of belonging and in so doing, demonstrate possibilities for relationship and connection that benefit the greater good.

Rooted in shared values, the Strategic Plan provides all of us with a framework for decision-making as we carry out the work of San Francisco Village. The ways we connect and communicate, the programs and services we develop, the partnerships we engage in, and the things we stand for.

Strategic Plans are aspirational. Help us make it real. Join. Volunteer. Donate. Introduce us to someone new.

We're grateful to be in community with you.

The 2022-2026 Strategic Plan

A map for our organizational future and who we hope to become.





San Francisco Village

Mission

is a membership organization designed with, by and for older San Franciscans and the extended community that champions them.

We operationalize love for elders in an ageist society by mobilizing the power of intergenerational relationships and mutual support.

Vision

We envision a future in which people of all ages, races, cultures and abilities work together to create communities of belonging and in so doing, model possibilities for relationship and connection that benefit the greater good.

Intersection of Health Care and Social Care

We believe optimal health, especially as it relates to navigating the transitions of aging, requires social connection, access to care and knowing that we belong to something bigger than ourselves.

Eldership

We believe the wisdom and lived experience of elders is precious and much needed in the world today. We encourage our members to embrace new learning as we orient to a changing future, seeking opportunities to share and lead as we deepen our community.

Intergenerational Relationships

We believe people of all ages need each other to thrive and that the world needs intergenerational solutions to complex problems like inequality, climate crisis, racial justice, isolation and loneliness. We come together to explore the possibilities.

Co-Creation

We believe in standing shoulder to shoulder with one another to build a caring community that reflects the beauty of its varied members.

Equitable Community

We strive to be an anti-racist organization and commit to challenge white dominant culture through our words and actions.

Self-Reflection

As agents of change in the outer world, we accept the responsibility to do our own inner work and the discomfort and opportunities that may bring. We strive to live our values in all our words and behaviors, and to hold ourselves accountable for our growth.

Humility

As leaders in the Village movement, we promise to let go of old assumptions about aging and individualism, to challenge conventions that create separation and hierarchy, and to act in ways that inspire trust, growth and connection.

Spontaneity

We believe in saying YES to play, partnerships, collaboration and opportunities that arise unexpectedly and help take us to new places.

What We Value

The essence of our organization:
the shared principles that guide our work





Priorities for the Future

At a time when trust in our basic social contracts is eroding, the work of SFV as an intentional caring community is more essential than ever.

We are compelled to consider how we can meet the needs of more elders, in new ways and through different delivery methods. A growth strategy that is inclusive, intentional, responsive and mission-driven. At the same time, this is a plan for sustainability, addressing questions about market relevance, up-to-date technology, and financial stability. To achieve our immediate goals and ensure long-range success, this plan identifies four priorities.

1. To ensure our programs and services create a more diverse organization and advance racial equity for our current and future members. SFV will strive to challenge the assumptions that uphold white dominant culture and make every effort to give greater access to programs and services for Black, Indigenous, Latinx, Asian Pacific Islanders (API) and other less represented communities of San Francisco.

2. To maximize the potential of our intergenerational community of members, caregivers, volunteers and families. While SFV primarily serves older adults as they age, the power of the organization comes from the rich tapestry of stakeholders who come together to execute the mission.

3. To position our members and our organization to engage in the work of social justice. SFV recognizes that we are rooted in a larger social context, a microcosm in an interdependent social world. Members have shared their desire to contribute time and energy towards local and global issues they care about such as climate justice and voting rights.

4. To strengthen the position of SFV at the intersection of health care and social care. For 13 years, SFV has been building the infrastructure for delivering social care: high-quality connections, access to resources, mutual aid and support, opportunities for volunteerism and social integration, and contributing to the greater good. Research shows that social integration, a sense of belonging, and trusted close relationships will add years to a person's life and quality to those years.¹

1. Julianne Holt Lunstad, Social Relationships and Mortality Risk: A Meta-analytic Review, <https://www.apa.org/members/content/holt-lunstad-loneliness-social-connections>

2021 by the Numbers

432 San Francisco Village members.
50% pay a reduced membership fee.

Volunteers provided **5,695** hours of service.

90 new volunteers onboarded, joining an active volunteer community of **225+**.

An average of **56** programs per month, a **33%** increase since 2020.

587 referrals to vetted and/or member recommended resources and community partners.

Member satisfaction rate of **97%**

3 out of 4 members say they are more likely to ask for help because of their membership.

Since joining, **76%** of members say that they are more able to access aging and health related help/information.

Operating Budget: \$904,000

Revenue Sources

60% Grants
20% Donations
20% Membership fees

Expenses

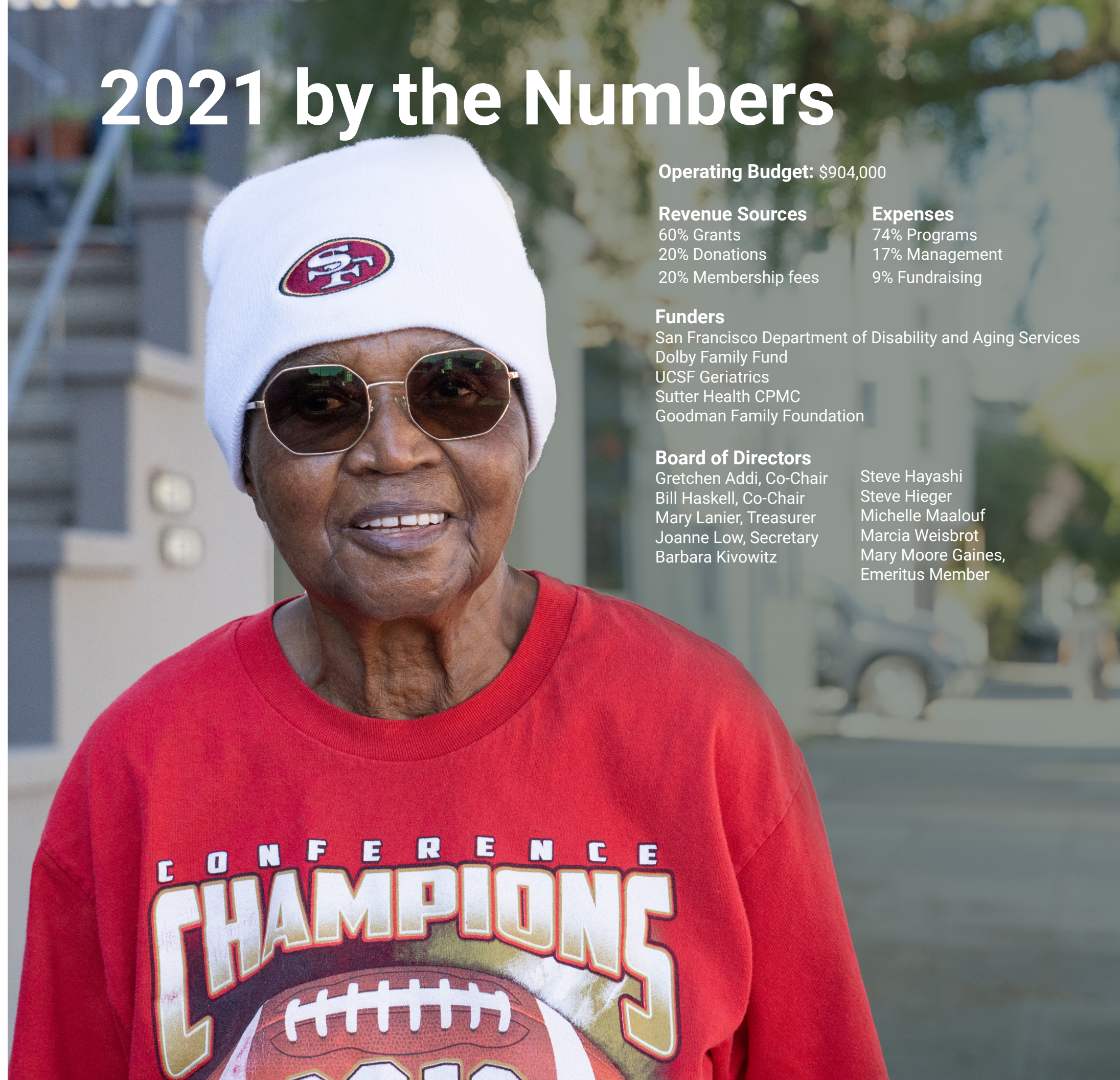
74% Programs
17% Management
9% Fundraising

Funders

San Francisco Department of Disability and Aging Services
Dolby Family Fund
UCSF Geriatrics
Sutter Health CPMC
Goodman Family Foundation

Board of Directors

Gretchen Addi, Co-Chair	Steve Hayashi
Bill Haskell, Co-Chair	Steve Hieger
Mary Lanier, Treasurer	Michelle Maalouf
Joanne Low, Secretary	Marcia Weisbrot
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With Deepest Gratitude To Our 2021 Individual and Corporate Donors

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Linda Harris
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Bonnie Wong
Nancy Zinn

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Miles Anderson
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Danan Barnett
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William & Marilyn Campbell
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To support San Francisco Village
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