



EXPLORE



DISCOVER

ACT



How to Start a Village in the District of Columbia



EXECUTIVE SUMMARY

Empowering communities to become age-friendly, this updated guide, a collaborative effort of the DC Villages Collaborative (DCVC), D.C. Department of Aging and Community Living (DACL), and George Washington University, building on the original work by Capital Impact Partners Inc., delivers a practical, step-by-step road map for establishing a Village in Washington, D.C. Informed by peer insights and stakeholder interviews, its core aim is to facilitate knowledge sharing, strengthen existing Villages, and document effective strategies.

This resource is designed for community leaders dedicated to fostering an age-friendly community in the District of Columbia. Recognizing Villages as vital partners in the continuum of care and catalysts for healthy, active aging, the guide underscores their role in helping older adults maintain neighborhood connections and the comforts of home, thereby promoting dignity and respect.

It details the essential stages of Village creation, guiding users in exploring how this model can cultivate strong communities, determine the optimal structure for enabling aging neighbors to remain in place, and successfully launch a Village. This guide provides comprehensive support from forming a planning committee to preparing legal documentation.

The journey of starting a Village unfolds across three key phases:

Explore: This initial phase focuses on assessing the suitability of a Village for your community and evaluating the presence of necessary foundational elements. It involves convening interested individuals to form a founding group and conducting a thorough community needs assessment to understand local needs and resources through tools like market surveys and asset mapping. It relies heavily on the dedication of volunteer leaders.

Discover: Leveraging the insights from the Explore phase, this stage involves shaping and building your Village. Key activities include defining the Village's mission and vision, developing a comprehensive concept paper and business plan outlining operations, finances, and

objectives. Establishing the organizational structure is crucial, encompassing determining the organization type and business model (e.g., Grassroots, Parent Sponsored, Hub and Spoke, or Village with TimeBanks™), forming a Board of Directors, developing Articles of Incorporation, and drafting Village Bylaws.

Navigating the legal process of incorporating as a Domestic Nonprofit Corporation in D.C. and applying for 501(c)(3) tax-exempt status is a significant part of this phase, defining initial member benefits and services, and creating preliminary startup and operating budgets. This phase can span six months to three years, with the timeline from the Explore Phase to launch typically around two years.

Act: This final phase centers on translating plans into reality to launch your Village. It involves cultivating partnerships to enhance services and leverage community resources, building a robust Village Volunteer Program to support operations and foster connections, implementing targeted marketing and outreach strategies to raise awareness and recruit members, volunteers, and partners, and establishing sustainable funding streams through fundraising, membership dues, grants, and other avenues.

Ultimately, villages offer members vital services and engaging activities, cultivate community support and connections networks, and build social capital by linking neighbors. They aim to foster a sense of belonging, mutual support, greater influence, and opportunities for exploration among their members.

In addition to hyperlinks to resources within the document, the guide's appendices offer valuable resources, including lists of existing Villages in D.C., resources for conducting asset mapping and market surveys, sample incorporation documents (bylaws, articles of incorporation), tax forms, and templates for business and marketing plans. Ongoing support is also available through the DC Villages Collaborative and established Villages. Embarking on creating a Village is a community-driven commitment to dignity, connection, and shared purpose.



Dear Community Leader and Future Village Builder,

Thank you for your deep interest in developing a village within your neighborhood. We at DC Villages and our esteemed partners at the District of Columbia Department of Community Living (DACL) and the George Washington University wholeheartedly share your commitment to creating an age-friendly District of Columbia.

This "How To Guide" has been thoughtfully updated in response to the critical movement toward ensuring our city embraces and supports residents as they age. Your commitment to this endeavor presents a remarkable opportunity for older adults to maintain meaningful relationships within the very neighborhoods they know and cherish, preserving the familiar comforts of daily living that are essential for dignity and respect for all District residents.

Over the past year, our organizations have actively collaborated, convening multiple peer-to-peer knowledge exchanges and conducting numerous insightful interviews with stakeholders. This collective effort has been instrumental in refining this guide, providing you with a step-by-step pathway to develop your own unique Village.

It is important to understand that Villages are not physical buildings or residential facilities. Instead, they are vibrant, neighborhood- and volunteer-based, non-profit organizations dedicated to offering a wealth of resources. These include engaging activities, invaluable companionship, practical support from neighbors, and meaningful volunteer opportunities.

Here in D.C., Villages are a vital and integral part of the broader aging services network. They strive to help people age in their own homes within the neighborhoods they know and love.

As you embark on this inspiring journey of exploration, discovery, and action, please know that DC Villages and our dedicated partners are deeply committed to assisting, developing, and sustaining thriving Villages in our communities. We recognize you as a critical partner in the continuum of care, working together to build strong community support networks.

We extend our sincere gratitude for your unwavering commitment to your neighborhoods and the well-being of your neighbors. We are immensely proud to present this guide as a valuable resource, filled with tips from existing Villages and detailed guidance on D.C.-specific processes. We eagerly look forward to our continued work together in making the District of Columbia a world-class age-friendly city, where residents can age with choice, access, connection, and a strong sense of purpose.

Remember, Villages aren't formed from the top down — they grow from the bottom up!

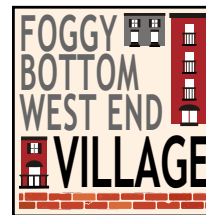
Sincerely,

Your partners from DC Villages,
the DC Department of Aging
and Community Living, and the
George Washington University.



BUILDING CARING NEIGHBORHOODS,
WHERE OLDER RESIDENTS THRIVE.

As of June 2025, thirteen Villages operate within the District of Columbia. We want to see your Village join them!





About This Report

The D.C. Village movement is a model of healthy and active aging in our community. The D.C. Department of Aging and Community Life (DACL) has supported this movement, recognizing the value Villages bring to our older residents.

As part of the D.C. **Senior Village Sustainability and Replication Initiative**, DACL engaged Capital Impact Partners to provide D.C.-based Villages with the opportunity to participate in peer knowledge exchanges to strengthen the administration of the Village model.

The overarching project goals were to:

- **Maximize** peer-to-peer knowledge exchange to build local leadership capacity and sustainable organizational management techniques as well as a community of practice among local D.C. Village leaders;
- **Provide** targeted and responsive capacity-building opportunities for four selected D.C. Villages. This will help them build for a sustainable future while expanding access to neighborhoods currently not served by an open Village, and
- **Document** promising practices to inform a “how-to” guide on starting and sustaining a Village for older adults of all incomes in D.C.

Capital Impact Partners gathered their insights through one-on-one interviews with Village leaders and their stakeholders.

This how-to guide has been developed to help foster Village growth by outlining important steps towards creating a Village. We have heard on many occasions: “When you’ve seen one Village, you’ve seen one Village”. While it is true that no two Villages are identical, there are common steps most communities have followed.

With this guide, you’ll be able to:

- **Explore** how the Village can help you build a strong community;
- **Discover** the best Village structure to allow your aging neighbors to stay in your community, and
- **Act** on your hard work and planning to launch a Village successfully.

DC Villages is a collaborative network connecting the 13 active Villages across the District and working to establish new Villages. The priorities of DC Villages include:

- **Strengthening Village Capacity** through training, resource-sharing, and leveraging collective bargaining power
- **Expanding the Village Model** with a focus on the equitable distribution of Villages throughout the District to bridge existing services gaps and address racial/income disparities in Villages
- **Enhancing Organizational Development** by improving leadership and operational frameworks and utilizing centralized data across Villages to ensure sustainable operations and innovative solutions.

In partnership with DC Villages, students of The George Washington University contributed to updates on this guide, ensuring all information is grounded in real-world experience and useful for a wide range of D.C. communities. The contributors were Keren Alfaro Acosta, Sophia Cavallo, Suhanee Patel, Nicholas Penders, Fatima Saleem, and Ashvini Selvanayagam. DC Villages’ Dr. Katrina Polk and T. Carter Ross also contributed to the updates.

We are deeply grateful to the many individuals and organizations who contributed their time, knowledge, and energy to make this guide possible.



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Background

Thanks to advanced health care and technology, individuals are living longer than ever. While our society has progressed in many ways, older adult care, specifically resources to promote aging in place, has lacked.

Stereotypes around aging make it difficult to create safeguards for older adults to stay in their homes and neighborhoods. Instead of being institutionalized in long-term care facilities, aging in place can promote better mental health, dignity, and social interaction.

Through the development of a Village, you can play an important role in helping your community support a healthy aging process.

Why Are There Villages?

Villages are community-based organizations built around five Village Principles (see Figure 1). They help members stay connected, engaged, and supported in their communities as they age in their own homes. Each Village is individually shaped by the needs and interests of its community members,¹ and most are created and managed by these members. Since the first Village opened in 2002, more than 300 Villages have opened across the U.S. There are thirteen active Villages in D.C. operating in collaboration with DC Villages, with the potential of a new Village sitting in your hands!

Figure 1: Village Principles

1. Self-governing & self-supporting, grassroots-based organization
2. Consolidates & coordinates services and social connection activities
3. Strategic partnerships to leverage community resources
4. Driven by member/participant and consumer needs
5. Promotes volunteerism, civic engagement & intergenerational connections

At the heart of every Village is a belief in the importance of the individual. **Villages aim to:**

- Strengthen connections to existing community resources
- Build strong social networks and activities to support aging within a community
- Assist members in navigating medical, non-medical and social support needs
- Leverage existing local assets and resources to support aging within the community

“The community as a whole will strengthen if its oldest residents stay put and local resources are engaged in a network of support.”

Skyline, newspaper editorial, 10/16/08

Within the Village model, older adults are more than recipients of services; they are active participants. Members help plan and carry out programs, building a strong sense of ownership, pride, and purpose. Villages offer many resources and activities supporting daily life, including:

- Social, cultural, and educational programs
- Health and wellness activities
- Volunteer opportunities and neighbor-to-neighbor support

The focus of a Village is to expand choice, access, and connection. Research shows that one of the biggest risks to well-being in later life is not just poor health or financial insecurity, but the loss of purpose and social engagement.² Villages address this by fostering meaningful connections and promoting active involvement in community life.

Where to Begin?

With your vision and passion to promote healthy aging in place, your Village can come to life. This “How-To” guide provides basic information on how to start a Village. Leveraging current Villages to expand the community-based network across D.C. will strengthen the entire city and assist older adults in embracing their passions and happiness during their golden years.

¹ We use the word “member” to include all participants in Village services and programs, although not all Villages have a formal membership program.

² Moody, HR (n.d.). “The Experience of Aging”: <https://web.archive.org/web/20110124234553/https://www.hrmoody.com/Meaning-CSA.pdf>

Using This Guide

This How-To Guide is a valuable resource filled with tips from existing Villages and detailed guidance on D.C.-specific processes for starting and managing your own Village. While it may seem overwhelming at first glance, each section is designed to walk you through the steps at your own pace to help you build a strong, lasting, and community-focused Village.



Navigating with Hyperlinks

To help you make the most of this guide, we've included **hyperlinks** throughout. Hyperlinks are pieces of text that, when clicked, take you to another page, either within this guide or to a helpful external website.

The links are usually shown in Blue Text and are always Underlined and may lead to:

- External websites
- Related sections within the guide
- Appendices with printable tools and forms

Here's an example:

The DC Villages webpage offers information and news about Villages and can be accessed at: <https://dcvillages.org>

What You'll Find

Some parts of this guide explain new or unfamiliar processes, such as Asset Mapping or registering your organization as a 501(c)(3) nonprofit. Don't worry—we break these steps down clearly. You'll find:

- Simple explanations
- Step-by-step instructions
- Printable worksheets and templates (located in the Appendices)
- Hyperlinks that connect you directly to these resources from the main sections

Whether you're forming your first planning committee or preparing legal documents, this guide is here to support you every step of the way.

If you have any questions or concerns while using this guide or as you move forward with starting your Village, don't hesitate to reach out. DC Villages Executive Director Dr. Katrina Polk is available to provide guidance and support. You can contact her directly at executivedirector@dcvillages.org.

EXPLORE PHASE



**Start With
an Idea**



**Get Other Neighbors
Excited About the Idea**



**Outreach to
Community**



**Asset
Mapping**



Establish Your Founders



**Community
Needs Assessment**



**Go/No Go
Decision**

Do you have enough interest in your community?
Do you have a working group of founders?
Do you have enough information to develop a Village?

EXPLORE PHASE



Starting a Village requires a strong group of dedicated volunteers who are willing to work towards a common goal of strengthening neighbor-to-neighbor connections to build a strong community support network. A major part of the initial startup is the journey of exploration upon which you and your fellow community members will embark. This Explore Phase will help you learn if a Village is right for your community and if you have the components in place to make your vision a reality.

Your Founders

If you've decided to start a Village, the first step is finding others who share your vision and are willing to get involved. A great place to begin is with community leaders who are already engaged in this type of work. These leaders are connected to established groups of like minded people, such as faith groups, resident associations and councils at condominium or apartment buildings, cooperatives (including housing, food, and babysitting), and veterans' service organizations. Their knowledge of community needs and existing resources is invaluable to a new Village.

Many D.C. Villages have started as research initiatives or special projects through local Advisory Neighborhood Council (ANC) chapters or local civic associations. Check out the ANC website to find your local representative: <https://oanc.dc.gov> You can generate interest by hosting large community meetings, small living room gatherings, or presentations at local service or faith organizations. You could be the person to spark the conversation of exploring a Village in your neighborhood.

Connecting with the DC Villages Collaborative and existing Villages in D.C. is a crucial step. These

organizations can offer guidance on common challenges and strategies for engagement and development of the Village. Learning from their experience will help you navigate the process more effectively.

- DC Villages Collaborative: <https://dcvillages.org>
- List of Villages in D.C.: [Appendix A](#)

Starting a Village doesn't have to be overwhelming it can begin with a simple conversation. Invite a few neighbors over for coffee, share your vision, and see where the discussion leads!

A key goal of this stage is to assemble a diverse group of community members with expertise in areas like **financial management, nonprofit management, accounting, marketing, public relations and law**. While prior experience isn't required, having people with relevant backgrounds can help streamline the startup process.

Your Community Needs Assessment

Once you have a few people who will lead your Village, you can begin discussing the needs of your community. There are many ways to conduct a community needs assessment, but below are several factors you may choose to consider.

What is our Village's service area?

In the D.C. area, there are already distinct neighborhoods: Dupont Circle, Foggy Bottom, Eckington, Barry Farm, Anacostia, etc. This is a simple way to divide service areas among neighboring communities while embracing their distinct culture. It is important to be aware of stretching a Village's boundaries beyond capacity. Make sure your Village is small enough to accommodate all individuals, but large enough to expand your reach.

You can also search the American Community Survey quick facts data by zip code: : <https://www.census.gov/programs-surveys/acs/data.html>. More locally, your ANC will have community demographics broken down by Ward.

You can also explore United States Census data for demographic information about your community, like age, race, ethnicity, and education level—but since the census only occurs once a decade, the information may be dated: <https://data.census.gov>.

Village Peer Tip:

“Our Village benefited substantially from the beginning by participating in the regional Washington-Area Villages Exchange. WAVE meets quarterly where we are able to exchange information and ask questions face to face. Initially, we used the Montgomery County Blueprint (see [Appendix E](#)) and subsequently purchased additional materials from Capitol Hill Village. Plus joining the Village-to-Village Network has been extremely helpful, as has looking at a lot of Village websites.”

— Foggy Bottom West End Village

VtV Network: <https://www.vtvnetwork.org>

WAVE: <https://www.wavevillages.org>

What services does your Village already have?

Your Village may already have ready access to Metrorail or Metrobus. If not, consider a service van to take community members to medical appointments or the grocery store. Your Village may have a community center, where space can be rented out to host activities, like yoga and painting classes. Perhaps a gym in your neighborhood would donate a fitness instructor's time to lead a class on fall prevention and core stability. Maybe a grocery store or restaurant will donate the remaining food instead of throwing it away. The possibilities are endless! See what your community already has, and reach out to businesses to see what resources they are able to donate.

What do people in your Village want and need?

Examples of services include transportation to medical appointments, grocery delivery or transportation, social hours and recreational activities, and legal services to help read important documents and mail, among many others.

Examples of social connection programs and activities include yoga classes, conversation groups, walking clubs, arts and crafts, luncheons, museum visits, and concerts.

How can we engage all members of our community?

Villages tend to work best when there is a large population of older adults (55+) who own their own homes or have been in the community for 20+ years. However, that is not everyone's reality. Village leaders can reach out to local schools and colleges to promote intergenerational interaction. Leveraging the skills of younger generations can help older adults in many ways, like technology assistance classes (e.g. how to use a smartphone, Zoom, or social media), building companionships, and learning about current events. Consider providing a way for students to earn community service hours to meet academic requirements. This is also a way to gain volunteers for your Village.

Other questions to consider include:

- What are the most common health concerns reported by individuals in your Village?
- What are the biggest barriers to accessing care and services in your Village?
- What are your Village's strengths and existing resources that can be leveraged?

Once you have identified the core needs of your community, you can think about your mission and vision. Having a shared mission and vision between founding members and the Village is a way to unite your team, fostering a sense of unity and companionship. Below are some questions to consider when thinking about your mission and vision:

- Who are the people in our community whom we want our Village to serve?
- How many people do we want to serve in our Village in 5 years?
- What services, programs and/or social activities do we want to provide for our Village?
- How many events, if any, do we want to hold every year?



You can gather information from your neighbors in a variety of ways, including door-to-door discussions, conducting surveys (mail and/or online), or holding focus groups. These activities will allow you to understand how the Village can play a role in the lives of your neighbors. It also provides a way to engage community members early in the exploratory phase. Villages have conducted their community needs assessments through:

- Focus group discussions: invite people to a meeting to discuss the survey questions
- Door-to-door distribution: volunteers conduct short surveys or leave self-addressed stamped envelopes for people to mail in responses.
 - *Note: You will need official mailing addresses and funds to cover printing, envelopes, and postage.*
- Online survey: distribute a link to community members.
 - *Note: You will need email addresses for potential respondents.*

Whichever route you choose, you will want to continue to set up multiple opportunities to ask your neighbors and community members:

- What is your vision for aging in the community? In what ways can the proposed Village support this vision?
- Are there gaps in services that the Village can fill? What is missing in our community that would support healthy aging?
- Are you interested in becoming a member of the Village? Would you be willing to volunteer? What can you offer in expertise, knowledge, abilities and interest?
- Are you willing to become a founder and put in the time and share in terms of expertise to get the Village going?

The answers to these questions will help define the types of services and programs the Village can offer and also help provide the basis for developing a mission and vision.

Your Asset Map

To understand your community's landscape, start by mapping existing businesses, organizations, and resources. This process is known as Asset Mapping. This approach not only identifies available services and resources but also recognizes the contributions of residents, emphasizing that everyone plays a role in enhancing neighborhood quality of life. Asset Mapping helps connect the dots between existing resources and unmet needs, ensuring residents can access the services and activities they desire.

Market surveys are an important tool in Asset Mapping. These will help determine needs and preferences of community members.

A focus group is another important way to collect information specific to members of your community.

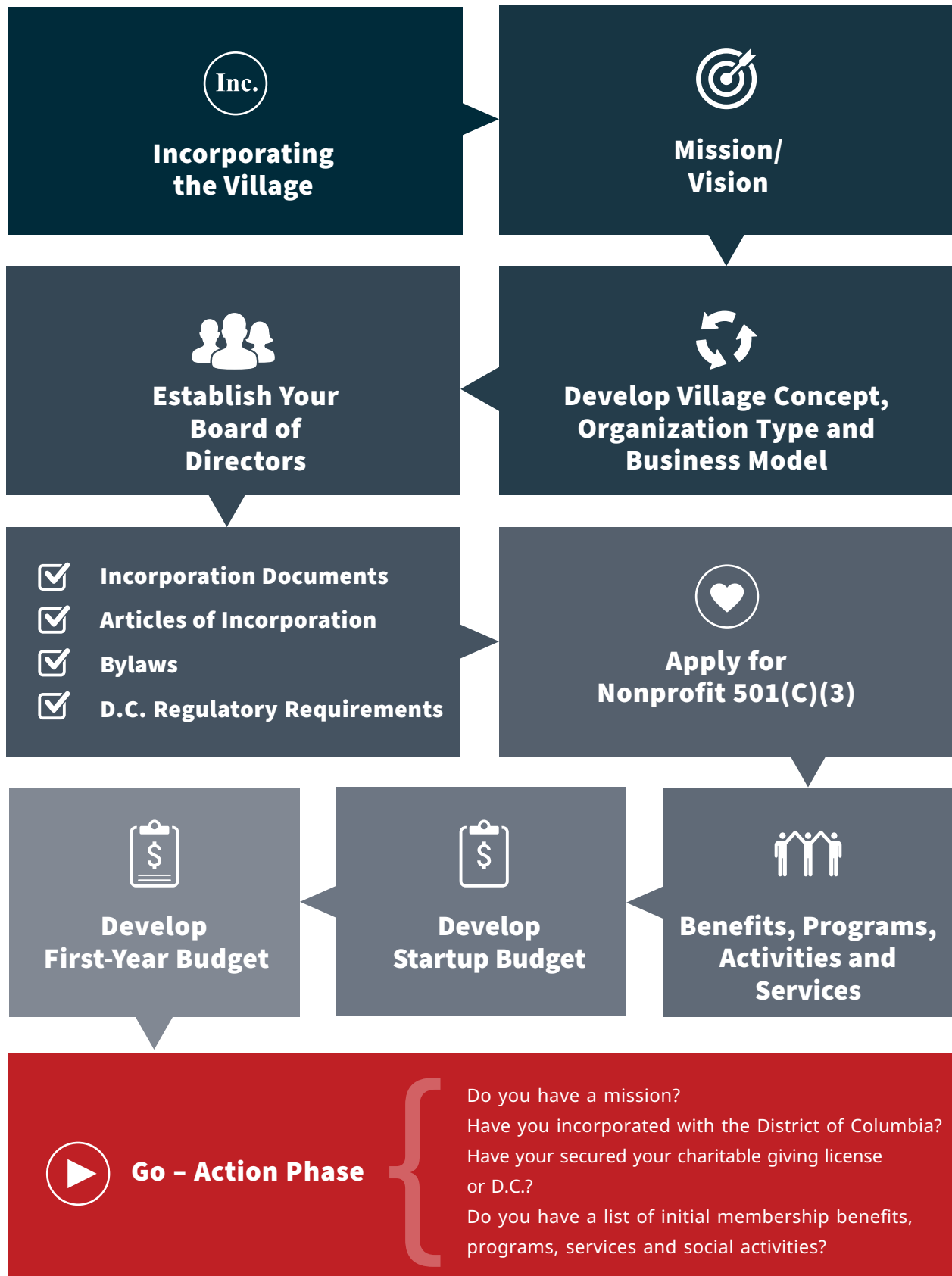
For more details and workbooks on Asset Mapping and Focus Groups (plus sample surveys), see [Appendix B](#).

Village Peer Tip:

“Keep a database of the contact information gathered at all of the community meetings, focus groups, etc. This will help you build a database of contacts that you can use in your outreach efforts for members and volunteers. You will also be able to use this information to send regular updates on the Village progress, which is a great way to keep the community informed as you develop your Village.”

— Georgetown Village

DISCOVER PHASE



DISCOVER PHASE



In the discovery phase, you will use the information gathered from your community discussions to shape and build your Village. This phase will help you assess the Village's role in the community by looking at feedback from surveys, demographic data and asset mapping. You will identify the community's needs, such as service gaps or a lack of connection to resources, and your Village can serve as a bridge to address these issues. This phase will also help you define your Village's mission, vision and goals, which will provide the basis for the development of the Village. The discovery phase can take from six months to three years, depending on how quickly the founders can gather information and come to consensus. On average, Villages take two years to go from the Explore Phase to fully launching their organizations.

During this Discovery Phase, you and your fellow founders will identify how the Village can build a web of community services, programs, and connections to support active, healthy living. The Village will create a network that connects neighbors and builds social capital, providing a place for people to work together for a supportive, age-friendly community. This shared vision will drive the mission of the organization.

Villages are nonprofit, community-based organizations, and in order to be recognized as a legitimate organization under D.C. law, you need to follow a few steps.

What does “social capital” mean?

Social capital refers to the collective value of all “social networks” [the people you know] and the inclinations that arise from these networks to do things for each other [“norms of reciprocity”].

How does social capital work?

The term “social capital” emphasizes a wide variety of quite specific benefits that flow from the trust, reciprocity, information and cooperation associated with social networks. Social capital creates value for the people who are connected and—at least sometimes—for bystanders as well.

Source: BetterTogether.org (<http://www.bettertogether.org/socialcapital.htm>), which is an initiative of the Saguaro Seminar on Civic Engagement in America at Harvard University's Kennedy School of Government.

Once you have defined your mission and reason for coming together as a Village, you should connect with a lawyer—preferably a *pro bono* attorney—to help you complete the required paperwork and file for your nonprofit status.

To start building your Village, it's important to understand how a nonprofit works. [“Starting a Nonprofit in D.C.: A Guide”](#) published by the D.C. Bar Pro Bono program provides a solid overview of the key components of developing your Village. Samples of bylaws, 501(c)(3) applications, and Articles of Incorporation are all included in [Appendix C](#). Use the checklist below as a guide to making organizational decisions as you prepare to incorporate and apply for nonprofit status. The sections below provide more detail on the specific tasks listed on this checklist.

Figure 2: Village Incorporation Checklist

- ☐ Determine the Mission
- ☐ Draft a Concept Paper
- ☐ Determine the Organization Type
- ☐ Establish an initial Board of Directors
- ☐ Develop Articles of Incorporation
- ☐ Develop the Bylaws

Your Mission

Developing a mission statement for your Village is one of the first and most important steps your leadership group must undertake.

This short, clear message explains your Village's purpose—who you serve, how you make a

difference, and why people should join as members or volunteers. The mission statement sets the tone for your Village and is often the first thing visitors see on your website, making it a key part of your Village's identity.

Some examples of Village mission statements are provided below:

“**[Happy Place Village]** is a community-based membership organization that allows adults to live happily, healthfully, and successfully in their own homes as they age by providing a network of resources that address members' needs as well as their social, cultural and educational desires.”

“**[Best Neighborhood Village]** is an innovative organization established to enhance the lives of residents in the [Best] neighborhood of the District of Columbia as they grow older.”

“**[Perfect Place to Live Village]** is a nonprofit membership organization created to support residents of ____ neighborhoods, so they can remain safe, independent, and engaged in the community as long as they wish to do so. Our mission is to provide a one-stop resource for members to access services and programs that will empower them to remain independent in their homes and communities as they grow older.”

Village Peer Example: Cleveland & Woodley Park Village

“Our mission is to create opportunities for older adults to be actively engaged, support those who need it with volunteer assistance to help them live independently, and work to create a welcoming community for people of all ages.”

<https://www.cwpv.org/about>



Your Concept and Business Plan

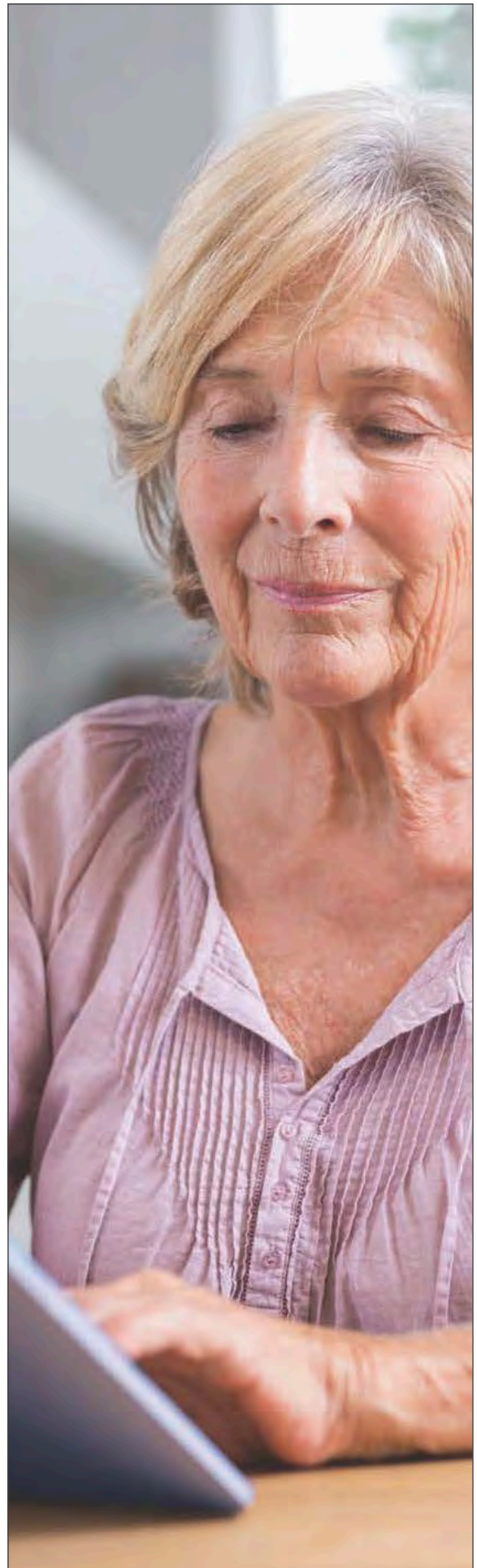
Your business plan and concept paper are similar in nature and answer similar questions, but they serve different purposes. A concept paper is a brief document that explains the basic idea of your Village, including its goals, purpose, and needs. Having a concept paper will help you introduce the idea of your Village to potential stakeholders. More information on how to write a concept paper can be found here: [“How to Write a Concept Paper.”](#) A business plan is a more detailed document that explains how your Village will operate, including its finances, services and long-term goals. It will help you and your founders to put into greater detail how the Village will operate. A business plan template has been included in [Appendix D](#).

When developing your initial business plan you will want to determine:

- Will your Village have paid staff, or will it rely entirely on volunteers?
- What is your service area or boundaries?
- Will you start a new non-profit or is there an existing organization that can sponsor you?
- Will you charge a member fee? If so, how much? If not, why not?
- What will it mean to be a member of your Village? What are the member benefits?
- What other organizations serve this neighborhood with similar services?
- Why is your organization needed in the community? What purpose/gap does it fill?
- How will members be involved in decision making or participate in planning activities?

Your business plan should outline the initial goals that will guide your Village forward. These goals should be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. Achievable goals are particularly important to keep the community engaged as the organization grows. Begin with small, achievable goals to establish a strong foundation while allowing flexibility for any future adaptations. Examples of initial goals include:

- To provide a one-stop phone number for Village members to call to speak to a live person who will answer questions regarding access to community services and connect to neighborhood-based social activities;
- To assist community member connection through affinity groups including, but not limited to, book clubs, cooking, gardening, meditation, vintage cars, walking/wellness, and so on;
- To provide opportunities where neighbors can have meaningful interactions and expand their social network.



Your Organization Type & Business Model

As the Village movement grows across the country four main business models have emerged, as shown in Figure 3. You and your fellow founders need to determine which of these business models you would like to use. This decision will shape how your Village is set up. The four main types of Village models are Grassroots, Sponsored Village, Hub and Spoke, and Village with TimeBanks™.

This how-to guide provides an overview of how to start a Village using the Grassroots Business model only. While the steps to start are similar for all models, each has its own features that can impact your process for incorporation. The Village to Village Network offers more detailed resources for each model.

Figure 3: Description of the Four Village Business Models

Village Business Model	Description	Implications for the Startup and Operational Phases
Grassroots	The grassroots business model is the most common type for a Village. In this model, the Village is a nonprofit organization run by a mix of paid staff and volunteers. Members are encouraged to get involved by joining the board or committees to help make decisions.	In the startup phase, you will rely on volunteers for planning, fundraising, and organizing, while establishing a governance structure with a board and committees. Once the Village is operating, balancing paid staff and volunteers is crucial, and keeping members engaged builds a strong community. Long-term sustainability depends on securing funding, such as donations or grants, and forming partnerships with local businesses.
Sponsored Village	The Sponsored Village model allows an existing organization to support a Village. The parent organization typically helps by handling administrative concerns, such as accounting, legal services, office space, and other tasks for the Village. The organizations may have only a limited fiscal agent relationship, or they may be more deeply connected.	In the startup phase, you will work with the parent organization to set up legal, financial, and operational structures, which can smooth the process but may require following their guidelines. Once the Village is operating, you will rely on their support for back-office tasks. Long-term sustainability may be easier with the backing of the organization, but the Village's growth may be influenced by their priorities.
Hub and Spoke	The Hub and Spoke model connects smaller Villages (the "spokes") to a central Village (the "hub") that provides shared services. This helps reduce costs and allows smaller Villages to focus on their local communities while the hub handles the administrative tasks.	In the startup phase, you will need to have a strong central "hub" to manage shared services and ensure each "spoke" Village has the resources to get started. Once the Villages are operating, "spoke" Villages will benefit from lower costs but may have less control over decisions. In the long-run, the "hub" provides stability and support, but managing the balance between the "hub" and "spoke" Villages may require careful coordination to meet all needs.
Village with TimeBanks™	This model combines the concept of time banking with the Village. In this model, members "exchange time" by volunteering, which can be used for services or donated to others. This system reduces membership fees by counting volunteer hours toward the fee. Visit www.timebanks.org for more information about the concept.	In the startup phase, you will need to set up a way to track time and ensure there are enough services for members to use their time dollars. Once the Village is operating, the Village can have lower fees, but you'll need members to stay active and involved in volunteering to keep the system running smoothly. Over time, it's important to keep a good balance of services and make sure people continue to volunteer to support the community.

Your 501(c)(3) Nonprofit Status

When beginning to set up your Village, another important consideration is whether your group needs to create a new nonprofit entity. Washington, D.C., has more than 14,000 nonprofit entities—more than any other city in the United States. Generally, nonprofits are referred to as 501(c) organizations; as a Village, you would fall under the 501(c)(3) designation. 501(c)(3) organizations can serve many purposes, but Villages qualify due to their educational and charitable goals.

The 501(c)(3) designation is a nonprofit status that allows your Village to raise funds from private and corporate donations and allows tax deductions for individual donors. Some common examples of 501(c)(3) entities include churches, other charitable organizations, and private and political foundations. If your Village is partnering with a parent organization (as described in the above section) or working with a fiscal sponsor (a partnership with a pre-existing nonprofit), then you would be able to use their existing 501(c)(3) designation. Villages that are not utilizing a parent organization business model or working with a fiscal sponsor, will have to apply for their own 501(c)(3) designation.

The following chapter will help you navigate the application process, give you access to necessary forms and will help guide you through the required forms and registrations. While anyone can do this process without legal assistance, it may be made easier with the aid of an attorney who can guide you through it.

Your Board of Directors

As a grassroots non-profit, your Village will need a board of directors to oversee its governance and strategic direction.



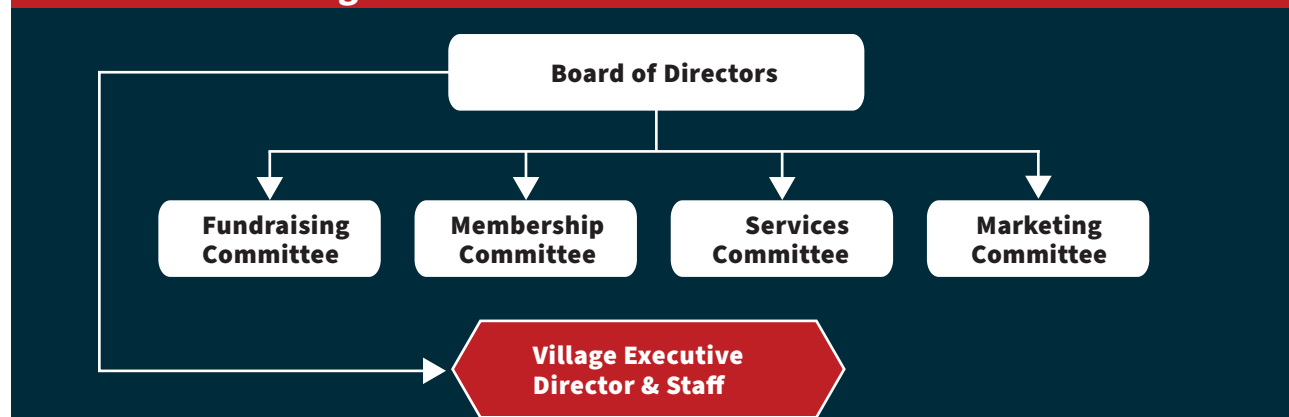
While developing the governance structure may not be exciting, it is essential for the Village's long-term success. During the Discovery Phase, founders focus on securing members, setting up fundraising, programs/activities and marketing.

During the Discovery and pre-launch phase, the board will design the processes, policies and procedures needed for the Village to function day-to-day. However, as the Village grows and begins offering services, the board will shift to a more advisory role by setting policies and guiding staff or volunteers in achieving the Village's goals.

The board is typically made up of at least 51% Village members, with other seats filled by community leaders who bring valuable skills or connections to the Village community.

Your Village bylaws will define the board's size. The founding board typically consists of 5–7 members,

Figure 4: Board and Committee Structure





while an established board usually has 10–15 members, with many Villages choosing an odd number to avoid tie votes.

During the early stages of your Discover Phase, you and your founding board will be able to divide the task list of startup activities. However, as you schedule more community presentations, recruit new members and volunteers and develop the core functions of the Village, you may want to consider dividing up the workload and using committees. Figure 4 shows the standard board governance structure, which includes various committees,

Your Articles of Incorporation

The first formal step of the application process for 501(c)(3) status is to develop your articles of incorporation. This is the fourth step of the Village Incorporation Checklist (Figure 2), which can be found on page 15. To incorporate your Village in D.C. you will need to file Articles of Incorporation with the Department of Licensing and Consumer Protection (DLCP). This will allow your Village to establish itself as a corporation for further securing tax-exempt status (501(c)(3)). More information about Domestic Nonprofit Corporations can be found at the DLCP's page here: <https://dlcp.dc.gov/node/1619136>.

Your Articles of Incorporation will include basic Village information such as its name, whether your organization will have members, a registered agent (person who receives official documents on behalf of the corporation), and a principal address. The [D.C. Bar Association Pro Bono Program](#) provides good templates and instructional guides that align with the basic filing requirements (important to note, that these resources have not been updated, and are helpful for overarching processes, please refer to this how-to guide for accurate, updated information); you can find this guide here: [Starting a Nonprofit in DC: A Guide](#). Not all templates will include all the necessary information, so to make sure you meet the requirements, be sure to include in your Articles of Incorporation language specifically stating:

- The corporation's activities will be limited to the purposes set out in section 501(c)(3) of the Internal Revenue Code.
- The organization will not engage in political or legislative activities prohibited under section 501(c)(3).
- Upon the dissolution of the corporation, any remaining assets will be distributed to another nonprofit, government agency, or for another public purpose.

Additionally, while drafting your Articles of Incorporation, make use of the DNP-1 form which is the official form to submit the Articles of Incorporation of Domestic Nonprofit Corporations. This form can be found here on the DLCP's Domestic Non-Profit Organization Forms page here: <https://dlcp.dc.gov/node/1622461>. We will talk more about the DNP-1 form in the Steps to Register and License a Nonprofit Organization in the District of Columbia section.

Important Websites

DC Department of Licensing and Consumer Protection:
<https://dlcp.dc.gov/>

DLCP Domestic Nonprofit Corporations form:
<https://dlcp.dc.gov/node/1619136>

Your Village Bylaws

Your Village bylaws are your manual and will define how your Village will operate, including the organization structure and governance issues. Some of the areas where bylaws will be useful are:

- Defining the size of your board and how it will function;
- The roles and duties of directors and officers;
- Defining meeting rules and procedures;
- Guidance on Village policies and procedures; and other necessary governance matters.

The most important parts of bylaws are the rules that define how an organization is run, including details about who is in charge (board of directors), how decisions are made (voting procedures), how meetings are held, and the responsibilities of different positions within the group. They outline the basic structure and procedures for managing your organization effectively.

These bylaws are critical for governing your Village throughout its startup but also over many years to come. Therefore bylaws should allow for some flexibility in your organization structure for potential future changes. In addition, your Village should develop specific policies to ensure that all procedures and tasks in your Village follow a standardized set of steps. The D.C. Office of Planning and Economic Development provides a bylaws template that is included in [Appendix C](#) on page 45 for your reference. Another useful tool would be to reach out to local D.C. Villages and see if they would be willing to provide you with copies of their bylaws to reference. (A list of their contact information can be found in [Appendix A](#).)

After completing the Village Incorporation Checklist (Figure 2, page 15) by drafting your mission and concept paper, determining your organization type, establishing an initial board of directors, and developing the articles of incorporation and your bylaws, you are ready to apply for tax-exempt status through the Internal Revenue Service. It is important to note there are specific steps to getting a business license with charitable exemptions unique to D.C. For example, establishing where your Village will operate is subject to zoning laws and, depending on your type of organization, you may need to amend your location's certificate of occupancy or obtain a home occupation permit.

The Office of the Deputy Mayor for Planning and Economic Development provides a step-by-step guide, which can be accessed here: <https://dmped.dc.gov/page/nonprofit-organizations>, and is included on the next page on how to register and license a nonprofit organization in D.C.

Village Peer Tip:

“Hand-deliver documents that need to be filed with the D.C. Department of Licensing and Consumer Protection. This is the best way to get your documents into their hands for processing.”

“Don’t forget to get your charitable solicitation license (approx. \$415). This is critical to allow you to raise funds legally for your Village in D.C.”

— East Rock Creek Village



Steps to Register and License a Nonprofit Organization in the District of Columbia

Provided by: Office of the Deputy Mayor for Planning and Economic Development
<https://dmped.dc.gov/page/nonprofit-organizations>

Step 1

Many key decisions must be made before registering your organization and filling out forms. It will be good to have an established mission statement, concept paper, organization type, board of directors, bylaws, and a strategic plan for your Village (see the Village Incorporation Checklist found in Figure 2 on page 15).

Step 2

Once the Village Incorporation Checklist is complete, you are ready to register your new nonprofit organization. To create a new nonprofit corporation in the District of Columbia, you will need to file an Articles of Incorporation of Domestic Nonprofit Corporation form, also known as a DNP-1. This can be found on DLCP's website here: <https://dlcp.dc.gov/node/1622461> and in [Appendix C](#) as a printable form. The DNP-1 has an \$80 filing fee. This document formally creates a nonprofit corporation in Washington, D.C. If you previously incorporated as a nonprofit corporation outside of the District of Columbia, you will need to file a Foreign Registration Statement (FN-1) to register. This can be found on DLCP's website: <https://dlcp.dc.gov/node/1622276> and in [Appendix C](#) as a printable form. The FN-1 has a \$200 filing fee.

Step 3

After filing your DNP-1 and becoming a nonprofit organization in D.C., you must file for federal tax-exempt status. Any organization that expects to make less than \$250,000 each year can apply using Form 1023-EZ. The IRS forms to apply for federal nonprofit status can be found here: <https://www.irs.gov/forms-pubs/about-form-1023-ez>.

This process will need to be done electronically and may be helpful to utilize technology-advising resources or events hosted at your local library, senior center, or by the DC Department of Aging and Community Living. The 1023-EZ has a filing fee of \$275, which must be paid electronically when the application is filed. This document is important to ensure your organization is officially recognized as a federally tax-exempt organization.

Step 4

After successful registration with the Internal Revenue Service (IRS), you will need to register with the D.C. Office of Tax and Revenue (OTR) both as a business and as a tax-exempt entity. These registrations must be completed online at <https://mytax.dc.gov>. First register as a new business using form FR-500. During that process you also set up a MyTax.DC account and provide the information needed for FR-164 to be recognized as a tax-exempt entity in D.C. If all the information is not provided when filling out FR-500, you will have to wait for OTR to send you MyTax.DC account login information before completing FR-164. Tutorials for filing both forms can be found on the Business Tax tab at <https://mytax.dc.gov/WebFiles/faq/Tutorials.html>. The [FR-500 tutorial](#) is under "General Info," and the [FR-164 tutorial](#) is under "Exemptions."

Step 5

If your organization is physically located in the District of Columbia, you will need to follow D.C. zoning laws. Depending on your type of organization, you may need to amend your location's certificate of occupancy or obtain a Home Occupation Permit if you are operating out of your home. More information can be found on D.C.'s Department of Buildings website here: <https://dob.dc.gov/service/get-certificate-occupancy>.

Step 6

Your final step is to determine if your organization requires a Basic Business License (BBL). Depending on your Village type, you may be eligible for the Charitable Solicitation or Charitable Exempt category, whereas others may require the General Business Category or no license. To figure out your category of licensure, contact the Business Licensing Division of DLCP either online here: <https://dlcp.dc.gov/service/business-licensing-division> or by calling their office at (202) 671-4500, and choose Option 3 (business licensing). Be sure to ask about any costs associated with obtaining a Basic Business License if necessary. If required, this form allows a business to operate within a specific area (D.C.) legally.

Your Member Benefits

Members are the heart of the Village mission. Villages want to understand how their community can add value and support active, healthy aging by addressing community needs for their members. Using the data collected through the initial community surveys, your Village can design a menu of services and benefits that fills gaps in local service offerings.

For example, while traditional social services might offer transportation or meals, your Village can provide volunteers to help and move trash cans to and from the curb, climb a ladder to replace a light bulb or shovel snow from a sidewalk. Addressing these “in-between” services may allow members to remain in the community and also foster the purpose your Village hopes to fulfill. Members are typically searching for connection to information, programs and activities that give them the ability and confidence to age in their community.

Developing your initial set of benefits, programs and activities can be daunting. When developing member benefits, start small by focusing on the top three services/programs most important to your community. You will want to ensure you can deliver your promise to your members based upon their needs and desires.

Make sure your Village’s mission is realistic and avoid over-promising. Use the feedback from your community surveys, needs assessments, and consultations with local businesses to understand what services they can offer. Once you have

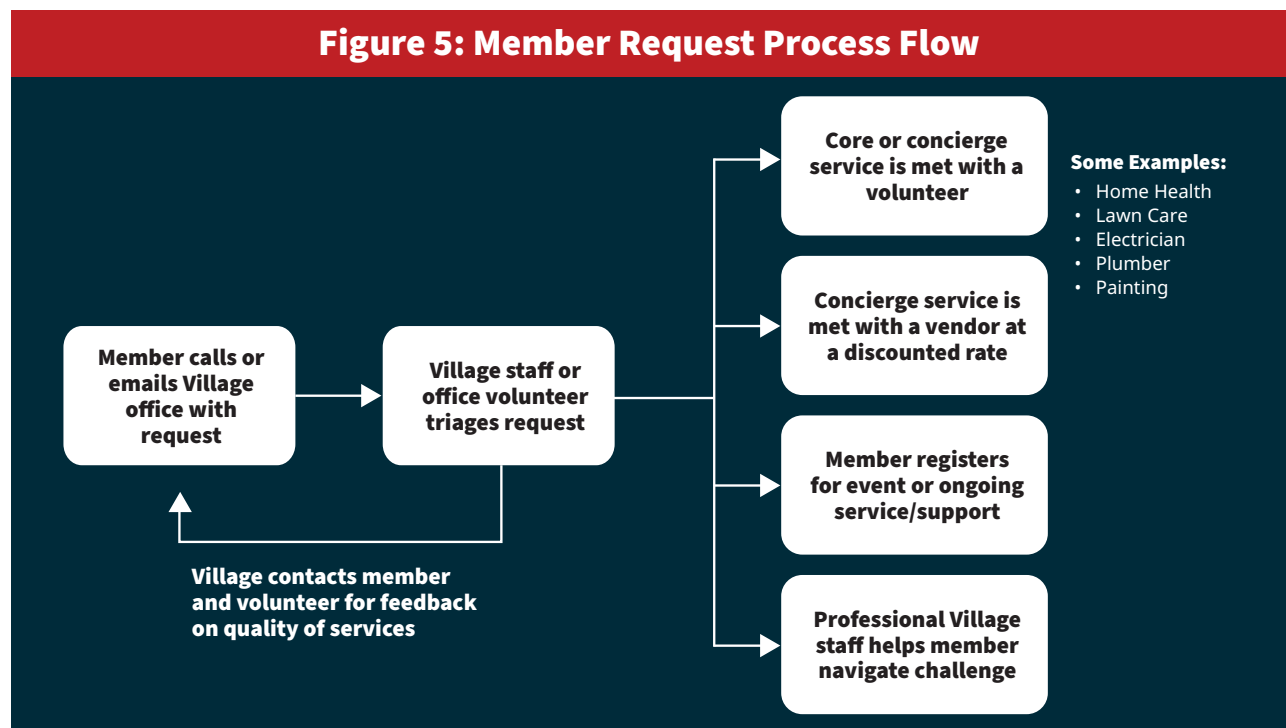
determined your initial list of benefits, ensure you have an internal process set up to respond to member requests.

Typically Villages provide the following member benefits:

- Access to information and resource referrals
- Social, educational, and wellness activities
- Referrals to vetted local professional providers



Figure 5: Member Request Process Flow



Your Village Budget

The next critical step in the Discover Phase of Village startup is developing your initial and first-year budgets. A budget needs to include both your expected expenses and income. You and your founders should start with the initial startup budget that includes the cost of establishing your organization (fees for tax filing, some of which can be found in the steps to register and license a nonprofit section in this guide), initial marketing/outreach, and office setup, if applicable.

After your Village starts, your income will come from many sources (members, donations, and grants). Before you launch, you need to raise all funds from donations, grants or through external support. Your expenses before launch are fixed and will not depend on the number of members in your Village. After launch, some expenses are fixed, and some grow as the number of members grows. This section will provide more detail on what revenue and expenses should be included in your startup and first-year operating budgets.

Startup Budget

Startup expenses are costs associated with establishing the organization and setting up an office. This section provides a discussion on the usual startup costs a Village might experience.

Startup Revenue

You will want to budget for some level of income to support startup activities. You can begin to collect funds once you have obtained your

charitable solicitation business license (Step 6 on page 21), or if you have a strategic partner, you may be able to use their nonprofit status until your Village has been approved. Raising funds for startup activities is addressed at greater length in the fundraising section of the Guide on page 30. On average, costs to start a Village range from \$5,000 to \$25,000. Much of this is based on how much external and *pro bono* support you and your founders can secure to reduce expenses.

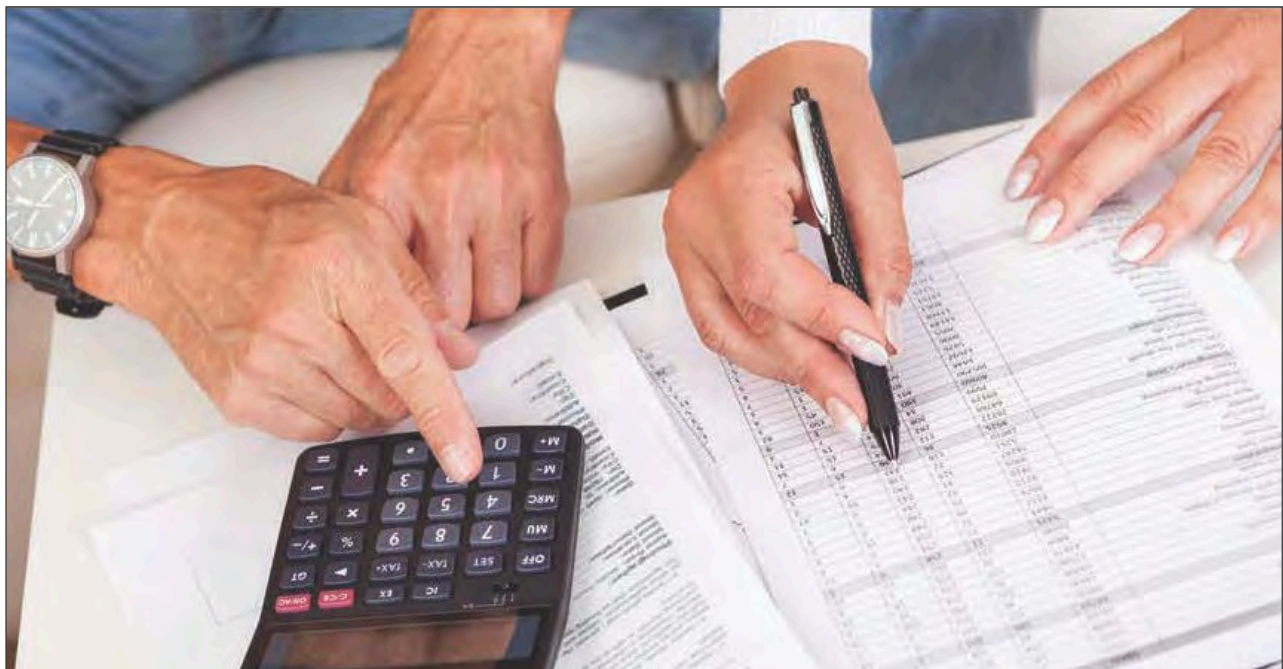
Startup Expenses

The costs of setting up your Village operations will be determined by the early decisions your group has made. Big decisions, whether you will have an office location, and smaller decisions, will your Village print copies of marketing materials, impact your budget and fundraising activities.

During the Discovery Phase, the largest costs associated with establishing your Village are the legal, tax, and accounting fees paid to professionals to develop and file this documentation. Refer to the D.C. Department of Licensing and Consumer Protection's list of fees associated with establishing your Village in D.C., which can be found here: <https://dlcp.dc.gov/node/1621901> under "Corporations Division Fees — Nonprofit Corporation" and "Corporations Division Fees — Foreign (Non-D.C.) Entities" (if applicable).

Budgeting Tip

Plan for both fixed and variable expenses—while startup costs are predictable, ongoing expenses will grow as your Village expands.





Additional Startup Costs Include:

- **Machinery and Equipment:** computer, laptop, printer, copier, fax, and other business-related machinery. Villages can save if any of these are donated or if your Village is set up in an established office that allows you to use their equipment.
- **Software:** this can include productivity software like Microsoft Office, accounting software like QuickBooks, and software to manage volunteers and members. Some software companies offer free or low-cost versions for nonprofits.
- **Furniture and Fixtures:** office furniture (desks, shelves, chairs) and fixtures (lights, carpet, etc.).

You can save if you can get these donated or are located in an existing office space that provides these fixtures.

- **Marketing Supplies:** includes designing (e.g., graphic designer) and printing your logo and other branded materials to support initial community outreach, as well as web development and hosting fees. This expense also includes the cost of hosting outreach events (food, supplies, printing of surveys, etc.).
- **Other:** You may want to pay for a mailing list that can help you target your outreach activities. You may want to send a few board members to the annual National Village Gathering to learn about the movement and engage with other leaders. You also may consider including the cost to join the Washington Area Villages Exchange (WAVE), the regional coalition of Villages in the D.C. Metropolitan area and/or the Village to Village Network, the national peer-to-peer association of Villages. You can explore more on their websites found here: <https://www.wavevillages.org> and here: <https://www.vtvnetwork.org>.

First-Year Budget

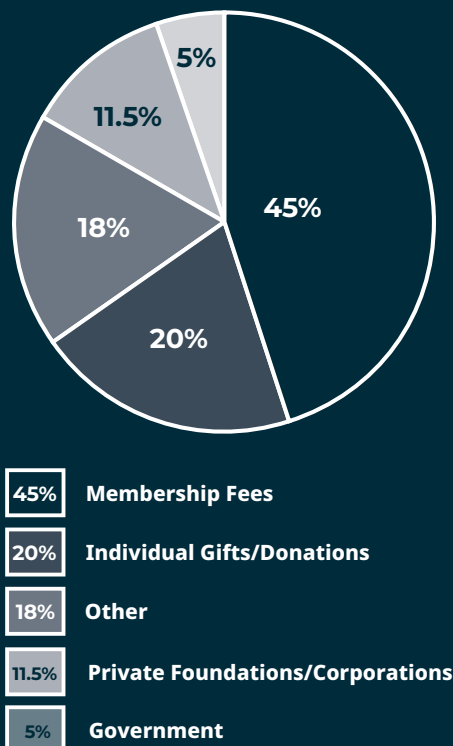
The following sections explain how to develop your initial first-year operating budget. This budget should reflect the decisions made during your Discovery Phase. Your budget should reflect both revenue (income) and expenses (costs) and will be what the board reviews on a quarterly basis (four times a year) after you have opened your doors.

Revenue

Member fees generally make up about 60% to 80% of Village income. The level of your fees will determine how much you need to raise to cover expenses. The decision on the amount to charge depends on whether you have an all-volunteer model or use paid staff. Villages throughout the region have set their fees to balance what a community can pay and the capacity needed to deliver services. Nationally, some Villages utilize models where no fee is charged, some utilize a moderate fee of \$25–\$100 per year, and some charge a high of \$850 per year per household. Whatever you decide, your fee should be equivalent to the level of the benefits you can provide so members will continue to see the value in their membership.

If you can raise funds from foundations and neighbors yearly, then your budget can reflect that. If you lack consistent community and

**Figure 6:
Village Sources of Revenue**



foundation support to increase your organization's ability to deliver the desired services you may want to have lower fees, find alternative funding, or leverage partners and volunteers. Village revenue (Figure 6) comes from a variety of sources, including member fees, individual donations, foundation and corporate grants and government services. Additional resources to aid in the search for grants can be found in [Appendix E](#) on page 73.

Expenses

Like any other organization, your Village will have several expenses that you will need to budget and raise funds for to cover your initial year of operations. Figure 7 provides a snapshot of typical Village operating expenses. Because Villages are service-based organizations, a large portion of the operating budget will cover personnel costs. There are pros and cons to having a paid staff versus an all-volunteer Village. Only you and your founders can determine which is best for you.

Figure 7: Sample Village Expense Categories

Personnel and Benefits

Office Expenses

- Telephone/Internet/WiFi
- Rent (if applicable)
- Supplies
- Professional Services (legal, accounting, audit)
- Insurance
- Payroll Processing

Member Services/Programs

- Supplies
- Special Events (e.g., food, drink, space rental)
- Graphic Design
- Background Checks
- Training

Marketing/Outreach

- Fundraising/Printing
- Newsletter Distribution
- Annual Report
- Website Design/Maintenance



ACT PHASE



**Developing Partnerships
& Building a
Volunteer Program**



**Marketing and
Outreach Plan**



**Fundraising &
Building a Sustainable
Financial Model**



**Go – Launch
Your Village**



Have you established initial partnerships to provide member services?
Do you have a marketing plan?
Have you raised funds to support operations?

ACT PHASE

At this point, you have explored how the Village can support your community and discovered the operational and governing infrastructure upon which you will build. Now it is time to put all of this information and planning into action. This section will provide information on fundraising, marketing and creating partnerships to get your Village to launch!

Village Partnerships

Partnerships are crucial to the development and longevity of Villages as small staffing and volunteers with restricted budgets can be limiting. Villages have the advantage of leveraging smaller staffing structures to reduce costs and increase benefits with the help of partners. Non-duplication of services is a major principle (Figure 1) of the Village model. Villages can design partnerships to support different activities of the organization to align with the needs and interests of the community.

When forming your Village, there are three key types of partnerships to consider:

- **Strategic Partnerships** — To help establish credibility and bring valuable expertise to the Village;
- **Resource Partnerships** — To develop health and wellness activities; and
- **Community Partnerships** — To strengthen community culture and promote multi-generational engagement.

Building strong partnerships is essential for launching and sustaining a successful Village. Using insights from your needs assessment can help ensure that partnerships align with the community's

priorities. Additionally, it's important to continuously evaluate your partnerships to maintain their effectiveness and quality over time. You may find a formal Memorandum of Understanding to be helpful in defining the parameters of a partnership. See the [Collaboration Toolkit](#) for more on MOUs.

Building a Trusted Network

If you plan to offer referral services for members, it's essential to establish a thorough vetting process for providers and businesses. This should include background and reference checks, verification of proper business licensing, a better business bureau review, and customer references to ensure quality and reliability. Additionally, you may want to:

- Confirm insurance and liability coverage to protect members in case of accidents or disputes.
- Check for relevant certifications or professional memberships (e.g. healthcare providers should be board-certified, contractors should be licensed and bonded).
- Look for online reviews and testimonials beyond direct customer references to get a broader sense of reputation.
- Assess pricing transparency and fair business practices to ensure members receive quality services at reasonable rates.
- Periodically re-evaluate partnerships to maintain high standards and address emerging concerns.

By implementing a structured vetting process, you can build a trusted network of providers that adds real value to your Village while prioritizing member safety and satisfaction.

Building Community Connections

The potential for partnerships is vast and can greatly enhance the value of your Village. For example, a local pharmacy could host monthly wellness lectures on managing prescriptions, while a nearby hardware store could offer home maintenance workshops and exclusive discounts for Village members. These collaborations not only provide valuable resources but also strengthen community connections.

EXAMPLES OF PARTNERSHIPS

Strategic Partnerships

- Universities, Government Agencies, Professional Associations, and Local Businesses

Resource Partnerships

- Local Hospitals, Healthcare Clinics, Grocery Stores, Farmers' Markets, and Food Banks

Community Partnerships

- Local Schools, Youth Groups, Faith-Based Organizations, and Neighborhood Associations

Building a Village Volunteer Program

Volunteers are all village activities: services, programs, and leadership. They are essential to support day-to-day Village operations, foster neighbor-to-neighbor connections and provide the workforce needed to run a Village. It's important to create a volunteer program that best suits the needs of your Village. Your program should be designed to recruit and retain volunteers that encourage Village development. One starting point may be finding someone with a passion that can be developed as a village program or activity and then supporting them in building out the idea.

It's important to have a clear strategy for getting to know your volunteers to effectively organize and engage them within your Village. A good starting point is creating a volunteer intake form to gather information about their service preferences, availability, other commitments, and vacation schedules. This form can be used during initial meetings to better understand each volunteer's background and skills. It should also include a section granting permission to conduct a background check and providing the necessary details to do so. Additionally, establish procedures for completing background checks, including a follow-up letter to notify volunteers once the check is complete and outline the next steps for getting started. Most Villages contract with a firm to handle background checks, so be sure to account for this cost in your budget.

Use your Village's community needs assessment and surveys as a tool to identify member requests that you will need to fulfill. You can also include questions in your needs assessment to help identify your initial pool of volunteers who can help build the organization or who can be called upon when the Village launches. Keep in mind, peer-to-peer connections made through volunteering expand members' social circles, increase sense of purpose,

and reduce isolation. Including younger volunteers can also further the social aspect of your Village.

When creating a volunteer program for your Village there are a few key questions to keep in mind in order to have a successful and sustainable volunteer program:



What activities will volunteers support?

- Is additional knowledge needed or training?
- What information about your Village needs to be communicated in a training program?

Where can volunteers be recruited?

- Are there local schools with service or volunteer requirements? (D.C. Public Schools students [are required](#) to complete 100 hours of community service to graduate.)
- How can I market a Volunteer program?
- How will I conduct background checks?

How can I integrate Volunteers into the Village?

- What do I want my orientation process to look like to best show my mission?
- How will I coordinate volunteer activities?

While many volunteers may only want to provide neighbor-to-neighbor services or lead certain activities, there are a number of ways you can engage volunteers in your startup activities. Be sure to ask community volunteers to help distribute flyers or information, serve on a Village committee or open their home to support an information meeting. Volunteers are the glue that holds the Village together.

Village Volunteers Tip:

- 53% of volunteers are due-paying Village members in the National Village Movement
- Some Villages provide a membership-fee credit or offset in return for volunteering, which can help improve accessibility for members and support daily operations in your Village
- Volunteering can help unite your Village with a shared purpose and a social outlet for your members
- Collect names during community meetings of those interested in part-time volunteering to begin to establish a database
- Your members can act as recruiters by spreading awareness about the Village and your mission to encourage more volunteers

Village Marketing and Outreach

Now, you are ready to shout from the rooftops and tell everyone the good news about your Village! Marketing enables you to spread your message throughout a number of communication channels, so you can share your vision, passion, and commitment to the community with others. The foundation of a good marketing strategy includes:

- **Developing your unique brand:** What makes your Village unique?
- **Communication around a promise:** What is the value of membership?
- **Communicating the purpose and mission of your Village:** What unmet or under-met need is the Village filling? What problem is your Village solving in a different or better way than what is currently offered in your service area?

While your mission and purpose will not change, the way you tell external people about it will depend on who they are and how they can connect to the Village. You want to understand to whom you are marketing and how you can help them. Your message to a potential member will be slightly different than the message to local businesses because their needs are different.

When marketing to potential members, Villages have found that personal testimony has been the most powerful in cultivating interest. You and your founders should be comfortable telling neighbors why you think the Village will work for the community. By showing your commitment to the Village, others will be inspired by your message and will want to join in the fun!

Examples of marketing tactics for potential members include:

- Knocking on Doors
- Printing out physical flyers to:
 - 1) *Handout to potential members (older adults may prefer physical copies)*
 - 2) *post in areas where older adults frequent, such as grocery stores, libraries, community centers, places of worship, parks, etc.*
- Using all forms of virtual communication such as phone calls, text messages, email, social media, and letters/postcards
- Word of mouth

When advertising to older adults, it is important to ensure that your messaging is clear, accessible, and easy to read. Using large, legible fonts and high-contrast colors can make printed materials more readable, while simple, direct language helps convey information without confusion. Avoid jargon or overly complex wording, and instead focus on a warm, reassuring tone that emphasizes the benefits of your Village in a way that feels inviting.



Whether through print, digital, or word-of-mouth communication, the goal is to make sure older adults can easily understand how your Village can support their needs and enhance their quality of life. When using social media, focus your efforts on the platforms older adults in your community use and are familiar with.

When designing a business model for your Village, simplicity is key to ensuring that members and potential members can easily understand and engage with services. A straightforward structure with clear membership options, transparent pricing, and easily accessible support removes confusion and builds trust.

Avoid overly complicated processes or fine print, and instead focus on a user-friendly approach that prioritizes clarity and ease of use. Whether it's signing up for services, accessing resources, or getting assistance, seniors should feel confident in navigating the Village without frustration. A simple, well-organized business model makes participation in the Village seamless and encourages long-term engagement.

Villages Provide:

- **A Sense of Belonging**
 - *A place where I can be myself;*
- **Mutual Support**
 - *A place where I can give and get support;*
- **Greater Influence**
 - *High level of self-efficacy and worth; and*
- **Exploration**
 - *A place where I can explore new ideas/activities*

The research for this report shows the most effective messaging promotes hope, fun, social care, positive interdependence, and it positions the Village as the “go-to” place for aging gracefully with dignity while connected to community. Village leaders learned early on that using the terms “elderly” and “senior citizen” were off-putting to many (though not all) potential members because of connotations of infirmity, social irrelevance and cognitive decline. Also, these terms do not accurately reflect Villages’ true value and brand.

Based upon these lessons learned, you should use “connecting language” for member recruitment, partnership development, donor cultivation and volunteer growth. Linda Zimmer, President and CEO of MarCom Interactive who worked with nine California Villages, suggested the below list of connecting language that Villages could employ in their messaging (Figure 8).

D.C. Village leaders stated that the most effective marketing activities they used to support their Village startup included:

- Coffee chats offering intimate group discussion with neighbors;
- Handing out information at polling locations and farmer’s markets, and
- Presenting or hosting large community meetings (e.g., ANC meetings, civic associations) to talk about the Village.

Marketing is not just about getting new members. It is also about messaging, outreach and visibility. These efforts can connect your Village to partners, volunteers and funders who can help you further your mission.

Having various marketing channels is important for all Villages in order to reach as many people as possible. D.C. Villages have found success through placing articles on Village development in local area newspapers (e.g., *HillRag*, *Georgetown*) and by making presentations at community and faith-based gatherings and the local library.

Fundraising

At this point you are ready to start securing funds for your initial startup activities and operations. Fundraising and membership dues are two big parts of funding that Villages typically derive their operating budget from. Fundraising is also a great way to raise awareness for your Village, its mission, the non-financial needs of the organization, and can help motivate people to take action.

To begin, use your startup and projected first-year budgets to decide how much money you need to raise. Villages in D.C. have secured startup funds from a variety of sources such as donations from founders, local businesses such as banks and hospitals, and community organizations like the Rotary Club and Kiwanis Club. Some Villages in D.C. have also been successful in raising funds by hosting events with key community leaders to increase awareness and gather support.

Many Villages have successfully secured pledged members or sold charter memberships during the startup phase to help fund initial operations. This typically occurs after you have established a membership fee structure. Charter members commit to a two- to three-year membership by making a lump-sum payment upfront. These types of pledges often demonstrate good faith and trust in the organization by early supporters. Charter

Figure 8: Connecting Language for Village Outreach

Distancing Language		Connecting Language	
Aging	Access	Friends	Safe
Independence	Program	Freedom	Confidence
Resources	Enroll	Happiness	Enrich
Assist	Caregivers	Neighbors	Engage
		Community	

For more guidance on language and aging, visit the [National Center for Reframing Aging](#).

membership funds are usually reserved in a separate account to support the first year of operations until the Village begins providing services.

Additional Funding Strategies Include:

Board Contributions: The financial support from the board signals credibility and encourages others to donate. If the board is not supporting the organization financially then other investors might hesitate to do so.

Grants from Foundations: Grants can be awarded by corporations, foundations, government agencies, trusts, or civic groups. There are two main types of grants: solicited and unsolicited. Solicited grants require an application process that is typically in response to a request from the funding organization. Unsolicited grants, on the other hand, have no formal invitation from the funder and have an application initiated by the applicant. *Links to potential grant opportunities can be found in [Appendix E](#).*

Special Fundraising Events: The primary purpose of these events is to raise funds for the Village. Some common event examples include luncheons, special events/gala, golf tournaments, wine and cheese events and raffles.

Annual Appeals: These written requests for donations are sent to current and potential donors identified through marketing and outreach efforts. Appeals may be distributed via traditional mail (with a letter and return envelope) or electronically (through email with a direct donation link).

Building a Sustainable Business Model

Ensuring the long-term financial sustainability of your Village is essential for its continued success and ability to serve members effectively. While securing initial startup funds is important, developing a strategy for ongoing financial health will help the Village remain stable and adaptable over time. Below are key approaches to financial sustainability:

1. Diversify Revenue Streams: Relying on a single source of funding can be risky. To create financial resilience, consider multiple revenue streams, including:

a. Membership Dues: *A well-structured membership fee system is a primary funding source for many Villages. Regularly assess and adjust dues based on operating costs and member feedback.*

b. Grants & Philanthropic Support: *Seek funding from local and national foundations,*



government grants, and nonprofit funding sources that align with your mission.

c. Corporate Sponsorships & Partnerships: Establish relationships with local businesses, healthcare institutions, and other community stakeholders that may be willing to provide ongoing sponsorships or donations.

d. Planned Giving & Endowments: Encourage members and supporters to include the Village in their estate plans or make legacy gifts to provide long-term financial stability.



2. Develop a Sustainable Budget: Creating a realistic and adaptable budget will help ensure your Village can meet its financial obligations while planning for future growth. Key strategies include:

a. Regular Financial Reviews: Monitor revenue and expenses to ensure financial health and adjust accordingly.

b. Building a Reserve Fund: Set aside a portion of income to create a financial cushion for unexpected expenses or economic downturns.

c. Cost Efficiency Measures: Look for ways to optimize spending, such as shared services with other Villages or leveraging volunteers to supplement staffing needs.

3. Strengthen Community Support: A financially sustainable Village thrives on strong community engagement. Encourage long-term financial commitment from members, donors, and partners through:

a. Recurring Donations & Sustaining Memberships: Offer options for automatic monthly or annual giving to create a predictable revenue stream.

b. Fundraising Events & Campaigns: Host annual or semi-annual events to maintain visibility and generate consistent financial support.

c. Volunteer & In-Kind Contributions: Reduce operational costs by actively engaging volunteers and seeking in-kind donations for services, office supplies, and event spaces.

4. Adapt & Innovate: The financial landscape and community needs evolve over time, and so should your Village's financial strategy. Consider:

a. Expanding Service Offerings: Explore additional services or membership tiers to meet changing needs while increasing revenue potential.

b. Exploring Social Enterprise Models: Some Villages generate income through fee-based services, consulting, or other mission-aligned business activities.

c. Evaluating Financial Trends: Keep an eye on economic conditions and funding opportunities to stay ahead of potential financial challenges.

d. Adapt New Technologies: As your Village grows you may need to purchase a member/volunteer management software program.

By implementing a proactive approach to financial sustainability, your Village can continue to provide valuable services and support to members while maintaining long-term stability and growth.

Conclusion

Creating a Village brings together the strengths of the community—its spirit, culture, and commitment to supporting healthy, active aging. As we grow older, we seek to maintain control over our lives, find purpose, and remain in our homes while fostering neighborhoods that enhance our well-being. Using the guidance provided in this How-To Guide, your needs assessment, and SMART goals combined with the knowledge of your community, you are well equipped and the best qualified to begin a Village.

Explore

Building Momentum

- Establish a Shared Vision
- Understand Community Assets & Needs
- Community Outreach and Listening
- Form a Founders Circle

Discover

Outlining the Structure

- Create a Clear Mission and Vision
- Establish a Board of Directors
- Develop Ideal Village Model & Services
- Meet Legal, Organizational, and D.C. Requirements

Act

Bringing to Life

- Form Partnerships to Support Organizational Activities
- Create an Effective Volunteer Program
- Market to Target Population
- Establish Sustainable Funding Streams

Villages Aren't
Formed from the
Top Down — They
Grow from the
Bottom Up!

The appendices that follow include additional resources and hyperlinks for your reference as you begin building your Village. These sources will be helpful in the initial startup phase of your Village. Creating a Village is more than a checklist—it's a commitment to dignity, connection, and shared purpose. As you take the first steps to building a Village in your neighborhood, remember: you're not alone. You are part of a growing movement in Washington, D.C., and beyond, dedicated to ensuring that aging can be done as a community and with joy!

Appendix A

Villages of D.C. Contacts

- *Village Contact Information*
- *Areas of Expertise*

Appendix A—Villages of D.C.

as of May 2025

Village	Phone/Mail	Contact
Capital Hill Village	202-543-1778	Judy Berman, Executive Director
https://capitolhillvillage.org	1355 E Street SE Washington, DC 20003	jberman@capitolhillvillage.org
Cleveland & Woodley Park Village	202-615-5853	Frank Finamore, Executive Director
https://www.cwpv.org	P.O. Box 11231 Washington, DC 20008	frank@cwpv.org
Dupont Circle Village	202-436-5252	Eva M Lucero, Executive Director
https://www.dupontcirclevillage.net	2121 Decatur Place NW Washington DC 20008	execdir@dupontcirclevillage.net
East Rock Creek Village	202-656-7322	David Mackoff , President
https://eastrockcreekvillage.org	7707 13th Street NW Washington, DC 20012	david4ercv@gmail.com
Foggy Bottom West End Village	202-333-1327	Jonas Frumkin, Assistant Director
https://fbwe.helpfulvillage.com	2430 K Street NW Washington, DC 20037	jfrumkin@fbwevillage.org
Georgetown Village	202-999-8988	Lynn Golub-Rofrano, Executive Director
https://www.georgetown-village.org	1801 35th Street NW, Suite 102 Washington DC 20007	lynn@georgetown-village.org
Glover Park Village	202-436-5545	Patricia Clark, President
https://www.gloverparkvillage.org	PO Box 32255 Washington, DC 20007	president@gloverparkvillage.org
Greater Brookland Intergenerational Village	202-658-5958	Nicole Furnace, Executive Director
https://www.brooklandvillage.org	2316 Rhode Island Ave. NE Washington, DC 20018	nicole@brooklandvillage.org
Kingdom Care Senior Village	202-561-5594	Kathy Pointer, Executive Director
https://www.kingdomcarevillage.org	814 Alabama Avenue SE Washington, DC 20032	info@kingdomcarevillage.org
Mount Pleasant Village	202-573-7557	Robin Sandenburgh, President
https://mountpleasantvillage.org	3213 Mount Pleasant St. NW Washington, DC 20010	robin.sandenburgh@gmail.com
Northwest Neighbors Village	202-935-6060	Stephanie Chong, Executive Director
https://www.nnvdc.org	PO Box 39135 Washington, DC 20016	schong@nnvdc.org
Palisades Village	202-244-3310	Erica Blanton, Executive Director
https://www.palisadesvillage.org	PO Box 40403 Washington, DC 20016	ebanton@palisadesvillage.org
Waterfront Village	202-656-1834	Pam Troutman, Executive Director
https://www.dewaterfrontvillage.org	PO Box 70372 Washington, DC 20024	ptroutman@dewaterfrontvillage.org

Village Contacts: Areas of Expertise

Explore Phase

Area of Expertise	Contact	Email	Village Affiliation
Garnering Initial Support: <i>conversations and meetings with individuals, community groups, or faith communities</i>	Kathy Pointer	info@kingdomcarevillage.org	Kingdom Care Senior Village

Discover Phase

Area of Expertise	Contact	Email	Village Affiliation
Drafting Organizational Identity: <i>mission, vision, and value statements</i>	Frank Finamore	frank@cwvpv.org	Cleveland & Woodley Park Village
	Morgan Gopnik	mgopnik@hotmail.com	Northwest Neighbors Village
501(c)(3) Registration	Minturn Wright	mwright@shannonwright.law	Cleveland & Woodley Park Village
	Steve Altman	saltman860@yahoo.com	Northwest Neighbors Village
Drafting By-Laws and Articles of Incorporation	Minturn Wright	mwright@shannonwright.law	Cleveland & Woodley Park Village
	Steve Altman	saltman860@yahoo.com	Northwest Neighbors Village
Register and License a Nonprofit in D.C.	Minturn Wright	mwright@shannonwright.law	Cleveland & Woodley Park Village
	Morgan Gopnik	mgopnik@hotmail.com	Northwest Neighbors Village
Drafting Initial Policies: <i>ethics, confidentiality, conflict of interest, etc.</i>	Lynn Golub-Rofrano	lynn@georgetown-village.org	Georgetown Village
Drafting Initial Business Plan and Budget	Nadia Mercer	nadiamercerbrolis@gmail.com	Greater Brookland Intergenerational Village: Former Executive Director
Obtaining Liability Insurance	Nadia Mercer	nadiamercerbrolis@gmail.com	Greater Brookland Intergenerational Village: Former Executive Director
Defining an Organization Structure: <i>Defining committees, writing charters, job descriptions</i>	Nadia Mercer	nadiamercerbrolis@gmail.com	Greater Brookland Intergenerational Village: Former Executive Director

Act Phase

Area of Expertise	Contact	Email	Village Affiliation
Advertising and Hiring/ Electing Village Leadership	Nadia Mercer	nadiamercerbrolis@gmail.com	Greater Brookland Intergenerational Village: Former Executive Director

Appendix B

Resources for Asset Mapping & Marketing Surveys

As referenced in the
Discover Section

- *Asset Mapping Resources*
- *Market Survey Example*
- *Focus Group Description & Resources*

Appendix B—Asset Mapping and Market Research Resources

Links to Asset Mapping Resources

Asset Mapping has been defined as a “strength-based approach” to organizational development. The goal of Asset Mapping is to identify and document existing resources and capabilities and mapping these assets to an organizations goals and activities. Applying this asset-based framework helps an organization, its members, and its supporters understand and acknowledge their strengths and capacities.

Asset Based Community Development Institute — “The Four Essential Elements of an Asset-Based Community Development Process,” <https://abcdinstitute.org/handlers/celinks.ashx?id=46422>

“Asset Mapping: User Guide Overview,” <https://drive.google.com/file/d/1zfYfVWDhIrjD90s9bUU8mGmXYyod2Xa4/view?usp=sharing>

Advancement Project–Healthy City — “Participatory Asset Mapping Toolkit” (workbook), <https://communityscience.com/knowledge4equity/AssetMappingToolkit.pdf>

Community Tool Box — “Identifying Community Assets and Resources,” <https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/identify-community-assets/main>

UCLA Center for Health Policy Research — “Technical Assistance Series #1: Asset Mapping,” https://healthpolicy.ucla.edu/sites/default/files/2023-08/democ_data_assetmap.pdf

Example of a Market Survey

The following pages include an example Market Survey for a fictional Village. As mentioned, Market Surveys are important to determine current usage of resources, desires of the community, and possible areas that may not be the highest priority.

The two pages of this sample survey aim to collect:

1. Information regarding current and desired resources
2. Age demographics of the community
3. Additional demographic information of the community

You will notice the market survey includes a brief introduction outlining the proposed Village’s goals. This sort of information is helpful in encouraging people to participate in the survey and to provide helpful information about themselves.

When conducting your market survey, it is helpful to already have a sense from other public data of the demographic make up of your community. You want to make sure the people you survey are representative of the people you expect to participate in the Village as a member and/or as a volunteer. Depending upon your community, you might also include additional demographic questions that could impact your service plans, for example, which languages people use/understand.

Sample Market Survey

As you may know, the XX Association has appointed the Independence Committee to study the feasibility of establishing a community-based organization that would assist our older neighbors in our community who choose to "stay in place" by providing and/or linking to services that would create a safe, convenient and supportive environment in our neighborhoods. There would be a membership fee to cover the cost of referral and consultation services and, although we will strive to obtain discounted rates for our members, vendors will charge for their services.

We would appreciate your completing this survey if one or more members of your household is over 50 years old. Your response will help us assess the level of interest in, and current need for, the array of services that might be provided. Please check "current" if you would take advantage of the listed service as it becomes available and "future" if you would consider a community-based resource in the future.

	Current	Future
Routine Home Services		
Deliveries (meals, groceries, prescriptions, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
House cleaning	<input type="checkbox"/>	<input type="checkbox"/>
Handyman	<input type="checkbox"/>	<input type="checkbox"/>
Specialized services (carpentry, plumbing, electrical)	<input type="checkbox"/>	<input type="checkbox"/>
Transportation to Center City stores, entertainment, etc.	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

Organized Group Activities		
Exercise classes (swimming, yoga, walking, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
"Meet & Greet" coffees, teas, meals, etc.	<input type="checkbox"/>	<input type="checkbox"/>
Lectures, discussion groups, continuing education	<input type="checkbox"/>	<input type="checkbox"/>
Games (bridge, chess) hobbies & crafts	<input type="checkbox"/>	<input type="checkbox"/>
Trips (museums, concerts, theater, movies, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Volunteering and mentoring opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

Financial & Legal		
Assistance in paying bills and balancing checkbook	<input type="checkbox"/>	<input type="checkbox"/>
Guidance related to insurance selection & coverage	<input type="checkbox"/>	<input type="checkbox"/>
Investment advice	<input type="checkbox"/>	<input type="checkbox"/>
Wills, estates, power of attorney	<input type="checkbox"/>	<input type="checkbox"/>
Tax preparation	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

Health and Mobility Services		
Referrals (doctors, dentists, physical therapists, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
In-home nursing or home health care	<input type="checkbox"/>	<input type="checkbox"/>
Medical equipment (wheel chairs, walkers, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Modifications to your home for mobility and safety	<input type="checkbox"/>	<input type="checkbox"/>
Filling out health insurance forms	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>

The following information will help us better understand the community we might serve.

1. How many adults over 50 years of age reside in your home? _____

2. Please complete the following profile for each adult over age 50:

Adult #1				
Age	<input type="checkbox"/> 50-64	<input type="checkbox"/> 65-74	<input type="checkbox"/> 75-84	<input type="checkbox"/> 85+
Sex/Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Other Answer	
Occupational Status	<input type="checkbox"/> Full Time	<input type="checkbox"/> Part Time	<input type="checkbox"/> Retired	

Adult #2				
Age	<input type="checkbox"/> 50-64	<input type="checkbox"/> 65-74	<input type="checkbox"/> 75-84	<input type="checkbox"/> 85+
Sex/Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Other Answer	
Occupational Status	<input type="checkbox"/> Full Time	<input type="checkbox"/> Part Time	<input type="checkbox"/> Retired	

Adult #3				
Age	<input type="checkbox"/> 50-64	<input type="checkbox"/> 65-74	<input type="checkbox"/> 75-84	<input type="checkbox"/> 85+
Sex/Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Other Answer	
Occupational Status	<input type="checkbox"/> Full Time	<input type="checkbox"/> Part Time	<input type="checkbox"/> Retired	

Profile				
Your Zip Code: _____	<input type="checkbox"/> Old City	<input type="checkbox"/> Queen Village	<input type="checkbox"/> Society Hill	<input type="checkbox"/> Other
Is this your primary residence?	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Do you?	<input type="checkbox"/> Own	<input type="checkbox"/> Rent	<input type="checkbox"/> Other	
Do you have a second residence?	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Are you planning to remain in the neighborhood?	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
We are requesting your income level below to see if we may be eligible for grants to support our work.				
<input type="checkbox"/> \$25,000 or less	<input type="checkbox"/> \$25,000-\$50,000	<input type="checkbox"/> \$50,000-\$100,000	<input type="checkbox"/> \$100,000 or more	
Would the services previously listed be relevant to your decision to remain in the neighborhood?	<input type="checkbox"/> Yes	<input type="checkbox"/> No		

Please provide contact information (name, address, telephone, & email) if you would like to be on our mailing list.

Focus Group Description & Resources

A focus group is a way for you to gain critical information about the needs of your community before you start a Village. They are used to complement needs assessment surveys, individual interviews and other market research techniques. They are different because a focus group brings together a group of people together for a facilitated discussion about a designated topic.

In a focus group, participants can respond to each other and consider new points that arise from that sort of interaction. An in-person focus group allows for more natural conversation among participants, but a focus group can also be held online using a video conferencing platform like Zoom.

Here are some recommended steps to conduct a focus group:

1. **Determine your main question.** An example could be the following: "What are the main needs of aging adults in our community, and how can these needs be addressed?"

Create four or five sub-questions based on the main question. During the focus group, feel free to have a natural conversation and ask any follow-up questions.

Always end a focus group with the following question: "Is there anything that we did not ask about that you think it important for us to know about?"

2. **Gather individuals to participate in the focus group;** the more diverse the perspectives are, the better. A focus group should be led by one to two people and have around five to ten participants.

During the focus group, make sure all participants have an opportunity to speak. If you notice someone has not spoken, politely

ask for their perspective. To help draw out more detailed responses, ask for examples or for further details. You can also ask a participant to respond to comments from another participant to probe their thinking.

3. **Make sure to take comprehensive notes** so you can easily summarize the findings of the focus group.

Recording the meeting audio and/or video, of course, with consent from participants, can be beneficial to your research.

For more information about focus groups, the internet can be a helpful resource. This link can be a good starting point: <https://www.scribbr.com/methodology/focus-group/>.

Focus Group Example

Students at the George Washington University Milken Institute School of Public Health conducted a focus group with D.C. community leaders whose experiences were valuable in developing a needs assessment. Below are three themes with corresponding main questions and follow-up questions that were asked. You can use these same questions or use them as inspiration for your own questions!

1. Expert Insights from Community Leaders

One of the key themes of Village success is the partnerships that make Villages strong.

What previous partnerships has your organization had that have been beneficial to your community? How were these partnerships developed? What was successful? Why did these partnerships work? What was unsuccessful and why?

Similarly, Villages can not operate without the



Photo by ITU/S. Campos. Used under a CC by 2.0 license.

assistance of volunteers and their operations require a wide net of consistent volunteer support.

How do you currently recruit volunteers for your community? What strategies have worked best in attracting a diverse pool of volunteers? What challenges have you faced in maintaining volunteer engagement over time?

2. Identifying Gaps and Needs

What are the most pressing challenges currently facing older adults in your community, and how have these needs evolved over the past few years?

Of the tools your Village currently uses, what is the best way to communicate new information to members and potential members (i.e., email newsletters, informational one-pagers, etc.)? What are some unsuccessful or less efficient modes of communication Villages currently use?

Technologies, such as social media, video, email, websites, etc., is how many Villages communicate. Do you have any insight into those tools for relaying information? Are there any emerging challenges related to technology access or digital literacy among

older adults?

How accessible and effective are the aging-related resources and services available in your community and what improvements are needed?

3. Future Strategies

There are many sections in the current DACL How-to Guide for setting up a new Village, including conducting a community needs assessment, Asset Mapping, crafting a mission and a business model, registering for nonprofit status, creating a budget, and many more. What aspects of setting up a new Village might members of your communities find most difficult?

Would guidance on fundraising and financial sustainability be helpful in a Village startup guide? If so, what specific topics would you like covered? Are there ways you think a Village model could help alleviate financial strain while still providing essential services to your community?

4. Is there anything that we did not ask about that you think it important for us to know about?

Links to Focus Group Resources

Scribbr — “What is a Focus Group: Step-by-Step Guide & Examples,”

<https://www.scribbr.com/methodology/focus-group/>

Community Tool Box — “Conducting a Focus Group,”

<https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conduct-focus-groups/main>

Center for the Promotion of Health in the New England Workplace — “Tips for Facilitating Focus Groups,” https://www.uml.edu/docs/fg%20tips%20sheet_rk_tcm18-167588.pdf

Oklahoma State University Extension — “Shifting Focus: Collecting Focus Group Data Online,” best practices for online focus groups, <https://extension.okstate.edu/fact-sheets/2023-shifting-focus-collecting-focus-group-data-online.html>

Appendix C

Resources to Incorporate a Village in D.C.

As referenced in the Discover Section

- *Incorporation Resources List*
- *Sample Bylaws*
- *Sample Articles of Incorporation*
- *Tax Forms*

Appendix C—Resources to Incorporate

Description	Website	Source
District of Columbia Nonprofit Incorporation (page 21, Step 2; see also pages 18–19)		
Articles of Incorporation of Domestic Nonprofit Corporation DNP-18	https://dlcp.dc.gov/node/1622461	D.C. Department of Licensing and Consumer Protection
If registered outside of D.C., Foreign Registration Statement (FN-1)	https://dlcp.dc.gov/node/1622276	D.C. Department of Licensing and Consumer Protection
D.C. Nonprofit Corporation Code	https://www.lawhelp.org/files/7C92C43F-9283-A7E0-5931-E57134E903FB/attachments/02B6E2E1-A240-4C24-A5DB-C38080FD7F57/summary-of-some-of-the-critical-provisions-of-dc-nonprofit-code.pdf	D.C. Bar Pro Bono Program
Federal IRS Registration as a Nonprofit — <i>Must be completed online</i> (page 21, Step 3)		
Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code Form 1023-EZ	https://www.irs.gov/forms-pubs/about-form-1023-ez	Internal Revenue Service
Instructions Form 1023-EZ	https://www.irs.gov/pub/irs-pdf/i1023ez.pdf	Internal Revenue Service
Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code, Form 1023	https://www.irs.gov/forms-pubs/about-form-1023	Internal Revenue Service
IRS Exempt Organizations User Fees (as of January 2025)	https://www.irs.gov/irb/2025-01/IRB#idm139934927174272	Internal Revenue Service
D.C. Office of Tax and Revenue Registration — <i>Must be completed online</i> (page 21, Step 4)		
Combined Registration Application for Business D.C. Taxes/Fee/Assessments, FR-500	https://mytax.dc.gov/	D.C. Office of Tax and Revenue
D.C. Application for Exemption, FR-164	https://mytax.dc.gov/	D.C. Office of Tax and Revenue
Additional Resources		
Starting a Nonprofit in D.C.: A Guide	https://www.lawhelp.org/dc/resource/starting-a-nonprofit-booklet	D.C. Bar Pro Bono Program
Commercial D.C. Registered Agent Service	https://www.washingtondcregisteredagent.com/	Washington D.C. Registered Agent LLC
Fiscal Sponsor Directory	https://fiscalsponsordirectory.org/	San Francisco Study Center Inc.

Sample Bylaws

The following is a sample document for nonprofit organizations incorporated in the District of Columbia only. It is intended for corporations seeking to qualify as a tax-exempt organizations under Section 501(c)(3) of the Internal Revenue Code only. This sample is provided only for informational purposes and is not intended to provide specific legal advice for any individual situation. Some or all of this document may not appropriate for your organization. It should be used in conjunction with, and not as a substitute for, qualified legal counsel. The sample also reflects the provisions of the Internal Revenue Code and the laws of the District of Columbia as of the date it is written. However, laws change. Only an attorney with knowledge of your particular situation can provide the legal assistance you need.

VERY HELPFUL NONPROFIT, INC. – BYLAWS

ARTICLE I – NAME

SECTION 1.01. Name. The name of the Corporation is the Very Helpful Nonprofit, Inc. (the “Corporation”).

ARTICLE II – PURPOSES OF THE CORPORATION

SECTION 2.01. Purposes. The Corporation has been organized to operate exclusively for the purposes set forth in the Corporation’s Articles of Incorporation.

ARTICLE III – OFFICES AND REGISTERED AGENT

SECTION 3.01. Offices. The principal office of the Corporation shall be located within or without the District of Columbia at such place as the Board of Directors shall from time to time designate. The Corporation may maintain additional offices at such other places within or without the District of Columbia as the Board of Directors may designate.

SECTION 3.02 Registered Agent. The Corporation shall designate a person to serve as the registered agent for the District of Columbia. The Board of Directors may change the person designated as the registered agent from time to time.

ARTICLE IV – MEMBERS

SECTION 4.01. No Members of the Corporation. The Corporation shall not have any members.

ARTICLE V – BOARD OF DIRECTORS

SECTION 5.01. Function of Directors. The business and affairs of the Corporation shall be managed under the direction of its Board of Directors, which shall determine matters of policy in accordance with the provisions of the Articles of Incorporation, these Bylaws and the District of Columbia Nonprofit Corporation Code (the “Nonprofit Code”). The Board may delegate the management of the activities of the Corporation to any person or persons, management company or committee however composed, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board.

SECTION 5.02. Number of Directors; Qualifications. The Board of Directors shall consist of not less than three (3) or more than ___ members. The maximum number of directors may be changed by an amendment to the Bylaws, but any such amendment shall not affect the tenure of office of any director, except as provided in Section 5.04. Directors need not be residents of the District of Columbia.

SECTION 5.03. Election and Tenure of Directors. The Board of Directors shall elect directors by the affirmative vote of a majority of the Board of Directors then in office at the annual meeting of the Board of Directors. The terms of the directors shall be staggered. The initial Board members shall be divided into three approximately equal classes and they shall serve staggered terms of one, two and three years, respectively. Thereafter, each director shall hold office until the third annual meeting subsequent to his or her election with approximately one- third of the Directors elected at each annual meeting. Each Director shall hold office until the expiration of the term for which he or she was elected and until the election and

qualification of a successor, or until that Director's earlier resignation or removal in accordance with these Bylaws.

SECTION 5.04. Removal or Resignation of Director. Unless the Nonprofit Code provides otherwise, the Board of Directors may remove any director, with or without cause, by the affirmative vote of a two-thirds majority of all of the members of the Board of Directors then in office. A director may resign at any time upon written notice to the Secretary. Such resignation shall take effect on the date the notice was delivered to the Secretary unless a later date is specified. Unless otherwise specified in the notice of resignation, no acceptance of such resignation shall be necessary to make it effective.

SECTION 5.05. Vacancy on Board. A majority of the remaining directors may at any time fill a vacancy on the Board of Directors which results from any cause. A director elected to fill a vacancy shall serve for the unexpired term of the director whose resignation or removal created the vacancy on the Board. If the number of Directors then in office is less than a quorum, additional directors may be elected to fill such vacancies by

(i) the unanimous written consent of the Directors then in office, (ii) the affirmative vote of a majority of the Directors in office at a meeting held according to notice, or (iii) a sole remaining Director.

SECTION 5.06. Annual and Regular Meetings. The Corporation shall hold an annual meeting of its Board of Directors for (a) the election of directors and officers and (b) the transaction of such other business as may properly come before the meeting. The annual meeting shall be held during the ____ quarter of the Corporation's fiscal year at such place and at such time as determined by the Board of Directors. The Corporation may hold other regular meetings at such times as are affixed by the Board of Directors. Unless the Articles of Incorporation, the Nonprofit Code or these Bylaws provide otherwise, any business may be considered at the annual or any other regular meeting without such business having been specified in the notice for such meeting. Failure to hold an annual meeting does not invalidate the Corporation's existence or affect any otherwise valid corporate acts.

SECTION 5.07. Special Meetings. The Chairperson or any two (2) directors may call a special meetings of the Board of Directors at any time by. Unless the Articles of Incorporation, the Nonprofit Code or these Bylaws provide otherwise, any business may be considered at any special meeting without such business having been specified in the notice for such meeting. A special meeting of the Board of Directors shall be held on such date and at such place as shall be designated in the notice for such meeting.

SECTION 5.08. Notice of Meeting. The Secretary or such person's designee shall give notice to each director of each meeting of the Board of Directors. The notice shall state the time and place of the meeting. Notice is given to a director when it is delivered personally to the director, left at the director's residence or usual place of business, or sent by facsimile or e-mail, at least 48 hours before the time of the meeting or, in the alternative, by U.S. mail to the director's address as it shall appear on the records of the Corporation, at least seven (7) days before the time of the meeting. Notwithstanding the foregoing, a Director may waive notice of any meeting of the Board of Directors by written statement filed with the Board of Directors, or by oral statement at any such meeting. Attendance at a meeting of the Board of Directors shall also constitute a waiver of notice, except where a Director states that he or she is attending solely for the purpose of objecting to the conduct of business on the ground that the meeting was not lawfully called or convened. Any meeting of the Board of Directors may adjourn from time to time to reconvene at the same or some other place, and no notice need be given of any such adjourned meeting other than by general announcement.

SECTION 5.09. Action by Directors. Unless the Articles of Incorporation, the Nonprofit Code or these Bylaws require a greater proportion, the action of a majority of the directors present at a meeting at which a quorum is present shall constitute action of the Board of Directors. A majority of the Board of Directors shall constitute a quorum for the transaction of business. The directors present at a duly organized meeting may continue to do business until adjournment, notwithstanding the withdrawal of enough directors to leave less than a quorum. If a meeting cannot be organized because a quorum has not attended, those present may adjourn the meeting from time to time until a quorum is present, when any business may be transacted that may have been transacted at the meeting as originally called.

SECTION 5.10. Action by Written Consent. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting, if a unanimous written consent which sets forth the action to be taken is signed by each director of the Board of Directors and filed with the minutes of proceedings of the Board of Directors.

SECTION 5.11. Meeting by Conference Telephone. Members of the Board of Directors may participate in a meeting by means of a conference telephone or similar communications equipment if all persons

participating in the meeting can hear one another. Participation in a meeting by these means constitutes presence in person at a meeting.

SECTION 5.12. Compensation. The Corporation shall not pay any compensation to any director for services rendered to the Corporation as a director, except that director may be reimbursed for expenses incurred in the performance of his or her duties to the Corporation, in reasonable amounts as approved by a majority of the entire Board of Directors. A director who serves the Corporation in any other capacity may receive reasonable compensation for such other services pursuant to a resolution of the Board of Directors.

SECTION 5.13. Attendance at Meetings. In the event that any director has three (3) or more unexcused absences from regular meetings (which may include an annual meeting) in any twelve month period, the Board of Directors may, in its discretion, deem such absences to constitute a resignation from the Board of Directors by such director.

ARTICLE VI – COMMITTEES

SECTION 6.01. Board Committees. (a) The Board of Directors, by a vote of a majority of the directors then in office, may establish one or more standing committees of the Board comprised of one or more directors. The Board of Directors may delegate to a committee any of the powers of the Board, except the power to (1) elect or remove directors or Board committee members; (2) approve the dissolution, merger, or reorganization of the Corporation or distribution of its assets; (3) amend the Articles of Incorporation or these Bylaws; or (4) decide such other matters as the Board may determine by vote of the directors.

(b) The Chairperson of the Board of Directors shall appoint the members and the chairperson of each committee subject to the approval of a majority of the directors then in office. Each committee shall adopt rules of procedure for its business that are consistent with Section 5.08 of the Bylaws. A majority of the members of a committee shall constitute a quorum for the transaction of business and the act of a majority of those present at a meeting at which a quorum is present shall be the act of the committee. Any action required or permitted to be taken at a meeting of a committee may be taken without a meeting, if a unanimous written consent which sets forth the action is signed by each member of the committee and filed with the minutes of the committee. The members of a committee may conduct any meeting thereof by conference telephone or similar communications equipment in accordance with the provisions of Section 5.10.

(c) Each member of a committee shall serve until the next annual meeting of the Board of Directors and until such member's successor is appointed, unless: (1) the committee shall be sooner terminated, (2) such member be removed from such committee, with or without cause, by a vote of a majority of the directors then in office, or (3) such member shall cease to be a director or otherwise resign from such committee.

SECTION 6.02. Special Committees of the Board. The Board of Directors may appoint one or more special committees for such special tasks as circumstances warrant. Such special committees shall limit their activities to the accomplishment of the task for which they are created and appointed and shall have no power to act except such as is specifically conferred by action of the Board of Directors.

SECTION 6.03. Advisory Committees. (a) The Board of Directors may create advisory committees to the Board. The advisory committees shall have such functions and responsibilities specified by the Board of Directors; however, the Board of Director may not delegate any of its power, authority or functions to the advisory committee. Each advisory committee may adopt rules of procedure for its business that are consistent with Section 5.08 of these Bylaws and with the rules adopted by the Board of Directors.

(b) The Chairperson shall appoint the members and the chairperson of each advisory committee, subject to the approval of the Board of Directors. A majority of the members of an advisory committee shall constitute a quorum for the transaction of business. The advisory committee may conduct any meeting thereof by conference telephone or similar communications equipment in accordance with the provisions of Section 5.10.

(c) Each member of an advisory committee shall serve until the next annual meeting of the Board of Directors and until such member's successor is appointed, unless: (1) the committee shall be sooner terminated, (2) such member be removed, with or without cause, by a vote of the Board of Directors, or (3) such member shall otherwise resign from such committee.

SECTION 6.04. Compensation of Members of Committees. The Corporation shall not pay any compensation

to any member of any committee for services rendered to the Corporation as such, except that a member may be reimbursed for expenses incurred in the performance of his or her duties to the Corporation, in reasonable amounts as approved by the Board of Directors. A member of a committee who serves the Corporation in any other capacity may receive reasonable compensation for such other services pursuant to a resolution of the Board of Directors.

ARTICLE VII – OFFICERS OF THE BOARD

SECTION 7.01. Officers. The Corporation shall have a Chairperson, Vice Chairperson, Secretary, and Treasurer. The Chairperson and Vice Chairperson of the Board shall be duly elected and qualified members of the Board. All other officers may, but need not be, members of the Board of Directors. A person may hold more than one office in the Corporation but may not serve concurrently as Chairperson and either Treasurer or Secretary of the Corporation. The Board may elect or appoint such other officers as may be deemed necessary or appropriate.

SECTION 7.02. Chairperson. The Chairperson of the Board of Directors shall preside at all meetings of the Board of Directors at which the Chairperson shall be present; and, in general, shall perform all such duties as are assigned from time to time to the Chairperson by these Bylaws and the Board of Directors. In the absence of an Executive Director, as specified in Section 7.10, the Chair shall be the chief executive officer of the Corporation.

SECTION 7.03. Vice Chairperson. The Vice Chairperson, in the absence of the Chairperson, shall preside at all meetings of the Board of Directors at which the Vice Chairperson shall be present. In general, the Vice Chairperson shall perform all duties incident to the office of a vice chairperson of a corporation and such other duties as are from time to time assigned to the Vice Chairperson by the Board of Directors.

SECTION 7.04. Secretary. The Secretary shall keep the minutes of the meetings of the Board of Directors and of any committees, in books provided for the purpose. The Secretary shall see that all notices are duly given in accordance with the provisions of the Bylaws or as required by law and shall be custodian of the records of the Corporation. In general, the Secretary shall perform all duties incident to the office of a secretary of a corporation, and such other duties as are from time to time assigned to the Secretary by the Board of Directors.

SECTION 7.05. Treasurer. The Treasurer shall have charge of and be responsible for all funds, securities, receipts and disbursements of the Corporation, and shall deposit, or cause to be deposited, in the name of the Corporation, all moneys or other valuable effects in such banks, trust companies or other depositories as shall, from time to time, be selected by the Board of Directors. The Treasurer shall render to the Chairperson and to the Board of Directors, whenever requested, an account of the financial condition of the Corporation. In general, the Treasurer shall perform all of the duties incident to the office of a treasurer of a corporation, and such other duties as are from time to time assigned to the Treasurer by the Board of Directors.

SECTION 7.06. Election and Tenure of Officers. The Board of Directors shall elect the officers, who shall be elected for terms not to exceed ___ years. An officer may be re-elected for additional terms. The Board of Directors may remove any officer at any time, with or without cause. The Board of Directors may fill a vacancy that occurs in any office for the unexpired portion of the term. Any officer may resign at any time by giving written notice to the Board of Directors. Unless otherwise specified in the written notice, the resignation shall be effective upon delivery to the Corporation.

SECTION 7.07. Vacancies. Vacancies in any office arising from any cause may be filled by the Board of Directors at any regular or special meeting of the Board or by unanimous written consent of the Board.

SECTION 7.08. Executive Director. In addition to the other officers of the Corporation specified in Section 7.01, the Board may appoint an Executive Director. The Executive Director shall be the chief executive officer of the Corporation and report to the Board of Directors. The Executive Director shall, subject to the direction of the Board, (1) be responsible for general supervision of the business and affairs of the Corporation, (2) be responsible for providing leadership and direction to the Corporation and (3) establish and maintain management systems needed to ensure and report on the implementation of policies established by the Board of Directors.

(b) The Executive Director, who shall serve at the will of the Board, shall be appointed by a majority of the directors of the Corporation then in office. The Executive Director may be removed, with or without cause, by

a majority of the directors. The Executive Director shall report to the Board and between Board meetings to the Chairperson.

ARTICLE VIII – INDEMNIFICATION

SECTION 8.01. Statutory Mandatory Indemnification. The Corporation shall indemnify any officer or director to the extent the officer or director was successful, on the merits or otherwise, in the defense of any proceeding to which the officer or director was a party because the officer or director is or was an officer or director of the Corporation against reasonable expenses incurred by the officer or director in connection with the proceeding.

SECTION 8.02 Additional Indemnification. (a) The Corporation may also indemnify an officer or director who is a party to a proceeding because he or she is or was an officer or director against liability incurred in the proceeding if the individual:

- (1) Acted in good faith;
- (2) Reasonably believed:
 - (A) In the case of conduct in an official capacity, that the conduct was in the best interests of the Corporation; and
 - (B) In all other cases, that the individual's conduct was at least not opposed to the best interests of the Corporation;
- (3) In the case of any criminal proceeding, had no reasonable cause to believe his or her conduct was unlawful; and
- (4) In the case of an employee benefit plan, reasonably believed such actions to be in the interests of the participants in and the beneficiaries of the plan.

(b) Any such determination shall be made in accordance with the Nonprofit Code (1) by a majority vote of the disinterested directors, a majority of whom will constitute a quorum for that purpose; (2) by a majority of the members of a committee of two or more disinterested directors appointed by such a vote; (3) if there are no disinterested directors, by the members or by special legal counsel selected in the manner prescribed in the Nonprofit Code, provided that the special legal counsel determines that indemnification is permissible because the officer or director has met the relevant standard of conduct in these Bylaws and the Nonprofit Code; or (4) by a court of competent jurisdiction.

(c) The termination of a proceeding by judgment, order, settlement, or conviction or upon a plea of *nolo contendere* or its equivalent is not, in itself, determinative that the officer or director did not meet the standard of conduct contained in this Section 8.02.

(d) Unless ordered by a court of competent jurisdiction, the Corporation may not indemnify an officer or director if such indemnification is otherwise prohibited by law.

(e) With respect to any matter disposed of by a settlement or compromise payment by such person, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such settlement or compromise payment is approved (1) by a majority vote of the disinterested directors, a majority of whom will constitute a quorum for that purpose; (2) by a majority of the members of a committee of two or more disinterested directors appointed by such a vote; (3) if there are no disinterested directors, by the members or by special legal counsel selected in the manner prescribed in the Nonprofit Code, provided that the special legal counsel determines that indemnification is permissible because the officer or director has met the relevant standard of conduct in the Bylaws and the Nonprofit Code; or (4) by a court of competent jurisdiction.

SECTION 8.03. Advancement of Expenses. (a) The Corporation may advance funds to pay for or reimburse the reasonable expenses incurred by an individual who is a party to a proceeding because he or she was an officer or director if the individual delivers to the Corporation (1) a written statement signed by the individual setting forth his or her good faith belief that he or she has met the relevant standard of conduct described in these Bylaws and the Nonprofit Code and (2) an undertaking in the form of an unlimited general obligation to repay any funds advanced if the individual is not entitled to indemnification under these Bylaws or

mandatory indemnification under the Nonprofit Code. Such authorization shall be conducted in the same manner as specified in Section 8.02(b).

SECTION 8.04. Selection of Counsel. The Corporation shall have the right to select attorneys and to approve any legal expenses incurred in connection with any suit, action or proceeding to which this indemnification applies. Unless the Corporation waives such right, the Corporation shall not be required to indemnify any director or officer for expenses of counsel not selected by the Corporation.

SECTION 8.05. Definitions. For purposes of this Article VIII the terms, “disinterested director,” “director,” and “officer” shall have such meanings as provided in the Nonprofit Code.

SECTION 8.06. Not Exclusive Right. The indemnification provided by these Bylaws shall not be deemed exclusive of any other rights which a director or officer may have under any agreement with the Corporation or otherwise.

SECTION 8.07. Severability. Every provision of this Article VIII is intended to be severable, and if any term or provision is invalid for any reason whatsoever, such invalidity shall not affect the validity of the remainder of this Article VIII.

ARTICLE IX – MISCELLANEOUS

SECTION 9.01. Maintenance of Tax Exempt Status. The Corporation shall not carry on any activities not permitted to be carried on: (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 (or corresponding provisions of any future United States Internal Revenue Law); or (b) by a corporation, contributions to which are deductible under Sections 170(c)(2), 2055(a)(2) and 2522(a)(2) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law). Upon the termination, dissolution or final liquidation of the Corporation in any manner or for any reason, its assets, if any, remaining after payment (or provision for payment) of all liabilities of the Corporation shall be distributed to, and only to, one or more organizations organized and operated exclusively for charitable or educational purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code as the Board of Directors shall determine by majority vote. Such distribution of assets shall be calculated to carry out the objectives and purposes stated in the Articles of Incorporation. In no event shall any of such assets or property be distributed to any director or officer or any private individual.

SECTION 9.02. Fiscal Year. The fiscal year of the Corporation shall be the twelve calendar month period ending in each year, unless otherwise provided by the Board of Directors.

SECTION 9.03. Corporate Seal. The Board of Directors shall provide a suitable seal, bearing the name of the Corporation, which shall be in the charge of the Secretary. The Board of Directors may authorize one or more duplicate seals and provide for the custody thereof. If the Corporation is required to place its corporate seal to a document, it is sufficient to meet the requirement of any law, rule or regulation relating to a corporate seal to place the word “Seal” adjacent to the signature of the person authorized to sign the document on behalf of the Corporation.

SECTION 9.04. Voting Upon Shares in Other Corporations. The Chairperson, the Treasurer or Executive Director or a proxy appointed by any of them, may vote stock of other corporations or associations registered in the name of the Corporation. The Board of Directors, however, may appoint by resolution some other person to vote such shares, in which case such person shall be entitled to vote such shares upon the production of a certified copy of such resolution.

SECTION 9.05. Execution of Documents. A person who holds more than one office in the Corporation may not act in more than one capacity to execute, acknowledge, or verify an instrument required by law to be executed, acknowledged, or verified by more than one officer.

SECTION 9.06. Checks, Drafts, Etc. All checks, drafts and orders for the payment of money, notes, and other evidences of indebtedness, issued in the name of the Corporation, shall, unless otherwise provided by resolution of the Board of Directors, including any banking resolution, be signed by either the Executive Director, the Treasurer or the Chairperson, or by the designees of either the Executive Director, the Treasurer or the Chairperson; provided, however, that each designee shall be approved in advance by the Board of Directors, which may impose additional limitations on such re-delegated authority.

SECTION 9.07. Amendments. The Board of Directors shall have the power to amend these Bylaws by the affirmative vote of two-thirds of all of the members of the Board of Directors provided that written notice of such action shall have been given with the notice of the meeting of the Board of Directors at least 10 days prior to such vote.

Cleveland and Woodley Park Village Bylaws

This is an example of the by-laws for an existing Village in D.C. They may be helpful in crafting your own.

LAWS OF CLEVELAND PARK VILLAGE, INC.

Doing business as Cleveland & Woodley Park Village

ARTICLE I NAME AND ADDRESS

1. Name and Trade Names. The name of the corporation is "Cleveland Park Village, Inc." The corporation is also known by its trade name "Cleveland & Woodley Park Village" and may from time to time adopt other trade names.

2. Address. The current address of the corporation is:

3601 Connecticut Avenue, NW, Suite L04
Washington, DC 20008

The Board of Directors may designate other address from time to time. The corporation shall maintain at least one office within the Cleveland Park and/or Woodley Park neighborhoods of the District of Columbia, as those neighborhoods are commonly defined

ARTICLE II STATEMENT OF PURPOSE

The corporation is a District of Columbia nonprofit organization organized and operated exclusively for charitable, educational, or scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code. It is the purpose of the Village to build stronger ties among older adults in and around the Cleveland Park and Woodley Park neighborhoods and link them to neighborhood volunteers and community resources, to train and otherwise assist those who would perform these services and match them with members of the Village who request help maintaining a home and other personal matters, to establish and improve communications among members of the community, to bring neighbors and volunteers together to share celebrations, interests, and experiences, creating a stronger community for all.

ARTICLE III MEMBERS

1. Members. The Village shall have nonvoting members

2. Classes of Members. The Board of Directors may establish different classes of membership and determine the requirements and privileges of each class.

3. Membership Dues. The Board of Directors shall establish membership dues for the classes of membership and may fix an initiation fee and other fees.

4. Admission to Membership. Prospective members shall apply for membership, be interviewed by representatives of the Village and admitted to membership upon satisfaction of requirements for membership and payment of one year's dues.

5. Suspension from Membership. Members shall be suspended from membership for failure to comply with the requirements of membership, including failure to pay membership dues and fees when due. Members who have been suspended may not receive the benefits of membership until the failure to comply with requirements is remedied.

6. Expulsion from Membership. Members may be expelled from membership for non-compliance with the rules, procedures and By-laws of the corporation. Expulsion will be by majority vote of the Board.

7. Resignation from membership. Any Member may resign from membership at any time.

8. Compliance with Rules. All members must comply with all applicable rules, procedures and By-laws of the corporation, and with all applicable laws in connection with all activities of the corporation.

9. No Refund of Dues. No member who dies, is suspended, expelled or resigns shall be entitled to any refund of dues previously paid.

ARTICLE IV DIRECTORS

1. Governance. The business and property of the corporation shall be controlled by a Board of Directors,

2. Number. The number of Directors of the corporation shall be no more than fifteen. Each director shall serve for a two-year term. The terms of the Directors shall be staggered so that to the extent possible an equal number of terms shall expire in each year. A director may serve successive terms.

The Executive Director of the Village shall be a non-voting *ex officio* member of the Board of Directors and may attend and participate in meetings of the Board, except as the Board may meet in executive session.

3. Election. Directors shall be elected by the Board of Directors at its annual meeting by a majority vote of the Directors. Each Director shall hold office until the election of his or her successor, or until his or her resignation or removal, except as otherwise provided. The Directors then serving may fill any vacancy in the Board of Directors for the unexpired portion of the term at a regular or special meeting called for that purpose.

4. Resignation. Any Director may resign at any time by giving written notice of such resignation to the Board of Directors to be effective as stated in such notice.

5. There shall be a Chair or Co-Chairs of the Board of Directors elected by a majority vote of the Board for a term of two years.

6. Meetings. The dates of an annual meeting and regular meetings of the Board of Directors shall be determined by the Board. At all meetings of the Board of Directors, the Chair or Co-Chair shall preside. In their absence, a Chairperson *pro tempore* chosen by the directors present shall preside. At all meetings of the Board of Directors, a majority of the Directors then in office shall be sufficient to constitute a quorum for the transaction of business. The act of a majority of the Directors present at any meeting at which there is a quorum shall be the act of the Board of Directors. If at any meeting there is less than a quorum present, a majority of the Directors present may adjourn the meeting, with notice to any absent director. Tie votes shall not suffice to pass any action.

a. Attendance by Teleconference. Meetings of the Board may be held via teleconference or any similar means of communication whereby all directors participating in the meeting can speak and hear each other at the same time. Attendance by teleconference constitutes attendance in person for all purposes of these Bylaws. Any action taken at such a meeting is conclusively deemed valid to the same extent as if taken at a meeting at which all participating directors were physically present in person.

b. Action Without a Meeting. Whenever the vote of directors at a meeting of the Board is required or permitted to be taken, the meeting and vote of directors may be dispensed with if all the directors who would have been entitled to vote on the matter at such a meeting consent in writing to the action being taken, *provided*, that all such written consents shall be submitted to the Secretary within five (5) calendar days of the request for a vote. An e-mail consent from a director is a sufficient writing for purposes of this section.

7. Compensation. Directors shall not receive any compensation for their services as directors but may be reimbursed for reasonable expenses Incurred in carrying out their duties as Directors.

8. Powers. All corporate powers, except such as are otherwise provided for in these Bylaws and the laws of the District of Columbia, shall be vested in the Board of Directors. The Board of Directors may by general resolution delegate to committees of their own number, or to officers or employees of the Village, such powers as they may see fit.

9. Executive Committee. There shall be an Executive Committee of the Board comprised of the Chair (or Co-Chairs) and the Executive Director of the corporation. The Executive Committee shall have the power to act in the place and stead of the Board between Board meetings and to carry out the duties of any office which may be vacant. Should an individual be required to perform duties of a vacant office, the Executive Committee may appoint a person to perform those duties.

10. Duties. The Board of Directors shall require at its annual meeting a financial report, verified by the Treasurer of the corporation and the corporation's accountant showing in appropriate detail the following:

- The assets and liabilities of the corporation as of the end of the fiscal year immediately preceding the annual meeting.
- The principal changes in assets and liabilities during the year.
- The receipts of the corporation both unrestricted and restricted to particular uses.
- The disbursements of the corporation, for both general and restricted purposes.

11. Removal. Any Director may be removed from the Board for cause by the affirmative vote of two-thirds of the Directors present, with the Director proposed to be removed refraining from voting, at any regular meeting or special meeting called for that purpose.

ARTICLE V OFFICERS

1. Number. There shall be a Chief Executive Officer, Secretary, and a Chief Financial Officer of the corporation. Officers may also be directors. The Board may designate one or more Assistant Officers as it sees fit. The Chair (or Co-Chairs) shall be the Chief Executive Officer and the Treasurer shall be the Chief Financial Officer.

2. Election and Term. The officers of the corporation shall be elected by the Board of Directors at its annual meeting for a term of two years. The Board may elect Assistant Officers for terms for other than two years. Officers may be elected for successive terms.

3. Vacancies. If any office of the corporation becomes vacant by death, resignation, retirement, removal, disqualification, or any other cause, the majority of the Directors then in office, even if less than a quorum, may elect an officer to fill such vacancy.

4. Chief Executive Officer. The Chief Executive Officer of the corporation shall have primary responsibility carrying out the policies of the corporation as determined from time to time by the Board of Directors.

5. Secretary. The Secretary shall be responsible for maintaining adequate and proper records of the meetings of the Board of Directors. The Secretary may correspond on behalf of the Board of Directors and shall be primarily responsible for maintaining communication and updates among Directors.

6. Chief Financial Officer. The Chief Financial Officer shall have responsibility for maintenance of financial records and custody of all funds and other property of the corporation.

7 Compensation. The Board of Directors shall fix the compensation, if any, of the officers.

ARTICLE VI EXECUTIVE DIRECTOR

1. Duties, Term and Compensation. The Board of Directors shall employ an Executive Director who shall have responsibility for day-to-day management of the corporation. The

Executive Director shall be employed for a term and with compensation to be determined by the Board and in accordance with relevant policies and procedures adopted by the Board.

2. Staff. The Executive Director shall have authority to employ additional staff upon terms and conditions as he or she may determine within the limitations of the corporation's budget.

ARTICLE VII COMMITTEES

1. Committees. The Board may appoint one or more standing or *ad hoc* committees of the Board of Directors. Individuals other than Directors may serve on a committee in an advisory capacity without the right to vote.

2. Powers of Committees. Committees shall have the powers specified by the Board, provided that no committee shall have any power denied to it by law.

ARTICLE VIII INDEMNIFICATION

Every person who is or was a director, officer, employee or agent of the corporation, or any person who serves or has served on a committee of the corporation, or serves or has served another corporation or other enterprise in one or more of such capacities at the request of the corporation, shall be indemnified by the corporation to the full extent authorized or permitted by the law of the District of Columbia against all liability and expenses (including attorneys fees) actually incurred by him or her in connection with or resulting from any action, suit or proceeding in which such person may become involved as a party or otherwise by reason of being or having been a director, officer, employee or agent of the corporation, or serving or having served on a committee of the corporation or serving or having served on another corporation or enterprise in one or more such capacities at the request of the corporation provided (a) that said action, suit or proceeding shall be successfully defended on the merits or (b) in the absence of such a final determination in such person's favor, that the Board of Directors shall determine that he acted in good faith and in a manner reasonably to be in or not opposed to the best interests of the corporation and, with respect to any criminal action or proceeding, that he/she had no reasonable cause to believe his/her conduct was unlawful, said determination to be made by a majority vote of the directors who are not parties to such action, suit or proceeding, even though less than a quorum, or if there are no such directors, of if such directors so direct, by independent legal counsel in a written opinion.

ARTICLE IX AMENDMENTS TO BYLAWS

1. Notice. Twenty (20) days written notice of any proposal for an amendment to the Bylaws shall be given to the Board of Directors.

2. Vote. The Board of Directors shall consider any proposal for amendment at a regular meeting or a special meeting called for that purpose. A two-thirds majority of the Board of Directors shall be required to adopt a bylaw amendment.

ARTICLE X DISSOLUTION

In the event of termination of the business of the corporation or its dissolution all of its assets, after the payment of lawful debts, shall be transferred and conveyed to another non-profit corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code whose charitable purpose is the same as, or most closely approximates, the purpose of this corporation.

Annotations

The By-laws were originally adopted June 19, 2012.

The By-laws were duly amended by the Board of Directors, December 9, 2014.

The By-laws were duly amended by the Board of Directors, June 9, 2015.

The By-laws were duly amended by the Board of Directors on August 10, 2020.

The By-laws were duly amended by the Board of Directors on March 25, 2024.

Sample Articles of Incorporation

The following is a sample document for nonprofit organizations incorporated in the District of Columbia only. It is intended for corporations seeking to qualify as a tax-exempt organizations under Section 501(c)(3) of the Internal Revenue Code only. This sample is provided only for informational purposes and does not provide specific legal advice for any individual situation. Some or all of this document may not appropriate for your organization. It should be used in conjunction with, and not as a substitute for, qualified legal counsel. The sample also reflects the provisions of the Internal Revenue Code and the laws of the District of Columbia as of the date it is written. However, laws change. Only an attorney with knowledge of your particular situation can provide the legal assistance you need.

VERY HELPFUL ORGANIZATION, INC. ARTICLES OF INCORPORATION

The Very Helpful Organization (the "Corporation") is incorporated as a nonprofit corporation under the District of Columbia Nonprofit Corporation Act of 2010 (the "Nonprofit Act"), Title 29, Ch. 4. The name of the Corporation is The Very Helpful Organization, Inc.

FIRST: The period of its duration is perpetual.

SECOND: The purposes for which the Corporation is organized are as follows:

- A. [Insert nonprofit's specific charitable purposes]; and
- B. To engage in any other religious, charitable, scientific or educational purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended or corresponding section of any future federal tax code (the "Code"), and regulations thereunder.

THIRD: The Corporation shall not have the authority to issue capital stock.

FOURTH: The Corporation shall [not] have any members. [The Bylaws of the Corporation, as adopted and amended by the Board of Directors in accordance with Article SIXTH, shall set forth the qualifications for becoming a member of the Corporation. The members shall have the right to vote as set forth in the Bylaws of the Corporation.]

FIFTH: The number, term and selection of the Board of Directors shall be provided for in the Bylaws of the Corporation, but the number of directors shall not be less than three (3).

SIXTH: The internal affairs of the Corporation shall be regulated by the Bylaws, and the Board of Directors shall supervise the management of the business and affairs of the Corporation in accordance with the Bylaws. The initial Bylaws shall be adopted by the Board of Directors, and the power to amend or repeal the Bylaws shall be provided for in the Bylaws and shall be subject to the following:

- A. This Corporation shall not directly or indirectly engage in any activity:
 - 1. That will prevent this Corporation from qualifying (and continuing to qualify) as a corporation described in Section 501(c)(3) of the Code and regulations thereunder, or
 - 2. Which is prohibited by an organization that contributions to which are deductible under Section 170(c)(2) of the Code and regulations thereunder.
- B. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article SECOND hereof.
- C. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or

intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

- D. At no time shall the Corporation engage in any activities that are unlawful under the laws of the United States, the District of Columbia, or any other jurisdiction where its activities are carried on.
- E. In furtherance of the foregoing, and subject to the limitations otherwise set forth in these Articles of Incorporation, the Corporation shall have and may exercise all the powers conferred by the laws of the District of Columbia, including all powers necessary and convenient to effect any or all of the aforesaid purposes, and shall have and may exercise additional powers which may be conferred by the Nonprofit Act to an organization organized and operated exclusively for religious, educational, scientific, and charitable purposes, as such terms are defined under Section 501(c)(3) of the Code and the regulations thereunder, including, but not limited to, the authority to:
1. Accept donations of money or property, whether real or personal, or any interest therein, wherever situated,
 2. Maintain control and discretion over the use of funds received by the Corporation,
 3. Monitor the use of funds made available by the Corporation to assure that the funds are used in conformity with the intended purposes, and
 4. Enter into contracts with public and private entities.
- F. If at any time or times the Corporation is a private foundation within the meaning of Section 509 of the Code, then during such time or times the Corporation shall (1) distribute its income for each taxable year at such time and in such manner as not to subject the Corporation to tax under Section 4942 of the Code; (2) not engage in any act of self-dealing, as defined in Section 4941(d) of the Code; (3) not retain any excess business holdings, as defined in Section 4943(c) of the Code; (4) not make any investments in such a manner as to subject the Corporation to tax under Section 4944 of the Code; and (5) not make any taxable expenditures as defined in Section 4945(d) of the Code.

SEVENTH: Upon the dissolution of the Corporation, the assets of the Corporation shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

EIGHTH: Except as required by law, the incorporators, directors and officers of the Corporation shall not be liable for any debt, liability or obligation of the Corporation. All persons or other entities extending credit to, contracting with, or having a claim against, the Corporation may only look to the funds and property of the Corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or for any money that may otherwise become due or payable to them from the Corporation.

NINTH: The Corporation shall indemnify any director or former director or officer of the Corporation as provided in the Bylaws. In no case, however, shall the Corporation indemnify or reimburse any person for any federal excise taxes imposed on such individual under Chapter 42 of the Code. Further, if at any time or times the Corporation is a private foundation within the meaning of Section 509 of the Code, then, during such time or times, no payment shall be made if such payment would constitute an act of self-dealing (as defined in Section 4941(d) of the Code) or a taxable expenditure (as defined in Section 4945(d) of the Code).

TENTH: The Corporation reserves the right to amend, change or repeal any provision contained in these Articles of Incorporation or to merge or consolidate the Corporation with any other nonprofit corporation in the manner now or hereafter prescribed by statute, provided that any such action shall be undertaken exclusively to carry out the objects and purposes for which the Corporation is formed,

and is carried out in a manner consistent with the requirements of Section 501(c)(3) of the Code.

ELEVENTH: The name of the Corporation's initial registered agent is _____ and the registered agent's address is _____.

IN WITNESS WHEREOF, the incorporators have signed these

Articles of Incorporation as of this _____ day of _____, 20____.

Name of Incorporator _____ Address _____

Signature of Incorporator

Name of Incorporator _____ Address _____

Signature of Incorporator

Name of Incorporator _____ Address _____

Signature of Incorporator

Tax Forms

As referenced in the Discover Section

- *Articles of Incorporation DNP-1 Form (pp. 61–62)*
- *Foreign Registration Statement FN-1 Form (pp. 64–65)*
 - **Reminder:** *This form may not be applicable to all*

Forms are current as of May 2025.



**District of Columbia Government
Corporations Division**

**Instruction Sheet for Articles of Incorporation for Domestic Nonprofit Corporation
Form DNP-1, Ver. 6, September 2023**

Use this instruction to draft articles of incorporation for your corporation; or use the Articles of Incorporation on page 2.
This will establish your Nonprofit Corporation in the District of Columbia.

ENTITY TYPE / AUTHORITY	FILING FEE
Domestic Nonprofit Corporation: § 29-402.02. § 29-102.01	Refer to Corporate Fee Schedule posted online.

The following information is required for articles of incorporation.

1. Corporation name.
2. State whether the corporation will have members.
3. Registered Agent's name and address in the District Columbia.
4. State that the corporation is incorporated as a nonprofit corporation under Title 29 Chapter 4.
5. State the names, residence and business addresses of each person (director and member and officer) whose aggregate share of direct or indirect, legal or beneficial ownership of a governance or total distributional interest of the entity:
 - (A) Exceeds 10 percent; or
 - (B) Does not exceed 10 percent; provided, that the person:
 - (i) Controls the financial or operational decisions of such entity; or
 - (ii) Has the ability to direct the day-to-day operations of such entity.
6. Miscellaneous provisions.
7. Incorporator name and address; each Incorporator must sign and date the articles.

The following information is not required for articles of incorporation but may be included. (use miscellaneous provision section)

- (1) Provisions creating one or more designated bodies;
- (2) The names of the initial members of a designated body;
- (3) Provisions not inconsistent with law regarding:
 - (A) The purpose or purposes for which the nonprofit corporation is organized;
 - (B) Managing the business and regulating the affairs of the corporation;
 - (C) Defining, limiting, and regulating the powers of the corporation, its board of directors, any designated body, and the members, if any;
 - (D) The characteristics, qualifications, rights, limitations, and obligations attaching to each or any class of members; or
 - (E) The distribution of assets on dissolution;
- (4) A provision permitting or making obligatory indemnification of a director for liability, as defined in § 29-406.50, to any person for any action taken, or any failure to take any action, as a director;
- (5) Provisions required if the corporation is to be exempt from taxation under federal, state, or local law.

Mail all forms and required payment to:
Department of Licensing and Consumer Protection
Corporations Division
PO Box 712300
Philadelphia, PA 19171-2300
Phone: (202) 442-4432

Many corporate filings are available online.

Go to our CorpOnline site at <https://corponline.dlcp.dc.gov> and sign in with Access DC to proceed.

Online filings are paid by credit card.



**District of Columbia Government
Corporations Division**

**Articles of Incorporation of Domestic Nonprofit Corporation
Form DNP-1, Ver. 6, September 2023**

One or more persons acting as the incorporator or incorporators under the provisions of the Title 29 of D.C. Code (Business Organizations Act) adopt the following Articles of Incorporation:

1. Corporation Name

2. The corporation will have members

☐

Yes

☐

No

3. Registered Agent's name and address in the District Columbia

4. The corporation is incorporated as a nonprofit corporation under D.C. Code Title 29 Chapter 4.

5. State the names and addresses of each person (member and director and officer) that has control over this corporation (review instruction sheet for more information)

6. Miscellaneous Provisions (may attach statement)

If you sign this form you agree that anyone who makes a false statement can be punished by criminal penalties of a fine up to \$1000, imprisonment up to 180 days, or both, under DCOC § 22-2405;

7. Incorporators Name & Address

7A. Incorporators Signature and Date

Mail all forms and required payment to:
Department of Licensing and Consumer Protection
Corporations Division
PO Box 712300
Philadelphia, PA 19171-2300
Phone: (202) 442-4432

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Online filings are paid by credit card.

Foreign Registration Statement (FN-1 Form)

As referenced in the
Discover Section

Reminder: *This may not be required. However, if you have already incorporated as a non-profit corporation outside of the District of Columbia, you will need to file for a Foreign Registration Statement (FN-1) to register.*



**District of Columbia Government
Corporations Division**

Instruction Sheet For Foreign Registration Statement Form FN-1, Ver. 5, September 2023

Use this form to register foreign filing entity in the District of Columbia.

Foreign filing entity includes nonprofit and for-profit corporation, limited liability company, limited partnership, limited liability partnership, general cooperative association, limited cooperative association and statutory trust

This process gives authority of the foreign filing entity to conduct business within the District of Columbia, but does not license the entity's activity, issue the permit or register for taxation purposes.

It is your responsibility to ensure compliance in those areas.

Application Instructions:

Item 1. Provide the entity name as it appears on the records of the state/province in the country of formation (domicile)

Item 2. Provide the entity type.

Item 3. Provide the entity's alternate name; this option shall only be used if entity's true name is not distinguishable on the records from the name of another registered entity or if entity is missing the appropriate corporate qualifier; entity may adopt alternate name or adopt its entity name, with the addition of its jurisdiction of formation clearly identified.

Item 4. Provide the name of the state/province and country of formation.

Item 5. Provide the date of organization.

Item 6. Date entity started or will start transacting business in the District of Columbia;

A-if entity has not started conducting business, you may indicate the following - upon registration;

B-if entity commenced its business previously, it may be liable for back reports and back fees;

Special Note: It is imperative for foreign filing entity that conducted business previously to contact division for exact fees and instructions to avoid application rejection for deficiency;

Item 7. Provide the address of the company in the state/country where it is organized; if no address is maintained in the State/country of formation then provides the entity's main address.

Item 8. Provide the Registered Agent's name and address in the District of Columbia.

Item 9. Briefly describe the proposed activity company will transact in the District of Columbia.

Item 10. State the names, residence and business addresses of each person (member, manager, officer, director, shareholder, partner, trustee etc.) whose aggregate share of direct or indirect, legal or beneficial ownership of a governance or total distributional interest of the entity:

(A) Exceeds 10 percent; or

(B) Does not exceed 10 percent; provided, that the person:

(i) Controls the financial or operational decisions of such entity; or

(ii) Has the ability to direct the day-to-day operations of such entity."

Item 11. Attach an original Certificate of Good Standing (Certificate of Existence) from Registration Authority in the State/Province in the Country of Incorporation that is not over 90 days old.

Item 12. Provide the name of the Governor or Authorized Person signing this form.

Item 12A. Provide the signature of the Governor or Authorized Person and date of filing.

Mail all forms and required payment to:

Department of Licensing and Consumer Protection
Corporations Division
PO Box 712300
Philadelphia, PA 19171-2300
Phone: (202) 442-4432

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Online filings are paid by credit card.



**District of Columbia Government
Corporations Division**

Foreign Registration Statement Form FN-1, Ver. 5, September 2023

Use this form to register your foreign filing entity to conduct business in the District of Columbia. Review instruction sheet on page 2 before completing this form.

ENTITY TYPE / AUTHORITY	FILING FEE
Foreign Filing Entity: § 29-105.03. & 29-102.01	Refer to Corporate Fee Schedule posted online;

Under the provisions of the Title 29 of D.C. Code (Business Organizations Act), the foreign filing entity listed below hereby applies for a Certificate of Registration to transact business in the District of Columbia, and for that purpose submits the statement below.

1. Entity Name	
2. Entity Type	3. Entity's Alternate Name (if true legal name is not available)
4. Organized under the laws of which state/province and country	5. Date of Organization
6. Date entity started or will start transacting business in the District of Columbia	
7. Principal Address	
8. Registered Agent's name, address and email of registered office in District of Columbia	
9. Briefly describe the proposed activity company will transact in the District of Columbia	
10. State the names and addresses of each person (member, manager, officer, director, shareholder, partner, trustee, etc.) that has interest or control over this entity (review instruction sheet for more information)	
11. Attach an original Certificate of Good Standing (Certificate of Existence) from Registration Authority in the State/Province/Country of Incorporation that is not over 90 days old	
If you sign this form you agree that anyone who makes a false statement can be punished by criminal penalties of a fine up to \$1000, imprisonment up to 180 days, or both, under DCOC § 22-2405;	
12. Name of the Governor or Authorized Person	12A. Signature of the Governor or Authorized Person & Date

Mail all forms and required payment to:
Department of Licensing and Consumer Protection
Corporations Division
PO Box 712300
Philadelphia, PA 19171-2300
Phone: (202) 442-4432

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Appendix D

Business Plan & Marketing Plan

As referenced in the
Act Section

- *Business Plan Outline*
- *Marketing Plan for Village Development*
- *Marketing Strategies for Startup Villages*
- *Overcoming Objections to Joining a Village*

Appendix D—Business Plan

Village Business Plan Outline Template

A. Executive Summary

1. Write this section last, after you have prepared the other sections
2. Include:
 - i. Mission Statement
 - ii. Names of founders and functions they perform
 - iii. Number of founders, number of board members
 - iv. Reasons for starting a Village
 - v. Summary of market/survey data (demonstrating market interest)
 - vi. Committees, number of people engaged on each
 - vii. Description of service, where it operates
 - viii. Status of program development to date
 - ix. Summary of growth, participation, donated funds
 - x. Summary of plans for the future/vision

Highlights and key points that are discussed in the rest of the plan should be pulled out and included in an Executive Summary.

B. The Product

Brief description of Village movement, growth, why so much growth, how Villages respond to unmet needs/desires; the consumer-driven nature of Villages; how they respond to the long-held desire of elders to stay in their homes; the wide range of programs that can be provided and how they can change over time in direct response to consumer desires, etc. Provide a high level overview of growth of elder markets and need for Villages. Note the role Villages play within the network of supportive services for older adults in the District of Columbia.

C. Market Description and Market Analysis

1. Geographic area to be served
2. Target market: age, income, other social and demographic characteristics
3. Market survey: methodology, number surveyed, number of responses, summary of data analysis/findings
4. Existing services that address the same needs/desires in the market area
5. The needs that will be met by the Village
6. Share of market: how many participants will you be able to attract?
7. Projected changes in the market over time (further aging, etc.)
8. Indicators of market response to date
9. Key interests of the markets

D. Overview of the Village

1. Describe Village and what it will provide
2. Benefits of membership in the Village
3. The Introductory Membership, what it offered, number and types of programs conducted, level of participation, fees
4. Partnerships
5. Discounts
6. Newsletter, Web Site (again, how many distributed? How many web site “hits,” if you know this)
7. Number of members; type of membership; fees
8. Serving lower/moderate income; making/keeping it affordable

9. Expanding services

Data on participation should be structured to demonstrate market interest. Data on volunteer engagement/participation should also demonstrate market interest, but also viability of operating a program relying on this resource

E. The Organization and Management

1. Organization structure/ownership (501(c)(3) status)
2. Brief profiles/qualifications of Founders and other key team members
3. Board members: size of board and qualifications
4. Roles of Board members
5. Committees, Committee Chairs, qualifications
6. Anything else on “management” and “management team.”

Who does what in the business? How will ongoing leadership be assured? Executive Director or other staff in the future? Once money is being accepted and services promised, how would delivery be assured?

F. Marketing/Sales/Adding New Members/Growing the Program

1. Number of members
2. Number of “subsidized member” if appropriate
3. Target number of members
4. You may want to discuss the percentage of the total market that you need to capture
5. How subsidized
6. Number of volunteers
7. Communications strategies (web, link to Community Council website, newspaper articles, newsletter, flyer, meetings, etc.)
8. Who is responsible for recruitment of both members and volunteers?

G. Funding/Funding Needs

1. Revenues and expenses
2. Sources of funding
3. Amount needed for startup costs
4. Use of funds

Appendix D—Marketing Plan

Marketing Plan for Village Development

Goal: Educate the community about the Village movement and your new community enterprise; Recruit members and encourage renewals.

Messaging:

1. A Village is a nonprofit organization that comes from the community for the benefit of the community
2. Self-sustaining; grassroots
3. Time banking: equal giving and getting
4. Helping people live a full life in their home and their community
5. Make new friends; engage in life; stay healthy
6. Join the lifelong journey together
7. Getting the most out of all the resources in the area for you
8. Offers peace of mind

Generally Villages do not use the words “seniors,” “senior citizens” or “aging.” Ageism is still “alive and well” in the U.S. and it is important to not to create images that people can say that is *not me* or that is *not for me*. For a more in-depth discussion of the changing language around aging, visit the National Center to Reframe Aging at www.reframingaging.org.

It is important that your images and messaging are positive, fun and engaging, as well as reflective of the diversity of Washington, D.C. Most people when they hear about Villages, they think they are an alternative to assisted living or a nursing home. In order to engage people of all ages so that you have a diverse and vibrant community, especially for time banking, it is important to create a picture (and reality) that shows people an organization that they want to get involved with for themselves and their community for a long time.

Segmented Audience/Marketing: Healthy • Not so Healthy • Frail

A lot of people use age as the marker for their marketing approach, but this does not take into consideration how individual needs change when there are changes in health. These changes can happen as someone ages but sadly declining health or a medical change can happen at any age. (i.e., someone breaks a leg skiing, trips on the sidewalk, chronic illness, early dementia, etc.)

Although the images are not that different, your services and offering will vary with the target market. When creating your Village it is important that you develop services and programs that your membership wants and needs and that you reflect this back to them. “You asked for it; We offer it.”

Your Village must offer value that is included in the membership fee. This value will range from discounts to providers, all the way to the time bank volunteer collaboration to programs that are unique to the Village members. “What do I get for my money?” “Will I only be with old people?” Your messaging must address these concerns to each segment. Most Villages focus their message on a happy and healthy life now and in the future.

Marketing Strategies for Startup Villages

A. Create marketing materials

1. Website with public and private sides
2. Facebook page
3. Brochure: flexible one pagers to change for the audience
4. Trifold with room for a mailing label
5. Short elevator speech

B. Create the basics

1. Write up a Member Agreement
2. Be able to take credit cards
3. Create volunteer and sign-in sheets
4. Develop a training for presenters (Ambassadors)

C. Develop an Ambassador program

This is a group of people who are part of the Village who want to let others know about the Village. They will need to be able to share their story and make it personal why they joined and what they get out of it. Personals stories are critical. It is also important that the ambassador looks and presents the image of your Village. If you want to attract younger people (those in their 40s and 50s) make sure that that is who is presenting to that audience. These younger people may be attracted to volunteering with the Village or they may have parents or other older relatives in the area who would be interested in joining a Village. (Other presenters—couples, active, engaged, influential in the community, a neighbor.)

D. Hold a launch party

1. Goal is to get people to join the Village
2. Can be held at the Church at the beginning and then do a second one when you expand out to the whole community

E. Hold “prospect” parties

1. Hold parties to get the message out: muffins in the a.m. or wine & cheese in the early evening
2. Have food; make it fun
3. Create and send invitations and follow up with phone calls
4. Community people (steering com) present for about 15 min.
5. Show a Village to Village Network videos like [“The Power Behind the Village Movement.”](#)
6. Have people give their personal reason for being part of the Village
7. Explain membership types and volunteering
8. Open it up to Q & A and discussion
9. Have Member Agreement for them to sign
10. Locations: Houses of worship, people’s homes, libraries, fancy furniture stores, galleries, community rooms in the neighborhoods, etc.

F. Other audiences for your message and for referrals

1. Word of mouth is the number 1 referral source
 - a. Create incentive programs for members to get their friends to join
 - b. Have people hold prospect parties at their house and invite their friends/immediate neighbors
 - c. When you have members: have parties where a member brings a friend
 - d. Run a program with a great speaker and invite the community
2. Local paper
 - a. Gets articles written
 - b. Write editorials
 - c. Pay for an advertisement (especially if you are running an event)
 - d. Put all events into the calendar section
 - e. Do all of this online if your local paper is online
3. Neighborhood associations
4. Block parties/local fairs
5. More: doctors, hospitals, social service agencies, real estate agents, lawyers, local stores, local business groups, etc.

Why people do or don't join Villages

A. People join Villages for many reasons:

1. They need the services
2. Support the community idea
3. So that it is there when they do need it in the future
4. Their friends joined
5. They want to be in control of their life and stay in their own home as they age

B. Objections and the "Not ready yet" crowd

1. I do not need that yet
2. I do not want to be with old people
3. I am not old enough to want that yet
4. I am not a "joiner"

Suggested points for overcoming objections:

- The Village is not a bricks and mortar facility. It's a virtual community that is founded by residents who want to stay in their homes and neighborhoods.
- It means enjoying a culture of positive interdependence with people who live near you. It's like the neighborhood your grandmother grew up in where neighbors helped each other because they knew it would be reciprocated.
- The Village keeps you from moving to an age-segregated community where there are no younger people to interact with.
- Village members report better quality of life since joining a Village.
- Village life and volunteering give life meaning and relevance.
- Villages address directly what recent research has documented as health-related problems caused by social isolation, including depression, increased risk of morbidity, mortality, cardiovascular disease, dementia, and Alzheimer's disease.
- Real-life social networks (Villages) decrease isolation, the likelihood of institutionalization, and early mortality, as well as increase longevity.
- Some members view the Village as insurance policy that they can tap into when they need it because they recognize that they cannot stay in their homes indefinitely without a little bit of help.

Phone bank and cheat sheet

For all events and even to follow up when people call interested in the Village you can set up a phone calling party. Invite volunteers to someone's house or to the Church and have everyone call people and see if they are interested. Make sure that all volunteers have a script or what to say and a "cheat sheet" about the Village offerings and philosophy so that they can answer people's questions. The organizer of this phone bank usually provides snacks or something like wine and cheese. Do not call during dinner hours. In people's experience the best time to call is between 3:30 or 4:00 p.m. and 6:00 p.m.

This approach is great to follow up after you send out an invitation to a program, community Village event or prospect party. It is also great when following up on a lot of calls for information that come into the Village. Remember the best approach to "person to person." Word of mouth is the best marketing strategy. Keep a list of prospects in your database management system and reach out to them frequently with Village news.

Appendix E

Other Useful Links

- *District of Columbia Resources*
- *Village Peer Resources/Networks*
- *Funding Sources and Grant Links*

Appendix E—Other Useful Links

District of Columbia Resources

- Department of Aging and Community Living (DACL) — <https://dacl.dc.gov>
 - Lead Agencies — <https://dacl.dc.gov/service/lead-agencies>
- Deputy Mayor's Office for Planning and Economic Development — <https://dmped.dc.gov>
- Office of Tax and Revenue (OTR) — <https://otr.cfo.dc.gov>
- Department of Licensing and Consumer Protection (DCLP) — <https://dlcp.dc.gov>
- Office of Advisory Neighborhood Commissions — <https://oanc.dc.gov>
- DC Villages Collaborative — www.dcvillages.org

Village Peer Resources/Networks

- Washington Area Villages Exchange (WAVE) — www.wavevillages.org
- Village to Village Network — www.vtvnetwork.org
- Resources For Active and Developing Villages (Montgomery County, Maryland) — *in particular, look under the "Village Development and Sustainability Documents" tab for "The Village Guide"* www.montgomerycountymd.gov/HHS-Program/ADS/Villages/resources.html
- Resources, Prince George's County Village Connection — *in particular, look at "First Steps to Build Your Village"* www.pgvc.org/resources
- Resources, National Center to Reframe Aging — *a variety of resources for discussing aging and combating ageism,* www.reframingaging.org/resources

Funding Sources and Grant Links

- Department of Aging and Community Living (DACL) Grants Policy Manual — <https://dacl.dc.gov/page/grants-policy-manual>
- Mayor's Office of Community Affairs, Community Grant Program — <https://communityaffairs.dc.gov/content/community-grant-program>
- The Washington Home — www.thewashingtonhome.org/grants/
- GrantWatch — www.grantwatch.com
- The Grant Portal — www.thegrantportal.com
- AARP Foundation Grants — <https://www.aarp.org/aarp-foundation/grants/>
- The John A. Hartford Foundation Grants — <https://www.johnahartford.org/grants-strategy>
- The Harry and Jeanette Weinberg Foundation, Aging Grants — <https://hjweinbergfoundation.org/grants/how-we-give/aging/>
- Society for Nonprofits — https://www.snpo.org/publications/fundingalert_bycategory.php

NOTE: *The grant opportunities listed here are subject to change and may not always be available. Deadlines, eligibility requirements, and funding priorities can shift over time. We recommend checking each organization's website for the most up-to-date information before applying. This list is intended as a starting point, not a guaranteed source of funding.*



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