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**Record Group/Collection:** Donated Historical Materials  
**Collection/Office of Origin:** Frieden, Lex, Collection  
**Series:** Disability Rights Organizations  
**Subseries:**

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**OA/ID Number:** 52057  
**Folder ID Number:** 52057-001

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**Folder Title:**  
Independence Center of VA [1984-1987]

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**Stack:**

**Row:**

**Section:**

**Shelf:**

**Position:**

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PROPOSAL FOR FEDERAL FUNDING FY 87  
Endeppendence Center of Northern Virginia, Inc.

BACKGROUND

In 1981, Handicaps Unlimited of Northern Virginia proposed the establishment of an independent living center to serve the needs of persons with disabilities. The Department of Rehabilitative Services approved the proposal and awarded a contract. The Endeppendence Center of Northern Virginia (ECNV) officially opened its doors on April 1, 1982.

In 1985, ECVN made a change: incorporating as an independent organization (January).

At present, the ECVN Board of Directors consists of eleven members. Ten have severe disabilities. The ECVN staff consists of ten persons. Seven have disabilities. (See Appendix A-2 and A-3)

I. NEED

The Endeppendence Center of Northern Virginia serves five major jurisdictions in the greater metropolitan area in the nation's capital: counties of Arlington and Fairfax; cities of Alexandria, Fairfax City, and Falls Church. Almost 100,000 citizens with disabilities live within the area (96,979--DRS est.) More than half of this number have severe disabilities (51,135--DRS est.)

Although the area is well known for its affluence, the high median income erects special barriers to independent living in several ways. First, more agencies. Local government and special interest groups provide valuable resources but also create a confusing maze. Persons with disabilities need clear cut, accurate and updated information and referral services. Second, unemployment. Because of high-tech industry around the Beltway (I-495), few jobs exist for unskilled, unsophisticated or inexperienced workers. Agencies and companies provide few suitable training programs. Persons with disabilities need assistance in developing employment plans. Third, transportation. In an area where the two car family is the norm, para-transit systems are underdeveloped. METRORAIL is accessible to persons with disabilities but getting to the station often presents problems. METROBUS offers a very limited number of vehicles equipped with lifts, and they must be reserved at least one day in advance. Persons with disabilities may need guided experience in using METRORAIL and METROBUS, and assistance in exploring and developing other transportation options. Forth, housing. The median price for a single family house hovers near six figures. Condominiums and cooperative apartments seldom are built or converted with the needs of the disabled in mind. Subsidized housing units maintain lists of persons who wait more than a year. The relatively few subsidized housing units must be "shared" with elderly and other low-income persons. Locating housing units that are affordable, accessible and close to public

transportation becomes a Herculean task. Persons with disabilities need information, options and guidance about suitable housing. Fifth, culture. Northern Virginia is home to diverse cultural and ethnic groups from Asia and Latin America. Many of these cultural groups contain barriers of attitude and value that inhibit independent living. The affluence attracts new Americans who work in menial jobs. Their family members may have disabilities that are complicated by differences in language and custom. Persons with disabilities need access to independent living, despite cultural differences. During the past program year, the Endependence Center of Northern Virginia has confronted each of these five barriers.

Despite the accomplishments, ECVN realizes a large number of individuals among the potential 51,000 remain unserved. Each year the number of persons served grows. Each year, ECVN becomes better known, identifies more persons with disabilities, fulfilling some of their needs. Sometimes the process seems slow because independent living often means assistance in overcoming more than one barrier.

As demand for services grows, ECVN seeks to expand its funding base. The competition for the donated dollar is particularly stiff in the service area. Therefore, ECVN has chosen to develop, slowly and carefully, a comprehensive marketing plan for long range fiscal independence. In the interim, ECVN is instituting a fee for service system. The resulting income will only augment existing funds. To maintain the current level of services, to expand and meet the growing demand, ECVN must seek funding from Title VII monies, a DRS contract, and local jurisdictions.

## II. MISSION

The mission of the Endependence Center of Northern Virginia, Inc. is to enable disabled persons to improve the quality of their lives, determine their own lifestyles, participate in all aspects of society, secure their human and civil rights, and to provide a mechanism for consumer control and policy direction of the service delivery system that impacts their lives.

## III. GOALS

1. To assist Northern Virginians with severe disabilities to actively participate within the community at the highest level they can attain.
2. To assist Northern Virginians with severe disabilities in selecting and working towards their own maximum desired level of independence.
3. To disseminate new information about disability issues, legislation, services, and support systems.

4. To assist Northern Virginians with severe disabilities increase access to decision-making processes (local, state, national) that affect their lives.
5. To improve the sensitivity and the responsiveness of the community to issues affecting disabled people.
6. To develop private resources for the funding of the Center operation.

#### IV. OBJECTIVES

1. To complete 100 program intakes. (Goals 1,2,3,4)
2. To provide 1500 units of individual peer counseling (Goals 1,2,3,4)
3. To provide 250 units of group counseling (Goals 1,2,3,4)
4. To provide 500 units of independent living skills training (Goals 1,2,3,4)
5. To provide 4000 community outreach units (Goals 1,3,4,5)
6. To provide disability related information to 1500 inquirers (Goals 1,2,3,4,5)
7. To provide at least eight newsletters a year (Goals 1,2,3,4,5)
8. To mutually develop with the participant 100 IILP's (Goals 1,2,3,4)
9. To develop 300 objectives for IILP's for the project year (Goals 1,2,3,4)
10. To assist 300 Center participants to complete 50% of the objectives as delineated on their IILP's (Goals 1,2,3,4)
11. To develop a fee for service system (Goal 6)

#### V. METHODOLOGY & EXPECTED RESULTS

ECNV's operational procedures match the overall tripartate strategy. One, to help individuals with disabilities to identify and clarify specific problems, concerns and needs. Two, to design specific, individual plans to resolve problems, settle concerns and fulfill needs. Three, to provide assistance and support in taking appropriate action. Overall, ECVN activities have impact on individuals who need responses to specific questions, on participant's who develop and follow an Individualized Independent Living Plan (IILP), and on systems which evolve to meet responsibilities to citizens with disabilities. In the following year, ECVN expects to develop programs as unique and innovative as the Support Group for Hearing Impaired Orientals, Survey of Housing Needs Among the Disabled and the Transition to Independence Program. Specifically, ECVN expects to accomplish each of the aforementioned goals:

01. 100 new intakes. Staff members and new participants conduct a mutual interview to exchange information. Together, they develop an Individualized Independent Living Plan (IILP). The staff person provides information, options and possibilities; the participant selects services, establishes priorities, and specifies action steps.

02. 1500 peer counseling units. To share experience, monitor progress, and coordinate services, the staff member counsels the participant on a regular, on-going basis.

03. 250 group counseling units. A staff member facilitates small group meetings to enable individuals to assess needs, share information and develop networks.

04. 500 ILS units (Independent Living Skills). Staff members work with individuals and conduct classes in basic and advanced training in skills that foster independence.

05. 4000 community outreach units. All staff members sit on committees, speak before groups, and "network" within the larger community. Newsletters, press releases and media appearances are utilized also.

06. 1500 information responses. ECVN maintains a reference library, extensive folder files, and current phone indices to provide accurate responses to queries ranging from accessible hotels to x-ray dangers. Anyone in the community is welcome to use this service.

07. Eight newsletters. "The Endependent" strives to provide news rather than merely reprinting notes of interest. All staff members contribute. The mailing list will grow by 20% in the coming year. The newsletter reaches the homes of participants, members, friends, other agencies, governmental offices, libraries, etc.

08. 100 new IILP's. Each Independent Living Plan will be designed to meet the specific needs of the individual. The individual and the counselor will develop a plan that will result in increased independence.

09. 300 new objectives. Each Individualized Independent Living Plan (IILP) will contain objectives which will be specific, measurable and geared toward greater independence.

10. 50% completion rate. Participants will complete at least half of the objectives specified in the Individualized Independent Living Plans.

11. Fee system. ECVN will expand a fee schedule so that consumers, agencies and the general community may contribute, on a sliding scale, to the costs of providing service.

## VI. OBJECTIVES SCHEDULE

|                         | Oct-Dec              | Jan-March | April-June | July-Sept |
|-------------------------|----------------------|-----------|------------|-----------|
| 1. Program Intakes      | <-----on-going-----> |           |            |           |
| 2. Peer Counseling      | <-----on-going-----> |           |            |           |
| 3. Group Counseling     | <-----on-going-----> |           |            |           |
| 4. ILS Training         | <-----on-going-----> |           |            |           |
| 5. Community Outreach   | <-----on-going-----> |           |            |           |
| 6. Information/Referral | <-----on-going-----> |           |            |           |
| 7. Newsletters          | * * * *              |           | * *        | * *       |
| 8. IILP's               | <-----on-going-----> |           |            |           |
| 9. IILP Objectives      | <-----on-going-----> |           |            |           |
| 10. IILP Completions    | <-----on-going-----> |           |            |           |
| 11. Fee For Service     | <-----on-going-----> |           |            |           |

## VII. PROGRAM METHODOLOGY

### A. Facilities and Resources

Early in the new program year, ECVN will move to a new facility which will replicate the ideal features of the present location: no interior barriers; ramps at primary entrances; parking; proximity to public transportation (MetroRAIL, MetroBUS); near stores, shops and restaurants (for training purposes); adequate floor space for a minimum staff of ten; and access to a training room/classroom. As part of a master development plan (the County of Arlington) the current landlord, plans to demolish the building currently housing ECVN.

### B. Capability

For more than four years, the Endependence Center of Northern Virginia has matched services to need (instead of imposing unnecessary programs), has coordinated activities with other agencies (instead of duplicating services already available), and has streamlined internal operations (instead of following unworkable regulations). In the coming program year, ECVN expects to draw upon this rich experience to meet the goals outlined above. In addition, ECVN's capability to carry out the program goals will be enhanced by staff stability, greater recognition in the disabled and general communities, and improved networking to outside resources.

### C. Services

At ECVN, services offered do not dictate needs. Within a framework of a joint effort between staff member and participant, many services are offered.

Potential participants make initial contact with ECVN, sometimes on their own initiative, sometimes through referral from another agency. The first service provided is intake counseling in which the participant works with a staff member to clarify needs and

explore options. Some persons are referred to other agencies who can resolve the specific question or problem. Others engage in developing an Individualized Independent Living Plan (IILP) which outlines specific objectives, action steps, and deadlines. Some participants need assistance in learning their rights and asserting them. Advocacy training and counseling enables these individuals to become "self-advocates". Advocacy services also include technical assistance on legislation, sitting on community boards, and working for system-wide changes. Some participants need assistance in adjusting to, accepting and dealing with particular limitations of a specific disabling condition. Peer counseling services match staff members or consultants who have the same disabling condition with the individual participant. Some participants lack experience in cooking, budgeting, home maintenance, etc. Independent living skills training provides information and hands on experience that fosters self sufficiency. Other participants have no experience with public transportation. Transportation services teaches the use of timetables, "dry runs" on lift-equipped buses in the parking lot, accompanied trips on MetroRAIL, and other direct encounters with the transportation system. Many participants are unfamiliar with housing options. Housing services include information on options, including federal and local government programs, a current listing of vacancies that are accessible, a short assessment questionnaire, and assistance in talking to managers, realitors and landlords. For those individuals who need personal care attendants, PCA services include a listing of available attendants, training sessions in management for the individual, and training for the provider. Some individuals need guidance in how to play. Recreation services provide information, organizes occasional "field trips", and encourages the exploration of leisure activities.

ECNV strives to provide a full range of services that will enable each individual to overcome whatever barrier prevents independent living.

#### D. Project Staff

The current project staff has direct experience living with disability. With only one exception, all staff members either have a disabling condition themselves (seven) or have a family member with a disability (two). By education, training, and work experience, all staff members are particularly suited for their positions.

#### E. Collaborating Organizations & Political Subdivisions

When appropriate, the Endependence Center tries to establish formal collaborative agreements with public and private human service agencies. In other cases, ECVN establishes informal agreements to accomplish specific objectives. Some of the collaborating agencies in the past have included: Fairfax Community Services Board, Arlington Office of the Disabled, United Cerebral Palsy, Northern Virginia Mental Health

Association, Northern Virginia Housing Board, Alexandria Commission on the Handicapped, Social Services, YMCA, Northern Virginia Community College, and other independent living centers in the state.

#### VIII. CONSUMER INVOLVEMENT

##### A. Board

The governing board of ECVV consists of eleven individuals, ten of whom are severely disabled.

##### B. Staff

There are ten currently filled staff positions. Eight staff members are severely disabled.

##### C. Advisory Council

The Advisory Council includes individuals from all major disability groups.

#### IX. EVALUATION PLAN

To respond better to needs, to monitor goals and policy, and determine the significance of its program, the Endependence Center of Northern Virginia engages in continuous evaluation. The basic appraisal includes four questions: Who are the participants? What services are offered to them? Where in the community is the Center known? How well does the Center manage? Staff members collect data, review it and pass it on to the Executive Director. The Executive Director supervises the overall administration of the Center and acts as liason between the staff and the Board.

Who are the participants? In handling requests, staff members record the type of disabling condition. During intake interviews, more detailed information is collected. Case notes indicate current data about the particular person. Case staffing sessions allow the Executive Director and the program staff persons to develop appropriate strategies. All such information is kept confidential and is stored in locked files behind locked doors.

What services are offered? The number and types of service extended to each participant are tracked. The participant evaluates the impact of a particular service and judges how well the service has helped foster independence. Staff members in closing cases request this information.

Where is the Center known? On monthly statistical reports, staff members record all community awareness activities, including speaking engagements, press contacts, collaborative agreements, outreach efforts, etc. The Executive Director monitors the number of these activities.

How well does the Center manage? The Executive Director monitors the overall progress of the Center by keeping track of funding sources, budget and expenditures. The EXecutive Director also

works with the bookkeeper to determine percentage of resources devoted to each type of service. With the help of other staff, the Executive Director compares current year activities to prior year's on the monthly statistical report. Finally, the Executive Director monitors the participation of persons with disabilities in the operation of the Center as Board members, staff members, volunteers, advisors and friends.

#### Specific Evaluation Criteria

The overriding criterion is: how well is the objective being completed? deadlines met? action steps taken? results gained?

The staff member (using notes) and the participant (using evaluation/closure forms) rate the program. Attainment of skills is measured by the objectives in the IILP. The extent of progress toward independent living is estimate by progress recorded in case notes. The Commonwealth of Virginia has a uniform evaluation system which has been jointly developed by all independent living centers in state. The forms developed to collect necessary data (Attachment #A-4) will assist in meeting RSA evaluation criteria.

| CRITERION                                                                                                          | SOURCE OF DATA                                                    | STAFF RESPONSIBLE                 |
|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------|
| A. Numbers and types of handicapped individuals assisted                                                           | Participant Data;<br>Case Management;<br>Case movement; Info/     | Executive Director/<br>Counselors |
| B. Extent to which individuals with varying handicapping conditions are served                                     | Case Management;<br>Case movement;<br>Internal Management Reports | Executive Director/<br>Counselors |
| C. Types of Services Provided                                                                                      | Participant Data;<br>Case Management                              | Executive Director/<br>Counselors |
| D. Sources of Funding                                                                                              | Bookkeeping and Administrative Asst. Report, Audit                | Bookkeeper                        |
| E. Percentage of resources committed to each type of service provided                                              | Internal Reports;<br>Bookkeeping Reports                          | Exec. Dir.,<br>Bookkeeper         |
| F. How services provided contribute to maintenance or increase of independence of handicapped individuals assisted | Participant Self-Evaluation; Participant                          | Executive Director/<br>Counselors |

|                                                                                                    |                                         |                                   |
|----------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------|
| G. Extent to which handicapped individuals participate in management decision-making in the Center | Community Options Center Activity       | Executive Director                |
| H. Extent of capacity building activities including collaboration with other agencies and organiz. | Community Options Center Activity       | Executive Director                |
| I. Extent of catalytic activities to promote community awareness, involvement and assistance       | Community Options Center Activity       | Executive Director                |
| J. Extent of outreach efforts, impact of such efforts                                              | Community Options Center Activity       | Executive Director                |
| K. Comparison where possible of prior year's activities with most recent year's activities         | Combined forms, previous year's reports | Executive Director/<br>Counselors |

#### X. FUNDING

The Endependence Center of Northern Virginia is striving to develop fiscal independence over the next several years. This goal consists of three overlapping elements: planning, proposing, and procuring. Planning includes the marketing plan developed this past program year, the gradual increment of the Board of Directors to satisfy United Way requirements, and the on-going researching of foundations, corporations and other funding agencies. Proposing includes writing successful grants that engender fiscal support from local jurisdictions, soliciting funds for special adjunct programs such as Transition to Independence, and developing a standard materials packet for proposals. Procuring includes the on-going efforts to raise funds from private donations, memberships in ECVN, direct mail solicitations, special events (e.g. the Japanese Bazaar increased it's net donation by 25%), organizational support (e.g. Kappa Kappa Gamma has designated ECVN as its official beneficiary of donations), institutional support (e.g. various church organizatio contribute monies), and governmental support. ECVN receives funding from local jurisdictions. In the new program year, ECVN will initiate a fee-for-service schedule of charges. This source of income should grow modestly but steadily into the future, and help bring ECVN evener closer to the goal of ending dependence on governmental funding.

## XI. 1985-86 ACCOMPLISHMENTS

### A. Program Impact

ECNV continues to be recognized as the central resource for information and coordination of independent living services for disabled people in Northern Virginia. Its newsletter "The Endependent" (Attachment #A-5) is widely read and the readership is growing monthly. The Advisory Committee has representative membership, the majority disabled, from all local jurisdictions and all major constituency groups. Center staff have been on many television programs, radio shows, national conventions and have addressed thousands of people on disability related issues at local, state, and national meetings including elementary school classes, local associations of mental health professionals, transportation providers, housing developers, women's groups and community groups.

### B. Objectives

The FY 1986 proposal established eleven objectives for the past year.

1. To complete 100 program intakes.
2. To provide 1700 units of individual peer counseling.
3. To provide 500 units of group counseling.
4. To provide 700 units independent living skills training.
5. To provide 1000 community outreach units.
6. To provide disability related information to 1500 inquirers.
7. To provide at least eight newsletters a year.
8. To mutually develop with the participant 100 IILP's.
9. To develop 300 objectives for IILP's for the project year.
10. To assist 300 Center participants to complete 50% of the objectives as delineated on their IILP's.
11. To develop a fee for service system.

### C. Results

0.1 Through April, 1986, ECVN has completed 54 program intakes. ECVN should easily reach its goal by October.

- 0.2 ECVN has provided 758 units of peer counseling. ECVN feels confident it will meet its October goal.
- 0.3 Through April, 1986, ECVN has provided 116 units of group counseling. New groups are being formed this summer.
- 0.4 463 units of independent living skills training have been provided through April.
- 0.5 17,661 community outreach units have been provided through April.
- 0.6 ECVN has provided disability related information to 876 persons thus far.
- 0.7 ECVN has published 4 newsletters through April.
- 0.8 120 IILP's have been developed.
- 0.9 338 objectives have been developed.
- 0.10 64% of the IILP objectives have been completed.
- 0.11 A fee for service system is in the process of being developed. It will be completed during the current project year.

D. Program Deviation  
None to date.

#### E. Evaluation

- 1. Through April, 1986 ECVN provided direct services to 1364 disabled persons.
- 2. ECVN served persons that covered all RSA codes. Covering just January thru March, 1986 the breakdown was 27 (code 100-149); 18 (code 230-289); 285 (code 300-399); 14 (code 400-449); 17 (code 500-526); 100 (code 530-534); 131 (code 600-699); 139 (code 800).
- 3. Services provided: information and referral, peer counseling, independent living skills training, housing referral, personal care attendant management training and roster, advocacy (individual and system).
- 4. ECVN has funding from RSA, the Commonwealth of Virginia, the local jurisdictions of Arlington County, Fairfax County, City of Alexandria, and from private community groups and personal donations.
- 5. The following percent of resources was spent on each service area: 22% to I&R, 24% to counseling, 22% to PCA/Housing, 12% to advocacy, 20% to training.
- 6. Of those individual writing IILP's, 64% of their objectives were completed at the end of April, 1986.
- 7. The Board consists of 11 individuals, 10 of whom are severely disabled. The staff consists of 10 individuals, 7 severely disabled.
- 8. ECVN collaborates with many community groups (See VII, D.).

C.4. \* Membership - wants to give  
awards to recognize strays and  
bring them home. (GM + RP)

A.1 \* No (GM + RA)

E. Alexander has intern working on brochure  
on Housing Services

F.

H.2 \* Motion to Bring to Board for  
disposition

all Board should be contacted + should  
~~all~~ participate in move.

adjourn 5:25 pm.

9. As of April, 1986 ECVN had provided 17,661 units of community outreach service.

10. Because of 17,661 units of community outreach service, more buses were made accessible, more buildings built to code, more modifications to existing buildings made, more awareness programs offered, more housing made accessible.

11. More individuals were served, more objectives met and more community activities offered than previous year. (See appendix A-6).

#### F. Funding

ECNV has received funding from RSA, the Commonwealth of Virginia, the local jurisdictions of Arlington County, Fairfax County and the City of Alexandria, private community groups and from private donations.

C.2.

Finance - received Development & recommend  
Finance received proposed budget  
UK grant - toward integrated budget

C.3

Personal: perf. evaluation of Ex D  
discussed - looked over P.D and  
~~the~~ job evaluations from previous  
jobs. Issue of who evaluates?

Procedure outline to be prepared for  
July Board meeting

Another issue when to do evaluate?  
Soon because I.M. missed a past  
evaluation? Or on her work  
anniversary. J. Collins will investigate  
need to act quickly

Board-staff relationships - shocked that  
I.M. had no agenda and that she had  
no input in making agenda - staff  
should be responsible for final preparation  
of minutes so that Board members  
could get material in appropriate  
methods. Board members should be  
asked about format of communication.  
John talk to I.M. re: staff to do Board  
minutes. Interpreter on call should  
request 48 hr. in advance (RG + RP)

Accept Personnel Report

A-1

V. Other

|                        |              |
|------------------------|--------------|
| Rent                   | \$ 18,700.00 |
| Insurance              | \$ 880.00    |
| Utilities              | \$ 1,100.00  |
| Telephone              | \$ 1,452.00  |
| Printing               | \$ 220.00    |
| Dues and Subscriptions | \$ 220.00    |
| Postage                | \$ 220.00    |
| Staff Training         | \$ 1,100.00  |
| Staff Travel           | \$ 1,650.00  |
|                        | <hr/>        |
|                        | \$25,542.00  |

Grand Total:

\$217,250.00

A-1

PROPOSED OPERATING BUDGET FY87  
INDEPENDENCE CENTER OF NORTHERN VIRGINIA, INC.

I. Personnel

A. Salary and Wages

|                              |              |
|------------------------------|--------------|
| Executive Director           | \$ 31,610.00 |
| Information Coordinator      | \$ 21,800.00 |
| Director of Public Relations | \$ 21,800.00 |
| Director of Advocacy (75%)   | \$ 16,350.00 |
| Housing/FCA Coordinator      | \$ 16,350.00 |
| ILS Specialist               | \$ 16,350.00 |
| Administrative Assistant     | \$ 16,350.00 |
| Bookkeeper                   | \$ 10,950.00 |
| Custodian                    | \$ 3,270.00  |

---

\$158,050.00

B. Benefits

\$ 30,029.50

subtotal

---

\$188,079.50

II. Supplies

\$ 1,000.00

III. Equipment

\$ 550.00

IV. Purchase of Services

Transportation

\$ 1,000.00

Legal

\$ 198.50

Audit

\$ 550.00

Interpreter

\$ 330.00

---

\$ 2,078.50

① → tomorrow final base;  
need for County to waive a  
required fire wall w/o which  
recruitment & rehousing  
new language in lease would  
exclude ECNV from liability if  
DT leaves and relieve ECNV from  
~~landlord~~ responsibility for repairing DT  
Harry Hall difficult - a fire wall  
would prohibit combining conference  
rooms. Would include a doorbell

[G] \* permission to sell unnecessary and non-VR  
inventory items

Peter Clark (Fairfax County) visited  
Sharon to talk of coming year. PC wants to  
plan activities w. ECNV, e.g. 504 work,  
access projects. Regular meetings PC- SM  
and ECNV staff members will attend  
Hend. Comm. meetings

NCIL Friday Reception:  
\* Resolution salute staff, J-women Reich for  
efforts & cooperation

ILP directors confronted VR re: VR person on  
each Board - and it is out. All monthly  
reports have gapped - now only a monthly  
one-page report and quarterly reports

J. Collins submits Meeting for ECNV room  
at NCIL meeting and staff

6:15 pm : SM/EN/IC/RT/PP.

- (A) agenda approved
- (B) approve minutes of April
- (C1) RP: staff retreat - past request to VA for outside experts was frustrated; we should talk about the program, goals statement; tax problem with evaluation; ~~also~~ evaluate objectives - possible to evaluate goals & missions

Have evaluation before retreat

Need retreat before planning

do assessment of evaluation - strictly limit

format of assessment tool

Retreat - have fairly basic framework  
Sharon needs a week off

\* Develop Com. investigate retreat

\* " develop assessment process

\* Community Funding Programme - maybe Finance Com. & involve with fund raising - John Collins will take responsibility to investigate  
The community that develops fund raising plans should follow through with the projects. \* Recommend or new fund raising Com. w. input from Finance  
& Develop Comm (float membership)  
w. Advisory Board members

\* Accepted Report

10:15 pm : SM/EN/IC/RL/RP.

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I. NEED

The Endeppendence Center of Northern Virginia serves five major jurisdictions in the greater metropolitan area in the nation's capital: counties of Arlington and Fairfax; cities of Alexandria, Fairfax City, and Falls Church. Almost 100,000 citizens with disabilities live within the area (96,979--DRS est.) More than half of this number have severe disabilities (51,135--DRS est.)

Although the area is well known for its affluence, the high median income erects special barriers to independent living in several ways. First, more agencies. Local government and special interest groups provide valuable resources but also create a confusing maze. Persons with disabilities need clear cut, accurate and updated information and referral services. Second, unemployment. Because of high-tech industry around the Beltway (I-495), few jobs exist for unskilled, unsophisticated or inexperienced workers. Agencies and companies provide few suitable training programs. Persons with disabilities need assistance in developing employment plans. Third, transportation. In an area where the two car family is the norm, para-transit systems are underdeveloped. METRORAIL is accessible to persons with disabilities but getting to the station often presents problems. METROBUS offers a very limited number of vehicles equipped with lifts, and they must be reserved at least one day in advance. Persons with disabilities may need guided experience in using METRORAIL and METROBUS, and assistance in exploring and developing other transportation options. Forth, housing. The median price for a single family house hovers near six figures. Condominiums and cooperative apartments seldom are built or converted with the needs of the disabled in mind. Subsidized housing units maintain lists of persons who wait more than a year. The relatively few subsidized housing units must be "shared" with elderly and other low-income persons. Locating housing units that are affordable, accessible and close to public

Transportation becomes a Herculean task. Persons with disabilities need information, options and guidance about suitable housing. Fifth, culture. Northern Virginia is home to diverse cultural and ethnic groups from Asia and Latin America. Many of these cultural groups contain barriers of attitude and value that inhibit independent living. The affluence attracts new Americans who work in menial jobs. Their family members may have disabilities that are complicated by differences in language and custom. Persons with disabilities need access to independent living, despite cultural differences. During the past program year, the Endependence Center of Northern Virginia has confronted each of these five barriers.

Despite the accomplishments, ECVN realizes a large number of individuals among the potential 51,000 remain unserved. Each year the number of persons served grows. Each year, ECVN becomes better known, identifies more persons with disabilities, fulfilling some of their needs. Sometimes the process seems slow because independent living often means assistance in overcoming more than one barrier.

As demand for services grows, ECVN seeks to expand its funding base. The competition for the donated dollar is particularly stiff in the service area. Therefore, ECVN has chosen to develop, slowly and carefully, a comprehensive marketing plan for long range fiscal independence. In the interim, ECVN is instituting a fee for service system. The resulting income will only augment existing funds. To maintain the current level of services, to expand and meet the growing demand, ECVN must seek funding from Title VII monies, a DRS contract, and local jurisdictions.

## II. MISSION

The mission of the Endependence Center of Northern Virginia, Inc. is to enable disabled persons to improve the quality of their lives, determine their own lifestyles, participate in all aspects of society, secure their human and civil rights, and to provide a mechanism for consumer control and policy direction of the service delivery system that impacts their lives.

## III. GOALS

1. To assist Northern Virginians with severe disabilities to actively participate within the community at the highest level they can attain.
2. To assist Northern Virginians with severe disabilities in selecting and working towards their own maximum desired level of independence.
3. To disseminate new information about disability issues, legislation, services, and support systems.

4. To assist Northern Virginians with severe disabilities increase access to decision-making processes (local, state, national) that affect their lives.
5. To improve the sensitivity and the responsiveness of the community to issues affecting disabled people.
6. To develop private resources for the funding of the Center operation.

#### IV. OBJECTIVES

1. To complete 100 program intakes. (Goals 1,2,3,4)
2. To provide 1500 units of individual peer counseling (Goals 1,2,3,4)
3. To provide 250 units of group counseling (Goals 1,2,3,4)
4. To provide 500 units of independent living skills training (Goals 1,2,3,4)
5. To provide 4000 community outreach units (Goals 1,3,4,5)
6. To provide disability related information to 1500 inquirers (Goals 1,2,3,4,5)
7. To provide at least eight newsletters a year (Goals 1,2,3,4,5,)
8. To mutually develop with the participant 100 IILP's (Goals 1,2,3,4)
9. To develop 300 objectives for IILP's for the project year (Goals 1,2,3,4)
10. To assist 300 Center participants to complete 50% of the objectives as delineated on their IILP's (Goals 1,2,3,4)
11. To develop a fee for service system (Goal 6)

#### V. METHODOLOGY & EXPECTED RESULTS

ECNV's operational procedures match the overall tripartate strategy. One, to help individuals with disabilities to identify and clarify specific problems, concerns and needs. Two, to design specific, individual plans to resolve problems, settle concerns and fulfill needs. Three, to provide assistance and support in taking appropriate action. Overall, ECVN activities have impact on individuals who need responses to specific questions, on participant's who develop and follow an Individualized Independent Living Plan (IILP), and on systems which evolve to meet responsibilities to citizens with disabilities. In the following year, ECVN expects to develop programs as unique and innovative as the Support Group for Hearing Impaired Orientals, Survey of Housing Needs Among the Disabled and the Transition to Independence Program. Specifically, ECVN expects to accomplish each of the aforementioned goals:

01. 100 new intakes. Staff members and new participants conduct a mutual interview to exchange information. Together, they develop an Individualized Independent Living Plan (IILP). The staff person provides information, options and possibilities; the participant selects services, establishes priorities, and specifies action steps.

02. 1500 peer counseling units. To share experience, monitor progress, and coordinate services, the staff member counsels the participant on a regular, on-going basis.

03. 250 group counseling units. A staff member facilitates small group meetings to enable individuals to assess needs, share information and develop networks.

04. 500 ILS units (Independent Living Skills). Staff members work with individuals and conduct classes in basic and advanced training in skills that foster independence.

05. 4000 community outreach units. All staff members sit on committees, speak before groups, and "network" within the larger community. Newsletters, press releases and media appearances are utilized also.

06. 1500 information responses. ECVN maintains a reference library, extensive folder files, and current phone indices to provide accurate responses to queries ranging from accessible hotels to x-ray dangers. Anyone in the community is welcome to use this service.

07. Eight newsletters. "The Endependent" strives to provide news rather than merely reprinting notes of interest. All staff members contribute. The mailing list will grow by 20% in the coming year. The newsletter reaches the homes of participants, members, friends, other agencies, governmental offices, libraries, etc.

08. 100 new IILP's. Each Independent Living Plan will be designed to meet the specific needs of the individual. The individual and the counselor will develop a plan that will result in increased independence.

09. 300 new objectives. Each Individualized Independent Living Plan (IILP) will contain objectives which will be specific, measurable and geared toward greater independence.

10. 50% completion rate. Participants will complete at least half of the objectives specified in the Individualized Independent Living Plans.

11. Fee system. ECVN will expand a fee schedule so that consumers, agencies and the general community may contribute, on a sliding scale, to the costs of providing service.

## VI. OBJECTIVES SCHEDULE

|                         | Oct-Dec              | Jan-March | April-June | July-Sept |
|-------------------------|----------------------|-----------|------------|-----------|
| 1. Program Intakes      | <-----on-going-----> |           |            |           |
| 2. Peer Counseling      | <-----on-going-----> |           |            |           |
| 3. Group Counseling     | <-----on-going-----> |           |            |           |
| 4. ILS Training         | <-----on-going-----> |           |            |           |
| 5. Community Outreach   | <-----on-going-----> |           |            |           |
| 6. Information/Referral | <-----on-going-----> |           |            |           |
| 7. Newsletters          | *   *                | *   *     | *   *      | *   *     |
| 8. IILP's               | <-----on-going-----> |           |            |           |
| 9. IILP Objectives      | <-----on-going-----> |           |            |           |
| 10. IILP Completions    | <-----on-going-----> |           |            |           |
| 11. Fee For Service     | <-----on-going-----> |           |            |           |

## VII. PROGRAM METHODOLOGY

### A. Facilities and Resources

Early in the new program year, ECVN will move to a new facility which will replicate the ideal features of the present location: no interior barriers; ramps at primary entrances; parking; proximity to public transportation (MetroRAIL, MetroBUS); near stores, shops and restaurants (for training purposes); adequate floor space for a minimum staff of ten; and access to a training room/classroom. As part of a master development plan (the County of Arlington), the current landlord, plans to demolish the building currently housing ECVN.

### B. Capability

For more than four years, the Endependence Center of Northern Virginia has matched services to need (instead of imposing unnecessary programs), has coordinated activities with other agencies (instead of duplicating services already available), and has streamlined internal operations (instead of following unworkable regulations). In the coming program year, ECVN expects to draw upon this rich experience to meet the goals outlined above. In addition, ECVN's capability to carry out the program goals will be enhanced by staff stability, greater recognition in the disabled and general communities, and improved networking to outside resources.

### C. Services

At ECVN, services offered do not dictate needs. Within a framework of a joint effort between staff member and participant, many services are offered.

Potential participants make initial contact with ECVN, sometimes on their own initiative, sometimes through referral from another agency. The first service provided is intake counseling in which the participant works with a staff member to clarify needs and

explore options. Some persons are referred to other agencies who can resolve the specific question or problem. Others engage in developing an Individualized Independent Living Plan (IILP) which outlines specific objectives, action steps, and deadlines. Some participants need assistance in learning their rights and asserting them. Advocacy training and counseling enables these individuals to become "self-advocates". Advocacy services also include technical assistance on legislation, sitting on community boards, and working for system-wide changes. Some participants need assistance in adjusting to, accepting and dealing with particular limitations of a specific disabling condition. Peer counseling services match staff members or consultants who have the same disabling condition with the individual participant. Some participants lack experience in cooking, budgeting, home maintenance, etc. Independent living skills training provides information and hands on experience that fosters self sufficiency. Other participants have no experience with public transportation. Transportation services teaches the use of timetables, "dry runs" on lift-equipped buses in the parking lot, accompanied trips on MetroRAIL, and other direct encounters with the transportation system. Many participants are unfamiliar with housing options. Housing services include information on options, including federal and local government programs, a current listing of vacancies that are accessible, a short assessment questionnaire, and assistance in talking to managers, realitors and landlords. For those individuals who need personal care attendants, PCA' services include a listing of available attendants, training sessions in management for the individual, and training for the provider. Some individuals need guidance in how to play. Recreation services provide information, organizes occasional "field trips", and encourages the exploration of leisure activities.

ECNV strives to provide a full range of services that will enable each individual to overcome whatever barrier prevents independent living.

#### D. Project Staff

The current project staff has direct experience living with disability. With only one exception, all staff members either have a disabling condition themselves (seven) or have a family member with a disability (two). By education, training, and work experience, all staff members are particularly suited for their positions.

#### E. Collaborating Organizations & Political Subdivisions

When appropriate, the Endependence Center tries to establish formal collaborative agreements with public and private human service agencies. In other cases, ECVN establishes informal agreements to accomplish specific objectives. Some of the collaborating agencies in the past have included: Fairfax Community Services Board, Arlington Office of the Disabled, United Cerebral Palsy, Northern Virginia Mental Health

Association, Northern Virginia Housing Board, Alexandria Commission on the Handicapped, Social Services, YMCA, Northern Virginia Community College, and other independent living centers in the state.

#### VIII. CONSUMER INVOLVEMENT

##### A. Board

The governing board of ECV consists of eleven individuals, ten of whom are severely disabled.

##### B. Staff

There are ten currently filled staff positions. Eight staff members are severely disabled.

##### C. Advisory Council

The Advisory Council includes individuals from all major disability groups.

#### IX. EVALUATION PLAN

To respond better to needs, to monitor goals and policy, and determine the significance of its program, the Endependence Center of Northern Virginia engages in continuous evaluation. The basic appraisal includes four questions: Who are the participants? What services are offered to them? Where in the community is the Center known? How well does the Center manage? Staff members collect data, review it and pass it on the the Executive Director. The Executive Director supervises the overall administration of the Center and acts as liason between the staff and the Board.

Who are the participants? In handeling requests, staff members record the type of disabling condition. During intake interviews, more detailed information is collected. Case notes indicate current data about the particular person. Case staffing sessions allow the Executive Director and the program staff persons to develop appropriate strategies. All such information is kept confidential and is stored in locked files behind locked doors.

What services are offered? The number and types of service extended to each participant are tracked. The participant evaluates the impact of a particular service and judges how well the service has helped foster independence. Staff members in closing cases request this information.

Where is the Center known? On monthly statistical reports, staff members record all community awareness activities, including speaking engagements, press contacts, collaborative agreements, outreach efforts, etc. The Executive Director monitors the number of these activities.

How well does the Center manage? The Executive Director monitors the overall progress of the Center by keeping track of funding sources, budget and expenditures. The EXecutive Director also

works with the bookkeeper to determine percentage of resources devoted to each type of service. With the help of other staff, the Executive Director compares current year activities to prior year's on the monthly statistical report. Finally, the Executive Director monitors the participation of persons with disabilities in the operation of the Center as Board members, staff members, volunteers, advisors and friends.

#### Specific Evaluation Criteria

The overriding criterion is: how well is the objective being completed? deadlines met? action steps taken? results gained?

The staff member (using notes) and the participant (using evaluation/closure forms) rate the program. Attainment of skills is measured by the objectives in the IILP. The extent of progress toward independent living is estimate by progress recorded in case notes. The Commonwealth of Virginia has a uniform evaluation system which has been jointly developed by all independent living centers in state. The forms developed to collect necessary data (Attachment #A-4) will assist in meeting RSA evaluation criteria.

| CRITERION                                                                                                          | SOURCE OF DATA                                                    | STAFF RESPONSIBLE                 |
|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------|
| A. Numbers and types of handicapped individuals assisted                                                           | Participant Data;<br>Case Management;<br>Case movement; Info/     | Executive Director/<br>Counselors |
| B. Extent to which individuals with varying handicapping conditions are served                                     | Case Management;<br>Case movement;<br>Internal Management Reports | Executive Director/<br>Counselors |
| C. Types of Services Provided                                                                                      | Participant Data;<br>Case Management                              | Executive Director/<br>Counselors |
| D. Sources of Funding                                                                                              | Bookkeeping and Administrative Asst. Report, Audit                | Bookkeeper                        |
| E. Percentage of resources committed to each type of service provided                                              | Internal Reports;<br>Bookkeeping Reports                          | Exec. Dir.,<br>Bookkeeper         |
| F. How services provided contribute to maintenance or increase of independence of handicapped individuals assisted | Participant Self-Evaluation; Participant                          | Executive Director/<br>Counselors |

|                                                                                                    |                                               |                                      |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------|
| G. Extent to which handicapped individuals participate in management decision-making in the Center | Community Options<br>Center Activity          | Executive<br>Director                |
| H. Extent of capacity building activities including collaboration with other agencies and organiz. | Community Options<br>Center Activity          | Executive<br>Director                |
| I. Extent of catalytic activities to promote community awareness, involvement and assistance       | Community Options<br>Center Activity          | Executive<br>Director                |
| J. Extent of outreach efforts, impact of such efforts                                              | Community Options<br>Center Activity          | Executive<br>Director                |
| K. Comparison where possible of prior year's activities with most recent year's activities         | Combined forms,<br>previous year's<br>reports | Executive<br>Director/<br>Counselors |

#### X. FUNDING

The Endependence Center of Northern Virginia is striving to develop fiscal independence over the next several years. This goal consists of three overlapping elements: planning, proposing, and procuring. Planning includes the marketing plan developed this past program year, the gradual increment of the Board of Directors to satisfy United Way requirements, and the on-going researching of foundations, corporations and other funding agencies. Proposing includes writing successful grants that engender fiscal support from local jurisdictions, soliciting funds for special adjunct programs such as Transition to Independence, and developing a standard materials packet for proposals. Procuring includes the on-going efforts to raise funds from private donations, memberships in ECVN, direct mail solicitations, special events (e.g. the Japanese Bazaar increased it's net donation by 25%), organizational support (e.g. Kappa Kappa Gamma has designated ECVN as its official beneficiary of donations), institutional support (e.g. various church organizatio contribute monies), and governmental support. ECVN receives funding from local jurisdictions. In the new program year, ECVN will initiate a fee-for-service schedule of charges. This source of income should grow modestly but steadily into the future, and help bring ECVN evener closer to the goal of ending dependence on governmental funding.

## XI. 1985-86 ACCOMPLISHMENTS

### A. Program Impact

ECNV continues to be recognized as the central resource for information and coordination of independent living services for disabled people in Northern Virginia. Its newsletter "The Endependent" (Attachment #A-5) is widely read and the readership is growing monthly. The Advisory Committee has representative membership, the majority disabled, from all local jurisdictions and all major constituency groups. Center staff have been on many television programs, radio shows, national conventions and have addressed thousands of people on disability related issues at local, state, and national meetings including elementary school classes, local associations of mental health professionals, transportation providers, housing developers, women's groups and community groups.

### B. Objectives

The FY 1986 proposal established eleven objectives for the past year.

1. To complete 100 program intakes.
2. To provide 1700 units of individual peer counseling.
3. To provide 500 units of group counseling.
4. To provide 700 units independent living skills training.
5. To provide 1000 community outreach units.
6. To provide disability related information to 1500 inquirers.
7. To provide at least eight newsletters a year.
8. To mutually develop with the participant 100 IILP's.
9. To develop 300 objectives for IILP's for the project year.
10. To assist 300 Center participants to complete 50% of the objectives as delineated on their IILP's.
11. To develop a fee for service system.

### C. Results

0.1 Through April, 1986, ECNV has completed 54 program intakes. ECNV should easily reach its goal by October.

- 0.2 ECVN has provided 758 units of peer counseling. ECVN feels confident it will meet its October goal.
- 0.3 Through April, 1986, ECVN has provided 116 units of group counseling. New groups are being formed this summer.
- 0.4 463 units of independent living skills training have been provided through April.
- 0.5 17,661 community outreach units have been provided through April.
- 0.6 ECVN has provided disability related information to 876 persons thus far.
- 0.7 ECVN has published 4 newsletters through April.
- 0.8 120 IILP's have been developed.
- 0.9 338 objectives have been developed.
- 0.10 64% of the IILP objectives have been completed.
- 0.11 A fee for service system is in the process of being developed. It will be completed during the current project year.

#### D. Program Deviation

None to date.

#### E. Evaluation

- 1. Through April, 1986 ECVN provided direct services to 1364 disabled persons.
- 2. ECVN served persons that covered all RSA codes. Covering just January thru March, 1986 the breakdown was 27 (code 100-149); 18 (code 230-289); 285 (code 300-399); 14 (code 400-449); 17 (code 500-526); 100 (code 530-534); 131 (code 600-699); 139 (code 800).
- 3. Services provided: information and referral, peer counseling, independent living skills training, housing referral, personal care attendant management training and roster, advocacy (individual and system).
- 4. ECVN has funding from RSA, the Commonwealth of Virginia, the local jurisdictions of Arlington County, Fairfax County, City of Alexandria, and from private community groups and personal donations.
- 5. The following percent of resources was spent on each service area: 22% to I&R, 24% to counseling, 22% to PCA/Housing, 12% to advocacy, 20% to training.
- 6. Of those individual writing IILP's, 64% of their objectives were completed at the end of April, 1986.
- 7. The Board consists of 11 individuals, 10 of whom are severely disabled. The staff consists of 10 individuals; 7 severely disabled.
- 8. ECVN collaborates with many community groups (See VII, D.).

9. As of April, 1986 ECVN had provided 17,661 units of community outreach service.

10. Because of 17,661 units of community outreach service, more buses were made accessible, more buildings built to code, more modifications to existing buildings made, more awareness programs offered, more housing made accessible.

11. More individuals were served, more objectives met and more community activities offered than previous year. (See appendix A-6).

#### F. Funding

ECNV has received funding from RSA, the Commonwealth of Virginia, the local jurisdictions of Arlington County, Fairfax County and the City of Alexandria, private community groups and from private donations.

A-1

PROPOSED OPERATING BUDGET FY87  
ENDEPENDENCE CENTER OF NORTHERN VIRIGNIA, INC.

I. Personnel

A. Salary and Wages

|                              |              |
|------------------------------|--------------|
| Executive Director           | \$ 31,610.00 |
| Information Coordinator      | \$ 21,800.00 |
| Director of Public Relations | \$ 21,800.00 |
| Director of Advocacy (75%)   | \$ 16,350.00 |
| Housing/PCA Coordinator      | \$ 16,350.00 |
| ILS Specialist               | \$ 16,350.00 |
| Administrative Assistant     | \$ 16,350.00 |
| Bookkeeper                   | \$ 10,950.00 |
| Custodian                    | \$ 3,270.00  |
| <hr/>                        |              |
|                              | \$158,050.00 |

B. Benefits

\$ 30,029.50

subtotal

---

\$188,079.50

II. Supplies

\$ 1,000.00

III. Equipment

\$ 550.00

IV. Purchase of Services

Transportation

\$ 1,000.00

Legal

\$ 198.50

Audit

\$ 550.00

Interpreter

\$ 330.00

---

\$ 2,078.50

A-1

V. Other

|                        |              |
|------------------------|--------------|
| Rent                   | \$ 18,700.00 |
| Insurance              | \$ 880.00    |
| Utilities              | \$ 1,100.00  |
| Telephone              | \$ 1,452.00  |
| Printing               | \$ 220.00    |
| Dues and Subscriptions | \$ 220.00    |
| Postage                | \$ 220.00    |
| Staff Training         | \$ 1,100.00  |
| Staff Travel           | \$ 1,650.00  |
|                        | <hr/>        |
|                        | \$25,542.00  |

Grand Total:

\$217,250.00

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# INDEPENDENCE CENTER OF NORTHERN VIRGINIA

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Robert Gorski  
President  
Board of Directors

Sharon Mistler  
Executive Director

---

DRAFT  
ANNUAL REPORT  
FISCAL YEAR 1984/85

---

# INDEPENDENCE CENTER OF NORTHERN VIRGINIA

Robert Gorski  
President  
Board of Directors

Sharon Mistler  
Executive Director

## PROGRAM HIGHLIGHTS

-----

### Information and Referral

- \*\* Answered over 1000 requests
- \*\* Provided facts about issues from accessibility to x-rays
- \*\* Connected about 200 persons with appropriate agencies

### Public Education

- \*\* Distributed 15,000 pieces of literature
- \*\* Spoke at more than 250 forums
- \*\* Published The Independent, ECNV's newsletter

### Advocacy

- \*\* Assisted persons in individual cases
- \*\* Lobbied almost 100 groups and organizations
- \*\* Coordinated efforts with other disability rights groups

### Housing

- \*\* Helped 100 persons find housing
- \*\* Surveyed local housing options
- \*\* Provided technical assistance to persons needing modifications to housing

### Transportation

- \*\* Trained about 200 persons in ways to use the METRO
- \*\* Educated consumers about public and private systems
- \*\* Provided information on vans, lifts, hand controls, etc.

### Counseling

- \*\* Provided peer counseling to almost 500 persons
- \*\* Served more than 400 persons in group sessions
- \*\* Explored issues such as coping, sexuality, relationships, adjustment to disability, etc.

### Independent Living Skills

- \*\* Offered classes in areas such as shopping, cooking, housekeeping, money management, typing, educational options
- \*\* Presented workshops on safety, crime prevention, housing, sexuality, involvement in the political process, new equipment, sports, recreational opportunities, and employment

# INDEPENDENCE CENTER OF NORTHERN VIRGINIA

Robert Gorski  
President  
Board of Directors

Sharon Mistler  
Executive Director

## INDEPENDENCE CENTER OF NORTHERN VIRGINIA, INC.

### BALANCE SHEET

June 30, 1985

#### ASSETS

##### Current Assets:

|                           |              |
|---------------------------|--------------|
| Cash in bank              | \$16,533     |
| Accounts receivable       | 29,126       |
| Miscellaneous receivables | 1,379        |
| Prepaid insurance         | <u>2,209</u> |
|                           | 49,247       |

##### Other Assets:

|                 |              |
|-----------------|--------------|
| Utility deposit | <u>1,080</u> |
|-----------------|--------------|

\$ 50,327

#### LIABILITIES AND FUND BALANCE

##### Current Liabilities:

|                          |               |
|--------------------------|---------------|
| Accounts payable         | \$10,781      |
| Accrued payroll          | 5,475         |
| Accrued payroll taxes    | 5,423         |
| Accrued annual leave     | 2,319         |
| Employees taxes withheld | <u>14,323</u> |
|                          | 38,321        |

##### Fund Balance

12,006

\$50,327

ENDEPENDENCE CENTER OF NORTHERN VIRGINIA, INC.

ARLINGTON, VIRGINIA

FINANCIAL STATEMENTS

June 30, 1985

**JOSEPH E. GODBOUT**  
CERTIFIED PUBLIC ACCOUNTANT  
SILVER SPRING, MARYLAND

--oo0oo--

## C O N T E N T S

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| Statement of Changes in Fund Balance.....                                            | 5      |
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--oo0oo--

# JOSEPH E. GODBOUT

CERTIFIED PUBLIC ACCOUNTANT

1112 WAYNE AVENUE

SILVER SPRING, MARYLAND 20910

TELEPHONE (301) 588-4555

Board of Directors  
Endeppendence Center of Northern Virginia, Inc.  
Arlington, Virginia

I have examined the balance sheet of Endeppendence Center of Northern Virginia, Inc. as of June 30, 1985, and the related statement of revenues and expenses, and changes in fund balance for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as I considered necessary in the circumstances. However, it was found impracticable to confirm accounts receivable from government contracts, with respect to which I was able to satisfy myself by other means.

The corporation's policy has been to write off as expenses it's fixed asset acquisitions at the time of purchase. The corporation does not provide for depreciation of the fixed assets over the useful lives of these assets.

In my opinion, subject to the exception stated in the preceeding paragraph, the accompanying financial statements identified above present fairly the financial condition of Endeppendence Center of Northern Virginia, Inc. at June 30, 1985, and the results of its operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceeding year.

  
JOSEPH E. GODBOUT  
Certified Public Accountant

Silver Spring, Maryland  
September 24, 1985

ENDEPENDENCE CENTER OF NORTHERN VIRGINIA, INC.

BALANCE SHEET

June 30, 1985

ASSETS

Current Assets:

|                           |               |
|---------------------------|---------------|
| Cash in bank              | \$16,533      |
| Accounts receivable       | 29,126        |
| Miscellaneous receivables | 1,379         |
| Prepaid insurance         | 2,209         |
|                           | <u>49,247</u> |

Other Assets:

|                 |              |
|-----------------|--------------|
| Utility deposit | <u>1,080</u> |
|-----------------|--------------|

\$ 50,327

LIABILITIES AND FUND BALANCE

Current Liabilities:

|                               |               |
|-------------------------------|---------------|
| Accounts payable              | \$10,781      |
| Accrued payroll               | 5,475         |
| Accrued payroll taxes         | 5,423         |
| Accrued annual leave (Note C) | 2,319         |
| Employees taxes withheld      | 14,323        |
|                               | <u>38,321</u> |

Fund Balance (Statement-page 5)

12,006

\$50,327

The accompanying summary of significant accounting policies and notes to financial statements are an integral part of these statements.

ENDEPENDENCE CENTER OF NORTHERN VIRGINIA, INC.  
STATEMENT OF CHANGES IN FUND BALANCE  
for the year ended June 30, 1985

REVENUES:

Grant income

|                                                |                |
|------------------------------------------------|----------------|
| Virginia Department of Rehabilitative Services | \$267,808      |
| Fairfax County                                 | 25,769         |
| Arlington County                               | 13,800         |
| City of Alexandria                             | 6,750          |
| United Cerebral Palsy                          | 6,191          |
| Contributions                                  | 4,775          |
| Japanese Bazaar                                | 1,558          |
| Interest income                                | 883            |
| Miscellaneous income                           | 494            |
|                                                | <u>328,028</u> |

EXPENSES (Schedule-page 7) 303,045

EXCESS OF REVENUES OVER EXPENSES 24,983

Fund balance, July 1, 1984 (deficit) (12,977)

Fund balance, June 30, 1985 \$12,006

The accompanying summary of significant accounting policies and notes to financial statements are an integral part of these statements.

INDEPENDENCE CENTER OF NORTHERN VIRGINIA, INC.

SCHEDULE OF EXPENSES

for the year ended June 30, 1985

EXPENSES:

|                                  |                  |
|----------------------------------|------------------|
| Payroll                          | \$179,209        |
| Rent                             | 21,075           |
| Payroll taxes                    | 14,924           |
| Group hospitalization insurance  | 9,536            |
| Computer                         | 8,077            |
| Electricity                      | 7,329            |
| Employee reimbursements          | 5,771            |
| Consulting and temporary help    | 5,617            |
| Telephone                        | 5,332            |
| Transportation                   | 5,136            |
| Copying and printing             | 5,132            |
| Staff training and meetings      | 3,944            |
| Insurance                        | 3,683            |
| Accounting                       | 3,260            |
| Repairs and maintenance          | 3,224            |
| Supplies                         | 3,085            |
| Equipment                        | 2,926            |
| Gas                              | 2,886            |
| Penalties and interest           | 2,540            |
| Equipment rental and maintenance | 2,514            |
| Postage                          | 1,360            |
| Dues and subscriptions           | 837              |
| Payroll processing               | 836              |
| Advertising                      | 812              |
| Trash removal                    | 705              |
| Medical expenses                 | 701              |
| Interpreter                      | 690              |
| Access                           | 622              |
| Bank service charges             | 549              |
| Petty cash                       | 290              |
| Exterminating                    | 275              |
| Water                            | 143              |
| Taxes and licenses               | 25               |
|                                  | <u>\$303,045</u> |

Attached are selected pages from a Virginia Department of Human Resources report on independent living programs in the state. These pages are provided so that board members will have some idea of how the state was viewing ILP's at the end of the Robb Administration.

**Study of the Independent Living Program**

**For the House Appropriations and Senate Finance Committees**

**Prepared by:**

**Office of the Secretary of  
Human Resources**

**November 1985**

Funding for the center is as follows:

| <u>State Fiscal Year</u> | <u>Federal</u> | <u>Expenditures by DRS</u> |
|--------------------------|----------------|----------------------------|
| 1981                     | \$ 14,222      | \$ 14,222                  |
| 1982                     | 191,920        | 191,920                    |
| 1983                     | 176,105        | 176,105                    |
| 1984                     | 163,836        | 163,836                    |
| 1985                     | 185,325        | 185,325                    |
| 1986*                    | 200,000        | 211,332**                  |

\*Grant award and projected reimbursement by DRS for FY 1986.

\*\*Includes \$11,332 in state/special funds for FY 1986.

The following program service information was provided by DRS for the time period from July 1984 through June 1985:

- . 568 contract hours of individual peer counseling provided
- . 222 persons provided peer group counseling
- . 311 persons provided independent living skills training
- . 359 persons referred to other service providers
- . 300 contact hours of technical assistance/consultation was provided
- . 191 persons were provided leisure education
- . 53 individualized independent living plans were written
- . 508 independent living plan objectives were written
- . 309 independent living plan objectives were completed
- . 127 persons were aided in their communication skills
- . 39 persons were provided assistance in housing
- . 33 persons served with a visual impairment
- . 47 persons served with a hearing impairment
- . 428 persons served with an orthopedic disability
- . 176 persons served with an emotional disability
- . 140 persons served with mental retardation
- . 245 persons served with other disabling conditions

3. Endependence Center of Northern Virginia (ECNV)  
Arlington, Virginia

This center began in 1981 with a federal grant and provides services to individuals with disabilities in planning district 8 including the counties of Arlington, Fairfax, Loudoun, and Prince William and the Cities of Alexandria, Fairfax, Fall Church, Manassas, and Manassas Park. The goals of the center are (1) to assist severely disabled Northern Virginians to actively participate within the community at the highest level that they can attain; (2) to assist

severely disabled Northern Virginians in selecting and working toward their own maximum desired level of independence; (3) disseminate new information about disability issues, legislation, services, support systems; (4) to assist Northern Virginians with severe disabilities increase access to decision-making processes (local, state, national) that affect their lives; (5) to improve the sensitivity and the responsiveness of the community to issues affecting disabled people; (6) to develop private resources for the funding of the Center operation.

The Center provides comprehensive independent living services and community advocacy to all persons with severe disabilities to in Northern Virginia. Services include peer counseling, peer support groups, information, referral, basic and advanced independent living skills development, housing counseling and referral, personal care attendant counseling and referral advocacy, and recreation/leisure counseling.

Community education efforts at the Center include a newsletter, development of radio programs on a variety of topics including attitudes toward the disabled and political participation, appearances on television programs, and speeches to schools, mental health associations, women's groups, and residential care providers.

The Funding history of the Center is as follows:

| <u>State<br/>Fiscal Year</u> | <u>Federal</u> | <u>State/Special</u> | <u>Reimbursement by DRS<br/>by State Fiscal Year</u> |
|------------------------------|----------------|----------------------|------------------------------------------------------|
| 1982                         | \$ 85,461      | \$ 16,598            | \$ 102,059                                           |
| 1983                         | 208,810        | 3,158                | 211,968                                              |
| 1984                         | 210,252        | 7,470                | 217,722                                              |
| 1985                         | 217,639        | 11,421               | 229,060                                              |
| 1986*                        | 197,500        | 84,764               | 282,264                                              |

\*Grant award and projected reimbursement by DRS for FY 1986.

The following service information was provided by DRS for the time period July, 1984, through June, 1985.

- . 1,349 hours of peer counseling provided
- . 476 persons provided individual counseling
- . 423 persons provided group counseling
- . 203 persons provided independent living skills training
- . 46 persons referred to other service providers
- . 1,119 hours of community education provided
- . 35 individualized independent living plans were written
- . 65 independent living plan objective were completed
- . 187 persons were provided transportation services
- . 95 persons were assisted with housing
- . 7 persons served with a visual impairment
- . 6 persons served with a hearing impairment
- . 4 persons served with an orthopedic disability
- . 0 persons served with an emotional disability
- . 5 persons served with mental retardation
- . 94 persons served with other disabling conditions

4. Richmond Center for Independent Living, Richmond, Virginia

The center was funded in 1982 and became operational in March, 1983. The Center serves persons in Planning District 15 which includes Richmond and the counties of Henrico, Chesterfield, Hanover, Powhatan, Goochland, Charles City and New Kent. The goal of the center is to assist severely disabled persons to increase their level of independence or to maintain their current level of independence with a maximum degree of self-direction.

The Center's services are individualized and are geared to each person's needs. The services include information, advocacy, individual peer counseling, independent living skills training, leisure education/recreation, and various support services. The focus of this center is not to provide all services inhouse but to help participants be aware of, and use, accessible community services and to offer technical assistance to community services in the hope of making these

## V. RECOMMENDATIONS

Recommendation 1

The Department of Rehabilitative Services should immediately assign the development of a work plan to the new staff person responsible for centers for independent living which clearly outlines needed resources and cooperative arrangements within the Department. The purpose of the work plan is to outline activities and time frames related to the implementation of the November 1984 Virginia Independent Living Rehabilitation Plan, Policies, and Procedures manual and to develop the documentation for funding and FTE positions where necessary to implement the work plan. In addition, the work plan should include a schedule for the development of regulations based on HB 817 with time frames and resources necessary, e.g., cost to the Department of ILC advisory committee suggested in the 1984 document and required by House Bill 817. The work plan should also include resources necessary to provide adequate support for computer services and delineate the activities and time frames to have the computerized reporting system fully operational. The program review schedule, the audit schedule with time frames, and the staff resources necessary for accomplishing the reviews and the audits should be addressed.

Resources within the Department need to be managed and coordinated in order to improve program management. If additional resources are needed to insure adequate program management, the Department should document the specific resources it needs when the work plan for program management is completed.

In addition to addressing general program management within DPS, the Plan should address also the systematic way in which the Department

will obtain, advise, and solicit input from the various centers around the state. The Department should establish the advisory committee proposed in the Department's November 1984 Virginia Independent Living Rehabilitation Plan and required by House Bill 817.

The development of such a plan should help improve program management, integrate the CIL program into DRS, and establish a formal mechanism for communication with centers and disabled constituents. The work plan should be submitted to the Secretary of Human Resources by February 1, 1986.

#### Recommendation 2

The Department of Rehabilitative Services should develop uniform service delivery approaches in the various centers around the state. The promulgation of rules and regulations for independent living centers required by the passage of House Bill 817 should help structure the services and the programs as will the refinement of various service definitions and the policy and procedures manual already developed by the Department. Although the individual local centers may wish to view services they provide as being available on a "universal access" basis, the State must focus its funding and effort on those persons with disabilities who are most in need and found eligible for services.

#### Recommendation 3

The Department of Rehabilitative Services and clearly the centers themselves should ensure that the most severely disabled are being served by the centers. It is the intention of federal and state funding sources for these programs to serve only the most severely disabled. The question of serving eligible persons was addressed in the spring 1985 program review of CILs by DRS and should continue to be monitored

in subsequent program reviews. DVH's 1984 review found compliance with requirements for serving eligible clients to be satisfactory, and DVH should routinely monitor the clients being served.

In connection with the mission of serving those most in need, the Department of Rehabilitative Services should examine data from the work done by VCU staff under the grant given by the Council on Development Disabilities. The study, financed by the grant, will produce a profile of the sample population drawn from CILs as well as information on the needs of the developmentally disabled in the state.

#### Recommendation 4

The Department of Rehabilitative Services should develop a policy for referral to independent living centers of persons coming out of DRS who are considered "too disabled" for additional vocational services. In addition, since DRS is responsible for administration of the CIL program, the Department should acknowledge that services to the severely disabled without vocational potential is a part of its goal. Training for regular DRS staff on the CIL program should be provided.

#### Recommendation 5

Advisory boards composed of 51 percent of persons with disabilities are required for centers. Local DRS centers and the DVH "center without walls" program should strengthen their community advisory boards. Boards should meet at least quarterly, and board members should understand their program advisory roles. Each board should have a formal operating structure and a prescribed procedure for providing advice to the centers on needed services and program development. As noted, the existence of a viable board seems to be a positive factor in helping the persons in the communities with disabilities to fully

utilize the centers. Board training should be given to all center's boards since many of the boards' members may not have experience serving on boards. This training would help strengthen current boards. DRS has initiated board training and continuation of such training by DRS is recommended. DVH should undertake board training for its ILC program.

#### Recommendation 6

The Department for the Visually Handicapped should continue its current program for independent living, and if funds are available, expand programs to other DVH offices. Staff of the Department in the Bristol, Norfolk, and Waynesboro regional offices have identified 375 multidisabled individuals in need of independent living center services; the individuals are on the Virginia Register for the Blind. There are probably more who have not been identified. Greater effort should be made to ensure that local DVH offices are working with local DRS centers. Perhaps formal agreements should be developed on the local level. However, it is not recommended at this time that the programs be developed jointly because of the support for the program being provided through the DVH by its rehabilitative teachers and other staff. Services in the "center without walls" program are supplemented by other DVH services adding strength to operating the program within the current structure.

#### Recommendation 7

In the preparation of this report, it was difficult to obtain data on how effectively clients are being served in centers. Both DVH and DRS and the centers should conduct on a selected basis special evaluations of the CIL programs to demonstrate that they are effectively serving clients. The CIL Activities and Statistical Reporting System

should provide some baseline data on the efforts of the CILs for DRS. In addition, evaluations similar to the one conducted by the Woodrow Wilson Center should be done to determine outcomes for selected clients from all CILs. In addition, the federal evaluation of centers for independent living is due to be completed in January 1986. This evaluation should be reviewed to determine its implications for Virginia's program.

Recommendation 8

Lack of uniform services in centers are a result of both diverse community needs and lack of clear expectation by DRS of services which should be provided. DRS and the centers should consider developing a core services approach in local centers. The core services could be developed within the confines of the new House Bill 817 legislation and participants in CILs across the state could be assured more service uniformity.

Recommendation 9

Consideration should be given to additional general funds to develop centers in unserved areas of the State. Staff of the Department for the Visually Handicapped have identified 375 blind multihandicapped individuals in need of independent living center services in unserved areas of the state. These areas include the geographic areas served by the DVH Bristol, Norfolk, and Waynesboro regional offices. General funds are needed to expand the independent living center services since current federal funds are restricted for use in areas currently served. This expansion would provide statewide needed ILC services for the multidisabled blind.

New money for DRS, if made available, should be offered competitively on a statewide basis. Since there is perceived demand across the state for the centers, and since the full report on needs for centers will not be documented until the contract which DRS is funding is completed, a competitive award of general funds for new centers would allow all geographic areas and centers to compete equally for the funds. This process would also add another evaluative component to the funding of centers.

For example, since DRS does not have adequate information about the need for new centers, competing organizations could justify the needs of the local community, based on information available to that organization. All localities not currently served would have an equal chance in obtaining monies through the general fund. This process would also give the state some idea of the demand for these services which exist.

For current funds available, DRS should develop a funding formula for the centers. The formula might contain the following elements: existing budget, population, per capita income (since impact of disability is tied to socioeconomic status) and clients served. The formula developed should be simple with little room for manipulation of elements in the formula, e.g., a lower weight should be given to data on clients served in the formula since that element can be most easily manipulated. This kind of approach would allow for a more objective method for allocating funds by DRS.

When the statewide needs assessment referenced on page 15 of this report is completed, a more definitive statement of needs and services will be available. The method of allocating money then can be

reexamined. When the state needs assessment is completed and the federal evaluation results completed in January 1986, a more stable picture of the availability of federal funding and needed state general funds should be available.

Recommendation 10

While there is clearly a federal and state mandate to serve the most severely disabled, there is also considerable support for the centers to provide broader, more advocacy-oriented services in the local community. If centers wish to fulfill a broader goal, the local centers should increase their efforts to obtain local or other private funds in order to provide the comprehensive services as originally envisioned by the founders of the early independent living movement. While a more comprehensive approach is a laudable one, state and federal funds should be directed toward services for those most in need.

# Japanese Bazaar

## NEWSPAPERS NOTIFIED

- 1 THE BURKE HERALD
- 2 THE CONNECTION
- 3 THE FAIRFAX JOURNAL
- 4 FAIRFAX TRIBUNE
- 5 HERNDON TIMES
- 6 THE JOURNAL MESSENGER
- 7 LOUDOUN TIMES-MIRROR
- 8 MCLEAN PROVIDENCE JOURNAL & FAIRFAX HERALD
- 9 NORTHERN VIRGINIA SUN
- 10 POTOMAC NEWS
- 11 RESTON TIMES ✓
- 12 WASHINGTON POST-WEEKLY CALENDAR ✓
- 13 THE CAPITAL SPOTLIGHT ✓
- 14 THE CATHOLIC STANDARD ✓
- 15 EL PREGONERO ✓
- 16 THE HILL RAG ✓
- 17 JEWISH WEEK ✓
- 18 NEW OBSERVER NEWSPAPER ✓
- 19 THE WASHINGTON BLADE ✓
- 20 WASHINGTON AFRO-AMERICAN ✓
- 21 THE WASHINGTON INFORMER ✓
- 22 THE WASHINGTON SUN ✓
- 23 THE WASHINGTON TIMES ✓
- 24 THE ALEXANDRIA GAZETTE ✓
- 25 THE ALEXANDRIA JOURNAL ✓
- 26 THE ALEXANDRIA PORT PACKET ✓
- 27 ARLINGTON CATHOLIC HERALD ✓
- 28 ARLINGTON JOURNAL ✓
- 29 THE EAGLE ✓
- 30 THE HATCHET ✓
- 31 THE HOYA ✓
- 32 THE TOWER ✓ 40 second address ✓

## RADIO STATIONS NOTIFIED

- 33 WYCB
- 34 WRQX
- 35 WRGW
- 36 WNTR
- 37 WMJR
- 38 WFAX

139 Kaiko - sent copy of this sheet

white envelopes

mailing labels

883-0811

Kaiko Komatsubarro

1639 Seneca Ave

McLean, Va 22102

All members mailed notice

NEWSPAPERS NOTIFIED

THE BURKE HERALD  
THE CONNECTION  
THE FAIRFAX JOURNAL  
FAIRFAX TRIBUNE  
HERNDON TIMES  
THE JOURNAL MESSENGER  
LOUDOUN TIMES-MIRROR  
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ARLINGTON CATHOLIC HERALD  
ARLINGTON JOURNAL  
THE EAGLE  
THE HATCHET  
THE HOYA  
THE TOWER

RADIO STATIONS NOTIFIED

WYCB  
WRQX  
WRGW  
WNTR  
WMJR  
WFAX

TO:  
THE WEEKLY CALENDAR  
THE WASHINGTON POST  
1150 15TH ST. N.W.  
WASHINGTON, D.C. 20071

FROM:  
THE ENDEPENDENCE CENTER OF NORTHERN VIRGINIA  
2111 WILSON BLVD., SUITE 400  
ARLILNGTON, VA 22201

FOR RELEASE: NOVEMBER 6, 1986

CONTACT: MICHAEL FRISENGER (525-3268)

SATURDAY, NOVEMBER 8

J A P A N E S E B A Z A A R, WITH JAPANESE  
HANDMADE ITEMS AND CRAFTS, 11 AM TO 4 PM,  
GEORGE MASON UNIVERSITY METRO CAMPUS, 3401  
FAIRFAX DR., ARLINGTON. (VIRGINIA SQUARE  
METRO STATION) FREE ADMISSION. 525-3268.

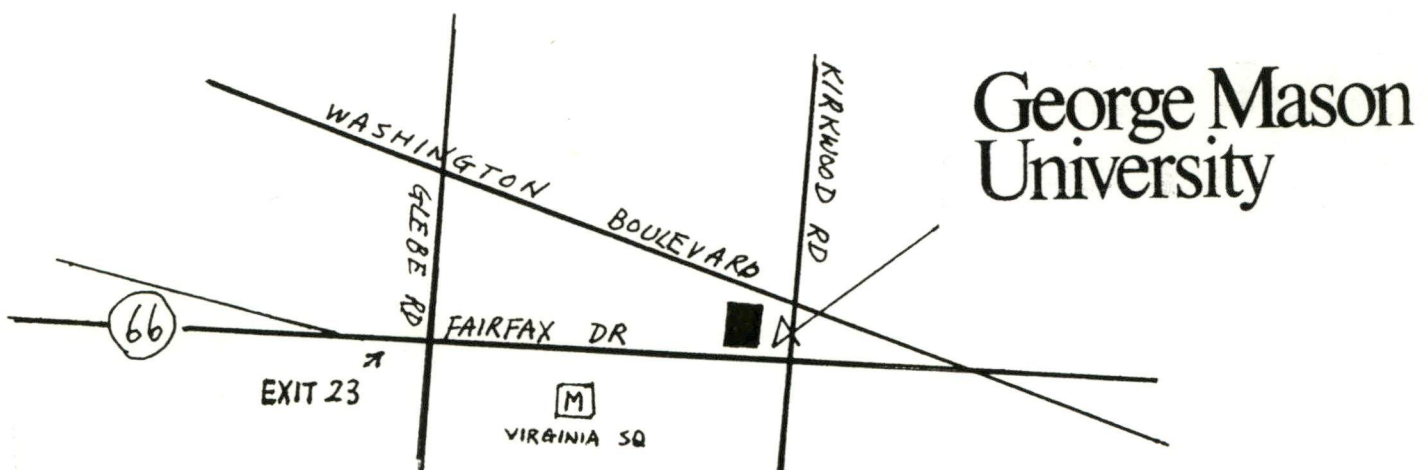
# JAPANESE BAZAAR

SATURDAY NOVEMBER 8, 1986

11:00 AM. ~ 4:00 PM.

GEORGE MASON U. METRO CAMPUS

3401 FAIRFAX DR. ARLINGTON



INDEPENDENCE CENTER OF NORTHERN VA  
( SERVING DISABLED PEOPLE )

WITH COOPERATION OF JAPANESE VOLUNTEER GROUP

FOR MORE INFORMATION CALL: 525-3268

# INDEPENDENCE CENTER OF NORTHERN VIRGINIA

Robert Gorski  
President  
Board of Directors

Sharon Mistler  
Executive Director

## BAZAAR: SUMMARY OF DUTIES

=====

### Independence Center

### Bazaar Committee

#### SPACE

parking

-----

eight to ten tables, chairs  
dividers, etc.

-----

"kitchen"; outlets; extension cords

appliances, utensils,  
plates, food

tape, tacks, etc.

decorations

#### STAFF

set up: at least two persons

at least six persons

Sat: bake table  
information booth  
assistant for each table

-----

-----

manager for each table

clean-up: at least two persons

at least four persons

#### PUBLICITY

newsletter (1500 copies)

-----

2 submits to "Calander of Events"

-----

4 Press releases

-----

3 talk shows

-----

computer print for posters

prepare posters and distrib

Xerox machine for posters

distribute flyers

# INDEPENDENCE CENTER OF NORTHERN VIRGINIA

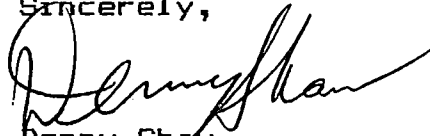
Robert Gorski  
President  
Board of Directors

Sharon Mistler  
Executive Director

Because of the transition going on at the Center last year, you and your Committee had to do all the work with little or no assistance. This year will be different. By outlining our expectations at the beginning, we can assure that the Bazaar will be a true example of Japanese-American partnership.

Enclosed is a summary of all of the above information. Thank you.

Sincerely,



Denny Shaw  
Director of Public Affairs

# INDEPENDENCE CENTER OF NORTHERN VIRGINIA

Robert Gorski  
President  
Board of Directors

Sept 25, 1985

Sharon Mistler  
Executive Director

Dear Keiko,

Thank you so much for coming in on Friday to discuss the second annual Japanese-American Bazaar. The first year is always the hardest. The lessons the Committee learned last year will make this Bazaar bigger, better and easier. It should be helpful to share the responsibilities of planning and conducting the Bazaar.

First, the question of "space". ECVN provides 8--10 tables, chairs, and dividers (as needed). ECVN arranges a suitable space for preparing and serving food and supplies an adequate system of electrical outlets. The Committee provides cooking and serving equipment and utensils. ECVN provides tape, tacks, etc. while the Committee provides materials for decorating.

Second, the question of "staffing". ECVN will delegate at least two persons to assist in setting up the Bazaar on Friday afternoon, November 8. The Committee will provide persons to help set up and decorate the room. On Saturday, ECVN will have a representative (staff, Board or consumer) at each of the tables at all times. Because transportation and fatigue are often problems, these representatives may not stay the entire time, but someone from the Center will help staff each table. The Committee will provide persons to staff each table and to take primary responsibility for arranging, maintaining, selling, etc. ECVN representatives are "assistants". ECVN will also provide a small table of baked goods for sale and an information booth. ECVN will staff both of these tables. When it is time to clean up, ECVN will make sure that at least two persons are ready and able to help. The Committee will also enlist two or more persons.

Third, the question of "publicity". ECVN takes responsibility for all print and radio/TV arrangements. Specifically, we will feature the Bazaar in the October newsletter, mail at least two announcements to "Calendar of Events" columns, send out at least four press releases, and contact at least 3 radio-TV talk shows. The Committee takes charge of preparing and distributing flyers and posters. ECVN provides computer printout for the posters and the use of the Xerox machine for the flyers. ECVN will also hang a sign outside the building by November 4, 1985.

Sharon and I have discussed naming the Bazaar with a Japanese word (followed by the English word). We both like KYODOU (PARTNERSHIP) BAZAAR. But you know both languages and we only know one, so you should decide what is appropriate. Having a Japanese word in the title will attract interest.

BYLAWS FOR THE ENDEPENDENCE CENTER  
OF NORTHERN VIRGINIA, INCORPORATED  
September 18, 1985 edition

1 ARTICLE I THE CORPORATION

2 Section 1 NAME The name of the corporation is Endependence Center of  
3 Northern Virginia, Incorporated, hereinafter also known as Endepen-  
4 dence Center of Northern Virginia, Inc. (ECNV), or an ECVN, Inc.

5 Section 2 LOCATION The principal office of the corporation is located in  
6 Northern Virginia. The address of the initial registered office  
7 5514 Brookland Road, Alexandria, Virginia 22310.

8 Section 3 PURPOSE The mission of ECVN is to operate an independent living  
9 services program (also known as the Endependence Center, or the  
10 Center) for disabled residents of Arlington County, Fairfax County,  
11 Falls Church-City of Fairfax, and the City of Alexandria. The Center  
12 will assist disabled persons to improve the quality of their lives,  
13 determine their own lifestyles, participate in all aspects of  
14 society, and secure their human and civil rights; and any other  
15 related purposes not prohibited by the Commonwealth of Virginia. In  
16 addition, ECVN intends to provide a mechanism for consumer control  
17 and policy direction of the independent living services program.

18 SECTION 4 STRUCTURE The corporation will have three major components:  
19 General Membership, Advisory Council, and Board of Directors (also  
20 known as the Board). At all meetings, Roberts Rules of Order,  
21 Newly Revised Edition, will govern the conduct of business unless  
22 they are inconsistent with the bylaws or special rules of the  
23 corporation.

1 ARTICLE II GENERAL MEMBERSHIP

2 SECTION 1 ELIGIBILITY General membership is open to all persons who  
3 1) are interested in supporting a program of independent living  
4 services in Northern Virginia and 2) who pay an annual membership  
5 fee according to a schedule adopted by the Board of Directors.  
6 Participants in the services program of the Endependence Center  
7 shall be offered one year of free membership according to policy  
8 adopted by the Board of Directors.

9 SECTION 2 MEETINGS The General Membership will meet twice each calendar  
10 year, once in the spring and once in the fall, as scheduled by the  
11 Board of Directors and announced to the General Membership at least  
12 ten days in advance. The fall meeting will be held in November and  
13 will be the corporation's annual meeting.

14 SECTION 3 RESPONSIBILITIES At the corporation's annual meeting the  
15 voting members of the General Membership will elect individuals  
16 to vacant elected positions on the Board of Directors and approve  
17 the statement of mission and goals (or changes in the mission and  
18 goals) of the Endependence Center. At the annual meeting of the  
19 General Membership, the voting members will also approve the annual  
20 report of the Executive Director and the annual budget for the  
21 upcoming year.

22 SECTION 4 MEMBERSHIP RENEWAL General membership is renewed yearly by  
23 paying dues and by attending at least one general membership  
24 meeting each year.

25 ARTICLE III ADVISORY COUNCIL

26 SECTION 1 FOUNDING MEMBERS At the time that ECVN, Inc., assumes responsibility  
27 for the Endependence Center, persons serving on the Endependence  
28 Center's Advisory Committee will be the founding members of the  
29 Advisory Council.

1     SECTION 2           MEMBERSHIP    The Advisory Council will have no less  
2                    than 15 and no more than 60 members.  The Council will consist  
3                    of members appointed to the Council according to policy estab-  
4                    lished by the Board.  Appointed members will be chosen by  
5                    majority vote of the Board of Directors and will serve  
6                    two-year terms.  The Advisory Council will have a majority of  
7                    disabled members.  No less than 10 percent and no more than  
8                    40 percent of Advisory Council members may be from any one  
9                    of the four regional jurisdictions listed in ARTICLE I,  
10                   SECTION 3.

11   SECTION 3   MEETINGS   The Advisory Council will meet quarterly.  A  
12                   quorum will consist of a simple majority of voting Council  
13                   members.

14   SECTION 4   RESPONSIBILITIES       The Advisory Council will assist  
15                   the Board and the staff of the Endependence Center to fulfill  
16                   the mission and the objectives of ECVN, Inc., as a full  
17                   committee, in subcommittees, and as individuals.

1 ARTICLE IV THE BOARD OF DIRECTORS

2 SECTION 1 RESPONSIBILITIES The Board of Directors shall manage the affairs  
3 of the corporation according to the mission, goals, objectives and  
4 policies of the corporation and in compliance with local, Virginia and  
5 federal laws as applicable to the mission and funding of the  
6 corporation. Pursuant to the administration of the corporation and  
7 the Endependence Center, the Board has authority to make policy and  
8 enforce bylaws; negotiate, execute and fulfill contracts; to raise  
9 and disburse funds; to employ and terminate personnel; to let contracts;  
10 and to establish standing, ad hoc, and special committees.

11 SECTION 2 INTERIM BOARD The founding members of ECVN, Inc., are the  
12 interim board of the corporation and shall exercise all powers  
13 attendant to a Board. The term of office of members of the  
14 interim Board is from the time of filing of the Articles of  
15 Incorporation until the permanent Board is elected. The  
16 interim board shall elect its own officers and may expand the  
17 size of the Board to as many as 11 position.

18 SECTION 3 PERMANENT BOARD At the corporation's first annual meeting,  
19 those members of the interim board who wish to continue as  
20 directors will automatically be elected members of the permanent  
21 Board of Directors. Other board positions vacant at the time of  
22 the first annual meeting will be filled by vote of the voting  
23 members of the General Membership. Thereafter, elected members  
24 of the permanent Board of Directors shall be elected by the  
25 voting members of the General Membership according to election  
26 policies and procedures determined by the Board of Directors. The  
27 number of elected positions shall be not less than nine, and the  
28 length of a permanent director's term is two years, except that  
29 one-half of the initial members of the permanent board will be  
30 elected to one-year terms. The permanent board shall elect its  
31 own officers and may expand the size of the Board to as many as  
32 15 elected positions.

1 SECTION 4 COMPOSITION A majority of the Board of Directors must be disabled  
2 persons. To serve on the Board, an individual must be a general  
3 member in good standing with ECVN, Inc.

4 SECTION 5 MEETINGS The Board shall meet regularly and at least eight  
5 times a year. Special meetings may be called by the President or  
6 by vote of one-third of the voting directors. A quorum will be a  
7 simple majority of the voting directors. Each director shall have  
8 one vote with the President voting only in case of a tie vote.

9 SECTION 6 EXECUTIVE COMMITTEE The officers of the Board will constitute the  
10 Executive Committee and is empowered to act on behalf of the  
11 Board between meetings of the Board. The Executive Committee must  
12 report its business at the following meeting of the full Board and seek  
13 the approval of the Board for decisions of the Executive Committee to  
14 to continue in effect.

15 ARTICLE V OFFICERS

16 SECTION 1 NUMBER The officers of the corporation shall be a President,  
17 one or more Vice-presidents (the number to be determined by the  
18 the Board), a Secretary, and a Treasurer. Assistant officers as  
19 may be deemed necessary may be elected or appointed by the Board  
20 of Directors. No person may hold two or more offices.

21 SECTION 2 DUTIES (A) The President shall be the chief executive officer  
22 of the corporation; shall carry out the directives of the Board; and  
23 shall be an ex officio member of all corporate committees. The  
24 President shall preside at meetings of the Board, the Executive Committee,  
25 and the Advisory Council.

1 (B) Vice-Presidents shall carry out all powers and  
2 functions of the President in the absence of the President and perform  
3 such duties as may be prescribed by the President and/or the Board.

4 (C) The Secretary shall keep the minutes of the Board;  
5 affix the Seal of the Incorporation, attest to documents as  
6 authorized by the Board; and perform other duties as may be  
7 prescribed by the Board.

8 (D) The Treasurer shall oversee the care and custody  
9 of all funds and securities of the corporation; assure deposit  
10 of funds in the name of the corporation in such bank accounts  
11 as the Board from time to time may designate; cooperate with  
12 auditors; and perform other duties as prescribed by the Board.

13 (E) Assistant officers, if any, shall perform those  
14 duties set forth and approved by the Board.

15 SECTION 3 ORDER OF SUCCESSION In the absence of the President, the  
16 following order of authority shall be adhered to: Vice  
17 President (or First Vice President if there is such an officer);  
18 other Vice Presidents (if there are any) in the order of their  
19 election; Secretary; Treasurer.

ARTICLE VI TERMINATION OF BOARD OR ADVISORY COUNCIL MEMBERSHIP

SECTION 1 RESIGNATION A director or an advisor may resign by submitting a written notice of resignation, specifying the effective date of the resignation, to the President. If no date is specified, if the resignation is done orally, the resignation will be effective immediately upon its communication by the President to the other directors.

SECTION 2 REMOVALS A director or an advisor may be removed by a 2/3 vote of the voting members of their respective bodies if the director or advisor has failed, or is unable, to fulfill his or her duties, or for conduct detrimental to the best interest of ECVN, Inc. The vote shall follow a removal proceeding which shall be conducted in accordance with policies and procedures established by the Board.

ARTICLE VII FINANCES

SECTION 1 COMPENSATION No member of the Board, the Advisory Council, or the General Membership is entitled to receive any compensation from the corporation, except that the Board may provide for reimbursement for reasonable expenses incurred in connection with the business of the corporation.

SECTION 2 CONTRACTS The Board may authorize any officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of ECVN, Inc.

SECTION 3 LOANS The corporation shall not make any loans to its directors and advisors, and no loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in the name of ECVN, Inc., unless authorized by the Board.

1 SECTION 4 CHECKS AND DRAFTS All checks, drafts, and other orders for  
2 payment of money, issued in the name of the corporation, shall  
3 be signed only by the officer(s) or agent(s) designated by the  
4 Board.

5 SECTION 5 DEPOSITS The Board shall select depositories where funds of the  
6 corporation not otherwise employed shall be deposited to the  
7 credit of ECV, Inc.

8 ARTICLE VIII RECORDS AND REPORTS

9 All records and reports pertaining to the corporation are the  
10 inherent property of ECV, Inc. Officers and agents of the  
11 corporation shall maintain adequate records and reports of  
12 business conducted on behalf of ECV, Inc., and shall turn these  
13 files over to succeeding officers and agents.

14 ARTICLE IX POLICIES

15 Policies for operation the Endependence Center and other affairs  
16 of the corporation, and for implementing the bylaws, will be set  
17 by a majority vote of the Board of Directors. A policy established  
18 by the Board may, at the following meeting of the Advisory Council,  
19 be approved by a majority vote of the Council present. Any change  
20 in presidents or administration shall constitute a reaffirming vote  
21 by the Board on all existing policies.

22 ARTICLE X AMENDMENTS

23 These bylaws may be altered, amended, or repealed and new bylaws may be  
24 adopted by a two-thirds vote of the directors present at a regular or  
25 special meeting of the Board, provided that each director is sent the  
26 text of proposed amendments at least three weeks prior to the meeting.

1 ARTICLE XI DISSOLUTION

2 An affirmative vote of two-thirds of the Board of Directors will  
3 dissolve the corporation. Upon dissolution, the Board shall pay  
4 or make provision for payment of all liabilities of the corporation.  
5 Any remaining assets must be distributed to organizations with  
6 purposes similar to ECV's, and which are approved for exemption  
7 under Section 501(c)(3) of the Internal Revenue Code of 1954 as  
8 amended. The vote to dissolve the corporation may be done by mail.

9 The founding members of this corporation attest that these bylaws were  
10 approved by a two-thirds vote of founding members present and voting at  
11 a meeting held on the 23rd day of November 1984.

\_\_\_\_\_  
Larry Allison

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Delbert Phillips

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John Collins

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Ruth Phillips

\_\_\_\_\_  
Robert Gorski

\_\_\_\_\_  
Doris Ray

\_\_\_\_\_  
Herman Koenig