



# BUILDING VITALITY

REPORT FY08



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The Volunteer Community Service Annual Report (VCS) for Fiscal Year (FY) 2008 is published by the Armed Forces Retirement Home (AFRH), Office of the Chief Operating Officer. For additional copies, an electronic version is available on the AFRH website at: [afrh.gov](http://afrh.gov).

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Published in Washington, DC  
 October 24, 2008

## About AFRH

Back in 1811, the leaders of our young nation made a Promise to care for its old, sick and disabled Veterans. This care would be repayment for the sacrifices they made in defending liberty. So, two homes were built: the US Naval Asylum in Philadelphia, PA in 1833 and the US Military Asylum in Washington, DC in 1851. Ever since, we have provided eligible Veterans with supportive care and a shared camaraderie. And we've done it all with the soldiers' own money in the AFRH Trust Fund. To this day, we are bound by law to uphold the original Promise ... to preserve the heritage of the Home ... and to take care of our own.

Over the years, the Home has evolved into a modern retirement community, rivaling those in the private sector. We have made great strides transforming this agency, operating it more like a business. Plus, we have continually enhanced our programs and services to provide even greater care. Today, our staff is driven to nurture our country's Veterans, providing them with enjoyable and stimulating programs. Because, after all, now is their time to thrive.

### VISION:

To actively nurture the Health and Wellness Philosophy of Aging while providing our nation's heroes with a continuum of Life Care Services in a community setting.

### MISSION:

To fulfill our nation's commitment to its veterans by providing a premier retirement community with exceptional residential care and extensive support services.

### GUIDING PRINCIPLES:

#### *Establish Accountability*

We expect our workforce to achieve what we promise to residents, staff and service partners. To ensure success, we measure progress and provide feedback to our customers.

#### *Honor Heritage*

We honor the rich history of the US Armed Forces – from our Veterans to our victories. As such, our campus reflects that military heritage with memorabilia and tributes.

#### *Inspire Excellence*

We continuously work to improve each process, service and its delivery, while striving for excellence in all we do. We expect excellence and reward it.

#### *Maintain Integrity*

We will strongly uphold the mission of AFRH. We are honest and ethical and deliver on our commitments. We recognize that good ethical decisions require individual responsibility enriched by collaborative efforts.

#### *Maximize Workforce*

We strive to hire and retain the most qualified people. We maximize their success through training and development as well as maintaining and promoting open communication.

#### *Serve Customers*

Success depends on our devotion to consistently serve ever-changing customer preferences. Hence, we vow to be innovative and responsive – while offering exceptional products and services at competitive prices.

The Home at a Glance:

Federal Authority: Department of Defense (DoD)  
AFRH Act of 1991 (amended 2002)

Current Locations:

Gulfport, MS (49 acres): This charming southern campus is a former military academy and sits just 100 yards off the pristine US Gulf Coast

Washington, DC (272 acres): Four original buildings stand as National Historic Landmarks, including President Lincoln's summer cottage

Resident Capacity: 1,323

Gulfport, MS: 0 (closed in aftermath of Hurricane Katrina and scheduled to reopen in the fall of 2010)

Washington, DC: 1,125

Average Resident: 82 years old

Major Services: Continuing Care Retirement Community (CCRC)



AFRH employee volunteer Karen Harry arranges food supplies at the Capitol Food Bank.



### Message from AFRH Chief Operating Officer

Volunteerism is at the heart of our operations at AFRH, accented both by outsiders who come to the Home to give their support to our Veterans and by our own residents who pride themselves on extensive volunteer activities. Throughout 2008, as in past years, approximately 2,500 citizens from the active duty military, community, church groups, scouts, and Veteran Service Organizations, to name a few, have assisted our workforce with the delivery of many "extras" for our residents. Our AFRH workforce has always supported our residents on and off the job through off-duty interchanges and has engaged in activities such as the Resident/Employee softball team, bowling competitions, and other social activities. One of my strategic initiatives is to increase the frequency of resident/employee activities.

With the advent of the employee volunteer community service Executive Order, we began reflecting on how to standardize and schedule activities to meet the requirement to enhance our culture of service, citizenship, and responsibility. Our employees already have the commitment to service and are engaged year round with other volunteers. Now we are formalizing our volunteering as the AFRH workforce team.

I am committed to full implementation. We started in 2006 with an action plan to continue to move forward. Dedication to providing support and care for the elderly gives our staff a strong basis from which to move to the next level of volunteerism. I have issued a challenge in my annual memorandum urging the staff to increase their volunteer activities. I have full confidence they will be volunteering here at the Home and in their communities as they always have. Especially in employee volunteering, AFRH employees continue to *forge new foundations*.

Sincerely,

A handwritten signature in black ink that reads "Timothy C. Cox". The signature is written in a cursive, slightly slanted style.

Timothy C. Cox  
Chief Operating Officer (COO)

October 23, 2008

## AFRH Workforce Volunteers

For years, the Home has prided itself on active staff and resident volunteering. Community involvement enriches the lives of everyone involved. And it reaffirms the spirit of giving and self-sacrifice that has made America such a great nation. According to Executive Order 13401 in May 2006, each Federal agency must support and encourage volunteer community service in its Federal workforce.

In the AFRH Strategic Plan, we have two strategic focus areas that focus on the workforce development. One area is Learning & Growth for the workforce, that is, to promote personal excellence and professional growth for all personnel. The other area is Culture of Integrity, that is, to inspire commitment to AFRH Guiding Principles through mutual respect. We have issued a memorandum challenging all staff to meet the President's call for expanded volunteerism. Through our Learning & Growth initiative and in our performance standards, supervisors may comment on volunteerism and acknowledge employees' contributions.

In FY08, we had some formal volunteer activities for employees. Although we had a small turnout, it was a start. We allow our employees to do their own volunteering and they are not required to participate in the AFRH formal activities.

Recommendations for Annual Volunteer Hours:

- All employees - 20 hours

These recommended number of hours may be served in each employee's local community – whether it is DC, Maryland or Virginia.

Volunteer Focus Areas: Measurable Objectives

An annual report submitted to the Chief Operating Officer must affirm the agency's commitment to this service and designate annual performance indicators and measurable objectives. We measure progress in four major focus areas: Recruit, Reinforce, Recognize, and Review and Report.

### *Recruit*

#### Responsibility:

Issue agency memorandum clarifying OPM Guidance on workplace flexibilities for employee volunteer community service.

#### FY 07 Implementation Status:

In the spring of FY 07 AFRH has distributed an agency wide-memorandum.

#### Responsibility:

Communicate to employees about volunteer activities sponsored by the Home.

#### FY 07 Implementation Status:

A web page was developed that promotes volunteer community service among agency employees. On the AFRH website, [afrh.gov](http://www.afrh.gov), a special section is dedicated to Employees. Additional information about Community Service has been added. See [http://www.afrh.gov/afrh/team/careers/careers\\_community.htm](http://www.afrh.gov/afrh/team/careers/careers_community.htm). The links to OPM Guidance on workplace hours flexibility and the Record of Service as well as a Calendar of Events is available for the AFRH workforce.

Responsibility:

Continue to promote volunteer community service among employees approaching retirement.

FY 08 Implementation Status:

AFRH has a small workforce of 283 full-time equivalents. Many are long-standing employees, and the Home experiences little turnover. With the emphasis on volunteer community service and the requirement on the performance plan, those who do retire will have been exposed to the greater focus on volunteerism.

*Reinforce (Rally for Service)*

Responsibility:

Coordinate agency head and agency employee participation in Martin Luther King, Jr. Day of Service.

FY 08 Implementation Status:

The AFRH Liaison and Support Services Chief organized agency employee participation in Martin Luther King, Jr. Day of Service on January 21, 2008. AFRH employees volunteered on the grounds of the Washington, DC campus. Employees help support various events honoring MLK's service and commitment to all Americans.

Responsibility:

Coordinate agency head and agency employee participation in National Volunteer Week.

FY 08 Implementation Status:

The AFRH Liaison provided support for the on-campus National Volunteer Week held on the grounds of AFRH on April 27-May 3, 2008.

Responsibility:

Provide other agency support for volunteering.

FY 08 Implementation Status:

Each quarter a Division within AFRH is responsible for volunteer activities. AFRH staff members volunteered at least one day at the National Capitol Food Bank quarterly. All AFRH staff are made aware of possible volunteer activities with the residents during off-hours and many remain after work to assist as volunteers.

*Recognize*

Responsibility:

Implement employee volunteer recognition program (President's Volunteer Service Award)

FY 08 Implementation Status:

The Liaison continues to track employee volunteer hours throughout the year. We hold a quarterly Employee Recognition Day. On that Day, breakfast is provided to outstanding employees at the King Health Center. We plan to include our outstanding volunteers in the awards ceremony on that Day.

Responsibility:

Implement outstanding citizen volunteer recognition program (President's Volunteer Service Award)

FY 08 Implementation Status:

Our volunteers are an integral part in our commitment to caring for the physical and emotional well-being of each and every senior. AFRH has been a certifying agency for awarding the Presidential Volunteer Award since 2004 (see <http://www.presidentialserviceawards.gov/tg/aio/index3.cfm>). AFRH's "Adopt a Veteran" program matches volunteers with our veterans. While the residents in our assisted living and long term care programs always welcome visitors, our independent living residents are also

eager to go to a ball game, visit a museum, attend a concert, go shopping and engage in other activities in the Capital area. Over 2,500 volunteers came to AFRH in 2008.

Our COO, Timothy C. Cox, will continue to hand out the Presidential Awards when he travels for his speaking engagements as required by the Executive Order.

*Review and Report*

Responsibility:

Promote, expand, and enhance well-defined volunteer service opportunities activities for professionals.

FY 08 Implementation Status:

AFRH continues to draw many professionals as volunteers year after year. The Marriott Corporation, Catholic University, Costco, police and security volunteers, and military service personnel representing every branch of service from enlisted to flag officers volunteer year after year. The Coast Guard volunteers made significant improvements to the Temple Lakes (fish ponds) throughout FY08.

Responsibility:

Oversee volunteer programs that are open for local citizens to participate as volunteers.

FY 08 Implementation Status:

With over 2,500 logged in volunteer hours, the majority are from the local community. Boy and girl scouts, church groups, garden clubs, school groups, wives clubs, veterans organizations, AARP, and community service groups are all represented year after year.

Responsibility:

Share best practices.

FY 08 Implementation Status:

All volunteer hours are logged and compiled into reports by the Volunteer Coordinator for citizen volunteers. A similar system will be implemented for employee volunteer hours with the Liaison monitoring records. All employees on their own enter their hours on the Record of Service and report them to their individual Service Chiefs quarterly.

Annual Indicators

Responsibility:

Record the ratio of the number of times the COO honored an outstanding volunteer with the President's Volunteer Service Award during his remarks to the total number of times the COO delivered remarks and including an award would have been relevant.

FY 08 Implementation Status:

No official travel by the COO during 2008 therefore no awards were presented.

Responsibility:

Record the number of volunteer service projects the agency head participated in during the year

FY 08 Implementation Status:

Our COO, Timothy C. Cox, is an active volunteer who has participated in many hours of volunteer service in 2008. He continues to volunteer in his local community throughout the year.



#### FY 08 in Review

Volunteers get involved in all aspects of activities at AFRH. Whether it's cutting the cake at the monthly birthday social, entertaining veterans after hours in a talent show or teaching proper weight lifting techniques for seniors. Volunteers, work closely with AFRH's dedicated staff, and enhance and improve the quality of life for the Residents of the Home. AFRH has had a strong volunteer program since 2004. With the Executive Order's mandate for a structured program, AFRH has already demonstrated and moved ahead with implementation of the employee volunteer program.

#### FY 09 Forward

With a Liaison in place for the third year, AFRH will work towards fulfillment of all the objectives it has set to meet the Volunteer Community Service requirements. Working in tandem with the Volunteer Coordinator who handles citizen volunteers, the Agency's Liaison will report on the combined efforts of all volunteers who are employed at AFRH and those who volunteer at the Home also.