ARMED FORCES
RETIREMENT HOME

CONGRESSIONAL BUDGET JUSTIFICATION

FISCAL YEAR 2022

Submitted to the 117th Congress of the United States

Senate Committee on Armed Services

House Committee on Armed Services

Senate Committee on Appropriations
Subcommittee on Military Construction, Veterans Affairs, and Related Agencies

House Committee on Appropriations
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PROPOSED FISCAL YEAR 2022 APPROPRIATIONS LANGUAGE

ARMED FORCES RETIREMENT HOME TRUST FUND

For expenses necessary for the Armed Forces Retirement Home to operate and maintain the Armed Forces Retirement Home—Washington, District of Columbia, and the Armed Forces Retirement Home—Gulfport, Mississippi, to be paid from funds available in the Armed Forces Retirement Home Trust Fund, $75,300,000, to remain available until September 30, 2023, of which $7,300,000 shall remain available until expended for construction and renovation of the physical plants at the Armed Forces Retirement Home—Washington, District of Columbia, and the Armed Forces Retirement Home—Gulfport, Mississippi: *Provided*, That of the amounts made available under this heading from funds available in the Armed Forces Retirement Home Trust Fund, $25,000,000 shall be paid from the general fund of the Treasury to the Trust Fund.

FISCAL YEAR 2022 BUDGET REQUEST

The Armed Forces Retirement Home (AFRH) fiscal year (FY) 2022 operating budget request is $75,300,000 in total budget authority and 363 full-time equivalent (FTE) personnel, with $68,000,000 requested for operating expenses and $7,300,000 requested for capital maintenance and construction.

AFRH's operation and capital improvement expenditures are supported from funds appropriated by Congress and withdrawn from the AFRH Trust Fund. The FY 2022 operating budget request supports AFRH's mission to provide independent living and upper levels of care for certain retired and former enlisted, limited duty officers and warrant officers of the Armed Forces, many of whom are disabled and have lower incomes. AFRH will continue to pursue operating efficiencies to absorb anticipated cost of living increases in Federal salaries and contracts, however, many AFRH services are mandated as defined under 24 USC 413, and residents are supported regardless of their ability to pay for the services they receive per 24 USC 414. AFRH has identified and prioritized critical projects and deferred maintenance deficits which began with Congressional support to fund the Agency's most needed projects in FYs 2020 and 2021 totaling $21,000,000.

REQUEST FOR GENERAL FUND SUPPORT

Since FY 2015, AFRH has had to rely on transfers from the General Fund to fund operations due to substantial declines in fines and forfeitures revenue from active duty military members. Since FY 2018, AFRH leadership has worked to identify new opportunities for revenue and sought organizational efficiencies, while trying to absorb salary increases in excess of 9 percent for the same period. These efforts, combined with Congressional support, are intended to help re-build the Trust Fund. Despite general fund transfers in FYs 2016 through 2021, and improvement in the trust fund balance, dedicated income streams and initiatives to generate additional revenue and cut costs are not yet sufficient to support FY 2022 operating expenses given continued inflationary increases in operational costs. Therefore, in FY 2022 AFRH requests $25,000,000 be transferred from the General Fund of the Treasury to the AFRH Trust Fund, without which the AFRH will not have sufficient income to offset non-discretionary outlays and will therefore need to draw on the Trust Fund balance to support operations. AFRH and DOD are working diligently to generate additional revenue and operating efficiencies without disrupting services to residents, with several plans and efforts on the horizon.

CONTINUED REQUEST FOR TWO-YEAR AVAILABILITY OF OPERATING FUNDS

The AFRH is an independent establishment in the executive branch with its funding derived through a trust fund as defined under 24 USC 419, with amounts in that fund available solely for the operation of the Retirement Home. Until FY 2021, these funds had been appropriated in one-year increments and new obligations against those funds were not available to the Home after the fiscal year ended.

AFRH is a residential facility focused on delivering healthcare life-essential services 24/7. AFRH operations do not cease during a lapse or delay in funding. Residents continue to pay monthly fees and tenants continue to pay rent, therefore AFRH operates more like a revolving fund than a traditional discretionary program. The absence of continuity in funding has caused safety issues including an inability to acquire medical supplies and to make urgent equipment or facility repairs. It also creates an impediment to response capabilities in case of emergencies. The majority of operational obligations and commitments occur in the beginning and end of the fiscal year and many requirements are not suited for incremental funding.

This is also when AFRH must ensure sufficient contingency funds are available to address needs in the event of a hurricane which coincides seasonally with the Federal fiscal year. This scenario occurred in early FY 2021, when Hurricane Zeta caused over $500,000 in damage to the Gulfport campus while AFRH was operating under a continuing resolution and limited apportionments, whereas FY 2020 had just ended with over $1 million unexpended.

We appreciate Congress' recognition of this risk and AFRH's unique operating needs by extending two-year availability of operational funds in FY 2021, and again request two-year availability of operating funds in FY 2022.

IMPACTS OF THE COVID-19 PANDEMIC

AFRH is grateful for the tremendous support it received during the COVID-19 pandemic. This included $2.8 million in supplemental funding from Congress as part of the CARES Act (Public Law 116-136) which helped us procure additional personal protective equipment, screening and disinfection equipment, specialized cleaning services, and more. Our Department of Defense leadership and partners including Washington Headquarters Services, Defense Health Agency, and Defense Logistics Agency helped AFRH obtain over 26,000 polymerase chain reaction tests, priority for and assistance with administering vaccines leading to 98 percent of residents being fully vaccinated, alternative sources for procuring equipment when supply chains became unpredictable, and extensive access to public health experts.

The pandemic forced us to largely close off our campuses, severely limited resident activities, and precluded admission of new residents between March 2020 and March 2021. While resident turnover was in line with normal averages of 20 percent per year, not being able to admit new residents caused total occupancy to fall 14 percent during that period. By extension, revenue from resident fees, visitor meal purchases, and short-term rental accommodations fell 12 percent, from an average $1.31 million per month in the first half of FY 2020 to $1.16 million per month in the first half of FY 2021. Due to economic uncertainty and reduced interest rates, investment income from AFRH Trust Fund balances declined 95 percent, from an average $108,000 per month in the first half of FY 2020 to an average $5,300 per month in the first half of FY 2021.

The pandemic also inhibited the Agency's ability to make progress on plans to address critical capital maintenance projects due to the closure of campuses, extended procurement timelines, and limited availability of contract labor and materials; to lease a portion of our Washington, D.C. campus for mixed-use private development due to economic disruption and process delays; and to expand marketing efforts to improve resident occupancy.

In March 2021, AFRH began a phased reopening pilot program to facilitate residents coming and going from campus, visitation from family and friends, and restored resident services and activities. The program depends on continuously assessing community prevalence and risk for the virus, both on our campuses and in the communities nearby, and on everyone in the AFRH community adhering closely to preventive measures. Our highest priority has been and will continue to be the health and safety of our veteran residents and staff.

SOLVENCY AND SUSTAINABILITY

This section responds to congressional reporting requirements for proposals and updates on progress to stabilize the trust fund and ensure the long-term sustainability of AFRH:

- House Reports 115-673, 115-188, and 114-497
- Senate Reports 115-130 and 114-237
- The Joint Explanatory Statement accompanying H.R. 5325 (Public Law 114-223)

In July 2018, new AFRH leadership, with guidance and support from DOD, developed a strategy focused on stabilizing the organization and restoring the long-term sustainability of the trust fund. The previous financial model has been insufficient to cover AFRH annual expenditures, resulting in annual withdrawals from trust fund balances and appropriated support from the General Fund of the Treasury. This occurred due to AFRH's largest revenue stream, fines and forfeitures, declining 49 percent since FY 2009 and active duty withholding declining by 11 percent due to multiple factors. The trust fund balance had been depleted to the point where it could no longer support AFRH operations and must be restored through a series of reforms over multiple years to create a sustainable path for the future of the institution and the mission it serves. The strategy yielded key areas detailed below: attracting new residents, expanding eligibility, and leveraging property assets. The Agency has been able to achieve success and traction in each. For further information on AFRH initiatives and performance, see the Performance and Accountability Report for Fiscal Year 2020 at https://www.afrh.gov/PAR/2020PAR.

ATTRACTING NEW RESIDENTS

Despite efforts to increase occupancy through expanded outreach and new authority to admit spouses, occupancy continued to decline in FY 2020 due to the coronavirus pandemic as we were unable to admit new residents for most of the year and some residents opted to leave our community living environment. Like the senior living industry writ large, we are watching for long term effects the pandemic may have on our business model, but in general we expect its effects to be temporary, and we are beginning to welcome new residents with great care and caution as part of our phased reopening plan.

Long-term sustainability for AFRH must include evolving our facilities and services to meet the needs and desires of future generations of veterans. Our Gulfport campus continues to attract new residents with its modern facilities and amenities and beachfront location. Our Washington campus is significantly more challenging as over 80 percent of our residents live in the Sheridan Building which was originally constructed in the 1960s with the last significant facelift completed in the early 1990s. Rooms are designed for single occupants and are smaller than average rooms in the lowest quartile for retirement communities nationwide.

AVERAGE UNIT SIZE (PER SQUARE FOOT) OF CONTINUING CARE RETIREMENT COMMUNITIES			
AFRH Sheridan Bldg	National Lower Quartile	National Median	National Upper Quartile
272	434	750	1,439

Source: *The State of Seniors Housing, 2019*; American Seniors Housing Association

AFRH engaged an architecture and engineering firm to redesign a 75-room independent living floor of the Sheridan Building to modern standards and increase per-unit square footage by extending usable floor area to enclose the existing balconies which were damaged and unusable since a 2011 earthquake. Their proposed design would yield 50 rooms, averaging 561 square feet and ranging from 400 to 730 square feet, and capacity ranging from 50 single occupancy to 90 double occupancy to accommodate couples.

The cost estimate of $10.3 million includes 20 percent for contingencies. The scope of work would include demolition and renovation, enclosure of the balconies, and modernized HVAC, mechanical, and electrical systems. This estimate is for a single floor. A full renovation of all seven floors phased over a 3–4-year period would likely yield lower average costs per floor through construction efficiencies and spreading fixed costs. Carrying the $10.3 million single floor cost across all seven residential floors totals $72.1 million. We estimate a replacement of the façade to improve exterior appearance and energy usage at $4.8 million, for a total renovation estimate of $77 million. This project, together with the roof and elevator replacement projects already funded, would fully address an estimated $23 million in deferred maintenance for the Sheridan Building.

EXPANDING ELIGIBILITY

We recognize Congressional action in the National Defense Authorization Act for Fiscal Year 2021 (Public Law 116-283) enacted January 1, 2021 to expand resident eligibility to include retired members of the National Guard and Reserves. Given the increased reliance on these components during recent conflicts, AFRH leadership supports extending the benefits AFRH provides our enlisted veterans to all retired members. AFRH's unique model whereby current members of the military invest in the facilities and care of those that served before them is one to be proud of, and expanding eligibility to all components should likewise also extend pay deductions to all components. In 2019 the Congressional Budget Office estimated $4 million in annual revenue to AFRH if pay deductions are extended to reserve components, offsetting direct spending. Pay deduction revenue would double if DoD increases the deduction amount from $0.50 to $1.00 per month. Together these actions will expand eligibility and access while at the same time helping to ensure the long-term solvency and sustainability of this important legacy. Prior to the pandemic, AFRH was in discussions with Walter Reed National Military Medical Center to offer a residential program for wounded warriors transitioning from hospital and rehabilitation stays. We hope to resume discussions and planning for such a program as pandemic restrictions ease.

Leveraging Assets to Generate Long-Term Revenue

Since provisionally selecting a development team for its 80-acre ("Zone A") mixed use redevelopment project on the Home's Washington, DC campus, AFRH negotiated a memorandum of understanding with the National Capital Planning Commission (NCPC) and the District of Columbia Office of Planning (DCOP) setting out the process for zoning private development on federally-owned land. This significant achievement paves the way for zoning and shift building code jurisdiction to DC, thereby removing concerns identified by potential lenders and equity partners for the development. AFRH is also working with NCPC, DCOP, and the developers to amend the master plan, addressing proposed variances, revised construction standards and market preferences, and other assumptions since the plan's original approval in 2008. AFRH is continuing to negotiate the master ground lease with the development team and anticipate executing the lease in FY 2022. In anticipation of this and with intent to jumpstart a revenue stream for AFRH as soon as possible, the development team is forming plans and financial proposals for interim uses of some of Zone A's vertical and horizontal infrastructure.

Revenue Including Solvency Initiatives Projection

REVENUES (Dollars in Millions)				
	FY 2020 Actual	**FY 2021 Estimate**	**FY 2022 Projection**	**FY 2021-2022 Increase / (Decrease)**
General Fund transfers	$ 25	$ 22	$ 25	$ 3
Fines and forfeitures	21	19	19	0
Resident fees	16	14	17	3
Military pay deductions	7	7	11	4
Leases and property sales	3	3	5	2
Trust fund interest	1	0	1	1
TOTAL	73	65	78	13

BUDGET DETAIL

Spending Authority by Activity

SPENDING AUTHORITY BY ACTIVITY (Dollars in Thousands)					
	FY 2020 Enacted	**FY 2021 Request**	**FY 2021 Enacted**	**FY 2022 Request**	**FY 2021-2022 Increase / (Decrease)**
Operation & Maintenance Authority	$ 63,300	$ 64,300	$ 66,300	$68,000	$ 1,700
Construction & Renovation Authority	$ 12,000	$ 6,000	$ 9,000	$ 7,300	($ 1,700)
Total Authority	$ 75,300	$ 70,300	$ 75,300	$ 75,300	$ 0
Full-Time Equivalent Personnel	336	363	363	363	0

SALARIES & RELATED EXPENSES

AFRH's FY 2022 budget request for salaries and related expenses fully supports the agency's mission requirements while providing flexibility to insource where labor cost efficiency can be yielded.

SALARIES & RELATED EXPENSES (Dollars in Thousands)			
FY 2021 Enacted		**FY 2022 Request**	
Full Time Equivalents	**Budget Authority**	**Full Time Equivalents**	**Budget Authority**
363	$30,000	363	$32,000

STAFFING HISTORY (Dollars in Thousands)		
Fiscal Year	**Salaries & Benefits Request**	**Full Time Equivalents**
2007	$ 22,460	288
2008	24,043	283
2009	21,120	268
2010	21,589	252
2011*	25,019	280
2012	23,876	278
2013**	23,910	278
2014	22,976	275
2015	23,427	269
2016	24,820	293
2017	28,170	285
2018	28,695	336
2019	29,956	336
2020	28,000	363
2021	31,000	363
2022	32,000	363

FOOTNOTES:

* Reopening of AFRH-G Facility after Hurricane Katrina destruction in 2005 and reshaping of AFRH-W workforce.

**Additional FTE requested to implement HHS recommended 4.1 hours per day for upper-level care residents.

CHANGES ANTICIPATED FOR FY 2022 APPROPRIATIONS

INCREASES / DECREASES BY OBJECT CLASS

The table below describes the differences between the FY 2021 appropriation and the FY 2022 request. This budget request will allow AFRH to continue providing residency and support services to achieve the Administration's government-wide management initiatives within agency operations, as well as manage to staffing costs and inflationary impact in cost of care.

BUDGET BY OBJECT CLASS (Dollars in Millions)					
Major Object Class		FY 2020 Obligated Expenditures	FY 2021 Enacted	FY 2022 Request	FY 2021-2022 Increase / (Decrease)
11	Personnel compensation	$ 21	$ 22	$ 23	$ 1
12	Personnel benefits	7	8	9	1
21	Travel & transportation of persons	1	1	1	0
23	Communications & utilities	3	3	3	0
25	Contractual services	28	31	31	0
26	Supplies & materials	1	1	1	0
30	Equipment, land & structures	3	9	7	(2)
	TOTAL	$ 64	$ 75	$ 75	$ 0
	FULL-TIME EQUIVALENTS	285	363	363	0

- Personnel compensation and benefits: Increases support estimated for Federal pay increases included in the Administration's pay assumptions.
- Equipment, land & structures: Offsetting decrease to funding for deferred capital investment and maintenance projects.

FUTURE BUDGETARY CONCERNS

SUSTAINING CAPITAL INVESTMENTS AND EMERGENCY RESERVES

Congressional authorizations in FYs 2020 and 2021 totaled $21 million for capital expenditures, which has allowed us to address top priority maintenance replacements on our Washington campus:

- 1950s-1960s electrical infrastructure
- 1930s-1950s water and sewer infrastructure
- Sheridan Building roof which supplies 89% of our resident room capacity
- Original 1960s elevators in the Sheridan Building and Stanley Chapel
- Chillers and water pumps

As discussed in the section on COVID-19 impacts, the pandemic delayed progress on these projects due to the campus closure, extended procurement timelines, and limited availability of contract labor and materials. We are moving aggressively to execute these projects as procurement and supply chain disruptions ease and our campus is accessible again as part of our phased reopening.

The FY 2022 request for $7.3 million will continue this much-needed focus on maintenance investments. While the Washington campus requires the bulk of resources due to its age, after a decade in service the Gulfport facility will require increased investment in the coming years. Saltwater corrosion reduces the life expectancy of many systems, requiring more frequent maintenance and earlier replacement. The following are priority projects during the FY 2022-2024 timeframe:

2022-2024 PRIORITY MAINTENANCE PROJECTS		
Campus	**Project Description**	**Estimate**
Gulfport	Replace primary and backup generators impacted by lightning, hurricane, and saltwater damage	$ 6,000,000
Washington	Repair masonry on historic buildings causing water infiltration and energy loss	4,000,000
Washington	Address emergency egress, ADA accessibility, lighting, plumbing, and mechanical systems of historic Rose and Stanley chapels	2,400,000
Both	Replace aging and problematic Gulfport keyless access system, integrate Washington onto same system	2,000,000
Washington	Replace 1950s-1970s fire pump and sprinkler systems to meet current volume and pressure standards	2,000,000
Washington	Modernize 40-50 year old HVAC systems, reduce energy use	1,950,000
Washington	Repair buildings housing electrical converter and substation	1,850,000
Gulfport	Replace chiller due to reduced useful life, salt corrosion	1,600,000
Washington	Replace remaining 1950s-1970s elevators	1,000,000
Washington	Repair and replace slate roofs on historic buildings	600,000
Gulfport	Replace boilers due to salt corrosion	500,000
Both	Replace outdated and malfunctioning emergency alert system	450,000
Both	Computer and network systems upgrades and replacements	300,000
	TOTAL	$ 24,650,000

Beyond these critical investments, we aim to keep $750,000 to $1 million in capital funding set aside for emergency reserves. This level of reserves was critical in FY 2021 to fund over $500,000 in emergency repairs to the Gulfport facility following Hurricane Zeta and repairs to chillers at both campuses due to equipment failures. These reduced emergency reserves from $750,000 at the beginning of FY 2021 to $155,000 in the third quarter of FY 2021. AFRH will need to set aside funds in FY 2021 and FY 2022 to restore reserves.

Between FY 2015 and FY 2019, AFRH operated with a $1,000,000 annual budget for capital construction and renovation. The balance sheet acquisition value of our property, plant, and equipment was $399 million at the end of FY 2019, minus $94 million accumulated amortization/depreciation. This equated to a capital expenditure ratio of only 0.25% and $889 per available unit. By comparison, a 2019 senior living industry report showed nationwide average per unit capital expenditures of $8,465 for continuing care retirement communities. [1]

Outdated and deteriorating facilities have a negative effect on AFRH's ability to attract and retain residents and low occupancy levels exacerbate AFRH's financial problems by reducing fee income and driving higher fixed costs per resident. Without continued investment, this backlog will threaten our operations and force more expensive replacements in future years.

Trust Fund Solvency

Congress has supported elements of AFRH's strategic plan to reach long term solvency by expanding eligibility categories to attract residents, including retired members of the National Guard and Reserves and spouses; facilitating new income from underutilized property by clarifying leasing authority; investing in capital maintenance and improvements; and facilitating solicitation of gifts. Many of these strategic goal elements

[1] "Actual vs. Budgeted Capital Expenditures Per Available Unit by Property Type", *State of Seniors Housing 2019,* American Seniors Housing Association.

will require near-term and ongoing investments of funds and resources to generate long-term results, and AFRH management's access to and flexibility of funds will be critical to reaching long-term solvency.

AFRH – DC 1938 Water Agreement

On January 9, 2018, DC Water filed a lawsuit in the United States District Court for the District of Columbia which was subsequently transferred to U.S. Court of Federal Claims on September 12, 2018. The lawsuit alleges non-payment for sewer services that DC Water provides to the buildings on AFRH-W's grounds. DC Water alleges that the fair market value of the services provided to AFRH since January 22, 2010 thru 2018 is $12,000,000. DC Water has also requested charges from 2019 thru the present year. Both DOD and AFRH believe the 1938 agreement is valid, and covers the cost of sewer services. Should DC Water's claim be approved, this would represent a liability against the Trust Fund or a claim against appropriated dollars.

APPENDIX 1: FUNDING HISTORY

APPROPRIATED FUNDING 1992 TO PRESENT (Dollars in Thousands)					
Fiscal Year	Operate and Maintain	Construction and Renovation	Total Regular Appropriations	Special Appropriations	
1992	$ 51,407	$ 5,473	$ 56,880		
1993	53,319	6,477	59,796		
1994	53,914	5,403	59,317		
1995	56,411	2,906	59,317		
1996	54,017	1,954	55,971		
1997	55,772	432	56,204		
1998	55,452	13,217	68,669		
1999	55,028	15,717	70,745		
2000	55,599	12,696	68,295		
2001	60,000	9,832	69,832		
2002	61,628	9,812	71,440	$ 5,200	[2]
2003	62,244	5,769	68,013		
2004	63,296	1,983	65,279		
2005	57,624	4,000	61,624	6,000	[3]
2006	57,033	1,248	58,281	65,800	[4]
				176,000	[5]
2007[6]	57,033	1,248	58,281		
2008	55,724		55,724	800	[7]
2009	54,985	8,025	63,010		
2010	62,000	72,000	134,000		
2011	69,200	2,000	71,200		
2012	65,700	2,000	67,700	14,630	[8]
2013	65,590	2,000	67,590		
2014	66,800	1,000	67,800		
2015	63,400	1,000	64,400		
2016	63,300	1,000	64,300	20,000	[9]
2017	63,300	1,000	64,300	22,000	[9]
2018	63,300	1,000	64,300	22,000	[9]
2019	63,300	1,000	64,300	22,000	[9]
2020	63,300	12,000	75,300	22,000	[9]
				2,800	[10]
2021	66,300	9,000	75,300	22,000	[9]

[2] $5,200,000 grant from DOD available until September 30, 2002 for 9/11 recovery
[3] $6,000,000 transfer from DOD Operation and Maintenance Defense-Wide for Hurricane Katrina recovery
[4] $65,800,000 General Fund payment available until expended for Hurricane Katrina recovery
[5] $176,000,000 General Fund payment available until expended for AFRH-Gulfport replacement
[6] In 2007 the government operated under a series of Continuing Resolutions
[7] $800,000 General Fund payment available until expended
[8] $14,630,000 General Fund payment available until expended for earthquake recovery
[9] General Fund payments to support operations
[10] $2,800,000 CARES Act General Fund payment available through FY21 for COVID-19 response

APPENDIX 2: CURRENT / PROJECTED RESIDENTS

CURRENT / PROJECTED RESIDENTS	ACTUAL FY 2020	ESTIMATED FY 2021	ESTIMATED FY 2022
Domiciliary Care	507	558	670
Healthcare	142	156	172
Total Residents	649	714	842

APPENDIX 3: AFRH ORGANIZATION

AFRH is an independent establishment in the Federal Executive Branch established under Title 24 U.S.C. Chapter 10. The agency encompasses two Continuing Care Retirement Communities (CCRC) offering increased levels of care as resident need additional services. As required by law, AFRH facilities provide on-site medical care services and transportation of residents to DOD and Veterans Affairs health facilities near each campus. Though an independent establishment, AFRH is under the control and administration of the Secretary of Defense.

AFRH has two locations—Gulfport, MS (AFRH-G) and Washington, DC (AFRH-W). Both facilities are modern offering full services and a small house concept in upper levels of care. The upper-level of care small house concept contributes to AFRH's vision of Person-centered Care by meeting individual resident's needs in a home-like setting at a reasonable cost.

AFRH-G (GULFPORT, MS)

The AFRH-G facility is located on approximately 40 acres of land on the Mississippi Sound. The resort towns of Gulfport and Biloxi as well as Keesler Air Force Base and other government facilities are in close proximity. The Gulfport community has been home to former enlisted, limited duty officer and warrant officer service members since 1976 when the Naval Home relocated to Gulfport from Philadelphia, Pennsylvania.

AFRH-W (WASHINGTON, DC)

The AFRH-W facility is located on 272 acres in the heart of the Nation's capital. The campus has been home to thousands of former enlisted, warrant officer and limited duty officer service members since 1851. The campus is also home to President Lincoln's Cottage at the Soldiers' Home and Creative Minds International Public Charter School.

ORGANIZATIONAL CHART

◆Denotes Secretary of Defense appointed position
Department of Defense employees in dark blue

APPENDIX 4: ACRONYMS

Acronym	Definition
AFRH	Armed Forces Retirement Home
AFRH-G	Armed Forces Retirement Home-Gulfport
AFRH-W	Armed Forces Retirement Home-Washington
CEO	Chief Executive Officer, AFRH
COO	Chief Operating Officer, AFRH
DCOP	District of Columbia Office of Planning
DOD	Department of Defense
FTE	Full Time Equivalent
FY	Fiscal Year
NCPC	National Capital Planning Commission