



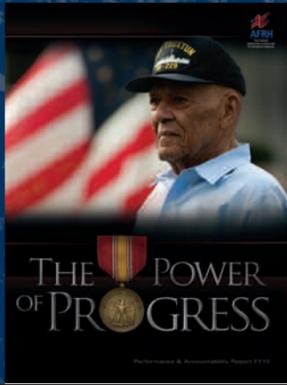
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THE POWER  
OF PROGRESS



## On the Cover

When the USS Truxtun hit the rocks in February 1942, Lanier Phillips was hurled from the top bunk. He scrambled up to the deck where thick snow and a fierce gale were raging. "You could hear steel cracking," he said. Soon, the ship snapped, hemorrhaging fuel oil into the sea.

Daybreak revealed icy cliffs and sailors overboard. Should he stay with the ship? Or board a raft and brave the storm and who-knew-what on land?

Phillips believed he was off the coast of Iceland where he heard blacks were forbidden. He decided to brave the raft, which capsized as it reached land. Wet, frozen, and exhausted, he collapsed.

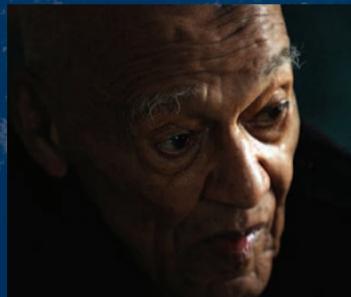
"Don't lie there. You'll surely die," said a voice. Phillips could barely see through the oil in his eyes, but he knew from the accent it was a local. The man helped him

up and walked him around a fire to warm up. Phillips was amazed. "I had never heard a kind word from a white man in my life," he said, "and I had hatred for white men."

The son of a sharecropper and great-grandson of a slave, Phillips grew up near Atlanta. He saw The Klan terrorize black

could have been run out of town," he thought. But this was a tiny coastal mining town in Newfoundland.

Phillips was one of 46 men to survive that day. He recovered, became the Navy's first black sonar technician, and retired after 20 years. He had a career in



"I've been successful because of the love & humanity taught to me in St. Lawrence."

— Lanier Phillips (Navy)

families and burn down the black school. At 18, he enlisted and became an officers' mess attendant, polishing shoes and serving meals. He slept in segregated quarters.

That night, women were washing oil off the survivors. "Everybody was black" with oil, he said. A woman gasped, "I can't get it off." Phillips replied, "It's the color of my skin." He feared the good treatment would end. Instead, she said, "I want him at my house."

Violet Pike, a miner's wife, took him home, fed him soup, and put him to bed. Phillips was in awe. "In Georgia, she

oceanography, marched with the Rev. Martin Luther King Jr. in Alabama, and raised a family.

Yet, he never forgot Pike, who rescued him.

"Before that I had no value of life ....

I can never repay them," he said.

Still, Phillips made it his mission to tell this powerful story.

Recently, he received a Navy Memorial "Lone Sailor Award" for veterans with distinguished civilian careers. Past recipients include presidents, admirals, and members of Congress. Unofficially, the award also goes to the people of St. Lawrence – notable stewards of progress.

Ruane, Michael E.  
"Shipwreck survivor  
recalls how town altered  
his idea of race."  
*The Washington Post*  
16 September 2010:  
B1, B12. Print.



### ▶ 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.

## GUIDING PRINCIPLES:

### ▶ 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.

### ▶ 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.

### ▶ 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.

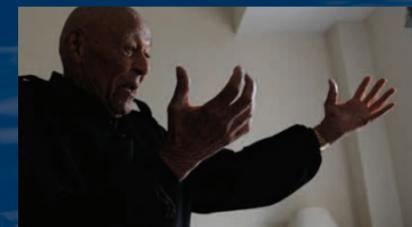
### ▶ Serve Customers

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 FY10 Performance and Accountability Report (PAR) is published by the Armed Forces Retirement Home (AFRH), Office of the Chief Financial Officer (CFO). An electronic version is available online at:

<https://www.afrh.gov/afrh/about/par/par10.htm>

Published in Washington, DC November 15, 2010



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*“They have advanced liberty around the world. And their service has improved the lives of millions. So it is only fitting that we continue to advance their quality of life in return. As we reopen Gulfport and modernize Washington we will serve our residents so they may live healthy, productive lives. That’s **The Power of Progress.**”*

– Timothy C. Cox (COO)

## MESSAGE FROM COO

# The Command of Innovation

What a remarkable year 2010 was for AFRH. After faltering in the 1990s and starting fresh in 2002, we have been on an upward trajectory. Our consuming passion has been to build on the Home’s historic past and plan for a modern future. Fulfilling the needs of our residents is at the heart of it all. As you read on I know you will share in the joy of our many achievements. This year, we completed a modern building in Gulfport and designed one for Washington. We created a major pilot program in senior living, Independent Living Plus (ILP), which now has 46 residents. Plus, we realized many goals and objectives in the final year of our FY06-10 Strategic Plan. Now AFRH is truly a leader as a CCRC<sup>1</sup>.

Management is focused on fulfilling the AFRH Vision: “To actively nurture the Health and Wellness Philosophy of Aging....” So, we have been continually reshaping operations. The new Gulfport Home represents a 21st-century model for senior living with wellness programs, enjoyable activities, and energy efficiencies.

### THE ESTABLISHMENT OF PRIORITIES

Through the Scott Project and the ILP pilot program in Washington, we have continued to develop services that are better matched to the residents’ needs and abilities. These services foster resident independence and mobility. Plus, strategic objectives were achieved in all resident-focused action plans. And finally, our “One Model” became reality as Washington managers worked diligently to replicate processes, contracts, and programs for a receptive new management team in Gulfport.

For the first time in the Home’s storied history, we have two campuses with business models that mirror one another. So, residents who move from one community to another will feel even more at home with the same care and service.

Fiscally, AFRH received its 6th annual “unqualified” audit opinion, and the Trust Fund balance continues to maintain high levels in 2010. We also transformed our information systems, partnering with National Business Center (NBC) to provide a hosted network that is compliant with the Federal Information Security Management Act of 2002 (FISMA). The assessments we underwent in 2010 offered suggestions and ideas, yet they culminated with praise for our resident care staff. We responded to the oversight of Office of Personnel Management (OPM), our Advisory Board, Department of Defense (DoD) Inspector General (IG), and CARF<sup>2</sup>.

### THE SPEARHEADING OF CHALLENGES

This year, the AFRH IG challenged us to deploy and manage the Scott Project, to advance the wellbeing of residents and staff, and to begin operations successfully at the new Gulfport facility. I am proud to say we succeeded in all three areas. For the Scott Project, an exciting design concept was approved, and we are on-track for 2011 construction. Also our new ILP program is growing and assisting more residents to remain independent. FY10 performance challenges centered on our Strategic Human Capital Plan, the succession plan, staffing models, military heritage, staff training, and cost containment. In “Performance” you will see just how successful we were in these areas.

The AFRH-G stand-up was our greatest success, as the AFRH community put its heart and soul into this project. Conceptual designs were agreed upon by staff, residents, and contractors. Ceremonies marked the demolition, groundbreaking, and final construction. And the entire community followed its progress from two-dimensional concept to reality over a two-year period. Meanwhile, website and newspaper coverage kept spirits high and stakeholders informed. And monthly focus groups gave insight to resident preferences and helped us create smart procedures to move them back “home”. All told, the confluence of ideas and efforts has energized AFRH as never before. In early October, joyous residents returned to the Gulf shores wide-eyed and amazed.

<sup>1</sup>Continuing Care Retirement Community

<sup>2</sup>Commission on Accreditation of Rehabilitation Facilities and the Continuing Care Accreditation Commission

### THE REALIZATION OF PROGRESS

AFRH has always been the home of both recognized and unsung heroes who have defended our cherished freedoms. Still among us are veterans from World War II, living alongside patriots from nearly every US campaign since the 1940s. AFRH is their haven and we are driven to fortify it. Today, AFRH is rapidly becoming the vibrant and modern CCRC we envisioned in 2002. As you leaf through this colorful album, you will see the jubilant faces of residents and staff that affirm our success. With a resident-driven focus, we pledge to deliver the best care to the residents of today and tomorrow. While 2010 proved to be a year filled with *The Power of Progress*, our best days are still ahead.



Sincerely,

*Timothy C. Cox*

Timothy C. Cox  
Chief Operating Officer (COO)

November 15, 2010

“One plane dropped a  
**coal sack**  
 on a house – our first  
 home delivery.”

— Joe Shuff (Air Force)



During the Berlin Air Lift, our servicemen fed people in Berlin and employed some 25,000 Germans to load and unload planes with supplies. Joe was in Germany during the final months maintaining C47s and C54s. “We’d strip ‘em down to the bare skin and rebuild them like new. We’d flee the runway when planes would swoop in with deliveries – then run back out and continue repairs.” Ultimately Joe spent 30 years with PPG Industries as a welder and fabrication supervisor. His favorite activities are sightseeing, walking, and exercise. “I’m a person who needs to stay busy. So I work in the woodshop and try to exercise seven days a week.” During family visits they walk all over DC to see the attractions. “I’ve really enjoyed living here, but I’m moving back to Gulfport to live near my daughter and grand-kids.” Otherwise Joe has no complaints. “The staff does a terrific job of taking care of us. They really bend backwards.”



## Introduction

AFRH Evolution

2010 Overview

The New AFRH-Gulfport

High-priority Performance Goals

Korean War 60th Anniversary

Risk Management

AFRH At-a-Glance

PAR Introduction

Nearly 200 years ago, the leaders of our young nation made a *Promise* to care for our former enlisted military personnel who were aging or infirm. This pledge would be the soldiers' *payback* for risking their lives to preserve liberty. In 1811, Congress realized this pledge by passing legislation to build a home for destitute Navy officers, sailors, and Marines in Philadelphia. By 1833, the new Naval Asylum was complete and it housed more than 400 pensioners.

By 1851, momentum had built to fund a second home in Washington, DC using reparations from the Mexican-American War. At the behest of General Scott, our government bought the Riggs cottage and farm in the Washington countryside and established the Soldiers' Home with just three "inmates". A Trust Fund was formed to sustain the Home for future veterans.

Since then, two separate and distinct homes evolved to meet the needs of residents. The Naval Asylum moved to Gulfport, MS and the Soldiers' Home became a "city within a city" with a working farm. In the 1950s, leisure and recreation took priority and new amenities were added. By 1991, both merged and began operating under one standard business model. Today they make up one thriving, modern retirement community: AFRH.

**PROGRESS**

Senior Management's evolving history

Field of Expertise	Combined Yrs.
Military Service	188
Guard/Reserve	235
Civilian Federal Government	424
Specific Experience in DoD	208
AFRH	260
Contract Experience in General	175
Contract Experience at AFRH	117
Healthcare & Private-sector CCRC Facility, Engineering & Maintenance	244

**Total Years Experience: 1,651**

"In 1943, there was plenty of romance going on in Washington!"

— **Mary Nelson McLeod (Navy)**

"I worked in the Navy Code and Signal Laboratories in 1943. DC was full of WAVES and many international service members. I met my husband there at the end of The War. He was a pilot stationed at the Pentagon. We took over the Mt. Vernon



Seminary for Girls. There were 4,000 of us and it was Top Secret. We broke a German code! Each of us worked out a certain part. If anyone asked questions, we'd say, 'we're screwing in light bulbs.' They really treated service people wonderfully. At the movies, there were long lines, but ushers took us straight into the theater. In restaurants, we never could pay a bill. They'd say, 'That family paid it.' I never felt like I contributed much ... but there were a lot of us doing a little bit – and all together it counted."

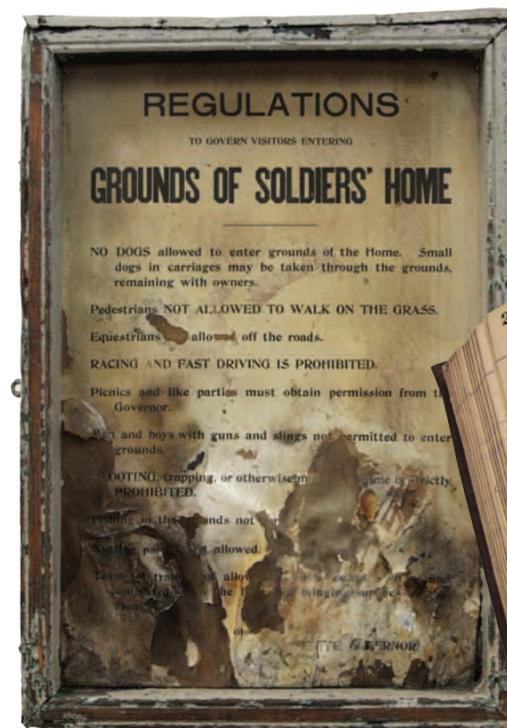
**AFRH IN HISTORY**

# The Importance of Evolution

Charting the Home's Progress:

1833 THE NAVAL HOME	1851 THE OLD SOLDIER(S) HOME	2010 ARMED FORCES RETIREMENT HOME (Gulfport + Washington)
"Shipmates"	Old Soldier "Inmates"	"Residents"
All Male	All Male	Male & Female
Biddle Hall in Philadelphia, PA	The Riggs Home in Washington, DC	3 Residences in Washington, DC Modern Facility Opening in Gulfport, MS
	Handwritten Ledgers Horses & Walking Farming & Machine Work Nurturing Infirmities	Automated Record Keeping Buses & Shuttles With HVAC Leisure Activities & Golf Aging in Place

A rich history spanning two centuries.



PROGRESS



US military heritage surrounds AFRH.



Navy Seabees install anchor at AFRH-W.

2010 OVERVIEW

# The Influence of Invention



Tim Cox clarifies our vision to Robert L. Gordon, III, Deputy Under Secretary Defense for Military Community and Family Policy.

When an organization has a strong future vision – and its people and resources are aligned towards a goal – progress is limitless. Since 2002, AFRH has been relentlessly pursuing a new course to improve the lives of its residents. Our charge: to transform an historic site into a modern facility with the best service and amenities.

While the journey has had ups and downs, the focus forward has been unwavering. We've made great progress revamping facilities and programs with Aging in Place, which provides more personalized care and broader support. Bolstered by modern business practices and capital improvements, AFRH has made great strides. All of which will keep America's unsung heroes healthy and happy well into their golden years.

Step by step, management is achieving its strategy to create two premier facilities that are also cost-effective. After all, prudent management and fiscal discipline put us in the position to re-create AFRH in the first place. Soon, our aim to achieve greatness will be fully realized.

## See for yourself what develops.

If you took a stroll around AFRH-W in September you would have seen enthusiasm in the residents' faces. Returning Gulfport residents and Washington transfers were counting down the days until they moved in October. And Washington residents were wishing their friends the best before they left. Yet their home is undergoing big changes, too. Concept designs are complete to revamp this historic site and residents are beginning to move from the soon-to-be demolished Scott residence.

AFRH has created a new way for residents to Age in Place in comfortable surroundings. This year we engaged 46 residents in a pilot program called Independent Living Plus (ILP) – a first for AFRH. Now residents can stay independent in comfy living rooms and we can avoid uprooting them to higher levels of care. Plus, home healthcare aides will provide extra help as needed.

The advances are endless: from automated resident payments, electronic health records, and expanded leisure activities . . . to stronger partnerships, increased stakeholder visibility, and the return to Gulfport. The progress is powerful, indeed.



Roger Davison (Air Force) on cloud nine at the ice cream social.





"I told that  
 purse snatcher:  
 don't move or  
 I'll nail you  
 again."

— Doris Jones (Army)

Doris took Tai Chi, Martial Arts, and our self-defense course for seniors: "Cane Fu". That training gave her the confidence to thwart a purse-snatcher on the Metro. "I was sitting near the handicapped seats and this lady yells: 'Stop that guy – he stole my bag!' Suddenly a big man – 6' 2", 200 pounds – ran by me headed toward the exit doors. So I put my cane out under his feet – and tripped him. I got right up on him and took a stance like they taught us – and WHOOOO! – struck him in the back."



Doris busted a few of his ribs and knocked his air out. Within minutes the police came and found Doris holding her heavy cane on him. "The officer said: 'Ma'am, what possessed you?!?' I said: 'I knew I could take him because I'm Army trained.'" That's impressive for a woman of 5' 2" who rides a three-wheeler. Some parting words of wisdom from Doris: "Every lady should take a self-defense class. You never know."

Special Supplement on the Return to Gulfport

# GLORY ON THE GULF







A sparkling view of the Mississippi Sound from a resident's balcony.



A refreshing pool graces the new building.

A "Hall of Honors" depicts the Home's place in military history.



Washington Residents bid farewell to departing comrades.



Residents board a charter flight back to Mississippi.

## The Strength of Modernity

# THE NEW AFRH-GULFPORT



Many comfortable areas to rest, talk, and catch up.

The flag we lowered after Katrina flies again.



Gulfport welcomed our residents home with a gauntlet of water.



John Nagy is first to deplane in Gulfport.



Master Chief Jim Fairbanks (Ombudsman) greets residents.

"I have been saying I would kiss the ground for five years."

- Irene Smith (Navy)



Local high school students show appreciation.



Assisted Living Residents Return.



Grand Opening Celebration.



PROGRESS

Joyous residents return home.

On October 4, the first returning residents made their way back home by car and plane. They were classified Priority "1a and 1b" because they were evacuated from Gulfport in August 2005 to AFRH-W and have waited patiently to return. That ordeal earned them the privilege of first choice of rooms and an expense-paid move. So, they will occupy the building first.

AFRH chartered their flight, which arrived in Gulfport amidst tears of joy. As residents walked into the new community, "Ooohs" and "Ahhhs" were plentiful as they meandered down the wide, pristine corridors. Radiant faces reflected an historic milestone in the rich, storied history of AFRH. Meanwhile friendly staff welcomed them with open arms. At last, our residents were "home".

Retirement living at its best.

This new Home is a wonder in modern engineering and senior health and housing. It is the result of great talent, firm resolve, and keen patriotism. A comfortable retirement here is the ultimate payback for the sacrifices our residents made in serving America. After all, we are bound by law to uphold that original Promise to care for eligible service members and to preserve the Home's heritage.



Enjoying their first meal in the Dining Hall.

It's unbelievable, it's so breathtaking."  
- Dorothy "Gigi" Malone (Navy)



"I think I've died and gone to heaven."

- Barbara Folk (Navy)



HIGH-PRIORITY PERFORMANCE GOALS

# The Dominion of Success

Positive change is evident in both communities. In Gulfport, a finished building stands where construction has progressed since 2007 and residents have begun moving in. In Washington, structural changes are modest but advancing. For instance, we made elevator improvements, fixed water fountains, repaired historic buildings, and made roof repairs. For the residents, we created even more programs, services, socials, dinners, tournaments, and performances.

**PROGRESS**

**OBJECTIVE:** **RESULT:**

Streamline Processes	
Automate Record-keeping	
Forge New Partnerships w/ Police & Coast Guard	
Conduct Staff Security Training	
Create Sharable SOPs <sup>3</sup>	
Pass CARF-CCAC Inspection	

<sup>3</sup>Standard Operating Procedures

**PROGRESS**

**SOPs:**

- >> 319 online & ready for sharing with Gulfport staff
- >> 156 created solely for nurses, aides & practitioners

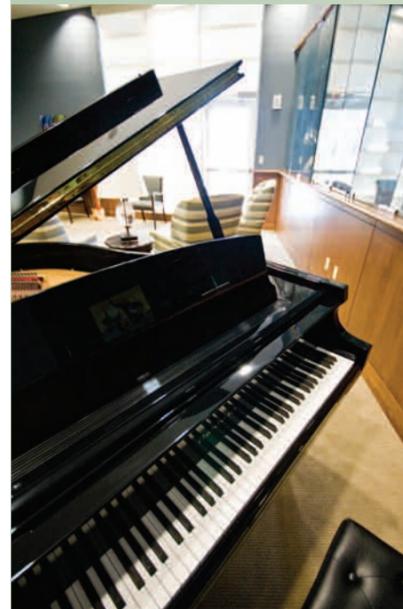
**Activity Calendars:**

- 2008: 2,393
- 2009: 2,085
- 2010: 3,112



We focused resources on 3 key goals:

- 1 Healthcare (Resident Wellbeing)
- 2 Housing for Veterans
  - a. Gulfport
  - b. Washington
- 3 Stewardship (Corporate Effectiveness)





**Dining Menus:**

2008: 6,051  
 2009: 6,721  
 2010: 7,357

**Resident Applications:**

2009: 6,565 // (w/ Medical Forms: 3,746)  
 (Functional Assessments: 2,769)  
 2010: 7,307 // (w/ Medical Forms: 3,550)  
 (w/ Functional Assessments: 3,433)



# Goal 1: Healthcare (Resident Wellbeing)

Ensure exceptional residential care and extensive support.



All smiles at the mobile dental clinic.

**PROGRESS**

**OBJECTIVE:**

**RESULT:**

Aging in Place		Launched Jan 10
DoD IG Inspection		Passed
ILP Pilot Program		Deployed Feb 10
Resident Focus Groups		Conducted Monthly
Resident Concerns*		Addressed in Focus Groups
CARF-CCAC Inspection		No Major Deficiencies

\*Smoking, Linens, Dining, Supplies, Power Mobility Devices & Resident Security System

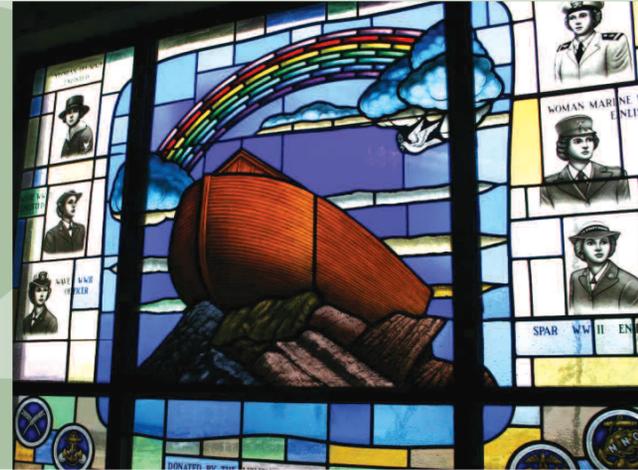
From construction to cheer.



# Goal 2: Housing for Veterans

## a. Gulfport

Add residents to a fully-functional facility in FY11.



**PROGRESS**

Construction		Facility		Grounds	
1,027	Days of Construction	582	Resident Units	1	Reflecting Pool
44,000	Yards of Concrete	450	Sq. Ft. of Living Space	1	Resident Swimming Pool
8	Stories (634,000 GSF)	1	Bath, Shower & Closet per Room	1	Pedestrian Bridge to Beach
400	Total Workers	49	Waterfront Acres	1	Restored Chapel (1912)
100%	On-schedule	Cat 5	Hurricane Mitigation	1	Full-perimeter Walking Path
		15	Feet Above a 35-ft. Tidal Surge	1	Guard Booth
		100%	LEED Silver with Green Roofs		
		4.5 mw	Generator Back-up		
		535	Parking Spots		

**PROGRESS**



OBJECTIVE:	RESULT:
New Construction	Completed
Occupancy	Growing
Service Offerings	Complete
Chapel Restoration	Refurbished
Swimming Pool	Installed
New Beach Bridge	Built
AFRH Building Keys	Acquired
Move-In	Ongoing







Our gazebo is perfect for afternoon "R&R".

**PROGRESS**

We meet and exceed Federal standards.

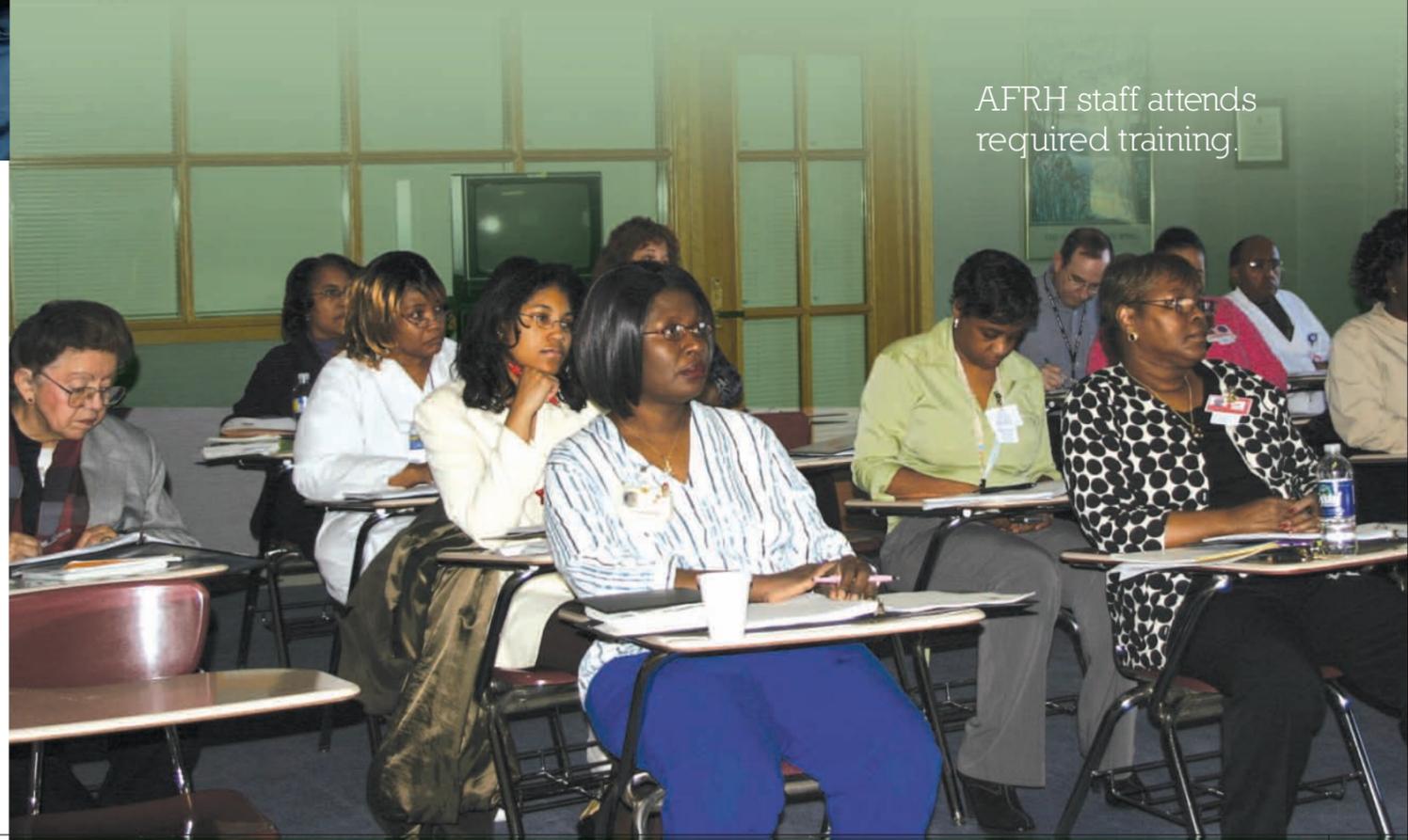
**OBJECTIVE:**

**RESULT:**

Unqualified Audit Opinion	6th Consecutive
Public to Public IT Network	Implemented per Federal Standards
OPM Audit	Yielded Compliments in Focus Areas
Aging in Place Training	Developed & Ready for Staff
Website Updates	Ongoing
Communication Plan	Accurately Portrays our Modernization

# Goal 3: Stewardship (Corporate Effectiveness)

Maintain overall vitality via efficient management.



AFRH staff attends required training.

## "One Model" once again.

The "One Model" was created in 2002 under the leadership of COO Timothy Cox. It called for standardized processes and procedures at both locations. With the re-opening of AFRH-Gulfport, we mirrored the staffing, building design, budgets, and contracts of Washington to ensure a cohesive organization.



### Agency PAR PDFs:

<b>2008:</b>	1,986
<b>2009:</b>	2,321
<b>2010:</b>	9,028

"Bill" Miles (Navy) and Walter "Kit" Kitson (Air Force) accept a plaque of appreciation from Yang Kim (Republic of Korea).

The Act of Gratitude

# KOREAN WAR: 60th ANNIVERSARY



"We were treated royally. The chance to come back touches our souls deeply."

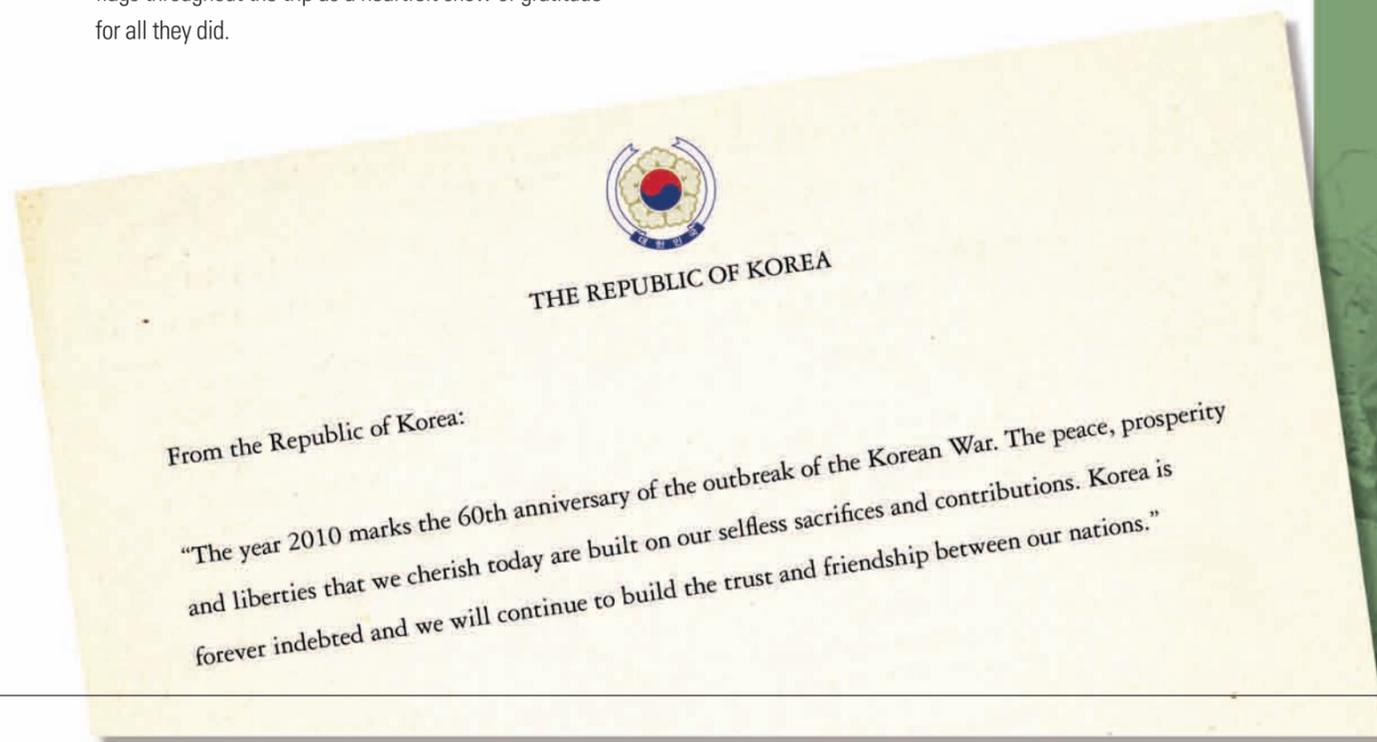
—"Kit" Kitson (Air Force)

The Republic of Korea saluted six fortunate AFRH Korean War veterans to honor American military service in the Korean War. Their government invited our "Seoul Seven" to visit the capitol of South Korea where they were treated to luncheons, banquets, sightseeing, and hospitality. Our residents were also showered with gifts, medals, and flags throughout the trip as a heartfelt show of gratitude for all they did.

Best of all, the entire trip was all-expense-paid. The most noteworthy event on the junket was a visit to the Demilitarized Zone (DMZ) where residents were given VIP treatment. Emotions ran high as the residents stood on North Korean soil. In the end, new friendships were forged and foreign relations were solidified.

## Korean War (1950–1953):

a conflict between the Republic of Korea (South) vs. the Democratic People's Republic of Korea (North) and the People's Republic of China (with air support from the Soviet Union). The campaign was supported by the UN, and it was the first significant armed conflict in the Cold War era. Combat began 25 June 1950, and an armistice was signed 27 July 1953.



### US Casualties:

6,516 **dead** (2,830 non-combat)  
 92,134 **wounded**  
 8,176 **MIA**  
 7,245 **POW**

WASHINGTON MASTER PLAN

# The Domain of Security



The National Defense Authorization Act for FY 2002 permitted AFRH (via DoD) to sell, lease or otherwise dispose of underutilized buildings and property. So, AFRH launched its real estate Master Plan which forms the basis of our risk management strategy.

The focus of the Washington Master Plan is to preserve and improve the Home for the residents and the community. At the same time, the Plan aims to create an additional revenue stream for the AFRH Trust Fund, our main source of funding.

After six years of planning and design to develop 77 acres, we finally received approval from the NCPC to move forward with the Master Plan in 2008. We were poised to continue with GSA as our development partner. Although postured, AFRH never reached an agreement to proceed with the development on campus. While market conditions were deteriorating during the course of the discussions between AFRH and the preferred developer (Apr 2007 – Sep 2008), the cessation of negotiations was based on the inability of the respective organizations to reach agreement. The dispute centered on several fundamental transaction-related issues related primarily to the control structure of the transaction.

**BOTTOM LINE:**

AFRH shifted its focus from revenue generation to infrastructure improvements.

**FY10 UPDATE:**

Several interested parties have contacted AFRH about the possible development of areas in the zone near Irving Street. Discussions are ongoing, yet no final determinations have been made as of the publication of this PAR.

## AFRH At-a-Glance

<b>Federal Authority:</b>	AFRH Act of 1991, Public Law 101-510 (as amended 1993, 2001, 2006, 2008, 2010)		
<b>Current Locations:</b>	Beach Drive, Gulfport, MS (49 acres) N. Capitol Street NW, Washington, DC (272 acres)		
<b>Organization:</b>	AFRH Corporate Headquarters (Washington, DC)		
<b>2 AFRH Communities:</b>	AFRH-Gulfport // AFRH-Washington		
<b>Resident Capacity:</b>	(as of Sept. 2010) // Gulfport, MS: 582 // Washington, DC: 1,323		
<b>Average Resident:</b>	82 Years Old		
<b>Funding:</b>	Congressional Authorizations from a Government Held Trust Fund fed by Resident Fees, Active Duty Enlisted Military Withheld Pay, Fines and Forfeitures, and Investment Income		
<b>Trust Fund Balance:</b>	\$186 Million		
<b>Major Services:</b>	Private Rooms & Showers Medical, Dental & Vision Care Dining Facilities Senior Activities & Programs Recreational Activities Shuttle & Public Transportation Independent Living Independent Living Plus Assisted Living Memory Support Day Care Long Term Care	<b>Major Amenities:</b>	Fitness Center Walking Trails Life Trail Course 9-hole Golf Course 6-lane Bowling Center Hobby Shops Fish Ponds 600+ Seat Theater Full-service Library Computer Center



“This is it—  
because we have  
so many activities  
and amenities.”

— Helen Sadowski (Navy)

PAR INTRODUCTION

# The Power of Progress



This year, we have successfully completed many objectives in the AFRH Strategic Plan (FY06-10). When we think back on our situation in 2005, when we drafted this document, we can truly see just how far we've come. While we still have a ways to go, FY11 will mark a new beginning on the Gulf Coast and a dynamic transformation in Washington.

This PAR is the culmination of our rebuilding years and the vision of our Strategic Plan. Moreover, it specifically covers agency events from Oct 1, 2009 – Sep 30, 2010. Now, more than ever, our best days are truly ahead.

Each year, US Government agencies are required<sup>4</sup> to report achievements to the public and Congress in the PAR.

Here, we share glimpses into the Home's rich heritage and lively community as well as clearly explain the relationship between our objectives, the costs, and our results. Plus, we show how we protect and manage the funds accumulated from those who have served – and how we ensure those funds will provide the best retirement for eligible residents.

This PAR has four parts that discuss in detail how AFRH has progressed and what those powerful achievements will do for those who served America. Their dedicated service combined with their payroll contributions have earned them a special place to call "home".

## Part 1. Management's Discussion and Analysis (MD&A):

a summary of our performance and financial status, featuring accomplishments and challenges. The MD&A includes our compliance with essential legal requirements.

## Part 2. Performance:

a detailed outline of the AFRH Goals and Objectives. This section has our achievements and our shortfalls, continuing with our second year of High-priority Performance Goals.

## Part 3. Financial:

the audit opinion, financial statements, disclosures, and notes regarding AFRH fiduciary activities in the past fiscal year.

## Part 4. Accompanying Information:

the IG Statement, management challenges, improper payments, and acronyms.

**AFRH employees & contractors prepared this report in accordance with Federal guidelines.**

<sup>4</sup>The Accountability of Tax Dollars Act of 2002  
 The Federal Management Information Security Act of 1998  
 The Federal Financial Management Improvement Act of 1996  
 The Government Management Reform Act of 1994  
 The Government Performance and Results Act of 1993  
 The Chief Financial Officers Act of 1990  
 The Federal Managers Financial Integrity Act of 1982, and  
 The Inspector General Act of 1978

