



PARTNERING

&

**ENERGIZED**

## Vision:

To create a retirement community committed to excellence that fosters independence, vitality, and wellness for veterans. This will make the AFRH a vibrant place in which to live, work, and thrive.

## 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:

### Person-centered

"Person-centered Care" is defined as the careful manner in which resident needs are considered while developing responsive plans of care and delivering meaningful services.

### 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.

### Integrity

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

### One Model

Success depends on our devotion to an unwavering vision and mission. Working together in different locations, under various managers and leaders, we maintain a distinct focus to serve our residents. We collaborate and respond in a unified and single voice.

### Workforce Growth

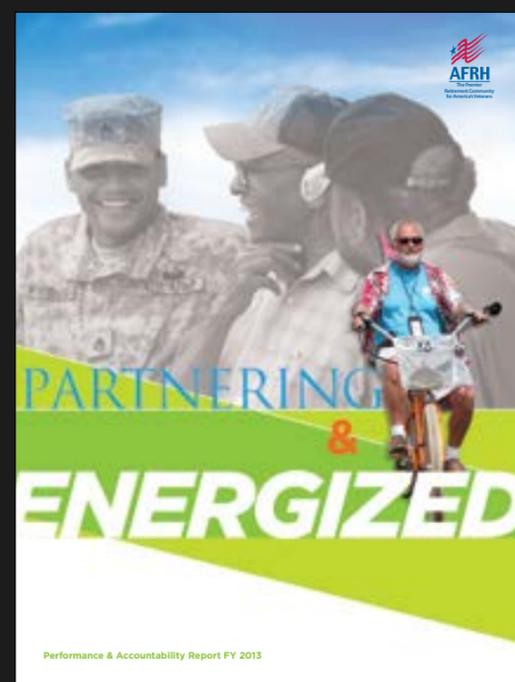
We strive to hire and retain the most qualified people. We maximize their success through training and development as well as maintain and promote open communication.

### 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 and service, as well as the delivery of outstanding performance in all we do. We expect excellence and reward it.



We asked Rich Carter (Navy, AFRH-G) how he likes the AFRH as he rode by going seven m.p.h. And he exclaimed: "It's beyond my expectations. Five stars all the way!" We, too, believe it's been a banner year at the AFRH. Thanks to hardworking managers and partners, both communities have modern buildings and services. Now, all our residents are enjoying a new complex in which to live, learn, exercise, engage, create, and celebrate. This newfound energy is the result of a decade of strategic planning with many partners. To maximize our new facilities and to propel progress, we are expanding our community and business partnerships. Now, more neighbors, associates, and friends are discovering the AFRH and experiencing our fascinating people. These advances and our liaisons are invigorating the entire Agency to its core. In short, the AFRH is **PARTNERING & ENERGIZED.**

The FY 2013 Performance & Accountability Report (PAR) is published by the Armed Forces Retirement Home (AFRH), Office of the Chief Financial Officer (CFO). It is fully compliant with Section 508 of the Rehabilitation Act of 1973. An electronic version is available at [www.afrh.gov/afrh/about/par/afrhentirepar13.pdf](http://www.afrh.gov/afrh/about/par/afrhentirepar13.pdf).

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# INTRODUCTION

PARTNERING



Heather works as the Resident Volunteer in the Gulfport campus sewing room nearly eight hours per day. She assists others with the machinery and coordinates partnerships in town so that residents can give back through sewing. Thankfully, Heather routinely receives donated fabric, which empowers the group to help those in need.

“We work closely with the Magnolia State Quilters of Biloxi who taught us to make baby quilts for the neo-natal unit at Gulfport Memorial Hospital.” The AFRH-Gulfport sewing group also makes tote bags for the local women’s shelter and fills them with essential toiletries and personal care items.

The residents of Valor Hall are the gracious recipients of many of the group’s quilts. Any unused material goes straight to the nearby nursing home where hats and booties are knitted for sick babies. “We don’t waste anything.” The AFRH and the Gulfport community are so fortunate to have this energetic group, which continues to serve through their craft of sewing.

**“We can always find someone or some group that needs our help.”**

—Heather Baird (Navy)

- COO Message
- Building Connections
- Leveraging Success
- 2013 Highpoints
- “GREAT SCOTT!”
- Vital Partners
- Special Events
- Enhancing AFRH-G
- Shining Stars
- AFRH Snapshot
- Warm Welcome



## COO MESSAGE

**REVITALIZED**

ON BEHALF OF THE ENTIRE AFRH COMMUNITY, I AM DELIGHTED TO SUBMIT THE FY 2013 PAR TO CONGRESS, THE PRESIDENT, OUR RESIDENTS, AND THE AMERICAN PEOPLE. MANY RECENT ACHIEVEMENTS HAVE GALVANIZED THE AGENCY AS YOU WILL SEE HERE IN OUR COLORFUL STORIES, DIVERSE EVENTS, DETAILED PERFORMANCE, AND ACCURATE FINANCIALS.

In this year, we have advanced Person-centered Care on every level of the Home. We have made vital capital improvements to beautify our facilities. Plus, we made advances in staff training and performance improvement. Altogether these advances make the AFRH an agency that is constantly aspiring and steadily evolving.

Each AFRH employee, partner, and contractor works hard to support our residents. Every day, and every deed, is an opportunity to enhance our care and grow together. Also, we must continually satisfy, impress, and empower our stakeholders, supporters, contributors, and friends. These are the fine people who are invigorating our dynamic programs and great service.

**UPGRADED**

Recent facility upgrades at both locations were deployed to advance Person-centered Care. These upgrades also support an aggressive cost-containment strategy. The new energy-efficient AFRH-Gulfport (AFRH-G) has demonstrated solid savings, and AFRH-Washington (AFRH-W) is already showing far-reaching efficiencies.

FY 2013 marked the completion of the AFRH-W Scott Project. The goal of this multi-faceted endeavor is to reduce costs and improve care. The Project entailed reducing our footprint on sprawling grounds, reducing excessive maintenance of an aging infrastructure, and improving wellness to stave off costly Long Term Care.

In FY 2013 we also completed repairs to the AFRH-W historic buildings damaged by the 2011 East Coast Earthquake. Emergency funding from Congress and the President provided restoration to the Sherman Building, parts of the Sheridan Building, and Quarters #1, #2, #3, #4, and #6. Finally, the modernized facilities at AFRH-W can provide advanced care.

We also reviewed and revamped existing systems, facilities, and operations to boost energy efficiency and resident care. All these efforts and many more are proving to be invaluable to the overall health of the Agency.

**STREAMLINED**

Upon completing our AFRH-W construction projects (Scott and Sheridan), we closed the LaGarde Building, our standalone healthcare facility. This closure yielded significant energy savings and eliminated costly transportation contracts to shuttle residents and staff to the lower campus and back. Now, all resident activity revolves around the lovely new Scott Building and the historic quadrangle.

The Scott Project also empowered us to close the aging and inefficient Power Plant, which satisfied heating requirements for both the old Scott dormitory and the closed LaGarde Building. Other buildings serviced by the Power Plant received individual heating / cooling units under the Scott Project.

At the close of FY 2013 our financials began to show efficiencies. Both campuses now boast advanced amenities and LEED certified energy-efficient buildings. Plus, our green initiative, Campaign to Conserve, is saving energy and money.

**UNIFIED**

To invigorate our new facilities in Gulfport, MS and Washington, DC, managers have been developing partnerships with the surrounding communities. With an eye on enhancing care and increasing visibility, we're partnering with military members, local businesses, government officials, enthusiastic volunteers, friendly neighbors, civic leaders, and more.

The result: new community events, more dedicated volunteers, new recreation programs, and added human energy. This book is filled with event photos where our partners are actively engaged with residents and staff. As I review these beautiful pictures, charming quotes, and inspiring stories, I am grateful for the friendships we've developed in a brief time. I believe the bonds we form today will grow stronger tomorrow.

**PRINCIPLED**

While our achievements are impressive, we do realize the high costs associated with recent advances. Management withdrew funds from the AFRH Trust Fund in order to deploy the 5-year Scott Project, so the Fund's value has dropped, as expected. In addition, we have incurred declining revenue streams. Therefore, it is clear we must alter our strategy to bolster the AFRH Trust Fund—the sole source of operational funds.

As we move forward with our strategy, we welcome the insight of various oversight organizations. For instance, the AFRH is an accredited CCRC<sup>1</sup> by one of the leading healthcare authorities, CARF<sup>2</sup>. This organization makes key observations and offers invaluable feedback on our efforts across the board. The AFRH also responds to recommendations for improvement via the oversight of Department of Defense (DoD) and advice from the AFRH Advisory Council and Defense Health Agency.

***“We are capitalizing on our new facilities to build new partnerships.”***

*—Steven McManus (COO)*

**REFOCUSED**

Other factors have created additional shifts in our financial status. We incurred budget reductions that stem from several Federal efforts to manage America's long-term debt. Also, reductions in the military have lowered Fines & Forfeitures, which is one of our key funding sources. These factors will continue to impact revenue in the coming decade. As a result, we are harnessing our resources and directing them to vital areas in order to maximize resources.

While managing these financial challenges, we still earned a ninth consecutive “unmodified<sup>3</sup>” (clean) audit opinion on our financial statements. The fiscal and performance data in this Report is reliable and complete in accordance with Office of Management and Budget (OMB) guidance. Also, I have provided a statement of assurance regarding the Agency's internal controls, as required by the Federal Managers' Financial Integrity Act (FMFIA).

**INSPIRED**

The AFRH has been building a modern and efficient operation for a decade. Our advances are invigorating, yet we still have much to do. Top priorities include enhancing healthcare through annual assessments and accreditation by the Joint Commission, filling essential management positions, implementing the Capital Improvement Plan and Long Range Financial Plan, maximizing IT via staff training, maintaining our Aging in Place initiatives, and cultivating new and lasting revenue sources.

Through it all, we will be inspired by newfound partners and supported by established associates. The new spirit here will help us uphold the original *Promise* to America's veterans to provide a safe haven and dedicated care in old age. Further, that energy will propel us to remain the premier retirement community for America's veterans.

Sincerely,

Steven G. McManus  
Chief Operating Officer (COO)  
December 16, 2013

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

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

<sup>3</sup> Effective for FY 2013, US auditing standards call for the term “unmodified” opinion instead of “unqualified” opinion.

BUILDING CONNECTIONS

# PARTNERING

Managing a successful retirement home requires more than new buildings, modern amenities, and progressive care. It requires a strong and thriving connection to the community beyond our walls. So, this year especially, the residents and staff worked together to ramp up strong support from interested organizations, families, and stakeholders. Moving forward, we will cultivate even more great community volunteers and business partners, which are vital to achieving a truly great Agency.

The timing couldn't be more perfect to accelerate our partnerships. Our facilities, amenities, and services are all top-notch. And we've been building synergy between the two campuses by capitalizing on successful initiatives and smart ideas. So, we've been focused on connecting with even more community groups. More people are visiting and marveling at how we care for America's veterans. Now, we are showing even more members of the community this wonderful place called the AFRH.

**KINDRED KUDOS**

We must thank and praise the many organizations that have helped us reach this major milestone. Over the past decade, DoD gave solid direction and support, while

GSA managed splendidly the Home's new construction projects. Jacobs Engineering and Hensel Phelps played a vital role in the design / build of the new Scott. Bureau of the Fiscal Service (BFS, formerly BPD) partnered with us by providing accounting support and Interior Business Center (IBC) provided IT infrastructure support.

Veteran Service Organizations (VSOs) are lending invaluable support to the AFRH and its residents, while Friends of the Soldiers' Home in DC are helping to expand volunteerism. Even AFRH contractors are contributing vital support in performance management and marketing communications. Finally, volunteers from the Seabees, the Humane Society, and Keesler AFB are helping AFRH-G blossom. Altogether, partnerships are helping the Agency grow, evolve, succeed, and thrive.

This PAR celebrates the partnerships that we have cultivated over the past few years as well as those we will cultivate in the coming decade. This book demonstrates our solid progress and illustrates our strong momentum. Meticulous partnering with others to design new projects has truly energized the AFRH and its people. Who knows where future liaisons will take us?



***"This place is great for people without families. This is our family."***

*—Martha Williams  
(Women's Army Corps,  
AFRH-W) with Fred Hornsby  
(Dining Service Administrator  
for Gulf Coast Enterprises),  
our long term partner for  
food services at both homes*



***"There's nothing like dedication, sincerity, and motivation."***

*—Joseph Wachter  
(Army, AFRH-W),  
Resident Advisory  
Committee (RAC) Chair*



PARTNERING



In 1953 Joseph joined the Army and served in the Korean War. "My uncle's influence during WWII inspired me." He later was a telecommunications advisor in Vietnam and a computer programmer in Korea.

He came to the AFRH-W in 2007. As the Resident Advisory Committee Chair, Joseph connects the Home with local organizations, which is important to the residents.

"We like to interact with the community and share our stories with them."

This goal is accomplished via partnerships with Friends of the Soldiers' Home, America Legion, service members, and local schools. Joseph also directs a charitable organization called Global Community Service Foundation for Southeast Asia, which builds schools in Vietnam with funding from Boeing.

With all his community involvement, Joseph still finds time to be active and teach computer courses. "It's a joy showing residents how to use email, the Internet, and Skype." And, with the new computer lab, soon more residents will be able to discover the online world.

LEVERAGING SUCCESS

# ENERGIZED

The word “Energized” succinctly captures the physical and emotional spirit of the AFRH in 2013. You can see this enthusiasm in the friendly faces of residents and in the positive outlooks of our staff. This year, the Home is finally realizing tremendous revitalization that came from 11 years of strategic planning.

Starting in 2002, the AFRH Strategic Plan was crafted. Since then, management has significantly improved resident service and staff performance. Moreover, many Agency objectives have been achieved, and resident care is stronger than ever. Indeed, visionary planning by staff members and business partners has made this vision a reality.



**INVIGORATED INDEED**

The rebuild of the AFRH-G and the construction of the new Scott Building at the AFRH-W produced two communities with exceptional and equal care. Both



**“It’s easy here to stay positive and be cheerful.”**

—Robert Crann, (Navy, AFRH-W)

feature advanced amenities and successful services. The Gulfport campus is thriving now that enhancements are being made to the new building. And the Washington home has a new complex with all resident activities in close proximity. Best of all, Person-centered Care is being fully implemented in both Homes to extend resident independence.

At last, both communities now have the facilities, amenities, and services that enhance the Agency’s status as a premier retirement home. Now, we can proudly say that this Home rivals if not exceeds private facilities. As a result, the entire AFRH community is energized and riding high on a wave of positive success. Now, the AFRH is set for new and future advances over the next few years.

Both communities have been energized by the realization of our goals and objectives, and both have been strengthened by our many partnerships. So, we wish to thank our business associates, volunteer groups, financial contributors, and gracious neighbors.

## 2013 Highpoints

**AGENCY**

- 9th annual Unmodified Audit Opinion for FY 2013
- AFRH 2012 Ethics Program Review is passed
- Our Korean War Veterans go to S. Korea to meet counterparts
- AFRH earns the 2012 AbilityOne® Government Award for Services (Civilian). This national award recognizes outstanding support of the employment of persons who are blind or have significant disabilities. Today, 136 people with disabilities provide food or custodial services at the AFRH.



**AFRH-G**

- Happy third anniversary to this new and improved facility
- 50 rotating state flags are proudly displayed at entrance
- New walkway and path installed at the facility entrance



*Flourishing gardens, trees, and flowers adorn the grounds.*

**AFRH-W**

- Renovated Sherman Building is reopened for residency
- Scott Building is opened for occupancy & use (Feb. 27)
- Long Term Care residents move from LaGarde to Scott
- Assisted Living residents move from LaGarde to Sheridan
- LaGarde Building is closed to AFRH residents
- Aging and costly Power Plant is finally shuttered
- Scott, Sherman & Quarters construction is complete



*The majestic Eagle Gate is renovated and opened for service.*



***“I just can’t sit down! I think if I did I’d go to sleep.”***

*—Charles Moore  
(Navy, AFRH-G)*



Charles served 20 years in Navy as a Flight Engineer and taught at Airplane Engine School. After retiring he taught classes for State Department of Education in 1971 when they first started tracking emissions from automobiles.

Now at the ARFH-G, Charles loves to walk on the beach and ride his bicycle along the path everyday. Staying healthy is important to him. “I try to drink green tea and eat the right things. I decided I don’t want to take a lot of pills.”

He also walks the stairs in the building every morning and does water aerobics. Though he enjoys this routine, Charles makes time to travel back to his hometown of Tennessee every chance he gets to see family.

# “GREAT SCOTT!”

A CAPITAL VIEW OF THE FUTURE



SPECIAL SUPPLEMENT | AFRH-W OPEN HOUSE | AUGUST 29, 2013

# OUR FOUNDER

General Winfield Scott was a revered 19th-century Army commander. He was intensely loyal to his men, and Scott waged many gallant campaigns. He returned from the Mexican-American War in 1848 with reparations in lieu of ransacking Mexico City. He gave ample funds to his troops and the rest to Congress. General Scott promptly petitioned the Government to use those funds to build a sanctuary for his soldiers when they became old or disabled.

By 1851, the Old Soldiers' Home opened its doors on a country farm in rural northwest DC. Today we call it AFRH-Washington. For 162 years, this Home has given eligible veterans supportive care and shared camaraderie, much like they enjoyed in their service days. It is a well-deserved reward for their many sacrifices in defending liberty at home and abroad.

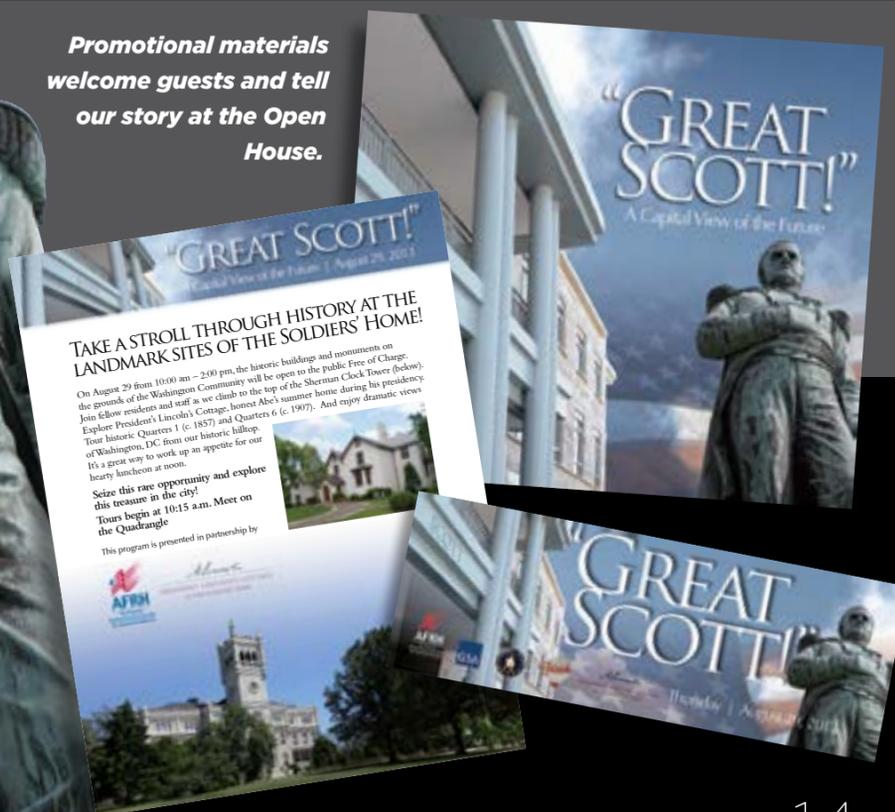
In a sense, General Scott's original vision and the success of this facility helped pave the way for other veteran programs in America. General Scott's wisdom was immense—much like his ample girth and boundless character. So, when it came time to name our open house event for the new Scott Building, there was but one wise choice. The event was dubbed "GREAT SCOTT! - A Capital View of the Future".

***"If there is any one who deserves to have his pathway made smooth and pleasant, it is the old soldier who was ever ready to sacrifice his life in defence of his country."***

*- General Winfield Scott, AFRH Founder (1786 -1866)*



**Promotional materials welcome guests and tell our story at the Open House.**



# OUR FORTUNE

We officially opened the doors of the new Scott Building to the residents and staff in February. This year we also completed our reconstruction of the historic Sherman Building (c. 1850s) and the original Governors' Quarters (c. 1890 - 1920) on MacArthur Boulevard. All are now open and occupied.

On August 29, 2013 the AFRH hosted a community open house to allow visitors, partners, and active duty military to tour the new Scott Building. It also gave our friends a chance to tour the historic Sherman Building and stroll past the renovated Quarters clear over to the statue of General Scott overlooking the golf course. One of our community partners, President Lincoln's Cottage, lent great support.

The entire day was filled with joy, thanks, and praise—not to mention patriotic bands, carnival games, and a petting zoo. Thanks to GSA and DoD, along with Jacobs Engineering and Hensel Phelps, the "GREAT SCOTT!" event was a grand celebration of the General's early vision. What's more, it marked the beginning of a brand new era at the AFRH.



***"So many people do so many wonderful things for me here."***

*-Margaret Jirak (Navy, AFRH-W)*



***"The design reflects ideas from resident focus groups, senior care research, and green design trends."***

*-Steven McManus (AFRH COO)*



***This new complex is vital to fulfilling our mission and extending resident longevity.***

# OUR FUTURE

The new Scott Building is a modern wonder in senior health and housing. It features spectacular, panoramic views of our Nation's Capital and a progressive design that is resident-centered. The 2nd and 3rd floors feature the new "small house" design where Long Term Care

and Memory Support residents share common living and activity spaces. Also, residents are now in much closer proximity to friends in Independent Living and Assisted Living, which builds a stronger sense of community.

The building's design further empowers our staff to deliver "Person-centered Care", where extensive support revolves around each resident's needs. Now, instead of traveling to a doctor, therapist, or nutritionist, the care

comes right to the resident. This brand of care is helping more residents stay at the AFRH-W much longer instead of moving to a nursing home. And that helps save money and preserve resident independence.

Since 2008, we've worked with GSA to manage every detail of the The Scott Project—a grand plan to design / build a new complex plus reprogram housing during the old building's demolition. Residents and staff are thrilled with this fine new building—the Great Scott. (And we're

already planning enhancements to please residents who desire adjustments.) In the end, the advanced care that our veterans are now receiving has exceeded expectations.

This new complex is a glimpse of the future of the AFRH. Ultimately, we aim to replicate this great facility and our thriving model of care at new AFRH campuses. Desirable retirement locations might include America's Southwest

or the Pacific Northwest. New AFRH communities would allow us to serve even more American veterans and retired military, who are presently underserved yet highly deserved.



PARTNERING



**"We partnered with the best design / build firms to create a wonderful complex for our former service members."**

—Justin Seffens  
(AFRH Facilities Manager)

**Our new medical center is high-tech and high-touch.**

**Outdoor garden patios offer sunshine and solace.**



**"The new fitness center is Army strong."**

—Francis Lewis  
(Army, AFRH-W)

**A new therapeutic pool will provide vital exercise and rehab.**

**The AFRH-W Hall of Honor—to remember and revere.**

**The residents' comrade, Al Mori (AFRH-W Ombudsman), on right.**



*Nurses assess a resident's Plan of Care.*



*Balconies offer sweeping views of our Nation's Capital.*



***“The new building is more technologically advanced.”***

*—Joseph Frogge, (Air Force, AFRH-W)*



In 1960, Joseph became an Air Force Computer Operator. The last computer Joseph used in 1980 was a mainframe computer. “It took up an entire room and only had 180,000 bytes of memory. Now my iPad mini has 32 billion bytes!”



Joseph’s been at the AFRH-W since 2007 and just loves the advances in new building. He’s the chaplain office manager and employs technology in his daily tasks. If he wants to put the screen down or close the curtains, he does so through his iPad. Joseph also produces DVDs. “I have many pictures of the Home and residents I’ve taken, and I put them to patriotic music.”

Joseph appreciates that each common room has its own Wi-Fi signal. In his own personal room, he has a Blu-ray player, an iMac monitor, and a MacBook Pro. He uses Apple FaceTime to keep in touch with family. “I’m never without my iPad. I have a computer wherever I’m going to be.”

VITAL PARTNERS

# FORTIFIED

Many organizations, groups, and individuals partner with the AFRH to provide key services and activities that otherwise would not be available to the residents. All told, the AFRH has attracted thousands of great volunteers over the years to assist, enliven, entertain, and support our veterans.

In 2013, we enjoyed the privilege of 500 to 600 volunteers per month in Gulfport and benefited from 25,000+ hours of community and resident volunteering in Washington.

The generous folks who gave their time include active duty military and civilians of all ages from churches, schools, communities, Veteran Service Organizations, businesses, hotels, restaurants, scouts, the entertainment industry, military organizations, and government agencies. All in all, our numerous associations have enriched the residents' lives and enhanced the Agency's quality.

## GOVERNMENT ORGANIZATIONS

PARTNERING



- Bureau of the Fiscal Service (BFS) formerly Bureau of Public Debt (BPD)\*
- Administrative Resource Center (ARC): Government-to-Government Shared Services (Financial, Human Resources)
- Department of Air Force, Joint Base Andrews, MD, Office of the Staff Judge Advocate 11th Wing: Legal Services
- General Services Administration (GSA): Construction, Real Estate planning
- Keesler Air Force Base, Biloxi, MS
- Interior Business Center (IBC): Information Technology
- Department of Navy, Human Resources: Non-Appropriated Funds
- Veterans' Administration Hospital, Biloxi, MS
- Veterans' Administration Hospital, Washington, DC
- Walter Reed Army Hospital, Bethesda, MD

\*BPD's name change occurred mid-year.



## MILITARY SERVICES

### AIR FORCE



Chief Master Sergeant of the Air Force James A. Roy joins the Gulfport residents for an October birthday dinner celebration. With him are resident Vincent Hammerlund (Air Force) and AFRH-G Ombudsman MCPO Ron Kartz. CMS Roy retired from the Air Force in January after more than 30 years of successful service. We wish him well in his new civilian life.



**Joseph Wachter meets Colonel Dana G. Venenga, Administrator of the 81st Medical Group, Keesler AFB, and member of the AFRH Advisory Council.**

### ARMY

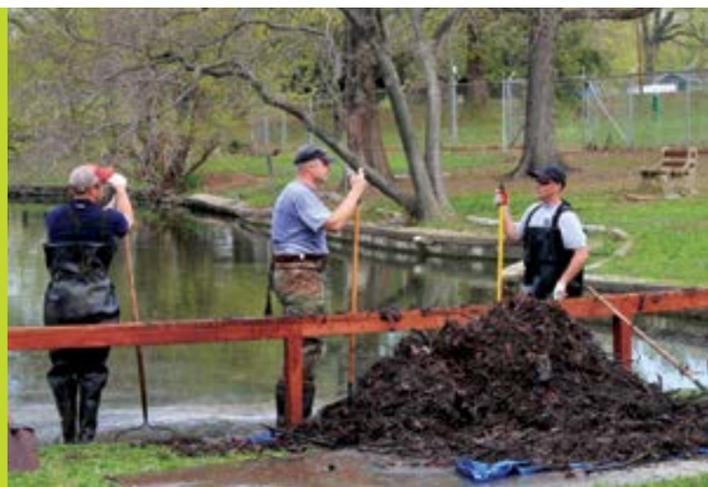
The AFRH has plenty of former Army members. So, naturally, many groups of US Army enlisted come visit the AFRH-W to support resident activities. They work with Long Term Care and Memory Support residents and also assist with holiday events, special events, and socials. In fact, the US Army Band makes an annual appearance at the AFRH-G to entertain residents and staff.



**Sergeant Major of the Army Raymond F. Chandler III meets with Edward Davis (Army, Pearl Harbor survivor, AFRH-W).**

## COAST GUARD

In April, the AFRH ponds are cleaned by nearly 70 volunteers from the US Coast Guard Chief Warrant Officers Association, Chief Petty Officers Association, and the Coast Guard Enlisted Association. Since adopting this Project in 2003, the Coast Guard has enclosed the pavilion and built a new bridge, boardwalk, and railing. Plus they also clear brush, stain, paint, and trim.



**Coastie Jonathan Lally is producing a multi-media project on the life stories of residents such as Willa Farrell (Marine Corps, AFRH-W).**

## SEABEES

The Seabees (US Navy Construction Battalion, or CB) have a rich history of erecting military bases, building thousands of miles of roadways and airstrips, and completing an array of projects in many military theaters dating back to World War II. They support the AFRH-G on many construction projects at our annual Community Day, on Flag Day, and throughout the year.



**AFRH-G residents join Seabee CO Captain Rick Burgess in a cake cutting.**



## MARINE CORPS

Sgt. Maj. Battaglia (Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff) visits the AFRH-G. He is the principal military advisor to the Chairman and Secretary of Defense. Battaglia joins Claude St. Julien, Harold Sattlethight, Diana Dopp, Frederick Bower, Bill Parker, Chuck Dickerson (AFRH-G Administrator), Bette Lakatos, James Stockstill and Rupert Maxwell.



**The US Marine Corps Band of New Orleans performs for the AFRH-G in November.**

***“All my time in the service was great. I met some really fine people.”***

*—Jean Ringuette (Army, AFRH-W)*



Jean served in the Army from 1943-1963 and had three overseas tours: North Africa, Italy / Germany, and Okinawa. “WWII was very exciting. I was working as an operator on the switchboard when the war ended in Europe.”

She spent 17 months in Okinawa working in the quartermaster’s office. “I was responsible to see that 600 men were paid properly each month. It was a nice, easy job, and I thoroughly enjoyed it.” After serving, Jean worked at the State Employment Office in Massachusetts doing various administrative duties.

Throughout her many adventures, Jean credits great people along the journey for ensuring her enjoyment of life. And, at the AFRH-W, it is no different. “The staff and residents here are wonderful.”

PARTNERING



# SPECIAL EVENTS

*New friends and old soldiers celebrate America's independence.*



**AFRH-G, Branch 3070 FRA, earns 3 National Member Awards for feats such as:**

- A 70% increase in membership
- 1,384 years of continuous membership
- 43% of members are 80+ years of age
- 9,238 lbs. of donations to Seabee food drive
- One 60-year member: James Ryan
- One 57-year member: Roland Smith
- One 56-year member: Richard Halloran
- One 50-year member: Wilson Gale



David Watkins (AFRH-W Administrator) makes apple butter with youngsters at our Oktoberfest celebration. Attendees include new pals in the Petworth neighborhood and Friends of the Soldiers' Home (our garden volunteers). Tasty craft beer is on tap for the adults, while arts & crafts are available for kids. DJ music also flows courtesy of Billy White (Navy, AFRH-W).



We are so fortunate to have many volunteers from Keesler AFB. These enthusiastic helpers make regularly scheduled visits for a total of 50 hours each week at the AFRH-G. They come from many different units and even from different military services. Other area organizations like the Top Three Medical Group bring in assistance two-to-three times per month regularly.



**Keesler AFB staff and Marvin Heth (Air Force, AFRH-G) prep for a fun bus trip.**



**FRA President Mark Kilgore visits John Difilippo and AFRH-W Naval retirees.**

Autumn 2012: the AFRH-W holds its "Inaugural Family Day". This event is born out of a deep desire to bring members of the community back onto our grounds—just as it was more than a century ago here at the "Old Soldiers' Home". Altogether, 400 neighbors and friends are here to meet residents and have a blast. And 210 enjoy guided tours of our sprawling, historic grounds.



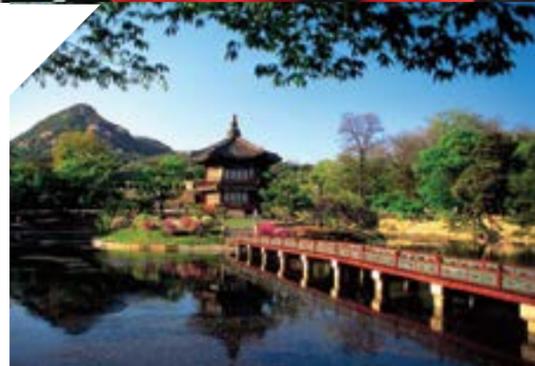
**The Inaugural Ladies Tea at the Lincoln Cottage in December. Brisk indeed.**

# INTERNATIONAL LIAISONS



Residents cross the pond to visit our English counterpart, Royal Hospital Chelsea—founded in 1682 by King Charles II to provide soldiers a proper retirement. An international exchange, RHC pensioners will also visit the AFRH-W and tour Washington, DC. Ken Faller, Corrine Robinson, Nelson Jamison, and Billy White join RHC pensioners on a London tour in November.

**Four residents trek to S. Korea courtesy of the Korean War Veterans Association.**



**July 26, 2013:** 70 S. Korean delegates tour the AFRH-W to foster international exchange and fortify post-war relations. Visitors include members of the S. Korean Congress and Joint Chiefs of Staff as well as senior VIPs. The S. Korean “Little Angels” perform for AFRH-W residents as 4-star General Jung, Seung Jo, Chairman of the Joint Chiefs of Staff, meets Korean War veteran Norman Godfrey (Army, AFRH-W).

**“I am interested in gardening and love looking up new things on the Internet.”**

—Jerry Doga,  
(Navy, AFRH-G)



## PARTNERING



Jerry spends most of his days in the AFRH-G Garden Center, and he is responsible for the new Orchid House—a little ecosystem with thriving orchids. “We’ve had a lot of support. We got a grant from Home Depot for seedlings, growing lamps, extension cords, and cleaning equipment.” Jerry noted that many residents donate time and money to get the garden projects off the ground.

Some residents even take horticultural classes at Southern MS University to be Master Gardeners. Plus, local organizations such as Horticulture for Humanity and other gardening clubs are a huge help. “They visit, give us pointers, and give us seeds. We help them, too, by sharing our expertise on making compost.”

It’s about teaming up with the community to create more green spaces. Residents, including Jerry, are working in the local city parks to make organic gardens. “We’re planting fruits and vegetables and cleaning out a stream and getting the ecology part of it done properly.”



## ENHANCING AFRH-G

# REFRESHED

Many capital improvement projects were planned and completed this year at the AFRH-G. They include: automatic door openers, parking garage signage, an exterior security camera system, and padded corners on dining hall columns.

Further, raised gardens and cell phone repeaters were installed to make residents' lives much easier. Work continues on the Master Landscape Plan and enhancements to the Hall of Honors.



### **Entrance Walkway**

This essential capital improvement project is improving everyone's safety. The goal of the Entrance Walkway Project: to provide safe passage for residents and to protect pedestrians as they enter the AFRH-G. Now vehicles, bicyclists, and walkers will all be safe from potential mishaps in this vital area.



### **Plants & Gardens**

Lovely plants abound all over the AFRH-G, and gardens are flourishing thanks to the RAC Beautification / Gardens Committee. Our raised flowerbed on the northeast side of campus is a delight to behold, and residents appreciate not having to bend over very far. Citizens of Gulfport are welcome to visit!



### **Improved Security**

We implemented a vital capital improvement: an exterior security camera system. This high-tech addition will arm our security detail with 360-degree surveillance of the entire campus. Now we can safeguard the residents, protect our new building, and preserve our garden and flower investments from unwanted intruders.

### **State Flags**

The AFRH-G now has 50 state flags proudly waving in gentle Gulf breezes—paid for and donated by AFRH-G RAC members. Each Tuesday evening a new state flag is raised on the sixth pole from the Home's entrance. Special thanks go to Harry Rhizor and American Legion Post 33 for their kindness and generosity.

SHINING STARS

# CELEBRATED



**Kiwanian of the Year: Charlie Jenkins (Navy, AFRH-G)**

Charlie devotes time to children, schools, and the community—and for that he was awarded 2013 Kiwanian of the Year by the Gulfport Kiwanis Club. The citation read: “Jenkins has worked for years as an example of the true meaning of Kiwanis, a global organization dedicated to changing the world one child and one community at a time.”

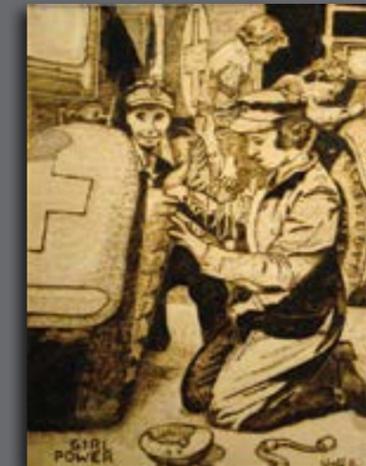
Charlie remarked: “I feel so honored to have earned it. I received this same honor 30 years ago in Albany, GA.” Charlie loves activities and socializing in the AFRH-G pub Fiddler’s Green. He entertains visitors with his masterful tongue twister “Mrs. Potts hissing in a pit”—his rehabilitation exercise after suffering a brain injury in a car accident. Way to go Charlie!



*“Girl Power” by Woolf Kiessling (Navy, AFRH-G) is a finalist in the National Veterans Creative Arts Festival.*

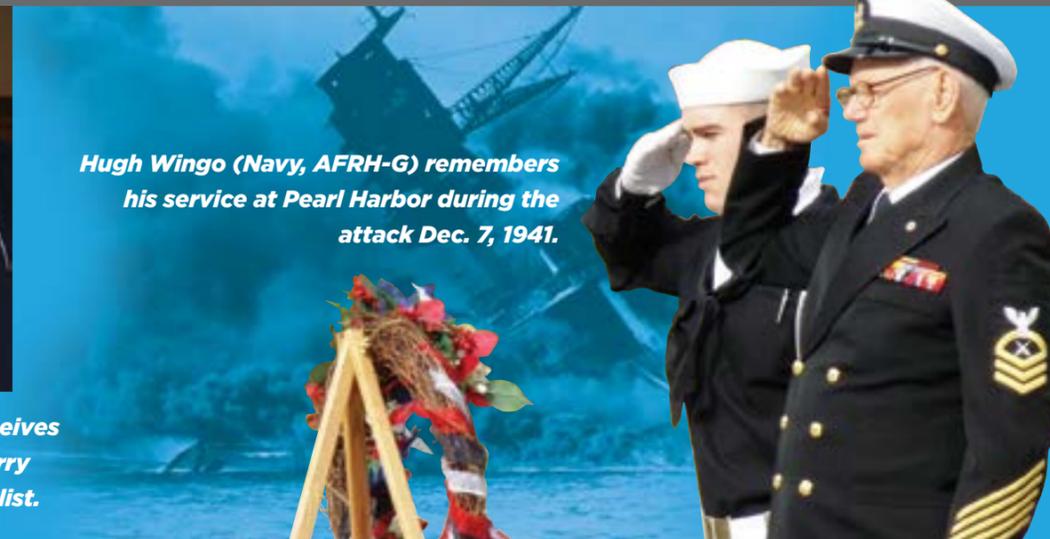


*Larry Colbruno (Air Force, AFRH-G) nabs 1st place for his assemblage art in a regional festival.*



*Emil Byke (Army, AFRH-W) receives the top bowling award from Jerry Carter, AFRH-W Fitness Specialist.*

*Hugh Wingo (Navy, AFRH-G) remembers his service at Pearl Harbor during the attack Dec. 7, 1941.*



*“My days here are so full!” —Chuck Merlino (Army, AFRH-W)*



A high school dropout, Chuck was drawn to that well-known poster: “Uncle Sam wants you”. He jokes about how he reacted: “At least somebody does!” Chuck promptly joined the Army’s Air Defense Artillery. Later, he was a Hawk missile instructor and received awards for superior instruction.

He retired from the service in 1977 and lived in Homer, Alaska for 22 years where he began carving large wood pieces like this welcome sign. Other creations: an 18-inch totem pole, and a 3-foot tall “self portrait”.

Chuck bowls and makes coffee in the alleys everyday. He exercises twice daily. And, he recently discovered his woodcarving “Virginia Pilot Ship 1805” procured a winning place in the National Veterans Creative Arts Festival this year.



AFRH SNAPSHOT

# DELINEATED

**Federal Authority:** AFRH Act of 1991, Public Law 101-510 (as amended in 1993, 2001, 2006, 2008, 2010, 2011)

**Organization:** AFRH Corporate Headquarters (Washington, DC), manages two distinct communities:

**Current Locations:** AFRH-G, Gulfport, MS (approx. 40 acres)

AFRH-W, Washington, DC (272 acres)

**Resident Capacity:** Gulfport, MS: 584  
Washington, DC: 568

**Avg. Resident Age:** 82 Years

**Main Funding:** Congressional Authorizations from a Government Held Trust Fund fed by Resident Fees, Military Withheld Pay from Active Duty Enlisted & Warrant Officers, Fines and Forfeitures, and Investment Income

**AFRH Trust Fund:** \$69 Million (as of 30 Sep. 2013)

**Care Levels:** Independent Living  
Independent Living Plus  
Assisted Living  
Memory Support Day Care  
Long Term Care

**General Services:** Private Rooms & Showers  
Medical, Dental & Vision Care  
Dining Facilities  
Senior Activities & Programs  
Recreational Activities  
Shuttle & Public Transportation

**Major Amenities:** 6-lane Bowling Center  
9-hole Golf Course  
Community Activity Room  
Computer Center  
Fish Pond  
Fitness Center  
Full-service Library  
Hobby Shops  
LifeTrail Course  
Media Room  
Swimming Pool  
Walking Trails



WARM WELCOME

# EMPOWERED

*Raymond Chatterton (Army, AFRH-W) is a highly decorated veteran.*

FY 2013 was a banner year at the AFRH as we successfully completed multi-year endeavors. At the AFRH-W, the Scott Project took years of planning and patience. In the end, this investment paid many dividends for our residents such as reduced walking distance, new activity and dining spaces, beautifully landscaped grounds, and rehabbed historical buildings. All of these gains and more have energized the AFRH-W community. Now our managers are inspired to reach even higher.

At the AFRH-G, we are fine-tuning the modern facility we opened in 2010. Our enhancement projects are making the living environment there more pleasant. Just a few projects include expanded gardens, improved walkways, increased memorabilia, and local partnerships. Best of all resident participation has increased for all of the above and more.

Most projects were the result of dozens of energizing public and private partnerships. GSA guided construction at the AFRH-W, which was completed on time and within budget. Other partners helped nurture, manage, guide,

plan, entertain, and support an activity-filled year with great achievements—many of which you will discover in this Report—most of which empowered us to deliver Person-centered Care.

Each year US Federal agencies are required<sup>5</sup> to report performance to Congress and the public. Here in the PAR we share insight into the Home’s rich heritage and lively community while explaining the relationship between our objectives, the costs, and our results. Further, we illustrate how we protect and manage the AFRH Trust Fund—and demonstrate how those funds will continue to provide the best possible retirement for eligible residents.

This PAR covers events from Oct 1, 2012 – Sep 30, 2013. It has four parts that outline exactly how the AFRH is succeeding and how our efforts benefit those who served America. Their dedicated sacrifices, combined with their payroll contributions, have earned them all a special place to call “home.” We are excited to report that we are providing them with a superior retirement.

Thank you for your support of the AFRH.



## Part 1

**Management’s Discussion and Analysis**

**(MD&A):** a sum of our performance and finances as well as achievements and challenges. It includes compliance with key legal requirements.

## Part 2

**Performance:** a detailed outline of the AFRH Goals and Objectives. It showcases our successes and our shortfalls as well as the measures and trends of our High-priority Performance Goals.

## Part 3

**Financial:** a detailed outline of our finances. It includes the audit opinion, financial statements, disclosures, and notes regarding all the AFRH fiduciary activities over the past fiscal year and the prior year.

## Part 4

**Accompanying Info:** the IG Statement, management challenges, improper payments, and acronyms. It also features special thanks to those who make the AFRH great and our fond farewell.

*AFRH employees & contractors prepared this Report per Federal guidelines.*

<sup>5</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*