Welcome to the AFRH 2008 Citizens’ Report. This is a forum to celebrate our rich heritage and share new exciting new developments with veterans and Americans alike.

Over the years, AFRH has cared for tens of thousands of veterans spanning two centuries and nine major American conflicts. As the US expands its global military presence, we must modernize to meet the greater expectations and dynamic longevity of tomorrow’s residents.

Of late, the Home has evolved into a modern retirement community that rivals those in the private sector. We are passionately transforming our programs and services to provide greater care. This revolution calls for greater vitality and enhanced longevity.

2008 marks the beginning of “Building Vitality.” The strategic groundwork we laid out in 2003 has netted positive gains in financial performance. Now, we’re building on that solid foundation to realize our vision: “The AFRH of the Future.”

This Report surveys the dynamic process that has transformed the Home — starting in 2003 with the creation of our vision, mission and strategic goals. Then it offers an assessment of AFRH in 2008 — including our progress on resident care, new construction and fiscal management.

Corporate Philosophy

Our vision and mission are strongly rooted in the Home’s heritage. Yet, they also incorporate modern philosophies in senior care. Further, our Guiding Principles were crafted to ensure delivery of the Home’s services, while also guiding the success of our strategies. Ultimately, these tools will help us meet the needs of tomorrow’s veterans.

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

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

GUIDING PRINCIPLES:
- Establish Accountability
- Honor Heritage
- Inspire Excellence
- Maintain Integrity
- Maximize Workforce
- Serve Customers

Vitality - vi·tal·i·ty (noun)
1. exuberant physical strength
2. great capacity for survival, or the continuation of a meaningful and purposeful existence: the vitality of an institution.
In FY08, we focused on transitioning the AFRH from an outdated institution into a modern Continuing Care Retirement Community (CCRC). The centerpiece of this transformation is the adoption of the “aging in place” philosophy. Our progressive senior care now includes services to help residents maintain independence in their Home of choice – and remain connected, active members of the community.

“On the outside, I tended to withdraw and be ‘inner.’ Here, I tend to be more ‘outer.’”

Terry Sawyer (Army)

Growing Strong

“I am pleased to present our 2008 Citizens’ Report, which highlights our great resident care.”

REVAMPING RESOURCES

During 2008 we made a commitment to build on our recent financial success to meet the changing needs of current and future residents. In the President’s Budget for 2009, the AFRH is highlighted as “Strengthening Infrastructure for the 21st Century” by improving housing for retired veterans. To truly achieve this, we have given top priority to four major projects:

1. Rebuilding the Gulfport Facility (MS)
2. Implementing the Scott Project (DC)
3. Earning CARF/CCAC Accreditation (DC)
4. Advancing Resident Wellbeing (DC)

In 2008, we broke ground on a new resident Home in Gulfport. This modern facility will be ready for occupancy in late 2010. Also, we began developing concepts to revitalize the Washington community. A key victory was earning a more comprehensive accreditation from CARF/CCAC, the leading entity that certifies senior care facilities. This is just one example of our pledge to provide the best possible care and services to residents.

PROPELLING FORWARD

APRH is rising above the challenges of operating a premier retirement home, such as: continuing our financial growth, managing our buildings/renewals, opening the new Gulfport facility, orchestrating the residents’ move back to Gulfport and maintaining CARF accreditation.

All told, our future is exciting. We are building vitality in our infrastructure, among residents, and across operations. I am pleased with our success and I am proud of the results of that success: residents are safe, happy and content. We will continue to manage their resources responsibly, and provide top-notch programs and services to the distinguished people who call AFRH “Home.”

Sincerely,

Timothy C. Cox
Chief Operating Officer (COO)
January 15, 2009
SURROUNDS, RESIDENTS & STAFF

AFRH is a vibrant community of active residents, devoted staff and lovely surroundings. New residents bring in physical vitality and a joy for life. All residents share a unique military bond and they often turn to each other for camaraderie. Yet, they often rely on our staff to fulfill many needs, like emotional support. To keep residents active, our staff also plans daily trips, events and celebrations.

Eligibility:
Any person may become an AFRH resident if their active duty military service was at least 50 percent enlisted, Warrant Officer or Limited Duty Officer (per US Code 24, Section 412 (24 USC.412)). Further, a person must also:

- Have 20 or more years of active duty service and be at least 60 years old, or
- Be unable to earn a livelihood due to a service-connected disability, or
- Be unable to earn a livelihood due to a non-service-connected disability, yet served in a war theater or received hostile fire pay, or
- Have served in a woman’s component of the Services before June 12, 1948

Residents:
1065 total residents consisting of:
- Retired career military personnel
- War theater combatants
- Those with service-related disabilities, and
- Females in service prior to 1948

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- Have served in a woman’s component of the Services before June 12, 1948

Surrounds:
Washington, DC
- 272 flourishing acres in Northwest DC
- Extensive services & amenities
- 9-hole golf course & driving range
- Site of several historic landmarks
- Co-located with President Lincoln’s Cottage

Gulfport, MS
- 47 acres of pristine beachfront property
- Location of other AFRH community (since 1976)
- Former site of Gulf Coast Military Academy
- A Modern facility will replace destroyed site

AFRH residents share a unique military bond and they often turn to each other for camaraderie. Yet, the residents often rely on our staff to fulfill many needs … such as emotional support. After all, most residents are single males with no immediate blood relatives. So many AFRH employees reach out and serve as extended family members.

This brand of devotion is simply required to work here. Some staff members plan activities to keep residents active – such as trips, events and celebrations. Others provide maintenance and food service. Whatever the job, customer service is key here. This attitude inspired us to create a service standard doctrine for all staff called “I SERVE.”

Ron Harding (Air Force)
“...It’s great here. I think I’ve died and gone to heaven."
Ron was diagnosed with Parkinson’s and couldn’t work anymore. He lived with his kids, but that didn’t work either. Then he remembered he paid 50 cents from each paycheck to AFRH for 20 years. “I’ve been here three years now and it’s great. I try not to let my Parkinson’s hold me back. The prognosis is not good … but so far it’s been medically controlled, because I have great care at Walter Reed.” Today, Ron is working again – nearly six days a week in the Chaplain’s Office managing 10 volunteers. They all support four chaplains, two churches and hospital church services. “We help solve people’s problems – usually within a few hours," he said. Ron also enjoys playing cards on the computer and goes to the gym and theatre, occasionally. “If you’re unhappy here, you’ll be unhappy everywhere!” he joked.

AFRH employees reach out and serve as extended family members. This brand of devotion is simply required to work here. Some staff members plan activities to keep residents active – such as trips, events and celebrations. Others provide maintenance and food service. Whatever the job, customer service is key here. This attitude inspired us to create a service standard doctrine for all staff called “I SERVE.”

“I SERVE."
Integrity First
Selfless Service
Excellence in Everything
Right Attitude
Visionary Teamwork
Embrace Responsibility

Surrounds: Assembling Components
Staff:
- Dedicated, compassionate & energetic
- Salaried professionals & contracted experts
- Broad mix of service & health personnel
- A multicultural blend of dedicated workers

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Mike began painting at age 29 and has truly grown as an artist in recent years. “When I was younger and married, art was just a hobby.” Then, after four years in the Navy, Mike worked in a few hospitals, went to college and taught school. “Then I lost my job – and at age 50, I was too old to get jobs. I almost became derelict and was about to live on the streets when they took me in here – because I was a Vietnam veteran,” he said. When Mike became a resident, he started painting full-time. Within a mere two years, he developed a “signature” style: bold, bright colors mixed with impressionism. “People say, ‘you always know a Martinez when you see one.’” Nowadays, churches and homes near DuPont Circle are a favorite subject. And so are Aztec spirits and Southwest pottery, as Mike was raised in New Mexico. “I’m one of the few artists here at AFH who actively tries to get into the local galleries. I have to earn a living.”

“My art is what gets me up each morning as I grow older.”
– Mike Martinez (Navy)
For six generations, the Soldiers’ Home in Washington and the Naval Home in Gulfport were beacons of security for America’s military heroes. Today, their historic military tradition endures at AFRH. Yet, the Home has developed into a modern retirement community. While Hurricane Katrina destroyed Gulfport and forced its closure, there was still a great demand for it among eligible veterans. So, Congress agreed to help rebuild it for re-occupancy in late 2010.

AFRH is organized as a modern business, with a corporate office that manages independent retirement communities, makes strategic decisions and communicates with Congress and constituents. Below is our organizational structure:

**AFRH Strategic Goals (est. 2003)**

2. Exceptional Service: Enhance the AFRH experience to enrich the quality of residents’ lives.  
3. Improved Processes: Modernize operations to leverage and maximize resources across AFRH.  
4. Learning & Growth: Promote personal excellence and professional growth for all personnel.  
5. Culture of Integrity: Inspire commitment to AFRH Guiding Principles through mutual respect.

**FY08 Focus Areas:**

1. Rebuilding the Gulfport Facility (MS)  
2. Implementing the Scott Project (DC)  
3. Earning CARF/CCAC Accreditation (DC)  
4. Advancing Resident Wellbeing (DC)

The AFRH Strategic Plan is available at www.afrh.gov/afrh/about/strategic.pdf.
FOUR FOCUS AREAS (FY08):

FOCUS 1: Rebuilding the Gulfport Facility (MS)

Creating Renewal

To achieve our vision of “aging in place” and to infuse vitality into AFRH, we’ve given top priority to four major initiatives. Together, they will create great synergy for the Home. With generous support from Congress, the rebuild of our Gulfport community was ensured. From the implosion of the damaged building, to breaking ground and beyond, our new oceanfront property has made amazing progress in 2008:

- **MAR 08**
  Members of Congress and GSA, the Gulfport Mayor, several residents and Mr. Cox break new ground.

- **APR 08**
  Construction crews begin forging new foundations in Gulfport.

- **JAN 08**
  Wrangling the rubble of debris after the building’s implosion.

- **JUN 08**
  Enthusiasm swells, as a new home rises along the Gulf Coast.

- **SEP 08**
  Status On Schedule & Budget. July 2010 Completion.

  “The building is designed to mitigate the effects of a CAT 5 hurricane.”
  – Steve Smith, Project Manager, GSA

FOCUS 2: Implementing the Scott Project (DC)

MODERNIZING FOR TOMORROW

AFRH must evolve to meet the needs of the next generation of military veterans. They expect more choices and independence, plus more amenities. And they will live much longer, so they need better care and support. As such, we aim to upgrade the Scott residence with modern amenities. In 2008, we developed conceptual plans for improvements and funds have been programmed to begin the Scott Project in 2010.
FOCUS 3: Earning CARF/CCAC Accreditation (DC)

A MORE FITTING ACCREDITATION

CARF helps ensure that retirement communities fulfill their promise of quality, lifetime care to seniors. Their broad quality control covers everything from rehab service, daily nutrition and physical activity – to process improvement, strategic planning and financial health. AFRH had to provide specific training to its workforce in order to be in full conformance – and ultimately earn this prestigious accreditation.

FOCUS 4: Advancing Resident Wellbeing (DC)

KEEPING RESIDENTS ACTIVE

Action is what counts in delivering great service. So, our staff vows to stay positive, anticipate needs, listen attentively, take responsibility and give personal attention. To ensure resident health and wellbeing, AFRH management will continue to modernize its facilities, improve outlets for activity, expand social networks, enhance military camaraderie and keep folks connected. To further promote exceptional service, our staff crafted a “Resident/Staff Covenant” to outline resident rights and staff expectations. Along with our “ISERVE” customer standards, both will ensure a high level of care.
In 2008, we continued successful fiscal management with our financial partner, Bureau of Public Debt (BPD). Our recent victories are numerous, including an $8 million rise in the Trust Fund and a positive, upward trend on our balance sheet – with assets increasing in value and liabilities decreasing.

**Victory:**

FY08 is the fourth consecutive year AFRH has received unqualified audit opinions.

**Victory:**

AFRH continues to spend most of its budget on exceptional service (see charts).

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### AFRH Corporate 08 Operating Expenses per Strategic Goal

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>FY08</th>
<th>FY07</th>
<th>Net change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Growth</td>
<td>$0.6</td>
<td>$0.6</td>
<td>$0.0</td>
</tr>
<tr>
<td>Culture of Integrity</td>
<td>$0.8</td>
<td>$0.8</td>
<td>$0.0</td>
</tr>
<tr>
<td>Learning &amp; Growth</td>
<td>$2.6</td>
<td>$2.6</td>
<td>$0.0</td>
</tr>
<tr>
<td>Improved Processes</td>
<td>$3.0</td>
<td>$3.0</td>
<td>$0.0</td>
</tr>
</tbody>
</table>

### AFRH Washington Community 08 Operating Expenses per Strategic Goal

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>FY08</th>
<th>FY07</th>
<th>Net change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional Service</td>
<td>$0.7</td>
<td>$0.6</td>
<td>$0.1</td>
</tr>
<tr>
<td>Culture of Integrity</td>
<td>$0.9</td>
<td>$0.9</td>
<td>$0.0</td>
</tr>
<tr>
<td>Exceptional Service</td>
<td>$38</td>
<td>$38</td>
<td>$0.0</td>
</tr>
<tr>
<td>Financial Growth</td>
<td>$0.6</td>
<td>$0.6</td>
<td>$0.0</td>
</tr>
<tr>
<td>Improved Processes</td>
<td>$3.4</td>
<td>$3.4</td>
<td>$0.0</td>
</tr>
</tbody>
</table>

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### Assets:

- **FY08:** $469,867,888
- **FY07:** $465,615,106

Net change: $4,252,782

### Liabilities:

- **FY08:** $14,939,341
- **FY07:** $7,048,896

Net change: $7,890,445

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### AFRH Revenue in millions of dollars

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY08</th>
<th>FY07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Fees &amp; Parking</td>
<td>$11M</td>
<td>$11M</td>
</tr>
<tr>
<td>Enlisted Payroll Benefits</td>
<td>$9M</td>
<td>$9M</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$7M</td>
<td>$7M</td>
</tr>
<tr>
<td>Enlisted Fines &amp; Forfeitures</td>
<td>$37M</td>
<td>$37M</td>
</tr>
<tr>
<td>Sales &amp; Leases</td>
<td>$1M</td>
<td>$1M</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$1M</td>
<td>$1M</td>
</tr>
</tbody>
</table>

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### Trust Fund Budget Authority

- **FY08:** $146
- **FY07:** $101

Net change: $45

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### Staffing

- **FY08:** 1046
- **FY07:** 1000

Net change: 46

---

**AFRH Revenue in millions of dollars**

- **Total Revenue:** $683
- **Trade Sales & Services:** $11M (17%)
- **Interest Income:** $7M (11%)
- **Enlisted Payroll Benefits:** $37M (56%)
- **Enlisted Fines & Forfeitures:** $37M (56%)
- **Sales & Leases:** $1M (2%)
- **Operational funds come from our Trust Fund, which is sustained by many sources:**

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**Financial Summary & Highlights**

- Since 2002, the Trust Fund has increased from wise financial management.
- Each year, we withdraw operating funds via a budget request to Congress.

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**AFRH Trust Fund Balance in millions of dollars**

- **FY08:** $156
- **FY07:** $118
- **Net change:** $38

---

**AFRH has decreased staff since the mid-90s. Many wonder how we still provide exceptional service with fewer employees. Yet, there are sound reasons for the reductions:**

- AFRH has decreased staff since the mid-90s. Many wonder how we still provide exceptional service with fewer employees. Yet, there are sound reasons for the reductions.
MANAGEMENT ASSURANCES

Compliance with Legal and Regulatory Requirements

AFRH managers participate in all internal controls, as do our partners BPD and the National Finance Center (NFC). We have assessed the effectiveness of our internal controls, in accordance with the Federal Managers’ Financial Integrity Act (FMFIA) (PL No. 97-255) Section 2 and OMB Circular A-123, Management’s Responsibility for Internal Control. Based on our assessment, AFRH can provide reasonable assurance that objectives have been achieved. No material weaknesses have been reported in our internal controls or financial reporting.

Given our comprehensive management controls, I am pleased to certify with reasonable assurance that:

• AFRH financial reporting is reliable.
  - Transactions are properly recorded, processed and summarized to permit preparation of financial statements in accordance with generally accepted US accounting principles. Assets are safeguarded against loss from unauthorized acquisition, use or disposition.

• AFRH is in compliance with all applicable laws and regulations like FMFIA, FFMIA and FISMA.
  - Our financial and business exchanges are executed in accordance with laws governing the use of budget authority and other laws and regulations that could have a direct and material effect on the financial statements.

• AFRH performance reporting is reliable.
  - Performance measures are properly recorded, processed and summarized to permit information preparation per criteria established by AFRH management.

Sincerely,

Timothy C. Cox
Chief Operating Officer
January 15, 2009

Surveying Happiness

Each year, we conduct surveys on resident satisfaction – from services and facilities to dining and interests:

**Resident Services:**
81% say customer service is Outstanding or Above Average.

**Most Used Facilities:**
This input helped us create a residence Program of Requirements.

<table>
<thead>
<tr>
<th>Facility</th>
<th>% of Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Pool Office</td>
<td>8%</td>
</tr>
<tr>
<td>Scott Pool Entrance</td>
<td>82%</td>
</tr>
<tr>
<td>Scott Park</td>
<td>73%</td>
</tr>
<tr>
<td>Wellness Center</td>
<td>65%</td>
</tr>
<tr>
<td>Line Exchange</td>
<td>58%</td>
</tr>
<tr>
<td>Shoulder Laundry</td>
<td>54%</td>
</tr>
<tr>
<td>Scott Theater</td>
<td>52%</td>
</tr>
<tr>
<td>Scott Library</td>
<td>47%</td>
</tr>
</tbody>
</table>

**Personal Pursuits:**
The most popular activities are reading, TV watching and walking.

<table>
<thead>
<tr>
<th>Activity</th>
<th>% of Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Books, News, Magazines</td>
<td>30%</td>
</tr>
<tr>
<td>Regular TV Watching</td>
<td>36%</td>
</tr>
<tr>
<td>Working Out</td>
<td>65%</td>
</tr>
<tr>
<td>Visiting Mail, Calling Out</td>
<td>65%</td>
</tr>
<tr>
<td>Taking Movies, Out and About</td>
<td>36%</td>
</tr>
<tr>
<td>Multi Performance, Music Listening</td>
<td>50%</td>
</tr>
<tr>
<td>Fitness, Body Health, Wellness</td>
<td>47%</td>
</tr>
<tr>
<td>Visiting Other Residents, Rooms, Libraries</td>
<td>30%</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>36%</td>
</tr>
<tr>
<td>Spending Time with Personal Friends</td>
<td>36%</td>
</tr>
</tbody>
</table>

**Dining Services – 2008 Survey Results (vs. 2005 Results: the Last Year Conducted):**
Scott Dining Hall Customer Service: 85% said it was Excellent or Good. Food Quality: 72% graded it Excellent or Good.

<table>
<thead>
<tr>
<th>Quality</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>11.8%</td>
<td>43%</td>
<td>30.8%</td>
<td>24.4%</td>
</tr>
<tr>
<td>2008</td>
<td>11.3%</td>
<td>54%</td>
<td>35.6%</td>
<td>13.1%</td>
</tr>
</tbody>
</table>

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“I can provide reasonable assurance that AFRH is in compliance.”
—Timothy Cox, COO
Forging Ahead

IG CHALLENGES

To continue building vitality, the AFRH Inspector General has summarized our most serious management and performance challenge. In turn, we spearheaded those challenges in 2008, using our focus areas as a guide.

ANSWERING THE CALL

As discussed by our COO in his opening letter, AFRH has aggressively spearheaded the challenges presented by our IG for FY08. With our focus areas as a guide, we engaged contractor support to review the feasibility of reshaping the Washington community in light of emerging national concerns (like rising utility costs, economic factors and the US military posture).

Further, our achievements in health-care have earned us the prestigious CARF Accreditation. With the approval of the Washington Master Plan and the permission to move forward with our development plans, AFRH has realized great progress in educating constituents.

Maurice Swinton, AFRH IG
Urt is forever Young. He lifts weights, rides bikes, runs daily and teaches “Flexibility & Strength Training” twice a week at AFRH. “I incorporate Yoga and Pilates into the class. We use cables, resistant bands and light barbells. I can see a big difference and some of the residents are really amazing.” Curt admitted that a few really struggled at first. And some still can’t get up from the matt, so they use raised, padded tables. “The class is 75 minutes and I spend 15 on balance. I see results when someone says, ‘I stumbled yesterday, but I didn’t fall. I caught myself.’ That’s HUGE!” he exclaimed. The Home airs his class on AFRH Channel 99 for those who prefer to train in their rooms. Curt says it’s very satisfying to see them progress. “Marie Townsend went from using a walker to a cane, and from a cane to nothing at all. She’s overjoyed and doing great,” he said. “You should see her now ... doing this Yoga pose called The Cobra.”
### AFRH at a Glance

|-------------------|---------------------------------------------------|
| Current Locations: | Beach Drive - Gulfport, MS (47 acres)  
North Capitol Street - Washington, DC (272 acres) |
| Organization: | AFRH Corporate Headquarters (Washington, DC) |
| Now managing 2 Communities: | AFRH-Gulfport  
AFRH-Washington |
| Resident Capacity: (as of Sep 08) | Gulfport, MS: 0  
(now under construction;  
when it reopens: 582)  
Washington, DC: 1,323 |
| Funding: | Congressional Authorizations from a Government-Held Trust Fund fed by Resident Fees, Active Enlisted Military Withheld Pay, Fines & Forfeitures & Investment Income |
| Trust Fund Balance: | $167 Million |
| Major Services: | Private Rooms & Showers  
Medical, Dental & Vision Care  
Dining Facilities  
Senior Activities & Programs  
Recreational Activities  
Shuttle & Public Transportation  
Independent Living  
Assisted Living  
Memory Support Day Care  
Long Term Care |
| Major Amenities | Fitness Center  
Walking Trails  
LifeTrail Course  
9-hole Golf Course  
6-Lane Bowling Center  
Hobby Shops  
Fish Ponds  
600+ Seat Theater  
Full-service Library  
Computer Center |

**AFRH-Gulfport**

1800 Beach Drive  
Gulfport, MS 39507

**AFRH-Washington**

3700 N. Capitol Street, NW  
Washington, DC 20011

- P: 800.422.9988  
- F: 202.730.3492  
- W: www.afrh.gov