



AFRH

ARMED FORCES
RETIREMENT HOME



Strategic Plan 2006-2010

The Time to *Thrive*

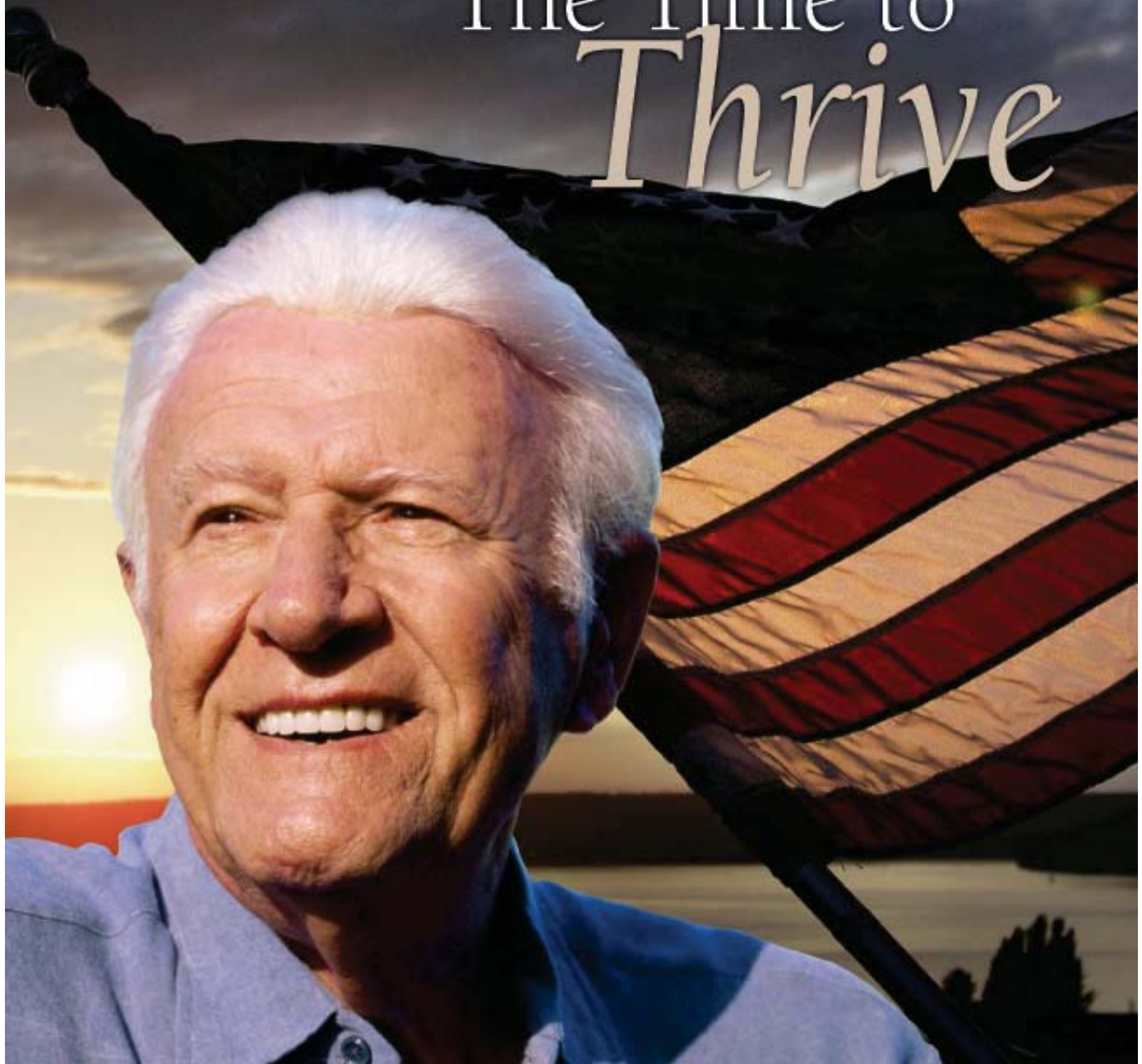


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INTRODUCTION

The Time to Thrive

The Armed Forces Retirement Home (AFRH) is pleased to present its Strategic Plan for Fiscal Years (FY) 2006 – 2010. This is a new era that will present our organization with both significant challenges and great opportunities. With the steadfast support of Congress, we are ready to propel the AFRH into the future. All the while, our sights will be set on better ways to manage the organization. And innovative ways to serve eligible veterans and retired military personnel.

Nearly four years have passed since the first AFRH Strategic Plan was published. Although the consolidation of the US Naval Home in Gulfport, MS and the U.S. Soldiers' and Airmen's Home in Washington, DC occurred in 1991, not until 2003 did we publish our first Strategic Plan for the new AFRH. Since then, we have delivered on a promise: to focus our efforts and produce measurable results. This Strategic Plan builds on the success of that earlier plan for continued momentum.



A SAFE HAVEN

Since 1811, America's Veterans have found safe haven in their declining years. Back then, the leaders of America made a Promise to safeguard our old and disabled soldiers, sailors, and Marines. Now, the leaders of this agency are vigilant in preserving that Promise (extended now to airmen and Warrant Officers as well) – and the original Trust Fund that ensures the residents an affordable retirement.

Over the years, the Home has evolved into a modern retirement community, rivaling those in the private sector. We have made great strides transforming this agency, operating it more like a business. Plus, we have continually enhanced our programs and services to provide even greater care. Today, our staff is driven to nurture a dynamic, thriving community of men and women who all share a prestigious past and a commitment to country. AFRH provides them with enjoyable and stimulating programs. Because, after all, now is their time to thrive.

To perform its mission, the AFRH interacts with Federal agencies and private organizations. Our key public partnerships are with Department of Defense, Department of Treasury (Bureau of Public Debt), Department of Agriculture (National Finance Center), General Services Administration and Office of Management and Budget. We have numerous ongoing programs with these and other agencies. As we move forward, we plan to increase our outreach and partnerships with other public and private organizations.

CORE BUSINESS

AFRH operates a retirement community exclusively for America's veterans, providing exceptional healthcare, residential and social services. The AFRH is more than a group of buildings that house soldiers, sailors, Marines, and airmen who served our country. AFRH is home to approximately 1,300 veterans, a community of men and women who share past patriotic duties. To meet the day-to-day needs of these individuals, AFRH strives to enliven daily routines, to challenge mind and body, and to provide companionship and camaraderie in a community setting.

ONGOING FUNDING

AFRH is an independent establishment of the Executive Branch of the Federal government – and is financially independent. A permanent Trust Fund was established almost two centuries ago to sustain AFRH. This Fund continues to be fed by active duty enlisted and Warrant Officer monthly payroll deductions, as well as fines and forfeitures from all branches of the military. It is also fed by monthly AFRH resident fees, the sale or lease of underutilized land and buildings, gifts and bequeaths and interest gained on the Trust Fund balance.

CURRENT STATUS

At present, the AFRH has two campuses. The Gulfport, MS facility, although thriving since 1976, was damaged and closed in 2005 in the aftermath of Hurricane Katrina. The other campus is in Washington, DC, established in 1851, on a scenic site near Capitol Hill. The Gulfport residence is being rebuilt.

EXECUTIVE SUMMARY

The March to Victory

Our standard operating environment was established when the Chief Operating Officer (COO) was appointed in September 2002. Mr. Timothy Cox reports directly to the Secretary of Defense through the Under Secretary of Defense (Personnel & Readiness). With extensive experience in private retirement communities, Mr. Cox immediately standardized our two campuses – with one set of policies and procedures. His “One Model” calls for regular assessments of our “core competencies,” plus determinations on whether to build internal capacity or competitively outsource functions. The result: the AFRH 2003 Strategic Plan, which became our roadmap to recovery. Ever since, the “One Model” has proven to be a successful guide.

EARLY INROADS

From 2003 – 2005 we made steady progress on our new strategic goals. The transition from separate management at each facility to the “One Model” produced results in all strategic areas. Our biggest challenge was managing change – and ensuring that our care and services would meet or exceed those in private sector retirement homes. Our internal scorecard for the President’s Management Agenda and our own strategic goals progress assessment show us “on track” toward building a vibrant, more successful AFRH.

SUDDEN SETBACK

With little warning, Hurricane Katrina slammed the US Gulf Coast in August 2005 – causing the evacuation and temporary closure of our Gulfport campus. Suddenly, our attention shifted from enhancing the overall organization to preparing the Washington campus for an influx of Gulfport residents. This exhausting event tested the limits of our capabilities. Changes beyond our control swept over us and forced us to retool our strategy and initiatives so that we could maintain the ground we have gained.

The Hurricane damage forced us to realize that our current operating model would not adequately meet the needs of current and prospective residents. In moving forward, we knew we needed to retool our strategy to manage the challenges and capitalize on the opportunities presented by this natural disaster. To truly endure, AFRH would need to change and adapt again – just as it has done periodically over the past two centuries.

FORGING AHEAD

Our greatest challenge today is to keep our Washington campus moving forward to provide better service and programs for all residents. At present, the AFRH is working hard to rejuvenate its infrastructure and reenergize its resident programs. In FY06 and beyond, we will refocus our efforts to revitalize AFRH in keeping with our mission.

AFRH is strategically poised to maintain and expand its fundamental role of serving our nation’s retired military personnel. But first, we must build the “*AFRH of the Future*.” As we prepare for our revival in the 21st century, we will focus on providing the same high level of care and services found in the private sector. Yet, our niche will be a focus on military heritage – where residents find camaraderie and enjoyment in being among “their own.”

SUMMARY

In short, we must live up to our nation’s original *Promise* to care for its Veterans – and grow the Trust Fund that supports them. The most viable way to grow is for AFRH to evolve so it may directly compete with private retirement homes. For the residents and staff of the AFRH, it will truly be ... ***The Time to Thrive.***

The AFRH Vision, Mission and Guiding Principles were carefully crafted to meet and exceed the expectations of a new generation of military veterans and retirees.

VISION:

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

MISSION:

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

GUIDING PRINCIPLES:

Establish Accountability

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

Honor Heritage

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

Inspire Excellence

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

Maintain Integrity

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

Maximize Workforce

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

Serve Customers

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

STRATEGIC GOALS

Culture of Integrity:

Inspire commitment to AFRH Guiding Principles through mutual respect.

Exceptional Service:

Enhance the AFRH experience to enrich the quality of residents' lives.

Financial Growth:

Create net growth and stability for the AFRH Trust Fund.

Improved Processes:

Modernize operations to leverage and maximize resources across AFRH.

Learning & Growth:

Promote personal excellence and professional growth for all personnel.

FACILITIES

The Vision to Succeed

Two campuses are designated by law to provide retirement services and amenities to former enlisted and Warrant Officers who meet the eligibility requirements. One campus is located in Gulfport, Mississippi and the other is in Washington, DC. Together, the organization strives to rival the care and services found in private retirement homes across the US.

Gulfport, Mississippi



The first retirement “asylum” for military in the US was established in Philadelphia, PA in 1833. The Naval Home was built exclusively for aging sailors, seamen, and Marines. After 150 years, it was relocated to its present site in historic Gulfport, MS – on the former grounds of a military academy. And it later became part of AFRH. The MS campus is comprised of 47 scenic acres of oceanfront property – right on the Gulf of Mexico. An 11-story tower hosted the resident quarters, as well as dining and healthcare services.

A DISASTROUS SETBACK

Gulfport was near capacity with a waiting list when Hurricane Katrina struck in August 2005. While the campus lies 21 feet above sea level, Katrina still unleashed plenty of damage. Her wrath flooded and destroyed several buildings, decimated living quarters, severed utilities, totaled vehicles and wiped out backup generators. What’s more, the surging seawaters toppled a 100,000-gallon water tank – the campus’ main water supply. Given the various health concerns of our Gulfport residents and their average age of 78 years old, we had no choice but to leave. So, in a mere 24 hours, we completed a full-scale evacuation, ultimately absorbing 351 Gulfport residents on the DC campus.

We assured our Gulfport residents safe passage out of harm’s way with our well-prepared staff and excellent contract support. In fact, our evacuation plan was executed *hours* after the loss of power and the rise of floodwater in the residents’ rooms. Without our high level of preparedness, the residents may have suffered the unfortunate fate of thousands of other victims in New Orleans and the surrounding areas.

THE ROAD TO RECOVERY

In fall 2005, an on-campus assessment was performed in Gulfport to determine the extent of the damage. Supplemental aid from Congress helped replenish our depleted funds – and cover costs for the Gulfport evacuation and the reopening of mothballed quarters in Washington. In early 2006, Congress requested a Special Report from AFRH on its strategy for the future.

We developed several viable alternatives for Gulfport in our Report to Congress (dated February 28, 2006). This exercise opened the door for many new possibilities for the AFRH. One option proposed “renewing” Gulfport, which would entail refurbishing the existing structures. Yet another option called for leveling the decimated buildings and starting over with brand new construction. The remaining three options were equally innovative – and allowed flexibility for new and creative ideas.

CURRENT STATUS

Congress appropriated funds to rebuild the Gulfport campus in May 2006 (per Public Law 109-234). And the residents and staff are forever grateful. Moving forward, GSA, as the agent for planning and construction, began to work immediately.

Washington, DC



The Washington DC campus of the AFRH dates back to 1851, when the Military Asylum was established. In its early days, the Home was a self-sufficient working farm, complete with livestock and farmhands. The campus proudly sits on the crest of a majestic hill in Northwest Washington, DC – nestled in the heart of a peaceful neighborhood with historic homes. Our campus is a constant reminder to the community of the great service and sacrifice that thousands of veterans have given to our country.

RESIDENTS FIND PEACE

When prospective residents enter the Washington campus for the first time, they are stunned by its wooded acreage, rolling hills, majestic views, tranquil lakes and historic landmarks. In a warm country setting, the Home is just minutes from the US Capitol, White House and other national landmarks in Washington, DC. This tranquil environment has served as the temporary residence of four US Presidents, including the summer home of Abraham Lincoln.

Today, AFRH-Washington has evolved into a fine retirement community that fulfills the government's original *Promise* to "take care of its own." We offer exceptional Residential Living, Assisted Living and Long Term Care facilities. The DC campus is truly "a city within a city," with everything residents need for daily living: banks, chapels, a mail room, convenience store, laundry facilities, a barber shop and beauty salon, several dining facilities, 24-hour security plus private rooms with showers, and cable TV and telephone access. Not to mention scenic, sprawling grounds for walking, reflection and solace. Beyond the basics, we take pride in offering exceptional social, recreational and occupational activities for nearly every interest.

SUSTAINED MOBILITY

Our Washington residents enjoy total mobility and freedom. Many spend time off-campus, with their children and grandchildren. Many more venture out into the metropolitan area to enjoy world-class theaters, museums, restaurants and attractions. Some take advantage of nearby Andrews Air Force Base for "space-available" international travel – a unique military perk. So the possibilities for on- and off-campus pleasure are limitless.

The extent of our healthcare is also extensive. For starters, the LaGarde Building housing Assisted Living, Memory Support and Long Term Care, is a modern 200-bed facility that's accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Residents can receive physical and occupational therapy as well as speech/language and recreational therapy. Plus, daily transportation is available to area hospitals, including Walter Reed Army Medical Center and the Washington VA Medical Center.

CURRENT STATUS

As of this writing, Washington is the sole AFRH campus. We absorbed our Gulfport residents after the Hurricane. Through it all, our staff conducted a heroic effort to accommodate our Gulfport residents and make them feel at home. Now, Washington will remain the sole AFRH campus until the Gulfport resident facility is rebuilt. As such, we are focused on our offerings on the Washington campus and bolstering its physical spaces.

ENVIRONMENTAL SCAN

SERVICE DESCRIPTION

AFRH is a unique Federal agency that closely resembles a private sector Continuing Care Retirement Community (CCRC). The AFRH distinction: we only admit qualified former military members in accordance with guidelines established by law. And a Trust Fund supplies our resources.

AFRH advantages:

- 1) *No costly initiation fees, and*
- 2) *Affordable monthly rates.*

AFRH has successfully stabilized its financial situation, reduced costs, increased efficiencies, expanded recreation and leisure, honed its marketing campaign and exceeded regulatory guidelines. Moving forward, the challenges we face involve increasing revenue, modernizing the physical plant, upgrading various technologies, meeting the expectations of new retirees and competing with other CCRCs.

To advance, we performed a "SWOT" Analysis:

Strengths

- Unique Brand (Military affinity, "Circle of safety," Clear Direction)
- Dedicated Staff
- Expansive, Valuable Properties
- Loyal Residents
- Rich Military Heritage
- Ample levels and types of care onsite

Weaknesses

- Narrow Eligibility
- Decaying Physical Plant
- Turnover of Health Professionals
- Untapped Resources for Modernization
- Limited Campus Locations

Opportunities

- Reaching the Large Pool of Potential Residents
- Leveraging DoD and Congress Openness to Change (Post-Katrina)
- Improving Employee Retention
- Meeting the New Expectations of an All-volunteer Force
- Advertising to VSOs and the Public*
- Fundraising

Threats

- Competition from Private, Military-oriented Homes
- Outdated Thinking in the Law
- Drains on AFRH Trust Fund
- Difficulties in Replenishing the AFRH Trust Fund
- Other Government Housing & Personal Care Programs

* Requires law to change



Strengths:

• **Unique Brand:**

Our residents all share a special military affinity. Fighting in an armed conflict or serving the military for an entire career creates a unique atmosphere of camaraderie and understanding. This “circle of safety” is very comforting to residents in later years. To strengthen that bond, AFRH maintains a clear direction in seeking new residents and creating innovative programs.

• **Dedicated Staff:**

There has been very little turnover at AFRH (in services other than health care) over the years. People who enjoy working with older residents become close to them – and prefer to stay here. In fact, staff members often go the extra mile out of a sense of duty – and also provide us with valuable input to improve the Home.

• **Expansive, Valuable Properties:**

Both Gulfport and Washington are strategically located – and have retained their value over time. Gulfport is prime for warm weather preferences, overlooking the Gulf of Mexico. Washington is in the heart of Northwest DC, near Capitol Hill. And its potential for development is the key to supporting veterans for many years.

• **Loyal Residents:**

Happy AFRH residents say they’d prefer to live here than anywhere else. Many residents volunteer on campus and actively take advantage of the many activities we offer. Our residents tout the benefits to visitors and serve as the best “marketers” we could ever hope for.

• **Rich Military Heritage:**

Thousands of old soldiers, sailors, airmen and Marines have lived at the Homes since the 1800’s. To promote their rich military past, memorabilia is proudly displayed in various buildings and in the residents’ rooms. Truly, many colorful stories from America’s wars lie within the walls of this Home – just waiting to be shared.

• **Ample levels and types of care onsite:**

Unlike many other residential facilities, AFRH offers 3 levels of living arrangements: independent living, assisted living, and long-term care. Additionally, onsite are Dental, Medical, Optometry, and Pharmacy.

Weaknesses

• **Narrow Eligibility**

The law that governs eligibility narrowly defines which former military may gain admittance. It specifically admits World War II women and others who qualify on their own, eliminating many potential residents whose spouses would like to reside with them.

• **Variances in Customer Service:**

Most services here go above and beyond what is required. Yet, as in any service industry, the quality can vary. In certain areas, the quality of our customer service falls short of exceptional. Still, we are diligently working to correct this.

• **Decaying Physical Plant:**

The buildings in Washington are old and need extensive repair. At a glance, our stately buildings are appealing. But, they have problems like peeling paint, worn fixtures, leaky faucets and more. Upkeep is very expensive. So, to minimize costs, we’ve focused on the Sherman, Sheridan and Scott buildings, where most resident activity occurs.

• **Turnover of Health Professionals:**

The turnover among healthcare professionals is frequent – especially in nursing. And maintaining continuity of care with our residents is always a concern. So, we engage in continuous recruitment, hiring and training.

• **Untapped Resources for Modernization:**

Bringing our old Washington buildings up to current codes and standards is not economically feasible right now. Efforts to develop the campus in our Master Plan may make widespread upgrades possible.

• **Limited Campus Locations:**

Both Gulfport and Washington have their positives and negatives. Gulfport is isolated in the far south, which is not an appealing location for some along with the threat of hurricanes and evacuations. Washington is a downtown metro area not appealing to prospects who live far away or in small towns. Plus, driving into DC or taking public transportation is often challenging for the elderly.



Opportunities:

- **Reaching the Large Pool of Potential Residents:**

Many veterans, retirees, and war-theater combatants do not know about the AFRH – and the great benefits of living here. A recent marketing study revealed that about 3 million potential residents exist in the US. *Our challenge is to make them aware.*

- **Leveraging DoD and Congressional Openness to Change:**

After Hurricane Katrina, the options for expanding or evolving the AFRH were numerous. In our Special Report to Congress (dated February 2006), we cited the top five options for sustaining operations.

- **Improving Employee Retention:**

AFRH is evolving from a government-centric workforce to a composite workforce of Federal employees and contract workers. Each contributes a unique value to the Home. And we must leverage their talents and our relationships to provide even better service to residents.

- **Meeting the New Expectations of an All-volunteer Force:**

Today's military retiree has different expectations than those of a generation ago. Their attitudes about health, mobility, happiness and family bonds are quite different than retirees from the World War II era.

- **Advertising to VSOs and the Public*:**

If the AFRH were allowed to recruit potential residents through advertising, like our counterparts, then more potential residents would be reached – and recruited. Currently, AFRH as a Federal agency can provide informational advertisements only.

- **Fundraising:**

Currently, AFRH is not allowed to raise money. Other Veterans organizations consistently raise enormous funds to support our former military. If AFRH had a different legal status, fundraising would provide vast resources to enable better services and continued growth.

* Requires law to change

Threats

- **Competition from Private, Military-themed Homes:**

AFRH is bound by the laws that established it – such as no spouses unless they qualify also. So, we remain slow to adapt to the changing needs of today's military retirees. Private homes with fewer regulations can readily adapt – and tailor programs to new preferences. This leaves us at a distinct competitive disadvantage in attracting residents.

- **Outdated Thinking in the Law:**

While our staff often has groundbreaking ideas to meet the needs of potential residents, we must continue to abide by the current laws governing admittance. The All Volunteer force cradle to grave care includes close family relationships, something not available to AFRH residents under the current law.

- **Drains on AFRH Trust Fund:**

The burdens of our aging physical plant, rising energy consumption and escalating costs may drain the Trust Fund. So, new and innovative ideas must be deployed to halt the erosion of funds.

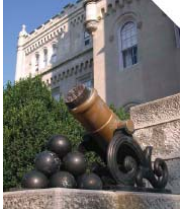
- **Difficulties in Replenishing the AFRH Trust Fund:**

The main source of revenue for the Trust Fund is military fines and forfeitures. This works well when the US military is engaged in a war theater, with many deployed troops. But, when a drawdown of forces occurs, our revenue rapidly drops.

- **Other Government Housing & Personal Care Programs:**

State Veterans Homes and Hospitals also provide care for our prospective residents. Further, homes supported by HUD subsidies also draw from the same pool of veterans as AFRH. So garnering attention and creating a competitive edge remains our greatest challenge.

STRATEGIC GOALS



The AFRH is a premier retirement community and continuing care provider for eligible Veterans of the US Armed Forces. We proudly serve our Veterans with the same level of honor and commitment that they demonstrated in serving our country. To fulfill our mission, we have defined our Corporate Strategic Goals across five major areas:

GOAL CULTURE OF INTEGRITY:

Inspire commitment to AFRH Guiding Principles through mutual respect.

The AFRH corporate culture reflects the Guiding Principles as outlined above. As always, we maintain a culture of service, quality and dedication to the Veterans who live here.

Challenges and Trends:

One might say the makeup of our workforce resembles the United Nations – with members that originate from countries all around the world. Our challenge is to blend the staff and produce outstanding results, in spite of their various views of the world or differences in language and culture. Truly, the Home must facilitate effective communication to smooth over differences, miscommunications and conflicts.

GOAL EXCEPTIONAL SERVICE:

Enhance the AFRH experience to enrich the quality of residents' lives.

Our first responsibility is to ensure the satisfaction and well-being of the residents. AFRH also places high importance on the satisfaction of service partners and other key stakeholders. To generate high customer satisfaction, we will strategically provide quality services and meet our customers' needs. Plus we will continue our positive public relations efforts.

Challenges and Trends:

A predominantly male population exists at AFRH because admission criteria do not allow spouses (unless they qualify on their own merit). Our population is bound together by its common military heritage, which creates a unique comradeship. With our abundant activities and sprawling campuses, the AFRH is comparable to private retirement homes. Yet, it is quite challenging to provide outstanding service at a reasonable price to our former military. This is in keeping with the *Promise* to care for our military for their service to the country.

GOAL FINANCIAL GROWTH:

Create net growth and stability for the AFRH Trust Fund.

The Trust Fund is the source of financial resources for AFRH and has to be continuously replenished. Our fundamental financial strategy is to effectively manage resources, decrease expenditures, increase revenue and realize net growth in the AFRH Trust Fund. Current Trust Fund income sources (fines and forfeitures, etc.) will certainly continue. We must look to the future and generate innovative solutions to ensure the Home's financial stability. In the end, AFRH must maximize all available resources – while also providing the best services and facilities to our residents.

Challenges and Trends:

Hurricane Katrina changed how AFRH does business. With Congress involved, the future of AFRH has shifted from modernizing two campuses to looking at other possibilities. Private retirement homes are plentiful in the marketplace – and they challenge the status quo of our established operations.

GOAL **IMPROVED PROCESSES:**

Modernize operations to leverage and maximize resources across AFRH.

The Home can provide quality services to America's Veterans by maintaining effective, efficient internal business processes. The AFRH continually evaluates and improves upon these processes to manage resources, facilitate communication and promote AFRH team operations.

Challenges and Trends:

The AFRH is making great strides in electronic government (E-Gov) to keep pace with technological advances – in administrative as well as health care and residential services.

GOAL **LEARNING & GROWTH:**

Promote personal excellence and professional growth for all personnel.

AFRH is a growth organization that promotes professional development and excellence for all staff members. We achieve this by promoting learning, refining skills, building competencies, developing new proficiencies and encouraging advancement. The Home encourages its employees to continually improve and expand their skills – and to gain from the experience of serving the AFRH community.

Challenges and Trends:

Many “baby boomers” are retiring from Government Service – and they are taking with them a time-tested respect for authority and hard-work ethic. Unfortunately, younger employees have different attitudes, behaviors and expectations in the workplace today. This new generation is more demanding and less patient. As a result, they are likely to change jobs and employers more frequently. Younger workers are also looking for much more flexibility from their employers and a greater support system at work. Hence, the AFRH must evolve to accommodate this new breed of workers.

STRATEGIC INITIATIVES



MEASURING SUCCESS

AFRH has developed five corporate Strategic Goals. These goals form the basis of the AFRH Strategic Plan for 2006-2010. Each has specific and measurable objectives – with corresponding Key Actions to ensure our steady progress.

Our ultimate hope is to make tremendous progress – so that our veterans will be just as proud of this organization as we are of them. With that in mind, we march forward with steadfast determination to meet and exceed the following Strategic Goals:

GOAL CULTURE OF INTEGRITY:

Inspire commitment to AFRH Guiding Principles through mutual respect.

Objective CI1: Increase teamwork and cooperation among AFRH employees.

Key Action

- CI 1-a** Promote cultural understanding and inclusiveness in order to enhance performance and community relationships.
- CI 1-b** Promote employee activities during and after work.

Objective CI2: Engage and motivate the workforce.

Key Action

- CI 2-a** Monitor employee accountability.
- CI 2-b** Improve working environment to boost morale.
- CI 2-c** Recognize and award performance.

GOAL EXCEPTIONAL SERVICE:

Enhance the AFRH experience to enrich the quality of residents' lives.

Objective ES1: Craft a resident-focused environment with service measurements.

Key Action

- ES1-a** Provide support for the convenient delivery of quality, resident-centric services and programs.
- ES1-b** Promote resident-focused marketing messages.
- ES1-c** Foster an environment that is responsive to resident needs.
- ES1-d** Showcase our nation's military heritage in the campus environment.

Objective ES2: Enhance customer satisfaction through vibrant community outreach.

Key Action

- ES2-a** Cultivate corporate partnerships with external stakeholders that are mutually productive and constructive.
- ES2-b** Establish a corporate network of external resources for additional resident support.

Objective ES3: Promote resident vitality and independence as long as possible.

- Key Action*
- ES3-a** Maintain corporate interactions with top senior living organizations.
 - ES3-b** Provide workforce education for a spirited health and wellness model of retirement living.
 - ES3-c** Provide the best possible services for each level of care.

GOAL **FINANCIAL GROWTH:**

Create net growth and stability for the AFRH Trust Fund.

Objective FG1: Increase revenue resulting in a net increase.

- Key Action*
- FG1-a** Foster growth through customer value.
 - FG1-b** Maximize income from underutilized real estate.
 - FG1-c** Reduce square footage requirements to enhance efficiencies.
 - FG1-d** Explore alternatives for revenue growth.

Objective FG2: Reduce costs resulting in a net increase.

- Key Action*
- FG2-a** Establish and maintain robust competitive sourcing studies.
 - FG2-b** Establish and maintain a multi-year capital improvement plan.
 - FG2-c** Identify areas for cost savings initiatives.
 - FG2-d** Establish a strategy for resident health coverage.

Objective FG3: Enhance fiscal management.

- Key Action*
- FG3-a** Improve fiscal reporting.
 - FG3-b** Achieve improved financial results.
 - FG3-c** Establish and maintain an AFRH Acquisition Plan.
 - FG3-d** Enhance Internal Controls.

Objective FG4: Change corporate operating model.

- Key Action*
- FG4-a** Identify specific additional locations for growth.

GOAL **IMPROVED PROCESSES:**

Modernize operations to leverage and maximize resources across AFRH.

Objective IP1: Simplify and standardize processes.

- Key Action*
- IP1-a** Monitor results of key Corporate and Campus processes.
 - IP1-b** Develop better corporate financial processes to improve operations.
 - IP1-c** Develop improved Corporate controls to enhance operations.

Objective IP2: Optimize our use of technology solutions.

Key Action

- IP2-a** Update technology that tracks resident data.
- IP2-b** Update technology that tracks property accountability.
- IP2-c** Optimize the acquisition of cost-efficient technology.

Objective IP3: Increase timeliness and satisfaction with communications.

Key Action

- IP3-a** Enhance communications among employees.
- IP3-b** Enhance communications between staff and residents.

GOAL **LEARNING & GROWTH:**

Promote personal excellence and professional growth for all personnel.

Objective LG1: Provide a comprehensive employee training program tied to performance, competencies and accountability in compliance with OSHA and JCAHO requirements.

Key Action

- LG1-a** Establish measurable, results-oriented training programs.
- LG1-b** Display linkage between training with results on performance appraisals.

Objective LG2: Develop and manage workforce talent.

Key Action

- LG2-a** Establish needs-based hiring strategy.
- LG2-b** Assess/hire staff based on superior job-related competencies.

Objective LG3: Develop a strategy for employee professional development.

Key Action

- LG3-a** Establish minimum requirements for annual professional development.
- LG3-b** Resource professional development in accordance with requirements.

