

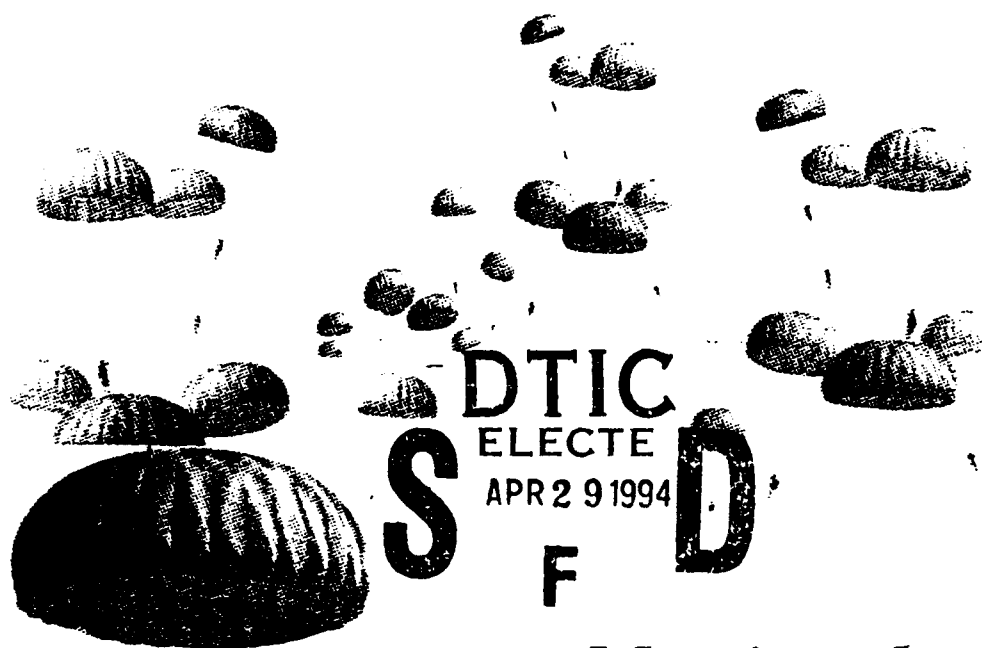
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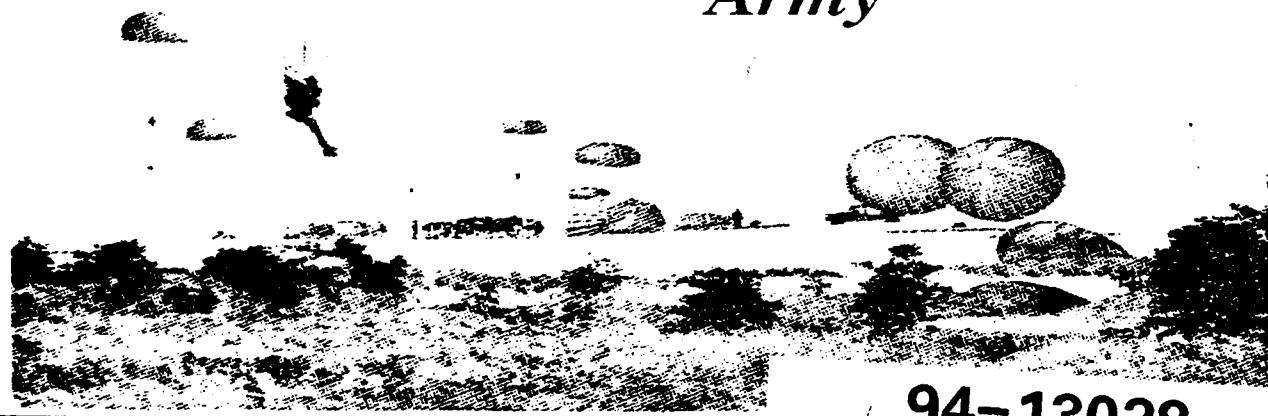
TRADOC

Community and Family Activities
Fiscal Year 1993 Annual Report



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*Meeting the
Challenges of a
Changing
Army*



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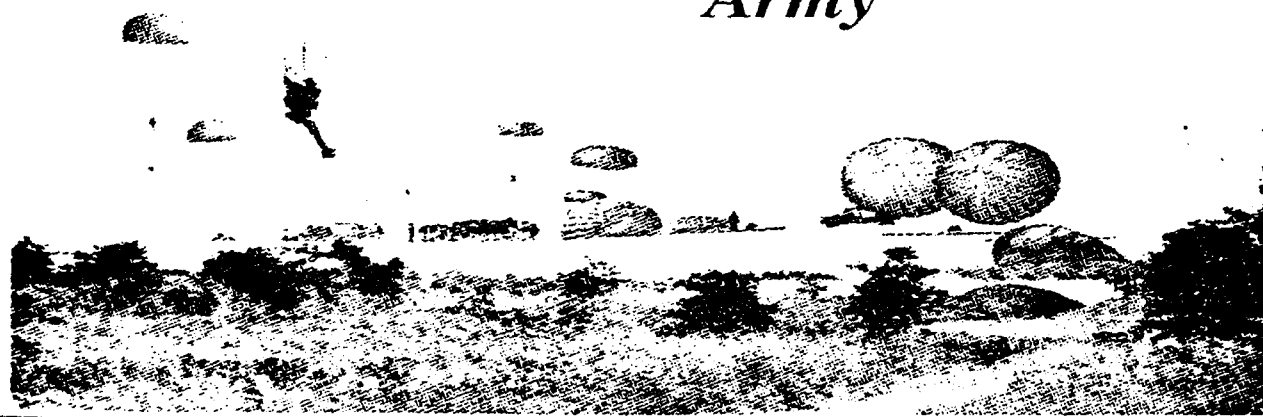
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TRADOC

Community and Family Activities
Fiscal Year 1993 Annual Report



*Meeting the
Challenges of a
Changing
Army*





This new era presents some decidedly different and demanding challenges than the ones we faced only a few years ago and for the U.S. Army, has demanded we assume a distinctly different posture.

GENERAL Frederick M. Franks, Jr.

**Commander, Training and Doctrine Command
(Dhaka, Bangladesh - 15 JAN 94)**

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This annual report is the product of a joint effort between the Community and Family Activities, Business Management, and Civilian Personnel Directorates.

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Articles

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New Technology

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Army MWR MIS	
NAF PAL Data System	

Executive Summary

TRADOC Installations

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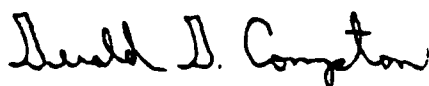
Fiscal year 1993 was once again highlighted by exceptional sales performance for Single Fund operations. With sales of \$41.5 million and total revenues exceeding \$116 million, the "bottom line" of \$9.9 million was reinvested into program and facility improvements across TRADOC. MWR programs provided quality of life programming for well over 1.25 million eligible customers. Single Funds provided employment for approximately 9,000 NAF and APF employees.

Child Development Services established itself as a leader for the Army. With a NAF subsidy of \$178 per child in FY 93, TRADOC was well below the Army goal of \$400 per child and considerably less than the Army average of over \$700 per child. The CDS subsidy from the Single Fund dropped from \$1.9 million in FY 92 to less than \$850.0 thousand in FY 93.

Reduction of overhead costs has and will remain a high priority for the coming years. Even before CFSC standards became effective, TRADOC made great strides in lowering labor costs (APF and NAF). Position consolidations initiated in FY 93 will continue to have a positive impact in FY 94.

Club operations, while overall profitable, still need continued emphasis on Officers' Clubs. An NIBD of (\$827.1K) is not satisfactory for a Category C business operation.

The outlook for FY 94 will be further reductions in APF support. The challenge for FY 94 is to significantly reduce NAF subsidy to Categories A and B, and develop a bold new master plan to ensure Single Fund solvency and profitability for continued future investments.



GERALD G. COMPTON
Director, Community and
Family Activities

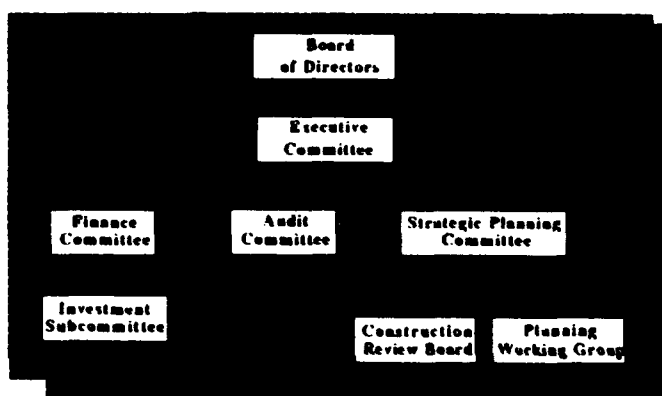


HQ TRADOC
FORT MONROE, VIRGINIA

1994 will be another year of change for MWR and the Army. The challenge is to remain proactive in meeting the needs of soldiers and their families while maintaining flexibility to adapt to changing demands.

Changes in leadership philosophy are already underway. In early FY 93, the MWR Board of Directors (BOD) was formed to unify the role and authority of senior Army leaders in managing

MWR programs. The MWR BOD is comprised of major MACOM commanders. The BOD meets semi-annually and is divided into working committees for Finance, Audit, and Strategic Planning. The concept is working well and has contributed greatly toward improving the management and oversight of MWR programs and resources.



Major Actions of MWR Board of Directors

- Approved long term AMWRF strategy to fund NAF Major Construction, to include:
 - ▶ Eliminated requirement for installation construction contribution.
 - ▶ Retaining dollars for installation interest earned on bank balances in excess of \$1 million.
 - ▶ Retaining 40% of Army Recreation Machine profits at CFSC.
 - ▶ Pre-payment of \$10 million against future construction in USAREUR.
 - ▶ Adjustment of Army Simplified Dividends to 100% of Class VI profits, 80% of telephone profits, and 0.4% of local AAFES sales and concessions
- Adopted a set of specific MWR standards for Installation commanders (Commander's Mission Box).
- Resolved to continue working to reduce overhead expenses.
- Accepted the CDS Financial Turnaround Plan.
- Endorsed reinstatement of the NAF Management Intern Program.
- Approved centralized funding and administration of the Patron Survey Module of the Triennial Needs Assessment.

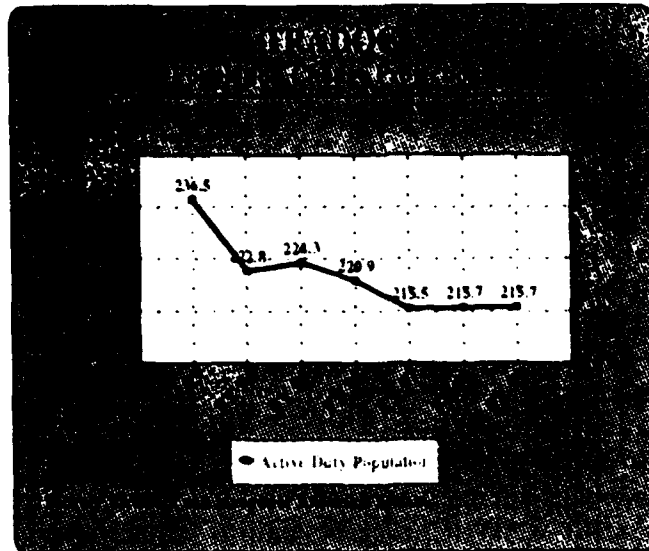
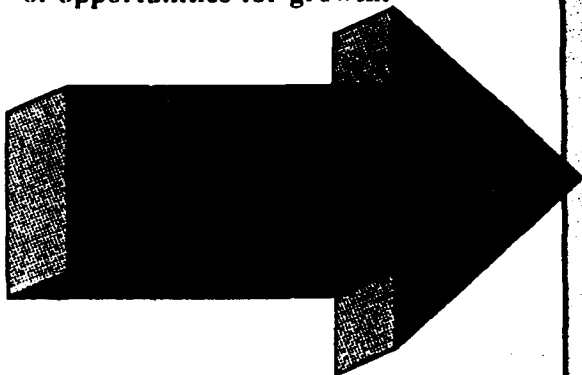
A Global Perspective on Change

TRADOC Installations

3

Downsizing and realignment of the force will continue to impact TRADOC. BRAC will cause no net change in the number of installations (Closing Ben Harrison - FY 95, gaining Presidio of Monterey - FY 95); however, TRADOC will continue to experience a decline in active duty military strength over the next five years. The impact will be an erosion of MWR patron base and will affect the ability to generate income. The impact of this decline could have major implication for MWR in the outyears. Decreased ability to generate earned income as well as reductions in unearned income sources (AAFES dividends) and APF resources all dictate changes in the way we do business.

TRADOC is committed to managing this changing environment so that we can maintain sufficient continuity through this period of transition, while positioning ourselves to take advantage of opportunities for growth.



- * **Commitment to Quality**
 - Improve the process to improve the product
- * **Customer Demand Driven**
 - Aggressively assess programs and intensify market research
- * **Creative Business Planning**
 - Exploit new revenue sources and expand patron base
- * **Apply Technological Innovations**

Organization at a Glance

TRADOC Headquarters

4

TRADOC Community & Family Leadership

DCSBOS

MG Walter J. Bryde, Jr.

ADCSBOS

Ms. Toni B. Wainwright

COL John Corbett

Programs

Mr. Gerald G. Compton

Finance

Mr. C. Dean Rhody

Personnel

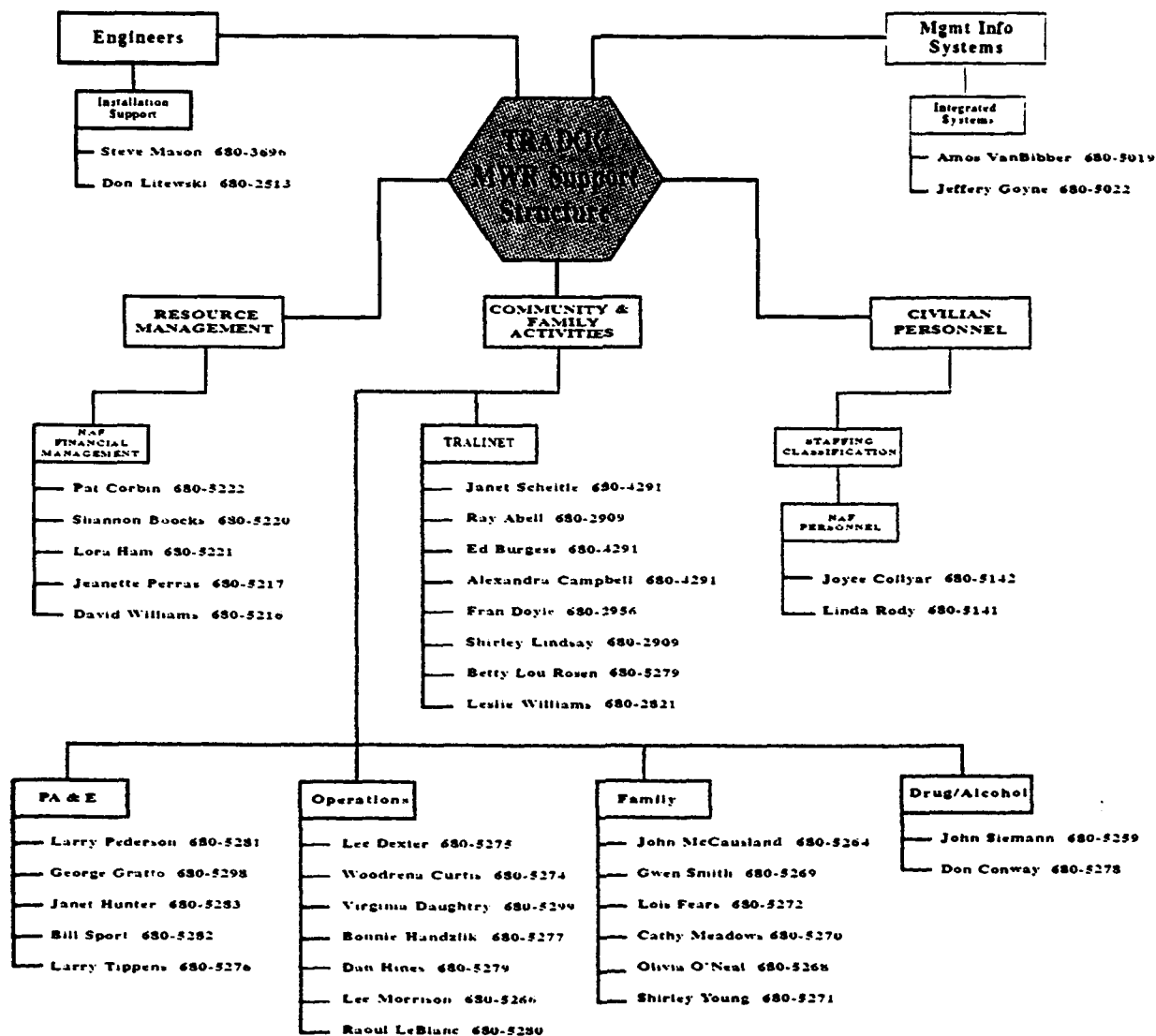
Mr. William Ketron

Construction

COL Anthony Nida

Information Systems

Mr. Robert Houston



Installation Senior Leadership

Alan Stewart
Fort Benning, GA
835-3485

Julie Dvorak
Fort Knox, KY
464-7948

Arnie Cole
Fort Bliss, TX
978-3724

Garold Colston
Fort Leavenworth, KS
552-3719

Ron Meyer
Carlisle Barracks, PA
242-4332

Richard Huff
Fort Lee, VA
687-2908

Bill Franssen
Fort Eustis, VA
927-3606

Bill Forney
Fort McClellan, AL
865-3538

Charles Large
Fort Gordon, GA
780-8471

Paul Hellman
Fort Monroe, VA
680-3737

Bill Horvath
Fort Ben Harrison, IN
699-4513

ERC Errol Pratt
Fort Rucker, AL
558-2169

Dan Valle
Fort Huachuca, AZ
821-3108

Dan Linehan
Fort Sill, OK
639-3113

Dave Dickerson
Fort Jackson, SC
734-5504

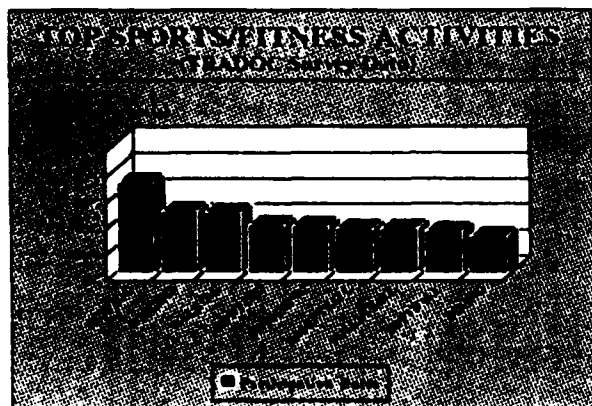
COL Williams Echols
Fort Leonard Wood, MO
581-0118

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Sports & Physical Fitness

Programs

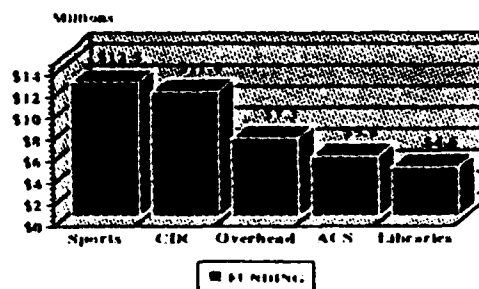
Because of its link to mission readiness, sports and fitness programs continue to be integral parts of the MWR mission. Activities such as running, weight training, walking, bowling, and swimming were chosen by soldiers as the most desired programs. Overall in TRADOC, Gyms and Fitness Centers place one and two, respectively, as Triennial Needs Assessment Patron Survey most desired MWR programs.



Financial Summary

In FY 93, TRADOC provided more than \$12.5 million in APF support for sports and fitness programs. Another \$2.1 million in NAF support was used to augment APF shortfalls. This made the total sports program the highest APF funded program and second highest NAF subsidized program of all TRADOC MWR programs. Reductions in APF funding and less available NAF support will be a factor in the scope of this program during the upcoming year.

Top Five 1993 APF Funded Programs



All Army Sports Program

TRADOC was proud to have the top Army male and female Athletes of the Year, both stationed at Fort Benning.

SGT Rachel Ridenour

- * 1993 Army Female Athlete of the Year
- * 1993 Olympic Sports Festival Taekwondo Champion
- * 1993 Silver Medalist, US Taekwondo Union Nationals
- * 1993 CISM Taekwondo Champion

SPC Shon Lewis

- * 1993 Army Male Athlete of the Year
- * 1993 Armed Forces Greco-Roman Wrestling Champion
- * 1993 Armed Forces Freestyle Wrestling Champion
- * 1993 National Greco-Roman Wrestling Champion
- * 1993 National World Team Trial Champion

Category A Programs

TRADOC Installations

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General Libraries



Automation initiatives are improving customer service in TRADOC general libraries. Fort Monroe has installed Bibliofile, a PC-based system which replaces their Techlib system and provides customers with circulation and online public access terminals (replacement for the card catalog). Fort Knox is expected to have Bibliofile available this spring. Other similar automation based customer improvements are ongoing at Forts Gordon and Sill.

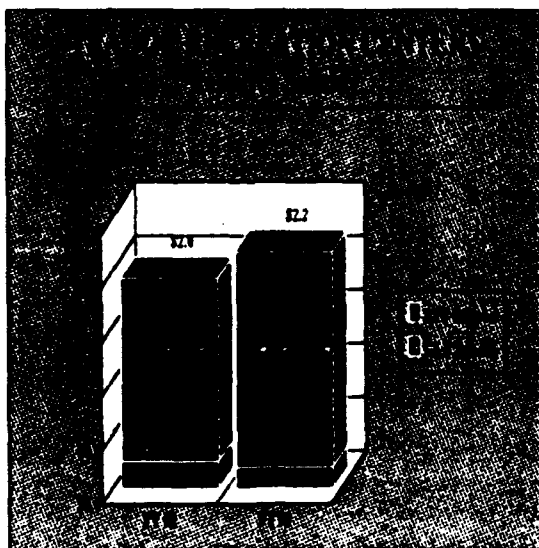
The Centralized Librarian Intern Program continues to thrive. Approval was granted to hire five new interns for FY 94. All were recruited and on-board by mid-October 1993. Two interns were placed in September 1993 at Forts Bliss and McClellan.

TRALINET Libraries FY 93

Circulation	2,041,000
Inter Library Loans	18,000
Reference Questions	430,000
Customers Served	2,414,000

Recreation Centers

TRADOC Recreation Centers continue to be heavily subsidized with APF and NAF resources. FY 93 APF support increased \$300K over FY 92 funding levels, with an additional NAF subsidy (net loss before depreciation) of \$195K.



As both the Army and social environments continue to change, Recreation Centers must become more responsive to installation and community demographics, political/funding realities, and customer surveys. The direction of the future is Community Activity Centers (CACs).

CACs encompass both revenue and non-revenue generating customer service activities. CACs are designed to provide a range of activities that appeal to the entire post population in a single one stop location. Building design and programs offered are based on individual installation needs and customer demand -- there is no standard facility. TRADOC has two CACs in the upcoming major NAF construction program: Fort Jackson (FY 94) and Fort Monroe (FY 95).

Category B Programs

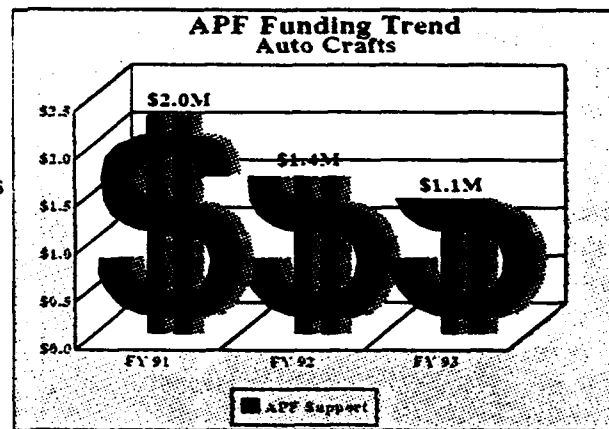
TRADOC Installations

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Auto Crafts

Auto Crafts operations in TRADOC moved from a profit of \$45.1K in FY 92 to a net loss before depreciation of \$113.0K in FY 93). The primary cause for this decrease was a \$300K reduction in APF funding. The fact that expenses paid with APF in FY 92 did not make a dollar for dollar migration to NAF indiciaes that cost reductions were made to avoid excessive NAF subsidy

Reductions in APF may require increases in fees, greater operational efficiencies, and marketing strategies to increase usage in order to sustain this program. There is also new focus on state of the art facilities to improve service. Fort Sill opened their new high tech facility in FY 93 and Fort Bliss will follow suit in FY 94.

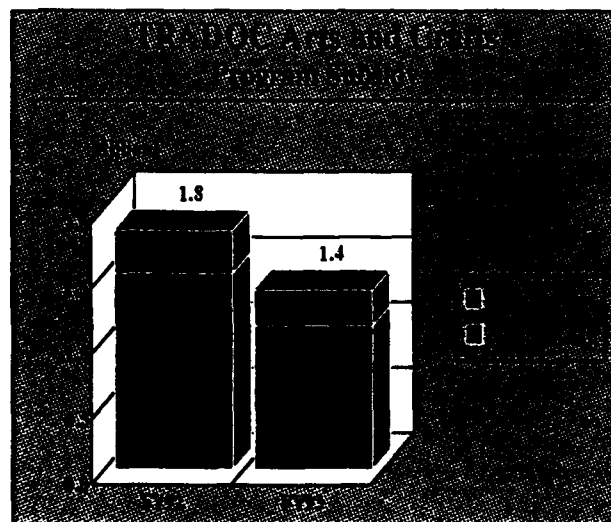


As part of new concerns for the environment, Auto Craft operations will soon incorporate exhaust emission testing. Centers will also have the capability to transition from the ozone threatening R-12 (Freon) coolants to the new environmentally friendly coolant.

Arts and Crafts

Arts and Crafts programs improved financially in FY 93 despite a substantial reduction in APF support. However, the program still incurred a large loss before depreciation (-\$271.3) causing the program to fall below its program goal of break even before depreciation. Although the program is authorized APF support, ongoing cuts in this source create a need for the operation to implement more revenue generating programs. Programs such as custom framing; trophies and plaques; engraving; and producing and /or selling installation unique mementos.

High cost/low use programs are being eliminated and more classes are being offered with contract instructors with fees based on recouping 100% of associated costs. At some locations, the Arts and Crafts program will be incorporated in the Community Activity Center design.



Category B Programs

TRADOC Installations

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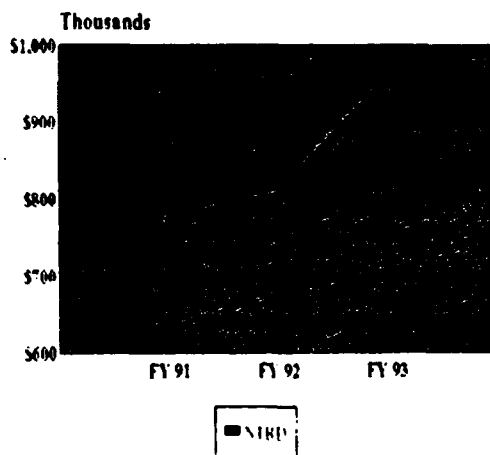
Information, Tour and Registration

ITR posted a net income before depreciation of \$950.9K in FY 93. This represents a 18.6% increase from FY 92. Hotel commissions, Disney packages, and bulk ticket sales made up the majority of earned income for this program. SATO contributed \$1.0 million in FY 93 which comprised approximately 25% of the program's total revenue.

A corporate relationship between the ITR program and commercial travel contractor (SATO, Carlson Travel) produces better financial results and improves customer service. Where possible, co-location of these two operations should be considered. Studies supporting this concept project a 30 to 50% increase in leisure travel income. The travel office is also an excellent place to cross-market other MWR programs.

ITR

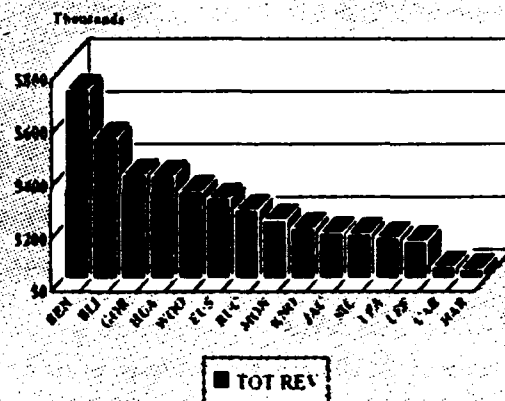
Net Income Trend



Outdoor Recreation

TRADOC Outdoor Recreation program includes a wide range of facilities and activities such as parks, picnic areas, marinas, equipment issue centers, recreational lodging/camping and stables. These activities generated approximately \$4.1 million in revenue or approximately 4% of the TRADOC total revenue in FY 93.

TRADOC FY93 OUTDOOR RECREATION



Future revenues are expected to increase with TRADOC's focus on Outdoor Recreation projects. Projects such as the Fort Monroe Marina are expected to bolster revenue generating potential. Emphasis on customer demand should also help improve an already high quality of life program. Results of recent needs assessment surveys showed that Outdoor Recreation programs were rated fifth most important MWR program by TRADOC MWR customers surveyed. Recognizing the value of the Outdoor Recreation program to the military community, TRADOC will continue to place a high priority on Outdoor Recreation projects and programs.

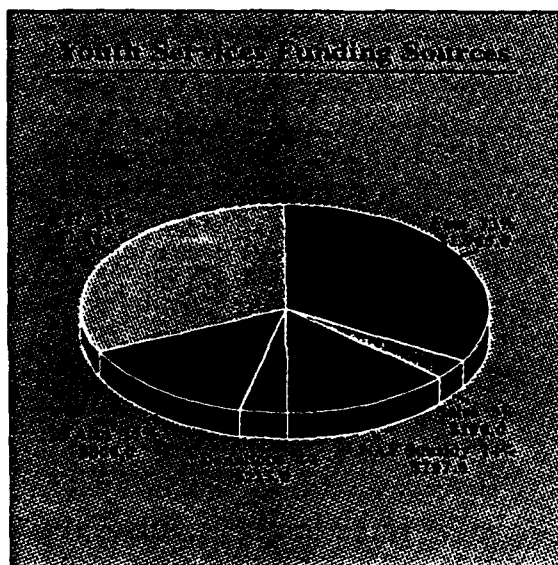
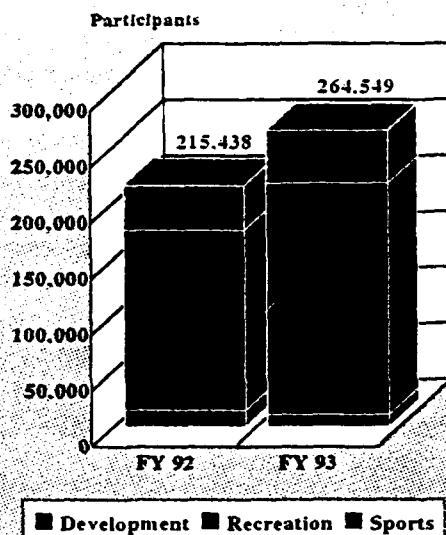


Youth Services

Armywide, both the leisure needs and garrison commanders' surveys rated youth services the third most important MWR program. This rating is supported by increases in participation and commanders' APF funding priority. While overall participation increased, Youth Development participation decreased due to elimination of some programs and staff at three installations. To meet rising demand, Forts Bliss and Lee opened new centers in FY 93. This impacted participation, particularly in youth recreational programs.

Single Fund financial performance improved during FY 93. The Single Fund subsidy was \$797.0K in FY 93, down from \$1.0M in FY 92. Increases in fees, United Way donations, and installation .S account dollars contributed to this improved financial posture.

Youth Services Participati



Entertainment

TRADOC offers a wide variety of quality entertainment for and by the soldiers. Reductions in both APF and NAF support to this program motivated managers to reduce their reliance on NAF subsidies by 27% in FY 93. Cost offsets were obtained through : Increased use of commercial sponsorship.

In 1994, all TRADOC installations have requested to host the Army Soldiers Show.

Category C Programs

TRADOC Installations

11

Club Operations

Program

The TRADOC club system was profitable for FY 93 with an NIBD of \$423.7K on total revenues of exceeding \$43 million. While clubs generated the highest total revenues of all MWR programs, the bottomline does not reflect this success. NCO Clubs with profits of \$1.8 million, subsidized losses in the Officers' Clubs and Consolidated Clubs of \$827.1K and \$513.7K respectively.

The TRADOC club system as we know it today must change. Increased command support is needed to support club initiatives to meet changing customer demand. Less emphasis on fine dining, closure/consolidation/downscoping of unprofitable clubs are critical decisions which must be made if club systems are to remain viable. New customer demand driven programs, such as theme dining rooms and sports bar configurations should be considered as club evolution possibilities.

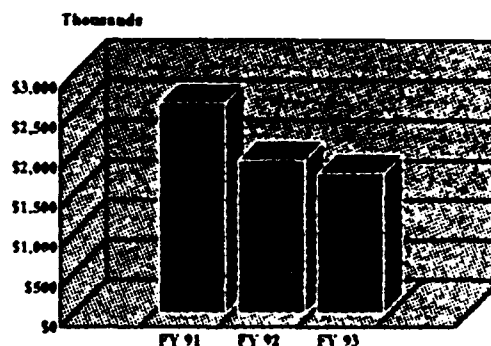
Budget

The club budgeting process must be closely reviewed and monitored to avoid consistent presentation of unrealistic budget goals. In FY 93, club posted a negative budget variance of \$2.1 million. This represented a 83% budget variance.

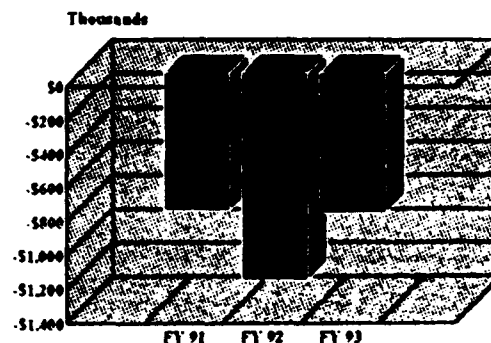
Marketing

Customer responses in the Triennial Needs Assessment Patron Survey showed many club programs in the least desired MWR programs. This survey must be reviewed and additional market research done to determine specific customer desired program changes.

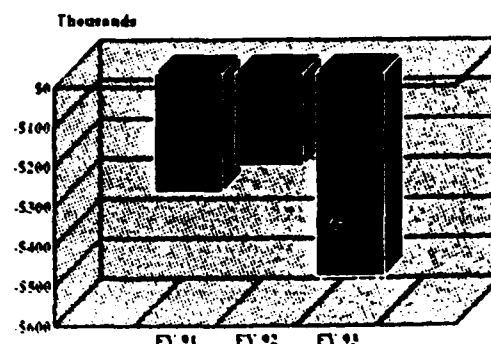
NCO Clubs
FY 93 - NIBD



Officers' Clubs
FY 93 - NIBD



Community Clubs
FY 93 - NIBD

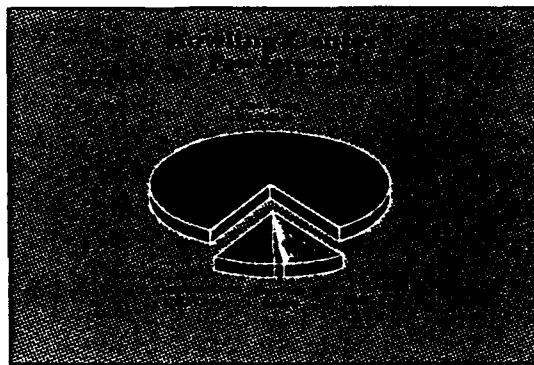
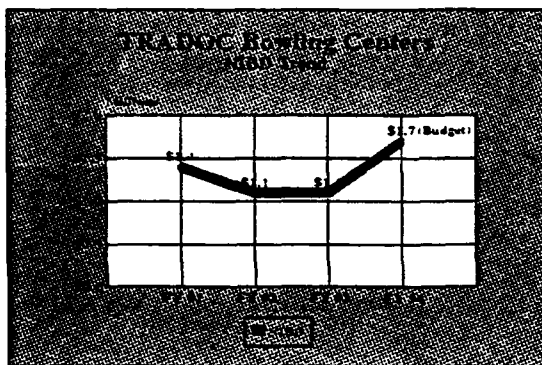




Bowling Centers

Bowling continues to provide a low cost leisure activity for all TRADOC installations. The centers, ranging from 6 lanes at Carlisle Barracks to 52 lanes at Fort Bliss, generated well over \$1.1 million in profits for the Single Fund. Pro Shop and Snack Bar sales held well above the \$4 million mark. Lineage increased approximately 7% to top 3 million lines bowled - counter to the industry trend.

TRADOC Bowling Centers enjoy high customer ratings, particularly for facilities and equipment, during the recently conducted Leisure Needs Patron Survey. In the future, bowling operations will need to focus on increasing open bowling to sustain growth as the market for leagues becomes saturated.

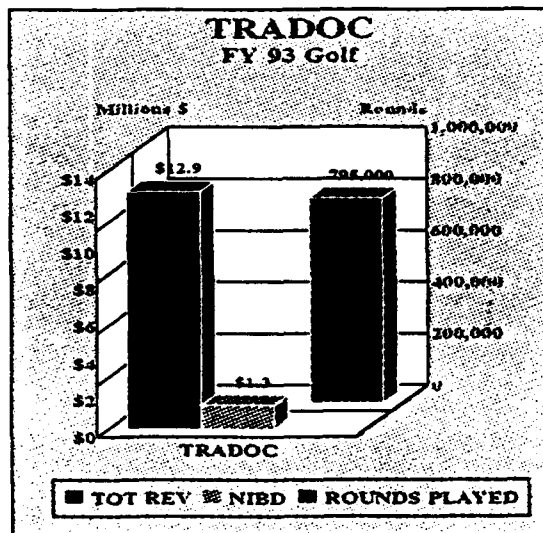


Golf

Golf remains very popular in TRADOC. This was evidenced in FY 93 by the rounds played and revenue generated.

TRADOC is keeping up with customer demand by upgrading existing courses and adding new holes. In FY 93, a new 18 holes were added at Fort Jackson and 9 holes were added at Fort Rucker. Projects planned for FY 94 include additions at Fort Bliss and Fort Eustis. Outyear projects include new courses at Forts Lee and Story. The Story project is being designed as a joint venture to be built and operated by a private developer.

TRADOC Golf operations are focusing resources on becoming better stewards of the environment, which will have an affect on the bottom line for golf operations. Emphasis on training and storage facility upgrades will remain a priority. To ensure continuous improvement in this area, TRADOC has requested an evaluation of pesticide management and storage practices. Findings will be used to enhance environmental policies.



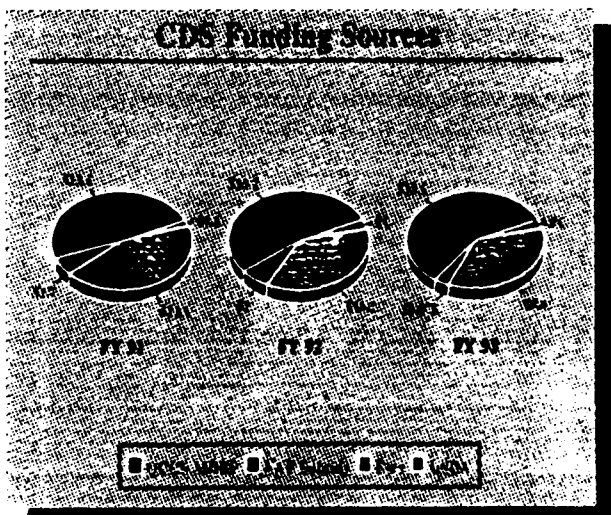
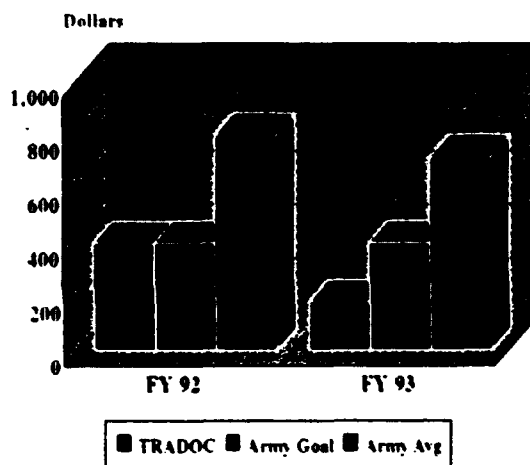
Child Development Services

Child Development Services for TRADOC continues to lead the Army efforts in providing quality child care. The 29 child care centers, 18 of which are accredited, provided care for 40,174 children during FY 93. Appropriated funds provided the bulk of financial support with \$15.9 million, and fee income followed at \$9.4 million.

Management initiatives, such as conversion of NAF employees to authorized APF and staff reductions, caused the NAF subsidy to decline from \$2 million to \$910K for FY 93 - a 55% reduction. Other cost efficiency measures, such as CDS Break-Even Analysis, APF supplementation of FCC homes, shifting infant care from center-based to FCC providers, and strict adherence to the 50/50 APF/NAF support rules has dramatically increased the bottom line. The impact of the recently revised DOD fee structure (based on total family income to include BAQ) is currently being assessed.

The Army standard for NAF subsidy per child is \$400. TRADOC far exceeded this standard during FY 93 by reducing the NAF subsidy to \$174 per child.

NAF Subsidy Per Child





Army Community Services

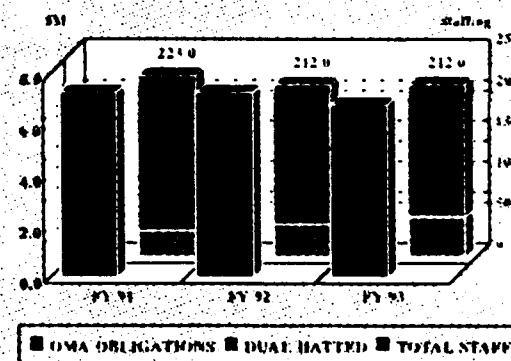
The number of individuals who made some contact with ACS increased by 149,000 (22%) in FY 93. However, decreases in attendees at ACS awareness briefings, education and training sessions, and counseling sessions indicate that the increase in contacts was not a result of substantive assistance. A proactive/preventive approach will result in an increase in the areas of decreased use and reduce the need for crisis management services.

The declining trend in education training over the past three years may be attributed to reductions in premobilization and relocation at the end of Desert Storm. Increases are evident in the appropriate program areas -- CAFAP, FAP, and Sponsorship. FMEAP made a surprising comeback after a 50% reduction in FY 92.

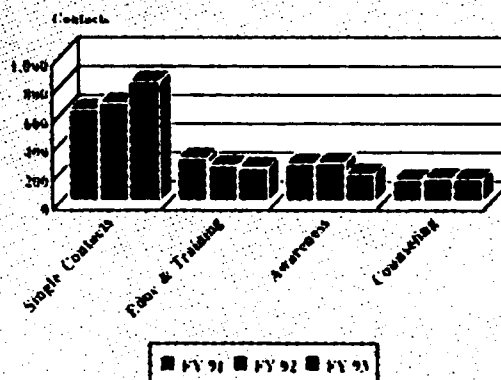
The number of individuals receiving counseling support from ACS decreased in FY 93, despite increases in EFMP, FAP, and FMEAP. Expected increases in relocation assistance as a result of OSD funding did not materialize. The total FAP and RAP OSD budget grew from \$1.1 million in FY 91 to more than \$3.1 million in FY 93. FAP budget of \$2.1 million bought increases in education/training only. Relocation budget of \$9.6 million purchased increases in relocation related programs, but no increases in direct relocation assistance.

The downward trend in counseling services, as well as reductions in awareness briefings may be the result of changes in staffing levels. While the total number of ACS staff remained stable, the number of full time permanent decreased and the use of dual hatted personnel, contractors, and temporary employees increased. These factors impact the ability to provide adequate levels of quality services and meet the ACS mission of helping people become self reliant.

ACS STAFFING & APF Obligation
TRADOC FY 93



ACS CUSTOMER CONTACTS
3 Year Trend



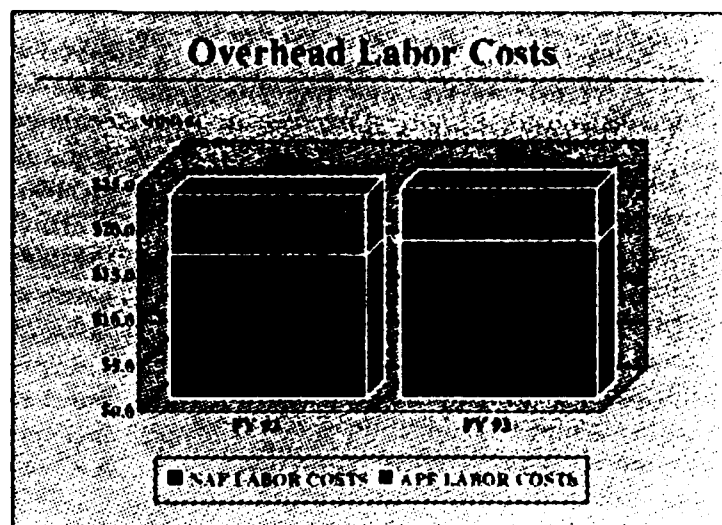
Special Interest Programs

TRADOC Installations

15

Overhead Analysis

FY 93 marked a decline in the number of overhead personnel in Community and Family Activities. Staffing dropped from 775 in FY 92 to 712 in FY 93 - an 8.1% reduction. Labor costs (APF and NAF) in FY 93 rose \$807.1K from FY 92. This 3.5% increase when normalized for cost of living and pay adjustments indicates that labor costs stabilized in FY 93. Management actions taken late in FY 93 should significantly reduce overhead labor costs in FY 94.



Overhead Reduction Targets

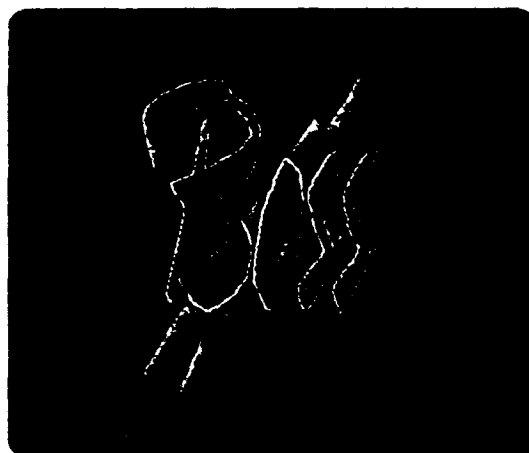
In FY 93, CFSC established reduction targets for Community and Family Activities overhead. TRADOC adjusted the CFSC goal to include APF, as well as NAF labor costs. During preliminary analysis during the last quarter of FY 93, it is apparent that installation leaders are well aware of the need to control overhead growth, and have taken steps to ensure efficiencies to reduce overhead costs are implemented and reduction targets are met.

Single Fund Overhead Reduction Targets

INSTALLATIONS	FY 93 (SEP 93)	FY 94 TARGET
Benning	17.6	16.7
Bliss	14.1	14.1
Carlisle	17.2	16.3
Eustis	16.6	15.8
Gordon	30.1	27.1
Harrison	25.1	22.6
Huehuca	32.2	29.0
Jackson	14.9	14.9
Knox	17.6	16.7
Leavenworth	18.5	17.6
Lee	18.3	17.4
McClellan	19.7	18.7
Monroe	26.1	23.5
Rucker	18.9	18.0
SHI	18.8	17.9
Wood	21.1	20.0
TRADOC	20.0	19.0

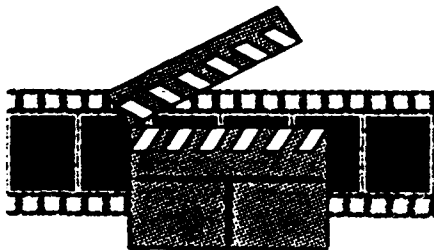
Better Opportunities for Single Soldiers

TRADOC continues to lend command support for this program. Fort Monroe and Carlisle Barracks received the program during FY 93, completing the implementation for TRADOC. The major issues remain barracks life and perceived unequal treatment for single soldiers. Several major accomplishments have evolved: adoption of the Deferred Payment Plan (DPP) for CONUS use by AAFES, specific guidance to installation commanders by CG, TRADOC regarding barracks life, and major emphasis on barracks construction and renovation. The Single Soldier Living Community Program, headed by installation/MACOM Command Sergeants Major, will rectify many soldier issues. Large gains have been made in single soldier representation on various councils throughout the installations, as well as becoming a significant player in the Army Family Action Plan program. BOSS will continue to be emphasized during the TRADOC Community of Excellence visits.



MWR Program Provider Training Videos

Video training tapes for enhancing the delivery of MWR goods and services are being produced through a contract with the Orkand Corporation. TRADOC and CFSC have established a partnership to produce front-line employee video tape training. Training topics are selected from installation priority needs. Thus far, fifteen tapes have been produced with each 20 minute tape being engineered by an advisory panel of installation and subject experts. Tapes are available by contacting Mr. George Gratto, DSN 680-5298.



Selected Tapes Available

Bowling Operations
Dining/Banquets
Fitness Center Operations
Swimming Pool Operations
Maintenance of Gymnasiums
Playing Field Maintenance

Special Interest Programs

TRADOC Installations

17

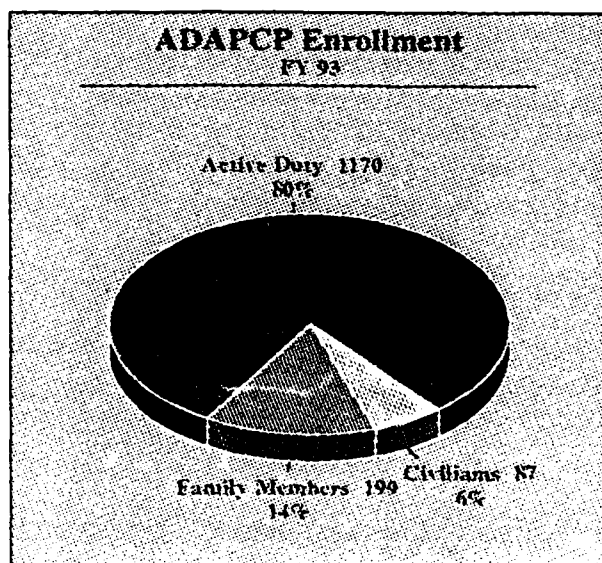
Alcohol & Drug Prevention & Control Program

During FY 93, TRADOC installation ADAPCPS enrolled 3,364 individuals. At the end of FY 93, 1,170 soldiers, 199 family members, and 87 civilians were enrolled in ADAPCP programs.

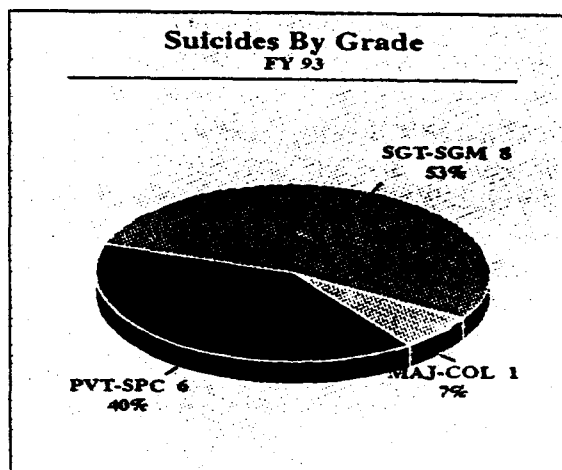
Alcohol accounted for 85% and other drugs 15% of active duty enrollments. Total enrollments for FY 93 were down 17% from FY 92.

During FY 93, a total of 201,847 active duty urine tests were conducted. There were 915 positives (.45 positive rate). During FY 92, 228,560 tests were conducted with 1,172 positives (.51 positive rate).

Every effort is being made to eliminate illegal drug use and alcohol abuse throughout the command. When you consider the drug positive rate in FY 79 was 47%, aggressive urine testing clearly has been very effective in reducing illegal drug use.



Suicide Prevention Program



In FY 93, there were 15 reportable suicides within TRADOC. This was 2 less than reported for FY 92. The majority of suicides continue to occur in the enlisted grades. Firearms, particularly handguns, continue to be the primary method.

MACOMs and installations normally have active suicide prevention councils which meet quarterly. These councils review current data, analyze trends, and recommend preventive strategies. Council membership consists of representatives from numerous installation agencies who become actively involved with potential suicide victims.

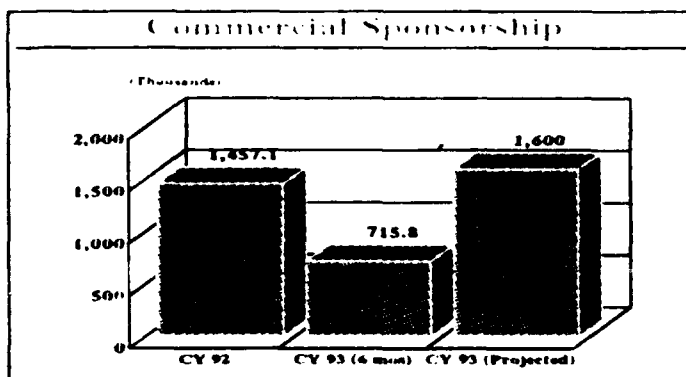
Lastly, psychological autopsies are performed on each victim. These reports are reviewed by both medical and garrison personnel in order to develop a profile of the victim. These profiles are used for preventive/predictive models for the entire Army.

Commercial Sponsorship

Some installations continue to work hard to exploit commercial sponsorship potential. As an example, Forts Benning, Bliss and Eustis raised \$333.5K during the first six months of CY 93 and are looking to more in CY 94. Recent policy guidance allows expanded use of NAF property and facilities in negotiating sponsor agreements.

We have witnessed only the tip of the iceberg. Commercial sponsors represent an untapped resource throughout the

command and many installations failed to capitalize on this opportunity.



Triennial Needs Assessment Patron Survey

In October 1993, the Executive Committee of the MWR Board of Directors approved central funding and administration for the patron survey portion of the triennial needs assessment. The standard survey will be similar to that used by TRADOC and FORSCOM installations in FY 92-93. The results of the surveys provide installation MWR managers with key decision making and planning data. The survey results are used, along with other pertinent information, to justify construction projects and renovations, equipment purchases, APF and NAF budgets, and various other program specific adjustments. A report was provided to the DPCA at each participating installation. The following tables show the command roll-up for the most and least desired MWR programs and services (as rated by total respondents). Individual installation ratings may vary depending on local market conditions.

Top 7

Most Desired MWR Programs/Services

1. Gyms/Playing Fields & Courts = 65
2. Fitness Centers = 63
3. Library Services = 56
4. Youth Services Programs = 50
5. Outdoor Recreation Areas = 47
6. Child Development Services = 45
7. Automotive Shops = 39

Top 7

Least Desired MWR Programs/Services

1. Food Catering/Banquet Services = 69
2. Marina Services = 62
3. Club Beverage Lounge = 50
4. Golf = 49
5. Music & Theater Programs = 45
6. Club Entertainment Services = 44
7. Full Club Dining/Beverage Services = 42

* Numbers are a percent of total respondents.

Recycling

Executive Order 12780, 31 October 1991, requires all installations to have a recycling program. Department of Defense Memorandum, dated 26 September 1993 provides policy for establishment, operation and accounting for qualified recycling program. The success of an installation recycling program relies on the support provided by the entire military community.

All TRADOC installations are involved in some form of recycling. The Community and Family Activities (CFA) has either direct operational responsibility or is involved in a partnership operation with Environment/DEH at all but two installations.

Recycling efforts throughout TRADOC generated \$2.9 million in sales by Defense Reutilization and Marketing Service (DRMS). In FY 93, TRADOC installation Single Funds received \$1.5 million from DRMS and local efforts.

Fort Knox operates one of the top recycling programs in TRADOC. Along with accepting recyclable from local businesses and neighboring communities, Fort Knox also provide weekly curbside collection from 4700 homes, 1000 BOQ/BEQ units, and approximately 200 office locations. In August 1993, the Fort Knox recycle program was nominated by TRADOC to be the model Army recycle program. Through partnership with surrounding military communities, Fort Eustis provides transportation and resale services for weapons Station Cheatham, Anniston, Monroe, and Fort Story. This partnership increases the quantity of recyclable materials and increases their dollar value. Similar partnership could further improve other recycle programs.



Targets of Excellence

Targets of Excellence was developed to support quality installation programs and the implementation of Total Army Quality in TRADOC. The application's basic design allows managers to measure critical success factors in seven key areas. These critical success factors are developed and defined by management and customers.

Fielding and training is currently underway. The next phase requires development of the critical success factors. This step will be ongoing during FY 94.

TRADOC Bands



Downsizing and transitioning continued to have a negative impact on TRADOC bands and cutbacks continue to be a reality. An Army band study resulted in new allocation rules which were approved by the Army Chief of Staff. These rules allow TRADOC to retain bands at all current sites with only the Fort Ben Harrison band being eliminated in FY 95.

Funding continues as the primary issue for bands. Most bands continue to rely on yearend funding. Without funding earlier in the year, band resource needs remain unmet. As funding continues to decrease, recruiting and travel will be impacted. TRADOC is attempting to identify remedies to these funding shortfalls.

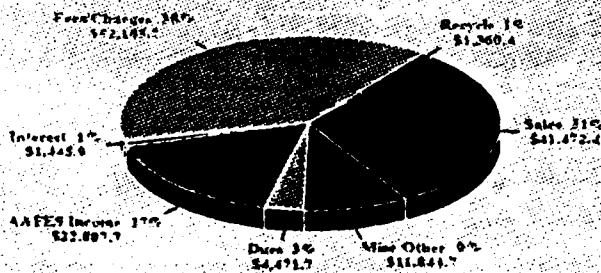
Consolidated Income Statement

20

(Thousands of Dollars)

For the Year Ended September 30	1994 (Budget)	1993	1992	1991
Operating Revenue:				
Sales	43,878.2	41,472.4	40,902.1	41,006.0
Other Operating Income				
508 Reimbursement	0	0	2.7	7,117.8
Local Phone Income	169.8	442.6	494.1	0.0
Recycle Clearing House Income	1,289.1	1,360.4	2,375.6	1,561.5
AAFES Dividend	18,158.6	22,887.7	19,573.2	17,886.2
Interest Income	537.3	1,445.9	3,015.1	6,049.1
Other Income	71,715.1	68,039.5	64,497.9	59,437.4
TOTAL INCOME	135,750.1	135,648.5	130,860.7	133,058.0
Operating Expenses:				
Cost Of Goods	18,899.8	18,502.2	18,211.7	18,030.2
Cost of Goods %	43.0%	44.6%	44.5%	44.0%
Labor	73,877.7	71,232.7	68,642.3	68,081.0
Labor %	54.4%	52.5%	52.5%	51.1%
Operating Expenses	34,934.5	35,674.6	35,351.9	30,573.4
Misc Expenses	41.8	331.5	249.2	*
TOTAL EXPENSES	127,736.9	125,740.6	122,455.1	116,684.6
Net Income Before Depreciation	7,995.6	9,926.2	8,414.7	16,636.3
Depreciation	16,518.8	15,644.9	13,131.1	11,370.2
Net Income After Depreciation	(8,523.2)	(5,718.4)	(4,817.0)	5,245.9

Income Source Summary



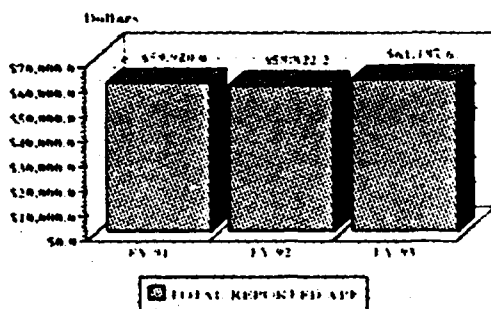
Consolidated APF Expense Statement

21

(Thousands of Dollars)

For the Year Ended September 30	1993	1992	1991
APF Expense Accounts:			
APF Labor (S-G-U-P87)	40,093.8	37,652.8	33,453.0
Operation Support			
S (Base Operations Support)	3,751.5	4,774.9	15,295.6
J (Utility Expenses)	5,798.3	4,719.3	3,779.6
C (Non-Tactical Vehicle Maint)	29.3	69.9	79.8
K (Maintenance and Repair)	5,087.7	5,376.7	4,591.0
L (Minor Construction)	119.6	251.7	61.1
M (DEH Support)	1,800.9	1,633.3	1,514.9
U (Resource Management Support)	1.9	42.4	764.5
P87 (Family Programs)	3,854.9	3,866.4	0
Other APF Support	649.7	459.3	224.3
TOTAL APF SUPPORT	61,187.6	58,822.2	59,920.0

APF Support to MWR 3 Year Funding Trend

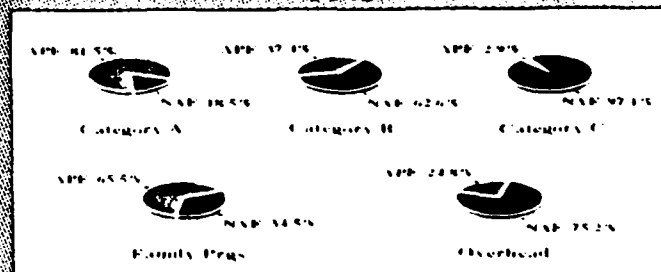


- Decrease in .S account in FY 92 due to elimination of APF reimbursement.
- Bulk of APF labor increases caused by increased labor supported by P87.

■ NAF subsidy to Category A programs still required to offset APF funding shortfall.

■ FY 94 APF reductions will create more demand for NAF subsidy offset.

APF/NAF Cost Distribution FY 93



NAF: Management, Labor and Other Expenses

Consolidated Balance Sheet

22

(Dollars)

For the Year Ended September 30

Assets

Current Assets

	<u>FY 93</u>	<u>FY 92</u>
Cash	23,015,939	30,503,121
Other Cash Accounts	1,478,084	1,234,910
Accounts Receivables	6,891,036	6,717,897
Inventories	3,971,431	3,902,256
Prepaid Expenses	1,419,185	1,315,785

Total Current Assets	36,775,675	43,673,969
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Fixed Assets

Property/Equipment	267,180,518	248,634,713
Less Accumulated Depr	-99,263,268	-88,839,175

Total Fixed Assets	167,917,250	159,795,538
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Long Term Loan Receivables	103,021	580,826
Construction Advances	20,526,966	23,302,189
Misc Other Assets	211,891	214,781

Total Other Assets	20,841,878	24,097,796
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<u>Total Assets</u>	225,534,803	227,567,303
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Debt & Equity

Liabilities

Payable/Accruals	9,931,872	10,422,235
Unearned Income	1,040,056	982,311

Total Current Liabilities	10,971,928	11,404,546
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Long Term Liabilities	0	205,176
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Total Liabilities	10,971,928	11,609,616
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Fund Equity

Contributed Capital	77,672,960	72,708,521
Retained Earnings	136,889,917	143,249,166

Total Fund Equity	214,562,877	215,957,687
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<u>Total Debt and Equity</u>	225,534,803	227,567,303
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TRADOC

Statement of Change in Financial Position

23

(Dollars)

For the Year Ended September 30

Resources Provided by Operations:

Net Income Before Depreciation	9,926,133
Retained Earnings Adjustments	(640,895)

Add/Subtract Items not Affecting Cash:

Increase in Other Cash Accounts	(243,174)	
Increase in Accounts Receivables	(173,139)	
Increase in Inventories	(69,175)	
Increase in Prepaids	(103,399)	
Decrease in Payables and Accruals	(490,363)	
Increase in Unearned Income	57,745	
Amortization of Lease	2,890	
Disposal of Fixed Assets (book value)	1,003,418	(15,197)

Cash Provided by Operations	9,270,041
Contributed Capital	4,964,439
Cash Refund from Construction Advances	456,254
Construction Advances	4,983,149
Long Term AAFES Receivables	477,806
 Total Resources Provided	 20,151,689

Resources Applied to:

Construction Advances (Escrow)	2,549,079
Capital Purchases & Minor Construction	14,873,955
NAF Major Construction	
Fort Lee Youth Activity Center	1,783,844
Fort Leonard Wood Sports Field	3,975,967
Fort Bliss Bowling Center	4,250,905
Long Term Liabilities	205,121

Total Resources Applied	(27,638,871)
 Increase/(Decrease) in Cash	 <u>(7,487,182)</u>



In FY 93, four NAF major construction projects were completed at a cost of \$12.8 million.

The projects included two golf course

expansions (Jackson/Rucker), sports fields (Jackson), and a youth center (Lee).

The TRADOC NAF construction program through FY 94 includes 25 projects totalling approximately \$74 million dollars, of which \$16.3 million dollars are earmarked for local funding. Two projects are still awaiting release by the House Armed Services Committee: Fort Knox Guest House (FY 93) and Fort Jackson Activity Center (FY 94).

Funding for the FY 94 outyear programs has been drastically reduced. The FY 94 program was capped at \$25 million dollars. TRADOC projects were very competitive and three were approved within the funding window: Fort Jackson Community Activity Center, Fort Lee Bowling Center Renovation, and Fort Sill LETRA Recreational Facility.

TRADOC has submitted 11 projects for the FY 95 program. Ten projects totalling \$28.9 million dollars will be competing for the AMWRF program which is funded at \$25 million dollars for FY 95. Seven of these projects are carryovers from the FY 94 program. Funding for the Fort Bliss Guest House expansion project will be requested as an AMWRF loan.

Starting with the FY 95 program, the Army requirement for installations to pay a 10% deposit from local funds has been eliminated.

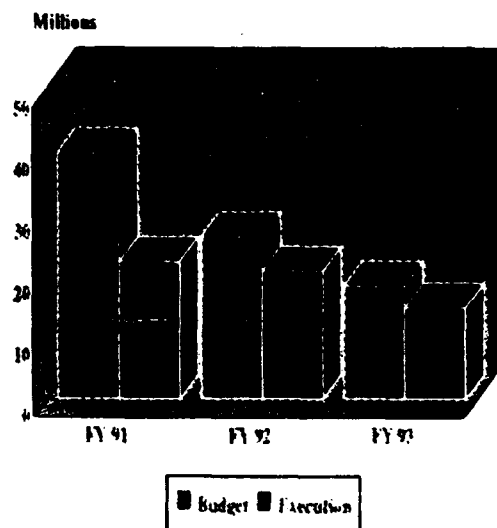
Installation can still totally fund projects to ensure inclusion in the Army program.

The MWR Board of Directors voted to return installation construction escrow balances and collect payments from the installations as construction bills come due. Escrow balances totalling \$9 million dollars were returned to the respective installations in October.

Capital Purchases and Minor Construction

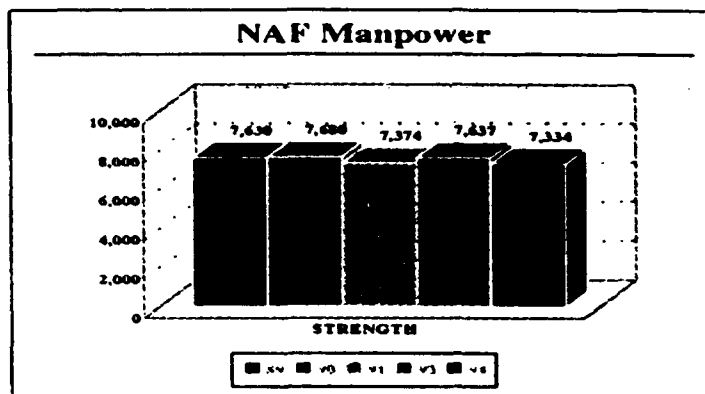
As profits and cash balances decline, the amount of funds budgeted for CPMC decreased more than 50 percent from FY 91. During the year, budget revisions accounted for an average 10 percent reduction in the original budget. The emphasis on cash management resulted in an execution rate of 80.7% for FY 93 compared to a rate of 55.6% in FY 91.

CPMC Budget Execution



NAF Personnel Strength

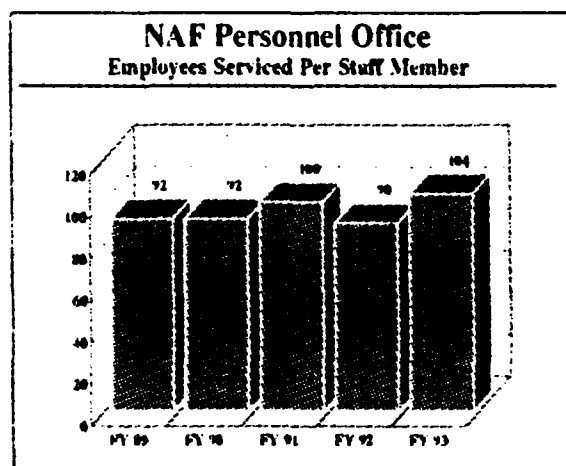
NAF personnel strength has declined 4.0% during the past year (from 7637 in FY 92 to 7334 in FY 93). More reductions may occur as military drawdown continues.



NAF Personnel Office Staffing

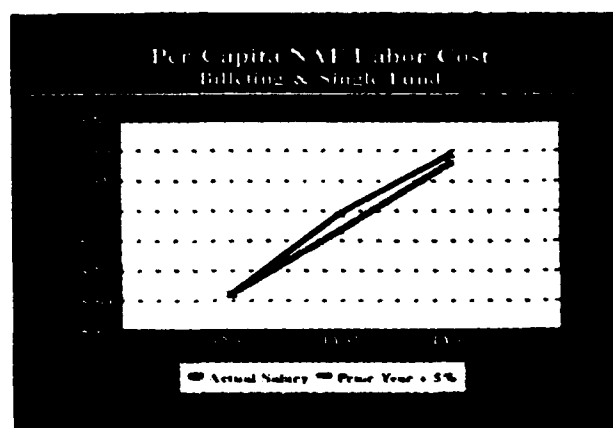
The NAF personnel offices have kept pace with the declining workforce by reducing staffing levels by 17.1%. Efficiency measures adopted, such as reducing the classification function and the fielding of ACPERS have allowed the personnel offices to exceed the TRADOC standard of 1:100 (number of personnel serviced by each staff person).

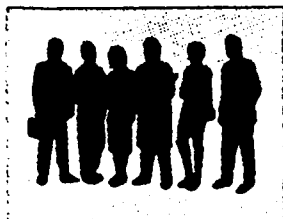
The improvement in staffing ratio is attributed to a decrease in the size of the staff in NAF personnel office which decline at a faster rate than the overall workforce.



Impact of NAF Paybanding

One of the major concerns that arose when Pay Banding was implemented in FY 91 was that labor costs would grow significantly. An analysis of the two years following implementation shows that labor costs have actually declined 3%. In order to normalize for decreases in costs due to staffing reductions, a per capita labor cost evaluation was done. Shown below, costs rose proportionally as a result of normal cost of living increases and pay adjustments. Growth in the per capita labor costs beginning in FY 92 was directly related to the establishment of the Billeting Fund.





New Personnel Policies

- **Family and Medical Leave Act** - Implemented 5 AUG 93, entitles eligible employees up to 12 weeks of unpaid leave for certain family and medical reasons.
- **Voluntary Early Retirement Authority** - Established to assist commanders in meeting force reduction during 1 AUG 93 to 30 SEP 94. Activities undergoing a reduction or reorganization affecting 5% or more of Regular employees are eligible to request VERA approval.
- **Voluntary Separation Incentive Pay (VSIP)** - Installations have the authority to request VSIP approval to avoid involuntary separations. VSIP funding is a local command responsibility. The maximum VSIP authorized per case is \$25,000.

Contract Negotiations



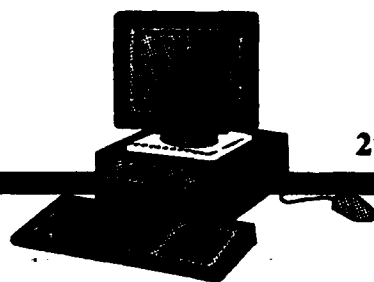
In FY 93, TRADOC was instrumental in establishing and conducting a second NAF Labor Negotiations Training Course. The course was targeted to all NAF negotiators and was designed to provide a full range of negotiation skills. Mock negotiations were held to give the attendees a real feel for negotiating methodologies.

The impact of the training was proven in the three full scope negotiations which took place in FY 93. Bargaining at the sites went smoothly with no issues going to impasse. Economic issues were resolved without having a major cost impact to the Single Funds.

Pay and benefits bargaining is still a relatively new area which has the potential to significantly impact the Single Fund. To help installations deal effectively with this type of bargaining, HQ TRADOC, NAF CPD has developed a software program and users guide for Costing Out Program. Details for this application can be found in the "New Technology" section of the annual report.

New Technology

27



TRADOC APF/NAF Reports

*New technology creates
easy customer access*

The TRADOC NAF-FM office has always been faced with the dilemma of how to best provide customer access to consolidated APF and NAF financial statements. Because of the volume of reports available, it was cost prohibitive to provide every customer with a hardcopy of the data.



The solution being offered now is combination of dBASE application and PROFS connectivity.

This new design allows customers at all levels to access and print desired reports from their own PC. Report files are updated each month via PROFS.

This new product is easy to use and no prior dBASE training is needed. If you are one of the few who have not signed up for this new service, contact

David Williams at DSN 680-5216.

TRADOC NAF Costing-Out Program

Joyce Collyar, TRADOC NAF CPD, is currently fielding the NAF Costing-Out Program. The software package improves managements' ability to cost out labor and fringe benefits during labor negotiations. This allows for improved impact analysis and places managers in a better negotiating position. For more information contact Joyce at DSN 680-5242.

MWR Management Information System

The MWR MIS is an Army designed to automate key activity level management information data. The goal is to develop an integrated system to improve service and reduce costs. The Labor Management, CDSAMS, RecTrak, and Financial Management Budget System modules are in various stages of fielding throughout the command.

Long term, the MWR MIS will become a standard Army Sustaining Base Information Service (SBIS) Army Installation Support Module (ISM).

APF/NAF Data Retrieval System Fielding Still Underway

As was discussed at the 5 November VTC, fielding for the APF/NAF Data Retrieval System is still underway. Fielding is voluntary and the system is available at no cost. The TRADOC NAF-FM office is also available to provide applications programming support. The integration of the system and PC applications you are currently using to produce interoffice financial reports can improve efficiency by reducing or eliminating manual keying of data from NAFISS hardcopy reports. Complete training and users manuals are available. For more information contact David Williams at DSN 680-5216.

NAF PAL Data System

CPD developed a process for reviewing the NAF Position Authorization Listing via ACPERS/Customer Retrieval System. NAF managers and analysts are able to review and validate NAF manpower data. The process has eliminated the need to go to the field for time consuming data collection. This system replaces the old process for maintaining NAF PAL data and has relieved the field from maintaining two personnel data bases.