Non-Appropriated Funds

Mr. Paul D. Burk
Director, Family and MWR Programs
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Installation Management Command integrates and delivers base support to enable readiness for a globally-responsive Army

We are the Army’s Home
Serving the Rugged Professional
Agenda

• History
• NAF and APF Funding Authority
• Non- Appropriated Fund Instrumentality (NAFI) Groups
• Morale, Welfare, Recreation (MWR) Categories
• Resourcing Relationships
• Uniform Funding and Management (UFM)
• Scope of Operations
• Core Programs
• G9 NAF Support Services
• DoD FM Certification Program NAF Pilot
In 1867, Congress authorized the establishment of Post Traders to replace the Sutlers. Traders were not always available at forts or camps in remote locations. Soldiers began to form cooperatives to provide their own retail and social outlets. These cooperatives became known as "Canteen Associations." By 1893, the canteens were so widespread and so successful that an Act of Congress abolished the Post Trader.

The Post Exchange was established with the publication of War Department General Order No. 46, 1895. The Order directed Post Commanders to establish an exchange at every post where practicable.

FY93 NDAA codified congressional concerns about MWR support. The statute required that the Office of the Secretary of Defense (OSD) establish oversight of NAFs and NAF Instrumentalities (NAFIs) and define how NAFs may be used. In addition, the law established penalties for misuse of NAFs. Congress sought to ensure that Service members benefit from NAF and that those benefits are equitable across all Services.

Between 1993 and the present, Congress has continued to pressure DoD to provide the maximum amount of APF support to Category A and B MWR activities as is practicable. Major studies have resulted in recommendations for greater efficiency and consolidation where appropriate among the Category C activities. Congress authorized supplemental APF support for MWR re-confirming the long-standing policy that MWR activities are essential and should be supported by the taxpayer.

Morale, Welfare, and Recreation (MWR) activities and non-appropriated funds (NAF) date back to the American Revolution. The American Articles of War of 1775 provided for "Sutlers" whose mission was to provide for the individual personal needs of Soldiers.
NAF and APF Funding Authority

- 10 USC 2783 imposes an **Individual Fiduciary Responsibility** to use and manage NAFs properly IAW regulations promulgated by the Secretary. Misuse could lead to civil and criminal penalties.

- DODI 1015.10; DODI 1015.15; and AR 215-1 provides policy guidance.
  --NAFs may only be used for authorized MWR purposes.

- MWR Programs/Events are funded with a mixture of APFs & NAFs depending on MWR Category. Programs and events that may increase Soldier morale may not automatically be categorized as an MWR program or event.

- APF fiscal constraints have increased attempts to use NAFs for unauthorized purposes. Such misuse would violate 10 USC 2783 and be an impermissible augmentation of appropriations and possible Antideficiency Act violation.

- 10 USC 2491 (Uniform Funding Management Statute) permits APFs, otherwise authorized for MWR, to be treated as NAF dollars for all purposes; however, this does not create an exception to the above principle.
  --NAFs may only be used for authorized MWR purposes.

- 10 USC 2492 allowed the NAFI in certain circumstances to sell/support APF missions at a profit through written MOA.
### Program Group I: Military Morale, Welfare and Recreation
- Army Morale, Welfare and Recreation Fund (AMWRF) is the successor in interest for all Army Non-Appropriated Fund Instrumentalities (NAFs)
- All Army MWR programs to include Child Development Services and School Age Care
- Defense Logistic Agency and Pentagon Athletic Center are not managed by IMCOM

### Program Group II: Armed Forces Exchanges
- Follows regulation AR 215-8
- Classified as a Category C program

### Program Group III: Civilian Morale, Welfare and Recreation
- Follows regulation AR 215-7
- Classified as a category C program

### Program Group IV: Lodging Program Supplemental Mission Fund
- Appropriated fund (APF) mission
- Receives APF and NAF support comparable to a category C program

### Program Group V: Supplemental Mission Funds – No Direct IMCOM Oversight
- Included in this group are the following NAFIs: a) School Lunch Program b) Museums c) Vehicle Registration d) Cadet Activity Fund e) Veterinary Clinic f) Athletic Association Fund g) U.S. Disciplinary Barracks h) Stars and Strips and i) Military Treatment Lodging Facilities (Fisher House)

### Program Group IV: Special Purpose Central Funds
- HQ level programs
- These funds are sole providers of a consolidated NAF function such as construction, accounting, personnel administration, employee health and life insurance and risk management
MWR Category of Activities

Category A: Mission-Sustaining Programs
Considered essential to sustaining readiness, these programs generally enhance and promote the physical and mental well-being of Soldiers. Programs in this category have little or no capacity for generating NAF income and are supported almost entirely with APFs.

Category B: Community Support Programs
These programs are closely related, in terms of supporting the military mission, to those grouped in category A. They satisfy the basic physiological and psychological needs of Soldiers and their Families and provide, to the extent possible, the community support systems that make military garrisons temporary hometowns for a mobile military population. These support programs will receive substantial amounts of APF support, but differ from those programs in category A, in part because of their ability to generate NAF revenues. That ability to generate revenues is limited, however, and in no case may they be sustained without substantial APF support.

Category C: Revenue-Generating Programs
These programs have less impact on readiness. They offer desirable social and recreational opportunities. Programs in this category have the capability of generating enough income to cover most of their operating expenses, but they lack the ability to sustain themselves based purely on their business activity; consequently, they receive limited APF support.
MWR Program Resource Relationship
(Per Department of Defense Instructions 1015.10 Definition)

Common Support Services
Headquarters Policy & Oversight, Accounting, Procurement,
Civilian Personnel, Financial Management, Information Technology

Mission Sustaining Activities
- e.g.: Libraries, Fitness
- Standard: Use APF to fund 100% of authorized expenses.
- Fund minimal of 85% of total expenditures.

Community Support Activities
- e.g.: Child Dev Centers, Rec.
- Standard: Use APF to fund 100% of authorized expenses.
- Fund minimal of 65% of total expenditures.

Business Activities
- e.g.: Bowling Centers, Clubs, Golf
- Generally Non-Appropriated Fund
  Except:
  - Executive Control & Essential Command Supervision
  - Outside Continental United States Utilities
  - Sustainment, Restoration & Modernization,
  - Remote and Isolated as Authorized

CAT A
APPROPRIATED FUNDS

CAT B
Common Support Services

CAT C
NONAPPROPRIATED FUNDS
Uniform Funding and Management (UFM)

UFM is an execution process
The process does not increase or decrease APF funding

“MWR APF”
• Authorized in Section 323: Uniform Funding and Management of MWR Programs, of the “Bob Stump” National Defense Authorization Act for Fiscal Year 2003

• UFM is the process of merging appropriated funds (APF) and non-appropriated funds (NAF) for the purpose of providing morale, welfare, and recreation (MWR) services under the NAF set of rules and procedures in order to facilitate:
  • Procurement of property and services for MWR
  • Management of employees to provide the programs
  • Financial reporting and management
Cash Generated From Operations (After Expenses)

**Uniform Funding and Management (UFM) Process and Program Funding**

- **APF**
  - Appropriated Funds allocated from Army Budget Office
  - Per annual MOA IMCOM G8 allocates funding to QDPC/QCYS and signs and submits 1034 to DFAS
  - Processes 1034 and does an Electronic Fund Transfer (EFT) to Army Banking and Investment (ABIF/IMCOM G-9). Funds are now considered NAF

- **NAF via UFM**
  - ABIF/IMCOM G-9 deposits into individual garrison bank accounts to fund program expenses
  - **Timely Allocations are key to execute MWR Programs**

**CATEGORY A**
- MISSION SUSTAINING (QDPC)
  - Physical Fitness
  - Libraries
  - Recreation Centers
  - Unit Activities
  - Army Lodging
  - Per DODI 1015.10 Authorized minimum of 85% APF Support. Category A activities should break even

**CATEGORY B**
- BASIC COMMUNITY SUPPORT (QDPC & QCYS)
  - Auto/Arts & Crafts
  - Child Development / Youth Svcs
  - Outdoor Rec. / Entertainment
  - Information, Tours, Referral
  - Per DODI 1015.10 Authorized minimum of 65% APF Support. Category B activities should break even

**CATEGORY C**
- BUSINESS ACTIVITIES
  - Bowling / Golf
  - Army Recreation Machines
  - Clubs
  - Armed Forces Recreation Centers
  - External Revenue
    - AAFES Dividends
    - Interest Income
    - ARMP

**Decreases in UFM results in:**
- Increased use of NAF for APF expenses.
- Reduced Major/Minor construction

**Options to offset UFM decreases:**
- Reduce APF authorized services
- Price increases to customers
- Close programs

**BASIC COMMUNITY SUPPORT (QDPC & QCYS)**
- Auto/Arts & Crafts
- Child Development / Youth Svcs
- Outdoor Rec. / Entertainment
- Information, Tours, Referral

**BUSINESS ACTIVITIES**
- Bowling / Golf
- Army Recreation Machines
- Clubs
- Armed Forces Recreation Centers
- External Revenue
  - AAFES Dividends
  - Interest Income
  - ARMP

**Cash Generated From Operations (After Expenses)**
Family and Morale, Welfare and Recreation (FMWR)
Scope of Operations – FY18

MWR Major Construction
projects from 2009-2018
Valued at = $741M

$ Total Revenue
(Appropriated &
Non-Appropriated)
Managed = $2.4B
in FY18

Army
Community
Service
Centers (ACS)
Worldwide = 75

Soldier Family
Assistance
Centers (SFACs) = 13

Fitness Centers
Operated / Managed
Worldwide = 223
168 in US
55 Overseas

Named Brand
Casual Dining
Chain Restaurants
Provided to
Installations
Worldwide = 5

Food and Beverage
Operations
Worldwide = 161

Centrally managed the
execution of
over 8,000
contract actions
totaling $440M
in FY18

Military Child Care
Worldwide = 34,820

School Age Centers
(SACs) = 21,964

# of Youth enrolled
in Child, Youth &
School programs
2018 = 178,684

Golf Courses
Managed / Operated
Worldwide = 41

Bowling Centers
Managed / Operated
Worldwide = 66

Army
Community
Service
Centers (ACS)
Worldwide = 75

Soldier Family
Assistance
Centers (SFACs) = 13

Number of Child Development
Centers (CDCs) Worldwide = 185
Number of School Activity
& Youth Centers = 176

Children receiving
care in CDCs =
34,820

School Age Centers
(SACs) = 21,964

# of Youth enrolled
in Child, Youth &
School programs
2018 = 178,684

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FMWR Core Programs

Soldier and Family Programs

• Army Community Service
  • Broad array of life-skills education, prevention and intervention services
  • Builds and sustains Soldier and Family strengths, readiness and resilience and helps them adapt to a military lifestyle (e.g., transitions, separations, deployments)

• Child, Youth & School Services
  • Reduces the conflict between on-the-job missions and parental responsibilities
  • Mitigates the stress on Families impacted by persistent conflict, multiple deployments, transformation, and parental absences; sustains Soldier readiness to perform missions and strengthens child and youth mental and physical resiliency

• Soldier and Community Recreation
  • Supports readiness and retention by mitigating stress and promoting healthy lifestyles through activities that strengthen and sustain physical and mental fitness and resilient communities
  • Sustains a healthy work-life balance

NAF Centralized Programs

• Business Operations
  – Clubs, Food & Beverage, Golf, Bowling

• Enterprise Programs
  – Armed Forces Recreation Centers (AFRCs)
  – Army Recreation Machine Program (ARMP)
G9 NAF Support Services

- NAF Financial Management
- NAF Contracting
- NAF Human Resources

- NAF Employee Benefits
- Facilities Management
- Marketing / Gifts and Donations

- Technology Services

IMCOM DIRECTORATES

- Approves Annual Budget/Capital Purchases <750K

IMCOM G9 ROLE

- Is the Banker
- Is the Insurer
- Converts APF to NAF
- Executes NAF Major Construction Program (NAFMC)
- Centralized Training and Contracting
- Enterprise Purchasing

Centralized Bank Account

Customers

US Treasury / IMCOM RM

Enterprise NAF Contribution
DoD FM Certification Program NAF Pilot

- Provides the opportunity for members of the DoD NAF workforce to voluntarily participate in the pilot
- NAF participants must be currently assigned and working in a FM position
- Registration opened May 6, 2019 and will close August 15, 2019

Enrollment information is available at -

Please direct any DoD FM Certification Program NAF Pilot Questions to osd.dfmcp_naf@mail.mil
Questions?
Back Up
Uniform Funding and Management

Background – What is it?

- UFM is a major business process re-engineering initiative to merge APF and NAF for the purpose of providing MWR services under the NAF set of rules and procedures in order to facilitate:
  
  - Procurement of property and services for MWR
  - Management of employees to provide the programs
  - Financial reporting and management
  - UFM is a DOD-wide MWR initiative
Uniform Funding and Management (con’t)

- Authorized pursuant to 10 U.S.C. 2491
  - Regulatory implementation is DoDI 1015.15
- Available only for MWR programs and only for authorized APF expenses
  - Exclusions: Army Community Services (ACS), Army Lodging, and other Supplemental Mission programs (i.e., museum funds) are not eligible since these are not defined as military MWR per DoDI 1015.15.
- Funds remain available until expended
- UFM does not increase or decrease funding. It is an alternate means of execution
Uniform Funding and Management (con’t)

How does it work?

- Memorandum of Agreement (MOA) between the Government and NAF Instrumentality and serves as the basis for transferring APF to NAF
  - Outlines MWR requirements and funding
  - Payment schedule
  - Purpose for which funds are to be used
- Government creates upfront obligation, accrual, expense and disbursement of APF to the NAF Instrumentality based on MOA payment schedule.
- Once transfer occurs, NAF management and accounting systems are responsible for tracking and reporting use of dollars.
IMCOM FMWR
Divisions – Programs
Army Community Service (ACS)

**Mission**
ACS delivers consistent and comprehensive prevention, life skills, response and transition services through an integrated system tailored to foster the Army’s commitment to maximize Soldier, Family and Civilian adaptability and self-reliance.

**Vision**
ACS serves as the commander’s community integrator providing premier services that enhance readiness and self-sufficiency across the Army Family.

**GOALS:**
- Assist Soldiers and Families by coordinating and delivering comprehensive, responsive services that promote **SELF-RELIANCE, RESILIENCY** and **READINESS**.
- Support **SOLDIER FOR LIFE** efforts with Financial, Employment and Relocation Readiness Programs.
- **SUPPORT** the geographically dispersed.
- Streamline **EXCEPTIONAL FAMILY MEMBER SUPPORT**
- Provide resources to **MITIGATE DOMESTIC VIOLENCE**
- Ensure greater, simpler access to services for **WOUNDED WARRIORS AND THEIR FAMILIES**
- Ensure **SURVIVORS** remain a part of the Army Family for as long as they desire
- Staff ACS centers to **SUPPORTS MISSION READINESS**.
Army Community Service (ACS)
Programs & Services

**Family Advocacy Program**
- New Parent Support - Assistance for new parents and playgroup for infants to 3 year olds.
- Parenting and Couples Communication Classes
- Domestic Violence Victim Advocacy

**Exceptional Family Member Program**
- Systems Navigator
- Respite Care

**Financial Readiness Program**
- Accredited Financial Counselors
- Army Emergency Relief
- Financial Literacy/Blended Retirement System
- Support Soldier for Life mission

**Employment Readiness Program**
- Certified Resume Writers

**Relocation Assistance Program**
- New community information
- Lending closet

**Information & Referral**

**Mobilization, Deployment & Stability Support Operations**
- Family Readiness Group and Command Training
- Emergency Family Assistance

**Army Volunteer Corps Program**
- Your liaison for volunteer opportunities
- Volunteer Management Information System (VMIS)
- Army Family Action Plan (AFAP)
- Army Family Team Building (AFTB)

**Soldier and Family Assistance Center (SFAC)**
- Support for Wounded Warriors and their Families

**Survivor Outreach Services**

**Initiatives:**
- Army Family Team Building computer based training
- Army Family Web Portal
- Community Partnerships
Child and Youth Services (CYS)

Mission Statement:
Reduce the conflict between parental responsibilities and unit mission requirements

Vision Statement:
The driving force for excellence in school support, youth programs and child care for the Army, Department of Defense and the Nation.

GOALS:
- Achieve and sustain QUALITY by pursuing nationally recognized benchmarks and performance standards
- Increase and sustain AVAILABILITY through on and off post child care options and supervised programs for youth
- Maintain AFFORDABILITY for both Soldiers and the Army
- Ensure ACCOUNTABILITY is achieved by requiring measurable outputs and outcomes
- Influence READINESS by allowing the Soldier to better concentrate on his/her job
- Increase RETENTION by positively influencing a Family’s decision to remain in the Army
- Enhance RESILIENCY by providing positive growth and development options for children of Soldiers
Core Programming

Child Development Centers (CDC)*
Full, Part Time and Part Day Care
Hourly / Respite / Extended Hours

Family Child Care (FCC)*
Shift Care / “Round the Clock Care”
Full, Hourly / Respite / Extended Hours

School-Age Care (SAC)*
Before / After School Program Options
Summer Care / Camps
Weekend Activities

Middle School / Teen Programs (MST)*
After School Program Options
Camps
Evening and Weekend Activities

Sports and Fitness Programs*
Children and Youth 4 weeks to 18 years of age,
Team Sports, Skill Building, Health and Nutrition Classes

School Support Services*
School Liaison Officers, Transition Support,
Homeschool Linkage, Community Partnerships

Parent and Outreach Programming

• Extended Child Care Operating Hours
• Respite Child Care
• Kids On Site Child Care
• Discounted Parent Fees – 20% fee reduction for Deployed Soldiers/Families
• Tutoring & Homework Support for Kids – Tutor.Com/military
• Support for Wounded Warriors & Survivors of Fallen Soldiers – Fees charged at Category 1

Program Delivery Accomplished On- and Off-Post

• On-Post Child Care Programs & Youth Centers
• Off-Post Child Care Programs & After School Programs
• Off-Post Partnerships with Schools & Community Youth Organizations, e.g., B&GCA, 4-H Clubs
• On- and Off-Post Independent Contractors (Family Child Care Providers)

*Children/Youth with special needs included in all options
Business and Recreation

Core Programming

Sports, Fitness and Aquatics
- Physical Fitness/Facilities
- Unit Sports
- Water Survival Training
- Recreational Swimming

Library Services
- On-Post physical libraries
- E-libraries, access to 30K data bases, and websites

Community Recreation
- Community-wide activities, services, classes
- Soldier-centric activities, hi-tech gaming (Warrior Zones)

Better Opportunities for Single Soldiers (BOSS)

Outdoor Recreation Program
- Life Skill building activities, classes, services
- Warrior Adventure Quest

Automotive Skills
- Self-help preventative maintenance & repair

Arts and Crafts
- Resiliency through Art

Leisure Travel Services

Deployment Programming
- MWR at main camps and forward operating bases
- Civilian MWR Specialists
- Strength and Cardiovascular equipment packages
- Recreation Centers and Internet cafés
- MWR recreation kits:
  - Small Unit Recreation Kits” (sports equipment and recreational games)
  - Theater-in-a-box (large screens, DVD players, projection units, speakers, and movies)
  - Electronic Game Kits” (TVs, PlayStation platforms, DVDs, and games)
  - Book Kits, Playaways, On-line resources

Program Delivery On- and Off-Post
- On-Post Community Recreation Program Facilities/Activities/Services
- Off-Post Partnerships with non-profit organizations, businesses, contractors and local communities
- On-Post Re-Deployment Programs. Warrior Adventure Quest high-adventure recreation programs
Purpose

- Provides networking and competition; promote socialization; serve as a focal point for command/official functions; provide revenue to reinvestment; and support readiness, retention and Soldier and Family Member well being.

Programs/Services

- Bowling Centers (71 worldwide totaling 1,378 lanes)
- Bingo (63 FMWR locations - mainly in Bowling Centers and Clubs)
- Golf (42 courses worldwide - most open to public)
- Food and beverage - Over 470 operations composed of snack bars, Officers’ clubs, community clubs, catering centers, name-brand casual dining (Texas Roadhouse), IMCOM Branded Theme Operations (Strike Zone, Mulligan’s, Habaneros), and most complement other programs, like golf or bowling

Funding Sources

- Except for limited APF authorization for Category B and Category C Remote & Isolated garrisons, all Business Operations locations are supported exclusively through funds generated by their own programs/services
**Army Recreation Machine Program (ARMP)**

<table>
<thead>
<tr>
<th>Partnership Commenced</th>
<th>Total Revenue</th>
<th>Return to MWR</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>1983</td>
<td>$37.3 Million</td>
<td>$28.5 Million</td>
<td>Total Operations: 2,055 machines in 86 locations.</td>
</tr>
<tr>
<td>Germany, Italy, Netherlands, Korea and Japan</td>
<td>1,182 machines in 47 MWR locations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1992</td>
<td>$12.0 Million</td>
<td>$9.5 Million</td>
<td>Total Operations: 1,492 machines in 26 MWR locations.</td>
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<tr>
<td>Italy, Spain, Greece, Singapore, Korea and Japan</td>
<td>492 machines in 26 MWR locations.</td>
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<tr>
<td>1995</td>
<td>$15.2 Million</td>
<td>$12.2 Million</td>
<td>Total Operations: 1,381 machines in 13 MWR locations.</td>
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<tr>
<td>Japan</td>
<td>381 machines in 13 MWR locations.</td>
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</tr>
<tr>
<td>Total Operations</td>
<td>$64.5 Million</td>
<td>$50.2 Million</td>
<td>Total Operations: 2,055 machines in 86 locations.</td>
</tr>
</tbody>
</table>

- Centrally managed and funded to include recapitalization by U.S. Army IMCOM G9
- All profit from operations is returned to MWR
- Memorandums of Agreement outline partnerships with US Navy and USMC
- Operations meet or exceed gaming industry internal control standards
- Complies with all Internal Revenue Service requirements IAW public law
- Dedicated IMCOM Internal Review staff for office audits and unannounced cash observations
- Annual Commercial Audit by commercial firm with gaming industry experience
Hospitality Programs

- Armed Forces Recreation Centers
  - Direct HQ Operations w/limited IMCOM Directorate ADCON
- Edelweiss Lodge and Resort
  - Dragon Hill Lodge
- Dragon Hill Lodge
  - Hale Koa Hotel
- Hale Koa Hotel
  - Shades of Green

- Army Lodging Program Management
  - Europe Region 11 Locations 1300 Guest Rooms
  - Pacific 4 Locations 390 Rooms
  - TJAGLCS 81 Rooms

Dragon Hill Lodge

Chievres Army Lodging

Wiesbaden Army Lodging
Armed Forces Recreation Centers (AFRC) FY18

**Hale Koa Hotel® (HKH) Honolulu, Hawaii**
- Opened 1975
- Expanded 1995
- 817 rooms
- FY19 Focus: Infrastructure Improvements, Guestroom and Swimming Complex Upgrades, Managing Guest Experience; IMCOM IG Actions
- $76.6M revenue
- $5.3M net income before depreciation (NIBD)
- 77% occupancy

**Dragon Hill Lodge® (DHL) Seoul, Korea**
- Opened 1990
- Expanded 1994 / 2000
- 394 rooms
- FY 19 Focus: USFK Drawdown / Re-stationing Plan with increased sales and marketing efforts to facilitate a destination resort; IMCOM IG Actions
- $30.8M revenue
- $5.7M net income before depreciation (NIBD)
- 73% occupancy

**Shades of Green® (SOG) Orlando, Florida**
- Opened 1994
- Expanded 2004
- 583 rooms
- FY 19 Focus: Infrastructure Sustainment, Restoration & Modernization - Exterior Paint and Replace Roof; IMCOM IG Actions
- $44.6M revenue
- $11.4M net income before depreciation (NIBD)
- 94% occupancy

**Edelweiss Lodge and Resort (ELR) Garmisch, Germany**
- Opened 1945
- New Hotel 2004
- 258 rooms / cabins
- FY19 Focus: Develop and Improve the Resorts Programs and Services. Prepare for Future Changes in Eligibility Guidelines; IMCOM IG Actions
- $19.4M revenue
- $1.7M net income before depreciation (NIBD)
- 77% occupancy
Army Lodging FY18

Europe Region
Ansbach, Germany
- 11 Hotels
- 1271 Rooms
- Primary Market: PCS

• FY 19 Focus: Infrastructure Improvements / Convert to All NAF Operation
  Baumholder New Construction
• $18.8M revenue
• -$0.2M net income before depreciation (NIBD)
• 76% occupancy
• $24M official travel savings vs. per diem

Pacific Region
Camp Humphreys, Korea
- 5 Hotels
- 472 rooms
- Primary Market: PCS

• FY19 Focus: Infrastructure Improvements / Convert to All NAF Operation
  Camp Walker New Construction & Opening New Wing USAG Humphreys
• $7.3M revenue
• $1.4M net income before depreciation (NIBD)
• 74% occupancy
• $4M official travel savings vs. per diem

Make reservations at dodlodging.net
Marketing

Mission:
Enhance the ability of G9 Program Managers and Garrison Marketers to deliver Family and MWR Programs & Services

Vision:
Marketing is the indispensable partner of G9 Program Managers & Garrison Marketers

Core Functions:
- Program Awareness
- Targeted Messaging
- Product Development
- IMCOM Directorate/Garrison Support
- Revenue Generation
- Research

INTEGRATED MARKETING CHANNELS

MKT STRATEGY
Marketing Planning, Consultation, Targeted Messaging, Content Development

WEB
Web Ads (garrison & HQ pages), Promo Microsites, Website development and Tier I & II Support

SOCIAL MEDIA
Facebook and Twitter campaigns

PROMO MATERIALS
e.g. Pens, Magnets, Cut-outs, T-shirts

DIGITAL SIGNAGE
Still Ads, Motion Graphics Tier I & II Support

PROMOTIONS
Contests, online/social promotions

EFM
Customer Needs Assessment, ESRI, Google Analytics

PRINT
Posters, Flyers, Magazines, Brochures

COMMERCIAL SPONSORSHIP & ADVERTISING

Technology Services

**Mission:** Provides consolidated enterprise System ownership, ensures uninterrupted global commercial network access and application modernization to deliver timely, trusted and shared business information for Family and Morale, Welfare, & Recreation Army-wide.

**Top 3 Priorities:**
Commercial Enterprise Network (CEN)
MWR Cloud Services
NAF Integrated Financial Management System (NIFMS)

**Core Functions supporting 56 Enterprise Systems:**
Cybersecurity Support Services
System Accreditation
Information System Ownership
System Sustainment
Enterprise Standardization
IT Budget/Investment Oversight
System Governance
Strategic Planning
Regulation and Policy Compliance
IT Portfolio Management
Technical SME Support
Privacy & Risk Management