



Defense Commissary Agency Annual Report 2009



DeCA by the numbers ...

Established:	Oct. 1, 1991
Headquarters:	1300 E Avenue, Fort Lee VA 23801 www.commissaries.com
Fiscal 2009 operations costs:	\$1.3 billion
Return on investment, per dollar	\$2.18
Fiscal 2009 sales:	\$5.98 billion
Fiscal 2009 savings:	\$2.77 billion
Total employees:	Nearly 18,000
Total authorized customers:	Nearly 12 million
Global presence:	13 countries, 2 U.S. territories
Commissaries	254

From the director ...

After such a remarkable year as fiscal 2009, one might think of the adage, “There’s nowhere to go but down.” Those words infer that after exemplary achievement, further improvement is impossible. For DeCA, that saying requires edits, because for us, “There’s nowhere to go but higher, higher, and higher!”

What a success story the agency continued this year, all for the noble mission of delivering one of the military’s most valued benefits. I like to say we are the world’s best employees serving the world’s best customers, because we’re so proud of the job we do for the nearly 12 million authorized customers worldwide – our military forces, retired military, and their families.

A glance at our performance data assures taxpayers their

dollars are well-invested in the commissary benefit. Sales, savings and customer ratings all increased to record-breaking levels, all thanks to the dedication of the nearly 18,000 employees in this great organization. They’re fired up and inspired, from the backrooms, warehouses and distribution centers to the “front lines” at the registers. They’re giving it their all, making the commissary “worth the trip.”

Please join me in saluting this fine force for their achievements in fiscal 2009, and I know more exciting accomplishments lie ahead in fiscal 2010. ■

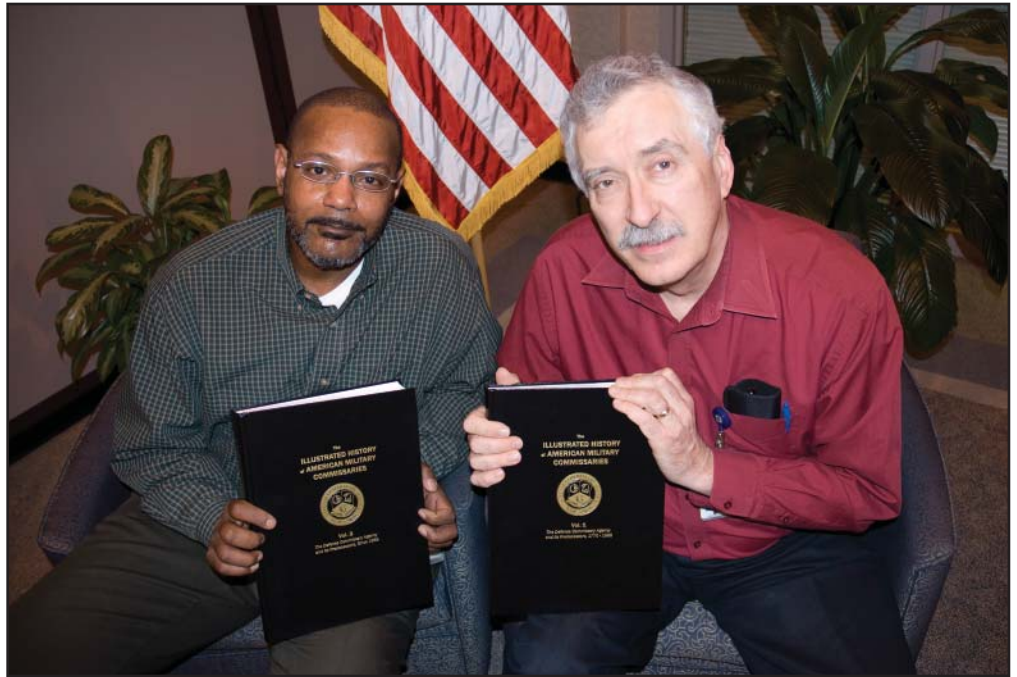


The commissary – it’s worth the trip!



Philip E. Sakowitz, Jr.





Kevin Robinson, editor, and Dr. Pete Skirbunt, author and DeCA historian, worked together on the project for about seven years. Skirbunt began his research 22 years ago. *Photo: Rick Brink*

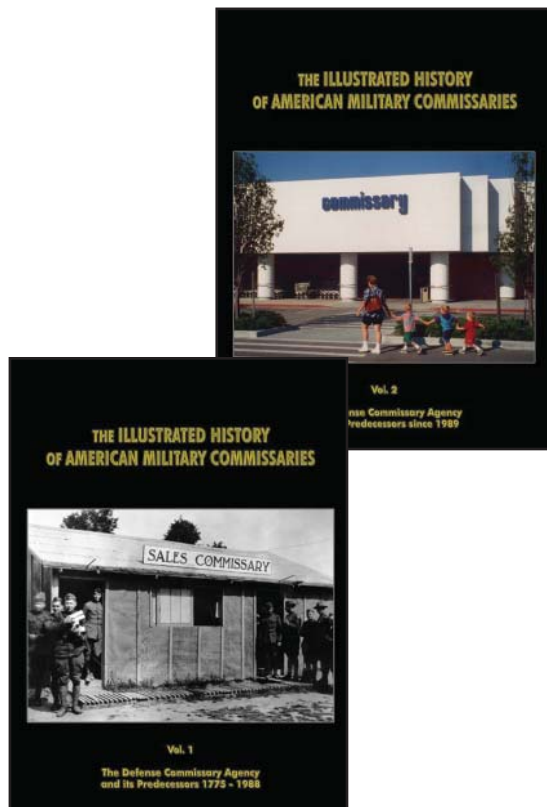
Commissary history book makes long-awaited debut

The year 2009 marked the publication of “The Illustrated History of American Military Commissaries,” a two-volume set and the first comprehensive commissary history ever written.

“The book is large but reader-friendly,” said Dr. Pete Skirbunt, author and agency historian. “The photos are terrific all by themselves, but they are accompanied by a tremendous amount of written information.”

“The photos really tell a great story,” said Kevin Robinson, editor. “Many of them have never been published, and others were last published 50, 60 or 70 years ago.”

You can order the two-volume, \$89 paperback online at the Government Printing Office Web site: <http://bookstore.gpo.gov>; type “commissaries” into the search engine. Proceeds go to the GPO. ■



Who we ARE ...

From purchasing a can labeled simply “Green Beans” in a warehouse, to choosing among scores of name-brand varieties of canned, frozen and fresh green beans in a large, modern “superstore” commissary of today, military shoppers have long treasured the value and convenience of groceries sold at cost.

As we head toward 2017 and the 150th anniversary of sales commissaries, the benefit remains an integral part of the military compensation package.

Oct. 1, 1991, marked the establishment of the Defense Commissary Agency, with headquarters at Fort Lee, Va. We provide outstanding service to military customers at lower cost than commercial grocery stores – always DeCA’s most fundamental goal.

Our mission is to deliver a premier commissary benefit to the armed services community that:

- Encourages an exciting shopping experience,
- Satisfies customer demand for quality grocery and household products, and
- Delivers exceptional savings while:
 - Enhancing quality of life;
 - Fostering recruitment, retention and readiness; and
 - Supporting warfighters’ peace of mind, knowing their families have secure, affordable access to American products.

The agency currently operates 254 stores worldwide. Alaska and overseas

stores receive goods via DeCA’s 10 central distribution centers in Europe, the Pacific and Alaska, and a central meat processing plant in Germany.

As a component of the Department of Defense, the agency aligns under the supervision of the undersecretary of defense for personnel and readiness. The DeCA Board of Directors – a distinguished panel of senior officers, civilian representatives and department secretariats from each military service – provides oversight.



The commissary – it’s worth the trip!



Celia Williams, customer service manager, Nellis Commissary, Nev.
Photo: Millie Slamin

Top 10 commissaries in sales

(Fiscal 2009)



1. Fort Belvoir Commissary, Va.	\$104,106,301
2. San Diego Commissary, Calif.	\$ 88,926,673
3. Pearl Harbor Commissary, Hawaii	\$ 85,626,370
4. Oceana Commissary, Va.	\$ 79,787,023
5. Fort Meade Commissary, Md.	\$ 74,600,616
6. Fort Bragg South Commissary, N.C.	\$ 72,692,277
7. Fort Campbell Commissary, Ky.	\$ 72,475,586
8. Fort Lewis Commissary, Wash.	\$ 72,201,857
9. Langley Commissary, Va.	\$ 68,388,128
10. Miramar Commissary, Calif.	\$ 67,673,619

Who we SERVE ...

DeCA exists solely to provide a benefit. Customers purchase items at cost plus a 5-percent surcharge, which goes toward the costs of building new commissaries and modernizing existing ones.

This year, new commissaries opened in the following locations, including an interim store at Naval Support Activity New Orleans, La.:

- Richards-Gebaur, Mo., Jan. 27
- Naval Support Unit Saratoga Springs, N.Y., April 14
- Robins Air Force Base, Ga., May 28
- Livorno-Camp Darby, Italy, June 5

Two existing stores underwent major renovation:

- Dyess Air Force Base, Texas, April 21
- Fort Drum, N.Y., June 30

Authorized users of the commissary benefit total nearly 12 million, including:

- Active and retired members of the uniformed services and reserve components, and cadets and midshipmen of the military academies;
- Noncommissioned ships officers and members of the crews of vessels of the National Oceanic and Atmospheric Administration and its predecessors;
- Family members, widows or widowers, and orphans of all such members;

- 100-percent disabled veterans;
- Medal of Honor recipients; and
- Department of Defense civilian employees stationed overseas.

Specifics on all categories of authorized commissary patrons can be found in Department of Defense Instruction 1330.17, “Armed Services Commissary Operations,” Oct. 8, 2008.



The commissary – it's worth the trip!



Phillip Gregg, store associate, Fort Sill, Okla. Photo: Jeffrey Crawley

Value of the BENEFIT ...

The agency achieved another impressive fiscal year in 2009. Sales growth continued, the cost of delivering the commissary benefit came in under budget, customer savings levels rose, and customer service ratings hit an all-time high.

DeCA strives to remain a model business with a relevant future, supported by an able, ready workforce, increasing the benefit's value into 2010 and beyond:

Customer value.

Savings remain the heart of the commissary benefit, and DeCA works to sustain a goal of 30 percent savings

or more, in accordance with Office of Secretary of Defense guidance. This fiscal year's savings of 31.7 percent amount to nearly \$3,300 annually for a family of four, and more than \$1,100 for a single member. Attaining this level of savings would not be possible without the tremendous support of an extended team of industry partners – manufacturers, distributors and brokers – building value together.

Another team effort this year, customized world-class customer service training, was our first-ever corporate training program, involving the entire workforce, from stores, zones and regions, to the headquarters. This training investment raised the bar for performance excellence, building on our strength of customer service and unifying best practices to exceed customer expectations.



Nan Day, produce manager, Lemoore Commissary, Calif. *Photo: Megan Mooren*

Right, Linda Harrington, general manager, and Roberto Cruz, store administrator, Fort Myer Commissary, Va. *Photo: Rick Brink*



Sandra Senka, materiel handler, Germersheim Central Distribution Center, Germany. *Photo: Skarlette Müller*

Business transformation.

Annual sales topped \$5.9 billion, a 3-percent increase over 2008 sales. Equally significant, an additional 1.8 million shopper transactions reflect an increased use of commissaries.

We're proud of our outreach to members of the Guard and Reserve with on-site sales, delivering the benefit directly to drill locations. Twenty-four of these events reported six-figure sales in fiscal 2009. Here are data comparisons of fiscal 2008 and 2009:

	2009	2008
No. of events	165	104
Total sales	\$9.1 million	\$4.4 million
Total patrons	82,888	41,347

Though DeCA accomplished a banner year in terms of increased sales and customers, other organizations did not fare so well against the struggling economy's challenges. Some businesses closed their doors in bankruptcy, including CertifiChecks Inc., vendor for commissary gift checks since 2002. DeCA took this adversity in stride, ensuring impact on patrons was minimal. Outstanding gift checks were honored, amounting to nearly \$1 million by Sept. 30. The agency launched an in-house gift voucher program in early fiscal 2010.

Leadership and workforce development.

Employee development remained in the spotlight this year, with the agency enhancing its intern and student



Fort Sam Houston Commissary, Texas, with an on-site sale at Ellington Field, Houston. Photo: Ralph Maastricht



The commissary – it's worth the trip!

Guard, Reserve outreach

Six-figure on-site sales, fiscal 2009

Fort Gillem, Ga., at Chattanooga, Tenn.	Sep 09	\$286,959
NB Pearl Harbor, Hawaii @ American Samoa	Apr 09	\$283,845
Fort Gillem at Atlanta	May 09	\$258,827
Fort Gillem at Chattanooga	Mar 09	\$253,292
Fort Gillem at Chattanooga	Jun 09	\$250,243
Fort Gillem at Atlanta	Jul-Aug 09	\$246,659
NB Pearl Harbor at Hilo, Hawaii	May 09	\$238,570
Fort Gillem at Atlanta	Mar 09	\$221,218
NB Pearl Harbor at Hilo	Oct 08	\$216,940
Fort Bragg South at Charlotte	Dec 08	\$211,279
Eglin AFB, Fla., at Duke Field, Fla.	May 09	\$200,615
Fort Gillem at Chattanooga	Dec 08	\$199,486
Fort Jackson, S.C., at Greenville, S.C.	Oct 08	\$181,624
NAS Jacksonville, Fla. at Miami	Apr 09	\$180,798
Fort Campbell, Ky., at Knoxville, Tenn.	Apr 09	\$166,405
Patrick AFB, Fla., at Miami	Nov 08	\$165,000
Fort Bragg South at Charlotte	Aug 09	\$156,739
Maxwell AFB, Ala., at Fort McClellan, Ala.	Oct 08	\$155,405
Fort Jackson at Greenville	Aug 09	\$148,585
NCBC Gulfport & Keesler AFB, Miss., at Camp Shelby, Miss.	Feb 09	\$113,679
Fort Drum, N.Y., at Burlington, Vt.	Jun 09	\$106,381
Keesler at Camp Shelby	Jul 09	\$105,021
Little Rock at Camp Robinson	Oct 08	\$100,844
Eglin at Mobile, Ala.	Oct 08	\$100,362

employment programs, developing a 21st Century Leadership Development Program, and designing a Succession Management Program that makes it possible for students to become management interns and employees to become upwardly mobile.

Career opportunities for individuals with targeted disabilities received



Produce Manager Dale Richter (now retired) and Store Director Victoria Best-Rush, McChord Commissary, Wash. Photo: Nancy O'Neil



renewed focus, with 126 on board, as we work toward the 2 percent of the workforce goal mandated by the Department of Defense.

Our Workforce of the Future program evolved into Workforce Shaping, giving store management greater flexibility in scheduling work and providing career opportunities for employees.

We began developing the Commissary Levels of Authorized Standard Services program, or CLASS, in February and should have it deployed to the workforce by the end of fiscal 2010, with full integration expected by the end of fiscal 2013. Team members have determined there are more than 2,200 tasks performed at an average commissary almost daily to deliver the benefit to customers. CLASS provides a process to ensure uniform delivery of services by all stores within available funding.

Communication and awareness. Dynamic marketing campaigns engaged our customers and energized store associates and vendors, who developed imaginative local programs.

The “Every Day is Mom’s Day” campaign, initiated to pamper moms with a variety of specially priced health and beauty care products set aside just for them, started in January and ran through Mother’s Day. McChord Air Force Base Commissary, Wash., enhanced it’s merchandising by using a Victorian theme, with 60 staff members dressed in period clothing (*see left*), and Victorian-style



displays. Produce vendors treated selected moms with gift baskets containing fruit and affordable “little luxuries” from the commissary, such as lotions and scrubs.

The ongoing “Li'l Heroes Baby Program” campaign started in July, emphasizing how the benefit serves the whole family. A special section of DeCA’s Web site offers articles from the DeCA dietitian and the home economist, as well as links to other government sources providing tips and advice to new parents. The Li'l Heroes Benefit Bulletin provides access to military-exclusive vendor Web pages offering special savings and thank-you gifts for subscribers.

Campaigns continued for supporting health and wellness, refreshed by partnerships with agencies including TRICARE, Military OneSource, Army and Air Force Exchange Service, and the U.S. Department of Health and Human Services. DeCA promoted the

Surgeon General’s “Healthy Youth for a Healthy Future” initiative; the HHS’s “Eat Healthy and Be Active Your Way” proclamation in support of the National President’s Challenge, and DeCA’s own ongoing “It’s Your Choice, Make It Healthy” program.

Health and wellness became hot topics in social media as well, with DeCA establishing outreach on both Twitter and Facebook, chatting about everything from money-saving events to recipes to special diets for medical conditions. DeCA’s Twitter page, <http://twitter.com/TheCommissary>, keeps followers current on the latest cost-saving programs, promotions and events at commissaries worldwide; shares information unique to those stores; and discusses issues that affect customers and industry partners. The DeCA dietitian continued her second year of outreach via Twitter, http://twitter.com/deca_dietitian.

The Facebook fan page, <http://www.facebook.com/pages/Defense-Commissary-Agency/131694158961?ref=ts>, includes postings on the latest happenings at commissaries, information on special events and promotions, a variety of photos and videos, and answers to frequently asked questions.

Reaching customers via printed page remains a viable option as well, and to that end, DeCA’s dietitian is featured regularly in “Eating Well Your Way,” a quarterly, industry-funded, health and wellness magazine that made its debut with a fall issue.



The commissary – it’s worth the trip!



Annette Inness (left) and Carrie Bailey (right), meat department workers, and Steven Hake (center), meatcutter, San Diego Commissary, Calif. *Photo: William Vick*

Performance and accountability.

DeCA's stewardship continues to reflect total commitment to fiscal responsibility. Earning an eighth consecutive, unqualified opinion from independent auditors on its fiscal 2009 financial statements. Only three other Department of Defense organizations have achieved this level of performance.

It's important to us to be impeccable stewards of the funds entrusted to us to deliver the benefit. For every taxpayer dollar appropriated in fiscal 2009, authorized shoppers received \$2.18 in savings.

To measure performance in meeting strategic goals and objectives, DeCA has used the "balanced scorecard" since late fiscal 2006 to clarify goals and complement best business strategies. This tool also provides a blueprint for future years' investments in technologies, programs and product support needed to provide the benefit.

Critical performance measures from all four perspectives maintained their "green" ratings: financial, internal business and process, customer, and learning and growth perspectives.

Another critical gauge of DeCA's success remains the Commissary Customer Satisfaction Survey. Customers rated DeCA at 4.67, on a scale of 1 to 5, the highest score in agency history. Scores on all questions exceeded fiscal 2008 scores, with ratings on checkout waiting time most improved, rising from 4.56 in fiscal 2008 to 4.65 in fiscal 2009.

Also, the American Customer Satisfaction Index rated commissaries at 76, a score matching that of the commercial supermarket industry.



Juri Kouda, sales store checker, Sagamihara Commissary, Japan. *Photo: Ronald Yoder*

DeCA FINANCIALS ...

DEFENSE COMMISSARY AGENCY CONSOLIDATED BALANCE SHEETS AS OF SEPT. 30 (in thousands)



The commissary –
it's worth the trip!

Assets

Intragovernmental:	2009	2008
Fund balance with Treasury (Note 2)	\$ 668,291	\$ 601,104
Accounts receivable and other	74	27
Total intragovernmental assets	668,365	601,131
Cash	74,368	108,734
Accounts receivable and other, net	46,884	43,099
Inventory	400,397	386,401
General property, plant, and equipment, net (Note 3)	798,918	822,564
Total assets	\$ 1,988,932	\$ 1,961,929

Liabilities (Note 4)

Intragovernmental:		
Accounts payable	\$ 63,346	\$ 124,286
Other liabilities	42,058	41,130
Total intragovernmental liabilities	105,404	165,416
Accounts payable	472,945	476,126
Federal Employees Compensation Act actuarial liability	167,351	162,455
Environmental liabilities	31,075	31,266
Other liabilities	95,411	87,746
Total liabilities	\$ 872,186	\$ 923,009

Net position (Note 5)

Unexpended appropriations	\$ 111,697	\$ 50,326
Cumulative results of operations – earmarked fund (Note 9)	1,057,105	1,027,424
Cumulative results of operations - other funds	(52,056)	(38,830)
Total cumulative results of operations	1,005,049	988,594
Total net position	\$ 1,116,746	\$ 1,038,920
Total liabilities and net position	\$ 1,988,932	\$ 1,961,929

The accompanying notes are an integral part of the financial statements. Only notes pertaining to this summary page are included.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR YEARS ENDED SEPT. 30, 2009 AND 2008**

NOTE 2 - FUND BALANCE WITH TREASURY

FBWT consists of three types of funds – appropriated funds, revolving, and trust funds. Appropriated funds include the commissary operations, military construction, military construction recovery act, and Hurricane Katrina funds. The revolving fund relates to DeCA’s resale stocks fund, and the trust fund relates to the surcharge collections fund; and

The following table shows the balance for each type of fund as of Sept. 30, 2009 and 2008:

Fund balances:	2009	2008
Appropriated funds	\$ 302,964	\$ 284,111
Revolving fund	41,505	28,114
Trust fund	323,822	288,879
Total	\$ 668,291	\$ 601,104

The following table shows the status of the fund balances as of Sept. 30, 2009 and 2008:

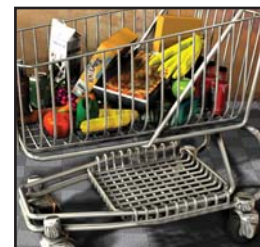
Status of fund balances:	Appropriated	Revolving	Trust	Total
Unobligated balance available	\$ 68,284	\$ -	\$ 14,331	\$ 82,615
Unobligated balance unavailable	10	-	-	10
Obligated balance not yet disbursed, net of contract authority	234,670	41,505	309,491	585,666
Total as of Sept. 30, 2009	\$ 302,964	\$ 41,505	\$323,822	\$668,291

Status of fund balances:	Appropriated	Revolving	Trust	Total
Unobligated balance available	\$ 18,316	\$ -	\$ -	\$ 18,316
Unobligated balance unavailable	5	-	-	5
Obligated balance not yet disbursed, net of contract authority	265,790	28,114	288,879	582,783
Total as of Sept. 30, 2008	\$ 284,111	\$ 28,114	\$288,879	\$601,104



Grace Guilbault, sales store checker, Robins Commissary, Ga. Photo: Rick Brink

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR YEARS ENDED SEPT. 30, 2009 AND 2008**



The commissary –
it's worth the trip!

NOTE 3 - GENERAL PROPERTY, PLANT, AND EQUIPMENT

General property, plant, and equipment (PP&E) at Sept. 30, 2009 and 2008 is summarized as follows:

PP&E category	Acquisition Value	Accumulated Depreciation	Net
Buildings, structures, and facilities	\$ 1,968,443	\$ (1,332,038)	\$ 636,405
Software	33,199	(17,211)	15,988
Equipment and other assets	151,636	(66,233)	85,403
Assets under capital lease	4,396	(4,396)	-
Construction in progress	61,122	-	61,122
Total as of Sept. 30, 2009	\$ 2,218,796	\$ (1,419,878)	\$ 798,918

PP&E category	Acquisition Value	Accumulated Depreciation	Net
Buildings, structures, and facilities	\$ 1,920,959	\$ (1,280,894)	\$ 640,065
Software	32,501	(13,078)	19,423
Equipment and other assets	162,541	(66,909)	95,632
Assets under capital lease	4,396	(1,465)	2,931
Construction in progress	64,513	-	64,513
Total as of Sept. 30, 2008	\$ 2,184,910	\$ (1,362,346)	\$ 822,564

Our values ...

Leadership: We expect passion, courage and excellence!



Integrity: We demand honesty, professionalism and trustworthiness!

Flexibility: We cultivate innovation, empowerment and competence!

Enjoyment: We foster teamwork, recognition and opportunity!

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR YEARS ENDED SEPT. 30, 2009 AND 2008**

NOTE 4 - LIABILITIES

The following table summarizes total liabilities covered and not covered by budgetary resources as of Sept. 30, 2009 and 2008:

	Covered by Budgetary Resources	Not Covered by Budgetary Resources	Total
Intragovernmental:			
Accounts payable	\$ 63,346	\$ -	\$ 63,346
Other liabilities	3,881	38,177	42,058
Subtotal	67,227	38,177	105,404
With the public:			
Accounts payable	472,945	-	472,945
Federal Employees Compensation Act actuarial liability	-	167,351	167,351
Environmental liability	-	31,075	31,075
Other liabilities	30,790	64,621	95,411
Subtotal	503,735	263,047	766,782
Total as of Sept. 30, 2009	\$ 570,962	\$ 301,224	\$ 872,186

	Covered by Budgetary Resources	Not Covered by Budgetary Resources	Total
Intragovernmental:			
Accounts payable	\$ 124,286	\$ -	\$ 124,286
Other liabilities	3,391	37,739	41,130
Subtotal	127,677	37,739	165,416
With the public:			
Accounts payable	476,126	-	476,126
Federal Employees Compensation Act actuarial liability	-	162,455	162,455
Environmental liability	-	31,266	31,266
Other liabilities	27,441	60,305	87,746
Subtotal	503,567	254,026	757,593
Total as of Sept. 30, 2008	\$ 631,244	\$ 291,765	\$ 923,009

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR YEARS ENDED SEPT. 30, 2009 AND 2008**



The commissary –
it's worth the trip!

The following table summarizes current and non-current other liabilities as of Sept. 30, 2009 and 2008:

Other liabilities	Current Liabilities	Non-Current Liabilities	Total
Intragovernmental:			
Workers compensation	\$ 16,353	\$ 21,824	\$ 38,177
Employer contributions and payroll taxes payable	3,881	-	3,881
Subtotal	20,234	21,824	42,058
With the public:			
Accrued funded payroll and benefits	30,789	-	30,789
Foreign national separation pay	17,608	-	17,608
Accrued leave	47,014	-	47,014
Subtotal	95,411	-	95,411
Total as of Sept. 30, 2009	\$ 115,645	\$ 21,824	\$ 137,469
Other liabilities	Current Liabilities	Non-Current Liabilities	Total
Intragovernmental:			
Workers compensation	\$ 16,203	\$ 21,536	\$ 37,739
Employer contributions and payroll taxes payable	3,391	-	3,391
Subtotal	19,594	21,536	41,130
With the public:			
Accrued funded payroll and benefits	27,441	-	27,441
Foreign national separation pay	17,068	-	17,068
Accrued leave	41,869	-	41,869
Capital lease liability	-	1,368	1,368
Subtotal	86,378	1,368	87,746
Total as of Sept. 30, 2008	\$ 105,972	\$ 22,904	\$ 128,876

**DEFENSE COMMISSARY AGENCY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR YEARS ENDED SEPT. 30, 2009 AND 2008**

NOTE 5 - NET POSITION

The following table summarizes the net position by fund type as of Sept. 30, 2009 and 2008:

	Working General Funds	Capital Funds	Total
Net position:			
Unexpended appropriations	\$ 12,293	\$ 99,404	\$ 111,697
Cumulative results of operations – earmarked fund	1,057,105	-	1,057,105
Cumulative results of operations – other funds	-	(52,056)	(52,056)
Total cumulative results of operations	1,057,105	(52,056)	1,005,049
Total as of Sept. 30, 2009	\$ 1,069,398	\$ 47,348	\$ 1,116,746
	Working General Funds	Capital Funds	Total
Net position:			
Unexpended appropriations	\$ 11,358	\$ 38,968	\$ 50,326
Cumulative results of operations – earmarked fund	1,027,424	-	1,027,424
Cumulative results of operations – other funds	-	(38,830)	(38,830)
Total cumulative results of operations	1,027,424	(38,830)	988,594
Total as of Sept. 30, 2008	\$ 1,038,782	\$ 138	\$ 1,038,920



McClellan Commissary, Calif. case lot sale. Photo: James Reddington



Kesha Harris, store worker, Great Lakes Commissary, III. Photo: Rick Brink

**DEFENSE COMMISSARY AGENCY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR YEARS ENDED SEPT. 30, 2009 AND 2008**



*The commissary –
it's worth the trip!*

Note 9 – EARMARKED FUND

The following table presents condensed data relating to DeCA's earmarked fund, the surcharge collections trust fund, as of and for the years ended Sept. 30, 2009 and 2008.

Balance Sheet	2009	2008
Assets		
Fund balance with Treasury	\$ 323,822	\$ 288,879
Cash and accounts receivable	4,038	5,882
Property, plant, and equipment	780,093	799,122
Total assets	\$ 1,107,953	\$ 1,093,883
Liabilities		
Accounts payable	\$ 19,773	\$ 35,193
Environmental liabilities	31,075	31,266
Total liabilities	50,848	66,459
Cumulative results of operations	1,057,105	1,027,424
Total liabilities and net position	\$ 1,107,953	\$ 1,093,883
Earmarked Fund – Statement of Net Cost		
Program costs	\$ 281,651	\$ 267,831
Earned revenue	(306,248)	(295,872)
Net income from operations	\$ (24,597)	\$ (28,041)



Our goals ...

- Preserve and deliver a premier quality-of-life benefit.
- Transform the workforce to become more agile, knowledgeable and motivated to provide exceptional customer service.
- Maintain and communicate the relevance of the commissary benefit through constant innovation and by strengthening our internal governance.



Cover design: Mike Cerny