

# Appendix L

## UPH Customer Satisfaction

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The CD placed in the back inside cover contains the following UPH customer satisfaction information and data:

- ◆ ~~Air Force Instruction 32-6005, Managing UPH, extract~~
- ◆ Army UPH survey memo (January 21, 2005)
- ◆ Army UPH Survey Summary
- ◆ Navy UPH Survey
- ◆ DMDC Unaccompanied Member Survey results (summarized).

Appendix L

UPH Customer Satisfaction

Army 2005 Senior Enlisted Survey  
about UPH

**Results of Survey on Barracks Complexes (108 Responses)**  
**Sergeant Major of the Army's CSM Nominative Conference**  
**9 to 13 January 2005, Fort Bliss, Texas**

Survey drafted and analyzed by Mr. George Mino, DAIM-FDH, 703-601-2487  
20 January 2005

**Introduction**

Just as Transformation is impacting force structure, equipment, and doctrine, the Army also must seek new ways to improve the facilities that support the Army's home station mission. The CSA/SA FY 2005 Game Plan says the Army currently has an "unprecedented window of opportunity" for improvements,

*"Leaders must shape behavior to achieve innovation. They must continually challenge stratified ways of thinking and remove impediments to institutional innovation. This is central to shaping a culture that embraces change, rewards innovation, and underwrites the risk associated with experimentation....In seeking to innovate – to move beyond incremental improvements – Army military and civilian leaders must also continue to search for best practices (in relevant industrial and commercial enterprises and with other Services and foreign military establishments)."*

We need to embrace the above approach to determine where to "change Army culture to reflect new realities". From a facilities perspective, our challenge is to make them more economical, increase their adaptability to support changing missions, and improve the quality of life they provide for soldiers and families. With these challenges in mind, request your thoughts on several issues and ideas that are being considered.

**Demographic Data**

**Component :**

- a. Active: 64%
- b. USAR: 18%
- c. ARNG: 19%

**Level Serving :**

- a. Unit/Division/Corps: 53%
- b. Major Command (or HQs): 38%
- c. Installation: 9%

## Survey Questions – Please Circle Your Answers

### Who should live in the barracks?

Background: On installations in the U.S., Army policy requires all bona fide, enlisted bachelors at and below the rank of Staff Sergeant (E-6) to live in barracks. Because of a variety of reasons (such as not enough available quarters), only about 17% of single Staff Sergeants live in barracks in the US (the others collect BAH), and at some locations, the majority of single Sergeants and Staff Sergeants are residing off post and collecting BAH entitlements. Some have argued it's time to give more soldiers the choice to receive BAH and live off post, while others have argued that changes would adversely impact development of Army ethos. Mandatory barracks assignment policies for the other Services at U.S. installations are: USMC, E-5 and below; Air Force, E-4 and below; and Navy, E-3 and below. Please answer the following questions regarding possible changes to Army barracks assignment policies.

1. Question: All single Staff Sergeants on U.S. installations should have the choice to live in barracks or receive BAH. This would leave Sergeants with the responsibility to maintain good order and discipline in the barracks.
  - a) **Strongly Agree** (All 43%) (Active 60%, USAR 11%, ARNG 16%) (Unit 38%, Inst 33%, MACOM/HQ 51%)
  - b) **Agree** (All 36%) (Active 25%, USAR 58%, ARNG 53%) (Unit 36%, Inst 44%, MACOM/HQ 41%)
  - c) **Neither Agree or Disagree** (All 3%) (Active 1%, USAR 11%, ARNG 0%) (Unit 4%, Inst 0%, MACOM/HQ 0%)
  - d) **Disagree** (All 14%) (Active 10%, USAR 16%, ARNG 26%) (Unit 19%, Inst 11%, MACOM/HQ 8%)
  - e) **Strongly Disagree** (All 4%) (Active 3%, USAR 5%, ARNG 5%) (Unit 4%, Inst 11%, MACOM/HQ 0%)
  
2. Question: All single Sergeants and Staff Sergeants on U.S. installations should have the choice to live in barracks or receive BAH. This would leave Corporals and senior Specialists with the responsibility to maintain good order and discipline in the barracks.
  - a) **Strongly Agree** (All 14%) (Active 19%, USAR 6%, ARNG 5%) (Unit 10%, Inst 50%, MACOM/HQ 11%)
  - b) **Agree** (All 15%) (Active 14%, USAR 17%, ARNG 16%) (Unit 17%, Inst 13%, MACOM/HQ 14%)
  - c) **Neither Agree or Disagree** (All 6%) (Active 6%, USAR 0%, ARNG 11%) (Unit 6%, Inst 0%, MACOM/HQ 9%)
  - d) **Disagree** (All 44%) (Active 42%, USAR 39%, ARNG 53%) (Unit 42%, Inst 38%, MACOM/HQ 51%)
  - e) **Strongly Disagree** (All 22%) (Active 19%, USAR 39%, ARNG 16%) (Unit 25%, Inst 0%, MACOM/HQ 14%)

3. Question: Soldiers who re-enlist (and is at least a Corporal or Specialist) should be allowed the choice to live in barracks or receive BAH.
- a) **Strongly Agree** (All 10%) (Active 15%, USAR 0%, ARNG 6%) (Unit 10%, Inst 11%, MACOM/HQ 11%)
  - b) **Agree** (All 10%) (Active 10%, USAR 5%, ARNG 17%) (Unit 8%, Inst 0%, MACOM/HQ 16%)
  - c) **Neither Agree or Disagree** (All 6%) (Active 6%, USAR 5%, ARNG 6%) (Unit 4%, Inst 11%, MACOM/HQ 8%)
  - d) **Disagree** (All 56%) (Active 51%, USAR 58%, ARNG 72%) (Unit 58%, Inst 67%, MACOM/HQ 55%)
  - e) **Strongly Disagree** (All 17%) (Active 18%, USAR 32%, ARNG 0%) (Unit 21%, Inst 11%, MACOM/HQ 11%)
4. Question: AR 210-50 does not allow the construction of new barracks for non-custodial parents (soldiers paying child support and who do not have custody). Barracks programming rules assume these soldiers live off post and receive BAH at the without dependent rate. These soldiers can also chose to live in barracks, on a space available basis, but they only receive the difference between the with and without dependent BAH rate. If their child support payments are large, soldiers living off-post could be financially strapped to meet living expenses. For this reason, commanders usually try to get such soldiers in barracks. The problem is that the number of available spaces for this use is decreasing due to new construction and demolition of old, surplus barracks. Do you believe the Army should allow construction of additional barracks for non-custodial parents? (Choose one)
- a) **Yes for Staff Sergeant and below** (All 36%) (Active 36%, USAR 37%, ARNG 33%) (Unit 33%, Inst 22%, MACOM/HQ 44%)
  - b) **Yes for Staff Sergeant and below but only if they forfeit their reduced BAH** (difference between with and without dependent rate) (All 31%) (Active 30%, USAR 32%, ARNG 33%) (Unit 31%, Inst 22%, MACOM/HQ 28%)
  - c) **Yes for Corporal/Specialist and below** (All 12%) (Active 10%, USAR 16%, ARNG 11%) (Unit 17%, Inst 22%, MACOM/HQ 3%)
  - d) **Yes for Corporal/Specialist and below but only if they forfeit their reduced BAH** (difference between with and without dependent rate) (All 7%) (Active 7%, USAR 0%, ARNG 11%) (Unit 8%, Inst 0%, MACOM/HQ 8%)
  - e) **No, they should live off post if no barracks spaces are available** (All 15%) (Active 16%, USAR 16%, ARNG 11%) (Unit 12%, Inst 33%, MACOM/HQ 18%)

5. Question: Army policy allows geographic bachelors to live in barracks on a space available basis. Do you think this policy should be continued?
- Yes for Staff Sergeant and below** (All 71%) (Active 68%, USAR 79%, ARNG 85%) (Unit 74%, Inst 56%, MACOM/HQ 74%)
  - Yes for Corporal/Specialist and below** (All 16%) (Active 16%, USAR 21%, ARNG 10%) (Unit 15%, Inst 11%, MACOM/HQ 21%)
  - No, they should not be allowed to live in the barracks even if space is available.** (All 11%) (Active 16%, USAR 0%, ARNG 5%) (Unit 11%, Inst 33%, MACOM/HQ 5%)
6. Question: Army policy does not allow the construction of new barracks for geographic bachelors. Although these soldiers are allowed to live in the barracks on a space available basis, the number of available spaces for such use is decreasing. Do you believe the Army should allow construction of additional barracks for geographic bachelors? (Chose one)
- Yes for Staff Sergeant and below** (All 45%) (Active 33%, USAR 61%, ARNG 70%) (Unit 49%, Inst 33%, MACOM/HQ 41%)
  - Yes for Corporal/Specialist and below** (All 13%) (Active 11%, USAR 22%, ARNG 10%) (Unit 13%, Inst 0%, MACOM/HQ 16%)
  - No, they should live off-post if no barracks spaces are available** (All 42%) (Active 56%, USAR 17%, ARNG 20%) (Unit 38%, Inst 67%, MACOM/HQ 43%)
7. Question: Under current policy, Installation Commanders may authorize single Staff Sergeants and below to collect BAH and live off post "when adequate housing is not available and military necessity is not a factor". Which statement below best describes what you think about this policy?
- It is a sound policy and implemented fairly** (All 25%) (Active 28%, USAR 26%, ARNG 15%) (Unit 26%, Inst 44%, MACOM/HQ 23%)
  - It is a sound policy but definitions of "adequate" and "military necessity" are so ambiguous that soldiers in lousy barracks are rarely allowed to live off post** (All 58%) (Active 66%, USAR 53%, ARNG 40%) (Unit 55%, Inst 56%, MACOM/HQ 64%)
  - No opinion** (All 16%) (Active 6%, USAR 21%, ARNG 45%) (Unit 19%, Inst 0%, MACOM/HQ 13%)

### Barracks Privatization

Background: The Navy currently has two solicitations in San Diego, CA and Hampton Roads, VA to provide several hundred privatized barracks for E-3's and below. These sailors currently live on the ships while in port. The units will likely be 2-bedroom/2 bath apartments with a living room, full kitchen, and washer and dryer. The Navy is hoping Barracks Privatization will be as successful as Family Housing Privatization in providing private sector capital and expertise to expedite getting sailors off ships. If Barracks Privatization is shown to be economically attractive (including what to do during deployments), please answer the following:

8. Question: Privatization regulations promulgated by the Office of Management & Budget would essentially require the barracks to be operated and managed like a private sector apartment complex. For example, the developer could strive to maintain unit integrity, but it could not be guaranteed. Also, barracks rules (such as expectations for behavior, hygiene, etc) would be clearly conveyed and consequences would be established for non-compliance. In certain situations, the developer may seek assistance from the chain of command or MP's to maintain good order and discipline. Do you think junior enlisted soldiers could live in such barracks with the understanding that problem soldiers could be temporarily removed and placed in a traditional military managed barracks? (Choose one)
- a) **Good Order and Discipline could be maintained with Barracks Privatization** (All 66%) (Active 72%, USAR 53%, ARNG 60%) (Unit 62%, Inst 78%, MACOM/HQ 74%)
  - b) **Good Order and Discipline could NOT be maintained with Barracks Privatization** (All 29%) (Active 25%, USAR 37%, ARNG 35%) (Unit 33%, Inst 11%, MACOM/HQ 24%)
  - c) **No opinion** (All 5%) (Active 3%, USAR 11%, ARNG 5%) (Unit 6%, Inst 11%, MACOM/HQ 3%)
9. Question: To maintain Good Order and Discipline and Readiness (Warrior Ethos), which statement best reflects your thoughts about the need for unit integrity in Privatized Barracks? (Chose one)
- a) **Should be maintained at the Brigade Level** (All 12%) (Active 12%, USAR 16%, ARNG 10%) (Unit 13%, Inst 0%, MACOM/HQ 13%)
  - b) **Should be maintained at least at Battalion Level** (All 28%) (Active 30%, USAR 26%, ARNG 25%) (Unit 30%, Inst 11%, MACOM/HQ 29%)
  - c) **Should be maintained at least at Company Level** (All 31%) (Active 24%, USAR 37%, ARNG 50%) (Unit 31%, Inst 22%, MACOM/HQ 32%)
  - d) **Should be maintained at least at the Platoon Level** (All 8%) (Active 6%, USAR 16%, ARNG 5%) (Unit 11%, Inst 11%, MACOM/HQ 3%)
  - e) **Unit integrity in the barracks is not necessary to maintain Good Order and Discipline, and Readiness.** (All 21%) (Active 28%, USAR 5%, ARNG 10%) (Unit 15%, Inst 56%, MACOM/HQ 24%)

10. Question: The existing barracks construction standard is a “1+1” module with 2-bedrooms (each with a walk-in closet), a shared bathroom, and a shared kitchenette (limited counter space, 2-burner cook top, microwave oven, and a refrigerator, but no space for a table or chairs). What do you think of the Barracks Privatization construction standard for a typical private sector 2-bedroom/2-bath apartment with a living/dining room, standard kitchen, and a clothes washer and dryer? Each apartment would be shared by two junior enlisted soldiers (Specialist/Corporal and below). (Choose one)
- a) **Good idea** – New barracks should be similar to private sector housing (consistent with single or married soldiers of the same rank receiving BAH). (All 76%) (Active 76%, USAR 78%, ARNG 75%) (Unit 74%, Inst 89%, MACOM/HQ 79%)
  - b) **Bad idea** – The existing “1+1” housing standard for single junior enlisted soldiers is adequate and should not be improved further. (All 21%) (Active 22%, USAR 22%, ARNG 15%) (Unit 23%, Inst 0%, MACOM/HQ 21%)
  - c) **No opinion** (All 3%) (Active 1%, USAR 0%, ARNG 10%) (Unit 4%, Inst 11%, MACOM/HQ 0%)
11. Question: As barracks standards have evolved over the years, the newest barracks have had more privacy, been larger, and had more amenities. How do you think this improvement in barracks standards impacts the “haves” and “haves not” issue? (Choose one)
- a) **Not an issue** - Although it is inevitable that some “have nots” will feel left out, the majority of soldiers will appreciate the Army’s continuing commitment to improving single soldier quality of life. (All 70%) (Active 76%, USAR 68%, ARNG 53%) (Unit 61%, Inst 78%, MACOM/HQ 78%)
  - b) **Issue is a problem** - The current differences in new or renovated barracks is already causing such strong feelings among the “have nots” that further improvements would hurt overall morale and possibly create dissension. (All 17%) (Active 15%, USAR 16%, ARNG 26%) (Unit 24%, Inst 11%, MACOM/HQ 11%)
  - c) **No opinion** (All 13%) (Active 9%, USAR 16%, ARNG 21%) (Unit 15%, Inst 11%, MACOM/HQ 11%)

12. Question: What, if any, benefits would arise from improving the “1+1” barracks standard? (Choose ALL that apply).
- a) **Improve recruitment and retention** (All 83%) (Active 85%, USAR 78%, ARNG 80%) (Unit 85%, Inst 75%, MACOM/HQ 82%)
  - b) **No impact on recruitment and retention** (All 7%) (Active 6%, USAR 11%, ARNG 5%) (Unit 6%, Inst 0%, MACOM/HQ 8%)
  - c) **Improve readiness** (All 47%) (Active 46%, USAR 56%, ARNG 40%) (Unit 50%, Inst 25%, MACOM/HQ 47%)
  - d) **No impact on readiness** (All 20%) (Active 18%, USAR 28%, ARNG 20%) (Unit 19%, Inst 13%, MACOM/HQ 24%)
  - e) **Hurts readiness** (All 0%) (Active 0%, USAR 0%, ARNG 0%) (Unit 0%, Inst 0%, MACOM/HQ 0%)
  - f) **Improve morale** (All 61%) (Active 54%, USAR 67%, ARNG 80%) (Unit 67%, Inst 13%, MACOM/HQ 61%)
  - g) **No impact on morale** (All 6%) (Active 4%, USAR 17%, ARNG 0%) (Unit 4%, Inst 0%, MACOM/HQ 8%)
  - h) **Hurts morale** (due to “have nots”) (All 3%) (Active 3%, USAR 0%, ARNG 5%) (Unit 2%, Inst 0%, MACOM/HQ 5%)

#### Barracks Central Management

Background: An alternative to Barracks Privatization is for management of the barracks to be turned over to the installation housing office. This would relieve NCO's of all responsibility for buildings and grounds maintenance, check-in/check-out inspections, and room assignments (unit integrity would still be retained to the greatest extent practical). Good order and discipline within the barracks would still be the responsibility of NCO's living in the barracks. Similar to the policy for family housing, the housing office (in coordination with the chain of command) would only conduct “health and welfare” inspections when there is a cause for concern.

13. Question: This concept has already been implemented in varying degrees at some installations (Forts Hood, Sill, Meade). How do you feel about larger scale implementation of this concept? (Choose one)
- a) **Good idea** – NCO's are already overburdened so this would allow NCO's to focus on core competencies (soldiers versus buildings). (All 65%) (Active 72%, USAR 53%, ARNG 55%) (Unit 57%, Inst 67%, MACOM/HQ 75%)
  - b) **Bad idea** – NCO's must have total control over the barracks to maintain Warrior Ethos. (All 22%) (Active 20%, USAR 26%, ARNG 25%) (Unit 28%, Inst 22%, MACOM/HQ 14%)
  - c) **No opinion** (All 13%) (Active 8%, USAR 21%, ARNG 20%) (Unit 15%, Inst 11%, MACOM/HQ 11%)

14. Question: Some soldiers in the barracks complain that rules and policies are generally established based on controlling “problem” soldiers; and such onerous rules are not only unnecessary for the majority of the soldiers, but that they also hurt retention of “good” soldiers. What do you think about this line of thinking? (Choose one)
- a) **Barracks rules should assume the majority of soldiers will act responsibly** if properly informed about expectations and consequences, and the chain of command should deal with non-compliance. (All 91%) (Active 91%, USAR 89%, ARNG 95%) (Unit 89%, Inst 100%, MACOM/HQ 95%)
  - b) **Barracks rules should assume the majority of soldiers would NOT act responsibly** without onerous rules, frequent inspections, and a visible leadership presence in the barracks. (All %) (Active 8%, USAR 5%, ARNG 0%) (Unit 8%, Inst 0%, MACOM/HQ 3%)
  - c) **No opinion** (All 3%) (Active 2%, USAR 5%, ARNG 5%) (Unit 4%, Inst 0%, MACOM/HQ 2%)

#### Food Service

Background: Soldiers assigned to barracks are typically provided a meal card for use at a dining facility. Such soldiers can only receive BAS under special circumstances, such as missions that keep them from using the dining facilities during normal hours.

15. Question: Do you believe soldiers assigned to barracks should have a choice to receive BAS, with the understanding that a soldier could be temporarily placed back on a meal card if the leadership believes they are not getting proper nutrition? (Choose one)
- a) **Yes for Staff Sergeants and Sergeants** (All 25%) (Active 24%, USAR 26%, ARNG 26%) (Unit 28%, Inst 0%, MACOM/HQ 26%)
  - b) **Yes for Staff Sergeants, Sergeants, and Corporals/Specialists** (All 13%) (Active 16%, USAR 5%, ARNG 11%) (Unit 7%, Inst 33%, MACOM/HQ 16%)
  - c) **Yes for all ranks** (All 29%) (Active 34%, USAR 26%, ARNG 16%) (Unit 28%, Inst 33%, MACOM/HQ 29%)
  - d) **No, the current policy should remain** (BAS only issued under special circumstances) (All 33%) (Active 26%, USAR 42%, ARNG 47%) (Unit 37%, Inst 33%, MACOM/HQ 29%)

16. Question: In the past, our objective was to provide a dining facility for each brigade barracks complex. Some leaders have surmised that eating together helps build unit cohesion. However, economic realities and changing soldier preferences are creating a shift toward consolidated, open dining facilities that serve certain areas of an installation (Forts Carson, Lewis, Sam Houston). Do you think, it is necessary for each brigade to have its own dining facility?
- a) **Strongly Agree** (All 14%) (Active 18%, USAR 11%, ARNG 5%) (Unit 15%, Inst 11%, MACOM/HQ 10%)
  - b) **Agree** (All 25%) (Active 30%, USAR 16%, ARNG 16%) (Unit 33%, Inst 11%, MACOM/HQ 18%)
  - c) **Neither Agree or Disagree** (All 19%) (Active 13%, USAR 32%, ARNG 26%) (Unit 15%, Inst 22%, MACOM/HQ 26%)
  - d) **Disagree** (All 33%) (Active 28%, USAR 37%, ARNG 47%) (Unit 33%, Inst 44%, MACOM/HQ 36%)
  - e) **Strongly Disagree** (All 9%) (Active 10%, USAR 5%, ARNG 5%) (Unit 4%, Inst 11%, MACOM/HQ 10%)

#### Brigade and Battalion Headquarters Buildings

Background: New brigade complexes currently include a separate headquarters building for the brigade and each battalion. Compared to maneuver brigades in the Current Force, new Modular Brigade Combat Teams (Units of Action) have more battalions, and the brigade headquarters staff has increased. Further changes are also likely during the useful life of new buildings. Therefore, instead of constructing separate buildings, there is a proposal to build a consolidated "BCT Command & Control Facility". Such a facility would be a typical low to mid-rise office building that could be easily reconfigured to the changing requirements of the unit. This concept would save money and considerably reduce the development footprint.

17. Question: What do think about this concept? (Choose one)
- a) **Good idea** – BCT's need the flexibility to easily adapt to changing mission and force structure, and the proximity of the staffs would lead to greater synergy and coordination. (All 77%) (Active 76%, USAR 68%, ARNG 85%) (Unit 69%, Inst 89%, MACOM/HQ 87%)
  - b) **Bad idea** – Economic and flexibility benefits would be outweighed by the proximity of the staffs, which would be detrimental to leader development and possible micromanagement by the brigade staff. (All 13%) (Active 12%, USAR 26%, ARNG 5%) (Unit 19%, Inst 11%, MACOM/HQ 8%)
  - c) **No opinion** (All 10%) (Active 12%, USAR 5%, ARNG 10%) (Unit 13%, Inst 0%, MACOM/HQ 5%)

ESSAY QUESTION 1 – *Should soldiers be forced to live in lousy barracks?*

ESSAY QUESTION 2 – *What is the role of NCO's and the chain of command in the barracks?*

### Essay Question Results of Survey on Barracks Complexes (108 Responses)

Sergeant Major of the Army's CSM Nominative Conference - 9 to 13 January 2005

Survey No.	COMPO	Unit	MACOM	Installation	Essay 1 - Should soldiers live in lousy barracks?	Essay 2 - What is the role of NCO's and the chain of command in the barracks?
93	Active				NO	NCO's and COC should ensure soldier living in the barracks have a safe, secure, and healthy living area. It relates to morale.
7	Active	OCCH-Pentagon			No way. This is a major morale factor for our Soldiers. The mindset established here for the Soldier is what does the Army think I'm worth. Soldiers deserve the best if we expect them to develop into the best.	Minimum involvement except where an individual demonstrates the need for more involvement. Allow Soldiers to police up their buddies based on standards and firm implementation of standards. Major violations of standard should lead to removal from barracks to a more unit-centric controlled environment for six months to a year
80	Active				No!	Control Standards and Discipline.
74	Active	82ND AB	18TH AB CORP/FOR SCOM	Ft Bragg, NC	Absolutely not. There must be some type of outlet for the stressful lifestyle of the American Warrior. It compounds the problem when warriors leave a stressful work environment and return to substandard housing. The basic premise of taking care of our soldiers prohibits us from allowing them to live in unsafe or unsanitary conditions.	Good order and discipline has always been and hopefully will continue to be the responsibility of Commanders. We are responsible for the health, welfare and training of our your warrior 24/7. That includes insuring that they have a safe, functional and secure environment. The tool for the Commander's to do that is the NCO Corps and officer leaders as well. How we do it is immaterial, whether it is Command presence through leader checks at night or NCO's that live in the barracks - leaders are responsible for the good order and discipline in our barracks.
94	Active	HQCECOM	AMC	Ft Monmouth, NJ	No, but you and we as leaders have to do innovative things so this is not the case. Great leadership is the key to any success.	As always the health and welfare of the soldier.
14	Active	Aviation & Missile Cmd	AMC	Redstone Arsonal		The NCO and CoC should allow Soldiers to be responsible for themselves and only intervene when necessary in the barracks. The Barracks concept must go away and apartments should be the future. Whom much is given, more is required and expected.
96	Active	HQDTC	ATEC	Aberdeen, MD	As long as they are safe and a continued effort is being made to upgrade.	To ensure that respect for all is maintained in the barracks. Maintain police of common areas, all personnel are involved. Be familiar with contract of grounds, i.e. grass cutting where and when. Report vehicle maintenance (major) in the parking areas. Work closely with the garrison commander to do their fair share and follow up on work orders that concern maintenance such as heat A/C and security.
59	Active	HQATEC	ATEC	Alexandria, VA	No, it makes me sick to see that after 30 years I still see soldiers living like bums. It's time to fix it regardless of cost.	To monitor the barracks for good order and discipline of the unit.

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73	Active	USMA	CORP OF CADETS	NY	No - however as custodians of the taxpayers' money we need to make sure that living conditions of our soldiers are standardized and disciplined.	Custodian supervisors of tax dollars and enforcers of standards of discipline.
57	Active	HRC	DA	Ft Belvoir, VA	Soldiers - all soldiers should enjoy their living space. Good/great barracks living gives each and every soldier the feeling of wanting to go home after a mission filled day. To provide less in the standard of good living space distract from mission and destroys morale.	The role of the NCO should be to solve problems that soldiers can't. This can be from one extreme to another extreme, meaning base the NCO's involvement on the maturity level of the soldier he's responsible for. Soldiers, regardless of age require guidance.
63	Active	DAIG	DAIG	Pentagon	No, we send money every year to improve on something that is broken and needs replacing. Soldiers who live in lousy barracks perform lousy on the job. Environment plays a vital role in a persons overall performance. Lousy barracks should be torn down and new facilities built.	Maintain good order and discipline to improve unit readiness.
106	Active	HQ10th Mntn Div	FORSCOM	Drum	Our warriors should not live in lousy barracks! Nor should our families live in lousy quarters! It is imperative that we as leaders and senior NCO do everything to improve support and recommend the quality of life for our warriors.	The role of an NCO and C of C should be to supervise, inspect and maintain good order and discipline in our barracks. Hold our soldiers responsible for their actions and living standards. Implement and review barracks policies annually with leaders, soldiers and installation PWC.
47	Active	USARSO	FORSCOM	Fort Sam Houston, TX	Yes, when there is no other choice and an action is in place to upgrade conditions. Reality is reality...as long as there is heading to get better.	Present, involved with authority to effect organization of rooms as well as authority to move problem soldiers out when needed.
55	Active	5TH USA	FORSCOM	FSH	No, they deserve better. We ask much of our soldiers and they should receive adequate lodging.	Conduct occasional walk thrus to ensure help and welfare needs are met.
87	Active	101ST AB AIR ASSAULT	FORSCOM	Ft Campbell, KY	No. We owe them the best facilities available. Of course we can't build overnight. it takes time. I believe soldiers understand this.	Should be used to maintain good order and discipline. I liked to be as pilot for the Army in Privatization. To see how it works in my backyard. We have come of the age to trust that the serves creed and Army values will "kick in" I believe that.
86	Active	HHC, XVIII ABN CORPS	FORSCOM	Ft Bragg, NC	NO	Still maintain over watch of the personnel in the barracks. Chain of command must be involved to ensure safety and good order and discipline.

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54	Active	101st ABN Div	FORSCOM	Ft Campbell, KY	No. Soldiers operate the equipment issued to them. If it were a vehicle, the unit along with soldiers would be required to bring it up to standards. The problem with lousy barracks is that they stay lousy because of a plan to renovate or demolish within 2-5 years, thus no funds to support maintenance. (Can a local community surge to support a brigade size unit needing Barracks next week)	NCOs will always have general military authority over all soldiers subordinate to them. The NCOs role should be no more than that of general military authority. We should not hold our soldiers who reside in the barracks to lesser standard of conduct/behavior/decorum. Treat them as mature, responsible adults and most will act that way. Soldiers should know that an NCO reside in the barracks and is there for assistance if needed The Chain of Command should remain the owner and responsible ..
52	Active	HHQ, 7TH ID	FORSCOM	Ft Carson		
88	Active	4th ID	FORSCOM	Ft Hood	No! We should strive to give our soldiers the best we can. If we take care of our soldiers they will perform duties much better. Do we make officers and senior NCO's live in lousy housing? Why would we do that to our trooper? If soldiers live in lousy barracks this will kill retention!	NCOs are checkers. We must keep some SGTs in the billets to maintain the standards. The SGTs should be the one to check on the soldiers. It's also all leaders responsibility to check on their soldiers. If leaders check soldiers we don't have as many barracks problems. Key leaders need to be present on weekends and check soldiers barracks.
85	Active	13 Corps Spt Cmd, III Corps	FORSCOM	Ft Hood, TX	This, and may other questions on this survey are poorly written. Akin to the question "When did you stop beating your wife?" of course the answer to this question is no.	Same as toward family housing.
60	Active	NTC	FORSCOM	Ft Irwin, CA	Absolutely not. Most soldiers come into the Army from a stable home environment where they had a room of their own and parental guidance. Then we get them and in too many cases place them in a lousy barracks, sharing a room with one or more of their peers and little personal space - with usually poor furniture. Its time we get serious about housing our soldiers. We can do this, still maintain standards - but allow soldiers more freedom. We just need to hold them all responsible.	Simply - enforce standards! This can be done regardless of whether the barracks is privatized or not - as long as the policies and regulations continue to support the commanders and not tie their hands.

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Sergeant Major of the Army's CSM Nominative Conference - 9 to 13 January 2005

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68	Active	HQ DIA	HQ DIA	BowlingAFB,DC	No. The soldier is the centerpiece of our Army. They deserve the best.	NCO's and the Chain of Command should ensure that our soldiers have adequate living conditions. They are responsible for the health and wellbeing of our soldiers. Additionally, they are responsible for the accountability and condition of government property. Does this mean they should occasionally visit the barracks and check on our soldiers and their "living spaces" ? Yes. But this doesn't mean the old white glove wall locker inspections. Our soldiers are adults and should be treated as such. Each day we trust them to make life and death decisions in combat situations. We need to trust them to take out the trash.
81	Active	HQUSAREU R	HQUSAREU R	Campbell Bks,GE		
97	Active		HQUSARPA C		No. However we are not going to fix 50 years of neglect overnight without a significant effort (dedicated resources and no 2 year planning cycle to figure out what it will look like). Some of us have no choice, have to put soldiers in what we have especially when local economics can't support due to lack of facilities or cost. Hawaii, Alaska, Japan.	A Big Role. Part of the well being/quality of life of soldiers. Discipline, hygiene and respect for others are basic attributes of society.
50	Active	HQICORP	I CORPS	Fort Lewis, WA	Soldiers should live in what Army has available. Our job as an Army is to ensure not fall into the "lousy" category.	NCOs and Chain of Command have an obligation to ensure the health and welfare of every soldier. I'm not sure that can ever be delegated away by way of privatization. It's not a PLCD type inspection thing, but when things go wrong, the C of Cmd should be on top of it.
8	Active	1st Cav	III Corps	Fort Hood,TX		
58	Active	SWRO	IMA		No, For years we have focused on the Army Family and AFH. During the same time frame we have overlooked our barracks and the sustainment of those facilities. Those barracks are our soldiers homes for all purposes: sleeping, eating, hygiene, and socialization. They also deserve the same quality as married soldiers or civilian counterparts.	Their role should be good order and discipline. Management is not their lane. That area has caused considerable problems with billeting during transformation. We also need to alleviate the growing burden placed on NCOs to do non war fighting missions.

**Essay Question Results of Survey on Barracks Complexes (108 Responses)**

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95	Active		IMA		Not without monetary reimbursement, operational necessity or mission needs.	Address living conditions (support other soldiers quality of life). Monitor interactions between barracks members and provide an intermediating role for friction between barracks members. Access suitable living environment, maintenance issues and appearance standards. Be available to soldiers outside the work environment.
100	Active	IMA SERO	IMA	McPherson	No, our soldiers are the best in the world. They deserve the best we can give. They give so much, including their lives. Surely barracks is a small price to pay in the well-being of our soldiers.	
102	Active	IMA NERO	IMA NERO	Monroe	No soldiers in substandard barracks should get supplement in pay with option to live off the installation. It is important to solve the have vs. have not issue, to give money back to soldiers forced to live in substandard conditions.	The role of every NCO is to make corrections as necessary, including in barracks. Privatized barracks should be administrated by civilians paid to do the job. If it is not privatized, the unit and NCOs must take the role of admin functions.
108	Active	HQINSCOM	INSCOM	Belvoir	No- but with that said even if all soldiers were provided BAH there would still be some who lack the ability to financially manage all that goes with an apartment/house. The Army would have to ensure training is provided to educate soldiers. Financial Management NCO has worked well on Fort Hood. They sat down with soldier and worked a budget and some were authorized to move and others were not. There was only one "PFC" we had to move back on post. Another consideration is there are a number of soldiers coming in the Army with degrees and years of previous employment usually around age 25-32. These single soldiers should be offered BAH and treated like the adults they are. Most parents look forward to their children leaving home between 18-21 years of age. Most of them don't get supervision "the Army" thinks needs to be provided. We need to trust our "soldiers" will do the right thing. There will always be that handful that won't. Don't judge all by them.	Health and welfare specifically because there is no "apartment manager" to check. Soldiers need to pay for damages as do our housing soldiers.

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6	Active	US ArmyMDW	MDW	Ft McNair, DC	No	Responsible for everything that goes on! Why do we focus on single soldiers? Treat them the same as married. Married Soldiers have the choice to live on post, so should the single Soldier. Team Building? Why is it important to keep single Soldiers on post for "development" or team "Building?" Over 50% of our Soldiers are married with no up front barracks time. Are we missing the development of our married Soldiers? CSM Greer
92	Active	USA MED RESEARCH	MEDCOM	Fort Detrick,MD	Absolutely not! Why would we expect soldiers to live in substandard barracks when we would not allow this as well? It is path of failure if we do not attempt to improve living conditions for the men and women who fight our wars.	NCO's should be involved at every level of soldier development and it all begins in the living setting. NCO's are in some installations by the Boss Program because they feel a sense of repercussion if they hold their soldiers to the living standards set by policy. It is nonnegotiable to allow our subordinates to believe that they can live anyway they choose to. Soldiers must be held accountable and NCO's must stay involved as well as the Chain of Command.
25	Active	GPRMC/BA MC	MEDCOM	Fort Sam Houston,TX	If lousy = hazardous to your health, No. If lousy = not up to par with the haves-yes, if clean, safe, well maintained. I understand we have a war on and are transforming the force and have a gazillion competing priorities- how about not just doing major construction projects for long-term but some 10-15 years short-term make-over projects that get endangered barracks returned to clean, safe, neat, well maintained, creatively restored facilities. Then, if we are to remain an all volunteer force with all the deployment demands and challenges required of young Soldiers today & tomorrow-we must invest in quality barracks replacement project continuity.	Ensure NCOs and Soldiers residing in the barracks live like mature, responsible, adults, proud members of our Army, following unit regulations, Army policies, Soldier history, customs, traditions, courtesies. Safe, clean environments are the main goal of the leadership.
90	Active		MEDCOM	FSH	We should never force soldiers to live in lousy, unsafe barracks!	
99	Active	Tripler AMC/Pacific Regional Medical Cmd	MEDCOM	Tripler	Describe "lousy" By some accounts I live in "Lousy" quarters. It is relative. Soldiers should not have to live in dark moldy broken down barracks. My soldiers live in 30 year old barracks that are safe, clean and space adequate. Are there "better" barracks, sure, but what I have is what we work with.	Involved, period!

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69	Active	SDDC	SDDC	Hoffman Bldg, Fort Eustis,VA	No. We always raise an eyebrow or fully engage on having married soldiers living in lousy quarters or off post housing. The same effort needs to happen to ensure that soldiers living in the barracks are provided the best quality of life possible. If we have dollars to beautify installations (landscaping) then we should have dollars to have barracks fitting for our soldiers (our most precious resource).	To, on occasion, check to ensure the quality of life for the residents is maintained; the buildings, rooms and facilities are maintained and functional. Basically the same as we would for the soldiers who live in government/ government lease housing and off post housing.
82	Active	US Recruiting/retention school	SSI	Ft Jackson, NC	Soldiers should not be forced to live in lousy barracks. In order recruit and retain a quality all volunteer force, pay, housing and quality of life for our junior enlisted force must be comparative and as attractive as our competition. Universities and colleges aggressively compete for the same 17-21 year old high school diploma graduates as the Army. These institutions have on going capital spending projects which include housing and support facilities. Soldiers have earned through their service good quality of life. Adequate housing is and should be the foundation which quality of life is built. Good housing sends the message to soldiers of our concern for their well being. The bottom line up front, adequate housing improves moral, increases readiness and sustains the all volunteer Army.	The role of NCO's and the Chain of Command is to provide a safe, secure and clean environment for our soldiers to live in. NCOs should set the example. Standard for care and well being of the facility, personal conduct as well as enforce standards. The chain of command should establish policies and procedures which facilitate the good order and discipline of the force.
70	Active	USMANSCEN	TRADOC	FLW	No, it is unacceptable to permit service men and women to live in substandard facilities. It goes to the heart of well being - quality of life - serving with pride - taking care of soldiers families - and retaining the best.	To ensure a standard is met as to well being.
76	Active	USA Signal Ctr	TRADOC	Fort Gordon,GA	Absolutely not! Soldiers are not second class citizens and should not be treated as such. Quality of life directly impacts morale which then directly impacts retention. We have ignored our infrastructure for far too long. I personally feel that barracks across the Army should be evaluated against a standard. Those that fall below a specified standard should then be a priority w/in the Army.	Oversight. We can trust a soldier to fight and die for their country. We can trust them with some basic adult responsibly like care of facilities. An occasional check of government facilities will establish those very few that may require NCO checks.
72	Active	USARNNC/AVN	TRADOC	Fort Rucker,AL	Barracks are normally lousy if the soldiers make them that way, and NCO's fail to maintain good order and discipline.	To maintain good order and discipline!
67	Active	USAIC	TRADOC	Ft Huachuca, AR		

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51	Active	USAIC	TRADOC	Ft Benning		
84	Active	USA Trans Ctr	TRADOC	Ft Eustis,VA		
79	Active	USATC & FT Jackson	TRADOC	Ft Jackson,SC	No - our soldiers must be placed in barracks that are suitable and to the best standards.	NCOs should have the role of ensuring good order and discipline are maintained. Also should be responsible for ensuring barracks are safe and government property is maintained. Bottom line - NCOs must be involved in the barracks.
61	Active	Armor Center	TRADOC	Ft Knox,KY	No, we the Army owe soldier single and married quality quarters. We speak taking care of the soldier, the soldier is the Center piece of the Army. Leadership needs to show by providing proper resources.	The Chain of Command should always be involved in the soldiers living area. It is not housing where a family lives in one set of quarters. Barracks house large among of soldiers with different cultural -social and economical backgrounds. We the leadership need to provide standards and norms for soldiers of different backgrounds to understand how to live in common areas.
71	Active	HQ CADET CMD	TRADOC	Ft Monroe, VA	Absolutely not.	The CoC should only be responsible for good order and discipline. Unless soldiers or displaying poor personal hygiene or some other indicator. Allow soldiers to grow without harassment (inspection) from the CoC.
75	Active	USAFATCES	TRADOC	Ft Sill,OK	No, every soldier deserves the best we can provide. We owe them as a minimum the Army Standard 1+1. We are not their yet at Ft. Sill. I have soldiers in substandard single soldier quarters. It makes a difference in whether they are willing to stay or want to leave.	
105	Active	Armor School	TRADOC	Knox	What's the definition of lousy barracks? If the barracks do not provide a safe living environment, with complete accommodations and the required living space, then soldiers should not be forced to live in these substandard barracks. I have seen barracks that were considered lousy by soldiers, but possessed the required standards for soldiers to reside in.	If the assignment and control of barracks are controlled by the unit, the NCOs and COC has a significant role to play. They should be responsible to insure that proper maintenance, health, welfare and discipline is maintained in the barracks. The are responsible for developing and implementing an SOP that outlines realistic and attainable standards.
9	Active	a company	u bett	sum where	No... Replace the run-down aged barracks. They should have been down many years ago.	I used to check on my new Soldiers periodically to ensure good morale, hygiene and Soldier qualities. No stand-by the wall locker inspections. My Soldiers would invite me and the commander in to show off new items and their areas. It is technique! The few who can't conform receive the necessary "assistance" to protect the good.:)

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15	Active	Gulf Region Division	USACE	Bagdad17	Dumb question	1. Supervisor: safety, security, functionality, clean
10	Active	USAIS	USAIC/TRASDOC	Ft Benning, GA	No: The quality of living is one of the most important things as an Army could give to our Soldiers-to me its just as important as a quality weapon or any other life protecting equipment.	To establish quality living and ensure all Soldiers are treated equally. To continue to instill the values imbedded during IET. The CoC has to be/stay with their Soldier and this is one of the many ways we do that.
1	Active	104th Div	USARC	Vancouver Bks, VancouverWA	No, as long as you are talking about all Soldiers that AC, RC& NG. There is still a very different in barracks	NCOs are the back bone of this Army. This is an additional duty. NCO to maintain a strong force. This would control drugs and drinking. Which could stop DUI. Which is ? One concerns of taking care of Soldiers.
77	Active	5th SignalCmd	USAREUR	Mannheim,GE	I have been a single soldier in barracks and also a married soldier in quarters and off post. I have also been the geographic bachelor married to another service member. In my opinion, I think the Army should pay all soldiers BAH and BAH and not have housing. Soldiers living in barracks quality of life is so different than that of his other peer that is married and living off post or in quarters. If it is absolutely necessary to have housing for single soldiers take the 1+1 barracks and treat them as a rental - much like the married soldiers are treated. Soldiers are adults and should be treated as such. Dining facs. are great, but I think it should be the soldiers choice to eat there our not. (I realize it is linked to money) I also belive that the amount of money received should be "equal pay for equal work" not receive additional benefits because you chose to have a family. I think that everyone has personal choices and should not be compansated for additional members.	I thinks we should be out of this and relook how we can use barracks.
5	Active	3rd Corps Spt Cmd	USAREUR	WAAF		
66	Active	1AD	USAREUR		No. If a necessity, then reimburse in some form (monetary).	NCO's are responsible to "check" on soldiers under their charge. However, individual responsibility is first. Give the soldier responsibility and hold accountable. Expectations/standards, and consequences for not meeting the requirement. Chain of Command is always responsible, but so is the individual. teach responsibility early. A Private in housing is held accountable, do so in the barracks.

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89	Active	HQ25TH ID CJTF-76	USARPAC	Schofield Bks HI	No, we should not have lousy barracks. Our civilian and senior Army leaders should feel obligated to providing our soldiers decent barracks, with enough space for all soldiers SSG and below.	The company level leadership (CDR and ISG) should be held accountable for soldiers in the barracks. Both conduct and maintenance. Company leaders should be visiting the barracks routinely during non-duty hours. BN, BDE, Div leaders should spot check barracks routinely and provide feedback and guidance for company leaders.
101	Active	USACAPOC	USASOC	Bragg	Define lousy, only as a last resort, there should be an evident program to make some improvements.	To maintain good order and discipline.
49	Active	HQUSASFC	USASOC	Fort Bragg,NC	No, How would you feel if one of your children had to live in a substandard facility?	Ensure living conditions and good order and discipline is maintained. Deal with problem soldiers individually without impacting on the policies that apply to all soldiers living in the barracks.
78	Active	75th Reg	USASOC	Ft Benning, GA		The role of the NCO in the Army is to train, lead and care for soldiers. NCO's must lead and care for their soldiers. NCO's must lead and care for their soldiers 24/7. Thus, it is imperative that NCOs are each proactive participant in ensuring soldiers maintain discipline in the barracks. Junior soldiers should expect their NCOs to check on their living conditions. This instills discipline in the most basic form.
53	Active	USASOC	USASOC	Ft Bragg	No, If the 1+1 modified can't be met, then put them in MWF (lodging) facilities.	The COC is the only organization with the organization and authority to maintain the health concerns. They are the only one's there to protect the government's interests.
3	Active	USAOTC	USATEC	Ft Hood,TX	No. Soldiers should have good living quarters and should get nothing else. Our Soldiers are special and should be treated that way.	Should ensure good order and discipline is maintained.
64	Active	USSOUTHCOM	USSOUTHCOM	None	Criminal - these are America's Warriors defending freedom - treat them as such!	Simply put - NCO's are standard bearers and enforce Army standard for the good of the organization.
11	Active	44th MedCmd	XVIII Abn Corps	FtBragg,NC	The Soldier is our greatest asset. They should not be obligated to sub-standard living conditions. If we are to maintain the retention and improve morale, we must provide them with barracks that they would be proud to live in, therefore may instill them to maintain the proper upkeep and maintenance.	The NCOs and CoC play a big role in the barracks. They need the flexibility to oversee and make decisions that will enhance the way of life for our Soldiers. Some Soldiers will not receive guidance from their peers however, with the leadership of seasoned NCOs that would provide firm & sound guidance. If we give this to the installation, we would lose the right to conduct needed health and welfare inspections.
83	Active				No, soldiers should be provided the best quality of life environment possible.	To enforce the standards of the barracks policy.
56	Active			ARSTAF		

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48	Active	SOCPAC		Camp Smith, MI	No	Maintain Standards
65	Active			Ft Belvoir, VA		
104	Active	OAA		Pentagon	Absolutely not. Each soldier should reside in adequate and safe housing.	To provide oversight and supervision maintaining the health and welfare of all soldiers.
62	Active				Soldiers are the centerpiece of our formations - Let's start treating them like they matter. What is the difference between a single 25 year old Private and a married 18 year old Private? (rhetorical) Give all soldiers a housing allowance; have them pay to live either on or off post (unless undergoing training (BCI/AIT/OSUT, etc))	Same role from the beginning of "time" i.e. from when the NCO corps was formed in 1776. Enforce good order and discipline.
34	ARNG	40th Inf Div Mech	ARNG		Soldiers shouldn't have to live in "Lousy Barracks." Keeping in mind that as we shift forces, close bases, some soldiers will live shortly in substandard barracks. Our contract with soldiers should be to strive for modern living infrastructure. Soldiers are more willing to live in "Lousy Barracks" if they know the fix plan.	The role of the NCO in barracks is the same as in the field. He is the leader, standard setter, and facilitator.
44	ARNG		GAC-H-HQs		No one should be forced to live in a lousy barracks! Effects morale!!	The Air Force did a great job in their barracks, etc, etc. But does a lousy job on the control of their barracks! The chain of command has to be in charge.
46	ARNG	JFHQ-IA	IA NG	Camp Dodge, IA	Of course not. There are issues with soldiers living off post like transportation and paying of organization fees for utilities, but these soldiers need to grow as an adult at some point. Some soldiers want the barracks and that is fine. But, they should be treated to adequate quarters and amenities close to what the civilian sector provides.	Health and welfare inspections and to deal with "real" problems when necessary. Otherwise, leave the soldiers alone on off-duty time.
91	ARNG		JF HQ	OREGON	No	NCO leadership is essential to enforce standards and discipline.
16	ARNG		JFHQ State		NO! I think min they should get what an avg person would have in civilian life.	Something like parents would do in raising kids. Give freedom when deserved and take it away when warranted. NCOs need to keep watch, the command support the NCOs.

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13	ARNG	JFHQ	JFHQ, TN	Houston Barracks, Nashville, TN	No. With all the current mobilizations. Army NG Soldiers have been forced to live in buildings that have been condemned and as of date, I have seen not improvement in these living conditions. At Ft Bragg, I had Soldiers living in buildings where over a month with the only drain for the washing machine was routed out the windows. The floors of the WWII era bks were buckled so bad that you could easily trip over them in daylight. Imagine a Soldier trying to get out in the dark if there was a fire. The DFAC was so poorly lighted, that you could not plainly see what you were eating. No soldier should be forced to live in quarters like this.	The NCO should be in charge of discipline and the general conditions in which the barracks is maintained. The CoC should be involved in policy and procedures, the do and don't do in the barracks. After their policies are established, the NCO should enforce policy. Why does the Army put Soldiers that are mobilizing in barracks that I mentioned above. I have had Soldiers start out living in nice quarters and then moved to quarters of a lower quality, these Soldiers were not just passing through but assigned at this installation for over a year.
33	ARNG	Joint Forces HQ	Joint Forces HQ	Carson City, NV		
4	ARNG	JFHQ-GA	NGB	Ellenwood, GA	No. If barracks are not of the std that is suitable for Soldier they should not be made to live in them. We ask Soldiers to do a lot and make many sacrifices. We should provide them the best quality of life possible.	To ensure that the standards are met and that those who don't follow or comply are disciplined.
41	ARNG		NGB	Ft Myer, VA	No, but that is a stupid question. If we, the army, cannot provide safe, clean and adequate housing, the soldier should be allowed to live off post.	Small unit leadership responsibility.
45	ARNG	HI ARNG	NGB-ARNG		Negative- the nation owes these soldiers the highest living standard possible. We train them hard and ask that they be prepared to give the ultimate sacrifice for our nation and its people...they deserve the best. "Lousy" living conditions would definitely impact on the leaderships' ability to maintain a high level of readiness of their soldiers. Only Soldiers who display a lack of maturity in maintaining "good order and discipline" should be forced to live in lousy barracks along with constant supervision.	NCO's and the C of C should be responsible for ensuring that soldiers maintain a healthy living environment in the personal areas. To include cleanliness and a neat and presentable area. Common areas such as dayrooms, fitness areas utilized by the soldiers should be maintained by the same and inspected by NCOs and C of C. The building and grounds should be continually managed. (Other than cleanliness)
12	ARNG	JFHQ	OK Army National Guard	OK Mil Dep	I was drafted in 1968. It was a bad idea then and it is a bad idea now. Soldiers have a right to live in quality housing. It is a morale issue. Barracks at the PPCs are terrible. Mobilizing Soldiers are living in barracks that have been condemned. They almost always try to fix up those quarters while they are there, just to make them livable. It should not be the responsibility of the Soldier to have to repair a building just to make it habitable.	NCOs should always have the right and duty to inspect the barracks. That is inherent in who we are. CoC will always be responsible for how Soldiers live. They should set the standards and policies for cleanliness and discipline.

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42	ARNG	JFHQ-TX	TX NG	Camp Maybry, Austin, TX	Only when necessary to the accomplishment of the mission. Installations that have been selected as mob platforms need to have facilities for mobilized soldiers that meet standards. Some installations guarded by Noble Eagle II and III are a total disgrace for our soldiers - Umitilla Oregon. Wal-Mart supported our soldiers better than the Army. Prisoners have better than our soldiers in some of these facilities. All we ask is that our soldiers be treated the same as any other soldier. If the Army continues to treat Guard and Reserve soldiers as second class citizens they will vote with their feet. Some installations such as White Sands were outstanding.	Leadership mentoring and discipline.
43	ARNG	J-STARC	Wyoming Mil Dept	Cheyenne, WY	A soldier should be housed in a clean, comfortable barracks. Cleanliness and comfort effects morale as much as good training. A soldier needs to have some area for privacy as needed; i.e. a place to read private mail, pray, write letters or just meditate.	Soldiers should be taught and trained in proper barracks cleanliness and conduct. NCO's should oversee the conduct of those soldiers. The chain of command should only be involved if a soldier or group of soldiers refuse to conduct themselves properly - after NCO counseling has not produced the needed changes.
40	ARNG			State CSM	What is "lousy" definition actually depends on soldier. Standards for barracks should be re-looked if barracks do not meet standards, soldier should be given choice. Chain of Command has authority to reverse choice of off post if soldier doesn't meet standards like timeliness, missing movement, etc.	NCOs and Chain of Command establish standards, expectations operation requirements and rules. NCOs and Chain's responsibility to address behavioral problems of soldiers who do not meet and fulfill the standards.
39	ARNG	46THMPCM D		Michigan		
37	ARNG	JFHQ		Montgomery, AL	No!! We should take care of all soldiers, E1-E9. Bad facilities lead to morale problems and readiness just as bad food and pay problems create morale problems.	Maintain discipline and order in the barracks; but also insure that soldiers have a clean, decent living quarters.
2	ARNG	110th MedBn			Absolutely not! We want professional Soldiers and the way to get them is treat them professionally.	If there is an NCO in the barracks, the NCO is in charge. The CoC is the COC in and out of the barracks.
35	ARNG	JFHQ			No; If we put our life on the line to assure that civilians have a good quality of life, why not us. Lets not bite the hand that feeds you. We are human too.	NCO and C of C have always played an important role in the well-being of the soldier. Change is good if it is to improve the system not down-grade it. Do not take the ownership away from the NCO and C of C.

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36	ARNG	MACOM			Usually it's the mobilized "ARNG" soldiers who get to live in the "Lousy Barracks." My BN lived in WW II condemned barracks for 60+ days after mobilization. We need to make sure we live up to the "Army of One" concept.	NCO's enforce standards! Discipline! Part of discipline is uniformity, both uniform and barracks. This creates a pride and sense of uniformity by enforcing and disciplining soldiers. Soldiers appreciate discipline! Junior "NCO" need the challenge of being in charge of something, maybe only barracks.
38	ARNG	JFHQ			No, soldiers should be given the best barracks. We need to keep in mind is good for the soldiers to have a good quality of life.	To provide leadership to soldiers on their life and daily activity in the barracks. He should know the rules and enforce them to keep good order and discipline. He should be in the role of the Dorm master.
28	USAR	75th Div (TS)	5TH Army/USAR C	Garcia USAR Center	NO! Quality of life is a moral as well as retention factor. Citizens who will willingly sacrifice themselves for the nation deserve housing better or equal to any civilian correctional facility inmates. Let's get at it and fund adequate housing for our soldiers!	Set the minimal acceptable standard, communicate and then enforce it to the maximum against violators. Don't use draconian measures against all inhabitants to correct a problem-soldier's actions.
32	USAR	800th MP Bde	77thRRC/FO RSCOM	BG Rosevelt USAR Ctr	No, soldiers feel better about themselves if living conditions are good. It also maintains the morale of the unit high.	Maintain discipline, order and inspect from time to time, unannounced from time to time.
19	USAR		85th Div(TS)		No. There are adequate ways to improve barracks, but in most cases of "lousy" barracks, it is simply a matter of cdrs to properly prioritize building maintenance and replacement dollars. For the RC, many barracks are well below acceptable standards that no one should live in. Fix them or replace them.	Barracks life and the leadership challenges it offers a young NCO are needed for full and proper development of a Soldier & NCO is dealing with personnel. Same for up the chain. Sqd ldrs/plt Sgts/Cdrfs/Plt Leaders. If we lose this, you lose an excellent opportunity to truly develop and improvements. Be careful not to cut too deep that we can't stop the bleeding.
27	USAR	HHC	90th RRC	Camp Robinson, Littlerock,AR	Soldiers should be forced to live in lousy barracks only as a last resort. All other options should be exhausted. If necessary they should be housed off-post in contract motels before they are put into sub-standard barracks.	The NCO's roll in the barracks is the same as everywhere else - leadership. They should monitor health and welfare, compliance of barracks regulations, overall barracks and grounds condition.
103	USAR		Division		No, If barracks fail to meet established minimum standards, they should be condemned and soldiers should be billeted by alternate means, i.e. on the economy.	Maintain good order and discipline. Enforce maintenance/housekeeping standards. Facilitate and require adequate organizational/installation land maintenance.

### Essay Question Results of Survey on Barracks Complexes (108 Responses)

Sergeant Major of the Army's CSM Nominative Conference - 9 to 13 January 2005

Survey No.	COMPO	Unit	MACOM	Installation	Essay 1 - Should soldiers live in lousy barracks?	Essay 2 - What is the role of NCO's and the chain of command in the barracks?
107	USAR	USARC	FORSCOM	McPherson	No! Every soldier should be given the opportunity to live in decent barracks! Decent means clean, comfortable and in good working order - not lousy! Soldiers know coming into the Army that barracks living is part of Army life, and although not like living at home, barracks living is mandatory. Therefore since it is mandatory - barracks must be decent so our soldiers are guaranteed to be ready, safe and healthy. Decent barracks living standards allows the greatest opportunity for our soldiers to be "fit to fight!"	The role of the NCO should be, that as senior grade, to insure healthy living and good order and discipline is afforded to all who live in the barracks! The NCO should not hinder junior soldiers freedom but need to be present to remind those who choose not to follow the roles to be punished or removed from the barracks environment! The NCO should be given support from the Chain of Command to take action when he/she is trying to "do the right thing" and/or to protect and defend the good order, well being and safety of other barracks occupants! The role of the Chain of Command is to support the NCO and act as the "honest brokers" where necessary. It also must take action when the NCO is the problem and not the solution
22	USAR	USARRC	FORSCOM/ USARC	Ft Jackson, SC	No Soldier should be forced to live in lousy barracks/housing. However, there are times when the circumstances/situations will require Soldiers to live in conditions that could be considered substandard. With some ingenuity and self help, we can overcome some of the poor conditions until the service can build better facilities.	The role of the CoC and NCO support channel should be the same in the barracks as it is in the unit or deployed away from the unit area. Leading and caring for Soldiers is our most important task. Their welfare, both on and off duty; both on and off post is still our responsibility. It is part of their development process.
21	USAR	94th RRC	USARC	Devens, MA	No	Command and control of occupation requirements, rules and regulations governing individual maintenance of living space.
24	USAR	3rd MEDCOM (Multi COMPO)	USARC	Fort Gillem, GA	In non-combat situations-No	
18	USAR	88th RRC	USARC	Ft Snelling, MN	No, but there is a lot that can be done to improve these facilities as they wait for their new/improved/remodeled barracks. The Soldiers need to know that someone cares and change is coming.	NCOs must be expected to take care of all aspects of these elements. Welfare/housing/conditions as well as team building/esprit de core. That's what builds our effective combat element.
17	USAR	311th COSCOM	USARC/OC AR	WLS, CA		
20	USAR	9th RRC	USARPAC	Ft Shafter	No. We need to provide a better living condition. The Army has gone a long way. Back in the '70's I used to live in 8 men bay.	The NCO in the barracks helps out in maintaining order and discipline in the barracks. When I was stationed at Ft Bliss, as the only single Sgt living in the barracks, the CQ had asked for my assistance during pay day night when Soldiers returning from downtown drink out of order.

**Essay Question Results of Survey on Barracks Complexes (108 Responses)**

Sergeant Major of the Army's CSM Nominative Conference - 9 to 13 January 2005

Survey No.	COMPO	Unit	MACOM	Installation	Essay 1 - Should soldiers live in lousy barracks?	Essay 2 - What is the role of NCO's and the chain of command in the barracks?
23	USAR	89th RRC	USRC		Lousy barracks set the standard for everything a Soldier does when he leaves the barracks. Lousy Barracks leads to lousy performance and that leads to dissatisfaction and poor retention.	We should move towards an era where Soldiers, not in the training setting, have responsibility for themselves in the barracks environment. NCOs and the chain
98	USAR	HQ 78th Div(TS)		Dix,Drum,Bragg Meade	No, we need to provide living accommodations that is equivalent to the civilian sector. We can no longer allow our soldiers to live in run down billets.	Establish criteria for barracks standards with regular inspections.
26	USAR	HQ7th ARCOM		Schweinfurt, GE Tompkins Bks	No. No other branch in the DoD has or even permits their personnel to live in lousy barracks. Given the OPTEMPO and retention issues facing the Svc we are not giving the support that equals their mission posture. Take care of the basic needs first , then the Soldiers will perform at the expected level.	
29	USAR				The Army needs to commit the funding necessary to improve barracks conditions by either renovation or new construction. Often family housing is not to the standards we would like to see but renovation/reconstruction plans must be laid out. With the worst facilities targeted first.	NCO's must be responsible for maintaining good order and discipline. Soldiers must be housed as units to facilitate maintaining order.
30	USAR	98th Div(IT)			Soldiers should not! Soldiers should maintain the same expectations of quality of life issues as their civilian counterparts. Quality of life is a major M & W issue that affects retention.	Set/E-5 and Below, first level NCO should maintain and enforce standards. It will assist in rank maturing.
31	USAR	80th Div(IT)			NO	Supervise, ensure soldiers live in a healthy and safe environment . Maintain discipline and good order.

Appendix L

UPH Customer Satisfaction

Army FY2000 Survey about UPH





### BARRACKS SURVEY FY2000

Description	Q #	Overall Response			Fort Benning			Fort Bliss			Fort Bragg			Fort Carson			Fort Eustis			Fort Hood			Fort Huachuca			Fort Lewis			Fort Rucker			Schofield Bks		
		S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D			
<i>numbers listed in %</i>																																		
<b>INDICATORS OF POSSIBLE PROBLEM AREAS (Dissatisfaction Rate)</b>																																		
Size of Co. Admin	5		25			31			0			27			50			100			13			35			7			45			13	
Unit Storage	12		41			53			0			52			33			33			42			67			31			42			50	
NBC Storage	13		33			38			9			41			17			100			34			67			7			0			13	
Commo Storage	14		45			38			25			61			33			100			48			73			19			50			13	
TA-50 Storage	15		44			56			0			61			43			100			47			73			8			75			38	
Wash Stations	16		34			60			0			36			0			33			33			75			21			80			0	
PT Locker Room	17		29			58			7			31			33			50			41			67			4			33			0	
Heating/Cooling COF Admin	18		38			38			63			40			67			50			30			33			19			45			50	
Heating/Cooling COF Storage	19		34			53			31			44			0			0			33			48			12			29			50	
HVAC in Barracks/SCB	3			26		40			25			70			0			0			50			33			20			20			26	
HVAC in Dining Facilities	5			23		0			29			40			50			0			40			25			20			18			0	
Durability of floors/walls	20		28			56			22			24			25			67			29			17			11			33			63	
Door Keying system	21, 15		23	38		35	33		11	0		17	0		13	50		0	17		26	29		30	42		19	50		25	53		38	67
Doors and Hardware	14			23		67			0			10			0			0			13			46			25			20			31	
Roof, windows, ext. doors	22		25	15		18	0		12	0		30	30		11	25		33	0		27	0		17	0		19	100		35	20		50	8
POV Parking	23		35			50			5			46			0			100			37			38			11			44			75	
Storage in BDE/Bn HQ bldg	35		51			43			46			58			67			100			56			50			42			33			100	
Door Keying system BDE/Bn HQ bldg	39		30			14			36			3			33			100			39			33			33			31			0	
Roof, windows, ext. doors BDE/Bn HQ	40		31			43			9			22			0			100			36			33			42			31			0	
POV Parking BDE/Bn HQ bldg	41		36			57			10			42			33			0			38			0			33			42			100	
Central Energy Plant	1			34		100			25			80			0			0			17			20			67			11			0	
Central Energy Plant Distribution Syst	2			24		50			25			40			100			0			20			20			33			10			0	
Equipment/piping accessibility barracks/SCB	6			48		25			50			90			50			33			17			50			83			21			50	
Equipment piping accessibility admin bldgs	7			31		50			17			60			25			33			20			20			83			14			10	
Equipment/Piping Accessibility DFAC	8			35		25			17			30			50			0			25			33			67			27			50	
New barracks recreation fields courts	8	24				23			9			27			14			56			29			18			17			34			15	
Top reason for DISSAT of courtyard and recreation fields/courts in barracks is lack of shaded area	9	42				37			34			60			37			51			37			28			41			58			49	
Size of barracks room	15	38				35			48			20			30			48			23			49			32			67			43	
Size of barracks closet	16	29				34			24			24			28			36			14			58			25			35			44	
Vandalism in barrack stairwells and corridors	57	30				35			13			24			22			0			38			46			39			12			80	

SAT=Satisfied, DISSAT=Dissatisfied

Prepared by Suzanne Harrison



## BARRACKS SURVEY FY2000

Description	Q #	Overall Response			Fort Benning			Fort Bliss			Fort Bragg			Fort Carson			Fort Eustis			Fort Hood			Fort Huachuca			Fort Lewis			Fort Rucker			Schofield Bks		
		S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D	S	L	D			
<i>numbers listed in %</i>																																		
<b>Usage of Various Bldgs/Areas</b>																																		
<b>Soldier Dining Facility Usage</b>																																		
Never	2	27			10			36			24			24			27			34			13			16			69			7		
1 to 5 meals/week	2	33			34			37			27			39			46			33			30			31			19			31		
6 to 15 meals/week	2	29			39			18			39			29			24			22			43			38			10			50		
16 or more meals/week	2	11			16			10			11			8			3			11			13			15			2			13		
Top Reason soldiers do not eat in DFAC- because of Quality of Food	3	38			43			30			50			34			70			32			50			38			26			40		
Second reason why soldiers do not eat in DFAC- because of Menu Selection	3	37			36			34			49			34			53			31			56			39			23			42		
Third reason why soldiers do not eat in DFAC- because of Inconvenient Hours	3	36			28			40			27			29			34			43			29			30			37			51		
Leaders who believe DFAC is underutilized	54		38			35			45			20			11			60			35			47			30			61			70	
<b>Soldier Community Bldg</b>																																		
Use TV, game room or lounge at least once per week	30, 31	21			27			15			29			24			30			17			13			26			17			10		
Use TV, game room or lounge for parties or unit gatherings at least once per month	10, 55	18	29		17	22		14	34		27	31		20	13		22	60		16	32		26	39		21	23		13	19		21	20	
Use SCB laundry at least once/week	29	88			85			83			90			88			92			88			92			90			92			91		
Soldiers use soldier bulk storage bin	11	30			31			51			27			33			17			36			41			27			8			15		
Top reason why soldiers do not use storage bin in SCB is they didn't know it was available	12	40			36			29			50			26			58			30			37			38			66			45		
Soldiers store their TA50 in their barracks room	13	80			78			60			94			79			94			80			84			72			80			86		

Appendix L

UPH Customer Satisfaction

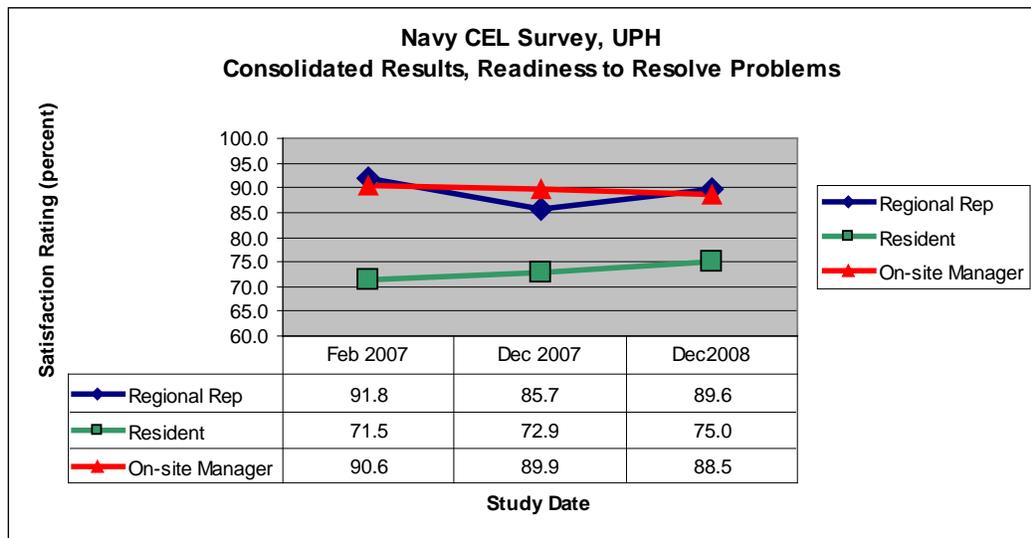
Navy 2007-2008 Surveys about UPH

# Navy CEL UPH Resident Satisfaction Survey

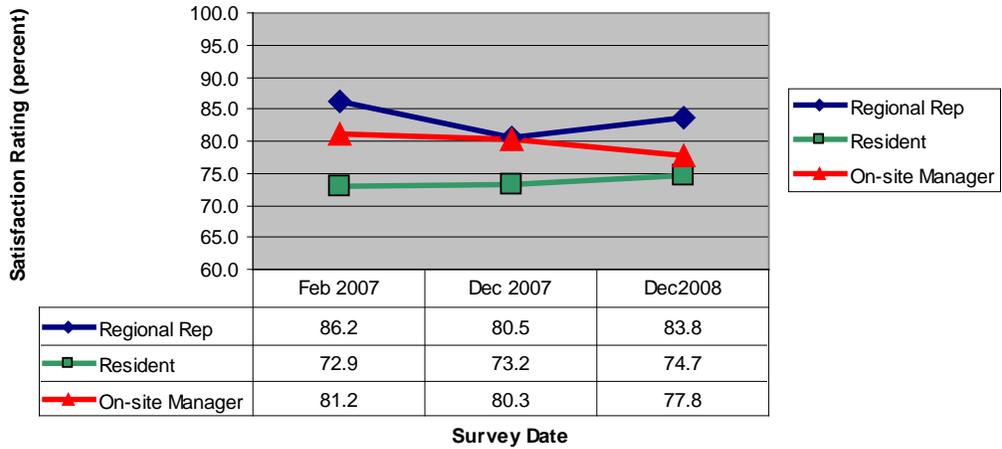
The Navy’s annual UPH satisfaction survey focuses on nine business success factors used throughout the industry. The consolidated results are presented in Chapter 3. Results for five of the more relevant factors (readiness to resolve problems, property appearance and condition, quality of management services, quality of maintenance services, and responsiveness and follow-through) are shown below. The general trend shows resident ratings several percentage points below how management perceives itself in providing quality UPH. All the ratings are average or above, based on the rating scale of the surveyor, CEL.

*CEL Rating Scale*

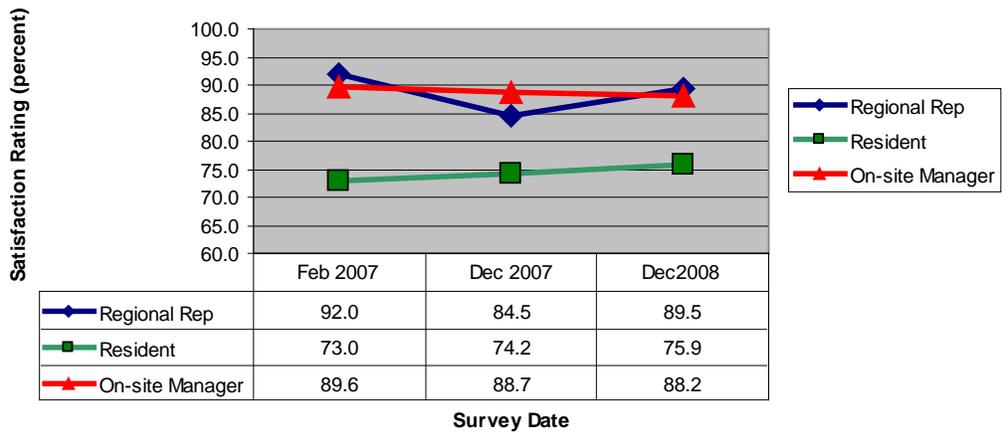
Range	Rating
100 to 85	Outstanding
84 to 80	Very Good
79 to 75	Good
74 to 70	Average
69 to 65	Below Average
64 to 60	Poor
59 to 55	Very Poor
54 to 0	Crisis



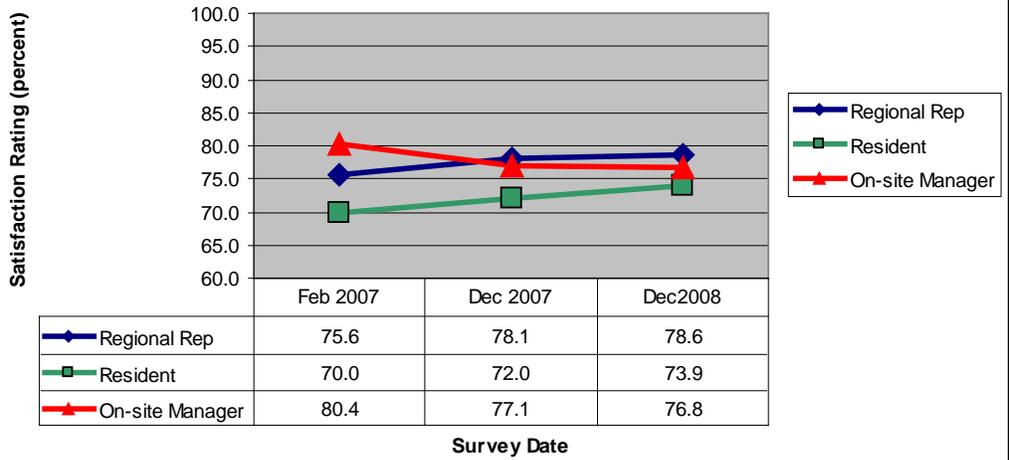
**Navy CEL Survey, UPH  
Consolidated Results, Property Appearance and Condition**



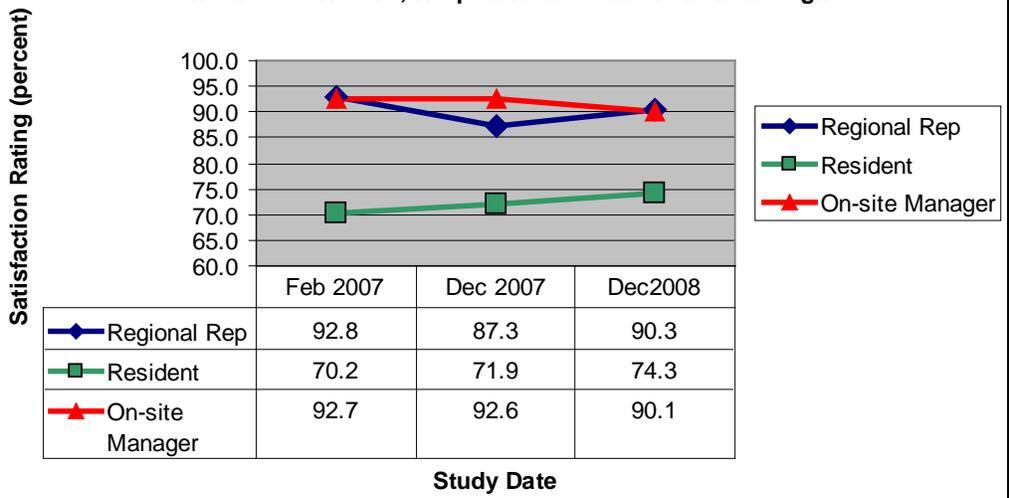
**Navy CEL Survey, UPH  
Consolidated Results, Quality of Management Services**



**Navy CEL Survey, UPH  
Consolidated Results, Quality of Maintenance Services**



**Navy CEL Survey, UPH  
Consolidated Results, Responsiveness and Follow-through**



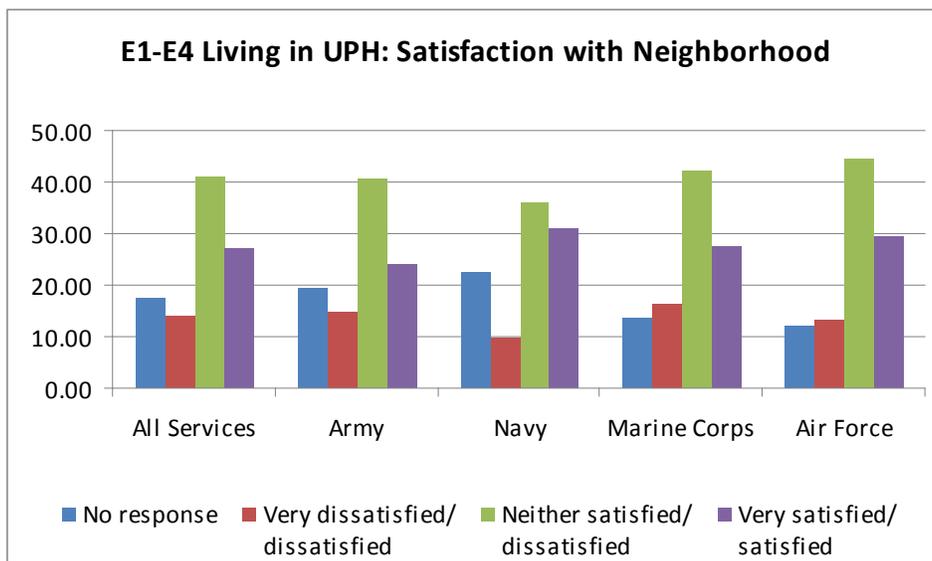
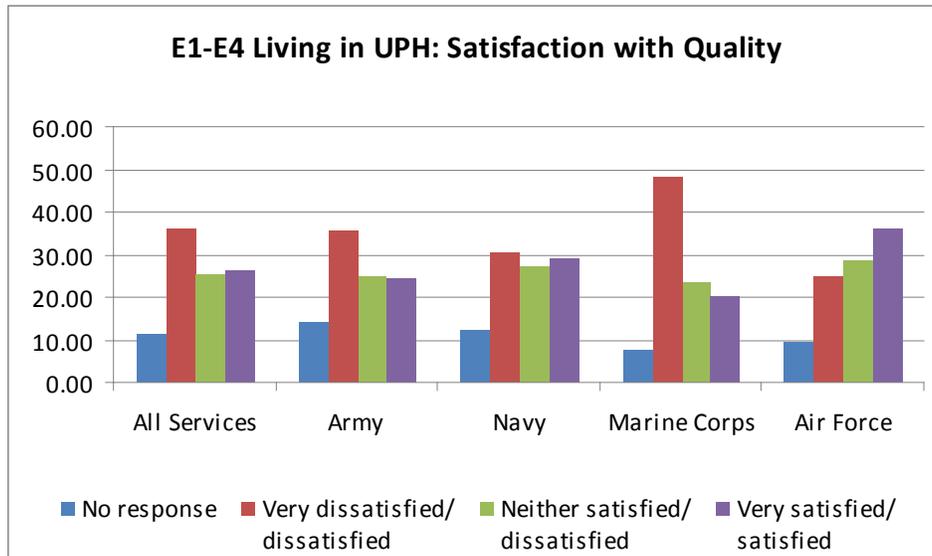
Appendix L

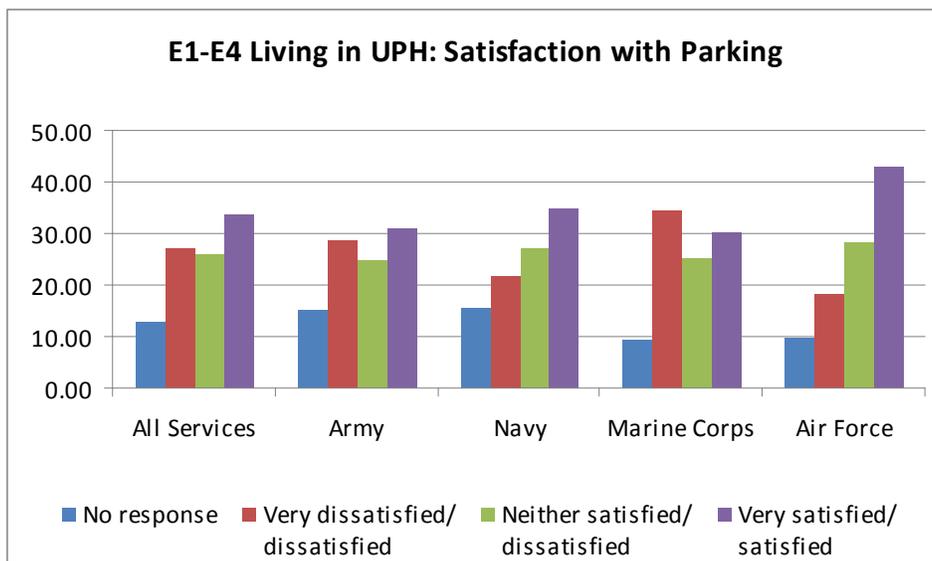
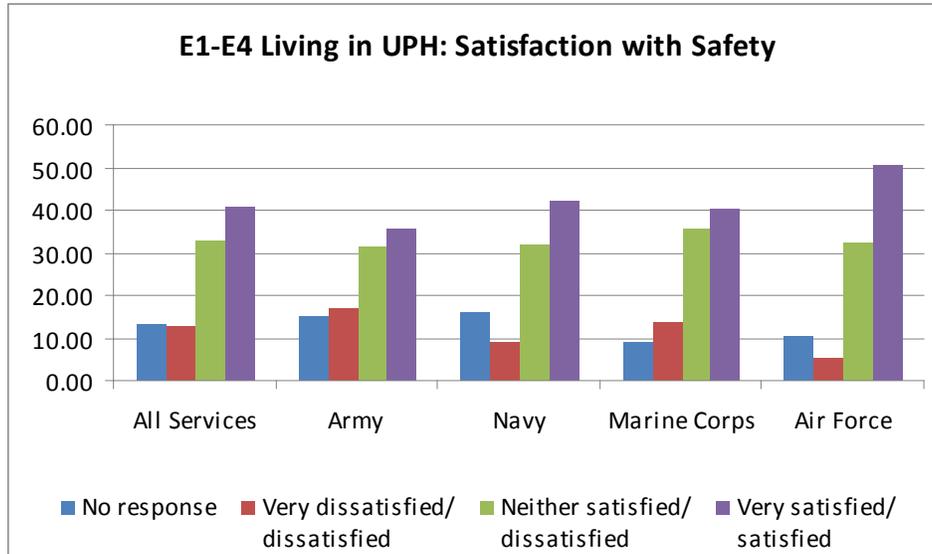
UPH Customer Satisfaction

Defense Manpower Data Center  
UPH Questions in 2007 Survey

# UPH Customer Satisfaction, Defense Manpower Data Center (DMDC) Status of Forces Survey of Active-Duty Members

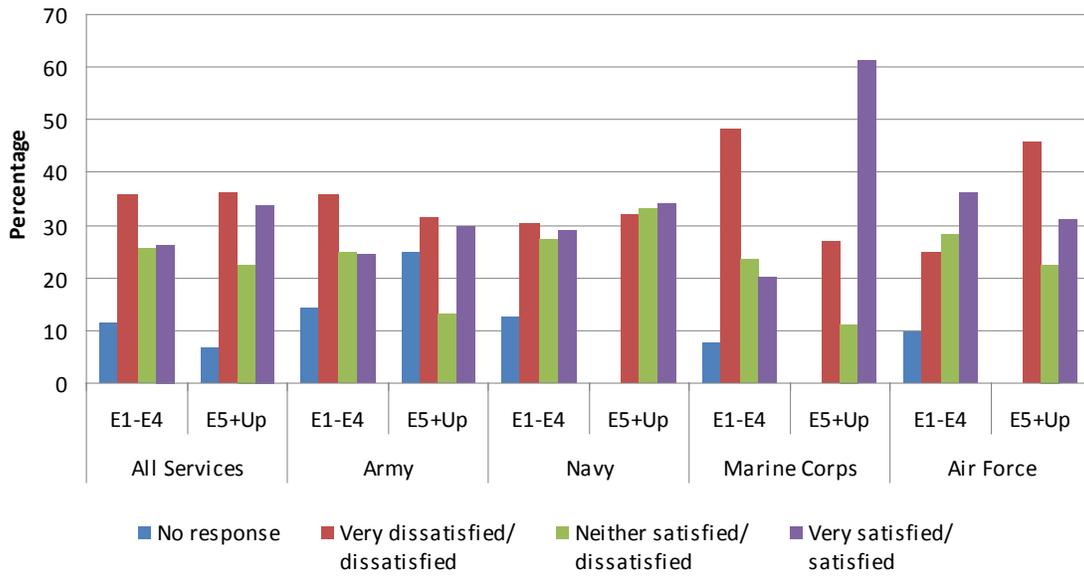
Every odd year, the DMDC conducts the Status of Forces Survey of Active-Duty Members. This survey asks service members a series of questions pertaining to military life. LMI supplemented the 2007 survey with questions regarding housing, with data sortable for E1 through E4 unaccompanied junior enlisted members living in UPH. The 2007 DMDC survey results from unaccompanied and accompanied members, grades E1 through E4 (all services) living in UPH, were compared for the topics of (1) quality of housing, (2) quality of neighborhood, (3) safety, and (4) parking. In addition to the summary information included in Chapter 3, the following details of the survey are provided for reference and additional information.



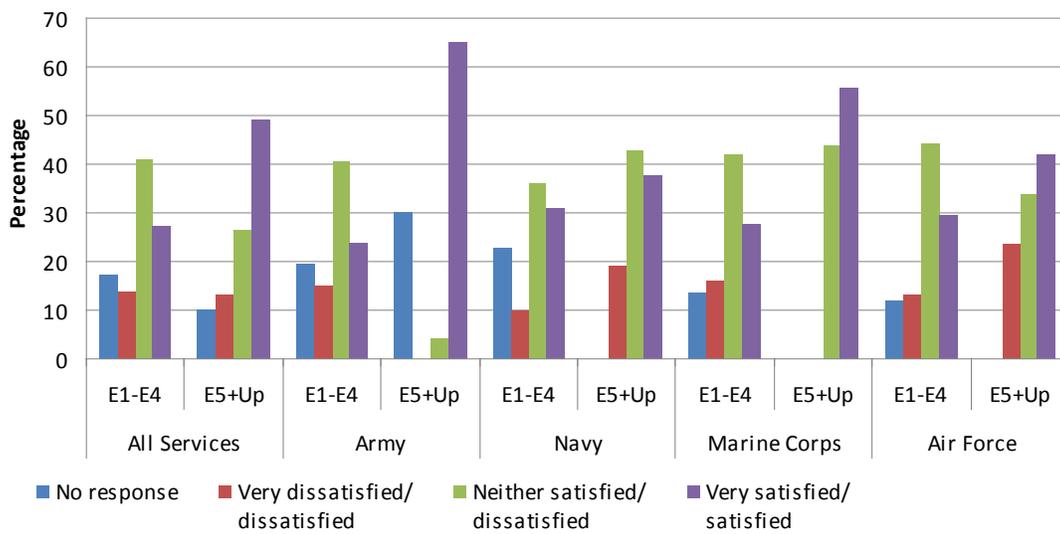


As an additional reference, the below graphs indicate the levels of satisfaction for these topics between the junior enlisted and the senior enlisted members. The results show senior enlisted members have slightly higher to significantly higher levels of satisfaction with quality of housing, neighborhood, safety, and parking than their junior enlisted counterparts.

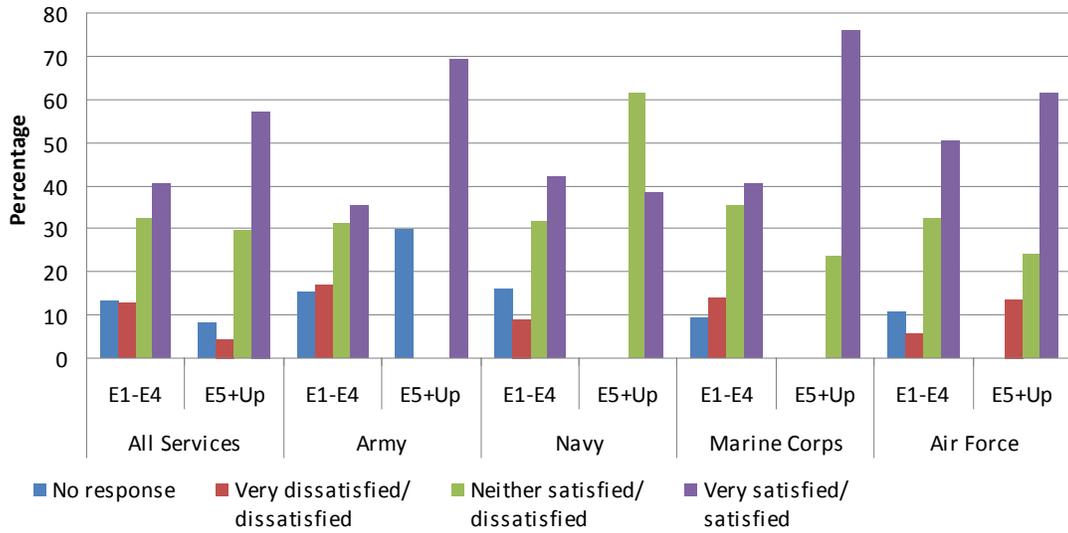
### Living in UPH: Satisfaction with Quality



### Living in UPH: Satisfaction with Neighborhood



## Living in UPH: Satisfaction with Safety



## Living in UPH: Satisfaction with Parking

