

## Appendix P

# The UPH Story Brief

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The CD placed in the back inside cover contains a PowerPoint presentation overview of the report.

# Six Audiences:

## *who are we addressing?*

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- The ***Congressman***
  - Little time, knowledge, (or interest?) in the subject
- The ***Political Appointee***
  - Little time or knowledge, but interested
- The Senior ***Flag Officer***
  - Who “knows best” based on a successful 30 year career
- The Senior ***Non-Commissioned Officer***
  - Our strongest supporter, or worst critic; needs convincing
- The ***Housing Professional***
  - Those who know the business and must execute the policies
- The ***Developer*** and/or ***Apartment Complex Manager***
  - Our potential partners in the future

7<sup>th</sup> audience:  
**Service**  
**members**

# The UPH Story

*tailor to audience*

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- Basic story line:

- Where we are
  - How we got there
  - Where we are going
- } Background: setting the stage
- } Focus ←

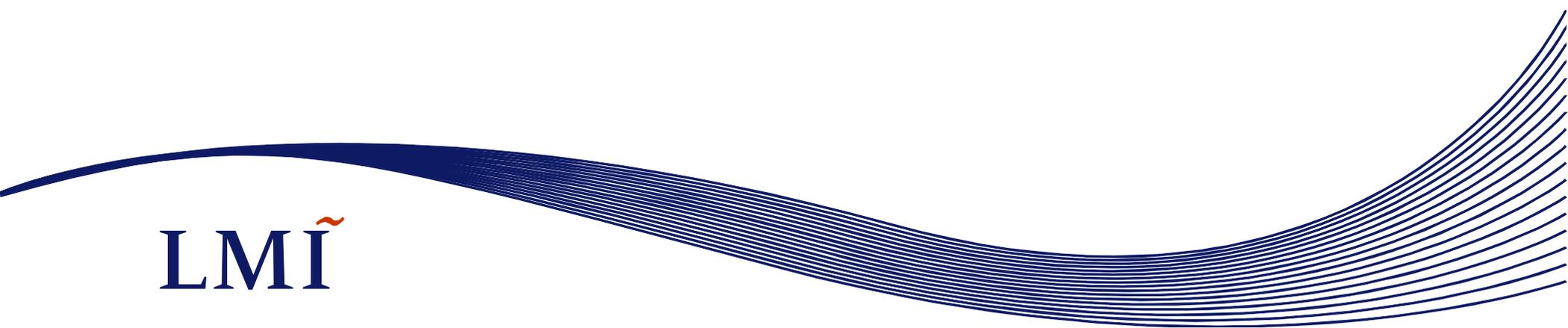
- Audience

- Congressman: *constituent concerns*
  - Political Appointee: *“60 Minutes” type issues*
  - Flag Officer: *evolving standards, funding costs*
  - Non-Commissioned Officer: *“in loco parentis”*
  - Housing Professional: *policy/management/execution*
  - Developer /Apartment Complex Manager: *why they should be interested at “Industry Day”*
- } Executive Summary
- } Reader’s Digest
- } Full Version

# Unaccompanied Personnel Housing A Vision for Change

Executive Briefing  
April 2010  
(d r a f t)

LMI

A decorative graphic at the bottom of the page consisting of a series of parallel, wavy lines in a dark blue color, creating a sense of movement and flow.

# Agenda / Outline

- Where we are
  - How we got there
  - Where we are headed
- } Background
- } Focus of briefing

Draft Era Force: **squad bay**, gang latrine



60 years ago

Volunteer Force: **barracks** comfort and privacy

30 years ago



Post Cold War Force: **dormitory** styles



Future Force: **apartments** (?)

30 years from now

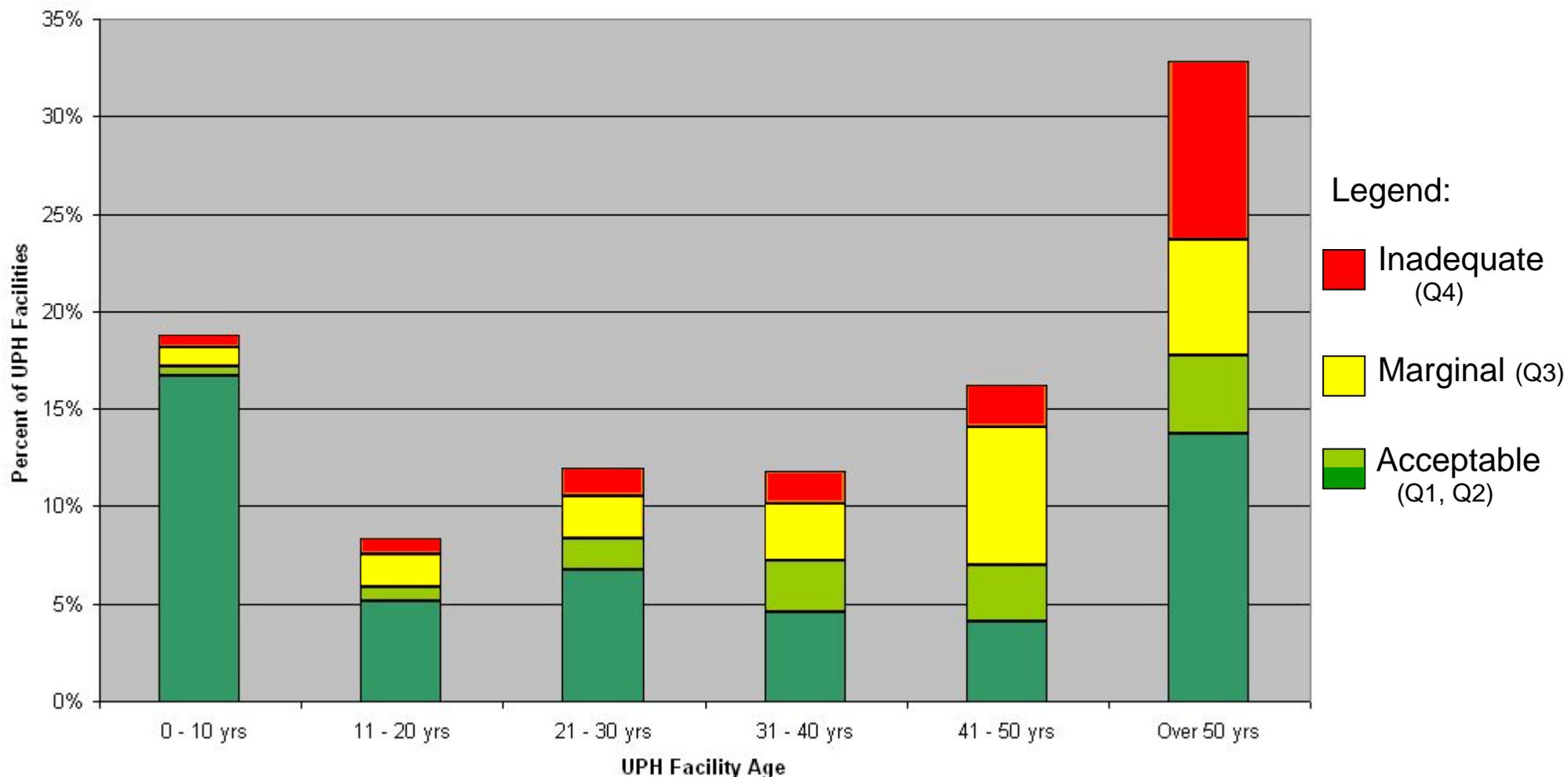
## *The Story*

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- Where we are:
  - A variety of barracks, dormitories, and billets in an equally varied configuration of rooms, styles, amenities, and quality
  - Serving nearly 500,000 active duty soldiers, sailors, airmen, and marines in CONUS and overseas
- How we got there:
  - A history of different standards and practices reflecting changing expectations, an evolving military Force, and Service traditions
  - An investment of billions of dollars over past forty years and more
- The executive issues:
  - UPH facility condition/configuration/assignment
  - Acquisition and sustainment of UPH
  - Disparate policy & treatment between unaccompanied & accompanied
- Where we are headed:
  - Evolving standards (requirements) and expectations reflecting the changing nature of America's military and the nation's youth
  - Both existing and new methods for providing quality living space comparable to the community "outside the gate" (the university?)

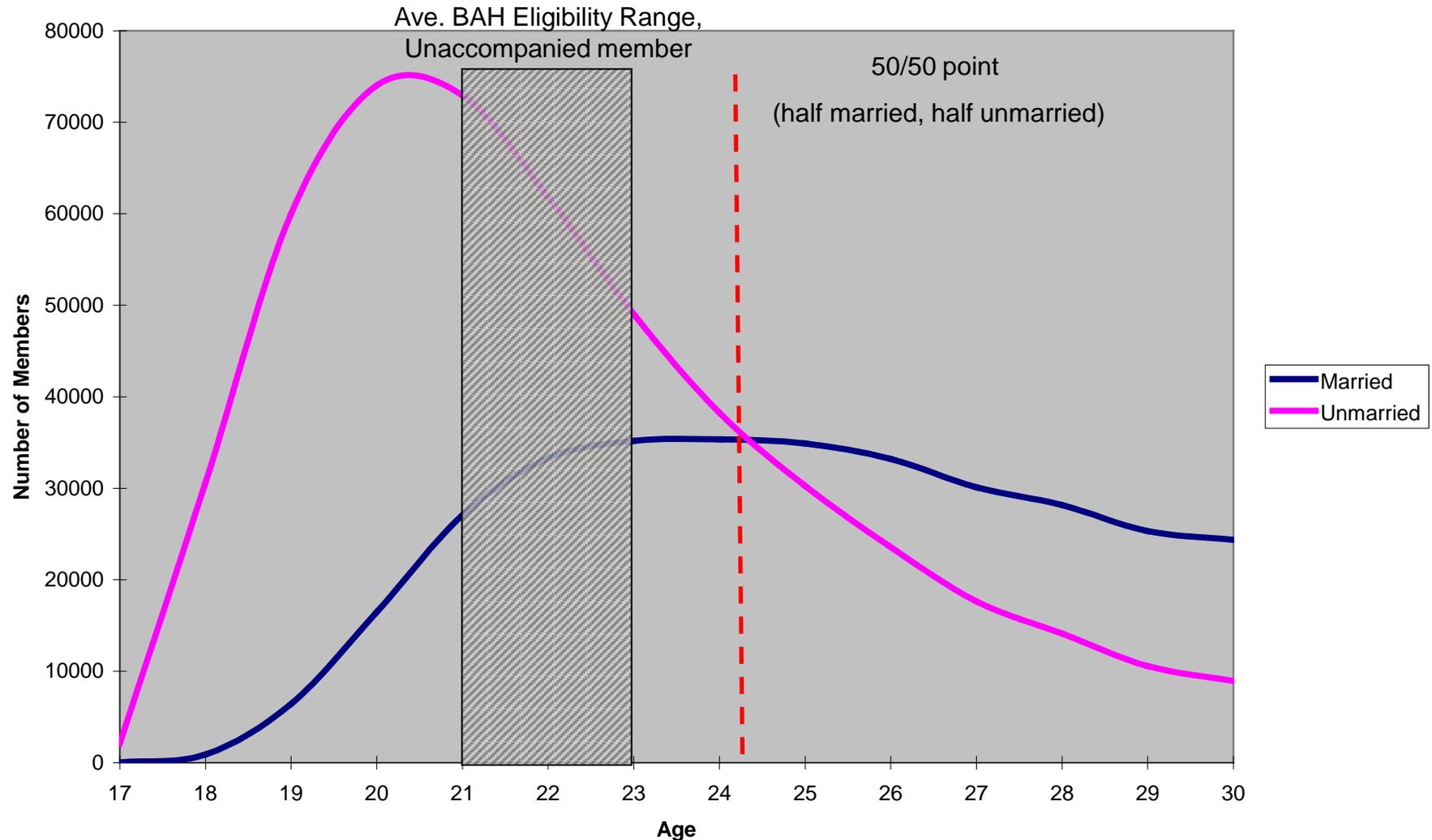
## Where we are today

UPH Q Rating by Age  
all types, all locations  
(Source: 2008 OSD Real Property Database)

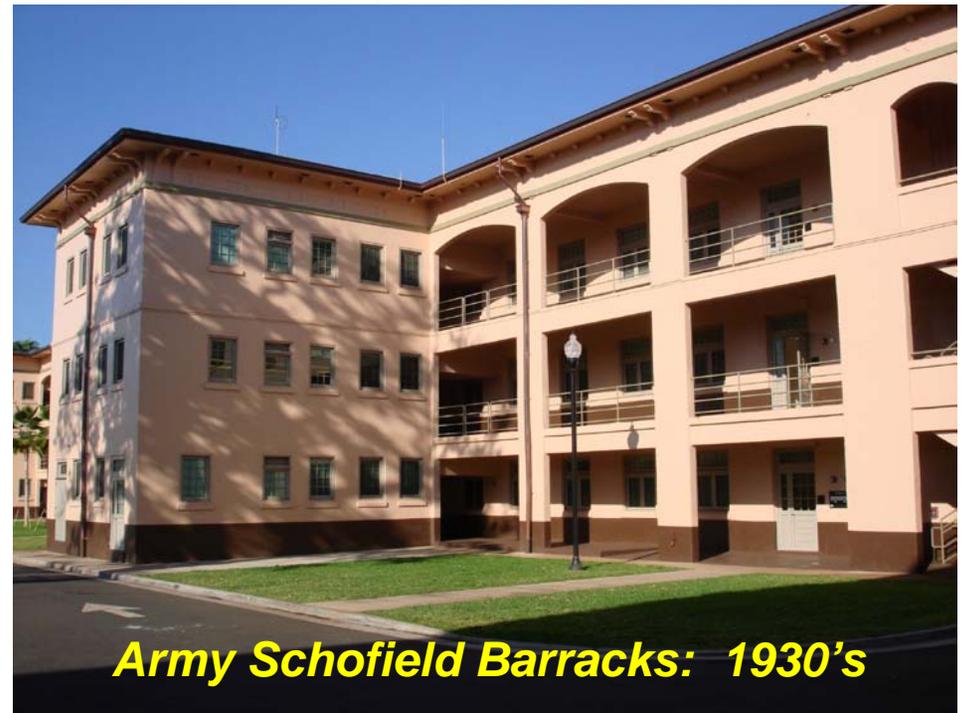
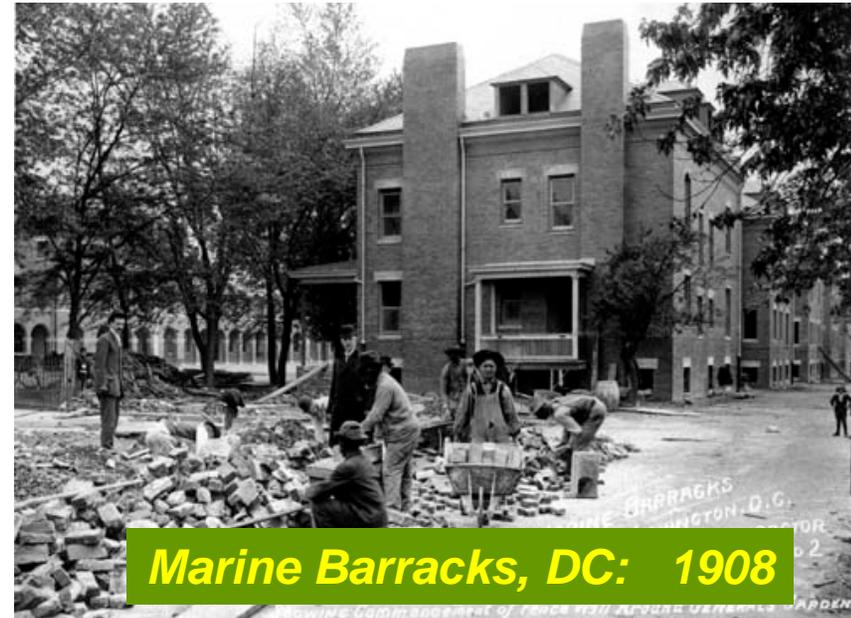


## Today: Single — Married

Active duty Enlisted Members, All services  
Married vs. Unmarried by Age



## *Historic (some still in use)*



## Draft Era



**HAMMERHEAD TYPE BARRACKS (TYPE 64)**  
**2 MAN ROOM ( 2 + 2 STANDARD Floor Plan)**  
NOTE: BUILDINGS ARE SCHEDULED FOR DEMOLITION



Fort Bragg



**UNRENOVATED ROLLING PIN BARRACKS**



# UPH

## *Volunteer Force*



*America's finest*

**LMI**



## *New UPH - Interior Views*

Navy On-board ship



Navy Pacific Beacon, California



Army Europe

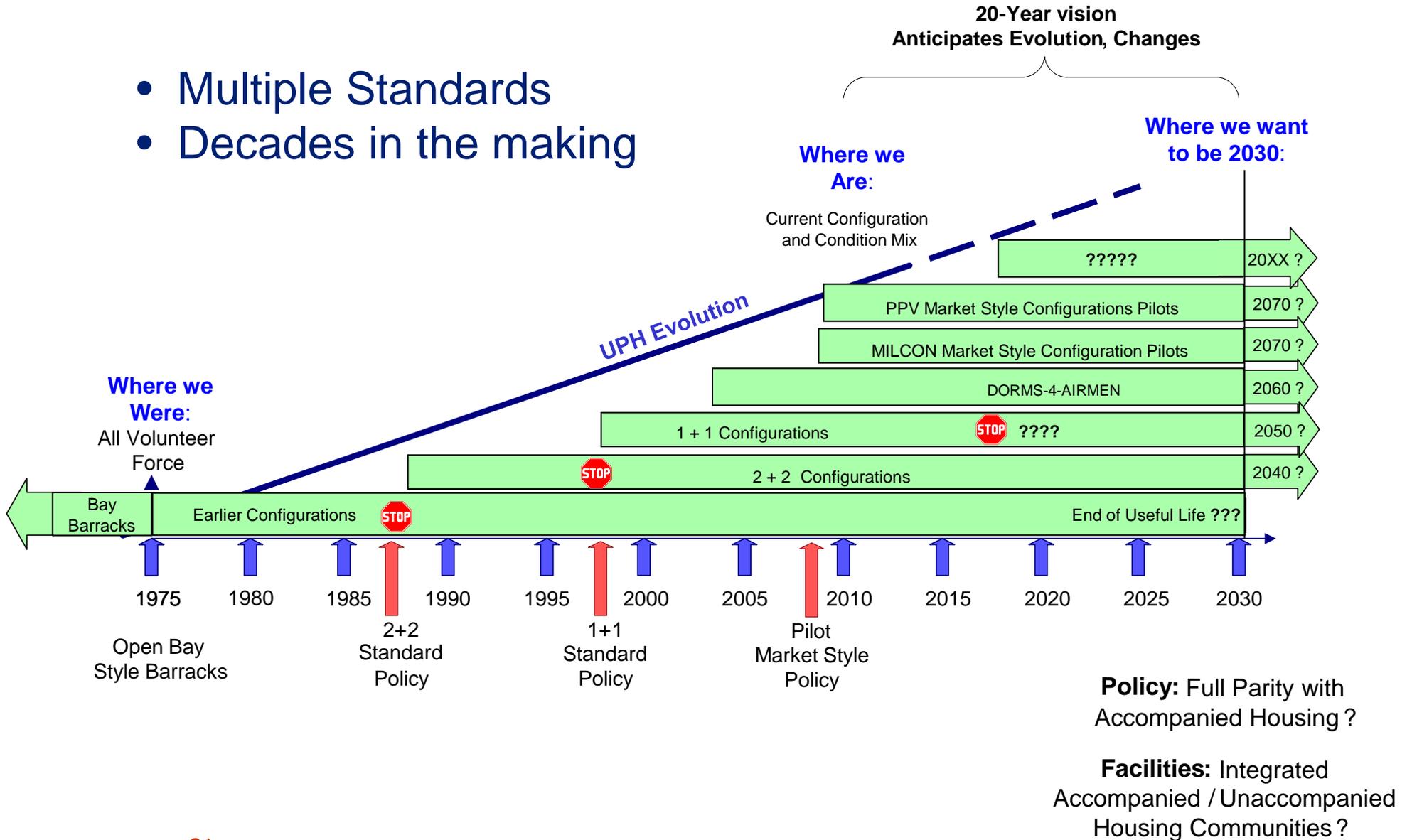


Dorms-4-Airmen, S. Korea

# UPH

## How did we get to where we are

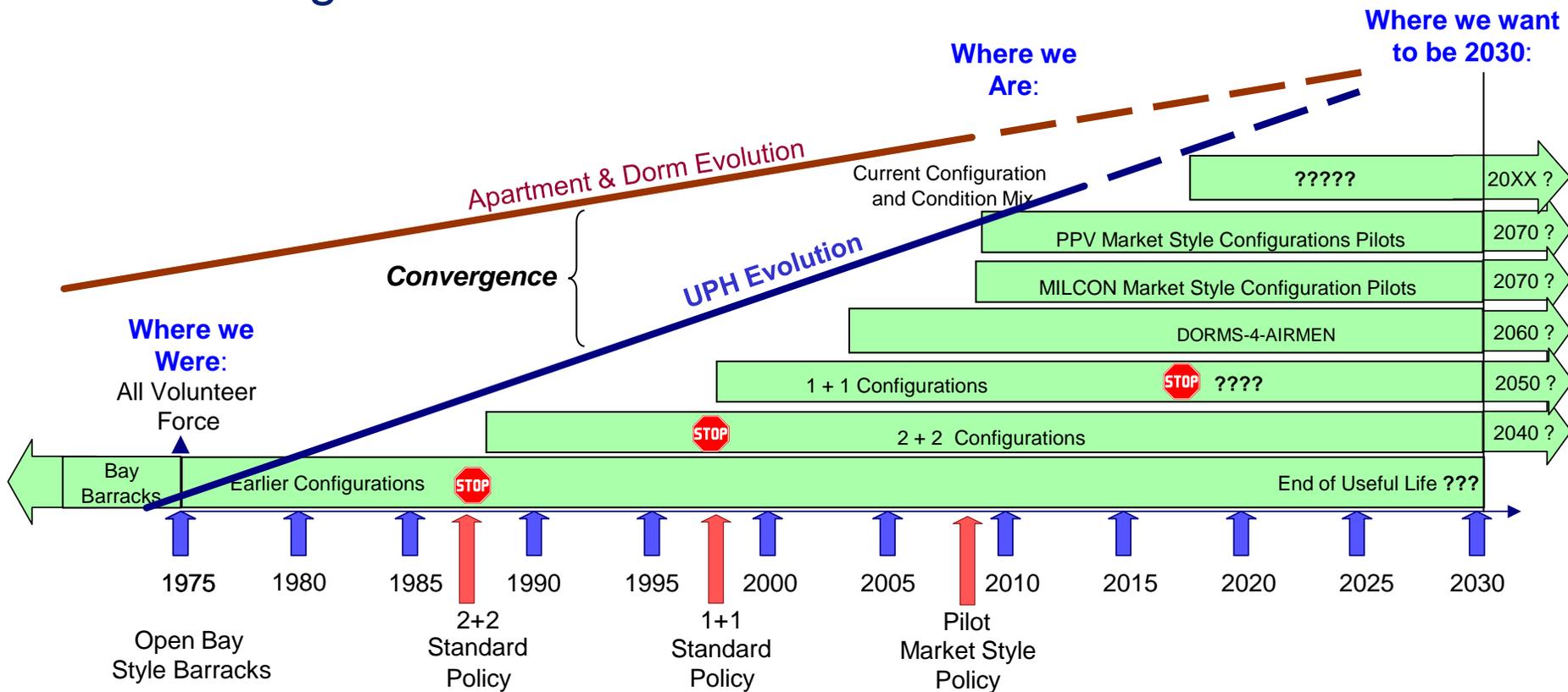
- Multiple Standards
- Decades in the making



# UPH

## What is the trajectory for the future

- Convergence w/ Private Sector



## Inventory Example: Army Barracks (FY2008)



### 1980's 2+2 Module & ARHOC (Army Housing Community)

2 soldiers per room  
Bath shared by 4 Soldiers  
90 SF per Soldier  
54,653 (2+2) & 1,500 (ARHOC) spaces



### 1970's Vietnam-era (VOLAR)

Volunteer Army Barracks  
3 Soldiers per module  
3 Share a Bath  
75,922 spaces



### 1950's & 60's era Barracks

Hammerhead, Rolling Pin, H-type  
Common Latrines  
2-8 Soldiers share room  
141,421 spaces



### 1940's era Barracks

Temporary facilities – WWII wood  
Multiple 1940's permanent designs  
Common Gang Latrines  
Open Bay style barracks  
61,920 spaces



### Historic

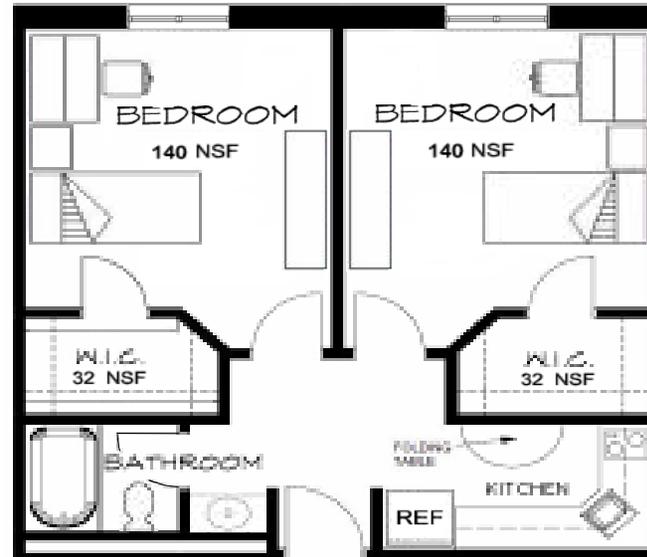
Pre-1940's  
Costly to Renovate  
85,676 spaces

## Today



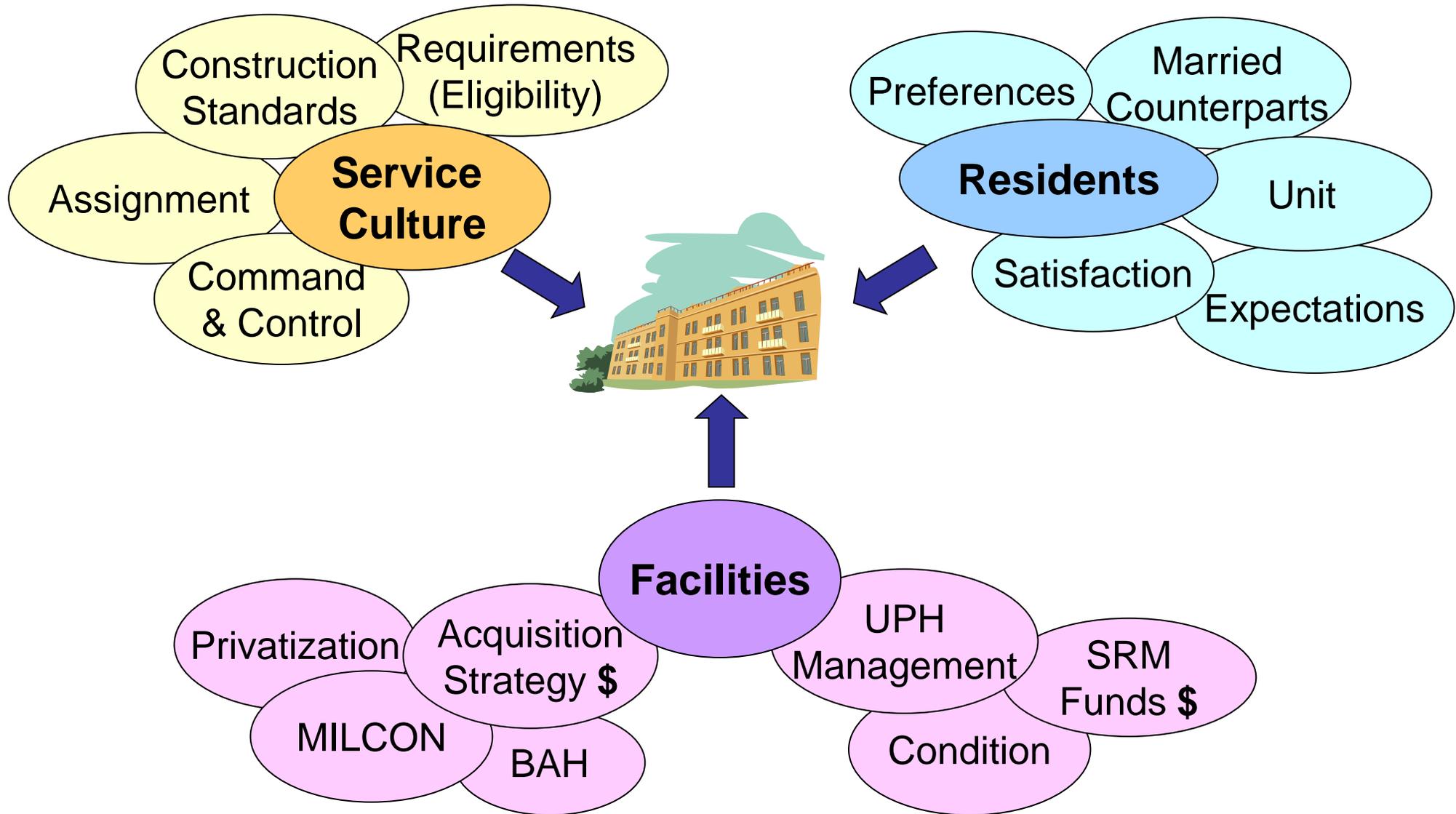
### 1990's - Today 1+1 Module

Private Room  
140-183 SF Bedroom  
Walk-in Closets  
90,617 spaces  
2 Soldiers Share Module  
- Shared Bath  
- Shared Kitchen  
Complex Includes - Barracks,  
- HQ Admin. Facilities,  
Dining Facility, Motor  
Pools



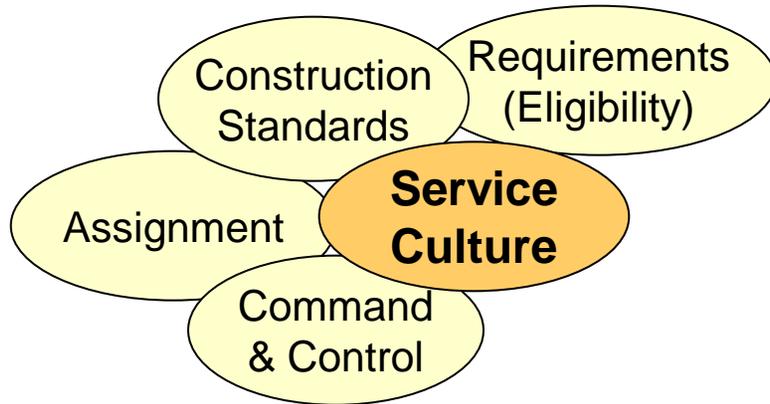
## Tomorrow...?

## What are the Drivers?



## *Drivers – Service Culture*

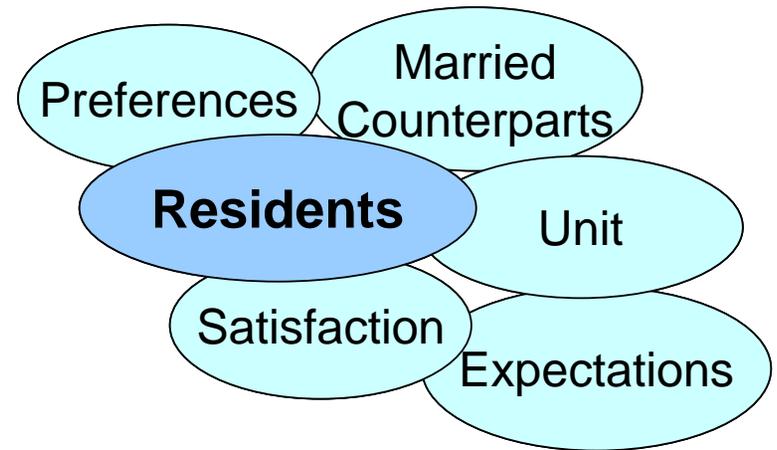
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- OSD sets broad UPH policy (space size, layout), but...
- Allows latitude for service culture (command & control)
  - “Unit Integrity”      Indoctrination: “Blueing”
- Min space/person influenced 1+1 layout as standard since 90’s
- First termers mostly define requirements, but...
- Assignment practices (utilization) are mixed bag
  - e.g. Army, Marine Corps keep members in UPH longer than Air Force, Navy

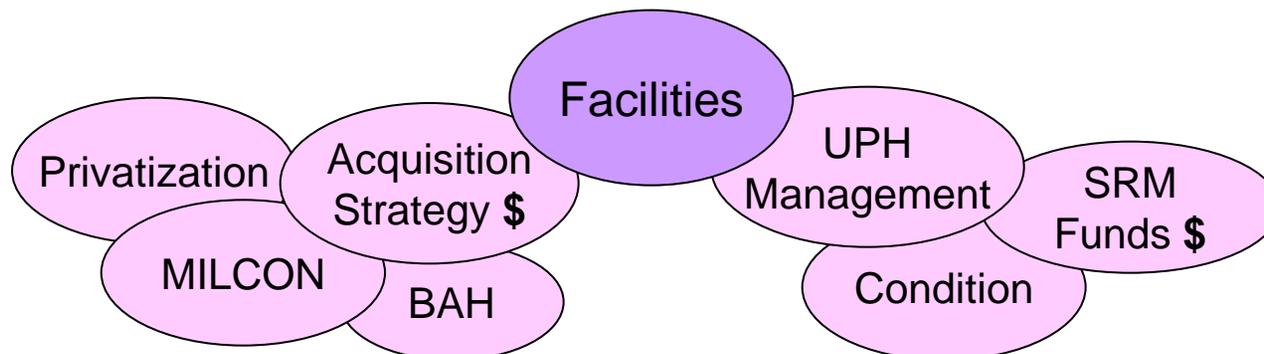
## *Drivers -- Residents*

- UPH residents in a period of significant transformation
    - Adapting to military life
    - Emerging from adolescence
    - Universities provide comparable housing environment
  - Unit focus is readiness (mission, indoctrination, conduct)
  - Resident values focus on privacy and social interaction, but meals, internet, and storage rank high
- 
- Housing policies for members with families different (choice of where to live, full BAH, privacy, no surveillance)



## *Drivers -- Facilities*

- Some barracks (dorms) are inadequate, either by facility condition or assignment (overcrowding)
- Major investment programs in POM and out years
  - To accommodate deficits, facility condition, mission change, QOL
- Privatization in pilot stage: revealing insights
  - Higher standards, dedicated SRM, improved QOL and privacy
- Mixed bag of UPH management approaches
  - Units, installations, contract support, regional and centralized
- O&M funds: can define need, but program accountability lacking
- Future requirements: green/energy/technology/flexible design



## Observations & Conclusions

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- Today's Junior Enlisted Force
- Disparity
- Adequate UPH
- Evolving Standards
- Business Case Analysis

## Observations & Conclusions:

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- Today's Junior Enlisted Force
  - Great majority comparable to those entering college
  - Different characteristics than previous generations
  - More technically literate
- Disparity
  - Different service cultures: different UPH policies, standards
  - Parity between unaccompanied and married counterparts

## Observations & Conclusions:

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- Adequate UPH
  - Much done, much needs to be done
  - Historically, sustainment is underfunded, difficult to track
  - UPH quality & facility lifecycles affected
- Evolving Standards
  - Diverse types of UPH facilities, configurations
  - Driven by changing policies, service cultures, force structures, expectations
  - Evolution will continue-tomorrow's UPH will not be the same as today's

## Observations & Conclusions:

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- Business Case Analysis
  - Must consider full lifecycle cost for prudent investment
  - All options need to be considered

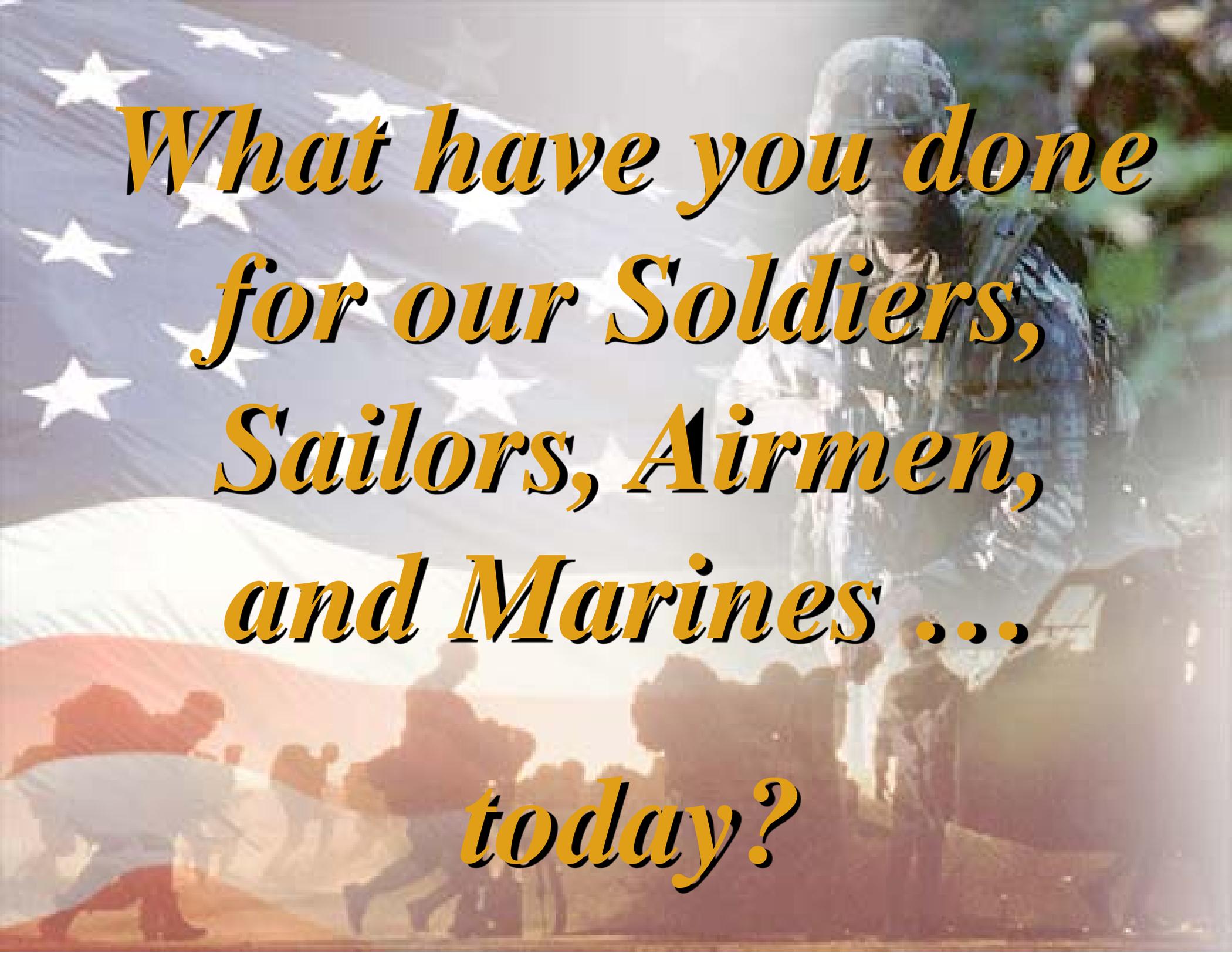
## *Where we are headed: Policy Direction*

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- UPH Vision – Provide UPH housing that:
  - Eliminates inadequate UPH, & sustains the rest
  - Is based on evolving standards and equals or exceeds comparable community housing standards, and
  - Significantly minimizes the disparate standards of housing between those with dependents and those without

### Recommendations Supporting the Vision

1. Consolidate permanent party UPH and family housing as a single housing capability
2. Base UPH requirements on first term enlisted as target requirement
3. Update assignment standards to 1+1
4. Use standard business practice & life cycle cost analyses to support each capital investment decision (MILCON, BAH, privatization)
5. Dedicate & track SRM funding for UPH
6. Establish standardized, annual customer satisfaction survey program across all services
7. Improve consistency and strategic use of UPH master plans



*What have you done  
for our Soldiers,  
Sailors, Airmen,  
and Marines ...*

*today?*



What are your questions?

# BACK UP SLIDES

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# UPH

## *Where we are headed: Policy Direction*

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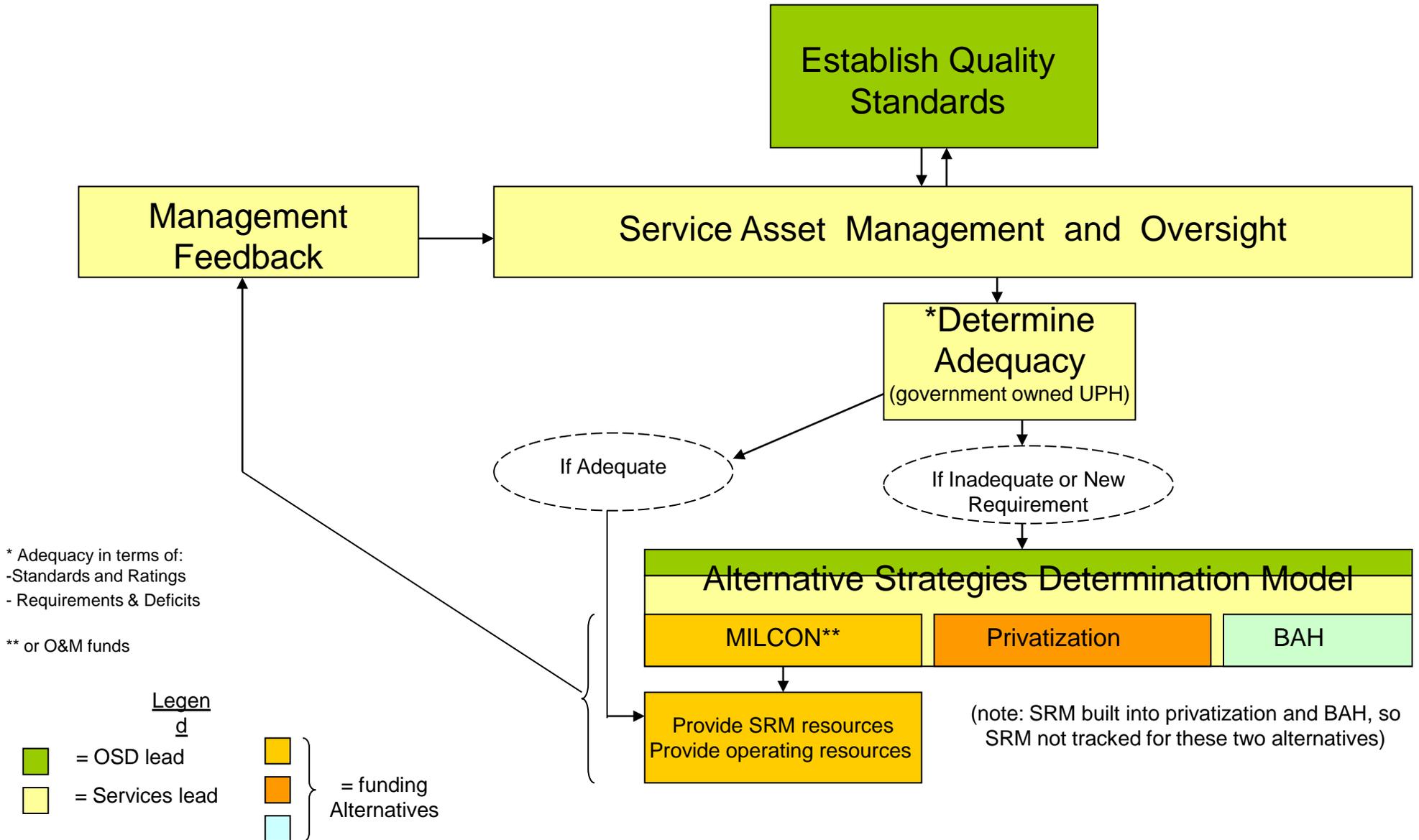
- UPH Vision – Provide UPH housing for eligible unaccompanied service members, that meets minimum condition and quality standards, using the best combination of government assets, private/privatized assets, and BAH
- Goals
  - Eliminate inadequate UPH
  - Construct new UPH using flexible design that will accommodate future demand in terms of configuration, space, and amenities
  - Ensure facility condition assessments evaluate adequacy
  - Dedicate funds to operate and maintain UPH in a manner similar to family housing
  - Manage UPH and family housing as a consolidated program to achieve efficiencies, share assets where practical, and reduce quality gap between members without and with dependents
  - Apply rigorous cost analyses that support decisions to pursue MILCON, privatization, or community options

## *RECAP*

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- UPH evolves (similar to weapons systems)
  - Use long range vision (20-30 years) as standards guide (near & long term)
    - Goal: privacy and space, comparable to community ‘outside the gate’
    - Master Plans as OSD & Services strategic & tactical planning tools
    - Use best alternative mix (MILCON, BAH, Privatization) to execute
- O&M funds required to maintain facility quality, best ROI
  - Status quo historically has not worked well, needs better control
    - Options: fence O&M, merge with FH
- Management
  - Condition ratings: independent, measurable, auditable
  - Customer satisfaction ratings: independent, measurable, auditable
  - Shared best practices (service/joint installations)
  - Consolidate all housing management & resources?
    - (FH, UPH, privatization, BAH)

## Management Policy Cycle



# GEN (Ret.) Powell Leadership

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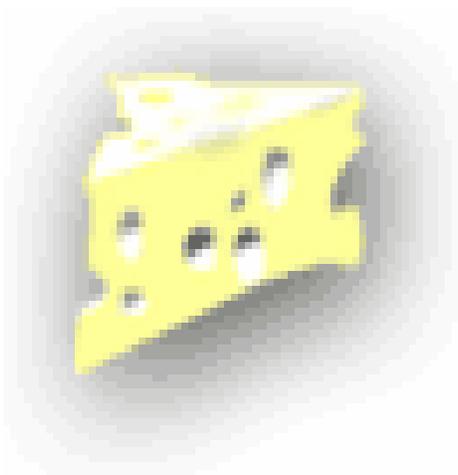


“If it ain’t broke, don’t fix it” is the slogan of the complacent, the arrogant or the scared. It’s an excuse for inaction, a call to non-arms. It’s a mind-set that assumes (or hopes) that today’s realities will continue tomorrow in a tidy, linear and predictable fashion. Pure fantasy. In this sort of culture, you won’t find people who actively take steps to solve problems as they emerge.

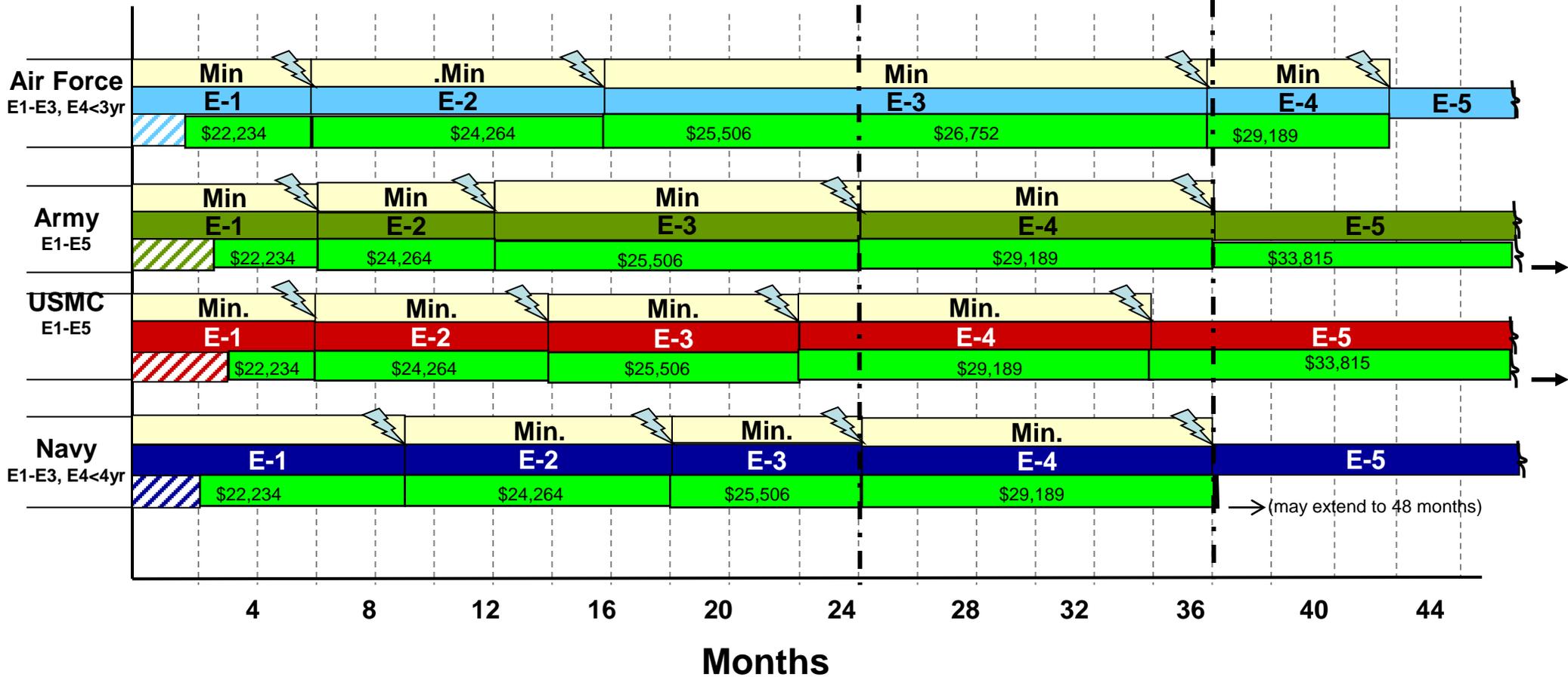
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***“Enjoy Change!  
Savor The Adventure And  
Enjoy The Taste Of New Cheese!”***

***From: Spencer Johnson, M.D.  
Who Moved My Cheese?***



# Minimum Promotion Points (representative) and Permanent Party Basic Pay & Without Dependent BAH Combined

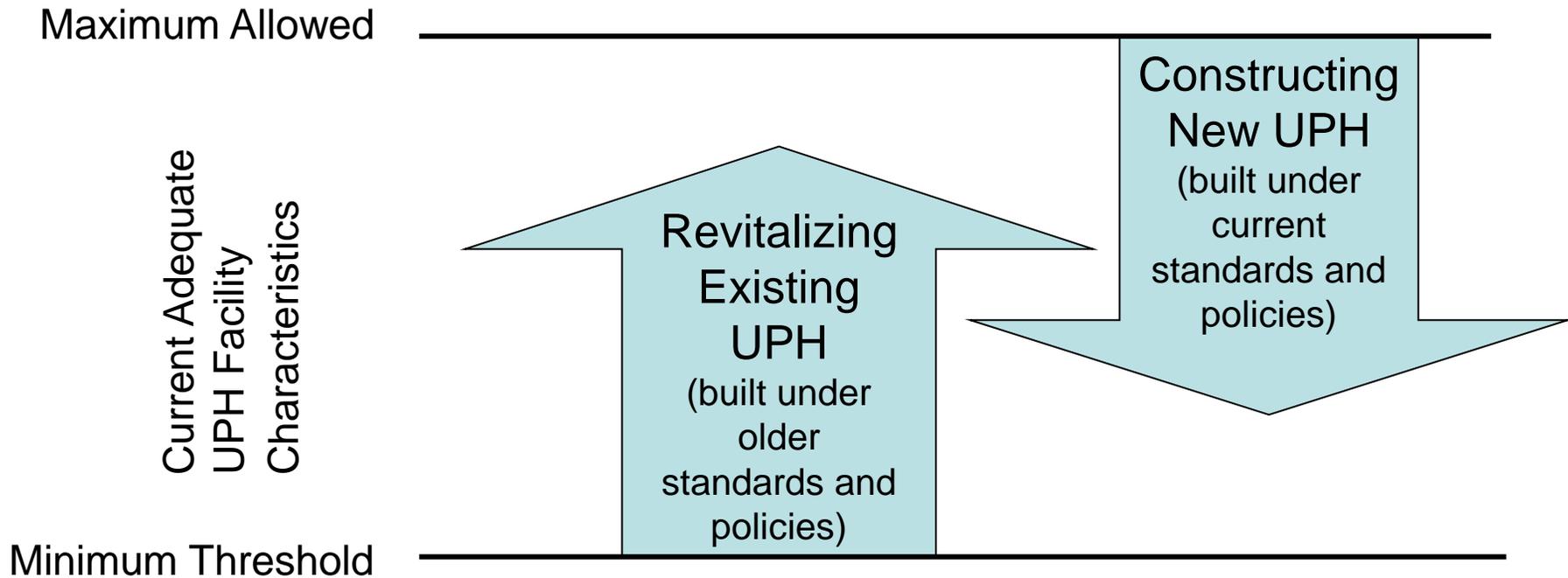


Basic training

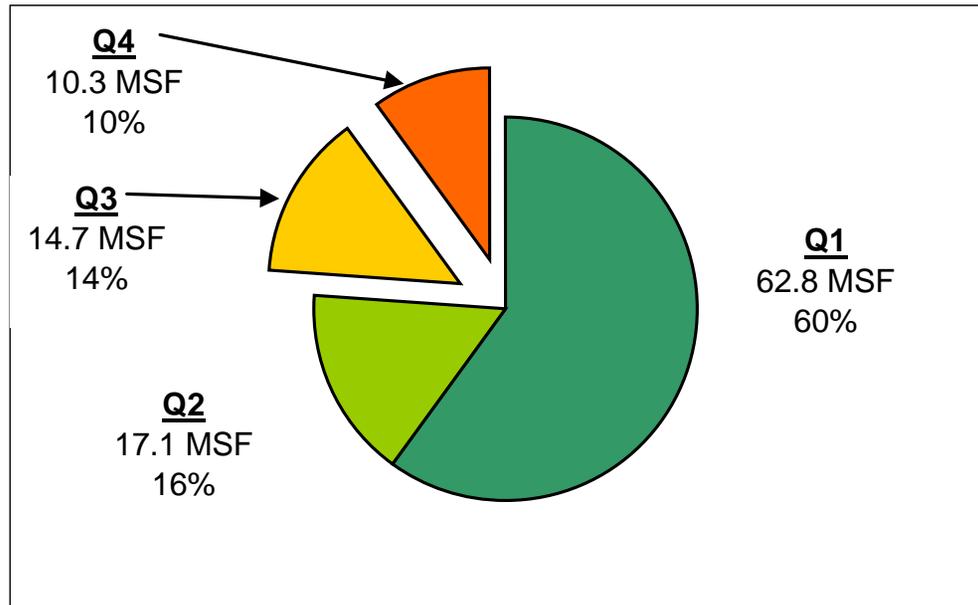
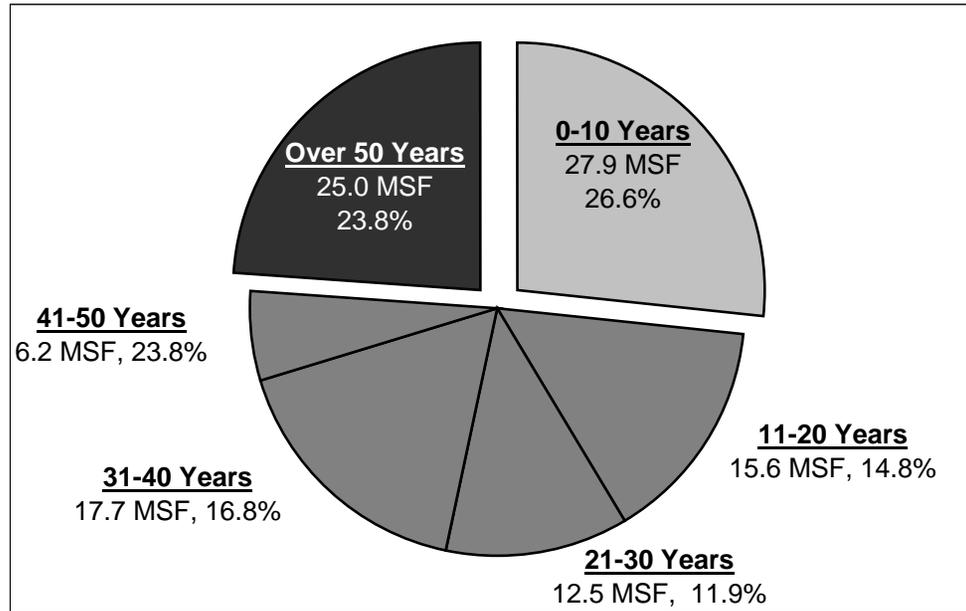
Min. Minimum time in grade

Military Basic Pay Scale TIS Pay Increase Points (no TIS increase in BAH)

# Range of UPH Facility Adequacy Characteristics



## Where we are today



Source: 2009 OSD Real Property Database