

Premiere Issue

NAVY HOUSING

TODAY

Ideas for the BQ and Family Housing Professional

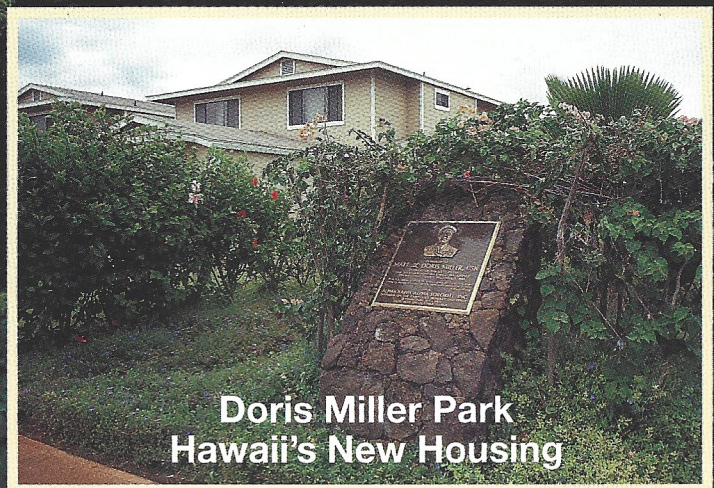
Warm and Welcoming...

OAHU!

AN INTERVIEW WITH

Captain Morris
Director, Navy Housing

CNET Sponsors
Quality of Life
Awareness
Conference



Doris Miller Park
Hawaii's New Housing

Premiere Issue

Ideas for the BQ and Family Housing Professional



2 *Captain Don Morris* is taking time to meet with housing residents personally. By learning their views and gaining information first hand, he develops effective plans for changes and improvements locally and globally.



14 *Deborah Demos* explores the information provided by a Management Training and Assistance Visit at South Division.



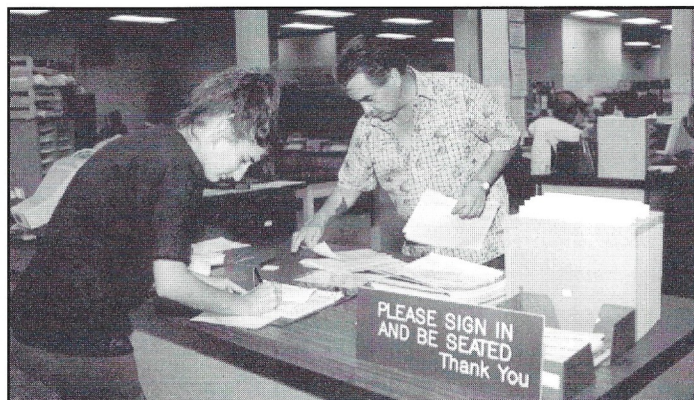
12 *Guantanamo Bay families* return to the United States to "Sincere Welcome" by Navy housing representatives.



8 *Self Help projects* are changing the face of family and bachelor housing in dramatic ways. Navy housing managers are discovering that the benefits of do-it-yourself projects include getting the job done and getting it done right.

TODAY

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NAVY HOUSING TODAY

Ideas for the BQ and Family Housing Professional

Navy Housing Today
Premiere Issue • Winter 1994

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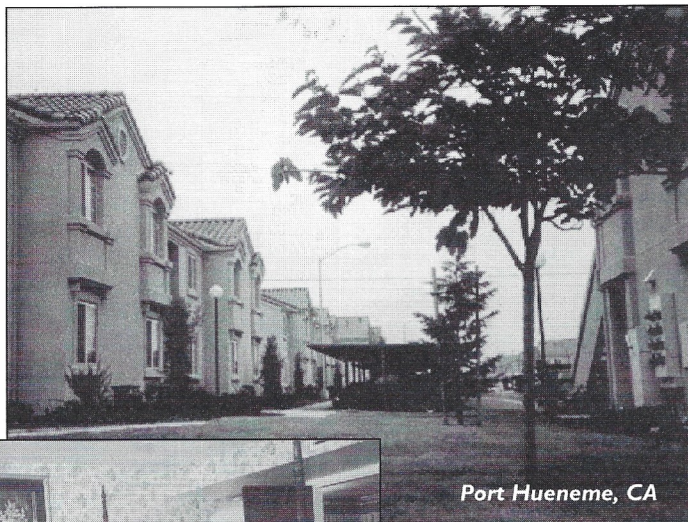
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Responding to the organizational changes taking place in the Naval Facilities Engineering Command (NAVFAC), this newsmagazine is published for those in the business of housing, including commanding officers, public works officers, housing directors, managers and staff. For people seeking to understand the operations of bachelor and family housing, this magazine will strive to communicate plans and progress made in answer to Chief of Naval Operations Admiral Mike Boorda's call for Neighborhoods of Excellence.

Whether you are a military or civilian manager starting from scratch with a NAVFAC P-930 housing manual, or a seasoned housing manager with years of experience, or somewhere in between, we hope you will both learn and share with all of us in working toward the goal of increased customer satisfaction.

With this premiere edition, the Navy Housing Today staff hope you will help spread the word, devise new and better techniques, and plan your programs to focus on the individuals who comprise our Navy neighborhoods, communities, and world scene.



Port Hueneme, CA



Pensacola, FL

M

EET THE DIRECTOR *Shaking Hands Coast to Coast*



With a little coaching from mom, a young Navy family member shares her perspective on playground equipment with Capt. Donald Morris, who is interested in quality of life for residents of all ages.

As the point man for Navy housing, Captain Donald G. Morris, CEC, USN, has been visiting a number of activities in recent months to see first hand the Neighborhoods of Excellence initiatives underway. Normally CAPT Morris is in his office at the Naval Facilities Engineering Command, in Alexandria, Virginia, but frequently you'll find him in your own back yard. *Navy Housing Today* caught up with CAPT Morris to get some of his thoughts on how the housing programs are evolving.

"These are exciting times for both family and bachelor housing managers. We have unprecedented support from the Navy leadership to make the changes necessary to improve the living conditions for our sailors and their families. I've seen dramatic changes already. The enthusiasm and desire of the housing managers I've talked to is contagious. Neighborhoods of Excellence is becoming a reality through the innovative efforts of the folks on the front line."

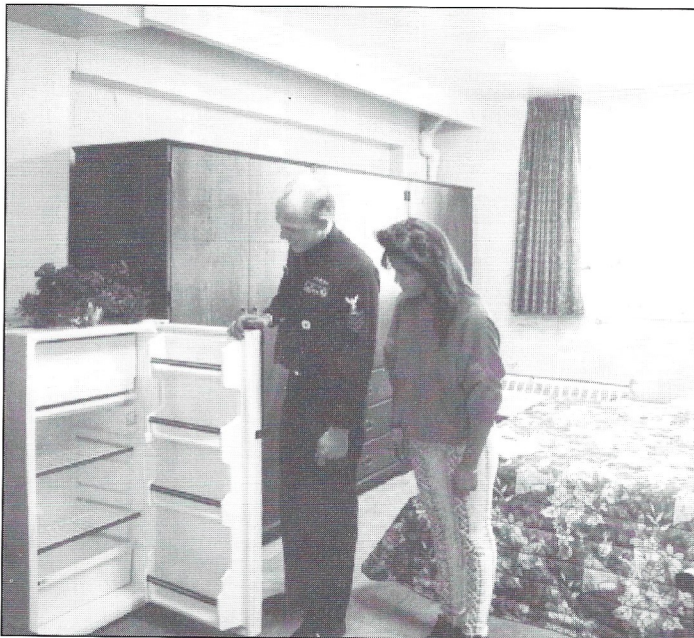
According to CAPT Morris the time is ripe to think about new ways of doing business and different approaches to satisfying our customers. "We need to be listening carefully to the sailors we serve," says Morris. "They are the ones who will let us know where our priorities should be and what we can do to make their lives better." The thrust of NOE is to encourage housing managers to look at what is going on in the private sector to find ideas

things we have planned." Obviously, this is not just a wish on CAPT Morris's part. He's worked in the Pentagon budget shops and knows how important it is to keep the dollars where they need to be.

Getting the money isn't all of it though. CAPT Morris is convinced we need to have solid plans in order to fully achieve the goals of NOE. "It all starts with a plan," he says, "Knowing where you want to go is the most important part of getting there." Comprehensive neighborhood plans are the basis for improving family and bachelor housing facilities, but we need to have a customer service plan as well. "I think it is extremely important for all of us to lay out a clear approach to serving the sailors and their families and then focus our attention on meeting that approach."

There is a lot going on in the housing business and CAPT Morris is eager to do even more: "We have the most dedicated folks I know working for housing, and I am persuaded that all of us, working together, can make our bachelor housing and family housing neighborhoods the envy of every other Service. Listening to our customers, planning

Continued on page 4



Bachelor room displays built at Andrews Air Force Base, MD, demonstrate the whole room concept and improvements for single sailors.

they can use for Navy housing.

Improving the quality of living for our customers will cost more. But CAPT Morris is confident that the Navy will support the commitment to NOE. "We have been through the hoops now on our housing budgets," Morris points out, "and we have succeeded in holding the dollars we need. Both the family and bachelor housing budgets will let us do the

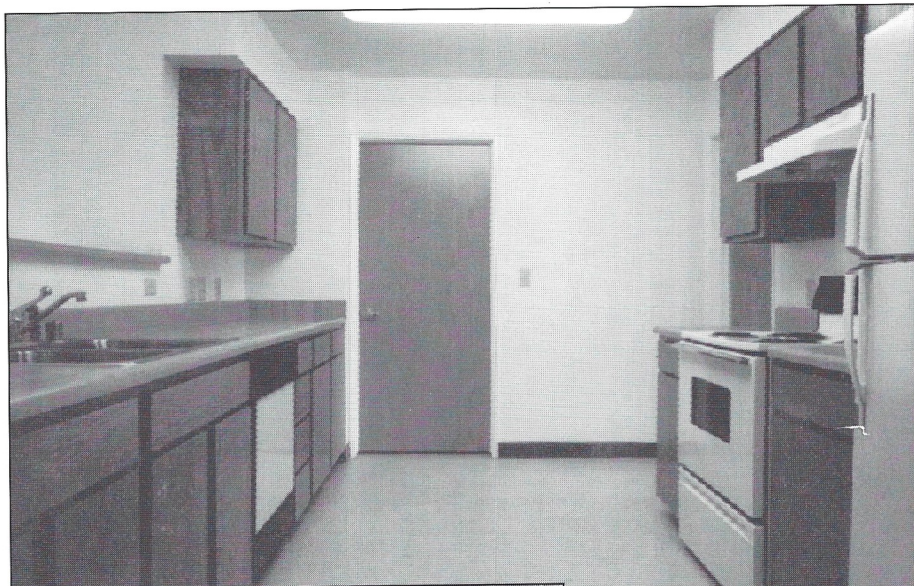


Fieldstone, a leased housing community in Alexandria, VA, is one of the Navy's newer neighborhoods of excellence.

Continued from page 3

properly, and constantly seeking a better way will lead us to the Neighborhoods of Excellence our sailors and their families deserve.”

CAPT Morris will be continuing his travels to different activities. You will quickly recognize him as one of the most committed and supportive “Director of Housing” officers we’ve had. And it won’t take you long to catch that little glint of happiness he has for his job. 🏠



Housing Director Captain Donald Morris finds it pleasant to check in at the Combined Bachelor’s Quarters at Andrews Air Force Base, MD. Recent improvements include new counters, easy-to-use announcement board, plants, and a mirrored wall.

Improving the quality of living for Navy families includes modern kitchen amenities as shown in this home on Barbers Point, Oahu.



ARM AND WELCOMING

Oahu!

by Deborah Hanson



Captain Bill Schmidt and Frank McCoy share their impressions of Oahu's new houses in Doris Miller Park.

As a housing manager, **Frank McCoy** has always been interested in providing good customer service to the thousands of Navy families stationed on the island of Oahu. In fact, his entire staff is dedicated to the quest for constantly improving that quality of service. Now that the Navy Aloha Center is back under Navy guidance, McCoy and his staff look forward to increasing the level of housing services offered under the Navy's Neighborhoods of Excellence (NOE) philosophy.

"Our major focus now," said McCoy, Housing Manager for Commander, Naval Base Pearl Harbor, "is to actively and creatively improve customer service. To fulfill customer needs, our plan is to centralize and provide each family with one 'sponsor' or primary housing counselor. We will provide housing counselors with training and education to handle all differ-

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AREA SNAPSHOT

Diverse ethnic groups: Mix New York, California, Manila, Singapore, and Tokyo to approximate the diversity and contrast. Different races, religions, philosophies, and lifestyles not only coexist, but blend together.

Aloha Spirit: A casual lifestyle, sense of community and comradery perpetuated by the people, their land and their culture.

Navy housing population: Approximately 10,000 families are on Oahu, with 8,000 in military housing. This represents more than 10 percent of the Navy housing inventory worldwide.

Latest addition to Navy housing inventory: Orion Park's 120 housing units at Barbers Point, most western end of the island.

What things cost: Generally, 30 percent more than mainland prices.

The climate: Moderate, with average temperatures ranging from 60-85 degrees.

The environment: Hiking in over 20 state recreational parks is a popular pastime, as well as snorkeling, scuba diving, and other water sports.

Let the good times roll: Hoomanawanui—"take it easy spirit."

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ent types of family situations." The one-on-one aspect of counseling services reflects the professional level of the staff. Additional staff skills provide new arrivals with a personal advocate for all their housing needs.

In the past, meeting the needs of Navy families has often been a situation of high demand and short supply.

The NOE philosophy has become



Newcomers are surrounded by history in Oahu, as in the USS Arizona National Memorial, built to commemorate the historical events of December 7, 1941.

one of the major quality-of-life goals for Chief of Naval Operations Admiral Mike Boorda. NOE goal implementation is making dramatic changes in the daily operations of Housing Welcome Centers everywhere.

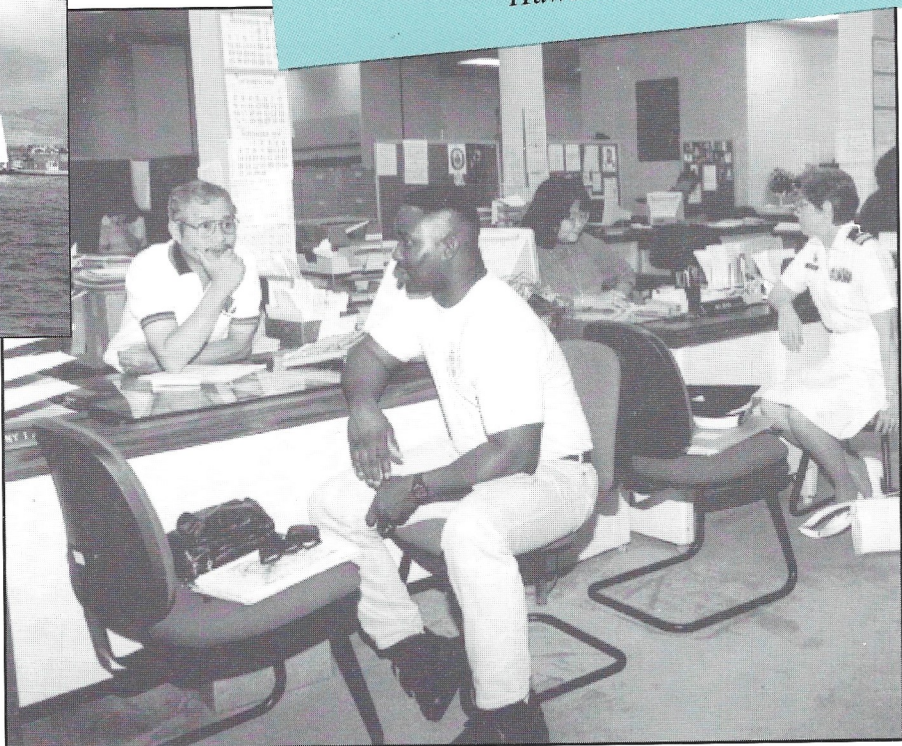
These goals are:

- Foster customer oriented mindset
- Replace deteriorated/substandard housing
- Modernize to contemporary standards
- Reduce backlog of maintenance, repair & improvements
- Eliminate the housing deficit.

The Oahu program includes: (1) intensive internship programs for housing specialists to become more generalized and need-focused in their approach to addressing housing issues

Oahu, The Gathering Place!

From the many comments Housing Inspector Kellie Funk hears, it's apparent Navy families love Oahu. One young Navy wife said, "I'm so thrilled to be here for our second tour!" A sailor who stopped in the Navy's Aloha Center said it's great to be living in such a friendly, easy-going community. "When families come in and talk about the beautiful mountains, oceans, and Hawaii's blue sky," Funk said, "we know they'll enjoy their new Hawaiian home."



Rony Lanting and Ro Atud, housing counselors (behind desks), advise customers Leonard Jones III, stationed aboard USS John S. McCain (DDG 56) and LCDR Peggy Stewart at Oahu's Navy Aloha Center.

and (2) active involvement of architects, community planners, engineers, and public relations personnel to revitalize, renovate, and improve Navy housing communities across the board.

Oahu is one of the largest single housing locations in the Navy, according to **Captain William Schmidt**, Assistant Chief of Staff for Housing, Naval Base, Pearl Harbor. It comprises 27 different and distinct areas throughout the island and approximately 8,000 military homes." That means we have just taken

responsibility for providing a little over 10 percent of the Navy's homes and apartments," he said.

"Our families will enjoy an increased level of service ability and comfort as we phase in each successive round of repairs and upgrades," said Schmidt. "There is no argument that many of the homes here in the island are in need of significant repair.



Doris Miller Park is one of several new housing communities built on concepts that emphasize efficiency, ease of maintenance and effective use of space.

Considering age, historical value, and need, ongoing maintenance is our first priority."

For newly-arriving families on Oahu, the situation can vary. "If the family is new to the Navy, they expect a lot from us," said McCoy. "In this case, we need to provide nearly everything for this young family — such as furniture and in-depth information on how to handle this diverse environment," he said. "The other case, or the reverse of that, is the 'seasoned' Sailor who expects this tour to be like many other stateside tours of duty. They sometimes don't rely on us as much as they should and end up getting in a tough spot.

"The most common difficulty is that families sign long-term rental agreements without our advice, then they end up with legal problems that are difficult for them, and difficult for us to help them with," McCoy said. The

standard of living on the island usually means smaller living spaces, and more densely populated communities, which is a cultural adjustment for many. "When a family is stationed here for the first time, these are issues they need to become adjusted to," said McCoy.

Aloha means both hello and goodbye

Since 1983 the Army managed housing for all the services on the island. Army, Navy, Marine Corps, Air Force, and Coast Guard, were all funded from the same budget allocation. Each service assumed managerial control in September 1994.

What Makes a Model Navy Community?

- Active, expanding self-help programs with hands-on demonstrations.
- Aggressive referral programs exploring and using automation.
- Adequate projections of the number of homes needed several years in advance.
- Customer service surveys eliciting feedback regarding what does and does not work within the system.
- A well-trained housing staff and housing offices which promote customer service and conveniences.
- Expanded furniture and appliance programs.
- Incentive programs encouraging pride and ownership of Navy housing communities, such as "yard of the month."
- Exciting comprehensive neighborhood plans.
- Neighborhoods with inviting names, entrances, signs, and landscaping. New construction as funding allows.
- Upgraded services, such as departure and showing services and programs for recycling.
- Maintenance programs stressing customer service, quality materials, and well-developed short- and long-range plans.

McCoy provides background and current information on Navy housing issues and future plans. "Without a doubt, there is considerable work to be done to bring our homes up to the standards set by Adm. Boorda and the Navy's NOE philosophy. NOE sets the

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standards for us to revitalize our communities," McCoy said. "We are in the process of revitalizing several hundred units that are in the most severe need of repair. We are optimistic about the changes, since they are already happening now."

The cost of living is estimated to be approximately 30 percent higher than the mainland according to local news broadcasts and military members draw a cost-of-living allowance. "Our Sailors need to know that before they begin their tour on Oahu," said **Alan Ikeda**, housing area manager. **Mike Moorhead**, another Oahu housing area manager, agrees. "It costs Sailors and their families much more for essentials, such as food, gas, and car insurance" he said. "Spending money for luxury items must be budgeted."

Described by travel writers as "the world in a microcosm," the islands are the most cosmopolitan areas in the United States. "Because of the diversity of the populace," said **Dennis Ting**, also an Oahu housing area manager, "there are different decisions and issues that must be decided by the husbands and wives, mothers and fathers, living in and around the Navy communities. A positive attitude and advance preparation can prevent disappointments and help make the right decisions," he said.

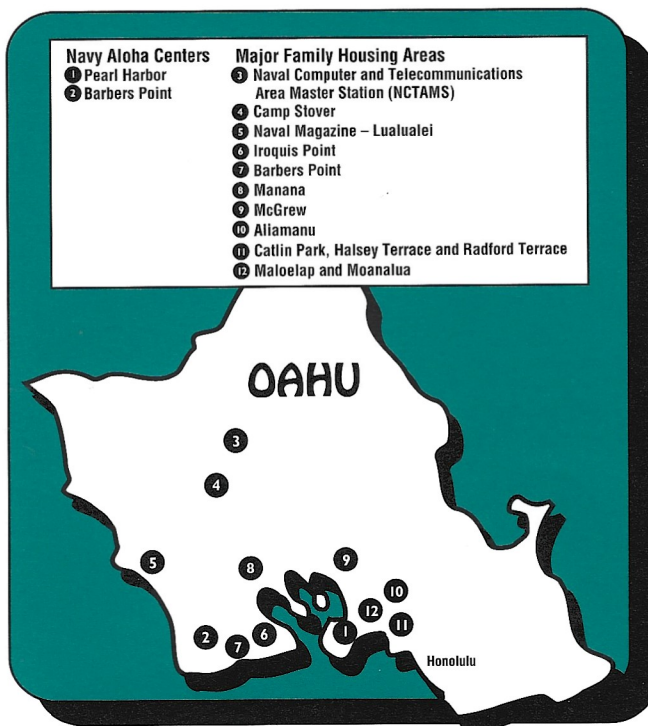
"To handle these diverse needs, we're working to develop a specialization in housing management with an internship program that provides expertise in a variety of areas through on-site training," said McCoy. "Providing customized assistance to families,

ranging from plumbing emergencies to school and bus schedules, Navy housing counselors will be able to tackle the most difficult situation, confident and encouraging, even when everything is not going as planned."

Handling the unexpected

The Navy Aloha Center plans to redesign

its offices. "The changes will make the office more open and inviting," Schmidt said. They will also provide partitioned areas for more privacy, and improved efficiency and productivity. "Eventually, we hope to further improve our customer service by expanding self-help and other customer services in the outlying Navy communities," he said. "This will eliminate a 15- to



20-mile drive into the Center." The self-help program supplies training and equipment to housing residents so they can handle minor repairs and maintenance on the interior and exterior of their homes themselves.

McCoy gave further details about the widespread changes and revitalization efforts on Oahu. "We intend to look at the housing community as a whole, incorporating many of the lessons learned by larger housing communities such as San Diego and Norfolk," he said. "They are the models we are emulating, since they have solved many of the issues that occur when managing a large and diverse group of housing areas. We are adopting the methods used by these successful Neighborhoods of Excellence to make Oahu housing better: responsive, customer-oriented, and achieving excellence." 🏠



SELF-HELP

Creating Climates of Change: Sailor Involvement in Innovation

by Deborah Hanson



Landscaping tasks keep MSI Rodolfo Gabriel busy at Naval Station, San Diego through xeriscape, a gardening style using less water which makes gardening a little easier.

Exciting winds of change and innovation are making home life easier for those who live in Navy housing. The movement is saving money as it increases self-sufficiency and results in a job well done. Efforts to improve landscaping, common areas, and general living spaces are helping to make quarters more habitable, more comfortable, and more aesthetic.

Self-Help Talent

Managers cope with diverse requirements while scheduling, maintaining, renovating, and improving their housing throughout the United States. At Naval Air Station (NAS), Pensacola,

bachelor quarter (BQ) managers are making changes that are dramatically improving historical buildings dating back to the 1930s. "It's a lot of work! Restoring areas that are older is a major endeavor," said Bachelor Officer's Quarters (BOQ) manager **Jeannie Roush**.

Chief Mess Specialist Matthew McEnaney agrees. In one building, the ceiling caved in on the second deck from a third floor water leak. "That's when we knew we had a serious challenge ahead for our plans to restore rooms in the 3-story historical residence," he said. "Overall, the restoration is proceeding well with most of the work being done by self-help workers."

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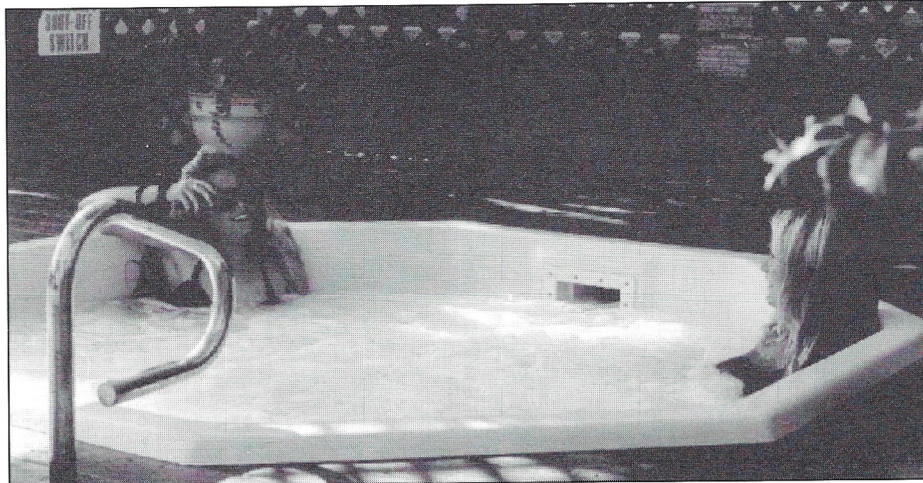
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"We're lucky to have Chief McEnaney, who is knowledgeable and energetic," said Roush. The outside grounds and building exteriors are being restored to original or better condition. Landscaping efforts are well underway and according to McEnaney, they have even made some innovative planters from some concrete safety barriers. MSC McEnaney said he and his work crew are willing to go the extra mile, getting certified in electrical, plumbing, and safety standards and even adding wheelchair accessibility to entryways and rooms. "The interiors are requiring the most work to bring them up to modern standards," he said.

Stop and Shop a While

The "Stop and Shop" of the Public Works Center at Pensacola, Fla., provides most of the material used by BQ managers in their self-help work in revitalizing and renovating rooms, grounds, and buildings.

Yonna Diggs, Lead Purchasing Agent, said that the Stop and Shop at Naval Air Station



Norwegian Air Force 2nd Lt. Kjersti Venli relaxes with a friend at Copp Hall, NAVSTA, San Diego. The hot tub was constructed through self-help as part of a recreational redwood deck for off-duty leisure use.

Pensacola is effective for both PWC and for the customers. "Customers get the materials they need when they need them. If there is something special that we're missing, we'll order it," she said. "Our service is driven by customer needs and we try to supply and keep in stock all the materials needed for major and minor projects."

Teamwork Works

At Naval Station San Diego, all players, from enlisted to officer and from student to traveler, are working together to complete major renovations. Their combined efforts have resulted in a new hot tub, outdoor recreation and barbecue areas, and even a sun deck.

"Teamwork," **Butch Bautista**, NAVSTA BQ Manager, said, "has made what was once just a few plans on paper a reality.

That sense of cooperation and working toward a joint goal is what has made this an award-winning location. That's a tall order, when you consider that essentially, we're the largest hotel in San Diego. With 13 complexes and 3,700 bed-

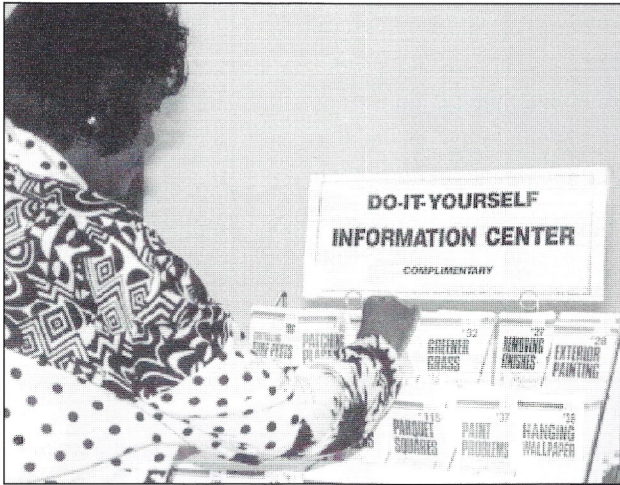
"Teamwork has made what was once just a few plans on paper a reality."

spaces and from 250 to 275 people checking in and out daily, there's a lot of work to be done each day."

Sharing Success

Personal and interpersonal changes are happening in BQs, as well. "We found a need for greater communication and information-sharing among our managers and supervisors," said Dennis Dickerson, guidance and standards analyst,

NAVFAC Bachelor Standards and Policy Division in Alexandria, VA. "Consequently, we have arranged guest speakers and seminars to bring our folks up to speed in promoting customer service, using Total Quality Leadership, and adjusting to reengineering. Management Training Assistance Visits (MTAVs) are helping to get the information out with a 'hands-on' approach leading to greater self-sufficiency," said Dickerson.



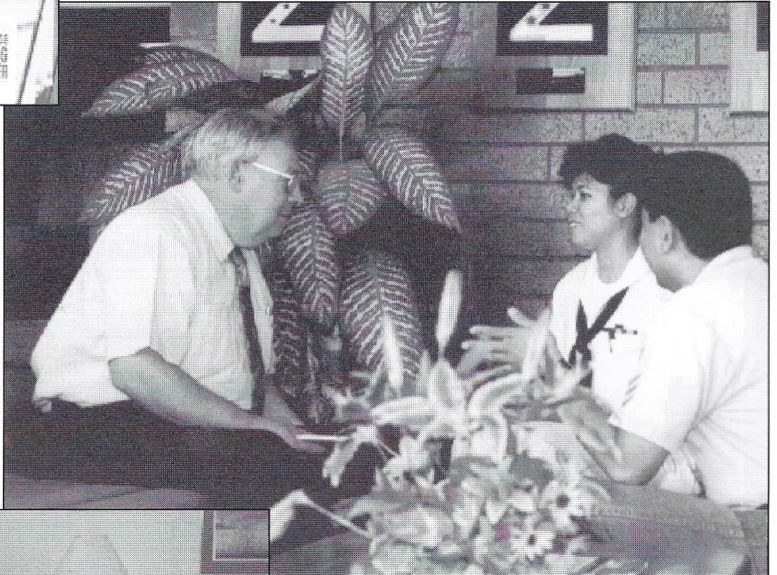
Navy family housing customers find guidance, good ideas, and tools to do the job right at base self-help centers. NAVFAC Public Affairs Officer Elaine McNeil noticed the helpful and detailed brochures provided by the NOE Resource Center, Norfolk, VA.

Responding to Needs

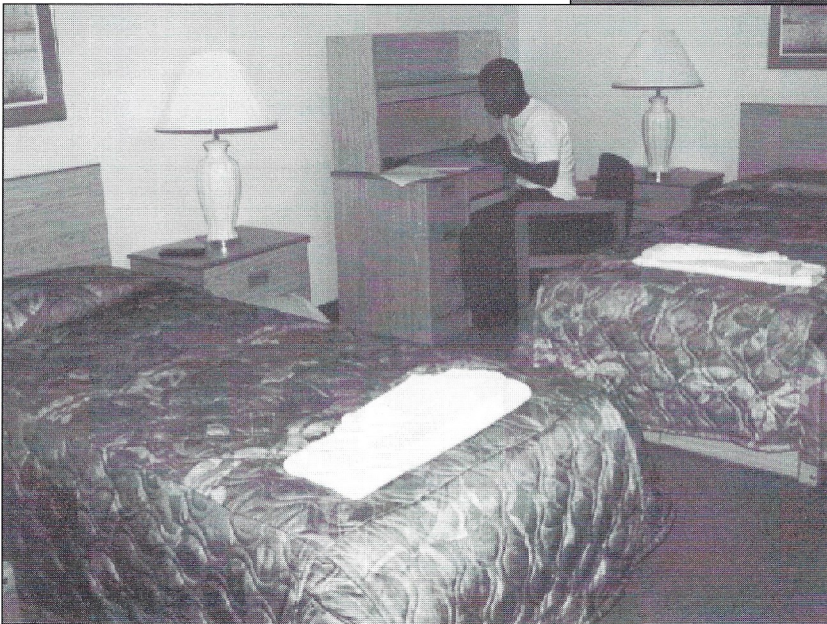
“Customer service has become the critical focus for our people,” said **Jack Logsdon**, Bayshores BEQ manager, NAS Pensacola, “especially in meeting ongoing needs for quick repairs, beautification projects, and

this BEQ has become more capable of meeting diverse customer needs, which include the needs of travelers, students, and permanent staff individuals.

“We actively look for potential needs that can be fulfilled efficiently. For instance, we heard about a fitness center that was getting rid of old weights and workout equipment. We asked if we could have the equipment for the BEQ residents and found it was only a matter



Eye contact is an important part of communication. MS2 Crescencia Dela Pena, BQ Central Assignment, practices with Dennis Dickerson, HQ NavFac BQ Policy division under guidance by MSI (SW/AW) Roy McCremens, the San Diego Naval Station BQ Customer Force Instructor.



SH2 Calvin Smith, in transit from recruiting school to USS WASP, is staying in one of the revitalized BEQ rooms at NAS Pensacola.

of sending an official request and the equipment was ours.”

Balancing Work and Relaxation

The Naval Technical Training Center, Corry Station, at Pensacola, FL, is also a good example of a BEQ that is changing and doing business through self-help. Chief Mess Specialist (AW) Early McWilliams proudly identified the projects

more cabinets and storage space. To meet these needs we set up a small maintenance shop.” By being responsive and proactive,

improving its ways of

Continued on page 12

weeks in September, family housing personnel from housing welcome centers and other housing offices did just that, quickly and competently. They provided friendly, family-oriented service to more than 2,000 families returning to the United States.

"I think most of us have been personally involved in a relocation, and moving to or from another country, so we can empathize with these families' experiences," said **Dawne Brooks**, Realty Specialist, PWC Norfolk Housing Welcome Center. One woman just needed a glass of water. "It may seem simple," Brooks said, "but getting a fresh cup is sometimes difficult. I always bring my emergency kit which

processing stations, which included an airline reservation confirmation desk for those departing for other duty stations, an emer-

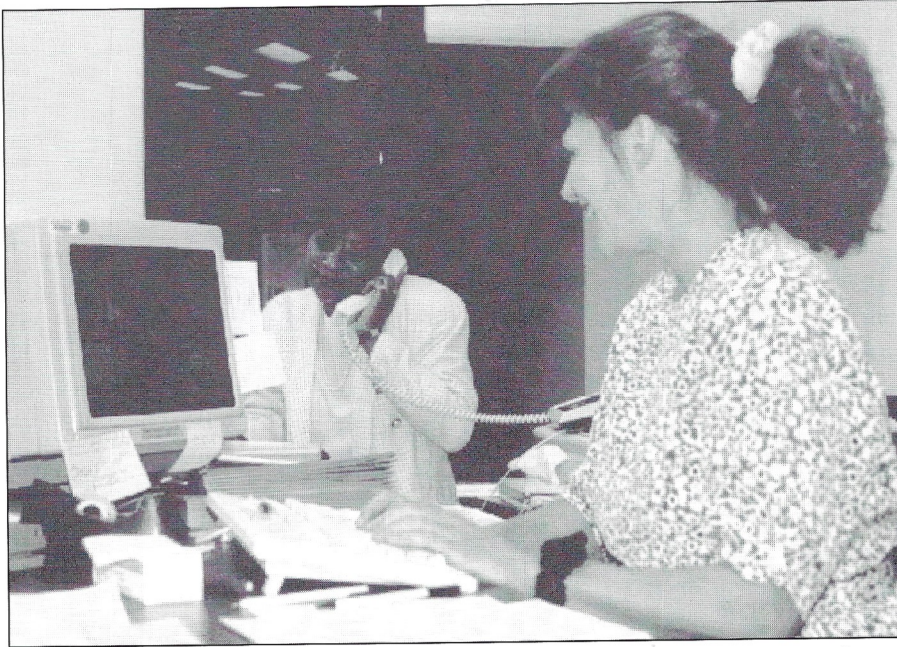
"...I want all who are helping to follow this as if each family member was their own."

gency medical stand, and a USO welcome wagon. The Red Cross and Family Service Centers provided information to families who were stationed in the Norfolk area or had an immediate need for services. "When it came to knowledge about local and distant accommodations, our personnel and staff provided expertise quickly and efficiently," said **Captain Pete Van Dyk**, Executive Officer, Public Works Center, Norfolk.

"Twelve to 13-hour days were the norm," said **Martha Kessler**, PWC Norfolk Family Housing Public Affairs Officer. "Since the returning families came in several planes every day, housing representatives needed to be there on the weekends, too." Assistance was provided at the mobile site Hospitality Center as well as at the Norfolk Navy Housing Welcome Center. Shuttles and buses were available for those who needed transportation to Norfolk International Airport, lodging, or various other locations. A nursery and child interest center, with those very important video games, was also

provided at both locations, so parents could concentrate on the task of finding a place to stay and a new home.

An example of Navy people pulling together when the call comes to face difficult situations, Navy housing managers and their staffs answered the call and responded with the warmth and concern of a caring Navy family. 🏠



Preparing for the next group of families from Guantanamo Bay, Desirene Tracy inputs information on the computer, while Eva Love coordinates over the phone with housing personnel at the Hospitality Center.

includes cups, some fruit, and even a bit of potpourri because I know how much the little things mean to someone who is being asked to move house and home." Brooks was one of five Navy Housing Welcome Center representatives who greeted the returning families.

While being welcomed home again, former Guantanamo Bay residents received advice and information from a number of in-



ERE TO HELP

BQ Managers, Personnel hear, "We're from MTAV and we're here to help"

by Deborah Demos



MTAV Team members Deborah Demos, Dean Shabeldeen, MSC Roberta Jio, Dick Agnitsch and Terri Withee stand ready to assist BQ managers and staff at the recent conference.

Management Training and Assistance Visits (MTAVs) from Naval Facilities Engineering Field Divisions (EFDs) bachelor quarters, provide "over the shoulder" training and suggestions to personnel in all areas of Bachelor Quarters Management. The program, just about a year old, can include assistance in the areas of training, staffing, automated data processing systems, NAF accounting, public works assistance and inventory control. Team members generally only provide suggestions on areas BQ managers ask them about.

Under MTAV, a team of five to seven members, trained and experienced in all areas of BQ management, travel to activities to provide "hands-on" training. Each visit lasts about five days, or as long as the activity asks the team to

stay, and includes presentations, coaching, and data review. At the end of the visit, the team members provide an improvement suggestion report, which is left at the activity. The visit is non-threatening, and no written reports leave the activity. This is so BQ personnel can feel free to ask for help.

To give them a "taste" of what is to come, Southern Division BQ managers and their staffs were invited to the second regional Management Training and Assistance Visit conference held recently in Jacksonville, Fla. Seven activities took advantage of the conference. Personnel in Florida attended from Naval Air Station, Jacksonville; Naval Hospital, Jacksonville; Submarine Base, Kings Bay; Naval Training Center, Orlando; Naval Hospital, Orlando; Naval

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Lieutenant Michael Thomas, BQ Officer welcomes MTAV member John Bradley to the BOQ Jacksonville lobby.

Station, Mayport; and Naval Air Station, Cecil Field. They listened and participated in

presentations on quality services provided by the Bachelor Quarters Program Management Office (BQPMO) and its Plans and Proposals. Other presentations included Southern Divisions's status report on whole room catalogs, free interior design, free commercial training materials, and Bureau of Navy Personnel (Pers 67) updates.

More than 160 BQ Managers and staff attended the customer service presentations held the second day of the conference. The first day, reserved as a managers meeting, drew more than 30 attendees. The MTAV team then visited bachelor quarters of the seven activities during the remainder of the conference.

"It was a great turnout, and I'm so happy everyone could make it," **John Bradley** of

Southern Division's BQPMO said.

Besides John and me, there were five members on the MTAV team: **Richard Agnitsch** (responsible for kicking off the conference), Naval Facilities Engineering Command BQPMO, **Dean Shabeldeen**, Southern Division Public Works Department, **Terri Withee**, Naval Technical Training Center Corry Station, Chief Mess Specialist **Roberta Jio**, Office of the Chief of Naval Operations (N 15), and **Jeanne Purdin**, Bureau of Naval Personnel (PERS 652).

"Our whole reason for being is to help Bachelor Quarter personnel provide high quality customer service and clean comfortable facil-



More than 160 BQ Managers and their staff personnel attended the second day of the MTAV conference held at Naval Air Station Jacksonville. The topic: Customer Service Training.

ities," Bradley said. "Our Sailors have a right to expect that. This conference helped show that we really do exist to help, not police."

Any activity interested in participating in an MTAV should contact their respective EFD BQPMO. 🏠

Deborah Demos is a Housing Management Specialist in the Bachelors Quarters Branch of Southern Division, Naval Facilities Engineering Command.

QUALITY OF LIFE

CNET Sponsors Workshop

by Deborah Hanson



Rear Admiral Paul E. Tobin, Vice Chief of Naval Education and Training, outlines his priorities for the BQ managers attending the annual workshop.

“Improving the quality of life for our Navy men and women is one of my highest priorities,” said **Rear Admiral Paul E. Tobin, Jr.**, Vice Chief of Naval Education and Training (CNET). The sixth annual Bachelor Quarters (BQ) CNET Workshop provided a forum for voicing and listening to new ideas and sharing concerns about improving quality.

With CNET responsible for a significant portion of the BQ spaces in the Navy, as well as Air Force, Army and Marine Corps student berthing, more than 40 BQ managers and supervisors, from about 20 different sites, met to find ways to meet the needs of their customers in these new and changing environments.

“We hope to expand the horizons for our tenant command managers,” said workshop host **Rodger Loechel**, CNET BQ program manager, “through this workshop and other communication means. We provided not only an interesting workshop, as the feedback indicates, but we also

want to build a network of relationships. Then, the momentum of this workshop won’t be lost and will continue to build a strong foundation for next year’s meeting and idea sharing.”

Some of the ways the CNET workshop built its momentum included visiting speaker, former Vietnam prisoner of war **Edward L. Hubbard** (Air Force Colonel, Ret.).

“Breaking out of the box” is what Hubbard calls breaking the traditional mode of thinking which, “limits alternatives and nullifies responsiveness.” Through his presentation, entitled *Human Potential: A State of Mind*, Hubbard

“We hope to expand the horizons for our tenant command managers...”

helped workshop attendees draw up a plan of action to take back to their organizations and provided immediate benefits and application to participants from what they learned.

“Improving the quality of life for our Navy men and women is one of my highest priorities.”

Lieutenant Junior Grade Lee Biggs of the Bureau of Naval Personnel (Pers 67), presented important infor-

improving BQ quality of life and customer service, is one of the most important aspects for those attending the workshop,” said Loechel.

Overall, the CNET workshop successfully allowed participants to: (1) look for new ways to break from the box, (2) remove stress for staff and residents, and (3) meet Rear Adm. Tobin’s challenge of improving the quality of life for everyone. 🏠

mation on the new rate structure for BQs. He referenced NAVADMIN 18140Z Aug 94 and explained how local commanding officers and major claimants are to set BQ service charge rates.

Other discussions and presentations at the workshop centered on training, attitudes, over-regulation, communication, and partnering, along with an official awards presentation.

“The exchange of ideas that center on



Captain Timothy Thompson, Commanding Officer, Naval Air Station, Pensacola, addresses CNET command BQ managers during annual workshop and discussions.

“The exchange of ideas that centers on improving BQ quality of life and customer service is one of the most important aspects for those attending the workshop.”



ASBESTOS & LEAD PAINT *Inspection Reduces Risks*

by Cheryl Williamson

Traffic snarls, power outages, and junk mail are part of life's little annoyances that most people have come to expect — and accept. The testing for lead paint and asbestos in homes and work places is another fact of life many people consider little more than a nuisance.

Yet the threat of lead paint and asbestos in Navy homes is worthy of the attention of Navy officials. According to **David Brown**, manager of the Energy/Environmental Branch of the Navy Public Works Center, Norfolk, the Navy is among the nation's leaders in educating and reducing risks associated with lead-based paint and asbestos.

30,000 homes to be tested

In a little over two years, more than 9,000 of some 81,500 homes managed by Navy housing worldwide have been tested for lead-based paint and asbestos. Brown said the target is to inspect 30,000 homes by the end of fiscal year 1996.

By no means a small task. The inspection criteria, based on Housing and Urban Development guidelines, are the same that civilian communities use and are consistent from coast to coast. Older homes more often contain lead-based paint and asbestos, according to **Rick Herman** of PWC San Diego. "There's a good chance a home built before 1978 will have either lead-based paint, asbestos, or both," he said.

Just which houses in a community are to be inspected depends entirely on random selection by address. Brown said the sample size must be large enough to ensure a 95 percent confidence level. For example, 1,300 out of 8,000 homes in San Diego, Calif., were selected for inspection.

Nothing to hide

Before any testing is done in a Navy community, the residents are invited to a "town meeting." In spite of aggressive publicity, including numerous flyers posted throughout the neighbor-



Photo by Les Barnett, PWC San Diego

Steven Gehrig checks the readings on an XRF, a device used to measure the amount of lead, if any, on painted surfaces. Gehrig is a facilities inspection specialist with PWC San Diego

hood, most town meetings are sparsely attended. Brown said Navy housing follows a full disclosure policy, and the residents are usually most cooperative. "They figure the Navy's got nothing to hide," he said.

Katy Howard, the Housing Facilities Division Director at Commander, Naval Base, San Diego, said that the town meetings in San Diego Housing Communities play an important part in the inspection process. Residents learn when the inspections will be conducted and exactly what they will entail.

Town meetings tell all

"These meetings are very, very informative," she said. "The time we put into educating residents about the program before it's begun, saves

Continued on page 20

us a lot of time and heartache later.”

At the meetings, residents see the equipment used in the inspections, and learn to protect themselves from hazardous lead and exposure. Tips include: avoid high-risk situations, such as sanding and scraping; practice good nutrition and hygiene; and be aware of hobbies or occupational exposure to lead dust or fumes. Residents are also given a toll-free hotline number to call with questions.

100 readings for lead

It takes two people about four hours to completely test each unit for lead and asbestos. Brown estimates each home requires about 100

“
... the Navy is taking
aggressive action to protect
its families from lead-based
paint and asbestos...”

readings, each taking 30 seconds or more, to cover all the possible surfaces that could have been

painted at one time or another with lead paint. According to Herman, most lead findings are found on surfaces usually painted with enamel paint, such as bathroom walls, interior doors and trim, and outside fascia (roof trimming). He said over the years these surfaces have almost always been safely covered with lead-free latex paint.

The inspection results include the quantity of lead, if any, found in three different substances: paint, dust, and soil. An “x-ray florescent spectrum,” or an “XRF,” is used to measure the lead in paint. It costs less than \$500 per home to screen for lead using the XRF. If paint samples were scraped and sent to a lab, each house would cost more than \$12,000 to evaluate.

Dust samples, according to Brown, are collected using “nothing more than baby wipes.” Dust and soil samples are sent to the lab for analysis, and are easier to collect than paint scrapings. Only 10 dust samples and five soil samples are needed to reach the 95 percent confidence level.

Asbestos samples sent to lab

To test for asbestos, inspectors take samples of suspect materials and send them to the lab for analysis. Brown estimates an average of 20 suspect materials, such as floor tile, vinyl sheeting (linoleum), insulation, window caulking,

roofing, shingles, and concrete products, can be found in any one home. Since testing for asbestos is done at the same time as lead, there is no additional cost to test for asbestos, other than lab costs, which are about \$6 a sample.

When the results of the tests are complete, the information is shared with the residents. “We have no secrets,” said Howard. “We will tell the residents what we find out, and act accordingly. If we need to, we come back with appropriate mitigation measures.”

Howard is quick to credit the Public Works Center inspectors for their thoroughness and sensitivity to the concerns of the residents. “It’s marvelous for the residents,” Howard said, “Otherwise it can be quite alarming when these guys show up in their bubble suits and climb up into people’s attics.”

The “bubble suits” and respirators are worn by the inspectors and workers to protect them from the asbestos, which can cause severe respiratory problems. (The suits are referred to as “bunny suits” on the east coast, Brown said, but the suits are actually named “Tyvek” suits.) The only time the suits are worn is in a friable area, where the material has been broken open and is releasing fibers. “There are only two places that happens,” Brown said, “In an attic or in a crawl space.”

PWC Partners Coast to Coast

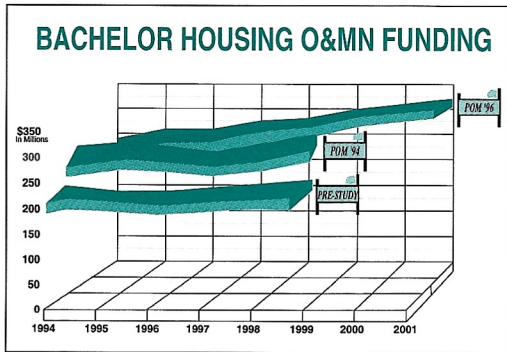
While other Public Works Centers are involved in developing management plans and assessment for the Lead-Base Paint and Asbestos Assessment Program, PWC Norfolk heads the program and actually tests housing units on the east coast. PWC San Diego is their west coast partner in developing the program, and tests west coast homes. According to **Jim McNerney**, PWC San Diego Facility Maintenance Director, the management strategy is to inspect, assess, and then provide each activity with a plan which includes risk analysis and recommendations. “It’s a long, complex process,” he said, “it doesn’t happen overnight.”

The important thing is that the Navy is taking aggressive action to protect its families from lead-based paint and asbestos in Navy housing.

“Asbestos and lead-based paint may be a fact of life, like junk mail,” McNerney said, “but we’re going to make sure that any asbestos or lead we find is appropriately dealt with as a safety precaution for our residents.”



HOUSING BUDGET *Plans Reflect NOE Commitment*



“Housing is the major element in the Quality of Life environment,” wrote Chief of Naval Operations Admiral Mike Boorda. “While our force and base structure may be smaller in the

future and fiscal constraints may limit resources, we cannot compromise the quality of housing for our people.”

With that in mind, budgets for bachelor quarters and family housing reflect a commitment to improving the quality of life for our military members.

Bachelor's Quarters POM 96 completed

The Program Objectives Memorandum for fiscal year 1996 (POM 96) has been completed. In comparison to many Navy programs, BQ did well, according to **Dave Dutton**, Director, Bachelor Resources Management Division, Naval Facilities Engineering Command, Alexandria, VA. “It supports our program to provide better living conditions for single Sailors,” he said.

The chart shows that before the Rear Admiral Roberta (Bobby) Hazard study, funding was significantly lower than it is today. “If you look at the Operations & Maintenance, Navy (O&MN) chart, you see that our program has consistently been supported since the study,” Dutton said.

While the current plan allows for execution of the quality of life commitment, Dutton is well into Program Review 1997 (PR97). This is the next opportunity in the planning cycle, which goes out to the year 2001, to modify our plan. “If something’s broken,” he said, “PR97 is our opportunity to fix it.”

Dutton suggested that activities need to work with comptrollers and public works personnel to ensure requirements are known and programs are support-

ed. “Only through continuous effort will the improvements needed be achieved,” he said.


Housing Budget Approaching Final Hoop

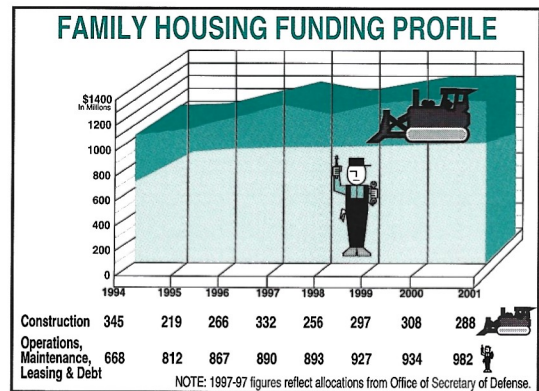
The housing budget is a two-year plan, according to Judy Taylor, Budget Officer in the Housing Resources Division, Naval Facilities Engineering Command, Alexandria, VA, who is dealing with the fiscal year 1996 and 1997 budget years. The plan will be done a total of three times before Congress authorizes and appropriates the FY 1996 funding, and an additional three times for the FY 1997 budget. The budget was first submitted to the Navy Comptroller in July, then in September to the Office of Secretary of Defense (OSD), and finally it will be submitted in January for Congressional review and appropriation. “The FY97

budget will go through the same drill next summer,” Taylor said.

Once OSD issues their draft recommendations, Taylor said we have 24

hours to reclaim it, in whole or in part. “That’s why we are always frantic for information when we call the EFDs and activities,” she said. “If we can’t justify it within that time frame, we lose it.”

The charts reflect budget years 1996 and 1997, with the Program Objective Memorandum (POM) shown through 2001. The FY 96-97 budgets reflect the “plus-up” for resuming managerial control of Oahu housing, according to Taylor. “That explains the increase between the NAVCOMPT bottom line (Family Housing, Navy Total) and that submitted to OSD,” she said. 



HOUSING TECH NOTES



By Craig Collins

Fire Protection

The Navy's first concern is for the safety of its Sailors and their families. In the interest of fire protection, Family Housing Welcome Centers should continue to stress fire prevention and the importance of emergency exiting plans to residents. This training is recommended over providing portable fire extinguishers to residents. Although residents may, of course, buy their own extinguishers, they should be reminded to treat a fire as they would any emergency by calling it in. Welcome Center Personnel should offer residents fire protection training in lieu of extinguishers.

Along the same lines, the Air Force conducted full scale mock-up tests of magnetically-mounted, retro-fit kitchen range-hood fire extinguishers like the "Range Queen" model and found several problems, including:

- Factory Mutual (FM) approval was based on one unit per burner, mounted 12 to 18 inches above the cook top, but this is not how the units are being installed;
- These devices do not disconnect the fuel source, whether gas or electric.
- When the heat source is not disconnected, the fuel can re-ignite (so that, while a small fire in a frying pan would probably be extinguished, it could flare up again);
- During several tests, the gas burner was extinguished, but the fire was not. This could lead to an explosion; and
- When a unit was placed directly over a burner (according to FM listing), the released chemical splashed the burning fuel, which could cause personal injuries or spread of fire.

For these reasons, activities are discouraged from purchasing or installing these or similar devices.

POE will share Family Housing "Lessons Learned"

In November the Navy formalized its process of sharing lessons learned on both new construction and renovation projects.

The process, under Family Housing's revitalized Post Occupancy Evaluation program, involves capturing information on what went well – and what went wrong – and then distributing it so others can benefit from (and perhaps avoid) any mistakes. Program findings will also be used to improve criteria for Family Housing.

The first survey involves several sites in San Diego, Calif. The second POE survey is scheduled for next

spring and will look at different EFD examples of NOE revitalization projects.

Military Handbook 1035 due in early 1995

The revised MILHDBK 1035, introducing Neighborhoods of Excellence standards and criteria for Navy Housing, is scheduled for release in early 1995.

NAVFACINST 11101.85G, the new generic request for proposal for family housing acquisition, will follow closely behind the 1035, and will incorporate NOE standards.

Both will address new energy and environmental standards and handicap accessibility/adaptability requirements.

New Handicap Access Standards Proposed

The United States Architectural and Transportation Barriers Compliance Board, commonly known as the Access Board, is reviewing the various existing accessibility standards with the intent of consolidating them into a single regulation.

The Navy proposed DOD position would maintain adaptable as well as accessible housing standards, the military exclusion, and define "housing alterations" to exclude repairs.

Some examples of when handicap accessible/adaptable housing would be required under the proposed standards are:

- 5% of each unit type in new or replacement construction projects (no change);
- When the cost of making an alteration accessible/adaptable is less than 120 percent of the cost of the proposed alteration. (For example, when the proposed cost of replacing a door is \$100 and the cost of replacing the door with an accessible one is \$119, you would make the alteration.) (Currently, when the cost of an alteration is more than 50 percent of the cost of unit replacement); and
- Where a renovation project modifies all or part of the functional layout of the unit, or involves relocating loadbearing walls. (The current standard requires it if a renovation project modifies all or part of the internal circulation of the unit, or involves structural changes.)

For example, under the proposed standard, a renovation project that replaced cabinets and appliances wouldn't constitute a "housing alteration" project because it could be defined as a "repair-by-replacement."

However, if the project were to redesign the kitchen and dining areas, it would be considered an alteration because it modifies the functional layout of those spaces.

A final rule, or regulation, isn't expected until mid/late 1995.

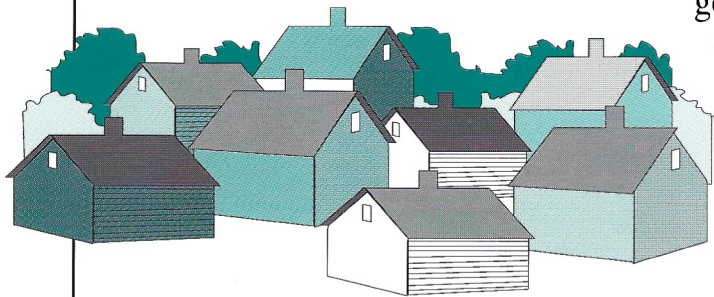
Craig Collins is the Housing Technical Assistant at Naval Facilities Engineering Command, Alexandria, VA.

Navy Days 1995 to be part of PHMA Conference

“N*ighborhoods of Excellence – Making it Happen!*” will be the theme of Navy Days March 2 and 3, 1995 in Atlanta Georgia. This will be the conclusion of the Professional Housing Management Association’s (PHMA) “Professional Development Seminar” scheduled at the Marriott Marquis Hotel from February 27 to March 3, 1995.

The NOE Steering Committee has put together an agenda for the two days that will feature a number of Navy housing leaders as well as a selection of breakout sessions addressing both family and bachelor housing topics. Navy Days will offer opportunities for everyone to learn different techniques which will enable them to put Neighborhoods of Excellence to work.

Navy Days activities will conclude Friday, March 3, with the annual awards luncheon. The Admiral Zumwalt Awards will be presented to bachelor quarters organizations selected as superior in their size categories. Plan to stay through the awards luncheon Friday to take full advantage of the speakers and breakout sessions planned for Navy Days.





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