

CHAPTER 1. ORGANIZATION AND FUNCTIONS

I. INTRODUCTION

A. SCOPE

This Chapter outlines responsibilities for administering the Navy Family Housing Program and sets forth the guidelines for family housing organizations and their functions at Naval Facilities Engineering Command (NAVFACENGCOM), Engineering Field Division (EFD), and the Field Activity.

B. POLICY

1. Management responsibilities for family housing facilities and programs will not be fragmented.
2. Housing organizations will be responsible for all functions described herein.

C. REFERENCES

1. NAVFACINST 5450.73D: "Mission, Organization, and Functions of the Naval Facilities Engineering Command Engineering Field Divisions."
2. NAVFAC P-80: "The Facility Planning Criteria for Navy and Marine Corps Shore Installations."

D. SUMMARY

The Chapter is organized into the seven topical areas summarized below:

1. Responsibilities. The Commander, Naval Facilities Engineering Command (COMNAVFACENGCOM) is responsible for administering the Navy's Family Housing Program. EFD's represent the COMNAVFACENGCOM, are the principal staff advisors to major claimants regarding family housing, and provide housing management and technical guidance to the Field Activities. Field Activities are responsible for planning, programming, budgeting, and executing the Navy Family Housing Program.
2. Family Housing Organization. A brief explanation of the management echelons of the Family Housing Program is presented.
3. Naval Facilities Engineering Command. The NAVFACENGCOM Headquarters housing organization and functions are presented.
4. Family Housing Advisory Board. The purpose and functions of the Family Housing Advisory Board (FHAB) are described.
5. Engineering Field Division. The EFD Housing organization and functions are described.

6. Field Activity. The standard housing organization and the functions and tasks performed at a Field Activity are detailed.

7. Family Housing Management Institute. The purpose of the Family Housing Management Institute (FHMI) and a description of training presented at the FHMI are detailed.

II. RESPONSIBILITIES

A. THE COMMANDER, NAVAL FACILITIES ENGINEERING COMMAND

The COMNAVFACENGCOM is the program manager for the Navy Family Housing Program and is responsible for ensuring that all military members with families assigned to Navy installations are adequately housed, either in the private community or in Government-controlled family housing. This includes providing policy direction and guidance for the management of all aspects of family housing within the Department of the Navy (DON).

B. ENGINEERING FIELD DIVISIONS

EFD's represent the COMNAVFACENGCOM in the management of family housing facilities and programs and are principal staff advisors to major claimants in housing matters. EFD responsibilities include providing Field Activities with management and technical guidance and ensuring that housing organizations operate within established policies, directives, regulations, and funding limits established by higher authority.

C. FIELD ACTIVITIES

Field Activities are the on-site managers of the family housing program, maintaining and using the assets on the Family Housing Property Account in compliance with current policies and instructions. Field Activity responsibilities include conducting requirements surveys; recommending programming for housing acquisitions; planning, programming, and budgeting for operation, maintenance, repairs, alterations, and improvements; applying resources; assigning and managing housing assets; habitability inspections; furnishings management; providing HRS; and community liaison.

III. FAMILY HOUSING ORGANIZATION

The administration of family housing, as authorized by the Congress, extends from the Office of the Secretary of Defense (OSD) through the Secretary of the Navy (SECNAV) to the Field Activity. A brief description of each echelon is contained in the following paragraphs.

A. CONGRESS

Congress authorizes the existence of the family housing program, legislates broad guidelines for the conduct of the program, and appropriates the funds to be used in the execution of the program.

B. SECRETARY OF DEFENSE

The Secretary of Defense (SECDEF) establishes broad policy guidelines and oversees the execution of the family housing program by the military departments. Executive direction of the program is assigned to the Assistant Secretary of Defense (Productions and Logistics) (ASD(P&L)), who is the program sponsor to the Congress for military family housing for all at the military departments and defense agencies. The ASD(P&L) exercises direction through the Deputy Assistant Secretary of Defense (Installations) (DASD(I)).

C. SECRETARY OF THE NAVY

The SECNAV is responsible, under the direction, authority, and control of the SECDEF, for implementation of the family housing policies and programs within the DON. Responsibility for family housing is assigned to the Assistant Secretary of the Navy (Shipbuilding and logistics) (ASSTSECNAV(S&L)).

D. THE CHIEF OF NAVAL OPERATIONS (CNO)

Within the office of the CNO, responsibility for the family housing program is divided between the Deputy CNO for Manpower, Personnel and Training (DCNO(MP&T)) (OP-01) and the Deputy CNO for Logistics (DCNO(LOG) (OP-04). OP-01, as resource sponsor, determines the funding levels that the Navy will seek for the family housing program in the annual Program Objectives Memorandum (POM). OP-01 also establishes policies for the housing referral program and the assignment, use, and occupancy termination of family housing. OP-04, as assessment sponsor, reviews family housing program requirements and recommends funding needs to OP-01; recommends legislation and acquisition programs to the ASSTSECNAV(S&L); and assigns responsibilities for the administration of facilities and programs.

E. THE COMMANDER, NAVAL FACILITIES ENGINEERING COMMAND

The COMNAVFACENGCOM is the program manager and administrator of the Navy Family Housing Program for CNO.

F. FAMILY HOUSING ADVISORY BOARD

The FHAB is composed of EFD Family Housing Directors; the NAVFACENGCOM Deputy Assistant Commander for Family Housing; the NAVFACENGCOM Directors of the Family Housing Planning and Support Division, the Family Housing Resources Division, and the Family Housing Operations and Management Division; and the NAVFACENGCOM Policy/Planning Advisor. The FHAB is responsible for recommending and developing short- and long-range policy direction and guidance on the family housing programs.

G. ENGINEERING FIELD DIVISIONS

The EFD's serve as staff advisors to major claimants, Commander, Naval Bases (COMNAVBASES), and type commands; promulgate policies and instructions; and provide guidance and allocate funds to Field Activities within their purview.

H. FIELD ACTIVITIES

Field Activities are the on-site managers of the family housing program, maintaining and using the assets on the Family Housing Property Account in compliance with current policies, instructions, directives, and regulations.

IV. NAVAL FACILITIES ENGINEERING COMMAND

A. ORGANIZATION

The NAVFACENGCOM family housing organization is headed by an O-6 and staffed and operated by permanently assigned civilian personnel. The organization is at the Assistant Commander level, responsible to the Deputy Commander for Public Works (Code 09B). Functional areas include planning and support, resources, and operations and management.

B. FUNCTIONS

The functions of the NAVFACENGCOM housing organization are to:

1. Develop, implement, evaluate, and revise Navy family housing policies, procedures, and systems. Maintain and issue revisions to the Navy family housing directives and documentation system.
2. Represent the Navy family housing program to Congress, Office of Management and Budget (OMB), OSD, internal Navy organizations, other military departments, private enterprise, non-Department of Defense (nonDOD) and local governmental agencies in developing new, modified, or revised integrated DOD-wide policies, criteria, and standards.
3. Develop, revise, and provide Navy guidance and direction concerning Flag and General Officer Quarters (F&GOQ's) and historical quarters. Interpret and disseminate guidance and policies from Congress, OMB, OSD, Navy Comptroller (NAVCOMPT), and other higher echelons regarding F&GOQ's and historical quarters.
4. Provide direct support and staff assistance to the Congress, the OSD, the SECNAV, and the CNO
5. Provide integration of ashore and afloat long-range base loading levels for planning and programming of shore facilities. Calculate and establish Navy-wide current and long-range family and bachelor housing and support facilities requirements.
6. Establish or promulgate improved standards of habitability and quality assurance. Conduct on-site technical review of family housing projects to evaluate the application of quality of design, material and workmanship applied.
7. Plan, program, and formulate legislative and administrative proposals and the Navy's annual and five-year family housing operations, maintenance, improvement, construction, and leasing programs. Develop, review, and maintain

the POM, Five-Year Defense Plan (FYDP), and annual authorization and appropriations for the Navy family housing program.

8. Control family housing resources and property account. Finance and manage the operation, improvement, repair, and maintenance of family housing facilities. Implement approved acquisition program to field activities through the EFD's; review and maintain currency of the program. Dispose of excess family housing facilities.

9. Conduct and direct on-site program reviews and evaluations of field activity family housing operations. Represent Navy with the U.S. General Accounting Office (GAO), DOD Inspector General (DODIG), Naval Inspector General (NAVINGEN), Naval Audit Service (NAVAUDSVC), Office of the Assistant Inspector General for Auditing (OAIG(A)), and Command inspections in the conduct of EFD family housing inspections.

10. Administer Navy family housing training, education, and career development programs. Administer the FHMI. Serve as the Contracting Officer's Technical Representative (COTR) for the administration of family housing management course development and course presentations.

11. Serve as system manager for word processing and micro-computer systems to provide overall management and policy formulation. Plan, implement, and review Navy family housing management information systems and ensure required ADP support. Provide central design and data base administration on the Family Housing Management Information System (FHMIS) on a Navy-wide basis.

V. FAMILY HOUSING ADVISORY BOARD

A. BACKGROUND

The family housing program is highly visible at many levels of the Navy, OSD, and the Congress. With this visibility has come a concomitant interest in the management and operation of the program.

The challenge facing family housing management is to integrate the additional workload generated from the various interests into the shrinking work force at the same time as continuing the initiation and refinement of programs to meet the myriad family housing program demands. The corporate body of knowledge and experience, to provide this kind of direction to the program, was available within the NAVFACENCOM and EFD family housing organizations.

B. PURPOSE

The purpose of the FHAB is to corporately develop and recommend short- and long-range policy direction and guidance on the family housing program.

C. ORGANIZATION

The FHAB is chaired by the Deputy Assistant Commander for Family Housing (FAC 08A), NAVFACENCOM. General membership is comprised of the NAVFACENCOM

Directors for the Family Housing Planning and Support Division (FAC 081), the Family Housing Resources Division (FAC 082), and the Family Housing Operations and Management Division (FAC 083); the NAVFACENGCOM Family Housing Policy/ Planning Advisor (FAC 081A) who also serves as Executive Secretary; and the Directors, Housing Division (Code 08) of LANTNAVFACENGCOM, NORTHNAVFACENGCOM, PACNAVFACENGCOM, SOUTHNAVFACENGCOM, and WESTNAVFACENGCOM.

D. FUNCTIONS AND RESPONSIBILITIES

The FHAB:

1. Supports the Navy Family Housing Program Manager in an advisory capacity on program matters.
2. Reviews existing program policy and guidance and proposes new or revised policy concerning any area of family housing.
3. Focuses on areas where senior executive level management can draw upon their varied experiences to function in a coordinated approach to solving family housing problems and performs long-range planning.

E. MEETINGS

1. Meetings of the FHAB are convened at the direction of the Chairman, no less frequently than annually.
2. An agenda is developed by the Executive Secretary, based on input from the membership, and provided sufficiently in advance of each scheduled meeting to allow preparation and full participation by each member.
3. Minutes for all meetings are prepared by the Executive Secretary, approved by the Chairman, and presented to the Navy Family Housing Program Manager (FAC 08) for consideration.

VI. ENGINEERING FIELD DIVISION

A. ORGANIZATION

Standard housing functions are presented in section VI.B. as a supplement to NAVFACINST 5450.73D. The EFD organization should be aligned to best accomplish these functions.

B. FUNCTIONS

The functions of an EFD housing division are to:

1. Ensure that all military members located at activities in the geographic area of the EFD are adequately housed, whether it be in the private community or in Government-owned or -controlled housing.

2. Provide principal support and advisory services on the full range of housing matters (including requirements, acquisition, management, and disposal) to major claimants, CONNAVBASES, and type commands.
3. Represent Navy with other military commands and governmental agencies in developing new, modified, or revised regional policies, procedures, Systems, and programs. Establish and maintain interface with private enterprise, local municipalities, and regional nonDOD agencies (e.g., Housing and Urban Development (HUD), Health and Human Services (HHS), Office of Environmental Protection (OEP), Coast Guard, etc.) in the planning, development, and execution of new family housing acquisition programs.
4. Interpret direction and guidance from COMNAVFACENGCOM, and direct implementation of all aspects of the family housing program. Interpret, evaluate, and maintain existing policies, procedures, standards, and criteria; develop and recommend to COMNAVFACENGCOM new or modified policies and procedures; and implement directives, standards, and procedures.
5. Evaluate and update current and long-range base loading levels.
6. Direct activity surveys for determination of both current and long-range military family and bachelor housing and support facilities requirements; initiate actions to provide adequate housing for military family personnel through established or proposed programs.
7. Interpret, develop, implement, and evaluate contract and quality assurance policies; procedures; standards; criteria; and specifications relative to the execution of the Family Housing Program and performance of all related functions at EFD and field levels.
8. Participate in development of and direct implementation of programs to maximize placement of military families in private and non-military federal housing.
9. Direct implementation of programs for the acquisition of military controlled family housing.
10. Exercise control of family housing resources and property account.
11. Manage field activity operation and maintenance, and projects for repairs and modernization.
12. Develop and recommend legislative and administrative proposals to improve management and acquisition of family housing; execute approved acquisition programs for field activities; and budget, evaluate, and execute family housing resources for operations and maintenance; develop program and resource justification and provide support to COMNAVFACENGCOM
13. Provide for direction and on-site assistance in coordinating the planning and management of Navy family housing programs at activities from the "cradle to the grave," i.e., requirements, acquisition, operation, maintenance, rehabilitation, modernization. and disposal.

14. Conduct on-site reviews and evaluations of family housing; and represent the EFD in dealing with GAO, DODIG, NAVINSGEM, NAVAUDSVC, and Command Inspections with respect to family housing programs.

15. Administer, task, and control funding for advance planning, site planning, and engineering investigations for the construction of family housing.

16. Plan, develop, program, direct, implement, and evaluate special studies; determine potential applicability of study results; and implement, coordinate, and monitor new or pilot programs in support of major claimants and COMNAVFACENGCOM; and recommend suitability for Navy-wide implementation.

17. Serve as the systems proponent for EFD family housing; and evaluate the suitability, compatibility, and applicability of family housing ADP and word processing systems.

VII. FIELD ACTIVITY

A. ORGANIZATION

Each Field Activity having family housing responsibilities will have a family housing office headed by a housing manager who will be responsible for the centralized management of all aspects of family housing. The function will be identified as a separate entity within the field activity organization, normally under the supervision and direction of the commanding officer/executive officer or public works officer (PWO).

Although some housing support functions may be combined with others at the Field Activity, management responsibilities for family housing facilities and programs will not be fragmented. Family housing organizations should be staffed and operated by permanently assigned civilian personnel. In the case of Public Works Centers (PWC's), the family housing organization is at the department level responsible to the executive officer. At other activities, it may be either at the department level responsible to the executive officer or within the Public Works Department (PWD) at the division level responsible to the PWO.

B. FUNCTIONS

Functional statements for a housing organization are delineated below:

1. Housing Department/Division. The Field Activity housing organization is responsible for participating in the conduct of requirements surveys; recommendations for programming housing acquisitions; planning for operation, maintenance, repairs, alterations, and improvements; translating plans and programs into budget requirements; applying resources (funds and manpower); controlling, issuing, and repairing furnishings; assigning and managing housing units; managing rentals; leasing of housing units; conducting habitability inspections; submitting data and reviewing housing reports; promoting conservation; providing HRS; maintaining a close working relationship with other organizations that perform a function for, rely on, or provide a service to the housing organization; and maintaining liaison with municipal authorities, local

officials, and community groups.

2. Personnel Support Functions. Personnel support functions and tasks deal primarily with the acquisition of units, the assignment and termination of Navy family housing, and the location of suitable housing in the civilian community.

a. Housing Referral Service

(1) Field Activities operating a staffed HRS shall perform, as a minimum, the following:

(a) Obtain the maximum number of nondiscriminatory housing listings within prescribed commuting distance of the installation and inspect property when there is a question of suitability based on environmental conditions, including health and safety considerations.

(b) Maintain liaison with real estate interests in the community to advise of military family housing needs, obtain listings of available units, and encourage open family housing for military personnel.

(c) Maintain liaison with other community and Government officials and organizations regarding the availability of family housing assets to satisfy family housing needs.

(d) Exchange family housing listings and data with proximate family housing offices providing HRS.

(e) Develop and present an audiovisual introduction of the area to incoming personnel and personnel of incoming or recently assigned ships or squadrons.

(f) Maintain listings of housing and agents against which restrictive sanctions have been imposed.

(g) Provide copy of the restrictive sanction list to all personnel reporting to the housing office for HRS. Maintain signed acknowledgments of notification to applicants of any units or agents under restrictive sanctions.

(h) Provide family housing and related information to applicants and dependents of all DOD components.

(i) Counsel all personnel concerning standards of conduct and responsibilities of tenants and landlords.

(j) Counsel all applicants on the Equal Opportunity in Off-Base Housing (EOBH) program and the prohibitions against discrimination based on disability.

(k) Verify availability of listed family housing units prior to referral.

(l) Maintain data and submit reports regarding progress in obtaining listings.

(m) Conduct preliminary validation inquiries into family housing discrimination complaints and report all circumstances and validations for further investigation, if appropriate.

(n) Provide a point of contact for real estate interests and DOD personnel with regard to disputes associated with family housing, provide a mediation service, and report any unresolved incidents.

(2) In addition to subparagraph 2.a.(1) above, overseas activities shall provide, as applicable:

(a) Showing service.

(b) Transportation to inspect community housing when public transportation is not available.

(c) Assistance with rental negotiations and review of leases.

(d) Suitability, check-in, and check-out inspections of off-base housing.

(e) Assistance with understanding procedures for and resolving problems with utility connections, fees, deposits, and billings.

(f) Language interpretation when dealing with landlords and utility companies.

(g) Rental agreements in English and the national language.

(h) Entitlement briefings and certification of housing related costs for temporary lodging allowance (TLA) and overseas housing allowance (OHA).

(i) Management of the loaner furnishings program.

(3) Installations not providing a full-time HRS shall, as a minimum:

(a) Take full advantage of HRS offered by proximate military installations.

(b) Make available HRS and personnel assistance described herein to the extent permitted by local circumstances.

(c) Maintain data and make reports regarding HRS performed.

b. Department of HUD Programs

(1) Maintain liaison with Government agencies, local housing authorities, and real estate organizations.

(2) Obtain listings for subsidized family housing.

(3) Provide incoming personnel with information regarding HUD programs.

(4) Monitor use of Section 236 Military Preference Housing (MPH) projects.

c. Assignment and Termination

(1) Accept applications for Government quarters.

(2) Advise applicants of waiting period for Government quarters.

(3) Maintain waiting lists for Government quarters.

(4) Maintain locator file of applicants.

(5) Contact and advise applicants of availability of quarters.

(6) Assign quarters.

(7) Prepare documents for termination of housing allowances and courtesy move requests.

(8) Ensure that the appropriate disbursing office acknowledges receipt of Basic Allowance for Quarters (BAQ) termination and reinstatement documents.

(9) Receive vacate notices.

(10) Schedule check-in, pretermination, termination, and make-ready inspections.

(11) Prepare documents for reinstatement of housing allowances and forward to the appropriate disbursing office.

(12) Pursue collection of charges for damages to quarters and failure to satisfactorily clean quarters upon termination of assignment.

d. Requirements Survey

(1) Prepare base loading documentation.

(2) Participate in the conduct of the family and bachelor housing requirements surveys.

(3) Survey community housing used by military personnel assigned or attached to the Field Activity with regard to cost, suitability, and commuting distance.

(4) Prepare documents supporting acquisition of additional family housing when deficits are identified.

e. Leasing Acquisition and Certification

(1) Initiate leasing request, and submit the required certificates of appropriateness and condition reports.

(2) Administer leased quarters.

f. Inventory and Utilization

(1) Request approval to convert, divert, inactivate, or dispose of housing units.

(2) Maintain a current list of occupants of Government quarters and mobile home spaces.

(3) Ensure the accuracy of the Family Housing Property Account.

(4) Prepare and submit inventory and utilization reports.

(5) Monitor use of Government housing and initiate corrective action when use is below prescribed standards.

g. Collection

(1) Implement rental rates approved by the EFD

(2) Collect rental payments, deposits, and other appropriate charges.

(3) Prepare and submit a statement of collections to the appropriate disbursing office.

(4) Maintain a current copy of family housing-related interservice support agreements (ISSA's).

h. Housing Acquisition

(1) Initiate requests for acquisition (military construction, Section 801 Build-to-Lease, Section 802 Rental Guarantee, purchasing, replacement, etc.) of housing for military families.

(2) Monitor acquisition of assets.

3. Facilities Management Functions. Facilities management functions and tasks are those required for the operation and maintenance of real property facilities, Classes 1 and 2, and equipment.

a. Financial Management

(1) Forecast and budget for all family housing operations and maintenance requirements.

(2) Submit required nonfinancial data for input to the Housing Cost Report (HCR). Update, as required, the HCR inventory file maintained by FACS0.

(3) Review and initial all FHMIS reports prior to submission.

(4) Provide input for the development of the family housing job order structure.

(5) Provide occupants of F&GOQ's with a quarterly cost report for their quarters.

(6) Approve and monitor expenditures of all Family Housing, Navy (FH,N) account funds.

b. Maintenance Management

(1) Plan and program short- and long-range requirements for engineering services; utility operations; operating services; maintenance and repair of dwelling units; maintenance, repair, and replacement of furnishings; maintenance and repair of other real property facilities identified on the family housing property account; and incidental alterations and additions to dwelling units and other real property. Establish and maintain a separate short- and long-range plan for each F&GOQ.

(2) Determine the needs and guidelines for facilities service contract specifications, and review final specifications prior to advertising for bids.

(3) Conduct habitability inspections of maintenance work performed by contract. Document unperformed or unsatisfactorily performed contract maintenance work; and provide such documentation to the activity service contract management organization to ensure satisfactory performance and completeness of a job prior to certification for payment.

(4) Conduct habitability inspections of maintenance work performed by station forces to ensure satisfactory performance and completeness of a job prior to closing the job order.

(5) Establish procedures governing the reception and authorization of emergency/service work and ensure compliance thereto.

(6) Review and approve recurring, minor, and specific job orders prior to issuance to shops.

(7) Ensure that all maintenance work performed conforms to the work authorization document.

(8) Maintain facility history records for all housing units and support facilities on the Family Housing Property Account.

c. Projects

(1) Provide for the conduct of maintenance, repair, and improvement inspections to gather data for development of projects.

(2) Initiate, review, and approve all projects prior to submission to higher authority.

(3) Ensure that repair, improvement, or energy conservation work performed by contract meets the contract specifications by maintaining liaison with the resident officer in charge of construction (ROICC). Coordinate with the ROICC to participate in conducting spot-check inspections prior to certification for payment. Participation by housing personnel should be limited to ensuring that those requirements unique to housing, as opposed to basic contract requirements, have been met.

d. Occupancy Inspections

(1) Conduct check-in inspections of dwelling units with all newly assigned occupants to record the condition of the units, and inform the occupants of their responsibilities.

(2) Conduct pretermination inspections with all occupants to delineate the occupant responsibilities for the condition of the unit at termination; participate with production and maintenance control personnel in the scheduling of required work.

(3) Conduct termination (check-out) inspections of dwelling units with all vacating occupants to ensure the satisfactory condition of the unit and to terminate the occupant's responsibility for the quarters and the furnishings.

(4) Conduct make-ready inspections of maintenance work to ensure satisfactory performance of work and quarters are clean prior to assignment.

e. Energy Conservation

(1) Develop and implement a comprehensive program to achieve a reduction of energy consumption and coordinate the program with the Field Activity's resources conservation program.

(2) Ensure the accuracy of utilities costs and consumption data reported in the FHMIS.

(3) Ensure the accuracy of the family housing data submitted to the Defense Energy Information System.

f. Community Support Facilities

(1) Provide resources for the operation and maintenance of community support facilities on the Family Housing Property Account.

(2) Consummate an agreement with the community association whereby the responsibility for use and administration of the community center will be assumed by the association.

g. Furnishings

(1) Plan, program, and budget for authorized procurement, maintenance, repair, and replacement of furniture and equipment.

(2) Make arrangements with supporting organizations for any necessary storage, handling, and distribution efforts.

(3) Maintain records of inventory, condition, costs, and location of furnishings.

h. Occupant Relations

(1) Inform occupants of all actions or policies that affect them.

(2) Develop fair rules and regulations for occupant conduct and enforce them uniformly.

(3) Inform occupants of matters involving local police and fire protection authorities, school boards, and other community services.

(4) Mediate complaints from occupants.

(5) Develop and implement an occupant orientation plan.

(6) Encourage and assist in the formation and administration of community associations.

(7) Attend community association social functions and meetings.

(8) Establish procedures for implementing the self-help program.

(9) Establish procedures to inform occupants in writing, prior to assignment to quarters, of their rights, responsibilities and liability as an occupant.

C. FAMILY HOUSING OFFICE

The family housing office will be identified on the Family Housing Property Account. Costs for the operation and maintenance of the office are properly chargeable to the FH,N account. The following are considerations in the administration of the family housing office.

1. Location. The housing office should be situated where it is convenient to occupants and easily located by incoming personnel. Signs or markers easily observed from a moving auto should be used to direct clients to the housing office. The office should be on the ground level for easy access by personnel and sited proximate to other offices where incoming personnel are required to report. Satellite housing offices should be located in the housing site when it is convenient to the occupant and facilitates maintenance management by reducing travel time for housing personnel.

2. Accessibility of Services. Housing services should be accessible to and usable by persons with disabilities. If it is not feasible to locate the service in an accessible building or if modification of a building would be an undue hardship, arrangements must be made to provide, upon request, all housing services at an accessible location. Readers for blind persons and sign language interpreters for deaf persons should be made available, if feasible, upon request.

3. Allocation and Layout of Space. The allocation and layout of space should reflect the size of the housing staff and provide for an easy flow of people and work through the office. Private offices should be provided for the Housing Manager, and division or branch managers. The size of each individual office space should be commensurate with the occupant's associated responsibilities. Private booths should be provided for counseling personnel using the HRS and occupants of government and private quarters. Space for an adequate waiting room and a children's play area should be provided. The housing office should also include a conference room for the conduct of the occupant orientation program and official meetings. The Facility Planning Criteria for Navy and Marine Corps Shore Installations Manual (NAVFAC P-80) should be consulted for general guidance.

4. Hours. Normally, the hours for operation of the family housing office and the time for which the personnel are compensated will coincide with the workday that has been established by the Field Activity. When normal duty hours must be altered to accommodate the requirements of persons seeking assistance, arrangements should be made with the personnel office in advance, as with any other personnel action.

5. Operation. FH,N account funds should be used for the purchase or repair of family housing office equipment and furniture, to include movable partitions. All costs for supplies and utilities identifiable to the housing office are chargeable to the FH,N account and must be reported accordingly. Cost effective energy saving features and maintenance-free material should be used in the construction and outfitting of the housing office. FH,N account funds may be used for the construction, maintenance, repair, and alteration-addition-expansion of family housing offices only when the following conditions have been met:

- a. The Field Activity has committed the space to the housing organization on a long-term (5 years or more) basis.
- b. The building or portion of the building being modified for use as a family housing office is on the Family Housing Property Account or will be placed on the property account before work starts.
- c. If project submission is required, see Chapter 20 for procedures.

VIII. FAMILY HOUSING MANAGEMENT INSTITUTE (FHMI)

A. BACKGROUND

In the mid-1960's, a Defense Family Housing Management training program dedicated to improving management and use of military housing was established by the DOD in Washington, DC. BY the mid-1970's, the school, staffed entirely by volunteers, was forced to close due to severe manpower reductions within the OSD staff offices. The Army and Air Force immediately set up their own courses within existing training centers but the Navy was left without a training curriculum or facility.

In 1978, COMNAVFACENGCOM began an in-depth activity-level study on the training needs of personnel in the Navy family housing program. Based upon this study, the method for developing and presenting course material and a location for a training facility were determined.

In early 1980, the first pilot course of a Navy family housing training program was successfully presented. The intensive two-week management course gave an overview of the entire Navy family housing program and offered skills and techniques needed to more effectively manage the program.

A permanent home for the FHMI was subsequently constructed and dedicated at the Naval Air Station, Jacksonville, Florida in April 1983. Over 600 students attended classes in temporary facilities located near the present site prior to the 1983 dedication. The FHMI is a modern teaching facility and provides classroom space, as well as two housing units converted to teaching laboratories.

B. CONCEPT

In an era characterized by social and technological developments and changes, family housing employees must have a thorough and practical knowledge of family housing management policies and procedural theory. They must also have a full understanding of the complex political, economic, commercial, and social environment in which they must provide service to military members and exercise leadership and decision-making skills.

The FHMI encompasses a full spectrum of programs to enhance service to military members; to ensure the availability of training necessary to provide for a cadre of well-trained and fully-developed personnel to meet current and future family housing needs; to afford opportunities for development, career growth, and personal enrichment; and to optimize individual performance.

C. LEVELS OF TRAINING

The FHMI educational program consists of three levels of training designed to provide personnel with an understanding of the family housing program. It encompasses a basic introduction of policy and procedures to an advanced insight into the corporate environment. These training levels collectively provide the training required for systematic replacement of skilled employees which, if not performed in a timely manner, would have an adverse effect on mission accomplishment.

Level I Basic Family Housing Management. Introduces an overview of basic contemporary family housing philosophy, policy, responsibilities, procedures, and management philosophy. Designed to be supplemented by subsequent specialized training in specific functional areas, as required. Courses offered are:

BH-1 Introduction to Family Housing Management
BH-2 Executive Overview to Family Housing Management

Level II Intermediate Family Housing Management. Presents a variety of techniques and considerations on the application of contemporary family housing knowledge and corporate management practices at various organizational levels, from the focus of interpersonal relations. Courses offered are:

MS-1 Intermediate Family Housing Management
MS-2 Family Housing Executive Management Seminar

Level III Specialized Courses. Supplemental "how to" courses designed to provide detailed knowledge and skills used in day-to-day business at the field activity level. Addresses the requirements, responsibilities, relationships, and procedures for practical application in specialized areas. Courses offered are:

AM-1 Housing Requirements Determination
AM-2 Family Housing Acquisition and Disposal
AM-3 Housing Assistance and Customer Support
FM-1 Family Housing Facilities Management
OM-1 Family Housing Financial Management
OM-2 Family Housing Financial Management Overview

D. ATTENDANCE POLICY

Courses at the FHMI are open to all civilian and military employees of the DON (or DOD with approval of the FHMI Director) who are engaged directly or indirectly in the management of Navy (Defense) family housing. It is Navy policy that the FHMI be used for Navy housing personnel before other training programs. Nominations for course attendance are submitted to the EFD's who will approve attendance within their assigned quotas.

Attendance at the FHMI will be given priority to employees in the following manner:

Priority One: Essential. Training that is required to assure that the activity or EFD housing office accomplishes its assigned mission; training that is needed to assure that performance objectives are met; or training required by regulation or higher authority. Normally this priority would be only for personnel working directly in family housing.

Priority Two: Needed. Training that is part of a planned, formal development program designed to assure successful performance of the activity's mission in the future. This includes upward mobility and other formal career programs and will generally include personnel working both directly and indirectly in family housing.

Priority Three: Helpful. Training in skills or knowledge required by already competent employees for increased effectiveness, efficiency, and/or productivity. Normally, this will include personnel working in areas of housing other than that for which the particular course is offered, personnel not directly working in family housing, or clerical personnel working directly for family housing.

All supervisory personnel in family housing have the responsibility for ensuring that annual development (training) plans for all housing employees are completed to assure attendance at all applicable courses offered by the FHMI. Care should be taken to ensure that the training requirements of the housing staff are included as an overall part of the field activity's planned training program.

The introductory course, BH-1, should be attended by all military and civilian personnel with a minimum of six months' experience in family housing. Waivers may be granted by the EFD's (Code 08) on a case-by-case basis. The Level II courses should be attended by all personnel working in family housing after attending BH-1 or other courses. Personnel working in a given functional area should attend all course offerings (AM, FM, OM prefixes) dealing with their work areas.

SOUTHNAVFACENGCOM is the NAVFACENGCOM focal point for all travel of students to the FHMI and is responsible for the travel budget associated with the FHMI. Travel for the FHMI will be determined by SOUTHNAVFACENGCOM and budgeted through the FH,N appropriation in the annual budget submission.

E. DESCRIPTIONS OF COURSE OFFERINGS

A variety of college level courses are presented at the FHMI, ranging from detailed "how to do it" training efforts in all functional aspect: of family housing to more generalized educational program in management and supervisory skills. Educational development and course presentations are provided to the government by contract. Specific functional courses taught at the FHMI will be

modified from time to time. Current course offerings will be provided annually by the COMNAVFACENGCOM to the EFD's

BH-1: This Level I two-week course covers basic contemporary family housing philosophy, policy, responsibilities, procedures, and management philosophy. It includes all functions performed at a family housing office and is designed to be supplemented by subsequent specialized training in specific areas.

BH-2: This Level I two and 1/2-day course is designed to provide a broad overview of Navy family housing policy, programs, responsibilities, procedures and management philosophy for nonhousing personnel who are directly or indirectly responsible for family housing functions or who work in related fields.

MS-1: This Level II one-week course concentrates on inter-personal skills of program management involving counseling, interviewing, briefing, arbitration and people management (occupants and co-workers). It is designed for all nonsupervisory/nonmanagerial personnel.

MS-2: This Level II two-week seminar focuses on gaining insight into the management of Navy housing by viewing the private sector. It looks at the state of the art in the housing industry and considers such topics as the image of service organizations; current management developments, techniques and motivations; and establishing goals and objectives through communications, planning, managing, and directing. It is designed for all supervisory and managerial personnel of the field activity; EFD Housing Division Directors, branch heads, and merit pay members; and all NAVFACENGCOMHQ family housing merit pay members.

AM-1: This Level III one-week course provides participants with a thorough and practical knowledge of the family and unaccompanied personnel requirements process to justify additions to, deletions from, or renovation of housing inventory.

AM-2: This Level III one-week course provides participants with the knowledge to analyze acquisition alternatives and to plan, program, and justify the acquisition and disposal of family housing.

AM-3: This Level III one-week course covers assignment policies and procedures for Government quarters and provides techniques to locate and refer military personnel to community housing.

FM-1: This Level III two-week course covers the operations and management functions associated with family housing facilities. Major areas of emphasis include identifying and programming for maintenance, repair, and improvement deficiencies; budgeting and executing maintenance programs and operating services (grounds care, utilities, janitorial and trash); and establishing and administering occupant awareness programs (e.g., self-help and energy conservation).

OM-1: This Level III two-week course covers family housing financial management planning, programming, budgeting, program execution, and reporting. Specific areas of emphasis include budgeting and cost collection systems; plant account, funds control, and systems interface; funding authorities, fund flow, funding documents, and work authorizations; and systems definitions.

OM-2: This Level III one-week course focuses on family housing management requirements, responsibilities, relationships, and procedures for practical understanding at various organizational levels. Specific emphasis includes the relationship of financial management to other functional areas within family housing management.

F. FHMI INQUIRIES

Inquiries may be addressed to the respective EFD or to:

Director, Family Housing Management Institute
Building 929, Box 109
Naval Air Station
Jacksonville, FL 32212-0109

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