Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service.

We are the Army’s Home
Agenda

• First Sergeant Barracks Program (FSBP) 2020
• FSBP 2020…it’s the law!
• How are we doing?
• Roles and Responsibilities
• Observations
• Best Practice
• FSBP 2020 Pilot vs. FSBP 2020
• Summary
FIRST SERGEANTS BARRACKS PROGRAM (FSBP)

• FSBP required by law (FY10 NDAA)
  – OPORD 12-282, AUG 2012
  – FRAGO 2 - Launch pilot in CONUS, Europe, Pacific defining roles and responsibilities at echelons within military units
  – FRAGO 3 - Installation Planning Board agenda includes FSBP 2020 Dashboard: HQ IMCOM G4 developing template
• The First Sergeant is the face of FSBP 2020
• A strong Garrison - Unit partnership is the foundation of the program
• Program is sustainable in current, long-term funding environment
• R2C Orientation Course is a tool to educate BDE/BN leadership

NCO Leadership is engaged in the assignment and termination process. No one is more professional than I.
• Army shifted roles and responsibilities for FSBP 2020 to a Garrison - Unit partnership
• A program that is sustainable in the current and long-term funding environment
• Managed with the Army's Enterprise Military Housing (eMH) database.
• Program effectiveness measured against these principles:
  – Support of Mission: Flexibility
  – Taking Care of Soldiers: Improving Quality of Life
  – Use Resources Wisely: Reduce Basic Allowance for Housing Payments

Enterprise Standards with Unit Level Leadership Ownership
1.3.1. **Military Unit’s Roles and Responsibilities.**

- Military units will execute day-to-day operations of UH, with technical assistance from garrison.

- Housing Managers: The chain of command must take an active role in knowing how Soldiers live and be responsible for their well being.

- They are responsible to ensure that good order and discipline is maintained at all times in UH.

- The chain of command also has the authority and responsibility to conduct no-notice inspections to ensure that conditions in UH provide the best QOL for all residents.

- The unit’s primary responsibilities in UH follow:

  - **Enterprise Standards with Unit Level Leadership Ownership**
FSBP 2020 HANDBOOK

Property Management Service Member Services:

• Assigning and terminating rooms
• Issuing room furnishings hand receipts
• Moving and handling furnishings 1 for 1 replacement
• Coordinating quarters assignment outside of unit footprint
• Issuing room keys
• Providing Soldiers access to locked out rooms
• Providing custodial services for common areas (except Warrior in Transition (WT) UH)
• Inspecting Quarters during assignment/termination

Enterprise Standards with Unit Level Leadership Ownership
### FSBP Roles

#### Military/Tenant Unit

**Facility Management:**
- Inspections / Maintenance & Repair (M&R):
  - Preventive Maintenance Building Inspections
  - Maintenance Self Help
  - Grounds Maintenance (≤ 50’ from Building)
  - Initiate & Track Work Orders / Service Orders

**Housing Program Management:**
- Administration:
  - Participate in Routine Partnering Sessions with Garrison & Unit Leadership

**Service Member Services:**
- Maintain Barracks Good Order & Discipline
- Health & Welfare Inspections
- Command & Control (C2)

**Property Management:**
- Administration:
  - Initiate Collections for Facility & Furnishings Damages & Loss
  - Furnishings Serviceability Actions
  - Furnishings Replacement Requests
  - Initiate Certificate of Non-Availability (CNA) Requests
  - Common Area Hand Receipt Holder
  - Building & Furnishings Hand Receipt Holder

**Service Member Services:**
- Room Assignments & Terminations
- Issue Room Furnishings Hand Receipts (HRs)
- Furnishings 1 for 1 Replacement Moving & Handling
- Assignment Outside of Unit Footprint
- Issue Room Keys
- Lockout Room Access
- Common Area Custodial* (Excluding WTU Barracks)
- Room Check-in/out Inspections

#### Garrison (GC, Garrison CSM, DPW)

**Unaccompanied Housing Office**
- Certificate of Non-Availability (CNA) Processing
- Single Sr. NCO / Officer UH Mgmt
- Furnishings Management – Requisition, Issue, Turn-in, Repair, Disposal, Warehousing, Accountability, etc.
- Temp Lodging Allowance (TLA) / Temp Lodging Expense (TLE) Processing
- Budget Sub Activity Group (SAG) 131
- Analyze & Review Units’ Barracks Footprints
- Barracks Utilization Reporting
- Training Units on UH program, policies, and eMH system
- Housing Policy (Perm Party, Training, & Transient)
- Lead Routine Partnering Sessions with Garrison & Unit Leadership
- Geographical Bachelor Management
- IUO Work Order Review
- ISR-R Evaluation
- Input to Annual & Long Range Work Plans
- Determine Construction & Leasing Requirements
- Contracting Officer’s Representative / Quality Assurance for Furniture, Appliances, & Drayage
- Cyclical Furnishings Inventories (warehouse, HRs)
- Whole Barracks Furnishings Replacement
- Furnishings Budget & Future Program
- Review of Diversion / Conversion Requests

**DPW**
- Facility Management:
  - Planning:
    - Prepare Annual & Long Range Work Plans
    - Barracks Major Project Management / DD1391
    - Master Planning
    - 4L Inspections
    - ISR-I Inspections
    - Budget Sub Activity Group (SAG) 132
  - Administration:
    - Inspections Oversight
    - Real Property; Issue Barracks Facility Hand Receipts
    - Facilitate Leasing Execution (with HQ USACE)
    - Diversion / Conversion Processing
    - Collection Processing for Facility Damages
    - Key Control
  - Inspections / Maintenance & Repair (M&R):
    - Service Order Execution
    - Work Order Execution
    - Supplies or Funding for Maintenance Self Help
  - Property Management:
    - Common Area Custodial of WTU Barracks

*Common Area Custodial* includes areas such as lobbies, hallways, and other communal spaces not directly associated with individual tenant units.
Observations

- Quarterly reports indicate some garrisons experiencing huge successes, however, many Garrisons are not experiencing success:
  - Unit stakeholder meetings are decreasing
  - Leadership visibility in barracks, oversight of operations lacking
  - Condition of barracks rapidly degrading
  - Assignment /Termination not enforced
  - Soldiers not held liable for damages, cleanliness
  - Soldiers frequently move into dirty, poorly maintained barracks
  - UPH Offices pretend that they can continue to manage day to day operations with a few Soldiers

Leading by Example.
## Quarterly Dashboard

<table>
<thead>
<tr>
<th>How are we doing?</th>
<th>2QFY13</th>
<th>2QFY14</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barracks furnishings bar-coded</td>
<td>33%</td>
<td>46%</td>
<td>↑</td>
</tr>
<tr>
<td>Transactions collected for property loss/damage</td>
<td>28%</td>
<td>65%</td>
<td>↑</td>
</tr>
<tr>
<td>Quarterly Garrison-Unit Stakeholder Meeting Held</td>
<td>79%</td>
<td>60%</td>
<td>↓</td>
</tr>
<tr>
<td>Demand Maintenance Orders Submitted by Unit</td>
<td>49,568</td>
<td>53,137</td>
<td>↑</td>
</tr>
<tr>
<td>Vacant quarters inspected by Garrison, Unit Leaders</td>
<td>-0-</td>
<td>26%</td>
<td>↑</td>
</tr>
<tr>
<td>Occupied quarters inspected by Garrison, Unit Leaders</td>
<td>-0-</td>
<td>30%</td>
<td>↑</td>
</tr>
</tbody>
</table>

**Leading by Example**
FSBP 2020 Organization
BDE Structure 2,501-4,000 spaces

- Garrison CSM
- Chief Housing Division GS-13/14
  - Furnishings
  - Unaccompanied Housing
  - BDE A Mgr
    - BDE B Mgr
    - BDE A NCOIC (SFC)
      - BDE B NCOIC (SFC)
      - 2 – Inspectors (SGT/SSG)
      - 2 – A & T (E1-E4)
    - 2 – A & T (E1-E4)
    - 2 – Inspectors (SGT/SSG)
  - 2 – A & T (E1-E4)
  - 2 – Inspectors (SGT/SSG)
Unit Role in First Sergeants Barracks Program

Brigade/Battalion CSM

- Validate eMH utilization report; approve content
- Enforce facility management procedures
- Conduct BDE footprint inspections
- Support Self Help Maintenance Program
- Enforce grounds maintenance standards
- Oversee Demand Maintenance Orders (DMO)
- Key Member in stakeholder meetings with Garrison
- Maintain / Enforce Good Order and Discipline
- Conduct /Supervise Health and Welfare Inspections
- Enforce Soldier accountability for loss, damages
- Oversee barracks assignment & terminations
- Validate with requests for Certificate of Non-Availability
- Enforce uniform assignment & termination procedures
- Validate assignments outside BDE/BN footprint
- Approve FSBP 2020 Dashboard Report
Brigade/Battalion S4 NCOIC

- Oversee facility management procedures
- Oversee Self Help Maintenance Program
- Oversee grounds maintenance standards
- Oversee Demand Maintenance Orders (DMO)
- Oversee, enforce collections for facility, furnishing loss, damages
- Oversee barracks assignment and terminations
- Monitor Certificates of Non-Availability requests
- Monitor assignment & termination procedures
- Validate requirements for assigning quarters outside footprint; report to BDE/BN CSMs
- Validate eMH Barracks Occupancy Report (BOR)
- Validate FSBP 2020 Dashboard Report
Company Commander / First Sergeant

- Oversee facility management
- Conduct barracks inspections
- Execute Sponsorship Program
- Facilitate Self Help Maintenance Program
- Execute Grounds Maintenance
- Execute Demand Maintenance Orders (DMO)
- Support partnering sessions with Garrison
- Maintain good order and discipline in barracks
- Conduct health and welfare inspections
- Initiate collections for damages, loss to facilities, furnishings
- Execute barracks assignment & terminations
- Maximize barracks utilization
- Initiate certificates of non-availability
- Coordinate quarters assignments outside footprint
- Building & Furnishing hand receipt holder
- Moving and handling for furnishings replacement
- Key control
- Common Area custodial
Supply Sergeant

- Oversee facility management
- Coordination of Self Help Maintenance Program
- Grounds maintenance coordination
- Submit, track Demand Maintenance Orders (DMO)
- Initiate collections for loss, damages to facilities, furnishings
- Assignments & terminations of quarters
- Manage barracks utilization, inspection data in eMH
- Provide supporting data for Certificates of Non-availability requests
- Coordinate quarters assignments outside footprint
- Issue, maintain barracks furnishings hand receipts
- Issue furnishings hand receipts
- Coordinate moving, handling of furnishings replacement
- Keys control
- Manage room lockout procedures

Unit Role in First Sergeants Barracks Program

Garrison Commander

Garrison CSM

BDE CSM

BDE S-4 NCOIC (MSG)

BN CSM x 5

BN S-4 x 5 (SFC)

CO/BTRY/TROOP 1SG's

A&T Supply SGT's

Inspectors

PLT SGT/Squad LDR/Team LDR
Platoon Sergeant

- Oversee assignment and termination inspections
- Oversee inspections results to Supply Sergeant/1SG
- Identify sponsors for incoming Soldiers
- Oversee Self Help projects
- Oversee grounds maintenance
- Oversee Demand Maintenance Orders (DMO)
- Enforce documentation for damages, loss to facilities, furnishing
- Manage quarters assignments, terminations
- Supervise quarters assignments outside footprint
- Supervise, coordinate furnishing hand receipts
- Supervise moving, handling of replacement furnishings
- Oversee issuing of quarters key
- Routinely inspect Soldiers’ rooms
- Enforce good order and discipline
Squad Leader/ Section Chief

- Conduct Assignment and termination inspections
- Submit inspections results to Supply Sergeant/PLT SGT/1SG
- Identify sponsors for incoming Soldiers
- Supervise Self Help projects
- Supervise Grounds Maintenance
- Coordinate, submit Demand Maintenance Orders (DMO)
- Execute quarters assignment
- Coordinate furnishing hand receipts
- Execute moving, handling furnishing replacements
- Coordinate Issue of keys
- Routinely inspect Soldiers rooms
- Enforce good order and discipline
FIRST SERGEANTS BARRACKS PROGRAM (FSBP)

FSBP 2020 Pilot vs. FSBP 2020

**FSBP 2020 Pilot**
- Standardize FSBP 2020 procedures for CONUS and OCONUS installations
- Top-down oversight of the FSBP 2020 performance
- High degree of leaders support and engagement
- Places the emphasis in the roles and responsibilities for NCO leadership
- FORSCOM CSM led VTCs with emphasis on senior leader involvement
- Senior Leaders training on FSBP 2020
- Leaders understand and enforce the standard
- **Provides stability;** 1SG, PLT SGT, and Supply Sergeants do not change every 45 days

**FSBP 2020**
- Soldiers assigned to FSBP 2020 turnover rate is 45 days on average
- BDE Area managers unable or unwilling to get the units involved
- Leaders are not engaged, and in most cases take a hands off approach
- Education and dissemination of information on FSBP 2020 initiative
- Barracks is not a priority for Commands (they still believe it belongs to housing)
- Assignment and termination standards are not enforced
- Soldiers are trying to enforce standards with little or no top cover from unit leaders

Our Soldiers deserve the best.
Fort Polk established an Operation Order / Barracks Tiger Team endorsed by the Senior Mission Commander; instructs Mission Units to conduct barracks inspections on a bi-weekly basis.

Fort Polk established a Standing Operating Procedure (SOP) endorsed by the Senior Mission Commander; delineates policy for the concept of operations, governing tasks; establish roles and responsibility for barracks.

Fort Leonard Wood provides the FSBP 2020 tutorial at the Garrison level 1SG & CSM course.

Baumholder: Units are conducting the day to day operations and BN S4’s are consolidating the Barracks Utilization Report.

Our Soldiers deserve the best!
Summary

- First Sergeants Barracks Program never excluded First Sergeants / military leadership from barracks
- Unit First Sergeants are the "Face of FSBP 2020"
- FSBP 2020 incorporates lessons learned, best practices acquired over past decade
- Without a strong partnership between garrison & units this program will fail, facilities will deteriorate, quality services to Soldiers will degrade
- Garrison is the source for training, mentoring unit personnel in property management functions
- Stakeholders are the source to gauge the health of the FSBP 2020; identify maintenance problems, accountability issues, resident satisfaction

Soldiers make great neighbors!
SGM Luis G. Miranda
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Our Soldiers deserve the best!
“Support and Defend”