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Pamphlet 210-8

Installations

Housing Utilization Management

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SUMMARY of CHANGE

DA PAM 210-8
Housing Utilization Management

This new pamphlet--

- o Explains management techniques on improving utilization for family housing and unaccompanied personnel housing.
- o Is arranged on a functional basis by chapter with each chapter addressing a separate function. Each chapter covers a function pertinent to its type of housing--family or unaccompanied personnel housing. In some cases the entire chapter is basically generic, that is, it covers both housing types (chaps 1, 4, 5). Where this is done, subsequent sections address specific housing types.
- o Highlights the housing utilization goals and objectives (para 1-5).
- o Reflects the U.S. Army Audit Agency findings on the amount of potential savings resulting from improved housing utilization (para 1-5b).
- o Explains how to make assignments and terminations (chap 2).
- o Reflects sample data that can be used as management tools to enhance utilization (chap 2).
- o Illustrates how to make family housing assignments and pre-termination inspections (chap 3, sec I).
- o Provides sample data and memorandums that could enhance the total inspection process (chap 3).
- o Provides guidance on how to manage contractual maintenance services (para 4-3).
- o Reflects sample reports to be used as management tools for monitoring downtime due to maintenance (chap 4).
- o Identifies data summaries generated by the Assignment and Termination module of the Housing Operations & Management System that are beneficial for the management of the housing program (chap 5-2).

Installations

Housing Utilization Management

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:


MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army

History. This issue publishes a new DA pamphlet.

Summary. This pamphlet provides guidance for the utilization management of Government-controlled housing. It also presents suggestions to meet occupancy rate goals.

Applicability. This pamphlet applies to the Active Army, the Army National Guard, and the U.S. Army Reserve. It does not apply to the installations listed below—

a. Civil works housing under control of the Corps of Engineers.

b. Family housing for caretakers at national cemeteries.

c. Military Assistance Program and Military Assistance Advisory Group housing activities except for accounting procedures set forth in the AR 37 series.

d. Family housing transferred to other Government agencies by permit.

e. Family housing at Kwajalein.

f. Army National Guard family housing, unaccompanied personnel housing, and guest housing facilities and related furnishings.

g. U.S. Army Reserve family housing facilities and related furnishings.

h. Recreation housing.

i. Housing furnishings support for reception centers and confinement centers.

Proponent and exception authority.

The proponent of this pamphlet is the Assistant Chief of Staff for Installation Management (ACSIM). The ACSIM has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The ACSIM may delegate this authority, in writing to a division chief,

within the proponent agency in the grade of colonel or the civilian equivalent.

Interim changes. Interim changes to this pamphlet are not official unless they are authenticated by the Administrative Assistant for the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the HQDA(DAIM-FD), ATTN: DAIM-FDH-M, 600 Army Pentagon, Washington, DC 20310-0600.

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Chapter 1 Introduction

1-1. Purpose

a. This pamphlet is a guide to assist the installation commander carry out the operation of Government controlled housing to meet vacancy and utilization policy as prescribed in AR 210-50, Housing Management.

b. It describes day to day procedures for assignment and termination of housing assets and provides management procedures that the installation commanders' designated agent may use to help achieve the Department of Army housing vacancy and utilization goals.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms.

Abbreviations and special terms used in this pamphlet are explained in the glossary.

1-4. Army housing utilization management

a. Army housing utilization management is the procedure and process that assign and terminate soldiers and their families to and from Army owned and controlled housing, and the installation support activities used to prepare a dwelling unit (DU) for habitation between occupancy by soldiers and their families.

b. Policies and procedures for housing utilization management are prescribed in AR 210-50.

c. It is essential to maintain communication with personnel from other offices who are performing functions in support of housing. Installation leadership should be aware if problem areas arise that cannot be resolved, such as maintenance and or contractor performance.

d. Performance of management review and analysis of housing utilization to compare with the Army's goals and objectives.

1-5. Importance of housing utilization management

a. An important factor affecting the quality of life and morale of soldiers and their families is the house in which they live. Congress has continually acknowledged the significant contribution housing makes to the morale and well being of soldiers and families. The greatest challenge facing installation commanders today is to provide soldiers and their families with quality housing through good management practices and efficient operations. By doing so, the Army will heighten its ability to attract, and retain highly qualified soldiers, and help ensure that Congress will continue to provide the resources needed to operate and maintain the family housing and unaccompanied personnel housing (UPH) inventory.

b. The efficiency of the housing assignment and termination process directly affects the programming and funding of the Military Pay Appropriation (MPA). Failure to meet headquarters Department of Army (HQDA) vacancy and utilization goals directly disrupts the financial management plan and execution of the MPA subaccount with subsequent disruption to essential military programs. The U.S. Army Audit Agency has reported that MPA family housing allowances paid to soldiers could be reduced by 48.8 million annually for each 1 percent improvement in the adequate family housing vacancy rate.

c. Availability and utilization of Government owned and controlled housing is a critical element in Army force structure and stationing decisions.

d. Housing utilization performance of existing inventory is a critical part in the decision process of the Army Staff and Congress when justifying the need for resources needed to operate and maintain, housing, revitalize the existing inventory and acquire additional housing.

1-6. Installation functions affecting housing utilization

a. Housing assignment and termination (A&T).

b. Housing supply.

c. Community home-finding, relocation and referral service (CHRRS).

d. Financial planning, programming, budgeting, and execution for housing.

e. Facilities maintenance, repair and improvement for housing.

f. Contract development and administration for housing support contracts.

g. Automation and information management.

h. Military personnel management.

i. Transportation management.

j. Review and analysis.

1-7. Use of this pamphlet

The remaining chapters of the pamphlet are good ideas and lessons learned that installations have utilized to improve their utilization management. Not all of the ideas may be applicable to your specific installation, however every attempt should be made to take advantage of these ideas and recommendations.

Chapter 2 Assignment and Termination

Section I Family Housing

2-1. Inprocessing

There are several steps required to ensure that soldiers and their families are adequately housed during their tenure at an installation. It is essential that open communication exists between the soldier and housing personnel. Figure 2-1 is a flow-chart of the process a soldier goes through from inprocessing to outprocessing.

2-2. Application for housing

Advanced planning for new residents is critical for managing housing utilization and ensuring soldiers and their families are quickly and adequately housed. Every effort should be made to provide incoming residents with current information on housing, both Government-controlled and community housing. The following should be included in the soldier's counseling by the assignment and termination personnel.

a. On inprocessing and applying for family housing, the soldier is counseled regarding his or her eligibility date for housing, projected waiting time, how the waiting time is determined, the freeze zone, and how their position may fluctuate based on other soldiers inprocessing with higher eligibility dates, such as, sponsors returning from a restricted tour, or (TDY) en-route. The sponsor is informed that it is important to check the waiting list regularly.

b. The importance of the soldier providing the housing office with up-to-date information is stressed. This includes change in the assignment or duty unit telephone number. If the sponsor's spouse is employed in the area, their work telephone number is required. Current information is required so the housing office can contact the soldier or spouse if a housing unit should come available to avoid any delays.

c. If the sponsor is to be TDY or on leave he or she should inform the counselor of the date of departure and expected return. This prevents the counselor from offering a house and losing valuable time trying to locate the sponsor. If the spouse is not going to accompany the sponsor, it will be necessary for him or her to be available to sign for quarters during the sponsor's absence. A power of attorney is not required for a spouse to apply, accept, or sign for family housing.

d. Information and documents provided by the soldier will be reviewed and entered into Housing Operation Management System (HOMES). The Counselor should highlight the eligibility date, social security number (SSN), waiting list category, and bedroom requirement and have the applicant verify the information for accuracy.

e. The housing counselor may use some of the items listed below

as a guide to ensure important items are explained to the sponsor and family members.

(1) Review information entered into HOMES to ensure all information is accurate and correct (family composition, rank, and effective date of change in duty station).

(2) Brief soldier on changing to another waiting list (change in rank, or family size) family housing or placement on waiting lists.

(3) Explain installation furniture policy, to prevent any problems associated with the placement of oversized personal furnishings in the house.

(4) Brief importance of keeping the housing office informed of correct telephone number, and unit where you can be located.

(5) Brief soldier on intra-post moves, criteria, waiting list eligibility, time, etc., i.e., change of rank, change in family composition, and natural disaster.

f. The counselor should provide the soldier written information to assist the soldier and family members during their wait for housing. A sample memorandum for family housing applicants is provided at figure 2-2.

2-3. Waiting lists

a. The waiting list for housing is one of the key elements in the planning process. To maximize the use of the waiting list and minimize the anxiety of the sponsors the following basic steps should be taken—

(1) During the initial counseling phase, provide the soldier with a projection when housing may be available for assignment. Advise that waiting times will change as they progress upward on the waiting list. Emphasize that the applicant should not make specific commitments to terminate off-post housing until officially notified to do so by the housing office. This is in the event the on-post housing does not actually come on line as projected.

(2) Reconcile the waiting list by eliminating soldiers that have PCS'd so that time is not wasted trying to locate a soldier no longer stationed at the installation. To help with this task, establish an agreement with the installation locator to purge the list of soldiers who have left, and to update addresses of those personnel still residing in the area. Accurate information allows contact with the sponsors quickly when they reach the top of the waiting list (freeze zone).

(3) Inform soldiers in lease agreements to contact the housing office approximately 30 days prior to the expiration of their lease to ensure they are given the opportunity to be offered housing. Use the posted copy remarks field in HOMES assignment and termination module to annotate the applicant's lease termination date which will make it easy to determine the next available applicant on the display waiting list screen. If soldiers are notified of the availability of housing, and cannot be released from their agreement (lease), they should be retained at the top of the waiting list until their lease expires, but vacant units will not be held while waiting for lease expiration. The house will be offered to the next service member on the waiting list.

(4) Provide soldiers with written notification when they enter the freeze zone. A sample memorandum to be used as a guide is at figure 2-3. Request that sponsors visit or telephone the housing office to ensure they still want housing, and that telephone numbers and points of contact are correct.

b. Be customer oriented and remember your first obligation is to the soldier. He or she should not be penalized to benefit the system. He or she doesn't care about your vacancy rate, but cares about a place to live. By taking care of your customers you will be able to move the houses through the system quickly and achieve the Department of Army's housing utilization goals.

2-4. Management of the housing turnover process.

Standard Operating Procedures (SOPs) for the management of the turnover process should be developed. Be sure to direct the monitoring of tasks such as performing pre-termination inspections, scheduling in-house and contractual maintenance, and assigning new

tenants. Intensive management of the turnover process should provide the necessary assurance that the scheduled assignment dates are met. Without early notification, unnecessary delays will continue and occupancy of available assets will be denied the soldier with critical housing needs, undermine Army programming and increase housing costs.

a. Pre-termination inspections .

(1) The turnover process begins when the resident requests a pre-termination inspection to clear the Government-controlled house. Pre-termination inspections should be scheduled as soon as the housing office is notified that a resident will have a PCS. The housing office should—

(a) Make arrangements with the military personnel office and tenant organizations to receive copies of PCS, (ETS) or retirement orders when they are issued to the soldier. Exchange of installation data and coordinate with personnel offices for permanent change of station (PCS) and date of rotation overseas (DROS) dates.

(b) When orders are received, soldier or spouse is contacted and a pre-termination inspection in HOMES (screen ACE 181 "Schedule Termination Inspection") is scheduled to identify the maintenance required before the unit is reassigned to another soldier.

(c) The requirement for soldiers to schedule a pre-termination inspection when they must vacate the house should be published where the soldier will see it. Some installations publish the notification in the installation bulletin.

(2) A projected availability date will be entered into HOMES. The projected vacancy roster, sample at table 2-1, should be used to track the status of the housing unit from the time the notice of PCS is received through the offer and acceptance status. Use of this report will measurably assist the housing manager in the advanced planning process.

(3) To determine when the housing units was last painted and floors sanded or refinished, review data contained in the HOMES A&T module entitled the "Occupant Departure Planning Report" (table 2-1). This information can be used during the pre-termination inspection to determine if interior paint and or floor refinishing is required.

b. Maintenance scheduling .

(1) In-house and contractual maintenance requirements should be scheduled when pre-termination inspections are completed to ensure the required maintenance work is started the same day or the day after the housing units are vacated. Scheduling all maintenance requirements at the time pre-termination inspections are performed will reduce the number of days units are vacant for between occupancy maintenance (BOM).

(2) Participation in installation scheduling meetings is important for maintenance scheduling. Awareness of the beginning and projected completion dates of the maintenance and repair work on vacant housing is necessary for the housing manager to make assignment adjustments, when required.

2-5. Assignments of family housing

a. When maintenance requirements and related time frames to complete the work have been identified, the new tenant should be notified of the projected availability date of the house. This notification should be posted into HOMES.

b. Use data available in HOMES, (such as waiting list) when facilities are available and vacant to offer the next available unit to the first available applicant. Offering and gaining acceptance from an applicant well in advance of the check-in date will allow the applicant time to arrange for movement of household goods, and to make arrangements with the private rental landlord. If neither the sponsor nor the spouse is available, record a "Bypass" in HOMES and go to the next applicant. Managers should review the "Projected Vacancy Roster" in HOMES daily, sample at table 2-2, for a quick update on all houses which are vacant or about to be vacated. Look for the "O" or "A" on the roster to be sure houses are offered and accepted promptly. Also, look at the number of rejections, since more than one or two may indicate the need for a reinspection.

c. Family housing units should be assigned as soon as possible to maximize utilization. Establishing an aggressive pre-termination or

termination and assignment process can assist installations in ensuring earliest assignment dates, and maximizing projection reliability. Delays in assignment to housing may be avoided by starting assignment actions when units become vacant instead of waiting for units to be made available for occupancy. Reports contained in HOMES can assist in monitoring M&R until they are assigned.

d. A list that displays the status of vacant quarters should be reviewed daily. This list should be updated daily to reflect actions by assignment and termination personnel, the engineer technician, and inspectors should indicate which units are vacant and the current status of maintenance. (Current status of maintenance is manually updated. There is no interface with the Integrated Facility System (IFS-M) to allow for automated updates at this time.)

e. The status of between occupancy maintenance and projected availability date should be entered in HOMES as changes occur.

f. It is necessary to maintain close coordination between the engineer technician and the (A&T) personnel to monitor the status of vacant housing through the M&R phase. Early identification of maintenance problems gives the A&T clerk sufficient time to update the availability date for assigning the house and contacting the new tenant of these assignment changes. It is necessary to keep the new tenant advised of changes in the projected or updated availability date for a house for the tenant to adjust moving arrangements, if necessary.

g. Use a memorandum of understanding (MOU) to document mutually agreed statements with the installation transportation office to ensure soldiers will not experience delays due to scheduling. During peak movement times, transportation offices may not respond as quickly as at other times, and may require more lead time to establish schedules.

h. A suspense file system that monitors intra-post moves may ensure that moves are completed within established time frames. For example, one person may be responsible for monitoring the number of days the occupant has to complete the move. If an occupant is moving from one Government house to another, an appointment to terminate the current set of quarters can be made prior to assigning the new house.

i. As part of the assignment process provide soldiers with information on local procedures for notification, transportation of household goods, inspections, mayoral program, area and or building coordinator, maintenance responsibilities and liability for damages. This list could be expanded to meet the installation's requirements.

j. Survey customers regarding housing inprocessing, housing referral services (HRS) inprocessing, assignment and termination (A/T) procedures, maintenance, cleanliness of the house, and housing personnel. This information may be used to make changes as needed to ensure that soldiers are receiving the assistance they require.

k. The housing referral services office should be notified of an impending move to Government housing. This can be accomplished by providing the soldier a form memorandum to complete that contains the date of assignment, location of current residence, name and number of landlord if renting. Close coordination between the HRS office and the housing office is critical in (OCONUS) areas, where lease termination procedures may vary considerably.

Section II Unaccompanied Personnel Housing Permanent Party

2-6. Assignment centralization

a. Centralized assignment responsibility for UPH within the housing division allows for better control, closer monitoring, may help the Department of Army achieve the minimum occupancy goal of 95 percent.

b. Unaccompanied Personnel Housing Permanent Party (UPH(PP)) assignment and termination policy is provided by AR 210-50, chapters 3 and 4.

2-7. Enlisted quarters

a. Quarterly inspections to verify the use and condition of troop housing facilities should be performed. This is especially true if the

unit commanders and other tenant activities do the assignment and termination. The result of this inspection should be used to adjust the inventory property records, validate occupancy reports, and adequately control the use of housing assets according to AR 210-50, chapter 5.

b. A physical inspection of inventory utilization would verify the accuracy of occupancy data, identify overuse or under-use of barracks space, and detect improper use such as unauthorized conversions and diversions. (See AR 210-50, chap 5).

c. The physical inspection of inventory utilization also provides a management tool to detect space which may need to be reallocated between units when space assigned under the unit integrity concept will cause the installation occupancy rate to fall below 95 percent.

d. The occupancy for UPH facilities is reported annually using DD Form 2085 (Unaccompanied Personal Housing (UPH) Inventory and Utilization Data). The instructions for this form are in AR 210-50, chapter 17. To have the required data available to prepare this annual report, local procedures can be established to gather feeder information on barracks occupancy. Below is the type of data to maintain for each UPH facility to help in the completion of the DD Form 2085 and update real property records. This should assure records are in agreement with inventory and utilization reports as required by AR 210-50, chapter 5—

(1) The official designated category code of the building.

(2) If the building is designed at the 2x2 standard.

(3) The total square footage of building.

(4) Maximum number of spaces using either 85 or 90 square feet increments, (this will give you the total number of spaces for that building).

(5) Maximum capacity of the building based on the current grade structure and the minimum space adequacy standards in accordance with AR 210-50 chapter 4 (for example, if the grade structure is mostly E1 thru E4 and the total number of spaces for the building is 10, then the maximum capacity is 10; if the grade structure is mostly E5 and E6 then the maximum capacity is rounded to 7; if the grade structure is mostly E7 thru E9 then the maximum capacity for that same building is 3).

(6) The number of personnel by grade living in UPH.

(7) The number of geographical unaccompanied personnel living in UPH.

(8) The number of statements of nonavailability given out.

2-8. Assignment of senior officer quarters (SOQ), officer quarters (OQ), and senior enlisted quarters (SEQ).

a. AR 210-50, chapter 3, lists the categories of permanent party housing. Priorities of assignment are detailed in AR 210-50, Table 3-4.

b. Soldiers are assigned UPH(PP) in a manner which uses assets to the maximum extent possible while assuring space requirements are met.

c. In the event of difficulty in meeting the required utilization rates in adequate UPH the following procedures should be followed—

(1) Review the statements of nonavailability (SNAs) and notify personnel E6 and below residing in the community of housing availability. These personnel should have been informed in writing that housing may be made available within 12 months of their arrival.

(2) Move personnel residing in World War II wooden frame facilities to adequate UPH, and take action to remove the substandard facilities from the inventory.

(3) Reallocate UPH(PP) facilities to transient (TDY) use. This does not change the official designated category code.

(4) Set aside facilities for dormitory assignment which can be reallocated easily as requirements or installation policy change.

2-9. Waiting lists

a. Eligible unaccompanied personnel who desire to live on post, but UPH facilities are not readily available are placed on a waiting list per AR 210-50, paragraph 3-29.

b. Maintain and display a waiting list in a public viewing area in the billeting office.

c. As with family housing, unaccompanied soldiers should be provided a projection date as to when a space will be available for assignment. Advise that the waiting times will change as they progress upward on the waiting list.

d. Unaccompanied personnel not immediately assigned Government housing should be directed to HRS office for counseling before seeking community housing.

2-10. Statements of nonavailability

a. See AR 210-50, chapter 3.

b. Better utilization may be realized if statements of non-availability (SNA) are not issued when adequate space for the military member is available.

c. Proper use of SNA reduces housing costs by ensuring that on-

post housing is filled before authorizing off-post housing. Installations should develop local procedures for controlling the issuance of SNAs.

2-11. Transient housing

a. Transient housing provides short-term accommodations for visitors (military and civilian) to the installation and military personnel who are temporarily without permanent housing due to TDY and or PCS. Transient housing includes distinguished visitors' quarters (DVQ), visiting officer (VO), visiting enlisted quarters (VEQ), and guest houses. Assignment of transient housing should be done according to AR 210-50, chapter 3.

b. When adequate space is not available in the TDY facilities, guest house facilities are assigned, if available. When guest house facilities are not available, SNAs should be issued and personnel advised of available motels or hotels in the area. Permanent party personnel may be directed to the HRS office for information on facilities available in the local community.

Table 2-1
Housing operations management report occupancy departure planning report

Name	Rank	Depart	Debros	WLN	Assigned to Street Address	01 SEP 90	TO:	01 DEC 90	Floor Refin
						Term Inspec- tion	Painted	Floor Sanded	
VASSOR ROBERT	SFC	03 SEP 90	262	17	SCHURZ ST APT A BLDG 300			JUL 89	JUL 89
MCKENNA EDWARD N	CW2	03 SEP 90	254	5	NORDRING APT D BLDG 311			JAN 87	JAN 87
JONES ARNOLD L	SSG	07 SEP 90							
WISEMAN MICHAEL J	CPT	10 SEP 90	243	35	PARKSTR./GARITZ L-84				
YOUNG IAN J	SGT	11 SEP 90	262	6	PFALZ ST APT F BLDG 313			FEB 88	AUG 78
HUGHES JOSEPH H	SGT	19 SEP 90	262	2A	DUMMENTALERWEG APT A L64	07 JUN 90		AUG 88	JAN 60
GIBSON ANTHONY	SGT	27 SEP 90	262	6	PFALZ ST APT B BLDG 313			APR 88	MAR 85
ANDERSON PAUL	SGT	01 OCT 90	263	10	PFALZ ST APT C BLDG 314			OCT 87	AUG 83
ROGERS WIZEE	SGT	06 OCT 90	264	8	SCHURZ ST APT F BLDG 304			JAN 87	JAN 87
BRIGGS ULYSSES R	SGT	10 OCT 90	262	4	SCHURZ ST APT C BLDG 306			JAN 87	JUL 80
JOYCE JAMES J	SFC	11 OCT 90							
HALL GARRETTE	SP4	13 OCT 90	262	10	SCHURZ ST APT B BLDG 304			DEC 87	APR 86
BROWN WILLIAM	SSG	13 OCT 90	264	6	SCHURZ ST APT E BLDG 306			AUG 88	DEC 85
VENEMA TODD	SGT	13 OCT 90	262	27	PFALZ ST APT F BLDG 309			JUL 88	JUL 88
TOPOMORALES JUAN J	SSG	17 OCT 90	263	8	PFALZ ST APT A BLDG 304			SEP 87	SEP 88
COLLINS VICTOR L	SGT	18 OCT 90	263	2	SCHURZ ST APT A BLDG 306			JUN 88	JUN 85
WILLIAMS SAMUEL	SP4	19 OCT 90	263	2	GOLDBACH ST APT 1 L77				
HOUSE JERRY G	SGT	19 OCT 90	263	8	PFALZ ST APT B BLDG 314			JUL 88	MAY 81
STANGHELLINI PETER M	SSG	20 OCT 90	262	2B	DUMMENTALERWEG APT A L63			JAN 89	JAN 60
LOVE JAMES P	SFC	20 OCT 90	262	17	SCHURZ ST APT D BLDG 300			JUN 87	JUN 87
KOHLER JAMES R	SFC	21 OCT 90	262	17	SCHURZ ST APT B BLDG 300			APR 88	DEC 84
PRALL CLARK L	SP4	22 OCT 90	263	2	SCHURZ ST APT B BLDG 306			MAR 87	OCT 85
BROWN EDDIE	SGT	23 OCT 90	262	8	PFALZ ST APT C BLDG 314			NOV 89	OCT 83
MARTIN ROYSTER	SGT	23 OCT 90	263	31	ELTINGSHAEUSERST APT A L80				
GROSSER ROBERT J	SGT	25 OCT 90	262	29	PFALZ ST APT E BLDG 309			JAN 89	MAY 83
MIKE LARRY J	SFC	26 OCT 90	253	15	SCHURZ ST APT B BLDG 300			NOV 85	NOV 77
MILLIKEN ROBERT T	SGT	26 OCT 90	262	2B	DUMMENTALERWEG APT C L63			AUG 88	JAN 60
BERNAL ANTHONY	SP4	29 OCT 90	262	4	SCHURZ ST APT D BLDG 306			NOV 87	MAR 80
LANCE CHRISTOPHER L	SGT	31 OCT 90	263	6	SCHURZ ST APT B BLDG 306			FEB 88	OCT 81
MONTES HIRAM D	SGT	31 OCT 90	262	8	PFALZ ST APT E BLDG 314			JAN 89	NOV 87
SMITH EDDIE J	SGT	02 NOV 90	262	1	ST SEBASTIAN ST APT 3 L75			JAN 85	
FRANKLIN JOHNNIE	SGT	05 NOV 90	262	28	PFALZ ST APT F BLDG 305			MAR 89	MAR 89
SANTIAGO CANDIDO	SFC	05 NOV 90	264	20	PFALZ ST APT D BLDG 302			MAR 87	MAR 81
GARAY ROJAS C	SP4	10 NOV 90	263	14	PFALZ ST APT E BLDG 315			NOV 86	JUL 85
JOSEPH KENNETH E	SP4	12 NOV 90							
COLEMAN RAY A	SP4	12 NOV 90	263	35	PFALZ ST APT E BLDG 303			NOV 89	JUL 86
FOSTER JIMMY	SP4	16 NOV 90	262	31	ST ULLRICH ST APT D L82			NOV 88	
TUIELE LIUATO A	CW3	16 NOV 90	254	5	NORDRING APT F BLDG 311			MAY 89	AUG 84
HERNANDEZ ABELARDO	SFC	20 NOV 90	263	20	PFALZ ST APT A BLDG 302			DEC 87	AUG 83
WOODFORK EARL S	SGT	20 NOV 90	262	33	PFALZ ST APT D BLDG 303			NOV 89	NOV 89
CRUELL RAY A	SGT	21 NOV 90	262	10	PFALZ ST APT B BLDG 314			APR 89	MAY 83
NOLL ROBERT J	SGT	01 DEC 90	263	12	PFALZ ST APT B BLDG 315			DEC 87	MAY 86

END OF REPORT

**Table 2-2
Housing operations management system projected vacancy roster**

ADC CODE	FACILITY ID	ADDRESS	NO. BR	SUB ABBR	DESG CODE	DESG FAC	CAT CODE	TERM DATE	CURRENT STATUS	OFFR CODE	NO. RE-JECTS	PROJECTED AVAIL DATE
234: FIELD GRADE OFFICERS—4 BR												
GA	L735EICH	5 EICHENDORF ST L73	4	BADK	C	DQ	07	19 MAY 90	MAINT		000	31 MAY 90
1 FACILITIES ON WAITING LIST 234												
234: COMP GRADE QTRS—3 BDR												
	L8427PAR	27 PARKSTR./GARITZ L-84	3	BADK	D	NN	07		OCC	A	000	12 JUN 90
	L8441PAR	41 PARKSTR./GARITZ L-84	3	BADK	D		07		OCC	O	000	28 JUN 90
2 FACILITIES ON WAITING LIST 243												
253: SNCO E7-E9 3 BDR												
01	P30015SD	15 SCHURZ ST APT D BLDG 300	3	BADK	F	NN	02		OCC		000	02 JUL 90
1 FACILITIES ON WAITING LIST 253												
254: SNCO E7-E9 4 BDR												
02	P31105NB	5 NORDRING APT B BLDG 311	4	BADK	F	NN	02		OCC	A	000	06 JUN 90
	L7916KRU	16 KRUMBACHSBERG L79	4	BADK	F		07		OCC	O	000	26 JUN 90
02	P31105ND	5 NORDRING APT D BLDG 311	4	BADK	F	NN	02		OCC	O	000	29 JUN 90
01	P30412SC	12 SCHURZ ST APT C BLDG 304	4	BADK	F	NN	02		OCC		000	15 JUL 90
4 FACILITIES ON WAITING LIST 254												
262: JNCO E4-E6 2 BDR												
PO	L745HONC	5 AM HONIGAECKER APT 3 L74	2	BADK	G	NN	07		OCC		000	31 MAR 90
02	P31616PA	16 PFALZ ST APT A BLDG 316	2	BADK	G	NN	02	18 MAY 90	MAINT	A	000	25 MAY 90
02	P31410PD	10 PFALZ ST APT D BLDG 314	2	BADK	G	NN	02	24 MAY 90	MAINT	A	000	28 MAY 90
PO	L8231ULB	31 ST ULLRICH ST APT B L82	2	BADK	G	NN	07	26 MAY 90	MAINT	A	000	30 MAY 90
02	P30929PC	29 PFALZ ST APT C BLDG 309	2	BADK	G	NN	02		OCC	A	000	30 MAY 90
02	P30528PA	28 PFALZ ST APT A BLDG 305	2	BADK	G	NN	02	28 NOV 89	OCC	O	000	06 JUN 90
BK	L642ADUD	2A DUMMENTALERWEG APT D L64	2	BADK	G	NN	07		OCC	O	000	08 JUN 90
BK	L642ADUA	2A DUMMENTALERWEG APT A L64	2	BADK	G	NN	07		OCC	A	000	13 JUN 90
WI	L6531DAA	31 DAHLEINSTR. APT A	2	BADK	G	NN	07	22 AUG 89	OCC	O	000	17 JUN 90
01	P30116SA	16 SCHURZ ST APT A BLDG 301	2	BADK	G	NN	02	10 APR 90	INACT		000	15 AUG 90
01	P30116SB	16 SCHURZ ST APT B BLDG 301	2	BADK	G	NN	02	10 APR 90	INACT		000	15 AUG 90
01	P30116SC	16 SCHURZ ST APT C BLDG 301	2	BADK	G	NN	02	10 APR 90	INACT		000	15 AUG 90
01	P30116SD	16 SCHURZ ST APT D BLDG 301	2	BADK	G	NN	02	09 APR 90	INACT		000	15 AUG 90

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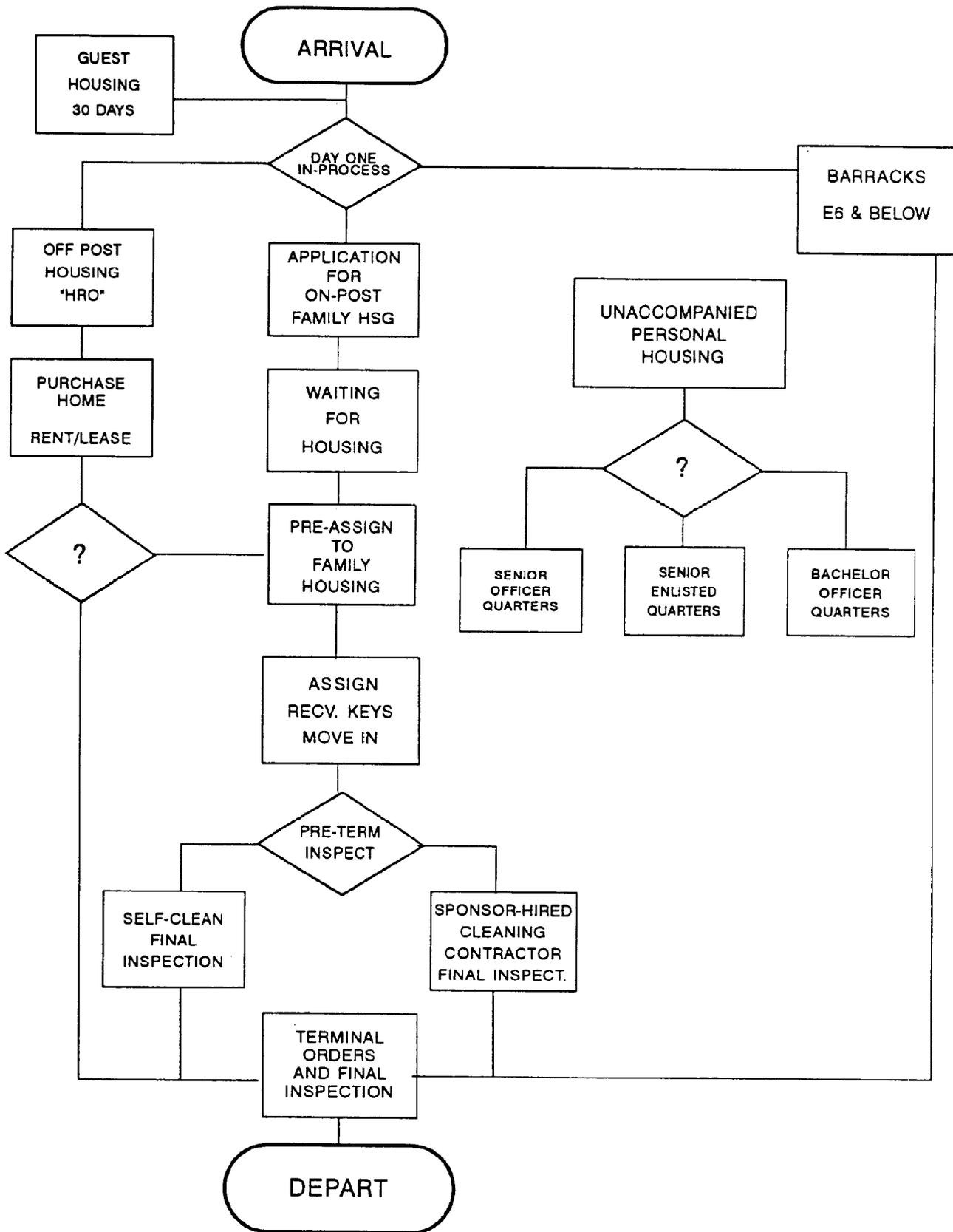


Figure 2-1. Housing Office In/Out Processing

(Office Symbol) (Marks number)

(Date)

MEMORANDUM FOR: Family Housing Applicants

SUBJECT: Information

To help us better serve you while you are awaiting housing, there are several points we would like to emphasize.

- a. It is essential that we have up-to-date telephone numbers to contact you, for example, duty, home, spouse's work. Should your phone number(s) or duty assignment change, please notify the housing office so that all records remain current.
- b. The waiting list is updated daily and posted at least every 30 days. Please check the list frequently. When leaving the installation/community for more than 48 hours, please check the waiting list prior to your departure.
- c. When the housing office informs you of a tentative assignment to a housing unit, please report to the housing office as soon as possible.
- d. If you have signed a lease for private rental housing, please contact the housing office so that we may offer you proper guidance in regard to your position on the waiting list.
- e. Should you decide that you do not want to reside in Government-controlled housing, please notify us as soon as possible so that we may remove you from the waiting list.
- f. Our mission is to adequately house soldiers at Fort (*installation name*). You will help us accomplish that mission by following the above guidance.

Chief, Housing Division

Figure 2-2. Sample memorandum for family housing applicant

(Office Symbol) (Marks number)

(Date)

MEMORANDUM THRU: Commander

FOR:

SUBJECT: Family Quarters Waiting List Status

1. Your application for family housing at Fort (installation name) is within the top 10% (freeze zone) of the waiting list. This is notification that you may be offered Government-controlled housing during the next 30 days; however, do not take action to terminate your lease or rental agreement on your current housing before contacting the housing office.
2. On receipt of this memorandum, you are requested to contact the family housing office and advise them of your interest in moving to Government housing. You may call or visit the housing office, building (number). Telephone (*number*), between the hours 0800-1630. hours, Monday through Friday.

Housing Manager

Figure 2-3. Sample memorandum thru commander

Chapter 3 Inspections

Section I Family Housing

3-1. Assignment inspections

Refer to AR 210-50, paragraph 8-10, for requirements on the housing inspection program. Assignment inspections to include surrounding grounds and furnishings, that are done prior to occupancy may be conducted in either of the following ways—

- a. Joint assignment inspections may be scheduled with the incoming resident and a housing inspector.
- b. The incoming resident may independently conduct the inspection then complete a locally developed form that allows the resident to identify the current condition of various items in and around the housing unit (i.e. wall and ceilings, refrigerator, garage etc.)

(1) *Joint inspection.* In a joint inspection both the inspector and the resident jointly review and complete a locally produced inspection checklist that reflects the current condition of various items in and around the housing unit. If any repairs or minor maintenance is required, a service order to correct those deficiencies should be submitted. A follow up is necessary to ensure that the work was performed to the resident's satisfaction. Furnishings should be inventoried, condition and serial numbers of the appliances should be noted on the proper hand receipt.

(2) *Resident inspection.*

(a) When the assignment inspection is completed, the respective personnel are notified of actions required or taken.

(b) In a resident performed inspection, the resident is provided with a locally produced inspection checklist, a copy of the DA Form 2062 (Hand Receipt/Annex Number) and instruction on how to complete. These instructions are as follows—

1. Inform the resident on how to inspect the house, record the

condition of the house and furnishings on the checklist and hand receipt; and check serial numbers of appliances indicated thereon.

2. Instruct the resident to sign the checklist and hand receipt and return both documents within 7 work days. The resident should understand that by signing the checklist and hand receipt he or she accepts responsibility for the quarters and furnishings inventory in the conditions indicated on these documents.

(c) The housing office reviews the inspection checklist and hand receipt returned by the resident, and compares the conditions listed for the quarters and furnishings with those listed in the housing file. If there are discrepancies, the resident is contacted and a joint inspection is scheduled.

3-2. Pre-termination inspection of family housing

a. Pre-termination inspections should be scheduled as soon as the housing office is notified a resident is scheduled for a permanent change of station. Pre-termination inspections should be performed to identify required maintenance before the housing unit is reassigned to another service member. Scheduling is critical.

b. The pre-termination inspection is conducted at least 30-45 days before the termination inspection. Where possible, both the pre-termination and termination inspections are scheduled when the resident gives notice of intent to vacate. The pre-termination inspection serves the following purposes—

(1) Maintenance deficiencies are identified and work (maintenance, painting, floor refinishing, etc.) is scheduled before the new resident moves in.

(2) It allows for the comparison of existing conditions with those noted during the assignment inspection and informs the resident that deficiencies caused by them must be corrected prior to their termination inspection.

(3) It informs the resident of the cleaning policy and procedures required by AR 210-50, chapter 7, and local cleaning procedures. The residents are also briefed on the required self-help repairs. This allows the resident time to prepare the unit for the termination inspection. To help the resident understand the housing termination process, a memorandum identifying the final termination guidelines may be provided.

c. Upon completion of the pre-termination inspection, a DA Form 4283 (Facilities Engineering Work Request) is prepared and submitted to the housing manager for review prior to forwarding it to the appropriate office for estimating cost of the required work. This action permits timely scheduling of the maintenance required, and eliminates delays when the houses are vacant.

d. If additional work is identified at the termination inspection, a new DA Form 4283 should be submitted to the housing manager for review, and forwarded to appropriate office for cost estimating. The work order will be approved (after cost is estimated) and the work to be performed will be scheduled. If work can be performed under a service order, it should be forwarded to the designated office at the installation.

e. Delivery orders and purchase requests for contract maintenance (identified during the pre-termination inspection) are completed in advance of final clearance based on projected termination inspection date. This procedure eliminates time delays in processing prescribed documentation, and ensures completion of contract maintenance while the quarters are vacant.

f. A memorandum may be used to notify the contract management office for interior paint, floor refinishing, between occupancy maintenance requirements after pre-termination inspections are completed. This gives the contract management office written advanced notification of time-critical work to be scheduled and accomplished. In addition, the memorandum may also be used to officially request the status of vacant houses that have exceeded the time authorized for work completion.

3-3. Termination inspection of family housing

a. The termination inspection is conducted jointly by a housing representative and the resident or designated representative after quarters are vacated.

b. After reasonable inspections are allowed for clearing the house and the person does not meet his or her responsibilities to clear the house, the housing office should inform the sponsor's commanding officer of the existing deficiency. This action is taken only after all efforts have been exhausted to clear the house.

Section II Unaccompanied Personnel Housing

3-4. Assignment inspection of unaccompanied personnel housing (permanent party)

Assignment inspection may be performed by joint inspection or the resident may inspect alone and submit a inspection form to the proper office.

a. Joint inspection .

(1) During the joint inspection, the inspection checklist is completed, and the condition the quarters and any repair or maintenance required is recorded. In addition, the resident should be given locally prepared handouts and verbal instructions concerning information regarding the maintenance of the unit, furniture and equipment. Soldiers should also be given information about programs and services, such as maid service, self-help, emergency service, police and fire protection, and garbage and trash collections, linen exchange, availability of cleaning supplies and other expendables.

(2) Furnishings will be inventoried and serial numbers of the appliance(s) and conditions noted on the DA Form 2062. The resident should acknowledge his or her responsibility for the housing unit and furnishings in the condition that were annotated on the inspection checklist and furnishings hand receipt.

b. Resident performed inspection .

(1) When the resident performs the assignment inspection, he or she will be provided with written information discussed in the above paragraph.

(2) The incoming resident receives an inspection checklist, and a copy of the unit hand receipt with instructions to inspect the apartment or room. He or she records the condition of the unit and furnishings on the checklist and hand receipt, and check serial numbers of appliances indicated thereon. The service member signs the checklist and hand receipt, and returns both documents to the billeting office within a locally established time frame. The new resident will be informed that by signing the checklist and hand receipt, he or she accepts responsibility of the housing unit and furnishings inventory in the condition indicated on the documents.

(3) If the resident is moving from off-post community housing, HRS is notified by memorandum to update their records and recapture the community housing unit for other soldiers.

3-5. Pre-termination inspection of Unaccompanied personnel housing (permanent party)

a. Pre-termination inspections should be scheduled as soon as the billeting office is notified a resident is scheduled for a permanent change of station. Pre-termination inspections should be performed to identify required maintenance before the unit is reassigned to another soldier. Scheduling is critical.

b. Conduct the pre-termination inspection at least 30-45 days before the termination inspection. Where possible, schedule both the pre-termination and termination inspections when the resident gives notice of intent to vacate. The pre-termination inspection serves the following purposes—

(1) Maintenance deficiencies are identified and work (maintenance, painting, floor refinishing, and so forth) is scheduled before the new resident moves in. Existing conditions are compared with those noted during the assignment inspection and the resident is informed that deficiencies caused by him or her must be corrected prior to the termination inspection.

(2) The resident is informed of the cleaning policy and procedures required by AR 210-50, chapter 7, and local cleaning procedures. The residents are also briefed on the self-help program. This allows the resident time to prepare the unit for the termination inspection.

c. DA Form 4283 is submitted for the maintenance deficiencies

for review prior to forwarding to the appropriate office for estimating the cost. This action permits timely scheduling of the maintenance required and eliminates delays when the units are vacant.

3-6. Termination inspection of unaccompanied personnel housing (permanent party)

a. According to AR 210-50, installations locally develop suitable clearance standards for unaccompanied personnel housing (permanent party) (UPH(PP)) to be available for immediate reassignment.

b. The termination inspection is conducted jointly between the housing office and the resident.

(1) A cleaning inspection checklist can be developed that reflects the various items and its condition.

(2) Personnel employing maid service should be authorized to terminate occupancy when their furnishings hand receipt is cleared, and the termination inspection reveals no damages were made by the resident.

c. Termination orders are processed showing the date the dwelling unit is terminated and the orders are distributed according to AR 210-50. If the resident fails to properly terminate the apartment or room, after all other efforts are exhausted, the soldier's commanding officer is contacted for assistance (This action is done only as a last resort). Every effort will be made to assist the resident in clearing the unit.

Chapter 4 Maintenance and Repair

4-1. Downtime

Maintenance and repair requirements account for a large portion of downtime for Government-controlled housing. Every day that Government housing is vacant, and soldiers are living in community housing the Government continues to pay Basic Allowance for Quarters (BAQ) and Variable Housing Allowance (VHA).

4-2. Family housing

a. The housing manager, housing engineer, engineer technician, and other offices and personnel (for example maintenance personnel, contracting officer representatives, and so forth) all have a major impact on utilization, because each has an indirect affect on between occupancy maintenance of a house during the vacancy period. Close coordination between all of these functions may keep downtime to a minimum.

b. Those installations that have an engineer or an engineer technician assigned to the housing office have experienced lower vacancy rates. Closer coordination and communication exists between assignment and termination personnel and engineer or engineer technicians when they are located within the same office. It is also desirable that housing inspectors have some maintenance background since they determine work required to prepare the house for the next occupant.

c. Scheduling maintenance requirements at the time pre-termination inspections are performed will reduce the number of days housing units are vacant for maintenance and repair. By performing good engineer management of housing maintenance and repair, improvements, and projects revitalization. This can be accomplished by scheduling maintenance immediately following pre-termination inspections and planning for cyclic maintenance as identified in the annual work plan and monitored through completion. The accomplishment of maintenance and repair work while the dwelling unit is occupied will reduce downtime. There are two ways that housing maintenance services are accomplished either by contract services or installation in-house personnel.

4-3. Contracted services

a. OMB Circular A-76, Part II, describes a systematic means for developing statements of work (SOW) and quality assurance plans (QAP) and direction for writing and using these documents. Parts of

the guide apply to quality assurance evaluators on the use of a SOW and QAP.

b. A service contract should identify the services that will be delivered, (for example between occupancy maintenance) measure the quality of service, and the acceptance of the service provided. Performance of work statements (PWSs) and quality assurance plans are written for contractual services, include the number of days required for work to be accomplished. Contracts provide options that support minimum downtime between occupancies.

c. The housing maintenance and repair services required by contracted work are of such a nature that defective or incomplete performance has a major impact on planning future assignments. Exercise functional control of housing per OMB Circular A-76, section II, paragraph 1-5, to efficiently plan and program housing assignments and terminations to meet the Department of Army housing utilization goals.

d. AR 210-50 provides maintenance and repair time frames for between occupancy work. Use these time frames when developing maintenance contracts. Deviation from these time frames should be the exception not the rule.

e. Review the SOW during the contract development cycle and provide input that reflects the required time frames for maintenance and repair of housing.

f. The three elements that make a contract for maintenance and repair of housing efficient are—

(1) Clear, defined completion times. Vague completion times, such as "... priority 3 for between occupancy maintenance is allowed 2-10 days for normal turnover ..." is not definite enough to have sufficient control to meet prescribed re-occupancy dates.

(2) Liquidated damage clauses, and the enforcement of these clauses.

(3) Evaluators are aware of the terms of the contract and that the contractor is given only the number of days specified in the contract to perform maintenance and repair tasks.

4-4. Monitoring and analyzing vacancies during maintenance and repair of housing

a. The time a house is undergoing BOM is the most critical to monitor to meet the occupancy dates prescribed during the pre-termination and termination inspections.

b. An automated system that tracks and analyzes downtime between occupancies could assess the efficiencies of the housing operation and correctly identify weaknesses that adversely affect attaining established vacancy rate goals.

c. A system that provides an effective means for tracking housing vacancies would as a minimum include the dates of the following—

(1) Pre-termination and termination inspections.

(2) New occupant assignment.

(3) In-house and contracted maintenance.

(4) Maintenance start and completion.

d. HOMES A&T subsystem tracks pre-termination and termination inspections and new occupant assignment. The A&T module has the capability of tracking in-house and contracted maintenance but must be updated manually. Several major commands and installations have developed automated systems to track in-house and contracted maintenance. These systems differ in MACOM requirements and installation unique situations, but they all provide daily information on items listed in the above paragraph.

e. An example of a simplified program for tracking BOM using LOTUS software is at table 4-1. This program also may be used to monitor M&R, contract requirements, such as paint and floor refinishing and analyze the reasons for not meeting vacancy rate goals, that is excessive time for painting contract because keys are not picked up on time and or houses were not returned immediately after inspection.

f. Another example of a program to monitor maintenance is at table 4-2. This is a detailed program developed on Q&A software to augment the installation's HOMES A&T module and as a maintenance management indicator. The reports provide total information on a house from the date of termination to the date of assignment.

g. It is not necessary for all houses to receive the maximum level

of maintenance. However, regardless of the level of maintenance, it is critical for each house to be monitored until the maintenance is completed and the house is ready for assignment.

4-5. Interior painting and floor refinishing

a. Painting and floor refinishing of family housing is discussed in AR 210-50, chapter 7. Interior painting and floor refinishing accounts for a large portion of AFH maintenance funds. Maintained in the HOMES facility record are the interior paint date, the date floors were refinished and the date floors were sanded. The facility departure planning report can be requested by date ranges to help in planning for painting and or floor refinishing and sanding. Often, savings can be gained by partial painting or washing of surfaces in place of painting. When possible, this not only saves dollars but returns the unit more quickly for occupancy by another family. The important factor is providing the next occupant with a home that meets standards in the shortest time and in the most economical way.

b. Maintain audit trails of all out-of-cycle painting and floor refinishing approvals.

4-6. Unaccompanied personnel housing (permanent party and transient)

a. Perform maintenance and repair of permanent party facilities in a timely manner.

b. Monitor and review the maintenance and repair services provided to ensure that the soldier's quality of life is not adversely impacted.

c. Determine status of projects and keep the data updated in the following ways—

(1) Monitor work orders submitted for UPH maintenance and repair requirements of facilities.

(2) Record service order numbers, date, building number, brief description of required work, and date completed.

(3) Prioritize minor maintenance and repair work according to the following— situations that endanger human life, work if left uncorrected would cause damage or loss of Government property, places undue hardship on an occupant, or prevent a room from being used.

Table 4-1
Between occupancy maintenance

Address	Key Available	Key Returned	Total Days in BOM	Currently in BOM
105 B CRAIG	02-OCT-89	12-OCT-89	10	(01)
111 B BURT	02-OCT-89	12-OCT-89	10	(02)
165 STEDMAN	02-OCT-89	11-OCT-89	9	(03)
106 RUCKER	04-OCT-89	11-OCT-89	7	(04)
121 B MEYER	04-OCT-89	12-OCT-89	8	(05)
106 B HANNA	04-OCT-89	16-OCT-89	12	(06)
108 B CARTER	04-OCT-89	13-OCT-89	9	(07)
108 ROYAL	04-OCT-89	13-OCT-89	9	(08)
167 JEFFORDS	04-OCT-89	18-OCT-89	14	(09)
121 B HATFIELD	05-OCT-89	16-OCT-89	11	(10)
104 RUCKER	06-OCT-89	10-OCT-89	4	(11)
210 B JEFFORDS	06-OCT-89	13-OCT-89	7	(12)
147 ROYAL	13-OCT-89	13-OCT-89	7	(13)
104 B ARIZONA	06-OCT-89	17-OCT-89	11	(14)
153 STEDMAN	06-OCT-89	13-OCT-89	7	(15)
125 HUGHES	06-OCT-89	11-OCT-89	5	(16)
100 CARLSON	06-OCT-89	13-OCT-89	7	(17)
101 CARLSON	06-OCT-89	13-OCT-89	7	(18)
103 CARLSON	06-OCT-89	17-OCT-89	11	(19)
106 CARLSON	06-OCT-89	19-OCT-89	13	(20)
108 B LWR	06-OCT-89	17-OCT-89	11	(21)
109 COONEY	06-OCT-89	19-OCT-89	13	(22)
100 STOVALL	06-OCT-89	18-OCT-89	12	(23)
141 HUGHES	06-OCT-89	17-OCT-89	11	(24)
105 DODSON	06-OCT-89	17-OCT-89	11	(25)
111 F MEYER	06-OCT-89	18-OCT-89	12	(26)
104 B LAWTON	10-OCT-89	13-OCT-89	3	(27)
121 SCHMIDT	10-OCT-89	17-OCT-89	7	(28)
107 A BROWN	10-OCT-89	17-OCT-89	7	(29)
164 STEDMAN	11-OCT-89	17-OCT-89	6	(30)
112 CRAWFORD	12-OCT-89	17-OCT-89	5	(31)
115 B MOTT	12-OCT-89	18-OCT-89	6	(32)
109 B ANDREWS	12-OCT-89	18-OCT-89	6	(33)
120 DERUM	13-OCT-89	18-OCT-89	5	(34)
114 DERUM	13-OCT-89	19-OCT-89	6	(35)
Total days: 299				
Average days: 9				

**Table 4-2
Down time monitor**

FROM 1, DEC TO 31												
Month	PO#	Call No	Termination Date	Self Clean	Actual Re-lease	Ready to Rent	Actual Rent	Days at Pest Control	Days at HEB	Days at Maint	Days at A&T Sect	Total Days Vacant from Term to Rent
DEC	8416B	012-208	12-18-89		01-09-90	01-10-90	01-22-90	2.00	0.00	22.00	12.00	35.00
	6455B	012-150	12-14-89		12-22-89	12-22-89	12-26-89	1.00	0.00	8.00	4.00	12.00
	6411	012-151	12-14-89		12-22-89	12-26-89	01-09-90	1.00	0.00	8.00	14.00	26.00
	5932D	012-196	12-19-89		01-03-90	01-04-90	01-16-90	1.00	0.00	15.00	12.00	28.00
	5630A	001-012	12-29-89		01-05-90	01-08-90	01-24-90	4.00	0.00	7.00	***	***
	5672A	012-113	12-12-89		12-19-89	12-22-89	01-04-90	1.00	0.00	7.00	13.00	23.00
	8444B	012-093	12-11-89		12-22-89	12-27-89	12-28-89	1.00	0.00	11.00	1.00	17.00
	8549B	012-108	12-12-89		12-26-89	12-27-89	02-22-90	1.00	0.00	14.00	57.00	72.00
	6461A	012-173	12-15-89		12-26-89	12-27-89	01-08-90	3.00	0.00	11.00	12.00	24.00
	6275F	012-170	12-15-89		12-26-89	12-27-89	01-10-90	3.00	0.00	11.00	14.00	26.00
	5921E	012-169	12-15-89		12-26-89	12-27-89	01-05-90	3.00	0.00	11.00	9.00	21.00
	6023	012-073	12-05-89		12-22-89	12-22-89	12-22-89	2.00	1.00	17.00	0.00	17.00
	8350A	012-099	12-11-89		12-27-89	12-28-89	01-02-90	1.00	0.00	16.00	5.00	22.00
	5870C	012-189	12-18-89		12-27-89	12-28-89	01-02-90	1.00	0.00	9.00	5.00	15.00
	5683E	012-190	12-18-89		12-27-89	12-28-89	12-29-89	1.00	0.00	9.00	1.00	11.00
	5667F	012-199	12-19-89		12-27-89	12-28-89	01-05-90	1.00	0.00	8.00	8.00	17.00
	6707B	012-077	12-08-89		12-26-89	12-27-89	01-18-90	3.00	0.00	18.00	22.00	41.00
	7676B	012-024	12-04-89		12-22-89	12-22-89	01-02-90	1.00	0.00	18.00	11.00	29.00
	5942B	012-138	12-12-89		12-22-89	12-22-89	12-29-89	1.00	1.00	10.00	7.00	17.00
	5898B	012-020	12-01-89		12-08-89	12-11-89	12-26-89	3.00	0.00	7.00	15.00	25.00
	5699G	012-084	12-08-89		12-14-89	12-15-89	12-29-89	3.00	0.00	6.00	14.00	21.00
	5909D	012-090	12-11-89		12-27-89	12-28-89	01-05-90	1.00	0.00	16.00	8.00	25.00
	5652E	012-216	12-20-89		12-28-89	12-29-89	01-10-90	1.00	0.00	8.00	12.00	21.00
	5699A	012-219	12-20-89		12-27-89	12-28-89	01-05-90	1.00	0.00	7.00	8.00	16.00
	8431A	001-056	01-08-90		01-26-90	01-29-90	02-07-90	1.00	0.00	18.00	9.00	30.00
	6119D	001-049			01-22-90	01-23-90	01-29-90	5.00	**	17.00	6.00	***
	7914A	012-111	12-12-89		12-22-89	12-22-89	12-29-89	1.00	0.00	10.00	7.00	17.00
	7148A	012-023	12-04-89		12-22-89	12-22-89	01-22-90	1.00	0.00	18.00	31.00	49.00
	5352A	012-201	12-19-89		12-28-89	12-29-89	01-08-90	1.00	0.00	9.00	10.00	20.00
Average								1.83	0.14	13.76	12.17	26.81

**Chapter 5
Housing Operations Management System**

5-1. Housing Operations Management System description

Housing Operations Management System (HOMES) is a comprehensive automated system designed on a modular basis to include all functional areas of housing. There are six modules within the HOMES system however, only two modules are addressed here, family housing assignment and termination (A/T) module and the billeting module. HOMES is in use worldwide. Housing managers at all echelons can use HOMES generated management reports and queries to monitor and evaluate their housing programs.

5-2. Assignment and termination module

The assignment and termination (A/T) module provides for a timely accurate method of offering on-post housing to military families while providing a database management system to assist in achieving maximum utilization of Government housing. The module provides the A/T personnel with the automated capability to perform day-to-day operational management of family housing. Perform in-depth reviews of housing operations when occupancy or vacancy goals are not attained, and develop plans for increasing occupancy rates. Review monthly an analysis of operations, review weekly and daily vacancy rosters. The following are data generated by the A/T module that have been identified by installation personnel as beneficial for the management of the housing program—

- (1) Projected vacancy and assignment roster.
- (2) Status of quarters report.
- (3) Waiting list.
- (4) Adjusted freeze zone list.
- (5) Inspection schedule.

(6) DD Form 1410 (Family Housing Inventory and Occupancy) (RCS) DD-P&L(A) 1081.

5-3. Billeting module

The billeting module provides a system for managing transient facilities (TDY and guest house(s)). It provides an automated reservation system and offers total control over guest accounts, utilization and day-to-day operation of transient housing management. Barracks space management is not included in the billeting module.

Appendix A References

Section I Required Publications

AR 210-50

Housing Management. (Cited in paras 1-1, 1-4 *b*, 1-4 *d*, paras 2-6 *b*, 2-7 *a*, 1-7 *b*, 2-7 *d*, 2-8 *a*, 2-9 *a*, 2-10 *a*, 2-11 *a*, paras 3-1, 3-2 *b* (3), 3-5 *b*(2), 3-6 *a*, 3-6 *c*, paras 4-3 *d*, 4-5 *a*)

Section II Related Publications

AR 11-2

Internal Management Control

AR 210-20

Master Planning for Army Installations

AR 405-10

Acquisition of Real Property and Interest Therein

AR 415-28

Department of the Army Facility Classes and Construction Categories

DA Pam 360-611

Renting in the Civilian Community

DA Pam 420-8

Facilities Engineering Management Handbook

DA Pam 420-10

Space Management Guide

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

DA Form 2062

Hand Receipt/Annex Number

DA Form 4283

Facilities Engineering Work Request

DD Form 1410

Family Housing Inventory and Occupancy

DD Form 2085

Unaccompanied Personnel Housing (UPH) Inventory and Utilization Data

Glossary

Section I Abbreviations

BAQ

basic allowance for quarters

CONUS

Continental United States

DEH

Director of Engineering and Housing

DU

dwelling unit

DOC

Directorate of Contracting

DPCA

Director of Personnel and Community Activities

DVQ

distinguished visitors' quarters

FAO

Finance Accounting Office

FY

Fiscal year

HOMES

Housing Operations Management System

HRS

Housing Referral Service

HQDA

Headquarters, Department of Army

MOU

memorandum of understanding

OCONUS

Outside the Continental United States

PCS

Permanent change of station

PP

permanent party

PWS

Performance of work statement

SNA

statements of non-availability

SOP

standard operating procedure

SSN

social security number

TDY

temporary duty

UPH

unaccompanied personnel housing

VEQ

visiting enlisted quarter

VOQ

visiting officer quarter

Section II Terms

Government-controlled adequate UPH

Housing that meets or exceeds minimum adequacy standards as set forth in AR 210–50, chapter 4.

Community housing

Private housing in the vicinity of the installation.

CONUS

Continental United States.

Conversion

Permanent change in use from existing facility category code to another facility category code.

Diversion

A temporary change in the use of a facility normally not to exceed 36 months. Diversion requires a real property inventory record annotation of the applicable temporary facility construction category code (AR 415–28).

Furnishings

Furniture, household equipment, and miscellaneous items procured under special authority.

Government housing

Housing which Department of Defense owns, leases, obtains by permit, or otherwise acquires.

Individual job order

A work authorization document for M&R beyond the limitation of a service order, and which is required for all improvements regardless of cost.

Maintenance

The work required to preserve and maintain a real property facility in such condition that it may be effectively used for its designed functional purpose. Maintenance includes work done to prevent damage which would be more costly to restore than to prevent. Maintenance also includes work to sustain existing components.

Permanent party personnel

Military personnel (includes Reserve Component personnel who are undergoing active duty for training for 20 weeks or more) and civilian employees who are assigned to or are attached to an installation in a PCS status.

Self-help

Resident performance of minor and simple repairs, maintenance, and certain minor improvements.

Service order

A work authorization document used for small-scale maintenance and repair work on Government-owned or -leased facilities and equipment.

Statement of non-availability

A statement provided to authorized personnel to reside off post and receive reimbursement for housing when adequate housing is not available.

Transient housing

a. Facilities providing temporary accommodations for eligible military personnel of all grades, their family members, and guests and for eligible Department of Defense civilians and their family members.

b. Includes distinguished visitor quarters, guest houses, visiting enlisted quarters, and visiting officer quarters.

Unaccompanied personnel housing

Housing used to house personnel not residing with family members.

a. Includes unaccompanied enlisted personnel housing also called enlisted quarters or senior enlisted quarters, and formerly known as bachelor enlisted quarters or senior bachelor enlisted quarters.

b. Includes unaccompanied officer personnel housing also called officer quarters or senior officer quarters and formerly known as bachelor officer quarters.

c. Also includes barracks, dormitories, and transient UPH.

d. May include privately-leased housing.

Section III

Special Abbreviations and Terms

A/T

Assignment and termination

BOM

between occupancy maintenance

DROS

date of Rotation Overseas

IFS

Integrated Facilities system

MR

Maintenance and repair

MPA

Military pay allowance

OQ

Officer's quarter

SEQ

Senior enlisted quarter

SNA

Statement of non-availability

SOQ

Senior officer quarter

STANFINS
Standard Army Financial Information System

QAP
Quality assurance plan

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