

NAVAL INSPECTOR GENERAL
AREA VISIT TO
SOUTH TEXAS
6 TO 17 FEBRUARY 2012



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Subj: AREA VISIT TO NAVY INSTALLATIONS IN SOUTH TEXAS

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1. The Naval Inspector General (NAVINSGEN) conducts Readiness and Quality of Life (QOL) Area Visits to Navy installations worldwide as directed by reference (a). Area visit reports provide senior Navy leadership with objective assessments of readiness, fleet support, and QOL that cut across command levels and component lines to identify Navy-wide concerns. They also identify specific issues that can only be addressed enterprise-wide by senior Navy leadership.

2. NAVINSGEN conducted a Readiness and QOL Area Visit to Commands and installations in South Texas to include: Joint Base San Antonio (JBSA), NAS Corpus Christi (NASCC), NAS Kingsville (NASK) and associated tenant commands at each installation from 6 to 17 February 2012. Navy commands at JBSA included: Navy Technical Training Center (NTTC) Lackland AFB, the tri-service Medical Education and Training Command (METC) and the Navy Medicine Training Support Center (NMTSC), Naval Medical Research Unit, San Antonio, Navy Medicine Information Systems Support Activity, Navy Operational Support Center (NOSC) San Antonio, and Navy Information Operations Command, San Antonio, TX. NAS Corpus Christi and tenant commands included: Chief of Naval Air Training (CNATRA), Training Wing FOUR and its four subordinate training squadrons - VT-27, VT-28, VT-31 and VT-35, NOSC Corpus Christi, and the Naval Health Clinic Corpus Christi. NAS Kingsville and tenant commands included Training Wing TWO and its two subordinate training squadrons - VT-21 and VT-22.


3. The South Texas Area Visit Report has two parts. Part 1 forwards our overall observations and findings. Part 2 contains 14 issue papers listed in order that they are addressed in Part 1, which present specific findings and recommendations for senior Navy leadership. Part 2 also contains a corrective action summary matrix (Page 45) and guidance for submission of

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corrective action via an Implementation Status Report (ISR) (Page 47). Commands are tasked with submitting initial ISRs to NAVINSGEN not later than 26 October 2012. The summary of survey data analysis for active duty military and DoN civilian personnel is included in Appendix A (Page 73). Spouse data is included in Appendix B (Page 150) and the reserve component data is included in Appendix C (Page 182). The summary of focus group data analysis for active duty military and DoN civilian personnel is included in Appendix D (Page 209). Spouse focus group data is included in Appendix E (Page 215). Reserve focus group data is included in Appendix F (Page 221).

4. My point of contact is ^{b7c}

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EXECUTIVE SUMMARY

1. The Naval Inspector General (NAVINSGEN) conducted a Readiness and Quality of Life (QOL) Area Visit to installations in South Texas to include: Joint Base San Antonio (JBSA), Naval Air Station (NAS) Corpus Christi (NASCC), NAS Kingsville (NASK) and associated tenant commands at each installation from 6 to 17 February 2012. Our assessment began with web-based personnel surveys conducted prior to the NAVINSGEN Team's arrival. The surveys frame issues for on-site focus group discussions and provide background for team visits with the installation staff and tenant commands. Unless otherwise noted, observations herein are as of the last day of the area visit.

2. Commands and activities are accomplishing their mission with little to no surge capacity while managing challenges with aircraft maintenance contracts, manpower reductions, facility deterioration, environmental compliance and joint basing integration. Of note, Navy facilities issues at NAS Corpus Christi are some of the worst observed by NAVINSGEN. Joint service related issues to include environmental protection, armed security force and facility support for Navy personnel are being addressed with coordination and assistance from Army and Air Force Inspectors General offices.

3. There were 1,348 active duty military, Department of the Navy (DoN) civilian personnel, and active duty spouses who responded to our on-line surveys. A total of 890 individuals participated in 67 active duty military, DoN civilian personnel and active duty military spouse focus groups to assess overall QOL in the South Texas Area. On a scale of 1 to 10 (where 1 = worst and 10 = best), active duty military and DoN civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.29 and their Quality of Work Life (QOWL) at 6.67. Both the QOHL and QOWL scores are higher than our NAVINSGEN rolling averages of 7.01 and 6.27, respectively. Active duty spouse survey respondents assessed their QOHL as 6.11, which is lower than the NAVINSGEN average of 6.34. Active duty Military and DoN civilian personnel focus group participants rated their overall QOL at 6.97, which is slightly higher than our NAVINSGEN average of 6.90. Active duty spouses rated their overall QOL score as 6.88, which is higher than the NAVINSGEN average of 6.74. Top concerns of personnel serving in the JBSA area based on focus group information are: Medical Services; Leadership; Manning and Manpower; Uniform Availability; and Facilities. Top concerns of personnel serving in the NASK area based on focus group information are: Location, Galley and Food Choices;

Manning and Manpower; Workload and Work Hours; and Housing. Top concerns of personnel serving in the NASCC area based on focus group information are: Facilities, Manning and Manpower; Morale Welfare and Recreation; Medical Services, lack of a Galley, and poor on-base Food Choices.

Additionally, a total of 112 reserve military personnel responded to our on-line surveys. Their QOWL score was 7.40, which is slightly higher than the NAVINSGEN average of 7.37. At NOSC Corpus Christi, 36 individuals participated in 3 focus groups to assess overall QOL in the South Texas Area. They indicated their overall QOL score as 7.64, which is higher than the NAVINSGEN average of 6.47. Top concerns for the Corpus Christi reserve focus group participants are: Training; Manning and Manpower; Retirement Benefits; Interaction with Active Duty; Perform to Serve; and Communication.

4. Good News.

a. Texas Military Partnership Commission. Special mention is warranted concerning the efforts of NASK and NASCC to integrate with local civilian leaders through personal contact and the Texas Military Preparedness Commission. Efforts mitigate day to day issues and solve compatible use challenges arising from land development and wind energy business growth that could negatively impact flight operations. Topics of interest include: Outlying airfield runway expansion and mitigation efforts regarding interaction of wind turbine energy projects and air traffic control (radar performance).

b. Model Reserve Component (RC) Programs. Reserve Component (RC) programs observed at JBASA, NASK and NASCC are excellent examples of the integration of RC units within the overarching Navy structure. CNATRA's use of RC personnel is a model for innovative operational support leveraging experienced, formerly active duty instructor pilots to perform 17 to 22 percent of their production training flights. These RC personnel are programmed to provide 90 days of support a year and serve as one of CNATRA's few means of increasing production.

c. NASCC and NASK Housing Customer Service. In 2011, both Family Housing and Unaccompanied Housing (UH) Programs received Customer Service Awards for Excellence based on resident satisfaction surveys. The family housing programs at both NASCC and NASK received the highest "Crystal" award for programs scoring at least 93.6 percent service score and a survey response rate of 20 percent. The UH programs at both

installations received the "A List" award for programs scoring at least an 85 percent service score with a survey response rate of 20 percent.

d. Voluntary Protection Program (VPP). In 2009, Naval Health Clinic Corpus Christi achieved Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP) Star Site status. This is OSHA's highest recognition; requiring mishap and worker's compensation rates below national averages with complete program compliance for a minimum of one year.

e. "Green" Patrol Vehicles. NASCC is the first Navy base to incorporate "green" energy efficient vehicles into Security Department operations. NASCC estimates that these vehicles will save \$20,000 per year in fuel costs and avoid substantial lease penalties for exceeding mileage limitations on gas operated vehicles.

f. Cyber Security Workforce (CSWF). All observed command CSWF program certifications are near 100 percent and CSWF requirements are well understood and executed. Notably, CNATRA, NIOC, NTTC, NASK, and NASCC levels of effort are considered commensurate with those observed during NAVINSGEN Echelon II command inspections.

g. JBSA NTTC Master-At-Arms "A" School CPO Mess. The Chief Petty Officers' Mess at Master-At-Arms "A" School are assessed as one of the best observed.

5. The following are areas where we encountered issues needing resolution:

a. Naval Aviation Training Resources. Chief of Naval Air Training (CNATRA) has the minimum resources to meet their production goals. Intentional instructor pilot manning at 85 percent of requirement and a steady pilot training quota over the past ten years combined with game-changing events, such as aircraft availability below contracted rate, maintenance vendor contract protests, and emergent component materiel failures place CNATRA behind planned production. Minimal resourcing forces instructor pilot and equipment utilization rates beyond optimum; and drives non-standard weekend operations from civilian airfields to meet pilot training goals. In 2002, CNATRA mitigated chronically empty Active Component instructor pilot billets by purchasing Reserve Component (RC) instructor pilot billets. The RC instructor pilots account for 17 to 22 percent of production for CNATRA. CNATRA staff's last Shore

Manpower Requirements Determination did not validate utilization of RC personnel for peacetime contributory support, as allowed by Navy manpower policy. Recent dialogue between the Fleet Forces Command Manpower Analysis Team (FFCMAT), Commander, Pacific Fleet, who is CNATRA's Budget Submission Office, and CNATRA has resulted in validation of the CNATRA staff RC billets. However, there is concern regarding validation of CNATRA's subordinate Training Wing's RC billet structure during upcoming Shore Manpower Requirements Determination (SMRD) by the FFCMAT. Issue Paper 1, *Chief of Naval Air Training (CNATRA) 2011 Shore Manpower Requirements Determination*, refers (Page 49).

b. Civilian Manning and Manpower.

(1) Regional Human Resources (HR) Civilian Support. Regional HR support for civilian hiring is inadequate. Civilian HR servicing involves contact with multiple HR entities in different locations resulting in convoluted lines of responsibility. Navy commands at Joint Base San Antonio have no on-site HRO support. HRO staff cuts created an HR servicing ratio of approximately 1:300. By comparison, private industry average HR servicing ratio is 1:75. A direct effect of this workload is that training of activity level HR liaisons is not being performed. Additionally, training for supervisors of civilian employees does not occur. Many junior officers supervise civilian employees. These officers assume these positions with no knowledge or understanding of civilian personnel and require on-site support to adequately manage their civilian employees.

Navy Region South East has mandated that all civilian hires be reviewed by a Position Management Board (PMB) to implement a full time equivalent cap. Despite recruit to fill times approaching the Navy goal of 80 days, the PMB can add a three to nine month delay before recruitment is started. To a gaining command, it can appear to take up to a year to fill a hiring requirement. A pending Navy-wide reorganization by the Office of Civilian Human Resources to reduce HR servicing ratios should mitigate these types of situations in the future. Issue Paper 2, *Human Resources Office (HRO) Effectiveness*, refers (Page 51).

(2) Area Personnel Support Detachments (PSD). PSD San Antonio lacks effective performance of basic functions. Billet gaps hamper services such as PCS travel claim processing (a recurring issue from other area visits). Navy Region Southeast has established a new PSD to support the increased workload in San Antonio. Per the JBSA operating agreement, the Department

of the Navy (DoN) funded civilian manning for PSD San Antonio via the Air Force. Subsequent Air Force civilian hiring freezes have delayed full staffing of PSD San Antonio. Issue Paper 3, *Personnel Support Detachment (PSD) San Antonio Staffing*, refers (Page 53).

(3) PSD San Antonio's location and Chain of Command. PSD San Antonio is physically located in Jenke Hall, a Navy Medicine Training Support Center (NMTSC) student dormitory. Their location presents challenges with handicapped access, parking, and access to bathroom facilities, which could present issues with the unionized employee's collective bargaining agreement. Additionally, their status as an NMTSC tenant impedes mission performance. PSD San Antonio should be a tenant command of JBSA allowing them to negotiate directly with the host facility to improve working conditions and location. Issue Paper 4, *Personnel Support Detachment (PSD) San Antonio Location and Tenancy Status*, refers (Page 54).

c. Facilities.

(1) NASK and NASCC Facilities. Public Works personnel attempt to maintain facilities that are beyond their recommended service life with extremely limited sustainment, restoration and modernization (SRM) funds. Facilities at NASCC and NASK are in worse condition than those seen by NAVINSGEN in the recent past. NASCC is in poorer condition than NASK. Many facilities were built as temporary construction in the early 1940s. They are inadequately maintained and beyond the Navy's 67 year recapitalization goal. There was an increase in SRM funding in Fiscal Years (FY) 10 and FY11 to address significant facility concerns. FY12 funding has returned to previous levels, which is insufficient to address requirements. Projects developed for hangar renovations have limited scope to remain cost competitive and minimally address multiple system deficiencies in fire protection and electrical distribution systems. Additionally, proper design of heating, ventilating and air conditioning (HVAC) systems is critical to control moisture and humidity on the Texas coast. Issue Paper 5, *Mechanical Engineering Support to Small Public Works Departments (PWD)*, refers (Page 55).

(2) NASK Ground Training School (Building 2767). The Ground Training School complex at NASK has significant foundation settlement. A civil engineering evaluation was performed and repairs were made in 2008. However, the building continues to settle, with portions of the building settling at different rates resulting in wall and foundation cracks and structural damage. Issue Paper 6, *Naval Air Station (NAS)*

Kingsville's (NASK) Ground Training School Complex, Building 2767, Foundation Settlement, refers (Page 57).

d. Unaccompanied Housing (UH) at Joint Base San Antonio (JBSA). Students at NMTSC (FT Sam Houston) and Navy Technical Training Center (NTTC) (Lackland AFB) reside in unaccompanied housing at JBSA. Facility challenges impact Sailors' quality of life.

(1) NMSTC Barracks. NMTSC students do not have hot water on a consistent basis. New barracks constructed as part of a BRAC 2005 MILCON do not have appropriate water softening systems to suppress calcium deposits and corrosion, which result in frequent disruptions of hot water. The 502d Civil Engineering Squadron (CES) is fully engaged and has implemented short-term fixes and planned long-term solutions. Until these solutions are implemented, students do not have hot water on a constant basis. NAVINSGEN has coordinated with The Air Force Inspector General for assistance in resolving these issues.

(2) NTTC Barracks. NTTC students live in older buildings at Lackland AFB, which have water, humidity, and mold damage in the rooms. The NTTC leadership is very involved with the 502d CES to address facility maintenance concerns. NTTC has used roughly \$280K in mission funds to fix some of their immediate facility deficiencies. They have also used resources at the Naval Health Clinic, Corpus Christi (NHCCC), to provide Industrial Hygienist support to address mold and other conditions. The 502d CES has projects to fully renovate the two NTTC barracks, which are prioritized sixth and seventh among the dormitory barracks renovation projects and are estimated at \$8M per project. NAVINSGEN has coordinated with The Air Force Inspector General for assistance in resolving these issues.

e. Safety and Occupational Health (SOH). Ground Safety Officers (GSOs) assigned to squadrons at Training Wing TWO and Training Wing FOUR did not complete Introduction to Navy Occupational Safety and Health (Ashore), the minimum safety training required for personnel assigned safety collateral duty responsibilities. Issue Paper 7, *Collateral Duty Safety Personnel Training Requirements*, refers (Page 60).

f. NASCC and Corpus Christi Army Depot (CCAD) Security Forces. CCAD has an armed security force on the installation that operates independently of NASCC Security Personnel. The NASCC Commanding Officer (CO) is ultimately responsible for any use of force on the installation and the related consequences. The existing Inter-Service Support Agreement does not define

relationships, inspection, and oversight responsibilities between NASCC and CCAD security forces. NAVINSGEN has coordinated with The Army Inspector General for assistance in resolving these issues. Issue Paper 8, *Command and Control of Armed Security Forces*, refers (Page 61).

g. NASCC Base Food Operations. NAVINSGEN Inspection Team, through focus groups and on-site observations, found there is a lack of healthy food choices on base. Issue Paper 9, *Lack of Adequate Food Operations on Board NAS Corpus Christi (NASCC)*, refers (Page 62).

h. Lack of Higher Echelon Oversight. While not universal, some higher echelon commands do not provide oversight of their lower echelon commands in South Texas and do not ensure that subordinate commands are functioning in accordance with Navy policy and regulations. As in other NAVINSGEN events conducted recently, we found the "ink still wet" in several program areas that were established in preparation of our area visit. Recent observations indicate that NAVINSGEN's impending visits seem to be a prime motivator for commands to bring their programs into compliance. Issue Paper 10, *Equal Opportunity Advisor (EOA) Manning*, refers (Page 64). Issue Paper 13, *Alcohol Deglamorization Policy*, refers (Page 69).

i. Joint Basing. Navy commands as well as individual bases comprising JBSA are still adjusting to their new joint relationships. Delivery of Navy specific Fleet and Family Support Center (FFSC) and Sexual Assault Prevention and Response (SAPR) support for Navy personnel assigned to JBSA commands is an area of concern. This visit was our third involving joint basing. Joint Base Anacostia-Bolling is under Navy leadership and is serviced by a Military Family Support Center which provides Navy specific FFSC services. At Joint Base Charleston, Navy maintains an FFSC and SARC. While the Army and Air Force provide similar services at JBSA, not everything matches or is compliant with corresponding Navy programs. Some programs with specific challenges for Navy Commands are Ombudsman, Personal Financial Management, SAPR and the Family Advocacy Program. Issue Paper 11, *Command Implementation of the Navy Sexual Assault Prevention and Response (SAPR)*, refers (Page 65). Issue Paper 12, *Sexual Assault Forensic Examination Agreements*, refers (Page 67). Issue Paper 14, *Fleet and Family Support Center (FFSC) and Sexual Assault Prevention and Response (SAPR) Concerns in San Antonio*, refers (Page 70).

**SOUTH TEXAS
AREA VISIT REPORT**

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PART 1
OBSERVATIONS AND FINDINGS

OBSERVATIONS AND FINDINGS

1. The Naval Inspector General (NAVINSGEN) conducted a Readiness and Quality of Life (QOL) Area Visit to installations in South Texas to include: Joint Base San Antonio (JBSA), NAS Corpus Christi (NASCC), NAS Kingsville (NASK) and associated tenant commands at each installation from 6 to 17 February 2012. Navy commands at JBSA included Navy Technical Training Center (NTTC) Lackland AFB, the tri-service Medical Education and Training Command (METC), the Navy Medicine Training Support Center (NMTSC), Naval Medical Research Unit, San Antonio (NAMRU-SA), Navy Medicine Information Systems Support Activity (NAVMISSA), Navy Operational Support Center (NOSC) San Antonio, and Navy Information Operations Command (NIOC), San Antonio, TX. NAS Corpus Christi and tenant commands included Chief of Naval Air Training (CNATRA), Training Wing FOUR (TW-4) and its four subordinate training squadrons - VT-27, VT-28, VT-31 and VT-35, NOSC Corpus Christi, and the Naval Health Clinic Corpus Christi. NAS Kingsville and tenant commands included Training Wing TWO (TW-2) and its two subordinate training squadrons - VT-21 and VT-22. As the “Conscience of the Navy,” NAVINSGEN conducts Area Visits to Navy communities worldwide to provide senior leadership with independent evaluations of overall mission readiness, facility conditions, environmental and safety issues, healthcare services, program compliance, and QOL for Sailors, their families, and Department of the Navy (DoN) civilians. Our primary objectives include identifying systemic Navy-wide issues, assessing the risks posed to DoN, and providing value across all levels of command through on-site assistance, advice, and advocacy. In addition, NAVINSGEN teams share with local commands “Best Practices” gained from our collective knowledge and experience. This was the first visit to South Texas by the NAVINSGEN Inspection Team since 1997. The total temporary duty cost for this area visit was \$101,241.86.

2. There were 1,348 active duty military, DoN civilian personnel, and active duty spouses who responded to our on-line surveys. A total of 890 individuals participated in 67 active duty military, DoN civilian personnel and active duty military spouse focus groups to assess overall QOL in the South Texas area. On a scale of 1 to 10 (1 = ‘worst’ and 10 = ‘best’), active duty military and DoN civilian personnel survey respondents assessed their Quality of Home Life (QOHL) at 7.29 and their Quality of Work Life (QOWL) at 6.67. Both the QOHL and QOWL scores are higher than our NAVINSGEN rolling averages of 7.01 and 6.27, respectively. Active duty spouse survey respondents assessed their QOHL as 6.11, which is lower than the NAVINSGEN average of 6.34. Active duty military and DoN civilian personnel focus group participants rated their overall QOL at 6.97, which is slightly higher than our NAVINSGEN average of 6.90. Active duty spouses rated their overall QOL score as 6.88, which is higher than the NAVINSGEN average of 6.74. Top concerns of personnel serving in the JBSA area based on focus group information are: Medical Services; Leadership; Manning and Manpower; Uniform Availability; and Facilities. Top concerns of personnel serving in the NASK area based on focus group information are: Location, Galley and Food Choices; Manning and Manpower; Workload and Work Hours; and Housing. Top concerns of personnel serving in the NASCC area based on focus group information are: Facilities, Manning and Manpower; Morale Welfare and Recreation; Medical Services; lack of a Galley, and poor On-Base Food Choices.

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Additionally, a total of 112 reserve military personnel responded to our on-line surveys. Their QOWL score was 7.40, which is slightly higher than the NAVINSGEN average of 7.37. At NOSC Corpus Christi, 36 individuals participated in 3 focus groups to assess overall QOL in the South Texas area. They indicated their overall QOL score as 7.64, which is higher than the NAVINSGEN average of 6.47. Top concerns for the Corpus Christi reserve focus group participants are: Training; Manning and Manpower; Retirement Benefits; Interaction with Active Duty; Perform to Serve; and Communication.

3. We assessed various functional aspects of multiple operational and support commands. Summaries of each follow below, with highlights of the most significant challenges, as well as notable areas of success. Separate Issue Papers (Part 2) present more detailed information on selected topics. Unless otherwise stated, observations and findings are as of the last day of the area visit.

I. AREAS AND PROGRAMS ASSESSED

NAVINSGEN assessed the following areas and programs:

Mission Performance

- Command Relationships and Communications
- Mission Readiness
- Military and Civilian Manning and Manpower
- Fleet Support
- Training
- Continuity of Operations (COOP) Plans
- Command Security Programs
- Reserve Component Programs

Facilities, Safety and Security

- Facilities
- Environmental
- Utilities and Energy
- Housing
- Safety and Occupational Health (SOH)
- Antiterrorism and Force Protection (AT/FP)

Resource Management/Quality of Life/Community Support

- Suicide Prevention
- Individual Medical Readiness (IMR)
- Command Individual Augmentee Coordinator (CIAC)
- Morale, Welfare and Recreation (MWR)
- Voting Assistance
- Legal and Ethics
- Command Managed Equal Opportunity (CMEO)
- Sexual Assault Prevention and Response (SAPR)
- Urinalysis, Drug and Alcohol Programs

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Cyber Security Workforce (CSWF)
Personally Identifiable Information (PII)
Physical Readiness Program (PRP)
Navy College Program
Fleet and Family Support Center (FFSC)

Brilliant on the Basics of Sailor Development

Sailor Career Management Program
Sponsorship Program
Command Indoctrination Program

II. MISSION PERFORMANCE

The Mission Performance Team assessed area-wide command relationships and communications, mission readiness, military and civilian manning and manpower, fleet support, training, continuity of operations (COOP) plans, command security programs and reserve component programs in the South Texas area of Commander, Navy Region South East (CNRSE), specifically: JBSA, NASCC, and NASK. We met with Navy leaders at the aforementioned activities and 20 commands resident at JBSA, NASCC, and NASK. JBSA commands visited include: NMTSC, NAMRU-SA; NAVMISSA; NTTC; NIOC Texas; NOSC San Antonio; and Navy Recruiting District (NRD) Texas. NASCC commands visited include: Chief of Naval Air Training (CNATRA), Training Wing Four (TW-4), CNATRA Maintenance Detachment Corpus Christi, Training Squadrons (VT) 27, 28, 31, and 35; Personnel Support Detachment (PSD) Corpus Christi; and NOSC Corpus Christi. NASK commands visited include: Training Wing Two (TW-2), CNATRA Maintenance Detachment Kingsville; and Training Squadrons 21 and 22.

1. Command Relationships and Communications. The South Texas is home for a wide variety of Navy commands with greatly varying Navy and Joint interrelationships that operate within multiple administrative, functional and operational lines of communication. JBSA is an Air Force led base, consisting of the former Lackland AFB, Fort Sam Houston and Randolph AFB, serving the Navy primarily as an enlisted training hub containing the Hospital Corpsman (HM) School, Master At Arms (MA) School, military working dog school, and Navy Corrections or “brig” school. Additionally, JBSA serves as a research and development center for medical information technology, combat casualty care, directed energy systems and dental care. NIOC-Texas is the only operational command at JBSA. NASCC and NASK support Naval Aviation pilot training and hosts CNATRA; who oversees all Naval Aviation pilot and flight officer training and is the type commander for all Naval Aviation training platforms.

a. Joint Base San Antonio. JBSA has a large Navy population of approximately 5,000 military, civilian and contract personnel, which will fluctuate depending upon student loading. 8,000 students per year pass through the HM school, provided by the inter-service Medical Education and Training Command (METC), and 1,500 to 2,000 students per year pass through the MA related schools at NTTC. The JBSA community is in an early growth phase and is working through the communication challenges expected at a tri-service joint base with

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historically strong service specific connections. Navy commands have been present since the mid 1990s (NIOC and NTTTC, at Lackland AFB) and have well honed relationships with their Department of Defense (DoD) and JBSA supporting commands. The individual bases within JBSA are still adapting to their new joint relationships. Fort Sam Houston, where NMTSC, METC, NRD Texas, NOSC San Antonio and NAMRU-SA reside, is in the process of acculturation and facilities growth to support their joint role. JBSA's Commanding General, an Air Force Brigadier General, has established residence at Fort Sam Houston. All Navy JBSA commands except for NMTSC are well established within the JBSA community; even NAMRU-SA, a BRAC directed move that has only three years run time, is operating smoothly within the Brooke Army Medical Center (BAMC) compound. The establishment of NMTSC is an immature process that is still forming its relationships with METC, JBSA and the greater community of Navy commands. NMTSC has one year of run time. The Commanding Officer of NMSTC has been recently appointed as the Navy representative on the Joint Base Partnership Council (JBPC). Prior to this change, the only Navy representation was by the commander of METC, currently held by a Navy flag officer. The commander of NMTSC has a better position to advocate for Navy issues, whereas the previous arrangement required a leader serving in an interservice role to champion Navy specific concerns. All Navy JBSA commands are aware of the partnership council and how to communicate with their representative; the new construct had its first meeting in early 2012, immediately prior to the NAVINSGEN area visit.

b. Chief of Naval Air Training. CNATRA, and the CNATRA training squadrons, represent the operational heart of the NASCC and NASK South Texas area. CNATRA efforts are supported by Naval Air Systems Command (NAVAIR), Commander, Naval Air Forces (CNAF), and CNRSE. NAVAIR provides engineering support to procure aircraft, execute equipment upgrades, write civilian maintenance contracts, and resolve in-service equipment issues that enable CNATRA to produce Naval Aviators and Flight Officers for the fleet. CNAF is the conduit for the demand signal from the fleet and for the resources to execute the training mission. CNRSE, through NASK and NASCC, provides CNATRA the necessary facilities to meet production. While a specific cause was not identified, NASK appears to be adequately resourced while NASCC suffers from long term lack of sustainment funding for its infrastructure. All of these commands work through multiple communication methods to identify obstacles, and in most cases, develop successful mitigating courses of action for CNATRA operations. Difficulties over an unsuccessful multi-year maintenance contract have resulted in numerous extensions and bridge agreements that have the potential to delay primary flight training at NASCC and have strained relationships between CNATRA (N4) and NAVAIR (PMA 273). Despite these challenges, NAVAIR and CNATRA continue to work towards a solution through the contracting process. This observation is further addressed in Section II, Paragraph 2.e., T-34 Maintenance Contract Negotiations.

c. Texas Military Partnership Commission. Special mention is warranted concerning the efforts of NASK and NASCC to integrate with local civilian leaders through personal contact and the Texas Military Partnership Commission. These efforts are to mitigate day to day issues and solve compatible use challenges arising from land development and wind energy business growth that could have a negative impact on flight operations. To date these efforts allow discussion with the local community on several topics such as required runway expansions at

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outlying airfields and mitigating the effect of wind energy projects on air traffic control radar performance.

2. Mission Readiness. The commands in South Texas are meeting their mission performance requirements with varying degrees of cost in terms of extra effort, stress, creative issue resolution, and assumed operational risk. This situation warrants continued observation to assure future mission readiness. The movement of commands to JBSA and the influx of junior personnel and instructors have created a need for more support services to enable the tenants at JBSA to focus on their missions.

a. Joint Base San Antonio. JBSA provides a collaborative opportunity with the collocation of many of the tri-service medical community leaders and premier facilities (i.e., the Army Surgeon General and Brooke Army Medical Center), as well as a long running centralization of military police training functions for Air Force and Navy. NIOC is located on a joint DoD facility that allows them to execute a global mission, serve as a Chief of Naval Operations COOP site, and allows partnership with applicable civilian agencies and military service components. NTTC (MA schools) achieves training quota projections and demonstrates consistently increasing academic pass rates. NAMRU-SA and NAVMISSA benefit from the same collocation of tri-service partners and from a local proliferation of civilian experts in their individual fields. NAMRU-SA has been able to execute yearly research grants of \$10-14 million per year in their current location. NMTSC, within the METC organization, has been considered fully mission capable for three months and has grown from 400 students and staff to 3,000 in one year. The Navy JBSA commands all suffer from a lack of ancillary services, such as PSD or Human Resources Office (HRO) support, because the providers of these services have limited presence at JBSA. This lack of service results in excessive time to hire civilian personnel, processing delays for PCS travel claims and frustration across the force, especially in NMTSC, which has the additional burden of developing mature processes and relationships at METC and JBSA. Further discussion of this finding is found in Section II, Paragraph 4, Fleet Support.

The significant growth at NMTSC required the redesign of virtually every program in the command to meet execution realities and to apply those programs to serve a population of 3,000. By BRAC design, the 20 percent reduction of administrative billets has left the command with limited capacity in support areas such as legal, logistics, and administration. Fort Sam Houston has a deep Army tradition and has recently welcomed the arrival of the Air Force JBSA Commander and a transition to different contracting, finance and civilian hiring processes, creating change for the local work force that has temporarily reduced their effectiveness. Air Force hiring freezes have been an impediment to civilian support staff hiring. To meet growth targets and school production quotas, NMTSC augmented their staff with 30 individual augmentees for six months. These factors led to frustration with the continually evolving processes, instructor leave moratoriums to keep production moving, and burn out from instructors working long hours to compensate for the mismatch in resources and student production requirements. NMTSC has recently reached full manning and expects to mature this process over the next year incorporating stress monitoring through suicide awareness training and peer intervention.

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b. NAS Corpus Christi and NAS Kingsville. NASCC and NASK have the minimum required equipment and personnel to operate their airfields. CNATRA depends upon the infrastructure at NASCC and NASK and materiel support from NAVAIR to complete primary, advanced multi-engine, and advanced strike pilot training at these two locations. This area enjoys 300 days a year of clear flying weather. NASK has control and access to airspace and training ranges required to train new strike aviators. CNATRA creates a production schedule to produce trained aviators that is based on historical weather models, contracted aircraft availability, airfields operating for 18 hours a day, five days a week, and assumes using the minimum number of instructor pilots to execute the plan. CNATRA employs multiple methods to adjust production in execution, such as: requesting fleet replacement squadrons to slide their class convening dates, increasing flying days to six or seven days per week by operating from civilian airfields, and increasing required sortie rates from each squadron. These methods indicate limited capacity to meet final production goals when unforeseen circumstances, such as aircraft “red-stripe” materiel failures occur or atypically bad weather causes individual production lines to fall behind plan.

c. Surge Operations. The commands in this region manage to find ways, often increasing personal stress and operational risk, in order to meet production goals. When weather or equipment challenges delay air training operations, there is limited capacity to surge beyond five days per week operations. When surge operations are necessary, it requires civilian and military to work additional hours. Risk has been taken in areas such as airfield taxiway lighting and markings that pushes the operational risk burden onto the pilot in command. To gain additional fly days around the airfield schedules, both TW-2 and TW-4 position aircraft at Corpus Christi International airport, mixing primary and advanced students flying T-34, T-44, TC-12 and T-45 aircraft in the same traffic pattern with commercial airline and private civil air traffic. This training environment is more hazardous than home field operations due to the non-CNATRA standard patterns and procedures required for integrating with civilian air traffic. To compensate for unforeseen production delays and/or poor winter weather, TW-4 operates a detachment at Las Cruces, New Mexico. None of these conditions are unacceptable, but they demonstrate the level of flexibility, creativity and risk-taking that is required to meet the pilot training mission with the resource levels that have been provided.

d. Airspace Compatible Use Issues. Compatible use issues namely wind turbine construction within the radar service area of NASK, also contribute to operational risk. NASK has a Federal Aviation Administration (FAA) delegated responsibility for air traffic control in the airspace over most of South Texas and operates surveillance radar to carry out this task. Wind turbine construction creates spurious radar returns from wind turbine blades that reach 500 feet high and move at 200 miles per hour. Air traffic controllers must warn pilots of these radar returns as potential conflicting air traffic. The closest operating wind turbines are 21 miles south of NASK. NASK is pursuing radar software modifications through Navy and FAA channels to suppress these returns; however, the fix suppresses all returns, including aircraft primary skin signatures. This leaves only the secondary return from the aircraft transponder to show aircraft position to the air traffic controller. Not all civil aircraft operate with transponders. Under these conditions, these aircraft would not be seen when they are over the wind turbine farms. An additional factor is gaining FAA approval to control aircraft using secondary or transponder returns only. Currently planned expansion of some wind turbine farms may cause interference within the final

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approach corridor at NASK and some loss of traffic advisory capability in the radar controlled approach “box” pattern at NASK. At present, the challenge presented to Naval Aviation training by the wind farm industry is being mitigated through technology upgrades, communication with industry and state government, and assumption of more risk of mid-air encounters by CNATRA aircraft.

e. T-34 Maintenance Contract Negotiations. CNATRA operations are supported by NAVAIR. Specific areas of concern are the contract negotiations for T-34 maintenance at NASCC, T-44C simulator at NASCC, and low pressure turbine blade failure on T-45 engines at NASK.

(1) T-34 Maintenance. The current contractor for T-34 maintenance has a past history of only providing 20 aircraft instead of the 67 aircraft ready for training (RFT) per the contract. A new contract has been awarded to a different vendor, but this change has been delayed by a contract protest. The end result has delayed transition from the T-34 to the new primary trainer, the T-6 at NASCC. The current T-34 maintenance vendor is meeting the requirements of a bridge contract as the contract protest is litigated.

(2) T-44 Simulator Upgrade. Another contracting issue was the process to modify existing T-44A simulators to the new T-44C standard. The T-44C simulator upgrade history includes several mitigating factors: when the effort was initiated in 2004, CNATRA’s original requirement had military specific elements that COTS could not satisfy; and there were not enough financial resources to consider new procurement. A low cost veteran-owned firm was contracted to modify the existing government owned training devices to the T-44C standard. The original contractor only produced one of six training devices. Attempts by other vendors to reverse engineer the work performed and complete the modifications have been unsuccessful. Since 2004, CNATRA’s requirement has changed to be compatible with a COTS option. Until a solution regarding procurement of a T-44C simulator is decided upon and funded, most simulator suitable training has shifted to the actual aircraft. This is an effective, but costly substitute.

(3) T-45 Engine “Red-Stripe”. A “red-stripe” maintenance condition affecting the Strike training pipeline is the replacement of T-45 engines at 600 hours, which is well short of their 2,000 hour planned overhaul time. The shortened overhaul period is due to failure of the low pressure turbine (LPT) blades, which has resulted in loss of an aircraft. NAVAIR has a long term solution undergoing test and evaluation that will restore the engine to its original overhaul interval. In the short term, TW-2 squadrons and contract maintenance are operating with fewer available aircraft and overhauling engines at three times the normal rate. During our visit, 28 of 105 aircraft at TW-2 had “bare firewalls” (i.e., they did not have operable engines installed). Despite the increased effort, the maintenance contractor is meeting the contracted aircraft availability rate and squadrons are increasing the events scheduled per aircraft per day to maintain progress toward pilot training goals. On April 13, 2012, NAVAIR closed this “red-stripe” issue due to effective mitigation efforts to increase supply of overhauled LPT blades, CNATRA’s ability to project “...a limited impact to student production”, and satisfactory progress towards “...on time qualification of a new LPT blade and retaining plate”.¹

¹ COMNAVAIRSYSCOM memo 1300 Ser 00/137 of 13 Apr 12.

3. Military and Civilian Manning and Manpower

a. Military Manning and Manpower. The shore installations visited are manned at or above the Navy standard fill rate for shore commands of 85 percent of their Billets Authorized (BA). PSD San Antonio was the exception, and will be discussed in Section II, Paragraph 4, Fleet Support. CNATRA staff and Training Wings are manned at the minimum levels to meet production requirements assuming no unforeseen delays occur. There is no built-in ability to surge to meet emergent requirements or mitigate schedule disruptions inherent in the process of producing Naval Aviators. The only ability to meet shortfalls is to increase utilization of Selected Reserve instructor pilots and extend operations on the weekend. CNATRA purchased these reserve billets and they account for 15 to 22 percent of production output.

The Shore Manpower Requirements Determination currently implemented throughout CNATRA recommends further billet cuts and elimination of the use of Reserve Component personnel because CNATRA does not have a mobilization mission. Commander, U.S. Pacific Fleet (CPF) Manpower Reserve Liaison (N1RL) and the cognizant Budget Submission Office do not support this position; and the CNATRA RC billets will not be eliminated. NAVINSGEN's analysis shows that the decision to eliminate RC billets was based on a misunderstood reading of OPNAVINST 1000.16K Change 1, *Navy Total Force Manpower Policies and Procedures*. NAVINSGEN analysis indicates that U.S. Fleet Forces Command (USFFC) applied the procedures of section 600 of OPNAVINST 1000.16K Change 1, which delineates procedures for calculating Selected Reserve manpower requirements based solely upon mobilization requirements. Section 200 of OPNAV 1000.16K Change 1, specifically allows use of Selected Reserve manpower for peace time contributory support; yet does not provide any other specific guidance for validating Selected Reserve manpower requirements, except through section 600 of OPNAV 1000.16K Change 1. The intent of the instruction is to authorize use of Selected Reserve manpower in a variety of applications, but does not provide an updated methodology for quantifying the required personnel to perform the work. After discussion among CPF (N1RL), USFFC Manpower Analysis Team, and the USFFC (N1), the parties agreed to restore the CNATRA staff Selected Reserve billets. Part 2, Issue Paper 1, CHIEF OF NAVAL AIR TRAINING (CNATRA) 2011 SHORE MANPOWER REQUIREMENTS DETERMINATION, refers, (Page 49).

b. Civilian Manning and Manpower. Civilian Human Resources (HR) servicing involves contact with multiple HR entities at different locations depending on the issue. This results in convoluted lines of responsibility, confusion about Equal Employment Opportunity (EEO) responsibility, and inconsistent information being provided to the activity-level HR Liaison and the workforce. Some examples include:

- NTTC receives support from several organizations. HRO Corpus Christi (HROCC) used to provide Civilian HR services; however, services were transferred and are now split between HR Service Center Southeast (HRSC-SE) at Stennis, Mississippi and HRO Pensacola, Florida. The service center providing services depends on the civilian personnel action required.

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- NIOC at Lackland AFB, Medina Annex, receives support from several organizations. NIOC Maryland at Ft. Meade provides HR servicing; the Civilian Intelligence Personnel Office (CIPO) functioning as their HRO; and 10th Fleet for other civilian HR issues. The NIOC regularly receives inconsistent guidance from all of these HR organizations.
- NASCC also receives support from several organizations. HROCC supports Employee Relations (ER) and Labor Relations (LR) issues, HRO Fort Worth provides Staffing and Classification, and Navy Region Southeast in Jacksonville, Florida provides EEO support.

HROCC staff reductions have significantly increased workload for remaining staff, resulting in service degradation, inability to work proactively, and staff burnout. The staff at HROCC declined over two years, from five to two people, while the serviced population remained unchanged. NASK's HRO closed some years ago. Prior to their staff reductions, HROCC sent an HR Specialist to NASK once per week. This assistance ended and NASK has no on-site HR support. Likewise, JBSA tenants have no on-site HRO support. The HRO staff cuts have resulted in a servicing ratio of approximately 1 to 300. This forces the HRO to focus only on resolving short-term issues and prevents long-term solutions and proactive servicing. A direct effect of this workload is that training of activity level HR liaisons is not being performed. Additionally, training for supervisors of civilian employees does not occur. Also, many junior officers supervise civilian employees. These officers assume these positions with no knowledge or understanding of civilian personnel and require on-site support to adequately manage their civilian employees.

The process for approving, recruiting, and filling civilian vacancies is unacceptably long. Cumulatively, the process requires three to nine months depending on the position to be filled, credentialing requirements, medical screening, drug testing, or the requirement for policy waivers. CNRSE has a Full Time Equivalent (FTE) cap. Because the activity is at its cap, CNRSE's Position Management Board (PMB) must approve filling all vacant civilian positions. The PMB meets once per month. Depending on the timing of a request, approval may require up to two months. If the PMB denies a request, the appeal process requires another month or two, even for security or safety-related positions. Not until the PMB grants approval can the recruitment process with HR begin. Some examples include the following: NIOC's best time to recruit-fill was four months, which required daily calls to HRO; NASCC took five months to recruit-fill four of six air traffic controller positions, primarily because of a required SECNAV age waiver; and CNATRA's average recruit-fill process takes 90 days, with some differences depending on job requirements and approval from CNAF. Even though the final recruit-fill process is approaching the goal of 80 days, the overall time to fill a civilian vacancy across this region is usually 3-9 months. Part 2, Issue Paper 2, HUMAN RESOURCES OFFICE (HRO) EFFECTIVENESS, refers, (Page 51).

4. Fleet Support.

a. Area Personnel Support Detachments (PSD). The South Texas area has two Personnel Support Detachments (PSD); PSD Corpus Christi and PSD San Antonio. We observed that the

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existing staffs are well managed; however, both PSDs expressed significant concerns regarding the lack of sufficient staffing levels to support current and future operations. We concur with those concerns.

b. PSD Corpus Christi. PSD Corpus Christi has over 50 percent of their staff eligible to retire within three to five years and hiring replacement personnel is difficult due to CNRSE's regional FTE cap. All military personnel will be gone by 2013. Command Pass Coordinators (CPCs) are used as liaisons to PSD by the serviced commands to alleviate strains on PSD personnel. However, CPC personnel are hired with little or no knowledge of Navy PSD processes and their commands seem to place a low prioritization on completing CPC training. Because the CPC personnel are inadequately trained, they make significant numbers of administrative errors which delays processing claims, pay, and other personnel matters. As such, CPC personnel do not provide effective support. Manning was decreased at PSD Corpus Christi and moved to PSD San Antonio to support 36 Unit Identification Codes (UICs) in the JBSA area. To date, San Antonio has only absorbed eight UICs leaving Corpus Christi with reduced staffing and a partial decrease in supported UICs.

c. PSD San Antonio. PSD San Antonio is the first new PSD established since the 1970s. Significant issues for this PSD are staffing levels, location and chain of command. PSD San Antonio is manned with joint service employees from Army, Navy and Air Force. Current manning rate is 14 of 23 billets authorized, or 55 percent. Air Force is required to provide 18 of the 23 billets, but has only filled 8 billets. The current manning cannot support the planned 36 UIC requirement. Part 2, Issue Paper 3, PERSONNEL SUPPORT DETACHMENT (PSD) SAN ANTONIO STAFFING refers, (Page 53).

PSD San Antonio offices are physically located in Jenke Hall, a student dormitory operated by NMTSC. This location presents some working condition challenges including: lack of parking; difficult access for handicapped employees; a requirement to follow "Navy Quarterdeck" procedures when arriving and departing; and lack of separate, clean restroom facilities for the PSD staff. The civilian employees are unionized and these working conditions appear to violate the union's collective bargaining agreement. PSD San Antonio would be better served as a tenant command at Joint Base San Antonio versus its current situation collocated as part of NMTSC. Tenant status would eliminate some of the bureaucratic layers within the current communication structure and expedite resolution of location, building and parking problems. Part 2, Issue Paper 4, PERSONNEL SUPPORT DETACHMENT (PSD) SAN ANTONIO LOCATION AND TENANCY STATUS refers, (Page 54).

5. Training. All commands visited have training programs that are operating per directive with some exceptions at NASCC and NMTSC. NASCC is working on a plan with its tenant activities to provide monthly indoctrination training utilizing personnel from across all base activities, vice just the air station staff. This will reduce workload at tenant commands and allow NASCC to comply with the monthly indoctrination training requirement. NASCC is using a shadow HR staff to provide training for military and civilians assigned as civilian personnel supervisors. Naval Enlisted Code 9502 instructors face several challenges. METC program instructors must have an associate's degree to meet accreditation requirements of the Community College of the Air Force. Within one year of assignment to NMTSC/METC, instructors must obtain this

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qualification. A snapshot of instructors ending their first year on board NMTSC shows 75 percent (9 of 12) meet this requirement.

We observed NTTC as having an excellent instructor and general staff training plan. They have achieved a 75 percent master training specialist qualification for their staff and are tracking to complete this qualification for all personnel.

6. Continuity of Operations (COOP) Plans. All commands at JBSA, NASCC and NASK were queried for employment and execution of COOP Plans in case of emergency activation. All area commands follow SECNAV and their immediate superior in command's guidelines for COOP Planning. CNATRA and its associated training wings have executed memoranda of understanding for planned movement to the JBSA area, specifically Lackland, AFB. COOP plans were successfully validated ensuring COOP directives and guidance identify key essential personnel and secure appropriate connectivity measures to meet tasking and operate as required when displaced from home station.

7. Command Security Programs. The South Texas area commands reviewed are mostly in compliance with SECNAV Manuals 5510.30 and 5510.36. NAVINSGEN provided administrative assistance to correct observed deficiencies. Security manager designation letters and command security instructions are current. All security managers proactively track and manage personnel security investigations to ensure respective staffs have updated clearances and the appropriate accesses per billet and position description. In line with previous area visits and command inspections, NAVINSGEN observed that several South Texas commands had

b7e [REDACTED]. Often, newly appointed Security Managers self-reported these discrepancies and had already implemented meaningful measures to resolve the discrepancies. Indoctrination, orientation training and foreign briefings are being conducted per SECNAV guidance. The following security areas required training and assistance from NAVINSGEN inspectors to be compliant with SECNAV policies:

- Annual b7e [REDACTED] was not being conducted consistently across the Texas commands visited. Some security managers did not provide any b7e [REDACTED]. To comply with this requirement, NAVINSGEN trained security managers to perform b7e [REDACTED].
- b7e [REDACTED]

During this area visit, we conducted a Sensitive Compartmented Information Facility Security Inspection and three Intelligence Oversight reviews. All commands visited were compliant with

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existing policies and guidance. Inspection results will be provided via separate correspondence to the applicable commands.

8. Reserve Component Programs.

a. Model Reserve Component (RC) Programs. The Reserve Component (RC) programs observed at JBSA, NASK and NASCC are excellent examples of the integration of RC units within the overarching Navy structure. Both the HM and MA schools receive RC students for initial active duty training in their rate. The instructors at these schools are often unaware of their RC affiliation until graduation. CNATRA's use of RC personnel is a model for innovative operational support from reserve personnel leveraging experienced, formerly active duty instructor pilots to perform 17 to 22 percent of their production training flights. These RC personnel are programmed to provide 90 days of support a year and serve as one of CNATRA's few means of increasing production.

b. NOSC Corpus Christi and NOSC San Antonio. NOSC Corpus Christi and NOSC San Antonio support over 1,100 RC Sailors in a variety of units. Challenges were reported with training personnel to utilize the Defense Travel System (DTS), but active programs to manage Sailor induced delays to payment are in place to flatten the learning curve. PSD San Antonio is responsible for NOSC San Antonio support. However, NOSC San Antonio personnel experience untimely travel claim liquidation and delays in other PSD functions. These issues are mitigated by NOSC San Antonio personnel through weekly drives to NASCC to handle routine business. This mitigation negatively affects NOSC personnel time on station.

NOSC Corpus Christi tracks an 89 percent completion rate for training and readiness. NOSC Corpus Christi has a Master at Arms unit that is well integrated into NASCC security, and could be used more efficiently if additional funding was available. Overall, leadership at both NOSC's indicates they are adequately resourced to meet mission. The 1:18 Navy Marine Corps Intranet seat to Selected Reserve ratio inhibits opportunities to train at both locations. Visual projectors and WiFi amplifiers for CAC enabled personal computers are planned for use at NOSC Corpus Christi.

III. FACILITIES, SAFETY AND SECURITY

The Facilities, Safety and Security Team reviewed facility-related functions including; Utilities, Energy, Environmental Compliance, Housing, Parking, Security, Safety and Occupational Health, Emergency Management, and Anti-Terrorism Force Protection.

1. Facilities. In 2009, Senior Navy Leadership's visit to NASCC and NASK raised awareness of the poor facility conditions and resulted in increased facilities sustainment funding and recapitalization investment in 2010 and 2011. However, FY12 facilities sustainment funding decreased below the FY09 levels and many facility restoration projects remain unprogrammed. OPNAV Program Objectives Memorandum 2012 reduced the sustainment funding provided to CNIC from 90 to 80 percent of the DoD Facilities Sustainment Model (FSM). The sustainment funding decrease further limits CNIC's ability to correct long standing facility sustainment and

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modernization issues as deterioration continues to impact Navy's facilities. For example, NASCC and NASK have significant unfunded demolition projects. Though the facilities are not occupied, they drain the limited facilities budget for utilities, services, and maintenance, (see Figure 1). Navy's facility infrastructure has a significant backlog in mission critical facility modernization projects; but has inadequate funding to address all the deficiencies resulting in projects that only address the most critical systems. When a renovation fails to address all the deficiencies in a single project, the overall cost of the renovation is increased due to multiple mobilizations of manpower and materiel, rework due to scope overlap, and increased down time for renovation.



Figure 1.-NASCC, Building 5 was condemned due to poor condition and mold. The building is vacant with no funding available for demolition.

a. Naval Air Station Corpus Christi (NASCC). At the time of this area visit, NASCC had only received about 60 percent of its required facility sustainment funding. This is \$100K less than the amount required to operate the installations' Public Works Office to include contracts for sustainment and civilian salaries. Again, in an effort to maintain structures in a habitable condition, in the first quarter of FY-12, CNRSE added an additional \$400K to support various requirements. Facility conditions at NASCC are some of the poorest seen by NAVINSGEN and many of these buildings would be considered fair to poor condition based on CNIC's Infrastructure Figure of Merit (IFOM) rating. Most facilities exceed the Navy's 67-year recapitalization rate and, as we have observed at numerous Navy locations, funds are unavailable. To bring facilities up to a fair condition, the Navy must develop a process to consider return on investment where facilities have exceeded their life expectancies and are in extremely degraded conditions because the Navy has failed to properly sustain these structures.

(1) Aircraft Hangars.

(a) The Navy completed Hangar Facility Condition Assessments of all seven hangars at NASCC, in September 2009. Six of the seven hangars are occupied by the Navy and one is occupied by the U.S. Coast Guard. The assessments rated the condition of one hangar as "poor" and the remaining six as "fair." Consistent with the assessment, we confirmed deficiencies in mechanical, plumbing, and the interior condition of the work spaces (see Figures 2 through 9). Based on these assessments, recapitalization projects were developed and funded for the six Navy occupied hangars.

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(b) The scope of these projects involve a combination of long, medium and short term renovations combined with planned, yet unfunded, Military Construction (MILCON) to improve the condition of the hangars at NASCC. Three hangars will receive 20 year life extensions and two will receive five year life extensions in anticipation of their replacement with MILCON. One hangar has been minimally improved; it is intended to be used as a temporary workspace during the aforementioned renovations.



Figure 2.-Rusted Structural Beams



Figure 3.-Replace Chilled Water Air Handling Unit

Source: Hangar 41 Facility Condition Assessment Report dated 30 September 2009



Figure 4.-Damaged Roof Vent

Source: Hangar 41 Facility Condition Assessment Report dated 30 September 2009

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Figure 5.-Poor condition of shops spaces. Window air conditioning units needed to cool space.



Figure 6.-Cracked and Failing Pavement

Source: Hangar 57 Facility Condition Assessment Report dated 30 September 2009



Figure 7.-Poor condition of work area.



Figure 8.-Steam condenser needing replacement.

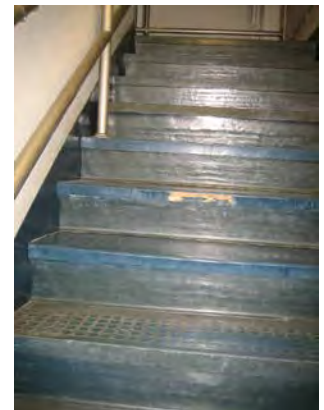


Figure 9.-Worn stair treads.

Source: Hangar 57 Facility Condition Assessment Report dated 30 September 2009

(c) Two Naval Facilities Engineering Command (NAVFAC) Fire Protection Engineering Survey Reports, dated June 2007 and September 2010, found all seven hangars' fire protection systems did not meet Department of Defense (DoD) Fire Protection criteria. The Hangar Facility Condition Assessment, without adequate explanation, evaluated the fire protection systems in six of the seven hangars as "good". Limited work on these systems is included in the overall renovation plans, but will ensure they are in operational condition; however, none of the hangars will meet the new DoD criteria for in-floor discharge fire protection systems. Figure 10 is an example of a fire protection system defect; it is Hangar 51's leaking aqueous film forming foam (AFFF) storage tank, which is used to suppress aircraft fuel fires.

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Figure 10.-Hangar 51 leaking AFFF storage tank.

(2) Exterior Insulation Finishing Systems (EIFS). The exterior walls of most of the WWII era facilities were replaced with EIFS that requires continued maintenance to prevent cracks from forming and prevent moisture from penetrating the insulation barrier. Failure to inspect and perform preventive maintenance on the EIFS buildings, resulted in cracks and punctures that have gone unrepaired. Over time these cracks and punctures allowed moisture to penetrate into the walls, causing moisture damage (see Figures 11 and 12). Building 2 is a recent example of underfunded sustainment resulting in increased overall maintenance costs. The back wall of this facility has significant moisture penetration, resulting in failure of the exterior wall.



Figure 11.-Building 2 exterior wall studs rot due to moisture infiltration.



Figure 12.-Building 2 EIFS punctures allowing moisture penetration.

(3) Heating, Ventilation and Air Conditioning (HVAC).

(a) Concerns about mold and HVAC issues were prevalent in NAVINSGEN's pre-event online surveys and focus groups. The hot, humid weather in South Texas presents a conducive environment for mold, making humidity controls a top priority. NAVFAC Southeast recognized the need for a Mechanical Engineer at NASCC and authorized the Public Works

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Department to hire one with their next vacancy. Issue Paper 5, MECHANICAL ENGINEERING SUPPORT TO SMALL PUBLIC WORKS DEPARTMENTS (PWD), refers (Page 55).

(b) The Public Works staff confirmed that the lack of a resident design mechanical engineer resulted in most HVAC systems being replaced with in-kind systems rather than identifying and procuring the appropriate system. The one-for-one replacement is often unsuitable because building use changes and energy conservation projects change system requirements. With the Navy's aggressive energy program and significant mission changes, failing to install the appropriate replacement system often results in inadequate dehumidification.

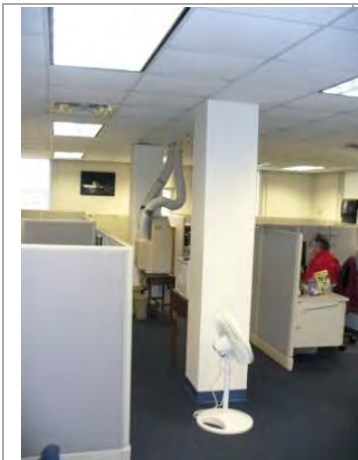


Figure 13.-Building 1 has portable dehumidifiers due to inability of building HVAC systems to handle high humidity in the building.

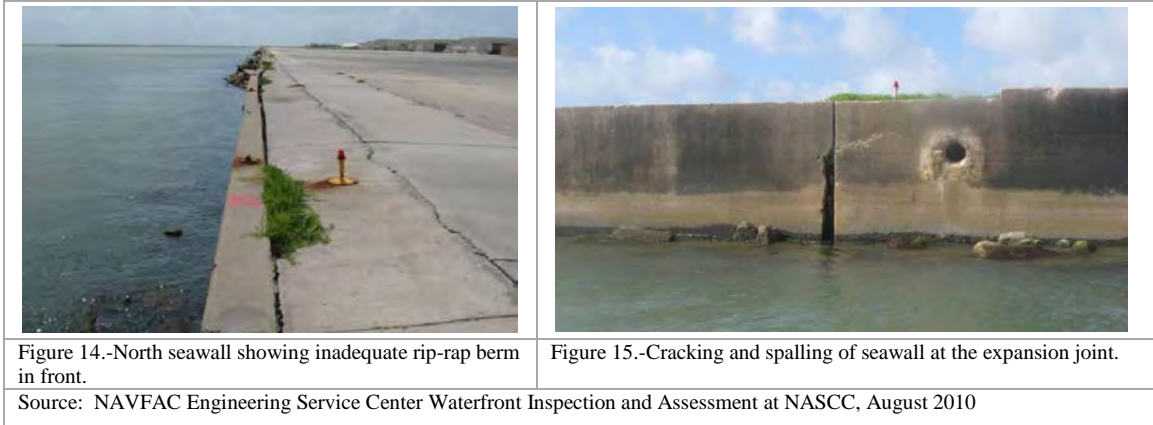


Figure 14.-Newly renovated rooms in NGIS still require dehumidifiers.

(c) Optimum humidity control is achieved by designing an HVAC system with longer cycle times, thereby allowing the removal of more moisture from the air. Oversized equipment reaches the desired temperature quicker, reducing system cycle times. This reduces the amount of moisture removed, increases the humidity in the building, and creates an environment for mold and mildew. It is common to see portable dehumidifiers in buildings at NASCC, a clear sign of oversized HVAC systems. Building 1 and the barracks have newer HVAC systems, but still need portable dehumidifiers (see Figures 13 and 14).

(4) Seawall. The seawall around NASCC was recently evaluated by the Naval Facilities Engineering Service Center (NFESC) as needing critical repairs. NFESC advised NASCC to place signage warning personnel not to come within 10 feet of the seawall and to remain clear within 40 feet with large equipment. A project that reinforced the most deteriorated area is complete, but significant work remains to prevent the seawall from collapsing into Corpus Christi Bay. The seawall's condition has reduced the aircraft parking apron and will continue to deteriorate and further reduce parking apron space until it is repaired. Figures 14 and 15 are pictures of the seawall from the NFESC Waterfront Inspection and Assessment, August 2010.

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b. Naval Air Station Kingsville (NASK). NASK received 63 percent of its required sustainment funding. This will cover the cost to operate Public Works shops and fund the maintenance contracts. Any additional maintenance or repair work will require CNRSE funding. NASK’s primary facility issues are described below:

(1) Aircraft Hangars. NAVFAC performed Facility Condition Assessments of hangars at NASK in September 2009 and all four hangars received “fair” ratings. Significant deterioration of roofing, mechanical, and structural systems was found. NASK awarded a total of \$3.35M in special project hangar repairs in FY10, \$750K for chillers, and \$2.6M for Hangar 4766 to increase the rating to “good.” An additional requirement of \$24.4M in unfunded special project hangar repairs remains.

(2) Soil Conditions. Soil and drought conditions in South Texas led to foundation problems in Building 2767 (Flight Training Building), one family housing unit, and the Child Development Center (CDC). Foundation settling was corrected for portions of Building 2767 in 2008. Areas not addressed in 2008 are continuing to settle and creating foundation cracks, as shown in Figure 16. MILCON P-275, Ground Training School Complex, replaces Buildings 2767 and 3788, but is not funded. Without this MILCON, a civil engineering evaluation of Building 2767 is needed to identify further foundation repairs before conditions impact the training mission. Engineering evaluations are scheduled for the affected family housing unit and CDC to develop projects to remedy settlement cracks. Since NASK has limited sustainment funding for projects, any remediation must be funded by CNRSE. Issue Paper 6, NAVAL AIR STATION KINGSVILLE’S (NASK) GROUND TRAINING SCHOOL COMPLEX, BUILDING 2767, FOUNDATION SETTLEMENT, refers (Page 57).

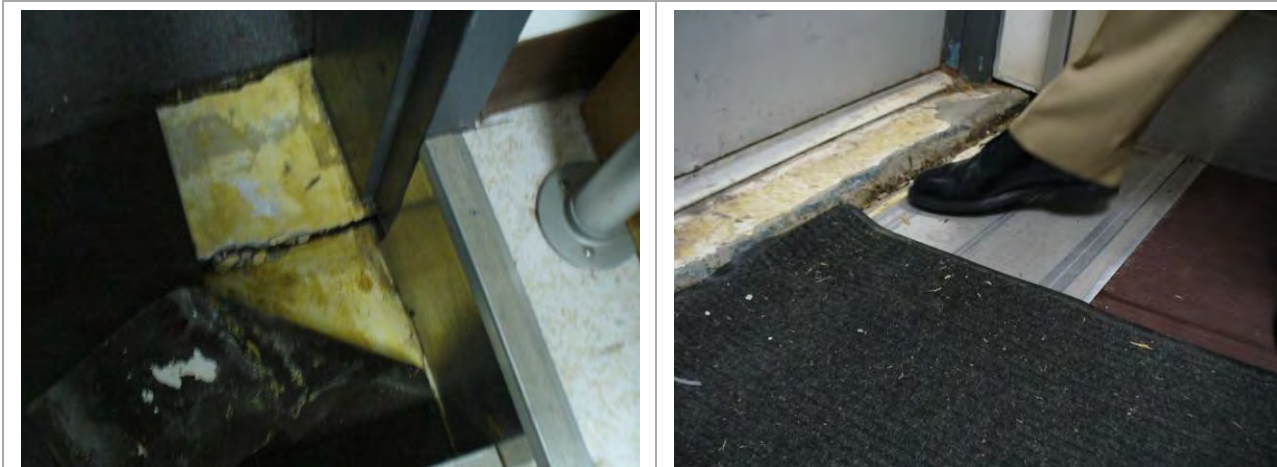


Figure 16.-Settlement Cracks in Building 2767

(3) Mold. Mold and mildew issues at NASK are similar to NASCC. The causes and potential solutions are the same. NASK, like smaller installations in the Southeast, does not have a design mechanical engineer on site. All design work is done by the Integrated Product Team (IPT) in Jacksonville, Florida. NAVINSGEN noted similar facility impacts resulting from a lack of mechanical engineering support on site during the 2011 South East Area Visit to Meridian, MS, Panama City, FL, and Mayport, FL. Issue paper 5, MECHANICAL ENGINEERING SUPPORT TO SMALL PUBLIC WORKS DEPARTMENTS (PWD), refers (Page 55).

2. Environmental. Navy environmental offices at NASCC and NASK are staffed locally by NAVFAC employees and supplemented with surge and specialty program support from NAVFAC Southeast in Jacksonville, Florida. Similar to trends noted at other Navy installations, the efficiency and effectiveness of environmental programs at NASCC and NASK are affected by staffing and funding constraints. NAVINSGEN's evaluations of environmental programs over the last several years found installation environmental compliance strategies increasingly reactive. Faced with limited resources, most environmental programs struggle to manage current issues when, historically, leadership expectations and support encouraged proactive planning to minimize risks and avoid Notices of Violations (NOVs).

a. NAS Corpus Christi. The Installation Commanding Officer (ICO) is the environmental permit holder accountable for compliance with all hazardous waste, domestic and industrial wastewater, potable water, storm water, and Navy air emission requirements within the fence line. Corpus Christi Army Depot (CCAD), the Army's aircraft rework facility, is the largest tenant at NASCC. While the NASCC ICO holds the aforementioned permits and responsibilities, the Commanding Officer of CCAD is responsible for Army air permit compliance. While NASCC did not receive any NOVs during FY11, their environmental staff was challenged to maintain compliance with environmental standards and frustrated by their inability to influence processes controlled by tenant activities.

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(1) Hazardous Waste Management.

(a) During 2009-2010, the NASCC ICO received two NOV's from the Texas Commission on Environmental Quality (TCEQ) for violations of hazardous waste (HW) management and storage requirements at facilities operated by CCAD personnel under the Navy's permit. The 2010 violation resulted in a fine of approximately \$70,000. The Army paid two-thirds of the fine while the Navy contributed one-third (~\$23,000) by agreement with Army. The violations highlight ongoing waste management issues between CCAD and NASCC. With the assistance of NAVFAC Southeast, personnel and procedural changes were implemented to give the Navy greater control of HW management procedures. Initially, CCAD relinquished management of permitted HW storage areas to Navy personnel and reimbursed the Navy for personnel costs. Beginning in FY14, NAVFAC's Navy Working Capital Fund (NWCF) will provide HW management services to CCAD on a reimbursable basis. This arrangement will improve the alignment of most HW management processes where the Navy ICO is accountable for compliance.

(b) NAVINSGEN staff reviewed documents provided by NASCC environmental personnel that discuss several ongoing areas of concern related to HW:

- Prior to June 2011, paint vapors leaking from a spray paint booth in CCAD Building 1808 were deposited on air filters in the HVAC system, as shown in Figure 17. These filters were tested for toxicity and the concentrations were high enough to require disposal as HW. In the same building, accumulated residue on air intake grates (see Figure 18) was also confirmed as HW and disposed of accordingly. Since that time, NASCC inspectors learned that additional filters and debris were generated, but CCAD could not produce documentation verifying proper disposal. PWE staff remains concerned that improper management and disposal of this waste puts their ICO at risk for possible NOV's, fines, and/or penalties. NAVINSGEN has referred this issue to the Army Inspector General to coordinate resolution.



Figure 17.-Contaminated HVAC air filters from Building 1808.

Figure 18.-Residue accumulated on air intake grate in Building 1808.

Source: NASCC PWE

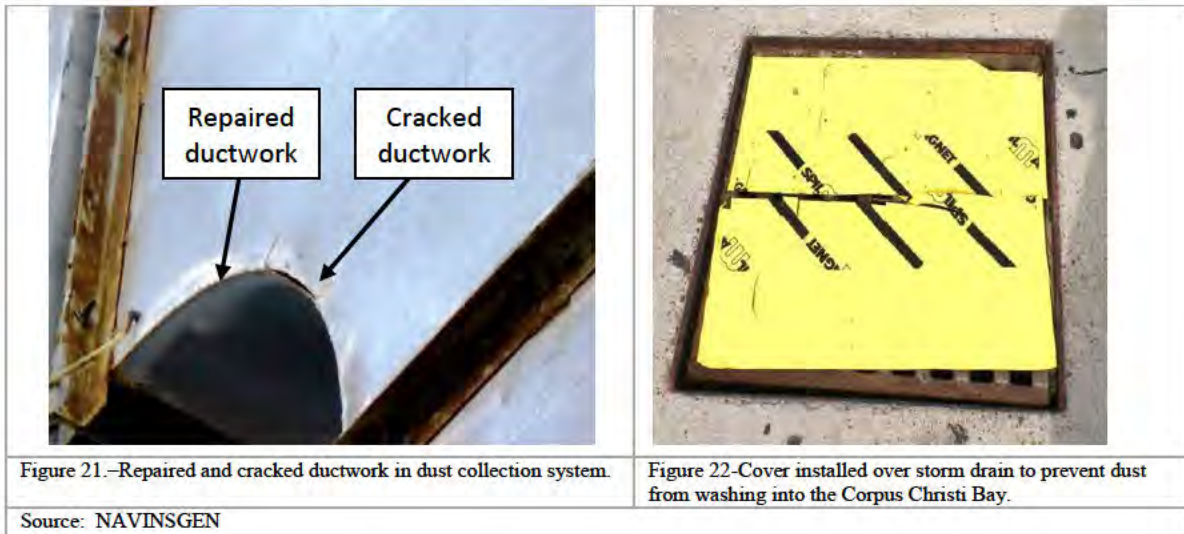
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- PWE discovered HVAC air ducts in the building had a heavy accumulation of dust and paint deposits. They photographed the ductwork (see Figures 19 and 20) and took samples, confirming the accumulated paint deposits required disposal as HW. In June 2011, PWE forwarded the pictures to the CCAD environmental manager with an email explaining their concern that personnel could be exposed to elevated levels of paint related contaminants (e.g., hexavalent chrome). During our visit of February 2012, PWE reported this issue remains unresolved with no CCAD process changes or remediation. NAVINSGEN has referred this issue to the Army Inspector General to coordinate resolution.



- NASCC environmental personnel reported an improperly operating dust collection system allowed metal plating dust from a CCAD industrial process to accumulate on a paved parking area behind Building 8. Lab analysis of the dust samples from the pavement surface and inside storm water manholes confirmed the dust contained chromium in sufficient concentrations to require disposal as a HW. CCAD repaired some cracks in the ductwork, hired a contractor to clean the storm drain, installed storm drain covers, and routinely vacuums accumulated dust from the pavement. PWE reported rainfall washed some of the dust into storm drains, which empty into Corpus Christi Bay, and contends CCAD's mitigation efforts are insufficient to prevent releases or protect the ICO of NASCC from environmental liabilities. PWE inspection reports document the releases. Photographs taken by NAVINSGEN staff (see Figures 21 and 22) during the area visit, also confirm the issue remains unresolved as of February 2012. NASCC environmental staff requested a permanent solution by CCAD in January 2012. NAVINSGEN has referred this issue to the Army Inspector General to coordinate resolution.

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- PWE personnel expressed concerns about the collection and processing of CCAD industrial waste before it is transferred to the Navy. At the time of NAVINSGEN’s visit, PWE had to give advance notice of HW inspections and required CCAD escorts when inspecting Army facilities. Subsequent discussions with PWE personnel found the requirements for escorts and advance notice were eliminated and CCAD personnel were responsive to PWE inspection findings. Since CCAD HW violations remain the responsibility of NASCC, PWE inspectors must remain vigilant and CCAD should continue to stress compliance and promptly resolve deficiencies. NAVINSGEN has referred this issue to the Army Inspector General for coordination and awareness.

(c) An Environmental Audit² conducted by NAVFAC Southeast, in August 2011, reported the results of a combined Environmental Management System (EMS) audit and an Environmental Compliance Assessment (ECA). As discussed below, these audits indicate that procedures for handling HW are not uniformly followed. Three deficiencies noted in the ECA relate to the issues described above. The first cited a contractor’s improper disposal of HW in a dumpster and recommended retraining personnel on HW disposal practices. The second observed HW blast grit that spread into a CCAD parking lot. This finding also recommended training on regulatory requirements to ensure any spills or releases are immediately contained, collected, and managed in accordance with applicable regulations. The third concerned the use of vacuums to collect HW dust at CCAD and noted the vacuums needed to be labeled as HW containers. These audit findings all indicate a need to enhance training, awareness, and communication.

(d) The frustration expressed by NASCC PWE staff over CCAD’s perceived unresponsiveness should be alleviated by a new support agreement³ between NAVFAC

² Environmental Audit Report, Conducted for NASCC, 8-12 Aug 11. Prepared by NAVFAC Southeast Region.

³ Inter-Service Support Agreement N69450-1274C001-000, signed 7 Feb 12, retroactive to 01 Oct 11

Southeast and CCAD that redefines CCAD’s requirements and strengthens the Navy’s authority to compel compliance. The agreement was signed a week prior to NAVINSGEN’s visit and was not fully implemented. It requires CCAD to properly package, characterize, and label HW containers for PWE and “attempt to correct deficiencies on CCAD waste containers under direction of PWE staff.” Appendix D of the agreement requires that CCAD: Comply with Supplier’s environmental program, permits, implementing plans, and guidance requirements to meet federal, state, and local regulations; maintain established environmental multimedia program oversight of Army facilities, activities and tasks; and, participate in media specific programs (e.g., hazardous waste, water waste, etc.), meetings, inspections, deficiency discussions, progress corrective actions, programs, etc. NASCC will conduct monthly tenant EMS Working Group meetings and quarterly Commanding Officer (CO) and Executive Officer (XO) tenant command meetings where inspection findings and other issues will be discussed and documented.

(2) Industrial and Domestic Wastewater Treatment.

(a) CCAD operates several industrial processes that generate an average of 200K to 300K gallons per day of toxic liquid waste (process shown in Figure 23). These waste streams are piped to a Navy owned/operated industrial wastewater treatment plant (IWTP), where it is treated prior to discharge into Corpus Christi Bay. The ICO of NASCC is responsible for meeting all wastewater discharge requirements defined in the discharge permit issued by the Texas Commission on Environmental Quality (TCEQ). Each CCAD waste stream has different chemical characteristics and requires specific treatment at the IWTP. For treatment to be effective, treatment plant operators need to be notified about changes in waste stream characteristics in advance so they can modify treatment processes to properly treat the waste.



Figure 23.-Waste treatment processes at NASCC.

Source: NAVINSGEN.

(b) Interviews conducted during our visit revealed CCAD sometimes changes waste streams without notice, giving Navy IWTP operators insufficient time to adjust the treatment process. Plant operators sometimes divert the waste stream to a temporary holding tank so they have time to identify the waste before treatment. IWTP personnel credit this bypass system for

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avoiding several permit violations. This issue should also be resolved by the new support agreement, which requires CCAD to “Provide monthly wastewater reports of depot discharges, coordinate planned discharges, and communicate discharge problems as they occur so flows can be isolated”. Monthly working groups and quarterly CO and XO tenant command meetings will provide forums to discuss roles, responsibilities, and process improvements.

(c) NASCC’s domestic wastewater treatment plant (WWTP) operates parallel to the IWTP and discharges through a common outfall into Corpus Christi Bay. Both treatment systems were constructed in the 1940s and are in poor condition. The system is oversized for the base population, which makes wastewater treatment difficult, but the WWTP operates within regulatory compliance limits. NASCC received two NOVs for wastewater treatment discrepancies in the last ten years and the most recent NOV was five years ago. Most compliance issues cited during internal and external evaluations centered on administrative and maintenance deficiencies. A new sludge digester was under construction during our visit and will replace a unit that degraded beyond the point of economical repair. A \$1.7M project to renovate the IWTP initially developed in FY08 remains unfunded but is planned for FY14. An engineering survey and analysis of the sewage collection and treatment systems, including a 5-year maintenance plan was also developed in FY08 and is not funded.

(3) Potable Water.

(a) Poor drinking water quality was mentioned as a quality of life issue in several NAVINSGEN focus groups. NASCC obtains drinking water through a connection to the City of Corpus Christi water system. The majority of NASCC’s water distribution system was constructed during the 1940s. The base’s mission, configuration and population have changed several times since its construction with only minor changes to the water distribution system. Oversized water mains can affect water quality and undersized mains can reduce water pressure and flow required for fire protection. Since many of NASCC’s water mains are oversized, utility operators add disinfectant to the distribution system and flush water through fire hydrants. These measures help boost disinfectant levels, but they also stir up sediments in the water lines which impact the taste of the drinking water and increase consumer complaints but do not affect potability.

(b) The elevated water storage tank used for fire protection can only be filled by one booster pump. The pump is oversized and its use increases the risk of water main breaks. A review of maintenance records shows sixteen water line repairs completed in FY11. Fifteen work orders for repairs were issued during the first four months of FY12. A project to upgrade water pumping facilities is the top priority in NASCC’s Major Maintenance and Repair Program (MMRP). The project is scheduled for FY13 but is not funded. A second project to install a new water main from the pump station to the elevated storage tank ranks seventh of nine projects in the MMRP.

(c) The infrastructure issues discussed above increase the challenge to consistently meet drinking water standards. This challenge is compounded by the division of responsibilities within the PWD. As with most installations, the PWD Utilities Branch operates and maintains the water system through the Production Division and the Environmental Division provides

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management assistance and compliance oversight. Our visit found that Production Division personnel manage most of these responsibilities. Although Production Division lacks the engineering expertise and authority to manage environmental oversight and compliance functions, the Environmental Division provides necessary support through consultation on an ad hoc basis.

(d) NASCC received three NOV's from the TCEQ during the last five years for violations of the Safe Drinking Water Act (SDWA). The most recent NOV resulted from a TCEQ inspection conducted on 31 January 2012, a week prior to NAVINSGEN's area visit. Deficiencies existing several years prior to TCEQ's inspection should have been identified and corrected during internal environmental oversight reviews. For example, the last comprehensive backflow prevention survey was performed in 1994. Records documenting the installation, maintenance and required annual testing of backflow preventers were not complete and several deficiencies were cited in TCEQ's inspection of 31 Jan 12. TCEQ also noted discrepancies in NASCC's bacteriological sampling protocol. NAVFAC's ECA of August 2011 identified several of the deficiencies cited in the NOV and noted that Region Southeast environmental personnel were working with NASCC to improve their environmental and oversight programs.

(4) Environmental Management System (EMS). NASCC initially declared conformance with EMS requirements on 17 December 2009. Observations noted in the initial audit report questioned whether the EMS included all tenant commands and contractors - a requirement for a fully conforming EMS. NAVFAC's EMS Audit Report of August 2011 identified one major and eight minor EMS nonconformities and noted five environmental management procedures that either excluded or did not specify tenants included in the scope. The newly implemented support agreement specifies requirements for tenant commands and several recommendations from the recent EMS audit, such as monthly tenant EMS Working Group meetings and quarterly CO/XO tenant command meetings already in place.

b. NAS Kingsville. NASK has a small, responsive Environmental Division. The Installation Environmental Program Manager (IEPM) was absent on extended personal leave during our visit, leaving our team to discuss environmental programs with the Public Works Officer and environmental staff. We had no difficulties obtaining information, but it was apparent the environmental staff was strained to fulfill requirements in an organization where most functions are only one person deep. A combined EMS audit and ECA of NASK was conducted by NAVFAC Southeast from 13-17 February 2012, concurrent with the last week of NAVINSGEN's Area Visit to South Texas. The ECA primarily evaluated NASK's HW, petroleum, oil and lubricants, underground storage tanks, and air media programs, whereas NAVINSGEN's Area Visit focused primarily on the potable water and wastewater media areas.

(1) Potable Water.

(a) NASK receives drinking water from the City of Kingsville through a single water supply line. Similar to NASCC, the water distribution system at NASK was initially constructed during the 1940s when base population was larger and more dispersed than today. Most of the water lines are old, corroded, and not sized for the current base population. As a result, the size and condition of the water mains contribute to degraded water quality. NASK received several

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NOVs from TCEQ for elevated levels of contaminants that are byproducts of the disinfection process. While the water in the distribution system initially meets drinking water standards, chemical reactions take place when the water sits in oversized distribution mains. Over time, the disinfectant that protects consumers from biological hazards turns into compounds that, in higher concentrations, are regulated as contaminants. The PWD made several changes that successfully reduced the formation of these byproducts. The changes included better management of the disinfection process, reducing holding times for water in water mains and storage tanks, and implementation of an aggressive flushing program that purges water from the water mains before it has time to form byproducts. NAVINSGEN found no evidence of routine excursions from safe drinking water standards.

(b) PWD submitted a \$1.67M project to add a second water supply main from the City of Kingsville. The project has both economic and security benefits. It reduces the risk that a water main failure would disrupt the sole water supply to the base. It also eliminates the need for a 500K gallon elevated water storage tank and the maintenance costs associated with the tank. The elevated tank requires repainting every five years at a cost of \$300-500K (see Figure 24). Another project, estimated to cost \$12.6M, would repair or replace most of the potable water system to improve reliability, reduce maintenance costs, and eliminate the need to flush ~50K gallons of potable water from the distribution system each day in order to meet potable water quality standards. So far, neither of these projects is funded.



Figure 24.-Corroding 500K gallon elevated water storage tank at NASK.

(2) Wastewater. NASK continues to receive NOVs from the TCEQ for violations associated with the wastewater treatment process. Like the potable water system, the wastewater collection and treatment systems at NASK were constructed in the early 1940s and are not adequately upgraded or maintained. The treatment plant is in poor condition and oversized for the waste flow received. The wastewater collection system is so badly deteriorated that rainfall

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infiltrates the sewage collection system and floods the treatment plant several times a year. Each occurrence usually results in a NOV. To address these issues, PWD submitted a \$2M special project to reline or replace over 30K feet of sewage collection pipe and repair/replace approximately 150 sewage manholes. This rehabilitation project would completely restore the integrity of the sewage collection system and prepare the system for privatization. A follow-on project is planned that will install a pump station to pipe sewage to the City of Kingsville's wastewater treatment system. This \$1.75M project would also demolish the Navy's dilapidated WWTP, negating the need for a wastewater discharge permit and reducing the Navy's environmental liability. Again, this project remains unfunded.

(3) Environmental Management System (EMS). NASK has a proactive EMS, as evidenced by ongoing process improvement and annual self-audits. NASK's recent self-audit⁴ reviewed findings from previous assessments, inspections, and NOVs to validate their programs' effectiveness and assess opportunities for improvement. Two of the top three environmental aspects focused on the potable water and wastewater issues discussed above. We commend NASK environmental personnel for their dedication in selecting complex issues as focal points for improvement in their EMS.

3. Utilities and Energy

a. NAS Corpus Christi. Changes in population and configuration since the base was established in the 1940s resulted in numerous modifications to utility collection and distribution systems. Accurate drawings and records of utility lines, valves, switches, etc., were not maintained over the years and are obsolete. NAVFAC identified the need for a comprehensive base-wide survey and mapping of the potable water, wastewater, storm water, natural gas, and electrical systems to help improve operation and maintenance. This effort is estimated to cost \$880K and is not funded.

(1) Electrical Distribution. The electrical distribution system is privatized and operated by the local utility company.

(2) Privatized Natural Gas Distribution System. NASCC is negotiating with the City of Corpus Christi to privatize the installation's natural gas distribution system. In the meantime, NAVFAC developed a project to replace deteriorated high pressure distribution lines, valves, and other equipment to mitigate the effects of corrosion and improve reliability.

(3) Single Service Supplier Connection Points. Three essential utility systems at NASCC each have only a single service connection point to their supplier. Potable water, natural gas, and electricity all lack redundant service connections, increasing the risk of service disruptions and mission impacts.

(4) Advanced Metering System. NAVFAC is installing an advanced metering system to improve its ability to monitor gas, electric, and water consumption and allocate utility costs for

⁴ Annual EMS Management Review FY11, NASK, 31 Jan 12

NASCC tenants. This Navy initiative should improve accounting of utility consumption, provide accurate billing data, and allow better tracking of energy savings.

(5) Installation Energy Manager (IEM). The Resource Energy Manager (REM) is a contractor responsible for managing the energy program for the Public Works Utilities Branch at NASCC. Beginning in FY13, the contractor will be replaced by an Installation Energy Manager (IEM), a government employee within the Public Works Facilities Maintenance Division. The alignment of this position outside of the Utilities Branch is necessary due to funding rules associated with the NWCF. This alignment is not ideal, but the organizational barriers can be minimized with the cooperation of PWD supervisory personnel.

(6) NASCC Energy Projects. NASCC initiated several large energy projects over the past five years including a 1.1 megawatt solar panel installation, a \$1M chiller replacement, several HVAC and lighting projects, and a Certified Silver Light Emitting Diode, or “Leeds,” building MILCON project. The utilities baseline consumption estimates used to gauge progress in meeting energy goals were recently updated to include all tenant commands such as CCAD, U.S. Customs and Border Protection, and the U.S. Coast Guard. This change will require increased cooperation from tenant commands since their energy consumption will now affect NASCC’s progress in achieving Navy energy goals. Energy conservation was discussed at the January 2012 Tenant Commander’s Meeting.

(7) Summary. When Environmental Programs are managed to “just in time” compliance and old, oversized potable water and wastewater utilities suffer from deferred maintenance and recapitalization, system performance decreases and the risk of enforcement action increases. Additionally, day-to-day operating costs remain high; for example, potable water systems must be flushed constantly to ensure stagnant water does not remain in the system. Constant flushing of this treated drinking water is costly and directly conflicts with water conservation goals.

b. NAS Kingsville. Although NASK has an active energy program, the effectiveness of the program could be enhanced with an on-site REM or IEM. The Production Officer performs admirably as the collateral duty base Energy Manager. NASK conducts quarterly energy meetings with tenants and successfully executed several projects over the last few years. During FY11, NASK completed several major energy projects using a variety of funding sources. Projects include a \$3.1M solar panel array using economic stimulus funds, a Building Integrated Photovoltaic System, with financing through the Office of the Secretary of Defense Energy Conservation Investment Program, and several energy efficient lighting projects using local funding. NASK has scheduled over \$1M in energy projects to be completed in FY12 and FY13.

4. Housing at NASCC and NASK. Despite challenges due to Base Closure and Realignment (BRAC), the Family Housing team and Unaccompanied Housing (UH) team provides outstanding service and support to Sailors. In 2011, both Family Housing and UH Programs received Customer Service Awards for Excellence based on resident satisfaction surveys. The family housing programs at both NASCC and NASK received the highest “Crystal” award for programs scoring at least a 93.6 percent service score with a survey response rate of 20 percent. The UH programs at both installations received the “A List” award for programs scoring at least an 85 percent service score with a survey response rate of 20 percent. Receiving these awards is

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an outstanding accomplishment when considering the challenges and obstacles facing program managers.

a. Navy Family Housing and the Public Private Venture (PPV). Navy Family Housing and the Public Private Venture property management staff work as a team to solve problems and improve programs. BRAC 2005 resulted in a decrease in the number of active duty personnel residing in PPV houses. Navy Family Housing and PPV partner staff set processes for leasing houses to non-DoD affiliated civilians to offset the decline in occupancy. Active duty military always receive priority over civilians. Occupancy rates in February 2012 were 100 percent for NASK and 95 percent for NASCC. NASK allows single Sailors to share houses, renting at the civilian leasing rate, and houses approximately 180 student pilots in PPV homes. Family Housing managers at NASCC and NASK go above and beyond to serve Sailors and their families. Examples of the dedication and team approach are as follows:

(1) NASCC. Since PPV houses are on base, the Housing and Security Offices worked together to develop a screening process to provide base access for non-DoD affiliated civilians. The PPV partner screens prospective civilians for approval prior to leasing on base homes. If the civilian passes the PPV partner's review, NASCC Security Department conducts a background check to approve the family for base access. Once approved, base security issues identification cards and vehicle decals to facilitate base access.

(2) NASK. The two Senior Officer's Quarters (SOQ) are Navy owned and operated. The Navy Housing Manager and assistant maintain these homes, to include washing windows, cutting the grass, and preparing the house for the next resident. The long-term plan is to privatize these two houses in the next PPV agreement. In the interim, the NASK housing team will continue to maintain the houses.

b. PPV Restructuring at NASCC. The primary challenge in Family Housing is restructuring of the PPV at NASCC. The original 2002 PPV agreement planned for construction of 585 homes at multiple locations to serve both NASCC and Naval Station (NS) Ingleside. The PPV partner's development plan was disrupted due to the transfer of active duty personnel, resulting from the 2005 BRAC closure of NS Ingleside and relocation of Commander Mine Warfare Command, Commander Mobile Mine Assembly Group, and Helicopter Mine Countermeasures Squadron 15. The PPV partner's original construction plan was amended after the financial investment in constructing the surplus of homes. The Navy and PPV partner adjusted the plan and developed a process to rent to non-active duty residents; but the decline in active duty population combined with the investment in new construction required restructuring the PPV agreement. Despite the best efforts of the NAVFAC PPV team, finding a new investor and property manager has proven to be difficult. The Navy's PPV team is aggressively pursuing a new investor to restructure the agreement to resolve the delayed payment of debt and complete SOQ renovation and demolition.

c. NASCC and NASK Barracks Improvements. UH Program Managers and staff at NASCC and NASK go above and beyond to provide quality barracks for their junior single Sailors. UH staffs at both installations frequently inspect the facility and individual rooms to identify and address problems quickly. Dehumidifiers in each room reduce the potential for mold. Rooms

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are inspected daily, and if mold is present, it is tested and treated as appropriate. NASK barracks were renovated in 2009, replacing all furnishings damaged by mold. Both installations seek ways to reduce overall costs. NASK reduced the Quarter's Operations Budget by approximately 50 percent from 2009 to 2012. The staff mitigated the reduction in several ways. For example, NASCC UH staff completed a self-help project to sand/paint the exterior of the building to improve overall appearance and mitigate corrosion of exterior surfaces. Facility related issues are the primary challenge for the UH staff. Ongoing problems with mold, rodents, insects, and flooding (at NASCC only) were, or soon will be, addressed by building renovations, increased inspections, and more effective room cleaning. While the South Texas environment makes it difficult to permanently eradicate pests, processes are in place to routinely spray for insects and/or trap rodents.

d. Navy Gateway Inns and Suites (NGIS). Navy Gateway Inns and Suites visitors' quarters are under renovation to improve comfort and quality of services to transient visitors. Each location offers quality single rooms and suites, but are challenged with low occupancy (30 percent to 50 percent) making it difficult to maintain an adequate revenue stream. Reductions in travel and training funds and the slow economy have impacted occupancy rates and revenue. Managers were forced to adjust staff and services to provide quality accommodations to traveling personnel.

5. Unaccompanied Housing at Joint Base San Antonio (JBSA). Students at NMTSC (FT Sam Houston) and NTTC (Lackland AFB) reside in unaccompanied housing at JBSA. As discussed below; facility challenges impact Sailors' quality of life.

a. NMTSC Barracks. NMSTC students do not have hot water on a consistent basis. New barracks constructed as part of a BRAC 2005 MILCON do not have appropriate water softening systems to suppress calcium deposits and corrosion, which result in frequent disruptions of hot water. Calcium deposits affect the sensitive modern water temperature metering system and causes hot water outages. The 502d Civil Engineering Squadron (CES) is fully engaged and has implemented short-term fixes and planned long-term solutions. The 502d CES is reviewing the MILCON project to determine if there was a gap in contracted performance of the design or construction of the building. The 502d CES is working on a project concurrently to install water softeners in all five buildings if this is determined to be a contractor omission. Until these solutions are implemented, students do not have hot water on a constant basis. NAVINSGEN has coordinated with The Air Force Inspector General for assistance in resolving these issues.

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Figure 25. - Mold and water damage at NTTC barracks, Lackland AFB.

b. NTTC Barracks. NTTC students live in older buildings at Lackland AFB, which have water, humidity, and mold damage in the rooms (see Figure 25). NTTC leadership is very involved with the 502d CES to address facility maintenance concerns. NTTC has used roughly \$280K in mission funds to fix some of their immediate facility deficiencies, which include installing new bathroom exhaust fans, ceiling fans and dehumidifiers. They have also used resources at the Naval Health Clinic, Corpus Christi (NHCCC) to provide Industrial Hygienist support to address mold and other conditions. The 502d CES has projects to fully renovate the two NTTC barracks, which are prioritized sixth and seventh among the dormitory barracks renovation projects and are estimated at \$8M per project. The renovation projects will address Heating, Ventilation and Air Conditioning (HVAC) deficiencies, leaking roofs and poor roof drainage, and poor exterior drainage around the barracks that causes significant erosion and standing water. All of these deficiencies contribute to mold in the barracks and poor living conditions for our Sailors. NTTC will continue to seek support through NHCCC to ensure Sailors' health and safety until the base completes the renovation projects. NAVINSGEN has coordinated with The Air Force Inspector General for assistance in resolving these issues.

6. Safety and Occupational Health (SOH). NAVINSGEN's visit to South Texas included a review of the SOH Programs at NASCC and NASK as well as the Base Operating Support (BOS) safety support provided to tenant activities. The SOH Programs at NASCC and the BOS safety support to tenants are provided in accordance with OPNAVINST 5100.23G and CNICINST 5100.3 requirements.

a. NASK SOH Programs and BOS Safety. The SOH Programs at NASK and the BOS safety do not meet Navy requirements. In June 2011, CNRSE conducted a Safety and Occupational Health Management Evaluation (SOHME) of NASK and found 21 of 34 SOH Programs deficient. CNRSE provided the NASK Safety Office 27 separate recommendations to improve

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and rebuild its safety program. The NASK Safety Office completed 10 of CNRSE's recommendations and is working to complete the other 17. Significant factors contributing to the SOH program's deterioration were the overseas transfer of the safety manager and the loss of a senior SOH specialist. NASK's remote location hampered the command's ability to fill these positions. Based on recent personnel actions, both of these positions are likely to be filled by May 2012.

b. NASCC and NASK Tenant Activities. Our visit included SOH Program reviews at thirteen tenant activities responsible for independent safety programs including: CNATRA, TW-2, TW-4, VT-21, VT-22, VT-27, VT-28, VT-31, VT-35, NHCCC, NAVFAC Southeast PWD Corpus Christi and Kingsville, and NEX Corpus Christi. No deficiencies or issues were found at these activities.

c. Safety and Occupational Health Management Evaluations. SOHMEs conducted by headquarters commands provide valuable insight into subordinate commands' SOH program status, deficiency correction, and mishap reporting metrics. CNRSE conducts required triennial SOHMEs at NASCC and NASK. CNATRA, BUMED, NAVFAC Southeast, and NEXCOM also conducts SOHMEs at the independent tenant activities.

d. Safety and Occupational Health Self-Assessments. All visited commands conduct required annual SOH self-assessments. Some commands use the self-assessment module provided by the Enterprise Safety Applications Management System (ESAMS), a computer-based safety management tool, while others follow guidance provided by their chain of command. All activities provide their headquarters with "Top Five" concerns, which are combined to develop program improvements across the enterprise.

e. ESAMS Computer-Based Training. NASCC and NASK provide computer-based training through ESAMS to their employees. ESAMS training is also provided to tenants upon request. NASCC and NASK are unable to provide classroom training due to staffing shortfalls. Independent tenant command personnel receive required training through their chain of command.

f. Safety Training. Individuals assigned safety responsibilities as a collateral duty are required to attend the "*Introduction to Navy Occupational Safety and Health Ashore*" course provided by the Navy Occupational Safety and Health Environmental Training Center. Due to their primary commitment as instructors and the short duration of this collateral duty (sometimes less than six months), TW-2 and TW-4 squadron Ground Safety Officers (GSO) do not attend training. In an effort to accommodate commands with high turnover rates at collateral duty safety positions, the Naval Safety and Environmental Training Center developed an online version of this required training. The conflict between the requirement for collateral duty safety officers to attend this training and the short time spent performing this duty has been addressed by NAVINSGEN in previous area visit reports and our annual report to the Chief of Naval Operations. Issue Paper 7, COLLATERAL DUTY SAFETY PERSONNEL TRAINING REQUIREMENTS, refers (Page 60).

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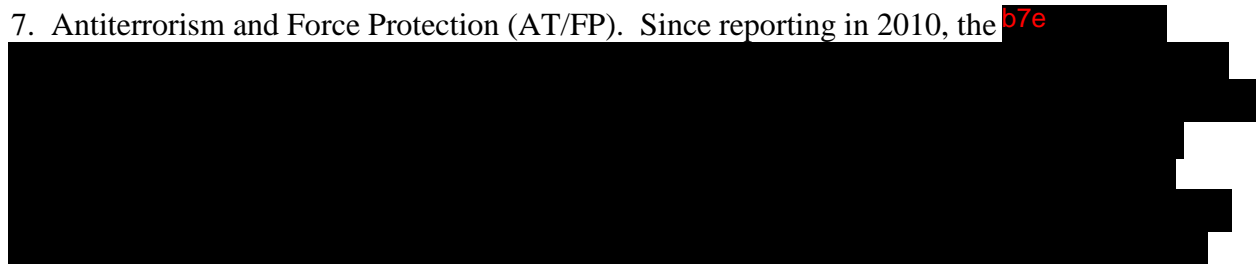
g. Traffic and Motorcycle Safety. NASCC and NASK provide adequate traffic safety program support to all tenants including, Corpus Christi Army Depot, U.S. Coast Guard, U.S. Border Patrol, and other DoD and Federal agencies. Program support includes providing traffic surveys, seat belt surveys, emergency vehicle operator, driver improvement, motorcycle basic rider, experienced rider, and military sport bike rider training. NASCC and NASK traffic safety coordinators use ESAMS to track motorcycle riders and training for all tenants. NASCC tracks 329 trained motorcycle riders, including active duty members of various services, military retirees, reservists, military dependents, and civilian employees. NASK tracks 98 individuals. All tenants have either a command traffic safety coordinator or a designated motorcycle safety representative with an ESAMS account to track motorcycle riders and required training. CNATRA, TW-2, TW-4, and the six training squadrons in South Texas diligently monitor this program. During indoctrination, students are informed that attending required motorcycle training takes precedence over flight training. If a student pilot decides to attend motorcycle training, the squadron GSO ensures coordination between the training and the student's flight schedule.

h. Recreation and Off-Duty Safety (RODS) Program. The NASCC Recreation and Off-Duty Safety Program is managed by the safety manager and required inspections of all MWR facilities are conducted. However, NASK does not have a safety specialist trained to manage RODS. This deficiency was noted by CNRSE during its management evaluation in June 2011. Prior to renting or using equipment such as motorboats, sailboats, and auto hobby shop equipment, patrons must participate in required training.

i. Operational Risk Management (ORM) Training. NASCC and NASK provide required ORM training, primarily via Navy Knowledge Online. CNATRA, TW-2, TW-4, and the six training squadrons at Corpus Christi and Kingsville ensure students receive ORM training during indoctrination and continually at the squadrons. Civilians, particularly PWD employees, are more familiar with Job Hazard Analysis, a concept similar to ORM. COs and XOs of the six training squadrons, their instructors, and students are involved in the daily implementation of ORM.

j. Voluntary Protection Program (VPP). In 2009, the NHCCC achieved OSHA Voluntary Protection Program Star Site status. VPP Star Site status is OSHA's highest level of recognition. To achieve Star Site status, all VPP requirements must be met, key program requirements must be in effect at least one year, and mishap and workers' compensation rates must be below the national average. Through consultation with the DoD VPP Center of Excellence, NASCC is working to gain recognition as an OSHA VPP Star Site.

7. Antiterrorism and Force Protection (AT/FP). Since reporting in 2010, the ^{b7e}



b7e

a. NASCC. b7e

In addition to multiple Navy tenant commands, the Corpus Christi Army Depot (CCAD), the Coast Guard Search and Rescue operations, Defense Supply Depot, and U.S. Customs and Border Protection missions increase the demands on the Security Department staff when coordinating plans and instructions. b7e

b7e

(1) "Green" Patrol Vehicles. The Security Department at NASCC is the first to volunteer to incorporate "green" vehicles into its operations (see Figure 28). They use an electric vehicle for patrol purposes that saves an estimated \$20,000/yr in fuel cost, and avoids substantial lease penalties when mileage limits are exceeded. The vehicle includes solar panels to supplement the battery charge, and was configured locally with decals, patrol lights and sirens. It is used successfully in traffic stops and provides flexibility in the implementation of Random Anti-terrorism Measures (RAMs). Public works installed charging stations for the vehicle; and NASCC intends to purchase an additional two vehicles in the near future.

(2) Outlying Landing Field (OLF) Goliad. One item of concern is b7e

. Since the OLF is located approximately 90 miles from Corpus Christi, b7e

As an alternative, NASCC submitted a proposal b7e

This would allow the command additional time to b7e

The proposed resubmission request for the b7e

As of 9 Feb 12, the original request for b7e was disapproved and NASCC is putting together a reclama with additional information to resubmit for reconsideration.

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(3) AT/FP Plan Coordination with NCIS. An additional concern is the installation AT/FP plan's lack of coordination of duties and responsibilities [redacted] assigned to NASCC. The [redacted] was aware of the plan; but was unsure of what was expected from [redacted]

(4) CCAD Independent Armed Security Force. CCAD refurbishes the Army's Blackhawk Helicopter inventory. [redacted]

[redacted]. A review of the existing Inter-Service Support Agreement (ISSA) between [redacted]

[redacted] Issue Paper 8, [redacted]

[redacted], (Page 61).

b. NASK. [redacted]

[redacted] In August 2009, CNIC evaluated NASK's Security staffing using the Mission Profile Validation-Protection (MPV-P) process. [redacted]

IV. RESOURCE MANAGEMENT/QUALITY OF LIFE/COMMUNITY SUPPORT

The Resource Management Team reviewed a number of programs at commands throughout the South Texas area. The following comments on specific programs are congruent with our observations from recent area visits.

1. Suicide Prevention. At each command visited, the Suicide Prevention Coordinator was assigned in writing and had completed training, usually via the OPNAV (N135) sponsored "Webinar" program. Each coordinator was engaged and passionate about the program. Informational posters were prominently posted in common areas. All command homepages included the "Lifeline" symbol and link. The programs operated in close partnership with the Command Chaplain offices, Fleet and Family Support Centers (FFSC), and had full support of leadership. Squadron and Wing Flight Surgeons were also engaged. NMTSC, staff and

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students, were trained in awareness and there was a tiered suicide awareness team that worked within the barracks to monitor all command members. NMTSC paid for several staff members to attend higher level training seminars. As an indication of both the magnitude of the problem and success of the awareness programs, NMTSC had 15 students self-report suicidal ideations in the past two years.

2. Individual Medical Readiness (IMR). In the San Antonio area, processes are in place to monitor and ensure medical readiness. Challenges to monitoring exist in the tri-service environment since all services have varying standards, dissimilar tracking systems and disparate paperwork. Point of service for some staff is provided by Brook Army Medical Center, which does not have access to the Navy Medical Readiness Reporting System (MRRS). This requires staff to submit medical record paper printouts to the NMTSC medical readiness coordinator. Current medical readiness for staff at NMTSC is 89 percent; and for students it is 90.9 percent. At NASK and NASCC, IMR is at or near 100 percent for all commands visited. Higher echelon commands effectively track IMR for their subordinates.

3. Command Individual Augmentee Coordinator (CIAC). At each site, all command CIACs are trained, assigned in writing, and engaged. Command CIACs contact family members and deployed service members, utilize the NFAAS system, work closely with the local FFSC, and enjoy strong leadership support. Post-Deployment Health Reassessment (PDHRA) rates are 100 percent. Higher echelon commands track subordinate organization compliance.

4. Morale Welfare and Recreation (MWR)

a. NAS Kingsville. NASK is operating MWR and Child Youth Programs (CYP) programs in accordance with DoD and Navy policies.

b. NAS Corpus Christi. Several NASCC MWR activity managers display noteworthy enthusiasm, passion, and program focus. However, NASCC's MWR Department needs to improve communication with its community by developing and executing a Strategic Marketing Plan for Fiscal Years (FYs) 12 and 13; empowering each activity manager to be fully responsible and accountable for their programs and services. NAVINSGEN provided on site assistance to NASCC MWR to improve communications and restore program effectiveness. MWR management was assisted on how to use multiple contact methods such as advisory groups, tenant commands, installation agencies, etc., on a monthly basis to communicate MWR program highlights. Additional ineffective MWR programs that were found and corrected on site include:

(1) NASCC Bayside Pool. Bayside pool slide, pool deck and bathhouse repairs were not taken for action until the week of February 6, 2012, even though the deficiencies had been identified during the last swim season. The Bayside pool slide was secured last season due first to pump issues; and then due to structural problems. Additionally, the pool deck has multiple cracks and holes that require attention before opening the pool in May 2012. The Bayside bathhouse requires many repairs and renovations but no work requests were submitted to Public Works until NAVINSGEN provided assistance to the MWR Director and the required documents were submitted to prepare the pool for summer usage.

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(2) NASCC Gulf Winds Golf Course. The golf program is failing and could be shut down in the future. Program success hangs on several factors that are poorly coordinated by the MWR Director. Specifically, the completion of a FY10 Golf Effluent Water recycling project and changing the greens from rye to sea spray paspalum are improvements delayed by management's inattention. Training was provided on effective management of these programs by NAVINSGEN.

(3) NASCC Base Food Operations. There is a lack of base-wide food operations. NAVINSGEN recommends that NASCC request a Food Service Assessment be conducted utilizing Food and Beverage professionals from CNIC Regional and HQ staffs along with NEX Food and Beverage personnel to establish best food options given the base dynamics. NAVINSGEN further recommends that NASCC have the [REDACTED], and [REDACTED] meet on a monthly basis to discuss cooperative efforts that are in the best interest of the installation and each organization. Issue Paper 9, LACK OF ADEQUATE FOOD OPERATIONS ON BOARD NAVAL AIR STATION CORPUS CHRISTI (NASCC), refers (Page 62).

5. Voting Assistance Program. The voting programs in the area are maintained in accordance with the OPNAV instruction. Voting Assistance Officers (VAO) are of the correct grade and are conducting appropriate outreach. The Voter Information Management System is being updated and maintained by the VAOs as required.

6. Legal and Ethics Program. We found no issues or problems with the Command Ethics programs or the provision of legal services. We found no particular trends concerning "high-visibility" legal issues that would cause concern.

7. Command Managed Equal Opportunity (CMEO). CMEOs are designated in writing and have completed the required courses. All commands have completed the required annual Defense Equal Opportunity Climate Surveys (DEOCS); however, DoD civilians assigned to NASK were not afforded the opportunity to participate in the most recently completed DEOCS. Commanding Officers are debriefing their commands on the results of the command climate assessments; many have already completed their executive summaries and submitted them to their immediate superior in command (ISIC) for review. CNATRA lost their Equal Opportunity Advisor (EOA) billet and the nearest regional EOA is in Jacksonville. This has created a situation where the CMEOs assigned to the South Texas area lack oversight and proper training from their EOAs and must implement CMEO policy across an expanding "A" school student and flight training student population. Issue Paper 10, EQUAL OPPORTUNITY ADVISOR (EOA) MANNING, refers (Page 64).

8. Sexual Assault Prevention and Response (SAPR). The Sexual Assault Response Coordinator (SARC) is very engaged with all the commands and SAPR personnel in her area of responsibility, which includes San Antonio, Corpus Christi, Kingsville; the NOSCs in Houston, Austin, Corpus Christi, Kingsville, and San Antonio; and the Navy Recruiting Districts in McClellan, Austin, Waco, and Odessa. Overall the SAPR program in Southeast Texas is moving forward in the right direction. The Commands and the SARC did self-assessments, identified deficiencies and took steps to ensure compliance prior to our arrival. All Commands in South

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Texas need to ensure they fill all required SAPR positions; and that all personnel designated in those positions meet the training requirements. When the required Sexual Assault Awareness General Military Training is conducted, commands shall ensure the training is documented in Fleet Training Management Planning System (FLTMPS). Commands need to ensure required leadership training is being conducted and that CDO's, SDO's and quarterdeck personnel have received training on appropriate response to sexual assault calls. Issue Paper 11, COMMAND IMPLEMENTATION OF THE NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM, refers (Page 65).

a. JBSA SAPR Program. The SAPR Program at JBSA is especially challenging. There have been 13 sexual assault cases in San Antonio since May 2011. The cases are being tracked in the Army and Air Force SAPR databases and managed at the Installation Sexual Assault Review Board by the Army and Air Force. Due to staffing, funding issues, and distance, the Navy SARC, NCIS and the Navy legal representative do not always participate in the Installation Sexual Assault Review Boards (SARB) held in San Antonio. Therefore, the status of the Navy cases is not always known and the required follow-up situation reports are not being sent. Another concern about the SARB in San Antonio is that some personnel in attendance do not have a "need to know" about the Navy sexual assault cases.

b. Navy, Army and Air Force SAPR Program Differences. Many Navy SAPR program requirements are different from the Army and Air Force SAPR Programs, which presents a challenge for Navy SAPR support at JBSA. Because of these differences, Navy personnel in San Antonio must attend their required training at NAS Corpus Christi. Some commands reported funding issues that prevent training in the Navy SAPR program for all required personnel. Not all NOSC and NRDs can provide the required 24/7 Victim Advocate coverage. Some of the NOSC and NRDs are advertising 24/7 Victim Advocate watch bill numbers for Corpus Christi and Kingsville. A South Texas SAPR Standard Operating Procedure (SOP) needs to be written covering response protocol at the NOSC and NRDs. Issue Paper 11, COMMAND IMPLEMENTATION OF THE NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM, refers (Page 65).

c. Sexual Assault Forensic Examination (SAFE) Agreements. The Memorandum of Understanding (MOU) for the conduct of Sexual Assault Forensic Examinations (SAFE) with Corpus Christi Medical Center – Doctors Regional has not been finalized. The protection of a victim's right to restricted reporting is jeopardized without such a MOU. Issue Paper 12, SEXUAL ASSAULT FORENSIC EXAMINATION (SAFE) AGREEMENTS, refers (Page 67).

9. Urinalysis, Drug and Alcohol Programs.

a. Urinalysis Programs. Urinalysis programs reviewed were compliant with OPAVINST 5350.4D. All Urinalysis Program Coordinators (UPC) were designated in writing by their commanding officer and had completed the recommended Urinalysis Program Coordinator course on Navy Knowledge Online (NKO). Twelve of Fourteen commands that had access to the Alcohol and Drug Management Information and Tracking System (ADMITS) or the Forensic Toxicological Drug Testing Laboratory (FTDTL) drug portal were found to be correctly tracking their End of Year (FY11) urinalysis sample testing. The two commands that were not entering

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data were provided training and are now correctly administering the program. Most UPCs and their assistants were conducting the required 72-hour check-in with newly reporting personnel. Those who were not took immediate corrective action by revising their command check-in forms. The commands who were not conducting random urinalysis testing at least four times per month had approved waivers on file from their Immediate Supervisor in Charge (ISIC).

b. Drug and Alcohol Programs. Command Drug and Alcohol Program Advisors (DAPAs) have been designated in writing and have completed the required training. Alcohol and Drug Control Officers (ADCOs) assigned to Echelon III commands were providing oversight to subordinate command DAPAs via submission of quarterly reports. A review of FLT MPS General Military Training (GMT) for FY11, showed that required training is not being conducted or recorded in FLT MPS and a number of COs, XOs, CMCs and other senior command personnel have not completed the required ADAMS for Leaders or the joint base equivalent course. Commands also lacked local alcohol deglamorization policies. Issue Paper 13, ALCOHOL DEGLAMORIZATION POLICY, refers (Page 69).

10. Cyber Security Workforce (CSWF). Of the eight command CSWF programs reviewed, all were well prepared and program managers are commended for their effort. Notably, CNATRA, NIOC, NTTC, NASK, and NASCC levels of effort were considered commensurate with those observed during NAVINSGEN Echelon II command inspections. CSWF certifications are near 100 percent for the commands visited and additional requirements for CSWF are well understood and executed. Commands are focusing on cyber security continuing education requirements and are working with higher headquarters to develop effective training plans that require minimal training funds.

11. Personally Identifiable Information (PII). PII programs vary significantly across the region. Fifteen commands were visited and all had some PII program elements in place, specifically completion of PII training and increased command awareness. Commands were also aware of the requirement to reduce the use of social security numbers in all areas of information sharing and data storage. Most commands use command generated or DoD Privacy coversheets when routing folders containing PII and they conduct required spot checks. Of the commands visited, few breaches have been reported in the last two years, and all were aware of breach reporting requirements. All commands with program shortfalls received verbal instructions on how to correct program deficiencies. NASK's Privacy Act Coordinator is commended for her command specific training packages and check-in sheet, which is above and beyond DoN requirements. NIOC's PII Coordinator is commended for her comprehensive breach reporting checklist. All noted discrepancies were corrected with assistance from NAVINSGEN.

12. Physical Readiness Program (PRP). Command PRPs are well managed and compliant with OPNAVINST 6110.1J. The Command Fitness Leaders (CFLs) have all the required documents on file such as CFL Course Certificates, designation letters, and cardiopulmonary resuscitation (CPR) qualification cards. All Assistant CFLs (ACFL) meet the position criteria. Most ACFLs have received face-to-face training with their respective CFLs. Others are either former CFLs or have attended the formal CFL course. Processing administrative actions such as medical waivers, page 13 entries, and letters of notification are well done and closely tracked for accurate record keeping. Organized Physical Training (PT) sessions and/or Fitness Enhancement

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Programs (FEP) occur three to five times per week with good to maximum participation. The combined passing rate over the last two Physical Fitness Assessment (PFA) cycles for South Texas area commands was 99.3 percent. The majority of the failures were Body Composition Assessment related.

13. Navy College Program. The Corpus Christi Navy College Program provides services to approximately 4,000 eligible users in Texas, including San Antonio, Kingsville and Corpus Christi. Students in HM “A” school at JBSA are not eligible to use the College Program services since they do not meet the one year active duty requirement. In addition to the Navy College Program, the Army currently provides all the same services to personnel at JBSA (Fort Sam Houston).

14. Fleet and Family Support Center (FFSC). NAS Corpus Christi FFSC serves a population of 2,836 active duty and family members, 28,810 retirees, and 4,148 National Guard members. In addition, Army, Coast Guard, and Air Force service members are also on the base. NAS Kingsville FFSC serves a population of 570 active duty and their family members. Additionally, FFSCs provide services to NOSCs and NRDs throughout Southeast Texas. The FFSC staffs are very dedicated and go above and beyond to ensure service members and families are receiving quality services.

a. Joint Base San Antonio Services. The Army and Air Force provide FFSC services to Navy personnel in the San Antonio area. However, Navy program requirements are not being met by Army and Air Force FFSC’s due to Navy program differences from their Army and Air Force counterparts. Specific program challenges experienced by Navy commands are with the Ombudsman Program, Personal Financial Management, SAPR and FAP. Navy Ombudsman and Command Financial Specialists travel to NASCC to receive training. Some commands in San Antonio reported funding as an issue that sometimes precludes sending personnel to NASCC for training. In accordance with OPNAVINST 1754.1B, a location with the size of the Navy active duty population at JBSA should have a small FFSC. Issue Paper 14, FLEET AND FAMILY SUPPORT CENTER (FFSC) AND SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) CONCERNS IN SAN ANTONIO, refers (Page 70).

b. NAS Corpus Christi FFSC Staff Vacancies. Many of the NAS Corpus Christi FFSC staff personnel are double and triple-hatted. The FFSC Director’s position has been vacant since 1 June 2011. One of the Work and Family Life Counselors has been on Leave Without Pay (LWOP) since September 2011 and another position has been unencumbered since June 2011.

V. BRILLIANT ON THE BASICS OF SAILOR DEVELOPMENT

Survey and focus group results yielded Quality of Life for military members at or slightly above average. Military Bearing was assessed as below average. Sailors were observed around the bases uncovered, and often standing unprofessional watches at the base main gates and during night colors (retreat). Notably, the Chief Petty Officers’ Mess at the Master-At-Arms “A” School was assessed as one of the best observed.

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1. Sailor Career Management Program. During focus group discussions, challenges such as advancement, Perform To Serve (PTS), Continuation Boards, and Enlisted Retention Boards were the main topics of discussion. Most commands are not providing Sailors with proper career guidance during their tours. Training was provided to commands to correct discrepancies and meet requirements. Command Career Counselors are effectively using the Career Information Management System to track and document the Career Development Boards.
2. Sponsorship Program. Survey results and focus group feedback indicate that most enlisted Sailors are successfully being contacted by an assigned sponsor prior to their arrival. Sponsors are usually administratively assigned and tracked by commands. However, Sailor feedback reports on the Sponsorship Program are not being reviewed by senior leadership at some commands to gain insight into potential program improvements. Additionally, sponsors are not being trained by Fleet and Family Support Centers as directed by OPNAVINST 1740.3C. NAVINSGEN provided on the spot training to bring commands in line with requirements.
3. Command Indoctrination Program. Command Indoctrination is being conducted throughout the South Texas area. Many are in full compliance with OPNAVINST 1740.3C. All programs reviewed have incorporated Navy Pride and Professionalism training.

**CORRECTIVE ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 26 OCTOBER 2012**

ISSUE PAPER	FFC	OPNAV	CNIC	CNRSE	NAVFAC SE	NASK PWD	CNATRA	NASCC	CCAD	PACFLT	BUMED	NETC
1. CHIEF OF NAVAL AIR TRAINING (CNATRA) SHORE MANPOWER REQUIREMENTS DETERMINATION (SMRD)	X	X										
2. HUMAN RESOURCES OFFICE (HRO) EFFECTIVENESS			X	X								
3. PERSONNEL SUPPORT DETACHMENT (PSD) SAN ANTONIO STAFFING			X									
4. PERSONNEL SUPPORT DETACHMENT (PSD) SAN ANTONIO LOCATION AND TENANCY STATUS			X									
5. MECHANICAL ENGINEERING SUPPORT TO SMALL PUBLIC WORKS DEPARTMENTS (PWD)					X							
6. NAVAL AIR STATION KINGSVILLE'S (NASK) GROUND TRAINING SCHOOL COMPLEX, BUILDING 2767, FOUNDATION SETTLEMENT						X						
7. COLLATERAL DUTY SAFETY PERSONNEL TRAINING REQUIREMENTS							X					
8. COMMAND AND CONTROL OF ARMED SECURITY FORCES								X	X			
9. LACK OF ADEQUATE FOOD OPERATIONS ON BOARD NAS CORPUS CHRISTI								X				
10. EQUAL OPPORTUNITY ADVISOR (EOA) MANNING			X							X	X	

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**CORRECTIVE ACTION SUMMARY MATRIX
ACTION COMMAND
INITIAL RESPONSES DUE TO NAVINSGEN 26 OCTOBER 2012**

ISSUE PAPER	FFC	OPNAV	CNIC	CNRSE	NAVFAC SE	NASK PWD	CNATRA	NASCC	CCAD	PACFLT	BUMED	NETC
11. COMMAND IMPLEMENTATION OF THE NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM			X							X	X	X
12. SEXUAL ASSAULT FORENSIC EXAMINATION (SAFE) AGREEMENTS											X	
13. ALCOHOL DEGLAMORIZATION POLICY			X							X	X	
14. FLEET AND FAMILY SUPPORT CENTER (FFSC) AND SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) CONCERNS IN SAN ANTONIO			X									

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PART 2
ISSUE PAPERS

SUMMARY OF ACTIONS

If you are an **Action Officer** for a staff listed below, please submit Implementation Status Reports (ISRs) as specified for each applicable recommendation, along with supporting documentation, such as plans of action and milestones and implementing directives.

a. **Submit initial ISRs using OPNAV Form 5040/2 no later than 26 OCTOBER 2012.** Each ISR should include an e-mail address for the action officer, where available. Electronic ISR submission to NAVIGInspections@navy.mil is preferred. An electronic version of OPNAV Form 5040/2 may be downloaded from the NAVINSGEN Web-site at www.ig.navy.mil in the Downloads and Publications Folder, titled Forms Folder, Implementation Status Report.

b. **Submit quarterly ISRs, including "no change" reports until the recommendation is closed by NAVINSGEN.** When a long-term action is dependent upon prior completion of another action, the status report should indicate the governing action and its estimated completion date. Further status reports may be deferred, with NAVINSGEN concurrence.

c. When action addressees consider required action accomplished, the status report submitted should contain the statement, "Action is considered complete." However, **NAVINSGEN approval must be obtained before the designated action addressee is released** from further reporting responsibilities on the recommendation.

d. NAVINSGEN point of contact for ISRs is ^{b7c} [REDACTED].

<u>COMMAND</u>	<u>RECOMMENDATION NUMBER(S) XXX-12</u>
FFC	010
OPNAV	011
CNIC	012, 014, 015, 023, 024, 026, 027
CNRSE	013
NAVFAC SE	016, 017
NASK PWD	018, 019
CNATRA	020
NASCC	021, 022

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COMMAND

RECOMMENDATION NUMBER(S) XXX-12

CCAD

021

PACFLT

023, 024, 026

BUMED

023, 024, 025, 026

NETC

024

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ISSUE PAPER 1

SUBJECT: CHIEF OF NAVAL AIR TRAINING (CNATRA) 2011 SHORE MANPOWER REQUIREMENTS DETERMINATION

REFERENCES: (a) OPNAVINST 1000.16K Change-1, Navy Total Force Manpower Policies and Procedures, of 4 Oct 11
(b) Letter Of Agreement (LOA) between CNATRA, Commander Naval Air Forces Reserve (CNAFR) and Chief of Naval Personnel (CNP), of 12 Jun 02
(c) CNATRA Shore Manpower Requirements Determination Report (SMRD), of 02 Jun 11

PROBLEM: Fleet Forces Command Manpower Analysis Team applied Section 600 of reference (a), Mobilization Manpower Requirements Determination Programs, when analyzing CNATRA's peacetime contributory support Selected Reserve manpower requirements.

BACKGROUND

1. Reference (b) is a Letter of Agreement between CNATRA, CNAFR and CNP to expand the Reserve Component throughout CNATRA based upon the need for Selected Reserve peacetime contributory support to produce qualified aviators for the fleet.
2. Reference (b) outlined the swap of Active Component billets that were historically gapped for Reserve Component billets that could be filled with Selected Reserve manpower.
3. Reference (c) applied Mobilization Manpower Requirements Determination procedures and policy from section 600 of reference (a) and concluded that CNATRA did not have sufficient mobilization tasking; thus, CNATRA does not have any Selected Reserve manpower requirements. Section 200, paragraph 5, subparagraph c. (4) of reference (a) authorizes utilization of Selected Reserve manpower for "peacetime contributory support" fulfilling Navy Total Force requirements.
4. CNATRA submitted a reclama that was unsuccessful. Commander, Pacific Fleet (CPF) Manpower Reserve Liaison (N1RL) and CNATRA's Budget Submitting Office, have not agreed to the elimination of CNATRA Selected Reserve billets. CPF(N1RL) states that CNATRA's Selected Reserves are used to augment the active component in peacetime and have valid reserve tasking during mobilization.

DISCUSSION

1. CNATRA Selected Reserve instructors account for 17 to 22 percent of aviator production. Reference (c) recommends eliminating CNATRA headquarters Selected Reserve billets because they do not have sufficient mobilization tasking and could apply this conclusion across all

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CNATRA commands. Fleet Forces Command will be assessing all CNATRA manpower requirements within the year.

2. Eliminating all 254 Selected Reserve billets across the CNATRA enterprise would result in 160 less aviators produced; and eventually, detailing more Active Component aviators away from other priorities to perform training duty.

3. The Selected Reserve flight instructor program generates return on Navy's investment in these personnel after they have separated from active service. This is a cost effective manpower solution. Even Active Component flight instructors have to be trained when they arrive from the fleet. Selected Reserve flight instructors have all basic qualifications and frequently have more advanced certifications, by virtue of their increased experience level, than many of their Active Component counterparts.

4. In a full mobilization scenario, we can expect to see an increase in the need for trained aviators in the fleet due to combat losses and elevated operational tempo. This will increase demand for the Active Component aviators serving in CNATRA, while increasing production demands upon the organization as a whole. CNATRA's Selected Reserve program is uniquely suited to provide additional trained manpower, through mobilization, to support these full war time requirements.

RECOMMENDATIONS

010-12. That Fleet Forces Command Manpower Analysis Team revise their remarks regarding CNATRA's use of Selected Reserve manpower prior to performing any further analysis of CNATRA subordinate unit manpower requirements. At a minimum, validate CNATRA's manning construct per section 200 of reference (a).

011-12. That OPNAV (N12) train SMRD teams on allowable usage of Selected Reserve manpower based upon the policy in section 200 of reference (a).

NAVINGEN POINT OF CONTACT:

b7c [REDACTED]

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ISSUE PAPER 2

SUBJECT: HUMAN RESOURCES OFFICE (HRO) EFFECTIVENESS

PROBLEM: Delivery of Human Resources (HR) services to South Texas commands is not effective.

DISCUSSION

1. Staffing. The staff at Human Resources Office Corpus Christi (HROCC) was reduced, from five to two people over two years. HROCC's partner organization at NAS Kingsville (NASK) has been closed for several years; while the number of serviced population has not decreased. Prior to staff reductions, HROCC sent an HR Specialist to NASK once per week; now NASK has no on-site HR support. Joint Base San Antonio (JBSA) tenants have no on-site HRO support. The HRO staff cuts have resulted in an HR counsel to client servicing ratio of approximately 1 to 300. The effect of this work load on the remaining staff is that training of activity level HR liaisons is not performed; and new supervisors of civilian employees are not identified and properly trained.

2. Effectiveness of HR services delivery.

a. Currently, civilian HR servicing involves contact with multiple HR entities at different locations depending on the issue, resulting in convoluted lines of responsibility, confusion about Equal Employment Opportunity responsibility, and inconsistent information being passed to the activity level HR Liaison and the workforce. For example, civilian HR servicing for Naval Technical Training Center (NTTC), Lackland AFB, was provided by HROCC; however, it was eventually transferred to HRO Fort Worth Texas. In this example, NTTC must interact with more HR entities to manage their work force, such as HR Service Center Southeast at Stennis, Mississippi, or HRO Pensacola, Florida, depending upon the need to fill a vacancy, conduct a position classification review, or handle an employee relations issue.

b. The process for approval, recruiting, and filling civilian vacancies takes too long. The Commander, Navy Region Southeast (CNRSE), implemented hiring cap led to the creation of a CNRSE Position Management Board (PMB) for approval and funding of vacant civilian positions. The PMB meets once per month. Depending on the timing of a request, approval may require up to two months. If the PMB denies a request, the appeal process requires another month or two; this includes security or safety related positions. The HR recruitment process cannot begin until the PMB grants approval. Once started, the process requires three to nine months depending on the position to be filled, credentialing requirements, medical screening, drug testing, or the requirement for policy waivers. Best case time to hire in this region is 90-120 days and often requires daily contact with HRO to ensure action progress. The goal is 80 days for all situations.

3. The proposed solution to these issues is a realignment of human resources servicing. A new service delivery structure will realign the HRO work by transferring ownership of the satellite

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HROs from Commander, Navy Installations Command (CNIC) to Bureau of Naval Personnel (BUPERS) and centralize all HR service functions together. Realignment is proposed to occur in early fiscal year 2013.

RECOMMEDATIONS

012-12. That CNIC provide details of new HR service delivery model and how the new model will improve customer service, shorten time to hire and provide HR training to Navy commands.

013-12. That CNRSE increase the frequency of PMB meetings to bi-monthly and create a process to expedite hiring for security or safety related positions.

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ISSUE PAPER 3

SUBJECT: PERSONNEL SUPPORT DETACHMENT (PSD) SAN ANTONIO STAFFING

REFERENCE: (a) Joint Base San Antonio (JBSA), Texas, 2009 Memorandum of Agreement (MOA) between United States Air Force, Supporting Component and United States Army, Supported Component

PROBLEM: PSD San Antonio's manning is unable to support mission.

BACKGROUND

1. JBSA has a large Navy population of approximately 5,000 military, civilian and contract personnel, which will fluctuate depending upon student loading. 8,000 students per year pass through the Hospital Corpsman (HM) School, provided by the interservice Medical Education and Training Command (METC) and 1,500 to 2,000 students per year pass through the Master At Arms (MA) related schools at NTTC.
2. To handle the student loading, PSD San Antonio, the first new PSD since the 1970s, was established to support a total of 36 Unit Identification Codes (UIC) within 100 miles of JBSA. Current manning rate, comprised of Army, Navy and Air Force civilians, is 14 of 23 billets authorized, or 55 percent of requirement. This low manning level does not achieve full capacity to support 36 UICs.

Specifically, the matter of eliminated billets and staffing currently vacant billets is being addressed by Commander, Naval Installations Command (CNIC).

DISCUSSION

1. Navy has funded 18 billets to be provided by Air Force through reference (a).
2. Air Force filled eight of 18 billets subsidized by Navy; Air Force subsequently imposed a hiring freeze and cut two of the financed billets. The hiring freeze was lifted in December 2011 and the Air Force recently reinstated these two billets. To date, two recruitment actions have been initiated but all ten billets remain unfilled.

RECOMMENDATION

014-12. That CNIC (N1) resolve the staffing of Navy funded civilian technician billets for PSD San Antonio.

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ISSUE PAPER 4

SUBJECT: PERSONNEL SUPPORT DETACHMENT (PSD) SAN ANTONIO LOCATION AND TENANCY STATUS

PROBLEM: Physical location and placement within the Navy chain of command impede PSD San Antonio's mission accomplishment.

BACKGROUND

1. Navy commands have been present in the current Joint Base San Antonio (JBSA) community since the mid 1990s, specifically, Navy Information Operations Command, Texas, Naval Technical Training Center (NTTC), Lackland AFB. Several other organizations have been moved to the region to partner with tri-service medical institutions. Navy Medicine Training Support Center (NMTSC) is the latest command to move into the area.
2. Eight thousand students per year pass through the Hospital Corpsman (HM) School, provided by the interservice Medical Education and Training Command (METC); and 1,500 to 2,000 students per year pass through the Master At Arms (MA) related schools at NTTC.
3. PSD's reporting chain of command is through Commander, Navy Region Southeast, however, they are a tenant of NMTSC and their offices are physically located in Jenke Hall, a student dorm for the HM School.

DISCUSSION

1. This location presents poor working conditions including: lack of parking; difficult access for handicapped employees, requirement to follow "Navy Quarterdeck" procedures when arriving and departing, and lack of separate, clean bathroom facilities for the PSD staff.
2. Tenancy within NMTSC, who itself is a tenant of the tri-service METC and is a tenant of Joint Base San Antonio, (JBSA); creates multiple layers of bureaucracy.
3. PSD San Antonio should be a tenant command of JBSA allowing them to negotiate directly with the host facility to improve their working conditions and location.

RECOMMENDATION

015-12. That CNIC research relocating PSD San Antonio on JBSA and establish tenancy for the PSD within the JBSA support structure.

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ISSUE PAPER 5

SUBJECT: MECHANICAL ENGINEERING SUPPORT TO SMALL PUBLIC WORKS DEPARTMENTS (PWD)

PROBLEM: Lack of mechanical engineering expertise at small PWDs inhibits the evaluation of mechanical engineering projects, resulting in suboptimal solutions to system designs, higher energy costs and contributes to mold growth in high humidity environments.

BACKGROUND

1. The Naval Facilities Engineering Command (NAVFAC) is responsible for supporting the Navy's facilities with technical expertise in the areas of engineering, planning, environmental, and public works functions. NAVFAC provides this support to naval installations through the Public Works Departments (PWD). These departments are staffed based on workload, with small installations receiving support from regional Facilities Engineering Commands (FEC) Integrated Product Teams (IPT). NAVFAC Southeast provides mechanical engineering support to small PWDs via IPTs located in Jacksonville, Florida.
2. Mechanical engineering support is divided between two NAVFAC business lines; the Public Works Business Line (PWBL) and the Capital Improvements Business Line (CIBL). PWBL support consists of maintenance engineering, utilities, and energy. CIBL support consists of engineering design, studies, and construction. The individual business lines develop and staff their requirements independently and use different funding.
3. The PWBL is primarily funded by Navy Working Capital Funds (NWCF), with the exception of energy. CIBL is funded by appropriated funds, such as Military Construction (MILCON) and the Navy's General Fund. The financial requirements for the different funding streams require careful monitoring to ensure the funding is used appropriately.

DISCUSSION

1. NAVINSGEN completed three area visits to the Southeast Region in the past 18 months. The areas visited were, Florida Panhandle, Southeast Coastal and South Texas. The quality of mechanical engineering support was an issue during all visits at the small PWDs. Symptoms of the problems found were: mechanical systems being replaced in-kind with no engineering design, causing system over sizing and lost energy savings; perception of slow and costly development of projects supported by the IPTs; and poor humidity control within facilities, resulting in the growth of mold and mildew inside buildings.
2. NAVINSGEN discussed mechanical engineering support with the PWBL and CIBL coordinators at NAVFAC Southeast during the Florida Panhandle Area Visit in 2010. Both recognized the challenge of providing engineering support at small PWDs, especially in the mechanical discipline. In addition to the economic viability of positions, both coordinators stressed the importance of community management and career development as a challenge in

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determining staff of a PWD. Efforts were made by the PWBL coordinator to hire mechanical engineers for the PWD Energy Manager positions. The CIBL is also closely monitoring workload and placing mechanical engineers at PWDs when possible. CIBL recently approved a mechanical engineering position at PWD Corpus Christi.

3. Even with the Business Line Coordinators' efforts, there are gaps in mechanical engineering support. When the Energy Manager is a Mechanical Engineer, the amount of support they can provide to design and engineering studies is limited due to the type of funding for energy positions and their workload.

4. IPT support works for larger projects managed by the IPTs (MILCON and Special Projects), but the added cost of travel for the smaller projects and the reimbursable nature of design support makes it difficult to obtain funding from Commander, Navy Installations Command's (CNIC) limited sustainment budget.

RECOMMENDATIONS

016-12. That NAVFAC Southeast formulate options and implement actions to improve mechanical engineering support to small PWDs.

017-12. That NAVFAC Southeast review staffing levels at all PWDs to ensure adequate mechanical engineering support for the region.

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ISSUE PAPER 6

SUBJECT: NAVAL AIR STATION KINGSVILLE'S (NASK) GROUND TRAINING SCHOOL COMPLEX, BUILDING 2767, FOUNDATION SETTLEMENT

PROBLEM: Building 2767 in the Ground Training School Complex at NAS Kingsville (NASK) has significant foundation settlement.

BACKGROUND

1. The dry climate in South Texas can lead to soil conditions that cause foundation settlement in buildings. The recent drought-like conditions increase the likelihood of foundation settlement, affecting buildings at NASK.
2. Due to soil and drought conditions, Building 2767's foundation has settled. A civil engineering evaluation was performed and repairs were made in 2008. The repairs were successful; however, the building continues to settle with portions of the building settling at a differential rate. Differential settlement causes cracks and structural damage as various sections of the building pull away from each other.
3. NASK's master plan replaces the Ground Training School Complex and relocates the school to the flight line in Military Construction, (MILCON) P-275, Ground School Training Complex.

DISCUSSION

1. Soil conditions and the recent drought-like conditions in Kingsville, Texas led to foundation settlement in and around Building 2767. The building settled in multiple areas including the mainframe computer room, as shown in photos below. If not addressed, the structural integrity of the building will slowly degrade, ultimately impacting the mission.
2. Although NASK has a plan to replace the Ground School Training Complex, the MILCON is not programmed. Given the current and near future budget environment, within the Department of Defense, the MILCON will not likely be funded in the near future. A new facility is a minimum of ten years out, and an interim solution should be developed to avoid impacting the Ground School's training mission.

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Building 2767. The floor in the computer room sank over an inch and cracked the slab near the exit door.



Building 2767. The floor in the computer room has significant cracks.



Building 2767. The floor near the hallway entrance sank over an inch and is cracked.

RECOMMENDATIONS:

018-12. That NASK's Public Works Department (PWD) performs a civil engineering evaluation on Building 2767 and develops a project to repair the foundation.

019-12. That NASK's PWD include the results of the civil engineering evaluation in project documentation for MILCON P-275 to help support its inclusion into the MILCON program.

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ISSUE PAPER 7

SUBJECT: COLLATERAL DUTY SAFETY PERSONNEL TRAINING REQUIREMENTS

REFERENCE: (a) OPNAVINST 5100.23G Change-1, Navy Safety and Occupational Health Program Manual, of 21 Jul 11

PROBLEM: Ground Safety Officers (GSOs) assigned to squadrons at Training Wing TWO (TW-2) and Training Wing FOUR (TW-4) did not complete Introduction to Navy Occupational Safety and Health (Ashore), A-493-0050, the minimum safety training required for personnel assigned collateral duty safety responsibilities.

BACKGROUND: Per reference (a) all military and/or civilian personnel assigned collateral duty safety responsibilities are required to complete the Naval Safety and Environmental Training Center course Introduction to Navy Occupational Safety and Health (Ashore), A-493-0050. The Naval Safety and Environmental Training Center course Safety Program Afloat Course, A-493-2099, cannot be substituted for the ashore collateral duty safety course.

DISCUSSION: The GSOs assigned collateral duty safety responsibilities at the two squadrons comprising TW-2 (VT-21 and VT-22) did not attend the required minimum training, Introduction to Navy Occupational Safety and Health (Ashore), A-493-0050, to prepare them for their SOH responsibilities. Similarly, only one of four GSOs assigned to TW-4 (VT-27, VT-28, VT-31 and VT-35) completed the required training. Due to their primary commitment as instructors and the short duration of this collateral duty (sometimes less than six months) TW-2 and TW-4 squadron GSOs are not afforded the travel time to attend this training. In an effort to accommodate commands with high turnover rates at collateral duty safety positions, the Naval Safety and Environmental Training Center offers an online version of this required training. It is incumbent upon the chain of command to ensure their personnel complete this training.

RECOMMENDATION

020-12. That Chief of Naval Air Training ensure all TW-2 and TW-4 GSOs assigned collateral duty safety responsibilities, complete Introduction to Navy Occupational Safety and Health (Ashore), A-493-0050, to adequately prepare them for their SOH responsibilities, as required by reference (a).

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ISSUE PAPER 8

SUBJECT: [REDACTED] b7e

REFERENCES: (a) [REDACTED] b7e
(b) [REDACTED] b7e

PROBLEM: The Inter-Service Support Agreement (ISSA) [REDACTED] b7e

BACKGROUND: The importance of establishing [REDACTED] b7e
[REDACTED] Reference (a) explicitly outlines the need to establish, in advance of an incident, specific responsibilities and procedures for managing multiple agency responses to critical situations. Reference (a) also provides a [REDACTED] b7e
[REDACTED] Reference (b) states [REDACTED] b7e
[REDACTED]

DISCUSSION: CCAD [REDACTED] b7e
[REDACTED] The NASCC Commanding Officer (CO) is [REDACTED] b7e A review of the existing Inter-Service Support Agreement (ISSA) [REDACTED] b7e
[REDACTED]

RECOMMENDATION

021-12. That [REDACTED] b7e
[REDACTED]

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ISSUE PAPER 9

SUBJECT: LACK OF ADEQUATE FOOD OPERATIONS ON BOARD NAVAL AIR STATION CORPUS CHRISTI (NASCC)

PROBLEM: During the Naval Inspector General (NAVINGEN) Area Visit to NASCC, the inspection team learned through various focus groups and site observations a lack of food establishments and healthy menu choices for base personnel.

BACKGROUND

1. The installation offers six food operations.
2. NAS Corpus Christi MWR currently offers three food operations: Gulf Winds Snack Bar, The Flight Deck and contracted Subway operation in the Lighthouse Lanes Bowling Center.
3. Corpus Christi Army Depot (CCAD) has a contracted Subway operation within its main building.
4. Navy Exchange has a contracted McDonald's operation and a small hot dog trailer operation between the NEX and Commissary plus a drive through food option at the NEX Gas Station. The McDonald's will be closing sometime during the following year, which will further impact food availability at the installation. NEX has been working to secure another operation, but is yet to be successful in resolving this issue.
5. Each of the food establishments has a limited menu and very few healthy options for installation personnel. Very few food businesses are open on the weekend or after work hours. There is no food operation on or near the flight line.
6. As a result of an FY-08 NAFCON project, MWR has an All Hands Club (\$4.991M) that has just begun construction located across the street from the old Bayside Club and near Navy Gateway Inns and Suites.

DISCUSSION: NASCC needs to conduct a complete food and beverage assessment of the installation utilizing Commander, Navy Installations Command Regional, Headquarters, Navy Exchange and other recognized Food and Beverage professionals to establish the best locations and food outlets to include menu selection for the NASCC community based on the multiple demand signals, especially customer feedback, financial results and base population flux and shifts.

RECOMMENDATION

022-12. That NASCC charter an Installation Operational Advisory Group for Food Services to review not just what is currently available but a more wholistic approach as to what type of food services should be available and where on the installation the service should be available based

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on the overall assessment. Take appropriate action to improve food operations considering information from the assessment.

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ISSUE PAPER 10

SUBJECT: EQUAL OPPORTUNITY ADVISOR (EOA) MANNING

REFERENCE: (a) OPNAV 5354.1F Change-1, Navy Equal Opportunity Policy, of 25 Jul 07

PROBLEM: Equal Opportunity Advisor (EOA) billet structure throughout the South Texas area does not support the objectives of the Equal Opportunity program.

BACKGROUND: During NAVINSGEN's South Texas Area Visit, it was noted that there was no EOA providing guidance or oversight to the CMEOs in the area

DISCUSSION: Per reference (a) the Navy Equal Opportunity Office shall provide overall direction, guidance, support and leadership for the management of fleet and force command climates. They serve as the program manager/community advisor for Equal Opportunity Advisors.

RECOMMENDATION

023-12. That Equal Opportunity Advisors at Commander, Navy Installations Command (CNIC), Commander, U.S. Pacific Fleet (CPF), and Chief, Bureau of Medicine and Surgery (BUMED), conduct a thorough assessment of the Equal Opportunity Advisor billets that support their subordinate commands in South Texas and ensure proper support of local CMEOs.

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ISSUE PAPER 11

SUBJECT: COMMAND IMPLEMENTATION OF THE NAVY SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM

REFERENCES: (a) DoDINST 6495.02 Change-1, Sexual Assault Prevention and Response Program Procedures, of 13 Nov 08
(b) OPNAVINST 1752.1B, Sexual Assault Victim Intervention (SAVI) Program, of 29 Dec 06
(c) CNO WASHINGTON DC NAVADMIN 386/11, General Military Training, 191429Z Dec 11

PROBLEM

1. Commands are either not designating the required Sexual Assault Prevention and Response (SAPR) positions, or the personnel assigned to those positions have not met the training requirements per references (a) and (b).
2. Commands are not completing required SAPR leadership training requirements, annual sexual assault prevention and awareness training, or SAPR pre-deployment training.
3. Commands are not documenting training completion via Fleet Training Management Planning System (FLTMPS).
4. Commands do not have SOPs and watchstanders have not been trained in procedures to appropriately respond to sexual assault victims.

BACKGROUND: Per reference (b) commands are required to designate SAPR POCs, SAPR Command Liaisons and Data Collection Coordinators, and ensure designated personnel are trained in their positions. References (a) and (b) require commanders, supervisors and managers at all levels to be responsible for the effective implementation of SAPR policies. These references also require that all service members and civilian supervisors of service members have a working knowledge of what constitutes sexual assault, why sexual assaults are crimes, and the meaning of consent. Additionally, the training should provide personnel with information on the reporting options available to them and the exceptions and/or limitations of each option. Reference (c) identifies SAPR as one of the six core General Military Training (GMT) topics, which will be addressed via instructor led training sessions and requires GMT be recorded in FLTMPS.

DISCUSSION: NAVINSGEN identified the five problems described above in a large percentage of commands during our most recent area visits, including the South Texas area. While not universal, the trend of non-compliance with references (a) through (c) during these visits has led us to conclude that this is a systemic issue and needs to be addressed Navy-wide.

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RECOMMENDATION

024-12. That Chief, Bureau of Medicine and Surgery (BUMED), Commander, U.S. Pacific Fleet (CPF), Commander, Naval Education and Training Command (NETC), and Commander, Naval Installations Command (CNIC) ensure subordinate commands in the San Antonio, Corpus Christi, and Kingsville areas comply with references (a) through (c) and report completion to NAVINSGEN.

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ISSUE PAPER 12

SUBJECT: SEXUAL ASSAULT FORENSIC EXAMINATION (SAFE) AGREEMENTS

REFERENCES: (a) OPNAVINST 1752.1B, Sexual Assault Victim Intervention (SAVI) Program, of 29 Dec 06
(b) BUMEDINST 7050.1B, Support Agreements, of 30 Mar 11
(c) BUMEDINST 6310.11, Sexual Assault Prevention and Response (SAPR) Program, of 23 Jun 09
(d) DoDINST 6495.02 Change-1, Sexual Assault Prevention and Response Program Procedures, of 13 Nov 08

PROBLEM: Support agreements between Navy Military Treatment Facilities (MTFs) and civilian healthcare organizations outlining the sharing of responsibilities and resources specific to sexual assault forensic examinations (SAFE) are not in accordance with references (a) through (c).

BACKGROUND: Per references (a) and (d), victims of sexual assault require timely access to appropriate victim services, including medical care. Navy MTFs that cannot provide the full scope of medical and forensic services required must refer the victim to the nearest appropriate civilian healthcare facility. To ensure complete and seamless services are afforded, MTF commanders must establish a comprehensive support agreement with the civilian facility.

DISCUSSION

1. During recent visits to South Texas, Mid-South and the Southeast areas, the Naval Inspector General (NAVINSGEN) observed that Navy MTFs were not in accordance with all requirements as outlined in references (b) and (c).
2. At locations where SAFE capabilities are not available, support agreements were not in place. Other locations were found to have support agreements in draft form but not executed. Where support agreements did exist, they lacked details to ensure appropriate handling of evidence in restricted reporting cases, were greater than five years old or had not been approved by Chief, Bureau of Medicine and Surgery (BUMED) per reference (c).

RECOMMENDATION

025-12. That BUMED ensures all Medical Commands unable to meet SAFE requirements establish and maintain current higher authority approved support agreements with civilian medical facilities, including procedures for collection and forwarding of forensic evidence under restricted reporting.

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ISSUE PAPER 13

SUBJECT: ALCOHOL DEGLAMORIZATION POLICY

REFERENCE: (a) OPNAVINST 5350.4D, Navy Alcohol and Drug Abuse Prevention and Control, of 4 Jun 09

PROBLEM: Southeast Texas area Commanders, Commanding Officers, and OICs do not provide specific guidance to their commands regarding responsible use of alcohol.

BACKGROUND: Reference (a) addresses responsibilities for Drug and Alcohol Abuse Program management. Commanders, Commanding Officers, and OICs shall deglamorize alcohol use and emphasize responsibility and moderation. Deglamorization is a command requirement and involves not promoting alcohol, providing alternatives, assuring that non-alcohol alternatives are available at official functions, and providing a climate that says "It's okay not to drink."

DISCUSSION

1. During the South Texas area visit several Commanders, Commanding Officers, and OICs did not provide specific guidelines to their commands regarding responsible use of alcohol. The guidelines were not published in local command instructions or included in their command's standard organization and regulation manual (SORM).

RECOMMENDATION

026-12. That Drug and Alcohol Program Managers at Commander, U.S. Pacific Fleet, Chief, Bureau of Medicine and Surgery (BUMED), and Commander, Navy Installations Command (CNIC), bring all subordinate commands into compliance with reference (a).

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ISSUE PAPER 14

SUBJECT: FLEET AND FAMILY SUPPORT CENTER (FFSC) AND SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) CONCERNS IN SAN ANTONIO

REFERENCES: (a) SECNAVINST 1754.1B, Department of the Navy Family Support Programs, of 27 Sep 05
(b) OPNAVINST 1754.1B, Fleet and Family Support Center (FFSC) Program, of 5 Nov 07
(c) OPNAVINST 1750.1G CH-1, Navy Family Ombudsman Program, of 07 MAR 12
(d) OPNAVINST 1740.5B CH-1, United States Navy Personal Financial Management Education, Training, and Counseling Program, of 6 Aug 10
(e) OPNAVINST 1752.1B, Sexual Assault Victim Intervention (SAVI) Program, of 29 Dec 06
(f) OPNAVINST 1752.2B, Family Advocacy Program (FAP), of 25 Apr 08
(g) <http://www.public.navy.mil/bupers-npc/boards/ERB/Pages/default2.aspx>

PROBLEM: References (a) through (g) have specific program requirements for services and programs which fall under the Fleet and Family Support Center. Joint basing services in San Antonio are not meeting Navy requirements and needs of Sailors. Many Sailors are currently driving to NAS Corpus Christi to meet training requirements outlined in references (a) through (f).

BACKGROUND

1. The Army and Air Force provide services to Navy personnel in the San Antonio area. However, many Navy Fleet and Family Support Center (FFSC) programs are different than the Army and Air Force and some of the programs in San Antonio may not be in compliance with Navy policy, references (a) through (f). Some programs have specific Navy requirements that the Army and Air Force programs do not offer. Specifically, the Ombudsman, reference (c), Personal Financial Management, reference (d), Sexual Assault Prevention and Response (SAPR), reference (e), and the Navy Family Advocacy Program (FAP), reference (f), requirements can only be met in Navy training. Due to the Navy specific training requirements, Ombudsman, Command Financial Specialists, and SAPR personnel must travel between Corpus Christi and San Antonio, TX to accomplish training requirements. Some commands in San Antonio reported funding as an issue, and cannot always send personnel to Corpus Christi for training. In accordance with reference (b), a location with the Navy active duty population the size of San Antonio should have a small FFSC.

2. Navy members participate in the Army and Air Force Transition Assistance Management Program (TAMP) but are dissatisfied because the programs are specific to those branches and do not address Navy personnel requirements. Many Sailors still travel to Corpus Christi for separation or retiree Transition Assistance Program (TAP) instruction. Benefits Delivery before Discharge is Navy specific and only offered at NAS Corpus Christi (NASCC). The other

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concern is Early Retirement Boards (ERB) and all that is covered in reference (g). FFSCs are equipped to provide face-to-face assistance to separating Sailors, however, it is not clear if the Army and Air Force can accommodate Sailors that are affected by ERB.

3. The Army and Air Force manage Family Advocacy Program (FAP) cases differently than the Navy manages FAP cases. Army and Air Force Family Advocacy Representatives (FARs) work in medical facilities. The Navy has their FAP program in the Fleet and Family Support Center. Army cases follow the family members while AF and Navy/Marine Corps cases follow the service member's command location. Air Force, Army and USMC have already transitioned to Incident Determination Committees (IDC) and Clinical Case Staff Meeting versus the Case Review Committee (CRC) format that the Navy is using.

4. The Army and Air Force Sexual Assault Response Coordinators (SARCs) are available for SAPR inquiries and assistance; however, they cannot provide the required Navy training for Navy Victim Advocates and Navy specific SAPR Command personnel. In addition, the Army and Air Force do not send Situation Reports (SITREPs) when sexual assault incidents occur, and the Navy is not capturing Navy Sexual Assault victims at San Antonio through the Navy sexual assault tracking system database, Case Management System (CMS). Navy SAPR command personnel attend Victim Advocate training at NAS Corpus Christi for 30 hours, and then are required to attend 1-2 days of training with the Army and Air Force to learn area specific procedures. Victim Advocate training for the Navy is 30 hours. If personnel have been designated for other SAPR roles in their commands; (i.e. POC, Command Liaison and Data Collection Coordinator), they must attend additional training in San Antonio to fill Navy specific requirements. Additionally, the Victim Preference Statement for the Navy is different than the Army and Air Force Victim Preference Statements.

5. The Sexual Assault Case Management Group (SACMG) managed in San Antonio is a concern. The Navy has a core membership for the SACMG. Case specific Victim Advocates and SAPR Command Liaisons attend the Navy SACMGs. The Army and Air Force have a joint SACMG and allows representatives from all commands to participate in their SACMG. The concern is confidentiality and privacy rights for sexual assault victims. Participants who are not directly involved in sexual assault cases that are being discussed should not be present.

6. The Joint Base San Antonio (JBSA) 24/7 phone number includes a response line for domestic violence (DV). Navy Victim Advocates do not assist DV clients. Additionally, advocates trained by the Army and Air Force must participate in a Joint Base watch bill to include Lackland AFB, Randolph AFB, and Fort Sam Houston. Many of the Navy Advocates are also instructors for the Hospital Corpsman and Master At Arms schools and cannot participate as an advocate for all installations.

At San Antonio, Army and Air Force work closely together; however, the Navy is often left out of decision making processes and events because there is not a Navy SARC present for Navy representation.

DISCUSSION: The location of the FFSC in NAS Corpus Christi has shown to be a barrier for San Antonio Sailors to receive required training and support. NAS Corpus Christi does not have

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responsibility to fund support services for Navy personnel located in San Antonio. The Air Force and Army can run their Airman and Soldier support programs in compliance with their instructions and still not provide the expected support to Sailors required by Navy instructions. Joint Base Charleston (JBC) and Navy Region Southeast have taken a different approach to FFSC and SAPR support at JBC. While JBC is Air Force led, the Navy has maintained a local FFSC and SAPR program at the base. The Navy population in the San Antonio area meets the requirement for a small FFSC that would coordinate with the local commands to provide Navy specific programs, to include a SARC, that are not provide by local Air Force and Army programs.

RECOMMENDATION

027-12. That Commander, Navy Installations Command (CNIC) establish an FFSC and SAPR program that provides the expected standard of service to Sailors stationed in the San Antonio area.

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APPENDIX A

**SUMMARY OF SURVEY DATA ANALYSIS
ACTIVE DUTY MILITARY AND DEPARTMENT
OF THE NAVY CIVILIAN PERSONNEL**

APPENDIX A

SUMMARY OF SURVEY DATA ANALYSIS ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of active duty military and Department of the Navy (DON) civilian personnel from 16 December 2011 through 18 January 2012 in support of the South Texas Area Visit held from 6-17 February 2012. There were 870 active duty military (66.0%) and 449 DON civilian personnel (34.0%) survey respondents.

2. Quality of Life. The active duty military and DON civilian personnel survey respondents rated their Quality of Work Life (QoWL) at 6.67 on a scale of 1 to 10 ('worst' to 'best') and Quality of Home Life (QoHL) at 7.29. Both of these scores are higher than the NAVINSGEN rolling averages of 6.27 and 7.01, respectively. This data is a roll up of information across various subparts of this region to include San Antonio, Kingsville, and Corpus Christi with a few questions, 3, 6, and 8 having additional information by site presented. For example, with regard to question 3, survey respondents from Corpus Christi indicated a higher quality of work life score, 9.27, than those from the other sites.

3. Survey Topics and Results

a. As indicated above, both military and civilians were asked to rate their quality of work life and quality of home life. Overall 59.5 percent of the survey respondents indicated that their QoHL was most positively impacted by the quality of their home. Recreational opportunities were indicated as most negatively impacting their QoHL by 33.9 percent. Additionally, 60.0 percent of the survey respondents indicated job satisfaction as the main factor having a positive impact on their QoWL. With regard to negative impact the responses varied by site as can be seen in the additional information provided for question 8. That is, the item identified as having the most negative impact on respondents QoWL scores were as follows: San Antonio – Leadership support; Corpus Christi – Quality of workplace facilities; and both Kingsville and other – Advancement opportunities.

b. Further break down by site of a few of the questions was also provided; specifically 3, 6, and 8. Additionally, results from the question 8 indicate different

c. The survey included demographic questions such as gender, age, and whether the respondent is military or civilian.

d. Military members were asked questions regarding physical readiness, performance counseling, and the voter assistance program.

e. Civilians were asked questions regarding their position description, performance counseling, human resource service center, and human resource office.

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f. Both military and civilians were asked questions regarding topics such as working hours; resources; facilities; communication; and leadership.

g. Those survey respondents indicating they are supervisors are asked additional questions regarding their supervisor training.




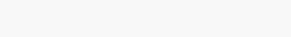
h. In addition to multiple choice questions there were a few open ended questions regarding various topics such as: supplies purchased with personal money, facilities in need of repair, and any additional comments or concerns regarding quality of life. Answers to these questions were used to help guide the inspection team and to guide some of the focus group questions.

SOUTH TEXAS AREA VISIT 2011

ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN PERSONNEL

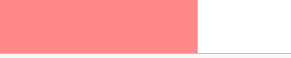
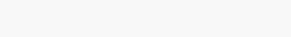
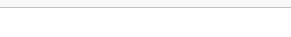
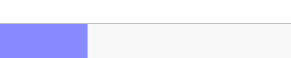
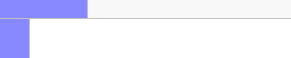
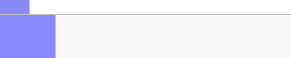
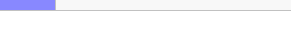
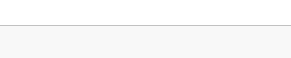
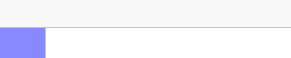
1: I am assigned in or near:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
San Antonio Area		34.1%	450
Kingsville Area		14.9%	197
Corpus Christi Area		49.4%	652
Other		1.5%	20
		Valid Responses	1319

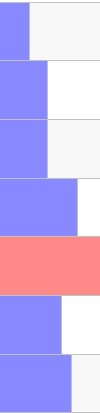
2: I am currently assigned to: (Use the space to the right to type in your command name.)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Shore		49.5%	653
Submarine		0.0%	0
Ship		0.1%	1
Training		20.6%	272
Hospital/Clinic		5.5%	73
Aircraft/Squadron		12.2%	161
Battalion		0.0%	0
Personnel Support Detachment		2.4%	32
Other		9.6%	127
		Valid Responses	1319

3: On a scale of 1 (worst) to 10 (best) please rate your current Quality of Home Life (QOHL) at your location. QOHL is the degree to which you enjoy where you live, and the opportunities available for housing, recreation, etc.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		1.0%	13
2		1.4%	18
3		3.1%	41
4		4.9%	64
5		9.8%	129
6		9.9%	131
7		17.1%	226
8		23.7%	312
9		13.1%	172
10		16.1%	212
		Mean	7.288
		Standard Deviation	2.061
		Valid Responses	1318

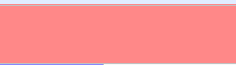





Question 3: Broken down by site

		1: I am assigned in or near:				
		San Antonio Area	Kingsville Area	Corpus Christi Area	Other	Total
1	Count	7	2	3	1	13
	% by Col	1.6%	1.0%	0.5%	5.0%	1.0%
2	Count	8	3	7	0	18
	% by Col	1.8%	1.5%	1.1%	0.0%	1.4%
3	Count	17	6	18	0	41
	% by Col	3.8%	3.1%	2.8%	0.0%	3.1%




4	Count	17	12	34	1	64
	% by Col	3.8%	6.1%	5.2%	5.0%	4.9%
5	Count	33	26	70	0	129
	% by Col	7.3%	13.3%	10.7%	0.0%	9.8%
6	Count	48	19	63	1	131
	% by Col	10.7%	9.7%	9.7%	5.0%	9.9%
7	Count	66	28	125	7	226
	% by Col	14.7%	14.3%	19.2%	35.0%	17.1%
8	Count	95	46	169	2	312
	% by Col	21.1%	23.5%	25.9%	10.0%	23.7%
9	Count	70	21	79	2	172
	% by Col	15.6%	10.7%	12.1%	10.0%	13.1%
10	Count	89	33	84	6	212
	% by Col	19.8%	16.8%	12.9%	30.0%	16.1%
Mean		7.416	7.148	9.267	7.647	7.288
Std Deviation		2.191	2.144	1.063	2.023	2.061
Valid Responses	Count	450	196	652	20	1318

4: Please indicate up to **three** main factors that have a **positive** impact on your QOHL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)


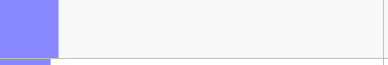

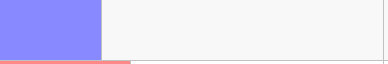

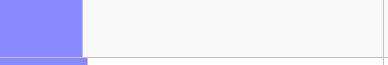
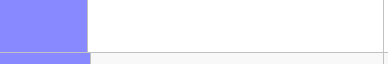
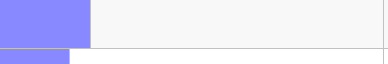
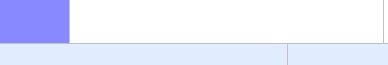
Response	Chart	Frequency	Count
Quality of your home		59.5%	785
Quality of the school for dependent children		25.1%	331
Quality of the childcare available		5.8%	76
Shopping & dining opportunities		31.1%	410
Recreational opportunities		33.7%	445
Access to spouse employment		10.4%	137

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Access to quality medical/dental care		24.0%	317
Cost of living		54.4%	717
Other		9.0%	119
		Valid Responses	1319

5: Please indicate up to **three** main factors that have a **negative** impact on your QOHL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of your home		17.5%	231
Quality of the school for dependent children		15.2%	201
Quality of the childcare available		13.0%	171
Shopping & Dining opportunities		26.4%	348
Recreational opportunities		33.9%	447
Access to spouse employment		21.6%	285
Access to medical/dental care		23.0%	303
Cost of living		23.4%	308
Other		17.9%	236
		Valid Responses	1319

6: On a scale of 1 (worst) to (best) please rate your Quality of Work Life (QOWL). QOWL is the degree to which you enjoy where you work and available opportunities for professional growth.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.8%	63
2		3.7%	49
3		6.5%	86

4		5.7%	75
5		9.3%	123
6		8.4%	111
7		15.4%	203
8		20.1%	265
9		13.5%	178
10		12.6%	166
		Mean	6.674
		Standard Deviation	2.536
		Valid Responses	1319













Question 6: Broken down by site

		1: I am assigned in or near:				
		San Antonio Area	Kingsville Area	Corpus Christi Area	Other	Total
1	Count	35	7	18	3	63
	% by Col	7.8%	3.6%	2.8%	15.0%	4.8%
2	Count	31	7	10	1	49
	% by Col	6.9%	3.6%	1.5%	5.0%	3.7%
3	Count	43	15	28	0	86
	% by Col	9.6%	7.6%	4.3%	0.0%	6.5%
4	Count	37	7	30	1	75
	% by Col	8.2%	3.6%	4.6%	5.0%	5.7%
5	Count	48	22	48	5	123
	% by Col	10.7%	11.2%	7.4%	25.0%	9.3%
6	Count	38	19	54	0	111
	% by Col	8.4%	9.6%	8.3%	0.0%	8.4%
7	Count	64	23	115	1	203

	% by Col	14.2%	11.7%	17.6%	5.0%	15.4%
8	Count	81	37	142	5	265
	% by Col	18.0%	18.8%	21.8%	25.0%	20.1%
9	Count	40	27	109	2	178
	% by Col	8.9%	13.7%	16.7%	10.0%	13.5%
10	Count	33	33	98	2	166
	% by Col	7.3%	16.8%	15.0%	10.0%	12.6%
Mean		5.840	6.843	7.221	5.950	6.674
Std Deviation		2.677	2.550	2.248	3.000	2.536
Valid Responses	Count	450	197	652	20	1319

7: Please indicate up to **three** main factors that have a **positive** impact on your QOWL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job Satisfaction		60.0%	792
Leadership Support		32.7%	431
Leadership opportunities		15.7%	207
Length of workday		27.8%	367
Advancement opportunities		7.8%	103
Training opportunities		22.4%	296
Awards and recognition		8.0%	106
Perform to Serve (PTS)		2.1%	28
Command climate		30.5%	402
Quality of the workplace facilities		15.4%	203
Parking		14.5%	191
Frequency of deployment/Individual Augmentations (e.g. IAMM or GSA)		4.5%	60

Other		6.1%	81
		Valid Responses	1319

8: Please indicate up to **three** main factors that have a **negative** impact on your QOWL: (choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		13.9%	183
Leadership support		27.8%	367
Leadership opportunities		16.2%	214
Length of workday		17.6%	232
Advancement opportunities		28.4%	375
Training opportunities		12.1%	159
Awards and recognition		18.0%	238
Perform to Serve (PTS)		8.0%	106
Command climate		19.6%	258
Quality of the workplace facilities		26.3%	347
Parking		17.7%	234
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)		5.1%	67
Other		8.7%	115
		Valid Responses	1319

Question 8 broken down by site.

		1: I am assigned in or near:			
		San Antonio Area	Kingsville Area	Corpus Christi Area	Other
Job satisfaction	Count	83	20	77	3

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	% by Col	19.3%	11.4%	12.9%	15.8%
Leadership support	Count	183	60	120	4
	% by Col	42.5%	34.3%	20.1%	21.1%
Leadership opportunities	Count	84	38	91	1
	% by Col	19.5%	21.7%	15.3%	5.3%
Length of workday	Count	124	19	83	6
	% by Col	28.8%	10.9%	13.9%	31.6%
Advancement opportunities	Count	104	84	179	8
	% by Col	24.1%	48.0%	30.0%	42.1%
Training opportunities	Count	48	34	73	4
	% by Col	11.1%	19.4%	12.2%	21.1%
Awards and recognition	Count	77	37	121	3
	% by Col	17.9%	21.1%	20.3%	15.8%
Perform to Serve (PTS)	Count	45	19	40	2
	% by Col	10.4%	10.9%	6.7%	10.5%
Command climate	Count	148	32	73	5
	% by Col	34.3%	18.3%	12.2%	26.3%
Quality of the workplace facilities	Count	78	37	229	3
	% by Col	18.1%	21.1%	38.4%	15.8%
Parking	Count	107	8	117	2
	% by Col	24.8%	4.6%	19.6%	10.5%
Frequency of deployments/individuals Augmentations (e.g. IAMM or GSA)	Count	13	10	44	0
	% by Col	3.0%	5.7%	7.4%	0.0%
Other	Count	39	18	53	5
	% by Col	9.0%	10.3%	8.9%	26.3%
Total	Count	431	175	596	19

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	% by Col	100.0%	100.0%	100.0%	100.0%
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9: Gender

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		73.1%	964
Female		26.9%	355
		Valid Responses	1319




10: Age:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17-24		12.8%	169
25-34		31.8%	419
35-44		24.7%	326
45-54		17.7%	233
55-64		11.8%	156
65+		1.2%	16
		Valid Responses	1319

11: Marital Status:



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Single		28.0%	369
Married		62.1%	818
Divorced		8.5%	112
Separated		1.4%	19

Not Answered			1
		Valid Responses	1318



12: I have school aged children

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		41.1%	539
No		58.9%	774
		Valid Responses	1313





13: I am:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Military		66.0%	870
Civilian		34.0%	449
		Valid Responses	1319

14: Paygrade:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E3		2.9%	25
E4 - E6		37.6%	319
E7 - E9		14.5%	123
CWO2 - O3		32.5%	276
O4 - O5		10.4%	88
O6 & Above		2.1%	18
		Valid Responses	849

15: I am a Geographical Bachelor (married with family living elsewhere)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		3.9%	33
No		96.1%	816
Valid Responses			849

16: I am a geographical bachelor because (choose all that apply):

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Poor schools at new duty station		13.5%	5
High cost of living at new duty station		2.7%	1
Lack of spousal employment at new duty station		18.9%	7
Spouse has a good employment at old duty station		18.9%	7
Critical housing area		0.0%	0
High crime rate at new duty station		13.5%	5
Desire to maintain stability for family members		24.3%	9
Family stayed behind because I couldn't sell the home (it lost significant value) at my last duty station.		18.9%	7
Other		32.4%	12
Valid Responses			37

17: I have participated in the following at my current command?

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Command Sponsor Program		44.0%	366

Command Orientation/Indoctrination		55.2%	459
Career Development Boards		36.8%	306
Command Physical Fitness Assessment Training Program		46.7%	388
Required General Military Training (GMT)		76.9%	639
Command Managed Equal Opportunity (CMEO) Program		28.5%	237
Navy Rights and Responsibility (NR&R) Workshops		21.1%	175
Transition Assistance Program		9.4%	78
		Valid Responses	831

18: The following individuals conducted my last Career Development Board (CDB). (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)



Response	Chart	Frequency	Count
CMC		11.2%	93
LCPO		21.8%	181
CPO		13.8%	115
CCC		23.2%	193
I have not had a CDB since being attached to this command		24.8%	206
Not applicable		32.6%	271
		Valid Responses	831

19: In general, how have you or those you supervise been affected by Perform to Serve (PTS)?

(Respondents were allowed to choose **multiple** responses)



Response	Chart	Frequency	Count
Positively		14.7%	122

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Not applicable/neither positively or negatively		62.5%	519
Negatively		24.7%	205
		Valid Responses	831
Total Responses 831			



20: In my professional development I am being mentored by someone?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		56.5%	468
No		43.5%	360
		Valid Responses	828




21: I am mentoring others.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		64.6%	536
No		35.4%	294
		Valid Responses	830







22: A sponsor contacted me before I arrived at my command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		59.0%	488
No		32.4%	268
Not Applicable		8.6%	71
		Valid Responses	827






23: My sponsor was helpful in my transition.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		24.2%	199
Agree		24.7%	203
Disagree		5.2%	43
Neither Agree nor Disagree		14.2%	117
Strongly Disagree		7.8%	64
Not Applicable		23.8%	196
		Valid Responses	822



24: My command gives me sufficient time during working hours to participate in a physical readiness exercise program.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.3%	235
Agree		29.1%	241
Neither Agree nor Disagree		18.6%	154
Disagree		11.8%	98
Strongly Disagree		12.2%	101
		Valid Responses	829

25: There are adequate facilities (such as a fitness center) to support my participation in a physical readiness program year round.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		39.0%	323
Agree		45.7%	378

Neither Agree nor Disagree		6.8%	56
Disagree		5.8%	48
Strongly Disagree		2.8%	23
		Valid Responses	828

26: I know my command ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		43.5%	359
No		56.5%	467
		Valid Responses	826

27: I have conveyed to my spouse, parents, and/or extended family members the command ombudsman is the official command representative for them when I am away either deployed or temporarily assigned elsewhere.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		39.8%	327
No		60.2%	494
		Valid Responses	821

28: Rate your overall satisfaction with the Fleet Family Support Center (FFSC) services on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		2.9%	24
2		1.9%	16

3		2.9%	24
4		2.3%	19
5		7.0%	58
6		4.9%	41
7		7.4%	61
8		8.7%	72
9		5.8%	48
10		7.4%	61
Do not use		48.9%	405
		Mean	6.568
		Standard Deviation	2.585
		Valid Responses	829

29: Please indicate up to three main factors that have a **positive** impact on your rating for Fleet Family Support Center (FFSC): (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		27.8%	231
Quality of services		29.2%	243
Appointment availability		16.4%	136
Staff's customer service		26.5%	220
Hours of operation		12.3%	102
		Valid Responses	831

30: Please indicate up to three main factors that have a **negative** impact on your rating for Fleet Family Support center (FFSC): (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Family/Social Services available		11.2%	93
Quality of services		11.8%	98
Appointment availability		12.9%	107
Staff's customer service		10.1%	84
Hours of operation		16.0%	133
		Valid Responses	831

31: Rate your overall satisfaction with the Morale Welfare and Recreation (MWR) services on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.5%	29
2		2.3%	19
3		4.1%	34
4		4.7%	39
5		9.0%	75
6		8.7%	72
7		12.9%	107
8		17.1%	142
9		8.1%	67
10		5.8%	48
Do not use		23.8%	197
		Mean	6.487

	Standard Deviation	2.342
	Valid Responses	829

32: Please indicate up to three main factors that have a **positive** impact on your rating for Morale Welfare and Recreation (MWR): (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		42.6%	354
Quality of services		31.0%	258
Cost		35.7%	297
Staff's customer service		23.1%	192
Hours of operation		12.8%	106
Other		3.9%	32
		Valid Responses	831

33: Please indicate up to three main factors that have a **negative** impact on your rating for Morale Welfare and Recreation (MWR): (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		20.7%	172
Quality of services		17.8%	148
Cost		13.8%	115
Staff's customer service		12.4%	103
Hours of operation		22.1%	184
Other		12.3%	102
		Valid Responses	831

34: Rate your overall satisfaction with the Navy Exchange (NEX) on a scale of 1 (worst) to 10 (best).


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.1%	26
2		3.5%	29
3		6.2%	51
4		7.0%	58
5		11.3%	94
6		12.4%	103
7		14.5%	120
8		18.0%	149
9		5.7%	47
10		6.0%	50
Do not use		12.3%	102
		Mean	6.206
		Standard Deviation	2.290
		Valid Responses	829

35: Please indicate up to three main factors that have a **positive** impact on your rating for Navy Exchange (NEX): (Choose three or less)






(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		24.1%	200
Quality of merchandise selections		31.8%	264
Cost		50.3%	418
Staff's customer service		31.8%	264

Hours of operation		22.6%	188
		Valid Responses	831









36: Please indicate up to three main factors that have a **negative** impact on your rating for Navy Exchange (NEX): (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		54.9%	456
Quality of merchandise selections		25.2%	209
Cost		25.2%	209
Staff's customer service		11.3%	94
Hours of operation		27.2%	226
		Valid Responses	831

37: Rate your overall satisfaction with the Commissary on a scale of 1 (worst) to 10 (best).






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		1.3%	11
2		3.0%	25
3		4.3%	36
4		5.7%	47
5		9.0%	75
6		9.9%	82
7		18.2%	151
8		22.3%	185
9		8.4%	70
10		6.5%	54

Do not use		11.2%	93
		Mean	6.700
		Standard Deviation	2.115
		Valid Responses	829





38: Please indicate up to three main factors that have a **positive** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		34.4%	286
Quality of products/produce/meats selection		35.0%	291
Cost		59.7%	496
Staff's customer service		25.4%	211
Hours of operation		18.7%	155
		Valid Responses	831

39: Please indicate up to three main factors that have a **negative** impact on your rating for Commissary: (Choose three or less)











(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		40.0%	332
Quality of products/produce/meats selection		30.6%	254
Cost		19.5%	162
Staff's customer service		12.0%	100

Hours of operation		31.6%	263
		Valid Responses	831




40: Rate your overall satisfaction with your healthcare benefits on a scale of 1 (worst) to 10 (best).

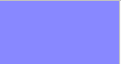

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.0%	33
2		3.5%	29
3		5.3%	44
4		3.8%	31
5		10.4%	86
6		8.4%	69
7		15.5%	128
8		22.3%	184
9		9.9%	82
10		16.9%	140
		Mean	6.897
		Standard Deviation	2.480
		Valid Responses	826

41: Please indicate up to three main factors that have a **positive** impact on your rating for healthcare benefits: (Choose three or less)






(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		53.2%	442
Appointment availability		36.6%	304
Waiting Time		20.7%	172

Time with staff or care provider		31.0%	258
Hours of operation		17.4%	145
		Valid Responses	831




42: Please indicate up to three main factors that have a **negative** impact on your rating for healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		21.5%	179
Appointment availability		47.4%	394
Waiting Time		46.9%	390
Time with staff or care provider		21.8%	181
Hours of operation		23.3%	194
		Valid Responses	831

43: I have designated family members listed on my "Page 2" in my personnel record.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		76.6%	624
No		13.4%	109
Don't Know		10.1%	82
		Valid Responses	815

44: Rate your overall satisfaction with your family's healthcare benefit on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.4%	32
2		3.2%	23
3		5.4%	39
4		4.9%	35
5		15.7%	113
6		9.2%	66
7		13.7%	99
8		19.0%	137
9		11.2%	81
10		13.3%	96
		Mean	6.621
		Standard Deviation	2.474
		Valid Responses	721

45: Please indicate up to three main factors that have a **positive** impact on your rating for your family's healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		39.5%	328
Appointment availability		27.6%	229
Waiting time		15.3%	127
Time with staff or care provider		21.3%	177
Hours of operation		12.6%	105
		Valid Responses	831

46: Please indicate up to three main factors that have a **negative** impact on your rating for your family's healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		18.2%	151
Appointment availability		37.1%	308
Waiting time		38.3%	318
Time with staff or care provider		17.9%	149
Hours of operation		16.4%	136
		Valid Responses	831

47: Do you have infant to pre-school age children in your family?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		27.6%	229
No		72.4%	600
		Valid Responses	829

48: Rate your satisfaction with your Child Development Center (CDC) on a scale of 1 (worst to 10 (best)).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.4%	10
2		2.2%	5
3		1.8%	4
4		1.8%	4
5		3.5%	8

6		4.4%	10
7		3.5%	8
8		7.0%	16
9		3.1%	7
10		3.5%	8
Do not use		64.8%	147
		Mean	5.938
		Standard Deviation	2.874
		Valid Responses	227

49: Please indicate up to three main factors that have a **positive** impact on your rating for the CDC: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		13.6%	31
Quality of childcare services (regular &/or drop off)		19.7%	45
Cost of childcare services		14.5%	33
Staff's customer service		14.0%	32
Hours of operation		11.8%	27
		Valid Responses	228

50: Please indicate up to three main factors that have a **negative** impact on your rating for the CDC: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or		27.2%	62

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drop off)			
Quality of childcare services (regular &/or drop off)		13.2%	30
Cost of childcare services		18.9%	43
Staff's customer service		7.9%	18
Hours of operation		13.6%	31
		Valid Responses	228







51: Rate your satisfaction with your Child Development Home (CDH) Program on a scale of 1 (worst to 10 (best)).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		2.7%	6
2		0.5%	1
3		0.0%	0
4		0.0%	0
5		1.8%	4
6		1.8%	4
7		2.7%	6
8		4.6%	10
9		2.3%	5
10		4.1%	9
Do not use		79.5%	174
		Mean	6.867
		Standard Deviation	2.905
		Valid Responses	219







52: Please indicate up to three main factors that have a **positive** impact on your rating for the CDH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		10.5%	24
Availability of childcare services (regular &/or drop off)		8.3%	19
Quality of childcare services (regular &/or drop off)		12.7%	29
Cost		8.3%	19
Staff		7.0%	16
Hours of operation		2.6%	6
		Valid Responses	228

53: Please indicate up to three main factors that have a **negative** impact on your rating for the CDH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		5.7%	13
Availability of childcare services (regular &/or drop off)		11.0%	25
Quality of childcare services (regular &/or drop off)		6.1%	14
Cost		9.6%	22
Staff		3.1%	7
Hours of operation		7.9%	18
		Valid Responses	228

54: I currently reside:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
On the economy (purchased home)		31.2%	258
On the economy (rented/leased home)		52.1%	430
Public/Private Venture (PPV) Housing		6.9%	57
Govt. Family Housing		6.1%	50
Govt. Bachelor Housing		3.8%	31
		Valid Responses	826

55: Rate your overall satisfaction with your purchased home on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.4%	1
2		0.0%	0
3		1.2%	3
4		0.8%	2
5		4.7%	12
6		5.4%	14
7		11.7%	30
8		24.1%	62
9		22.6%	58
10		29.2%	75
		Mean	8.327
		Standard Deviation	1.630
		Valid Responses	257

56: Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		70.5%	182
Quality of the home		50.4%	130
Affordability of the home		48.4%	125
Within Basic Allowance for Housing amount		19.0%	49
Affordability of Home Owners' Insurance		3.9%	10
Quality of the neighborhood		45.3%	117
Safety and security		19.8%	51
School System		24.4%	63
		Valid Responses	258

57: Please indicate up to three main factors that have a **negative** impact on your rating for your purchased home/condominium: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		12.4%	32
Quality of the home/condominium		13.6%	35
Affordability of the home/condominium		16.3%	42
Within Basic Allowance for Housing amount		29.1%	75
Affordability of Home Owners' Insurance		26.0%	67
Quality of the neighborhood		9.3%	24
Safety and security		14.0%	36
School System		19.0%	49
		Valid Responses	258

58: Rate your overall satisfaction with your rented/leased home/apartment on a scale of 1 (worst) to 10 (best).




(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.3%	10
2		1.3%	4
3		2.7%	8
4		6.0%	18
5		14.0%	42
6		12.7%	38
7		21.7%	65
8		23.3%	70
9		11.0%	33
10		4.0%	12
		Mean	6.613
		Standard Deviation	2.021
		Valid Responses	300

59: Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased home. (Choose three or less)









(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		51.3%	219
Quality of the home		30.4%	130
Affordability of the home		26.0%	111
Within Basic Allowance for Housing amount		23.2%	99
Affordability of Renters' Insurance		4.4%	19

Quality of the neighborhood		16.4%	70
Safety and security		12.2%	52
School System		6.8%	29
		Valid Responses	427





60: Please indicate up to three main factors that have a **negative** impact on your rating for your rented/leased home. (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home/condominium		9.4%	40
Quality of the home/condominium		19.2%	82
Affordability of the home		19.7%	84
Within Basic Allowance for Housing amount		17.1%	73
Affordability of Renters' Insurance		8.9%	38
Quality of the neighborhood		18.3%	78
Safety and security		18.3%	78
School System		7.5%	32
		Valid Responses	427

61: Rate your overall satisfaction with your Public Private Venture (PPV) Housing on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		9.1%	5
2		5.5%	3
3		7.3%	4
4		3.6%	2

5		10.9%	6
6		5.5%	3
7		20.0%	11
8		25.5%	14
9		9.1%	5
10		3.6%	2
		Mean	6.055
		Standard Deviation	2.606
		Valid Responses	55

62: Please indicate up top three main factors that have a **positive** impact on your rating for your PPV: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		71.4%	40
Quality of the home		26.8%	15
Affordability of the PPV home		23.2%	13
Within Basic Allowance for Housing amount		23.2%	13
Affordability of Renters Insurance		5.4%	3
Quality of the neighborhood		19.6%	11
Safety and security		26.8%	15
School system		12.5%	7
Available maintenance services		17.9%	10
		Valid Responses	56

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63: Please indicate up to three main factors that have a **negative** impact on your rating for your PPV: (Choose three or less)



(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		5.4%	3
Quality of the home		37.5%	21
Affordability of the PPV home		19.6%	11
Within Basic Allowance for Housing amount		8.9%	5
Affordability of Renters Insurance		14.3%	8
Quality of the neighborhood		21.4%	12
Safety and security		10.7%	6
School system		3.6%	2
Available maintenance services		33.9%	19
		Valid Responses	56

64: Rate your overall satisfaction with your Government Family Housing on a scale of 1 (worst) to 10 (best).

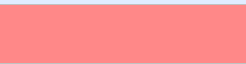
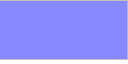






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		4.0%	2
3		10.0%	5
4		2.0%	1
5		16.0%	8
6		18.0%	9
7		20.0%	10
8		16.0%	8

9		8.0%	4
10		6.0%	3
		Mean	6.340
		Standard Deviation	2.066
		Valid Responses	50




65: Please indicate up to three main factors that have a **positive** impact on your rating for your Government Housing: (Choose three or less)

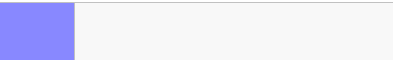
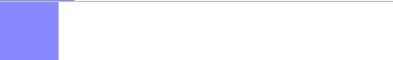
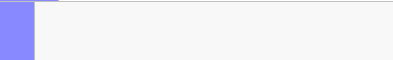
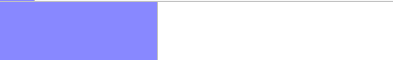

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		64.7%	33
Quality of the home		33.3%	17
Affordability of Renters Insurance		2.0%	1
Quality of the neighborhood		35.3%	18
Safety and security		60.8%	31
School system		33.3%	17
Available maintenance services		21.6%	11
Affordability of Renters Insurance		2.0%	1
		Valid Responses	50

66: Please indicate up to three main factors that have a **negative** impact on your rating for your Government Housing: (Choose three or less)




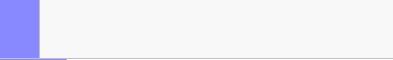

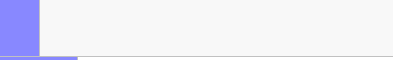

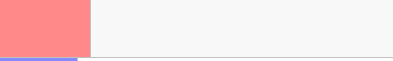

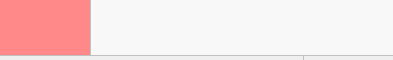
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		7.8%	4
Quality of the home		52.9%	27
Affordability of Renters Insurance		3.9%	2

Quality of the neighborhood		15.7%	8
Safety and security		11.8%	6
School system		5.9%	3
Available maintenance services		37.3%	19
Affordability of Renters Insurance		3.9%	2
		Valid Responses	50

67: Rate your overall satisfaction with your Government Bachelor Housing (BH) on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		3.2%	1
2		0.0%	0
3		0.0%	0
4		6.5%	2
5		12.9%	4
6		6.5%	2
7		16.1%	5
8		19.4%	6
9		16.1%	5
10		19.4%	6
		Mean	7.387
		Standard Deviation	2.216
		Valid Responses	31

68: Please indicate up to three main factors that have a **positive** impact on your rating for your BH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the home		58.1%	18
Quality of the home		25.8%	8
Affordability of Renters Insurance		3.2%	1
Quality of the neighborhood		19.4%	6
Safety and security		54.8%	17
School system		6.5%	2
Available maintenance services		35.5%	11
Affordability of Renters Insurance		3.2%	1
		Valid Responses	31

69: Please indicate up to three main factors that have a **negative** impact on your rating for your BH: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of the housing		12.9%	4
Quality of the housing		35.5%	11
Affordability of Renters Insurance		3.2%	1
Safety and security		9.7%	3
School system		6.5%	2
Available maintenance services		25.8%	8
		Valid Responses	31

70: Rate your overall satisfaction with spousal employment opportunities on a scale if 1 (worst) to 10 (best).


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.5%	60
2		3.8%	30
3		3.6%	29
4		3.5%	28
5		5.8%	46
6		3.8%	30
7		4.0%	32
8		4.1%	33
9		1.8%	14
10		3.8%	30
N/A		58.4%	467
		Mean	4.949
		Standard Deviation	2.910
		Valid Responses	799

71: My Spouse employment opportunities rating is based on: (Choose all that apply)

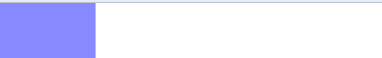
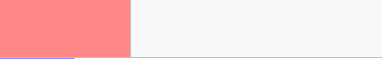

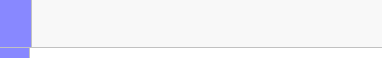
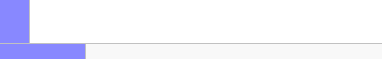
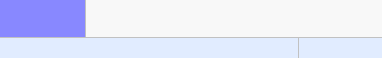
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability		70.8%	259
Spouse Promotion opportunities		19.9%	73
Spouse work hours		26.0%	95
Financial impact to family/money needed		34.4%	126
Impact to family life		26.5%	97

Childcare needed		12.6%	46
		Valid Responses	366

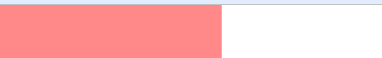


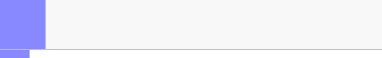

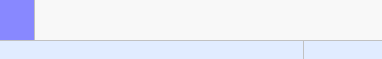
72: If and when you drink alcohol, about how many drinks do you have on average in a single sitting? (A drink of alcohol is 1 can or bottle of beer, 1 glass of wine, 1 cocktail or 1 shot of liquor.)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1 drink		22.0%	178
2 drinks		31.2%	253
3 drinks		16.5%	134
4 drinks		5.8%	47
5+ drinks		5.1%	41
I do not drink alcohol		19.4%	157
		Valid Responses	810

73: Considering all types of alcoholic beverages, how many times during the past month did you have 5 or more drinks on in a single sitting?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0 Days		53.5%	353
1 day		18.9%	125
2 days		11.7%	77
3 days		7.6%	50
4 days		3.6%	24
5+ days		4.7%	31
		Valid Responses	660

74: In the last 12 months, have you experienced any of the following as a result of alcohol use?
(Select all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Sustained an injury		0.8%	5
Trouble with authorities		0.6%	4
Engaged in unprotected sex		3.2%	21
Sexually assaulted		0.3%	2
Missed work		0.2%	1
Needed emergency medical aid		0.0%	0
Embarrassed by your actions		3.9%	26
Not applicable		73.9%	489
		Valid Responses	662

75: Since being assigned to your current duty station have you experienced abusive behavior from your spouse, boyfriend or significant other?


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		1.7%	14
No		74.8%	609
Not applicable		23.5%	191
		Valid Responses	814

76: Was the abuse physical (beaten, choked, slapped, bitten, assault with a weapon, etc.)?


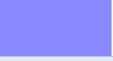
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		44.4%	8

No		55.6%	10
		Valid Responses	18









77: Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		70.6%	12
No		29.4%	5
		Valid Responses	17

78: What were the reasons for your partner abusing you? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Angry with no associated reason		27.8%	5
Wanted to frighten me		5.6%	1
Work stress (long hours, multitasking, etc.)		33.3%	6
Financial stress		27.8%	5
Jealousy		33.3%	6
Alcohol related		11.1%	2
Family history of abuse		5.6%	1
Other		16.7%	3
		Valid Responses	18

79: Who did you contact about the abuse? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Chain of command		16.7%	3
Family Advocacy at Fleet Support Center		0.0%	0
On-base medical facility		5.6%	1
Naval Criminal Investigative Service (NCIS)		0.0%	0
Military security		0.0%	0
Chaplain		16.7%	3
Navy or DoD IG		0.0%	0
Friend		16.7%	3
No one, didn't report		33.3%	6
		Valid Responses	18






80: How would you rate the timeliness of the service provided by your command Pay & Administration Support System (PASS) Liaison Representative [PLR]?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		10.2%	83
Average		26.8%	218
Below Average		9.0%	73
Unsatisfactory		9.0%	73
Have Not Used PLR		45.0%	365
		Valid Responses	812






81: How would you rate your satisfaction with the solution provided by your servicing Personnel Support Detachment (PSD)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		7.8%	63
Average		36.5%	296
Below Average		15.2%	123
Unsatisfactory		15.5%	126
Have not used PSD		25.0%	203
		Valid Responses	811




82: How would you rate the quality of the customer service you received at our servicing PSD?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Above Average		10.8%	66
Average		48.4%	296
Below Average		18.7%	114
Unsatisfactory		17.5%	107
Not Applicable		4.6%	28
		Valid Responses	611

83: Grade:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
GS 1 - 8 or NSPS equivalent		36.5%	158
GS 9 - 12 or NSPS equivalent		48.3%	209
GS 13 - 14 or NSPS equivalent		6.0%	26

GS 15 or NSPS equivalent		0.2%	1
SES		0.0%	0
WD/WG/WS/WL		4.4%	19
NAF		3.9%	17
Contractor		0.0%	0
Other		0.7%	3
		Valid Responses	433

84: My position description is current and accurately describes my functions, tasks, and responsibilities.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		26.2%	113
Agree		40.1%	173
Neither Agree nor Disagree		14.8%	64
Disagree		10.7%	46
Strongly Disagree		7.4%	32
Don't know		0.7%	3
		Valid Responses	431

85: My supervisor establishes my critical elements and conducts at least one performance progress review during the annual performance rating cycle.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		38.0%	164
Agree		42.8%	185
Neither Agree nor Disagree		9.5%	41

Disagree		4.6%	20
Strongly Disagree		3.2%	14
Don't know		1.9%	8
		Valid Responses	432

86: The Human Resource Service Center provides timely, accurate response to my queries.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		13.7%	59
Agree		24.4%	105
Neither Agree nor Disagree		29.3%	126
Disagree		13.7%	59
Strongly Disagree		6.7%	29
Don't know		12.1%	52
		Valid Responses	430




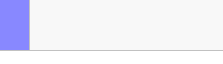
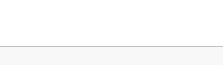
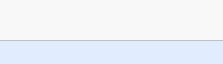
87: My (local) Human Resource Office provides timely, accurate response to my queries.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.6%	76
Agree		25.3%	109
Neither Agree nor Disagree		26.9%	116
Disagree		13.0%	56
Strongly Disagree		7.0%	30
Don't know		10.2%	44
		Valid Responses	431



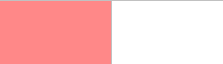
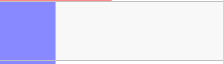

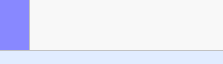
88: I understand how to apply for a job vacancy and where to submit an application for positions within this region.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.5%	122
Agree		54.2%	232
Neither Agree nor Disagree		10.3%	44
Disagree		3.7%	16
Strongly Disagree		2.6%	11
Don't know		0.7%	3
		Valid Responses	428


89: My command /organization conducts recruitment actions fairly and fill job vacancies with the best-qualified candidate.





(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		15.5%	67
Agree		26.5%	114
Neither Agree nor Disagree		27.4%	118
Disagree		12.8%	55
Strongly Disagree		12.5%	54
Don't know		5.3%	23
		Valid Responses	431

90: I understand the absentee voting process in the Federal Absentee Voting Program.



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		23.8%	296

Agree		46.0%	571
Neither Agree nor Disagree		20.5%	255
Disagree		6.4%	79
Strongly Disagree		3.3%	41
		Valid Responses	1242



91: I know who my command Voting Assistance officer is.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		45.7%	566
No		54.3%	673
		Valid Responses	1239




92: I voted in the last election.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		71.3%	883
No		28.7%	356
		Valid Responses	1239

93: If you did not vote in the last election, why?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		61.5%	219
I didn't know how to		16.6%	59
Other		21.9%	78
		Valid Responses	356

94: For the current calendar, how satisfied are you with the performance (knowledge base/distribution of voting materials) of your Command VAO?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Very Satisfied		11.2%	138
Satisfied Agree		22.6%	278
Neither Satisfied nor Dissatisfied		58.9%	725
Dissatisfied		4.5%	55
Very Dissatisfied		2.8%	35
Valid Responses			1231

95: I have the tools and resources needed to do my job properly.



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		22.0%	271
Agree		53.2%	657
Neither Agree nor Disagree		10.6%	131
Disagree		10.9%	135
Strongly Disagree		3.2%	40
Valid Responses			1234

96: I have adequate guidance from command leadership to perform my job successfully.

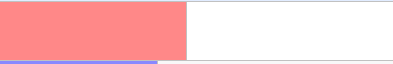
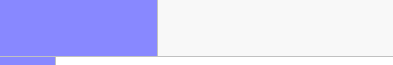

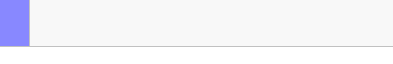
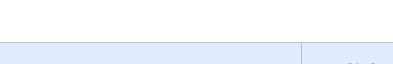
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		24.7%	304
Agree		47.2%	582
Neither Agree nor Disagree		13.8%	170

Disagree		9.9%	122
Strongly Disagree		4.5%	55
		Valid Responses	1233

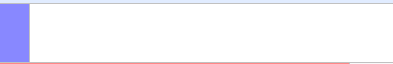
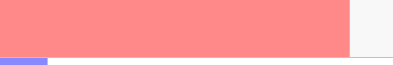
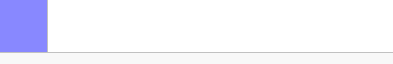
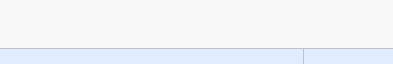
97: My normal workday is ___ hours (not including commuter time).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
6-8		45.3%	559
9-10		37.3%	461
11-12		11.0%	136
13-14		4.3%	53
15+		2.1%	26
		Valid Responses	1235






98: My work week is normally___.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
4 days		3.5%	43
5 days		87.0%	1073
6 days		8.7%	107
7 days		0.8%	10
		Valid Responses	1233




99: My job is important and makes a real contribution to my command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		42.9%	529
Agree		39.7%	490
Neither Agree nor Disagree		11.9%	147
Disagree		3.5%	43
Strongly Disagree		2.0%	25
		Valid Responses	1234






100: My command properly resourced (e.g., people, tools, training, supplies, etc.) to conduct its mission.



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		50.7%	623
No		38.4%	472
Don't Know		10.9%	134
		Valid Responses	1229

101: If you indicated your command was not properly resourced, what resources are lacking?
(Choose all that apply)

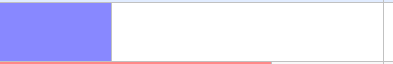

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
People		32.1%	398
Tools/Equipment		16.2%	201
Information Technology (IT) Resources		10.6%	132
Training		17.4%	216
Spare parts		4.8%	59

Supplies		12.0%	149
Other		8.7%	108
		Valid Responses	1240

102: Have you ever purchased mission-related work supplies, tools, parts or equipment with your own money?

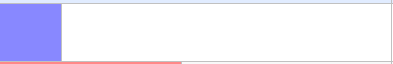
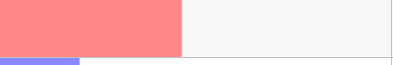
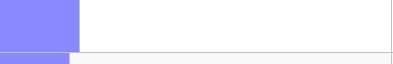
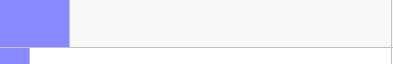
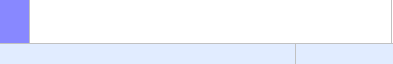
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		29.3%	363
No		70.7%	875
		Valid Responses	1238

103: If you have purchased supplies or tools with your own money please provide list of items, cost, and why (e.g., paint brush, \$20, easier to go buy then going through the supply system).

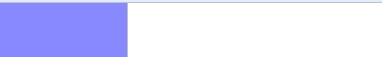
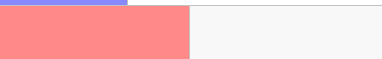

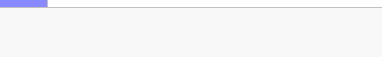
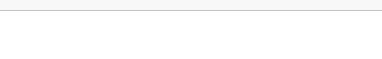
104: I am satisfied with the overall quality of my workplace facilities.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		14.1%	172
Agree		45.3%	554
Neither Agree nor Disagree		19.0%	233
Disagree		15.9%	195
Strongly Disagree		5.7%	70
		Valid Responses	1224

105: My organization has an effective safety program.




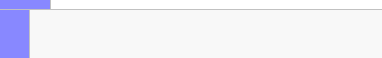
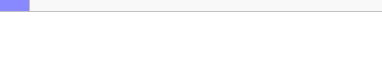
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.1%	405
Agree		49.6%	606
Neither Agree nor Disagree		12.8%	157
Disagree		3.1%	38
Strongly Disagree		1.4%	17
		Valid Responses	1223

106: If you know of facilities that are in need of repair, please provide information regarding base, building number, floor, room number, and nature of problem. (Example: Washington Navy Yard, building 172, 2nd floor, men's shower (room 201), no hot water).


107: I know how to report an unsafe or unhealthy work condition

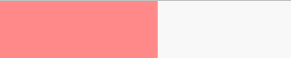

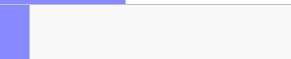

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		32.3%	394
Agree		54.1%	659
Neither Agree nor Disagree		9.4%	114
Disagree		3.7%	45
Strongly Disagree		0.6%	7
		Valid Responses	1219

108: Reported unsafe or unhealthful work conditions are corrected promptly.


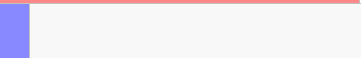
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		18.7%	226

Agree		40.2%	487
Neither Agree nor Disagree		31.9%	386
Disagree		6.9%	83
Strongly Disagree		2.4%	29
		Valid Responses	1211


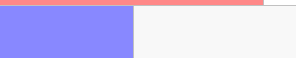
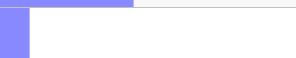
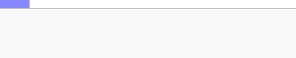
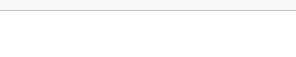
109: I know who to contact at my command regarding safety questions or concerns.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		93.0%	1130
No		7.0%	85
		Valid Responses	1215


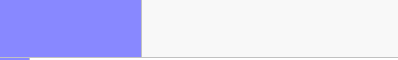

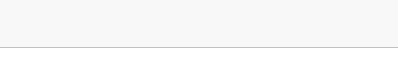
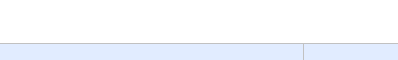
110: I know what Operational Risk Management (ORM) is.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		64.9%	790
Agree		30.7%	374
Neither Agree nor Disagree		3.3%	40
Disagree		1.0%	12
Strongly Disagree		0.1%	1
		Valid Responses	1217

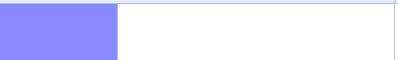
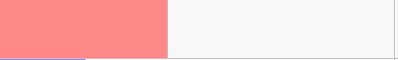

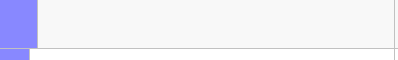

111: I know when to apply the principals of Operation Risk Management (ORM).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		62.5%	758
Agree		32.4%	393
Neither Agree nor Disagree		3.8%	46
Disagree		1.2%	14
Strongly Disagree		0.2%	2
		Valid Responses	1213


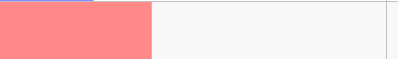

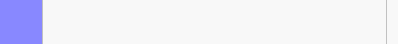
112: My job affords me a reasonable amount of quality time with my family while on ashore.


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.6%	330
Agree		41.2%	493
Neither Agree nor Disagree		19.6%	235
Disagree		6.9%	83
Strongly Disagree		4.7%	56
		Valid Responses	1197

113: Morale at my command has a positive impact on my QOWL.






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		24.0%	287
Agree		38.8%	465
Neither Agree nor Disagree		19.6%	235
Disagree		10.4%	124

Strongly Disagree		7.3%	87
		Valid Responses	1198






114: Communication down the chain of command is effective.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		18.8%	224
Agree		40.9%	488
Neither Agree nor Disagree		18.2%	217
Disagree		14.1%	168
Strongly Disagree		8.1%	97
		Valid Responses	1194

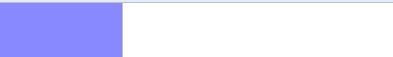
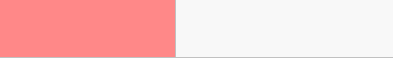

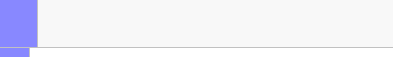

115: Communication up the chain of command is effective.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		17.9%	215
Agree		42.1%	505
Neither Agree nor Disagree		20.4%	244
Disagree		12.2%	146
Strongly Disagree		7.4%	89
		Valid Responses	1199

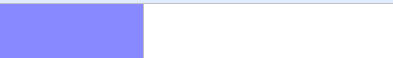
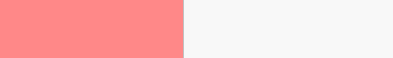

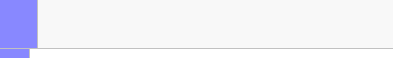
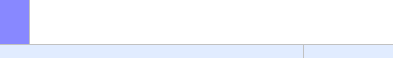
116: My superiors are competent and conscientious in carrying out their duties.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		29.3%	352
Agree		43.3%	520
Neither Agree nor Disagree		15.6%	187
Disagree		7.2%	86
Strongly Disagree		4.6%	55
		Valid Responses	1200


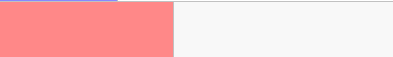

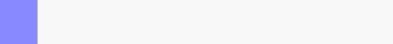
117: My superiors treat me with respect and consideration.


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		33.6%	402
Agree		43.4%	520
Neither Agree nor Disagree		13.7%	164
Disagree		5.8%	70
Strongly Disagree		3.4%	41
		Valid Responses	1197

118: My performance evaluations have been fair.






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		26.8%	319
Agree		41.8%	498
Neither Agree nor Disagree		21.0%	250
Disagree		6.3%	75

Strongly Disagree		4.1%	49
		Valid Responses	1191






119: The awards and recognition program is fair and equitable.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		16.8%	201
Agree		35.1%	420
Neither Agree nor Disagree		30.8%	369
Disagree		11.4%	136
Strongly Disagree		5.9%	71
		Valid Responses	1197

120: Military and civilian personnel work well together at my command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.8%	344
Agree		47.9%	573
Neither Agree nor Disagree		16.2%	194
Disagree		4.4%	52
Strongly Disagree		2.7%	32
		Valid Responses	1195

121: My command's Equal Opportunity Program (EO - to include Equal Employment Opportunity & Command Equal Opportunity) is effective.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		22.3%	266
Agree		42.3%	506
Neither Agree nor Disagree		30.3%	362
Disagree		3.7%	44
Strongly Disagree		1.4%	17
		Valid Responses	1195

122: I know who to contact with an EEO/EO question or complaint.


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		28.8%	343
Agree		45.1%	537
Neither Agree nor Disagree/Don't Know		16.5%	196
Disagree		7.4%	88
Strongly Disagree		2.3%	27
		Valid Responses	1191

123: I am aware or know how to find my local IG hotline number.


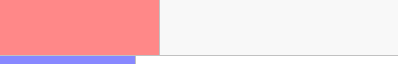

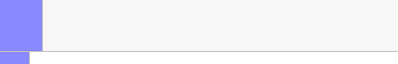

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		23.1%	275
Agree		41.0%	489
Neither Agree nor Disagree/Don't Know		19.7%	235

Disagree		12.8%	153
Strongly Disagree		3.4%	41
		Valid Responses	1193

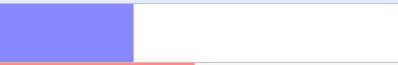
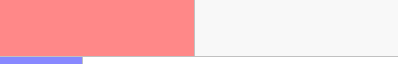

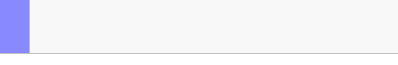

124: A grievance/complaint in my command will be handled in a fair, timely, and just manner.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		21.0%	251
Agree		37.3%	446
Neither Agree nor Disagree/Don't Know		31.1%	372
Disagree		6.9%	83
Strongly Disagree		3.6%	43
		Valid Responses	1195




125: My command adequately protects my Personally Identifiable Information (PII)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		30.2%	361
Agree		46.8%	559
Neither Agree nor Disagree/Don't Know		17.5%	209
Disagree		3.7%	44
Strongly Disagree		1.8%	22
		Valid Responses	1195



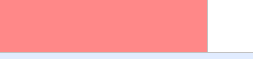
126: My command has conducted a command climate assessment within the past 2 years.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		66.2%	784
No		2.7%	32
Don't know		31.1%	368
		Valid Responses	1184




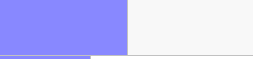

127: My Command implemented an action plan to resolve command climate issues.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		42.2%	506
No		5.7%	68
Don't know		52.1%	624
		Valid Responses	1198






128: Fraternization is occurring in my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		4.9%	59
Agree		8.1%	97
Neither Agree nor Disagree/Don't Know		36.0%	430
Disagree		30.5%	364
Strongly Disagree		20.5%	245
		Valid Responses	1195






129: Favoritism is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		10.5%	126
Agree		15.6%	187
Neither Agree nor Disagree/Don't Know		33.9%	406
Disagree		24.5%	293
Strongly Disagree		15.5%	186
		Valid Responses	1198



130: Gender/sex discrimination is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		3.2%	38
Agree		4.1%	49
Neither Agree nor Disagree/Don't Know		31.0%	369
Disagree		35.3%	421
Strongly Disagree		26.4%	315
		Valid Responses	1192

131: Sexual harassment is occurring at my command/organization.


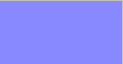
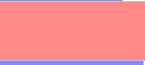

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		1.3%	15
Agree		2.3%	28
Neither Agree nor Disagree/Don't Know		29.0%	347
Disagree		35.6%	425

Strongly Disagree		31.8%	380
		Valid Responses	1195



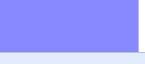
132: Race discrimination is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		1.3%	16
Agree		3.4%	41
Neither Agree nor Disagree/Don't Know		27.6%	330
Disagree		34.3%	410
Strongly Disagree		33.3%	398
		Valid Responses	1195



133: Hazing is occurring at my command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.4%	5
Agree		1.1%	13
Neither Agree nor Disagree/Don't Know		24.9%	298
Disagree		37.8%	453
Strongly Disagree		35.8%	429
		Valid Responses	1198




134: I know who the command Sexual Assault Prevention and Response (SAPR) representative is?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		72.4%	864
No		27.6%	330
		Valid Responses	1194

135: My command's Sexual Assault Prevention and Response (SAPR) Program is effective.





(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		23.8%	288
Agree		34.1%	412
Neither Agree nor Disagree/Don't know		40.4%	488
Disagree		1.3%	16
Strongly Disagree		0.4%	5
		Valid Responses	1209

136: If you disagreed/strongly disagreed your command does not have an effective SAPR program, please provide a brief statement as to why not.

137: I know how to file an Equal Opportunity or Sexual Harassment formal complaint?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		27.7%	329
Agree		49.5%	589
Neither Agree nor Disagree		15.6%	185
Disagree		6.5%	77

Strongly Disagree		0.8%	9
		Valid Responses	1189

138: I know the difference between restrictive and unrestrictive sexual assault reports?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		36.3%	432
Agree		43.2%	515
Neither Agree nor Disagree		14.2%	169
Disagree		5.6%	67
Strongly Disagree		0.7%	8
		Valid Responses	1191

139: A sexual assault report/complaint in my command will be handled in a fair, timely, and just manner.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		30.7%	365
Agree		39.1%	465
Neither Agree nor Disagree/Don't know		28.4%	338
Disagree		1.1%	13
Strongly Disagree		0.7%	8
		Valid Responses	1189

140: Do you supervise Department of the Navy (DON) civilians?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		21.3%	256
No		78.7%	946
		Valid Responses	1202

141: How many DON civilians do you supervise?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Less than 5		63.1%	169
5 - 10 civilians		22.8%	61
11 - 2- civilians		8.2%	22
More than 21 civilians		6.0%	16
		Valid Responses	268

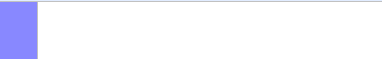

142: When did you receive civilian supervisory training?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Never		35.5%	92
Within the last year		28.6%	74
Between 1-4 years		24.7%	64
More than 4 years ago		11.2%	29
		Valid Responses	259

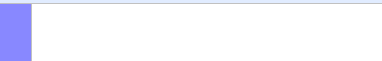


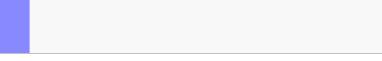

143: Have you been a selecting official for a DON civilian vacancy?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		10.0%	119
No		90.0%	1069
		Valid Responses	1188


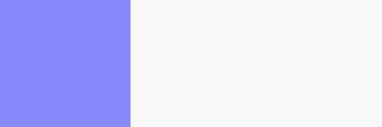

144: The DON civilian recruitment process is responsive to my command's civilian personnel requirements.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		6.3%	74
Agree		18.4%	218
Neither Agree nor Disagree/Don't Know		67.3%	797
Disagree		5.4%	64
Strongly Disagree		2.6%	31
		Valid Responses	1184


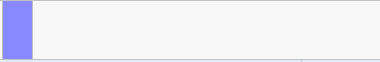
145: How would you rate your access to the Internet from work?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Unlimited /sufficient access to all required websites for information/work purposes		64.8%	756
Limited access to all required websites for information/work purposes (i.e., in port only a few workstations, etc.)		33.9%	396
No access		1.3%	15
		Valid Responses	1167

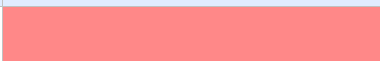
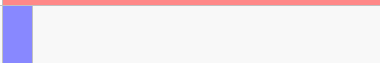
146: Does your command routinely conduct required training (e.g., anti-terrorism, personal financial management, personal occupational safety & health, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		94.9%	1111
No		5.1%	60
Valid Responses			1171

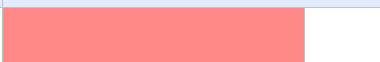
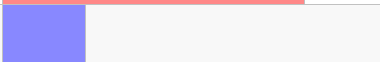
147: Have you received training on sexual harassment within the past 12 months?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		95.5%	1115
No		4.5%	52
Valid Responses			1167

148: Have you received training on grievance and redress procedures within the past 12 months?


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		78.2%	909
No		21.8%	254
Valid Responses			1163

149: Do you have adequate time at work to complete required Navy Knowledge Online (NKO) training?

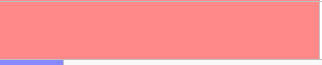

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		85.1%	987

No		14.9%	173
		Valid Responses	1160

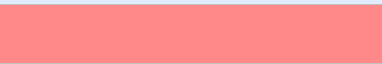

150: Do you have adequate time at work to complete required Military via Navy Knowledge Online (NKO) training?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		83.6%	956
No		16.4%	187
		Valid Responses	1143






151: Are you able to access NKO at work?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		98.2%	1147
No		1.8%	21
		Valid Responses	1168

152: How often do you use NKO?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Daily		4.1%	48
Weekly		19.9%	233
Monthly		35.9%	420
Only when I can't find information elsewhere or only when absolutely necessary		35.4%	414
Never		4.7%	55
		Valid Responses	1170

153: How easy is it to find information you are looking for on NKO?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Very easy		8.7%	101
Easy		32.4%	377
Neither easy or difficult		34.5%	401
Difficult		19.7%	229
Very Difficult		4.8%	56
		Valid Responses	1164

154: Are you currently serving in a command leadership position (e.g. Commanding Officer, Executive Officer, Officer -in-Charge, Chief of Staff, Executive Assistant, Deputy, Executive Director, Command Master chief, or Senior Enlisted Advisor)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		8.3%	98
No		91.7%	1087
		Valid Responses	1185

155: On a scale from 1 (worst) to 10 (best) please rate your command's quality of work life (QOWL) as to the degree in which they enjoy their workplace, the work they do, and available opportunities they have for professional growth.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		1.0%	1
2		2.1%	2
3		4.1%	4
4		6.2%	6

5		9.3%	9
6		8.2%	8
7		8.2%	8
8		25.8%	25
9		18.6%	18
10		16.5%	16
		Valid Responses	97

156: Your QOWL rating of your workforce is based on: (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Recent Command Climate evaluation		36.2%	38
Frequent Town Hall/CO meetings with workforce		18.1%	19
Visiting and talking with individuals in the workforce		75.2%	79
Communication through chain-of-command (directly/indirectly)		54.3%	57
Purely a guess		2.9%	3
		Valid Responses	105

157: What Quality of Life (QOL) issues adversely affect the personnel in your command? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of Housing		12.4%	13
Availability of Childcare		12.4%	13
Access to Medical/Dental Care		12.4%	13
Morale, Welfare, Recreation		15.2%	16

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Services			
Pay & Allowances		16.2%	17
Working Hours		24.8%	26
Individual Augmentation		21.9%	23
Other:		25.7%	27
		Valid Responses	105

158: Indicate any of the following host installation support functions that are insufficient to meet your mission and/or the QOL/QOWL of your personnel? (Choose all that apply and explain in the space provided)

(Respondents were allowed to choose **multiple** responses)

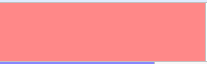


Response	Chart	Frequency	Count
Availability of Bachelor Quarters		8.6%	9
Availability of Family Housing		6.7%	7
Fleet Family Support Housing		5.7%	6
Medical/Dental Services		15.2%	16
Availability of Childcare		10.5%	11
Morale, Welfare, & Recreation Services		11.4%	12
Religious Services		2.9%	3
Ombudsman Program		3.8%	4
Personnel Support Detachment		22.9%	24
Access to Government Vehicles		4.8%	5
Security		5.7%	6
Facilities (repairs, maintenance, space, etc.)		21.9%	23
Facilities Support (custodial, grounds, pest control, etc)		12.4%	13
Environmental		3.8%	4
Air Operations		1.9%	2

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Supply Support		1.9%	2
Safety		5.7%	6
		Valid Responses	105







159: Is your command properly resourced to conduct its mission (people, tools, training, spare parts, supplies, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		53.1%	51
No		39.6%	38
Don't know		7.3%	7
		Valid Responses	96


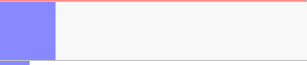

160: If "No" to command properly resourced questions above then which resources are lacking? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
People		81.6%	31
Tools/Equipment		21.1%	8
Training		15.8%	6
Spare Parts		7.9%	3
Supplies		15.8%	6
Other		21.1%	8
		Valid Responses	38


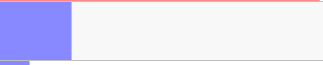

161: Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your mission?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		79.2%	76
No		13.5%	13
Don't know		7.3%	7
		Valid Responses	96

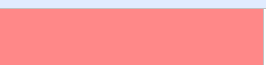
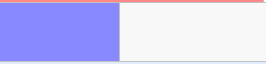
162: Does your command have sufficient Information Technology resources (computers, web access, bandwidth, training, etc.) to meet your personnel's training requirements?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		80.2%	77
No		15.6%	15
Don't know		4.2%	4
		Valid Responses	96

163: Have any of your personnel filled an Individual Augment (IA) billet?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		68.8%	66
No		31.3%	30
		Valid Responses	96

164: Where was the billet assignment? (Chose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Iraq		53.7%	36
Afghanistan		83.6%	56
Other		44.8%	30
		Valid Responses	67

165: How many personnel in your command are you aware of who have not filled the specific IA billet they were originally assigned?


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		17.2%	11
2		12.5%	8
3		7.8%	5
4		0.0%	0
5		0.0%	0
More than 5		6.3%	4
Not Applicable all personnel filled their designated IA billets		56.3%	36
		Valid Responses	64

166: Have those unfilled IA billets, as described above, been reordered for follow-on fill?






(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		9.7%	6
No		12.9%	8
Don't Know		35.5%	22

Not Applicable		41.9%	26
		Valid Responses	62




167: My command has used mission funding to offset deficiencies in the Host Installation command (Base) support.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		10.5%	10
Agree		11.6%	11
Neither Agree nor Disagree\Don't know		58.9%	56
Disagree		9.5%	9
Strongly Disagree		9.5%	9
		Valid Responses	95

168: My command has converted military billets to civilian positions (also known as "civsub") resulting in the loss of personnel capable of assuming military functions or collateral duties.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		24.2%	23
No		34.7%	33
Don't know		41.1%	39
		Valid Responses	95

169: If you answered "yes" to converting military billets, how has this impacted your accomplishing your mission? Please explain in the text box provided.

170: Please provide any additional comments or concerns impacting your quality or life/quality of work life not already covered in this survey.

APPENDIX B

**SUMMARY OF SURVEY DATA ANALYSIS SPOUSE
PERSPECTIVE**

APPENDIX B

SUMMARY OF SURVEY DATA ANALYSIS SPOUSE PERSPECTIVE

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of spouses of Active Duty Military from personnel from 16 December 2011 through 18 January 2012 in support of the South Texas Area Visit held from 6-17 February 2012. There were a total of 29 spouse respondents to the survey all females.

2. Quality of Life. The active duty military spouse survey respondents rated their Quality of Home Life (QoHL) at 6.11 on a scale of 1 to 10 ('worst' to 'best'), which is lower than the Naval Inspector General average of 6.34. This data is a roll up of information across various subparts of this region to include San Antonio, Kingsville, Corpus Christi, and other.

3. Survey Topics
 - a. The survey included demographic questions such as gender, age, and information about military sponsor such as rank and duty station.

 - b. Spouses were asked questions regarding their Quality of Home Life. They were also asked to provide information regarding their various housing options. Other questions were asked regarding topics concerning their own employment.

 - c. Spouses were also asked if they were aware of fraternization and sexual harassment occurring at the active duty member's command/organization.





 - d. Spouses were also asked questions regarding services such as the Fleet and Family Service Center; Morale, Recreation, and Welfare; Navy Exchange; and Child Development Centers.

SOUTH TEXAS AREA VISIT 2011

SPOUSES OF ACTIVE DUTY MILITARY










1: I am the spouse of an active duty member assigned near or at:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
San Antonio Area		17.2%	5
Kingsville Area		0.0%	0
Corpus Christi Area		48.3%	14
Other		34.5%	10
		Valid Responses	29

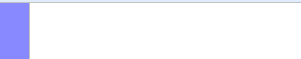
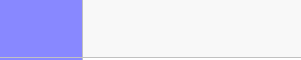


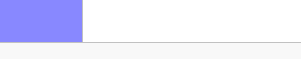
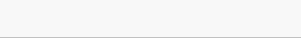
2: My spouse is currently assigned to: (Use the space to the right to input command name.)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Shore		31.0%	9
Submarine		0.0%	0
Ship		0.0%	0
Training		13.8%	4
Hospital/Clinic		3.4%	1
Aircraft/Squadron		37.9%	11
Battalion		0.0%	0
Personnel Support Detachment		0.0%	0
Other		13.8%	4
		Valid Responses	29

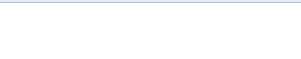

3: My spouse's rank is:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E4		3.4%	1
E5 - E6		17.2%	5
E7 - E9		17.2%	5
CW02 - O3		44.8%	13
O4- O5		17.2%	5
O6 & Above		0.0%	0
		Valid Responses	29




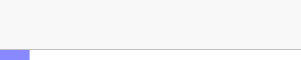
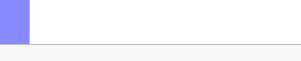
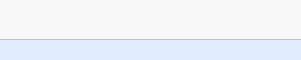
4: My gender is:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		0.0%	0
Female		100.0%	29
		Valid Responses	29

5: My age category is:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17 - 23		3.4%	1
25 - 34		58.6%	17
35 - 44		34.5%	10
45 - 54		0.0%	0
55 - 64		3.4%	1
65 +		0.0%	0
		Valid Responses	29

6: I am:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Employed on base		13.8%	4
Employed off base		13.8%	4
Unemployed (by choice)		44.8%	13
Unemployed (employment not available)		13.8%	4
Volunteer		13.8%	4
		Valid Responses	29

7: A command sponsor contacted my spouse before we arrived at this command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		59.3%	16
No		14.8%	4
Don't Know		18.5%	5
Not Applicable		7.4%	2
		Valid Responses	27



8: My spouse's sponsor was helpful in our transition.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		15.4%	4
Agree		30.8%	8
Neither Agree/Disagree		38.5%	10
Disagree		7.7%	2
Strongly Disagree		7.7%	2
		Valid Responses	26



9: I know my spouse's command Ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		48.1%	13
No		51.9%	14
		Valid Responses	27



10: I receive a newsletter from the Ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		37.0%	10
No		63.0%	17
		Valid Responses	27

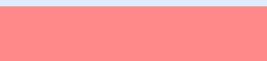

11: I have contacted my spouse's command Ombudsman.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		14.8%	4
No		85.2%	23
		Valid Responses	27


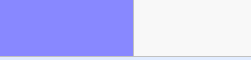
12: My spouse provided me with command contact information in case of an emergency?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		70.4%	19
No		29.6%	8
		Valid Responses	27






13: Our family has a disaster preparedness plan.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		65.4%	17
No		34.6%	9
		Valid Responses	26






14: My spouse's job affords him/her a reasonable amount of quality time with our family.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		14.8%	4
Agree		48.1%	13
Neither Agree nor Disagree		25.9%	7
Disagree		3.7%	1
Strongly Disagree		7.4%	2
		Valid Responses	27

15: On a scale from 1 (worst) to 10 (best), please rate your quality of home life (QOHL). QOHL is the degree to which you enjoy where you live and the opportunities available for housing, schools, recreation, etc.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		3.7%	1
3		7.4%	2
4		14.8%	4
5		11.1%	3
6		11.1%	3

7		22.2%	6
8		22.2%	6
9		7.4%	2
10		0.0%	0
		Mean	6.111
		Standard Deviation	1.968
		Valid Responses	27

16: Please indicate up to three main factors that have a **positive** impact on your QOHL is based on: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of our home		59.3%	16
Quality of schools		33.3%	9
Quality of available childcare		7.4%	2
Shopping & dining opportunities		14.8%	4
Recreational opportunities		14.8%	4
Access to employment		18.5%	5
Access to quality medical/dental care		25.9%	7
Cost of living		59.3%	16
Other		18.5%	5
		Valid Responses	27

17: Please indicate up to three main factors that have a **negative** impact on your QOHL is based on: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Quality of our home		29.6%	8

Quality of schools		22.2%	6
Quality of available childcare		11.1%	3
Shopping & dining opportunities		48.1%	13
Recreational opportunities		66.7%	18
Access to employment		25.9%	7
Access to quality medical/dental care		22.2%	6
Cost of living		18.5%	5
Other		7.4%	2
		Valid Responses	27

18: Rate your satisfaction with your employment opportunities on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		3.7%	1
3		14.8%	4
4		0.0%	0
5		11.1%	3
6		14.8%	4
7		3.7%	1
8		0.0%	0
9		3.7%	1
10		7.4%	2
Not Applicable		40.7%	11
		Mean	5.563
		Standard Deviation	2.502
		Valid Responses	27

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19: My spouse employment opportunity rating is based on: (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability		75.0%	12
Spouse promotion opportunities		18.8%	3
Spouse work hours		37.5%	6
Financial impact to family/money needed		25.0%	4
Impact to family life		18.8%	3
Childcare needed		6.3%	1
		Valid Responses	16

20: I currently reside:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
On the economy (purchased home)		51.9%	14
On the economy (rented/leased home)		25.9%	7
Public Private Venture (PPV) Housing		7.4%	2
Govt. Family Housing		14.8%	4
		Valid Responses	27

21: Rate your satisfaction with your purchased home on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		7.1%	1
3		0.0%	0

4		0.0%	0
5		14.3%	2
6		0.0%	0
7		0.0%	0
8		42.9%	6
9		14.3%	2
10		21.4%	3
		Mean	7.714
		Standard Deviation	2.268
		Valid Responses	14

22: Please indicate up to three main factors that have a **positive** impact on your rating for your purchased home: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		85.7%	12
Quality of the home		50.0%	7
Affordability of the home		64.3%	9
Within Basic Allowance for Housing amount		7.1%	1
Affordability of Home Owners' Insurance		0.0%	0
Quality of the neighborhood		35.7%	5
Safety and security		14.3%	2
School system		21.4%	3
		Valid Responses	14

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23: Please indicate up to three main factors that have a **negative** impact on your rating for your purchased home: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		7.1%	1
Quality of the home		14.3%	2
Affordability of the home		14.3%	2
Within Basic Allowance for Housing amount		42.9%	6
Affordability of Home Owners' Insurance		35.7%	5
Quality of the neighborhood		14.3%	2
Safety and security		28.6%	4
School system		14.3%	2
		Valid Responses	14

24: Rate your satisfaction with your rented/leased home on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		20.0%	1
6		40.0%	2
7		0.0%	0
8		20.0%	1
9		20.0%	1
10		0.0%	0

	Mean	6.800
	Standard Deviation	1.643
	Valid Responses	5

25: Please indicate up to three main factors that have a **positive** impact on your rating for your rented/leased home: (Choose three or less)

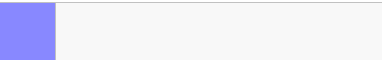
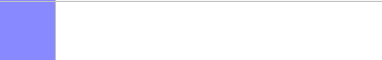
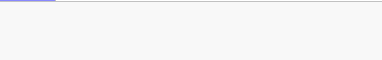
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		42.9%	3
Quality of the home		14.3%	1
Affordability of the home		28.6%	2
Within Basic Allowance for Housing amount		42.9%	3
Affordability of Renters' Insurance		14.3%	1
Quality of the neighborhood		28.6%	2
Safety and security		14.3%	1
School system		28.6%	2
		Valid Responses	7

26: Please indicate up to three main factors that have a **negative** impact on your rating for your rented/leased home: (Choose three or less)


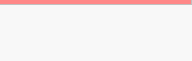
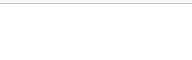
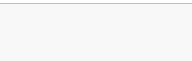



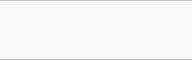

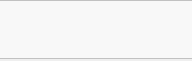
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		14.3%	1
Quality of the home		57.1%	4
Affordability of the home		14.3%	1
Within Basic Allowance for Housing amount		14.3%	1
Affordability of Renters' Insurance		0.0%	0

Quality of the neighborhood		14.3%	1
Safety and security		14.3%	1
School system		0.0%	0
		Valid Responses	7



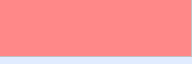
27: Rate your satisfaction with your Public Private Venture (PPV) on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		50.0%	1
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		50.0%	1
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Mean	3.000
		Standard Deviation	2.828
		Valid Responses	2




28: Please indicate up to three main factors that have a **positive** impact on your rating for your PPV: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		50.0%	1
Quality of the home		0.0%	0
Affordability of the home		0.0%	0
Within Basic Allowance for Housing amount		0.0%	0
Affordability of Renters' Insurance		0.0%	0
Quality of the neighborhood		0.0%	0
Safety and security		50.0%	1
School system		50.0%	1
		Valid Responses	2



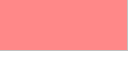
29: Please indicate up to three main factors that have a **negative** impact on your rating for your PPV: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		0.0%	0
Quality of the home		50.0%	1
Affordability of the home		0.0%	0
Within Basic Allowance for Housing amount		50.0%	1
Affordability of Renters' Insurance		0.0%	0
Quality of the neighborhood		50.0%	1
Safety and security		0.0%	0
School system		0.0%	0
		Valid Responses	2






30: Rate your satisfaction with your Government Housing on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		33.3%	1
5		33.3%	1
6		33.3%	1
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
		Mean	5.000
		Standard Deviation	1.000
		Valid Responses	3

31: Please indicate up to three main factors that have a **positive** impact on your rating for your Government Housing: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		100.0%	3
Quality of the home		33.3%	1
Quality of the neighborhood		0.0%	0
Safety and security		66.7%	2
School system		33.3%	1
Available maintenance service		33.3%	1
Affordability of Renters		0.0%	0

Insurance			
		Valid Responses	3

32: Please indicate up to three main factors that have a **negative** impact on your rating for your Government Housing: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Location of home		0.0%	0
Quality of the home		66.7%	2
Quality of the neighborhood		66.7%	2
Safety and security		33.3%	1
School system		0.0%	0
Available maintenance service		66.7%	2
Affordability of Renters Insurance		0.0%	0
		Valid Responses	3

33: Rate your satisfaction with the Fleet Family Support Center (FFSC) services on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.6%	1
2		5.6%	1
3		0.0%	0
4		0.0%	0
5		5.6%	1
6		5.6%	1
7		0.0%	0

8		5.6%	1
9		5.6%	1
10		5.6%	1
Do not use		61.1%	11
		Mean	5.857
		Standard Deviation	3.436
		Valid Responses	18

34: Please indicate up to three main factors that have a **positive** impact on your rating for FFSC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)


Response	Chart	Frequency	Count
Family/Social Services available		11.1%	2
Quality of services		16.7%	3
Appointment availability		11.1%	2
Staff's customer service		16.7%	3
Hours of operation		11.1%	2
		Valid Responses	18

35: Please indicate up to three main factors that have a **negative** impact on your rating for FFSC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)







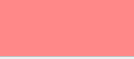
Response	Chart	Frequency	Count
Family/Social Services available		11.1%	2
Quality of services		11.1%	2
Appointment availability		11.1%	2
Staff's customer service		16.7%	3

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Hours of operation		5.6%	1
		Valid Responses	18



36: Rate your satisfaction with the MWR services on a scale of 1 (worst) to 10 (best).

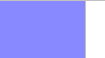


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.6%	1
2		11.1%	2
3		0.0%	0
4		0.0%	0
5		16.7%	3
6		0.0%	0
7		11.1%	2
8		11.1%	2
9		11.1%	2
10		0.0%	0
Do not use		33.3%	6
		Mean	5.667
		Standard Deviation	2.807
		Valid Responses	18

37: Please indicate up to three main factors that have a **positive** impact on your rating for MWR:
(Choose three or less)


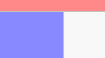
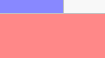


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		33.3%	6
Quality of services		16.7%	3

Cost		22.2%	4
Staff's customer service		22.2%	4
Hours of operation		27.8%	5
		Valid Responses	18



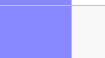


38: Please indicate up to three main factors that have a **negative** impact on your rating for MWR:
(Choose three or less)

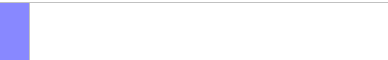
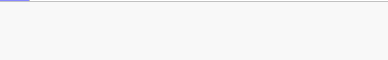
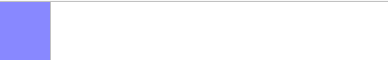
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of MWR services available		27.8%	5
Quality of services		16.7%	3
Cost		27.8%	5
Staff's customer service		22.2%	4
Hours of operation		22.2%	4
		Valid Responses	18

39: Rate your satisfaction with the NEX services on a scale of 1 (worst) to 10 (best).

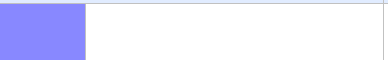
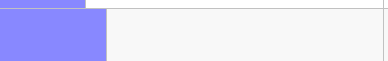
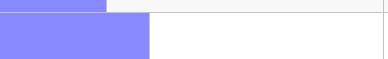
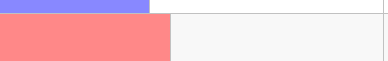

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		11.1%	2
5		16.7%	3
6		16.7%	3
7		16.7%	3
8		22.2%	4

9		5.6%	1
10		0.0%	0
Do not use		11.1%	2
		Mean	6.438
		Standard Deviation	1.548
		Valid Responses	18
		Total Responses	18


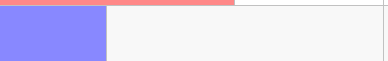
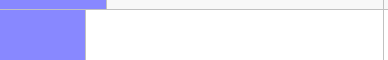
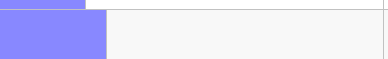
40: Please indicate up to three main factors that have a **positive** impact on your rating for NEX:
(Choose three or less)


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		22.2%	4
Quality of merchandise selections		27.8%	5
Cost		38.9%	7
Staff's customer service		44.4%	8
Hours of operation		38.9%	7
		Valid Responses	18

41: Please indicate up to three main factors that have a **negative** impact on your rating for NEX:
(Choose three or less)


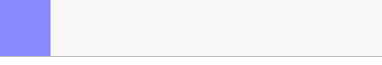

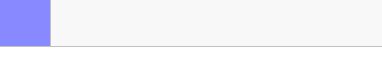
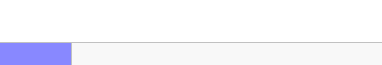
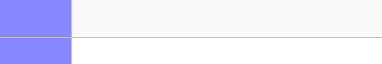
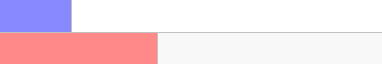
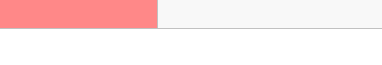
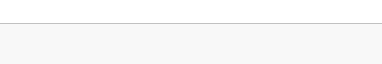
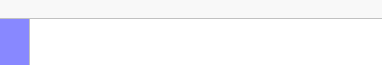
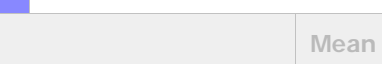
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of merchandise selections		61.1%	11
Quality of merchandise selections		27.8%	5
Cost		22.2%	4
Staff's customer service		27.8%	5

Hours of operation		11.1%	2
		Valid Responses	18

42: Rate your satisfaction with the Commissary on a scale of 1 (worst) to 10 (best).

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		11.1%	2
3		0.0%	0
4		11.1%	2
5		0.0%	0
6		16.7%	3
7		16.7%	3
8		38.9%	7
9		0.0%	0
10		0.0%	0
Do not use		5.6%	1
		Mean	6.294
		Standard Deviation	2.085
		Valid Responses	18

43: Please indicate up to three main factors that have a **positive** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		33.3%	6

Quality of products/produce/meats selection		33.3%	6
Cost		55.6%	10
Staff's customer service		27.8%	5
Hours of operation		27.8%	5
		Valid Responses	18

44: Please indicate up to three main factors that have a **negative** impact on your rating for Commissary: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Variety of products/produce/meats selection		61.1%	11
Quality of products/produce/meats selection		38.9%	7
Cost		16.7%	3
Staff's customer service		16.7%	3
Hours of operation		33.3%	6
		Valid Responses	18

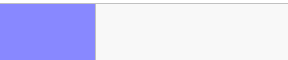

45: Do you have infant to pre-school age children in your family?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		44.4%	8
No		55.6%	10
		Valid Responses	18




46: Rate your satisfaction with your Child Development Center (CDC) on a scale of 1 (worst) to 10 (best)


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		25.0%	2
7		0.0%	0
8		0.0%	0
9		0.0%	0
10		0.0%	0
Do not use		75.0%	6
		Mean	6.000
		Standard Deviation	0.000
		Valid Responses	8

47: Please indicate up to three main factors that have a **positive** impact on your rating for CDC: (Choose three or less)


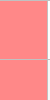

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		12.5%	1
Quality of childcare services (regular &/or drop off)		12.5%	1
Cost of services		12.5%	1
Customer service		0.0%	0

Hours of operation		12.5%	1
		Valid Responses	8

48: Please indicate up to three main factors that have a **negative** impact on your rating for CDC:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Availability of childcare services (regular &/or drop off)		12.5%	1
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost of services		12.5%	1
Customer service		12.5%	1
Hours of operation		0.0%	0
		Valid Responses	8

49: Rate your satisfaction with your Child Development Home (CDH) on a scale of 1 (worst) to 10 (best)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		0.0%	0
4		0.0%	0
5		0.0%	0
6		0.0%	0
7		0.0%	0
8		0.0%	0
9		0.0%	0

10		0.0%	0
Do not use		100.0%	7
Not Answered			1
	Mean		0.000
	Standard Deviation		0.000
	Valid Responses		7

50: Please indicate up to three main factors that have a **positive** impact on your rating for CDH:
(Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or drop off)		0.0%	0
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
	Valid Responses		8

51: Please indicate up to three main factors that have a **negative** impact on your rating for CDH:
(Choose three or less)

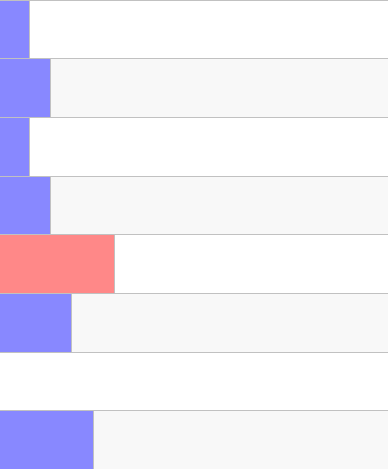
(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Travel distance from home to a local approved CDH		0.0%	0
Availability of childcare services (regular &/or		0.0%	0

drop off)			
Quality of childcare services (regular &/or drop off)		0.0%	0
Cost		0.0%	0
Staff		0.0%	0
Hours of operation		0.0%	0
		Valid Responses	8

52: Rate your satisfaction with your healthcare benefits on a scale of 1 (worst) to 10 (best)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		5.6%	1
4		11.1%	2
5		5.6%	1
6		11.1%	2
7		27.8%	5
8		16.7%	3
9		0.0%	0
10		22.2%	4
		Mean	7.056
		Standard Deviation	2.155
		Valid Responses	18

53: Please indicate up to three main factors that have a **positive** impact on your rating for healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		44.4%	8
Appointment availability		55.6%	10
Waiting Time		22.2%	4
Time with staff or care provider		55.6%	10
Hours of operation		27.8%	5
		Valid Responses	18

54: Please indicate up to three main factors that have a **negative** impact on your rating for healthcare benefits: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Types of healthcare services available		50.0%	9
Appointment availability		33.3%	6
Waiting Time		38.9%	7
Time with staff or care provider		22.2%	4
Hours of operation		38.9%	7
		Valid Responses	18

55: Since being assigned to the area, have you experienced abusive behavior from your spouse?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		100.0%	18

	Mean	2.000
	Standard Deviation	0.000
	Valid Responses	18

56: Was the abuse physical (beaten, choked, slapped, bitten, assault with weapon, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Not Applicable		0.0%	0
Valid Responses			0

57: Was the abuse verbal (verbal bullying, name calling, excessive belittling, fault finding, criticism, etc.)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		0.0%	0
No		0.0%	0
Not Applicable		0.0%	0
Valid Responses			0

58: What were the reasons for your partner abusing you? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Angry with no associated reason		0.0%	0
Wanted to frighten me		0.0%	0
Work stress (long hours, multitasking, etc.)		0.0%	0

Financial stress		0.0%	0
Jealousy		0.0%	0
Alcohol related		0.0%	0
Family history of abuse		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	0

59: Who did you contact about the abuse? (Choose all that apply)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Chain of command		0.0%	0
Family Advocacy at Fleet Family Support Center		0.0%	0
Civilian counseling center		0.0%	0
Civilian medical facility		0.0%	0
On-base medical facility		0.0%	0
Naval Criminal Investigative Service (NCIS)		0.0%	0
Military security		0.0%	0
Civilian law enforcement (police)		0.0%	0
Chaplain/Pastor		0.0%	0
Navy or DoD IG		0.0%	0
Friend		0.0%	0
No one, didn't report		0.0%	0
Not Applicable		0.0%	0
		Valid Responses	0

60: Fraternalization is occurring in my spouse's command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		11.1%	2
Agree		5.6%	1
Neither Agree nor Disagree\Don't know		33.3%	6
Disagree		16.7%	3
Strongly Disagree		33.3%	6
		Valid Responses	18

61: Sexual harassment is occurring in my spouse's command/organization.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		0.0%	0
Agree		0.0%	0
Neither Agree nor Disagree\Don't know		38.9%	7
Disagree		11.1%	2
Strongly Disagree		50.0%	9
		Valid Responses	18

62: I understand the absentee voting process in the Federal Absentee Voting Program



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		22.2%	4
Agree		11.1%	2
Neither Agree nor Disagree		38.9%	7
Disagree		22.2%	4

Strongly Disagree		5.6%	1
		Valid Responses	18



63: I know who my Voting Assistance Officer (VAO) is.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		11.1%	2
No		88.9%	16
		Valid Responses	18




64: I voted in the last election.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		55.6%	10
No		44.4%	8
		Valid Responses	18

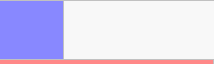

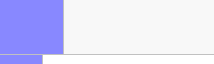

65: If you did not vote in the last election, why?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I choose not to		66.7%	4
I didn't know how to		16.7%	1
Other		16.7%	1
		Valid Responses	6

66: For the current calendar year, how satisfied are you with the performance (knowledge base/distribution of voting materials) of your Command VAO?

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Very Satisfied		0.0%	0
Satisfied		16.7%	3
Neither Satisfied nor Dissatisfied		55.6%	10
Dissatisfied		16.7%	3
Very Dissatisfied		11.1%	2
		Valid Responses	18

67: Please provide any additional comments or concerns impacting your quality of life not already covered in this survey.

APPENDIX C

**SUMMARY OF SURVEY DATA ANALYSIS
RESERVE COMPONENT PERSONNEL**

APPENDIX C



SUMMARY OF SURVEY DATA ANALYSIS RESERVE COMPONENT PERSONNEL

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted an on-line survey of Selected Reserve (SELRES) personnel from personnel from 16 December 2011 through 18 January 2012 in support of the South Texas Area Visit held from 6-17 February 2012. There were a total of 112 reserve respondents to the survey, with 85 males and 27 females.
2. Quality of Life. The reserve survey respondents rated their Quality of Home Life (QoHL) at 7.40 on a scale of 1 to 10 ('worst' to 'best'), which is slightly higher than the Naval Inspector General average of 7.37.
3. Survey Topics
 - a. The survey included demographic questions such as gender, age, rank, and reserve status.
 - b. Other topics included support provided by the Navy Support Operation Center (NOSC) at San Antonio and Corpus , training provided, promotion opportunities, and resources.
 - c. Additionally, questions were asked regarding activation; support family members received during recall/mobilization; integration with active components, etc.

SOUTH TEXAS AREA VISIT 2011 RESERVE COMPONENT PERSONNEL








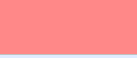
1: I drill with a unit near or at:

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
NOSC San Antonio		94.6%	106
NOSC Corpus Christi		3.6%	4
Other		1.8%	2
		Valid Responses	112

2: I currently drill with a unit that provides the following support:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Base Support (PSD, Air Ops, Port Ops, etc.)		11.6%	13
Shore Support (IMA, AIMD, Shipyard, NSSC, etc.)		13.4%	15
Expeditionary Forces (All NECC units)		14.3%	16
Special Warfare/Special Operations		1.8%	2
Security		0.0%	0
Hospital/Clinic		10.7%	12
Air Forces		1.8%	2
Surface Forces		5.4%	6
Submarine Forces		0.0%	0
Supply		5.4%	6
Staff		3.6%	4
Other		32.1%	36
		Valid Responses	112

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3: Gender:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Male		75.9%	85
Female		24.1%	27
		Valid Responses	112

4: Age:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
17-24		9.8%	11
25-34		29.5%	33
35-44		42.0%	47
45-54		17.9%	20
55-60		0.0%	0
60+		0.9%	1
		Valid Responses	112

5: Reserve Status

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Selected Reserve, in a drill status/not on recall		89.3%	100
Selected Reserve, in a recall status on active duty		7.1%	8
Volunteer Training Unit (VTU) member		3.6%	4
		Valid Responses	112

6: Rank:

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
E1 - E4		13.4%	15
E5 - E6		55.4%	62
E7 - E9		9.8%	11
CWO2 - 03		8.9%	10
04 - 05		11.6%	13
06 - Flag Officer		0.9%	1
		Valid Responses	112

7: On a scale of 1 (worst) to 10 (best) please rate your Quality of Work life (QOWL), while serving in your reserve status. QOWL is the degree to which you enjoy where you work and available opportunities for professional growth.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		2.7%	3
2		1.8%	2
3		1.8%	2
4		1.8%	2
5		8.0%	9
6		7.1%	8
7		19.6%	22
8		26.8%	30
9		17.0%	19
10		13.4%	15
		Mean	7.402

	Standard Deviation	2.068
	Valid Responses	112

8: Please indicate up to three main factors that have a **positive** impact on your QOWL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		36.6%	41
Leadership support		50.0%	56
Leadership opportunities		27.7%	31
Length of workday		6.3%	7
Advancement opportunities		19.6%	22
Training opportunities		30.4%	34
Awards and recognition		13.4%	15
Command climate		37.5%	42
Quality of the workplace facilities		17.0%	19
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		4.5%	5
Pay & Benefits		40.2%	45
Other		2.7%	3
		Valid Responses	112

9: Please indicate up to three main factors that have a **negative** impact on your QOWL: (Choose three or less)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Job satisfaction		15.2%	17

Leadership support		9.8%	11
Leadership opportunities		16.1%	18
Length of workday		26.8%	30
Advancement opportunities		23.2%	26
Training opportunities		22.3%	25
Awards and recognition		20.5%	23
Command climate		21.4%	24
Quality of the workplace facilities		29.5%	33
Frequency of deployments/Individual Augmentations (e.g. IAMM or GSA)		20.5%	23
Pay & Benefits		15.2%	17
Other		13.4%	15
		Valid Responses	112

10: Are you currently serving in a command leadership position (e.g. Flag Officer, Commanding Officer, Executive Officer, OIC, or Command Master, Senior Enlisted Advisor)?

(Respondents could only choose a **single** response)

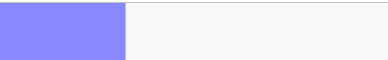
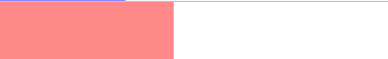
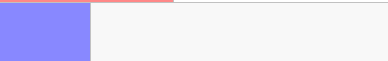
Response	Chart	Frequency	Count
Yes		13.4%	15
No		86.6%	97
		Valid Responses	112

11: How would you rate the level of necessary manpower your reserve unit has available to effectively achieve its mission objectives.

(Respondents could only choose a **single** response)


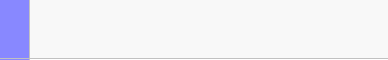

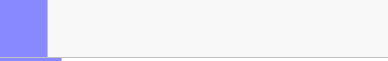

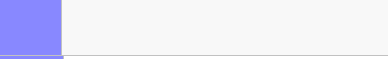

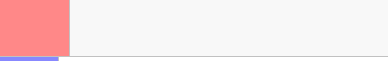

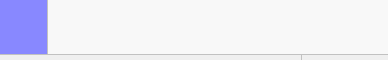
Response	Chart	Frequency	Count
Over Manned		5.4%	6

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Fully Manned		30.4%	34
Adequately Manned		42.9%	48
Undermanned		21.4%	24
		Valid Responses	112

12. For questions 12, 13 and 15-21, 1 is the lowest and 10 is the highest: On a scale of 1 to 10, how would you rate the level of necessary hardware your command has available to effectively achieve its mission objectives. (1 is least effective)

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		8.9%	10
2		4.5%	5
2		4.5%	5
4		8.9%	10
5		12.5%	14
6		12.5%	14
7		13.4%	15
8		14.3%	16
9		11.6%	13
10		8.9%	10
		Mean	6.063
		Standard Deviation	2.659
		Valid Responses	112

13: How would you rate the level of funding availability for training required to effectively achieve mission requirements.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.5%	5
2		1.8%	2
3		8.1%	9
4		10.8%	12
5		17.1%	19
6		9.0%	10
7		14.4%	16
8		18.0%	20
9		12.6%	14
10		3.6%	4
		Mean	6.099
		Standard Deviation	2.316
		Valid Responses	111

15: How would you rate the support provided by Naval Air Facility (NAF) Washington?
 [This question should have read, "How would you rate the support provided by your servicing NOSC?"]

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		18.6%	18
2		3.1%	3
3		4.1%	4
4		5.2%	5
5		32.0%	31

6		9.3%	9
7		10.3%	10
8		9.3%	9
9		5.2%	5
10		3.1%	3
		Mean	4.969
		Standard Deviation	2.543
		Valid Responses	97







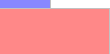


16: How would you rate your satisfaction with the resolution of pay problems?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		2.7%	3
2		1.8%	2
3		4.5%	5
4		5.4%	6
5		12.5%	14
6		6.3%	7
7		11.6%	13
8		20.5%	23
9		17.9%	20
10		17.0%	19
		Mean	7.170
		Standard Deviation	2.374
		Valid Responses	112







17: How would you rate your satisfaction with the resolution of travel reimbursement?




(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		7.4%	8
2		2.8%	3
3		3.7%	4
4		3.7%	4
5		11.1%	12
6		10.2%	11
7		9.3%	10
8		24.1%	26
9		19.4%	21
10		8.3%	9
		Mean	6.713
		Standard Deviation	2.565
		Valid Responses	108

18: How would you rate your satisfaction with the maintenance of your personnel records?






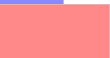


(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		4.5%	5
2		3.6%	4
3		2.7%	3
4		9.1%	10
5		17.3%	19
6		12.7%	14
7		13.6%	15

8		17.3%	19
9		15.5%	17
10		3.6%	4
		Mean	6.282
		Standard Deviation	2.295
		Valid Responses	110

19: How would you rate your satisfaction with the maintenance of your medical records?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.4%	6
2		0.9%	1
3		1.8%	2
4		4.5%	5
5		13.4%	15
6		8.0%	9
7		13.4%	15
8		25.0%	28
9		14.3%	16
10		13.4%	15
		Mean	7.018
		Standard Deviation	2.352
		Valid Responses	112

20: How would you rate your satisfaction with the medical services provided by NAF Washington?
 [This question should have read, "How would you rate the medical services provided by your
 NOSC?"]

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		15.5%	15
2		2.1%	2
3		3.1%	3
4		5.2%	5
5		26.8%	26
6		11.3%	11
7		8.2%	8
8		18.6%	18
9		5.2%	5
10		4.1%	4
		Mean	5.454
		Standard Deviation	2.582
		Valid Responses	97

21: How would you rate your satisfaction with the Berthing/Messing provided by NAF Washington?
 [This question should have read, "How would you rate your satisfaction with the Berthing/Messing
 provided by the NOSC?"]

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		15.5%	15
2		2.1%	2
3		0.0%	0
4		7.2%	7
5		27.8%	27

6		7.2%	7
7		11.3%	11
8		14.4%	14
9		8.2%	8
10		6.2%	6
		Mean	5.619
		Standard Deviation	2.667
		Valid Responses	97

23: How frequently do you use Navy Knowledge Online(NKO)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
At least once a week		26.8%	30
At least once a month		64.3%	72
Less than once a month		8.9%	10
		Valid Responses	112

24: How would you rate your satisfaction with training on Navy Knowledge Online?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		0.0%	0
2		0.0%	0
3		2.7%	3
4		3.6%	4
5		10.8%	12

6		9.9%	11
7		21.6%	24
8		27.9%	31
9		9.9%	11
10		13.5%	15
		Mean	7.351
		Standard Deviation	1.756
		Valid Responses	111

25: Are you satisfied with the training opportunities available to continue your professional development?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		60.9%	67
No		28.2%	31
Don't know		10.9%	12
		Valid Responses	110




26: Do you have a good understanding of the promotion opportunities with your rate?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		74.1%	83
No		20.5%	23
Not Applicable		5.4%	6
		Valid Responses	112






27: In the event you need to do Navy Reserve related work outside of the drill weekend, do you have sufficient IT resources (e.g., computers, web access, CAC card readers, bandwidth) to meet your command work needs?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		59.8%	67
No		36.6%	41
Not Applicable		3.6%	4
		Valid Responses	112

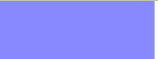
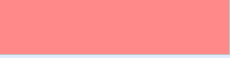
28: Between drill weekends, how many hours do you do Navy related work?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0 hours: I complete all Navy work during the drill weekend		7.1%	8
1-5 hours		42.0%	47
6-10 hours		24.1%	27
11-20 hours		16.1%	18
Greater than 20 hours		10.7%	12
		Valid Responses	112



29: In the past three years, have you used personal funds to purchase supplies, tools, parts or equipment to effectively complete your unit's operational or training requirements?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		40.2%	45
No		59.8%	67
		Valid Responses	112





31: Have you been recalled to active duty since September 11, 2001?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		35.2%	38
No		64.8%	70
		Valid Responses	108

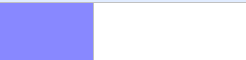

32: You were recalled (Check those that apply):

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Individually		60.5%	23
As part of a total unit mobilization		21.1%	8
Voluntarily		15.8%	6
Involuntarily		31.6%	12
		Valid Responses	38

33: Have you been recalled more than once?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes - How many times since September 11, 2001?		24.3%	9
No		75.7%	28
		Valid Responses	37

34: How much advance notice were you given prior to your mobilization date (most recent mobilization)?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
0-15 days		5.4%	2
16-30 days		21.6%	8
31-60 days		54.1%	20
Greater than 60 days		18.9%	7
Valid Responses			37

35: On a scale of 1 to 10, please rate your experience as it relates to the administrative support provided by NAF Washington from your initial notification to when you reported to your AC command. [This question should have read, "On a scale of 1 to 10, please rate your experience as it relates to the administrative support provided by your NOSC from your initial notification to when you reported to your AC command."]









(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		12.1%	4
2		3.0%	1
3		0.0%	0
4		9.1%	3
5		15.2%	5
6		9.1%	3
7		12.1%	4
8		21.2%	7
9		9.1%	3
10		9.1%	3
Mean			6.121

	Standard Deviation	2.736
	Valid Responses	33

36: On a scale of 1 to 10, please rate the support your family received from the Navy during your recall period.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		11.8%	4
2		2.9%	1
3		2.9%	1
4		8.8%	3
5		20.6%	7
6		5.9%	2
7		20.6%	7
8		11.8%	4
9		5.9%	2
10		8.8%	3
		Mean	5.794
		Standard Deviation	2.649
		Valid Responses	34

37: On a scale of 1 to 10, rate the administrative support and other services provided by the Navy Mobilization Processing Site (NMPS) from which you mobilized.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		2.9%	1
2		5.7%	2
3		5.7%	2

4		2.9%	1
5		8.6%	3
6		17.1%	6
7		8.6%	3
8		20.0%	7
9		8.6%	3
10		20.0%	7
		Mean	6.857
		Standard Deviation	2.580
		Valid Responses	35

38: On a scale of 1 to 10, rate the effectiveness of information you received about your mobilization assignment (command mission, location, nature of assignment, command point of contact, etc.) before you arrived at your active duty command.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		8.6%	3
2		2.9%	1
3		11.4%	4
4		11.4%	4
5		5.7%	2
6		14.3%	5
7		11.4%	4
8		20.0%	7
9		5.7%	2
10		8.6%	3
		Mean	5.857

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	Standard Deviation	2.669
	Valid Responses	35

39: On a scale of 1 to 10, rate your experience as it relates to the administrative support provided by NAF Washington during your demobilization process. [This question should have read, “On a scale of 1 to 10, please rate your experience as it relates to the administrative support provided by your NOSC during your demobilization process.”]








(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		17.6%	6
2		0.0%	0
3		8.8%	3
4		2.9%	1
5		17.6%	6
6		5.9%	2
7		17.6%	6
8		14.7%	5
9		8.8%	3
10		5.9%	2
		Mean	5.588
		Standard Deviation	2.840
		Valid Responses	34

40: On a scale of 1 to 10, rate your experience as it relates to the support provided by your servicing Navy Mobilization Processing Site (NMPS) during your demobilization process.





(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
1		5.9%	2

2		2.9%	1
3		2.9%	1
4		5.9%	2
5		5.9%	2
6		14.7%	5
7		14.7%	5
8		20.6%	7
9		14.7%	5
10		11.8%	4
		Mean	6.794
		Standard Deviation	2.496
		Valid Responses	34


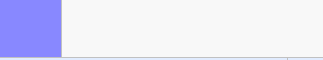
41: Rate the degree to which you were utilized effectively by the Active Component (AC) command to which you were mobilized.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
I performed the duties of the billet I was recalled to fill		50.0%	18
I performed duties related to my rating/designator		16.7%	6
I performed duties not related to my rating/designator, but for which I received special training prior to mobilization		16.7%	6
I performed duties completely unrelated to my rating/designator, or training		16.7%	6
		Valid Responses	36



42: Did you perform the duties you expected to perform?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		83.8%	31
No		16.2%	6
Valid Responses			37


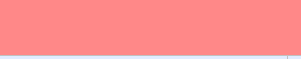
43: Do you believe you received the necessary training, instructions and logistical support to adequately perform your assigned duties while on active duty?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		75.7%	28
No		24.3%	9
Valid Responses			37

44: Did you experience any problems with pay during your mobilization process?

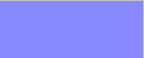
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		21.6%	8
No		78.4%	29
Valid Responses			37

45: Did you require medical attention while mobilized?



(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		62.2%	23

No		37.8%	14
		Valid Responses	37




46: Did you require medical attention after you returned from your mobilization?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		37.8%	14
No		62.2%	23
		Valid Responses	37


47: At what type of medical facility were you treated when you returned? (Choose all that apply)


(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Military		39.5%	15
VA		21.1%	8
Host Nation		0.0%	0
Civilian		34.2%	13
Other US facility (State Dept, NGO, etc.)		2.6%	1
		Valid Responses	38

48: Was your medical attention the result of combat related or line of duty injuries?




(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		27.3%	9

No		72.7%	24
		Valid Responses	33



49: Was a line of duty investigation conducted?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		9.1%	3
No		78.8%	26
Do not know		12.1%	4
		Valid Responses	33



50: Following your return from recall, did you experience any re-employment issues?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		13.9%	5
No		86.1%	31
		Valid Responses	36



51: Did you notify your Chain of Command that you were experiencing re-employment issues?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		12.5%	4
No		87.5%	28
		Valid Responses	32





52: Was the issue resolved to your satisfaction?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		70.0%	21
No		30.0%	9
Valid Responses			30



53: My supported command calls on its reservists to perform mission essential tasks appropriately.

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Strongly Agree		19.4%	20
Agree		68.0%	70
Disagree		10.7%	11
Strongly Disagree		1.9%	2
Valid Responses			103



54: Does your reserve unit effectively communicate with you outside of the drill weekend?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		87.4%	90
No		12.6%	13
Valid Responses			103




55: Does NAF Washington effectively communicate with you outside of the drill weekend?
 [This question should have read, “Does your NOSC effectively communicate with you outside of the drill weekend?”]

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		27.8%	27
No		72.2%	70
Valid Responses			97


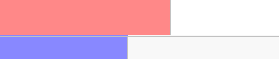

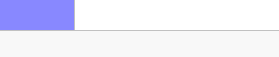
56: Does your supported command effectively communicate with your reserve unit?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Yes		56.9%	58
No		16.7%	17
Don't Know		26.5%	27
Valid Responses			102

57: How supportive is your employer with regard to your Navy Reserve participation and responsibilities?

(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
Extremely supportive (recognizes Reserve participation)		44.1%	45
Supportive		33.3%	34
Neutral		19.6%	20
Non-supportive (discourages my participation in Reserve duties)		2.9%	3
Valid Responses			102

59: What motivates you to remain in the Navy Reserve? (Choose all that apply.)

(Respondents were allowed to choose **multiple** responses)

Response	Chart	Frequency	Count
Contractual obligation		25.2%	26
Pay Check		52.4%	54
Education/Training Opportunity		51.5%	53
Travel		50.5%	52
Contribution to National Defense		62.1%	64
Interaction with your Shipmates		44.7%	46
Retirement Benefits		66.0%	68
Other		13.6%	14
		Valid Responses	103

60: What area has the greatest impact on your willingness to continue to serve as a reservist?

61: Are there any additional questions that you wish we would have asked as it relates to your military experience? If so, please answer below.

APPENDIX D

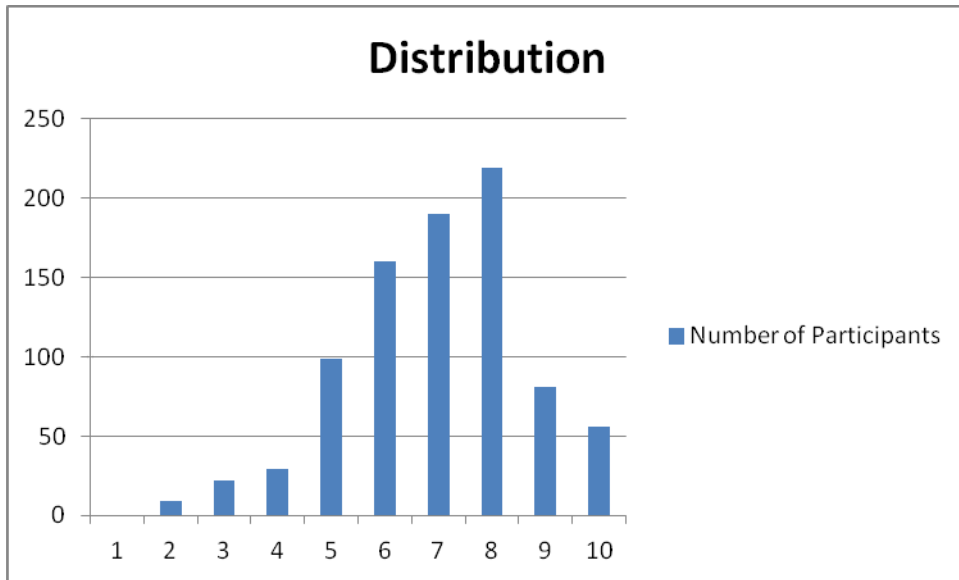
**SUMMARY OF FOCUS GROUP DATA ANALYSIS
ACTIVE DUTY MILITARY AND DEPARTMENT
OF THE NAVY CIVILIAN PERSONNEL**

APPENDIX D

**SUMMARY OF FOCUS GROUP DATA ANALYSIS
ACTIVE DUTY MILITARY AND DEPARTMENT OF THE NAVY CIVILIAN
PERSONNEL**

1. Overall Observations and Methodology. The Naval Inspector General (NAVINSGEN) conducted 61 active duty military and civilian focus groups or round tables, at San Antonio, Kingsville, and Corpus Christi in the South Texas area. A total of 865 personnel, consisting of 605 (69.9%) active duty military and 260 civilians (30.1%) participated in these focus groups on a variety of quality of home life and quality of work life topics.

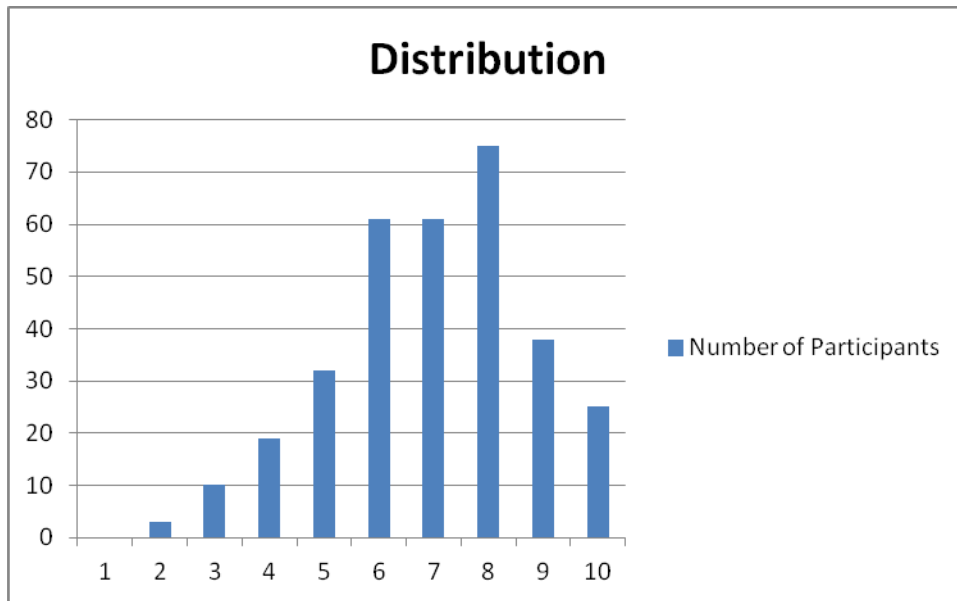
2. Quality of Life. The active duty military and Department of the Navy (DON) civilian personnel focus group participants rated their overall Quality of Life at 6.97, on a scale of 1 to 10 where 1 is ‘worst’ and 10 is ‘best’ which is slightly higher than the NAVINSGEN average of 6.90. The overall distribution of scores for the military and civilians can be seen in the chart below.



3. Major Concerns. Major concerns of active duty military and DoN civilian focus group participants in the South Texas Area include: Facilities, manning/manpower, medical, and galley/food choices. Other topics of interest were specific to the individual sites visited and will be discussed below.

4. San Antonio Focus Groups

a. Summary. The Focus Group Team conducted 27 focus groups of active duty military and DON civilian participants at San Antonio. A total of 304 military and 20 DoN civilians participated in the focus groups. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QoL) score as 6.97. The average score for the military is 7.05 and civilians is 5.70. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QoL. The major concerns were: Medical, leadership, manning/manpower, facilities, uniforms, barracks.

(1) Medical was indicated as an issue in 15 of the 27 focus groups. One of the main issues had to do with the lack of access to care. Additionally, issues arise between the differences in Military Services and the inability of their respective systems to communicate with each other. For example, getting a Navy physical health assessment in another Services medical system is difficult.

(2) Leadership was indicated as an issue in 14 of the focus groups. Participants stated that the Chain of Command is not responsive. Some of the junior officers stated that they attempt to find helpful solutions; only to be put on the defensive.

(3) Manning/manpower was indicated as an issue during 12 of the focus groups. The military/civilians indicated that they are understaffed to complete their mission. The lack of instructors was repeatedly mentioned during the focus groups.

(4) Facilities were also discussed during 10 of the focus groups. The main issues with the facilities had to do with building deterioration, mold, etc. Another example, included sidewalks that become muddy during the wet seasons causing slip hazards.

(5) Uniforms were indicated as an issue in 9 of the focus groups. Participants stated that Navy uniform items are difficult to obtain in the San Antonio area. Many stated that they either have to order items online or drive two and a half plus hours to Corpus Christi to get needed items. Some also stated that once they get there Corpus Christi does not always have the items they need.

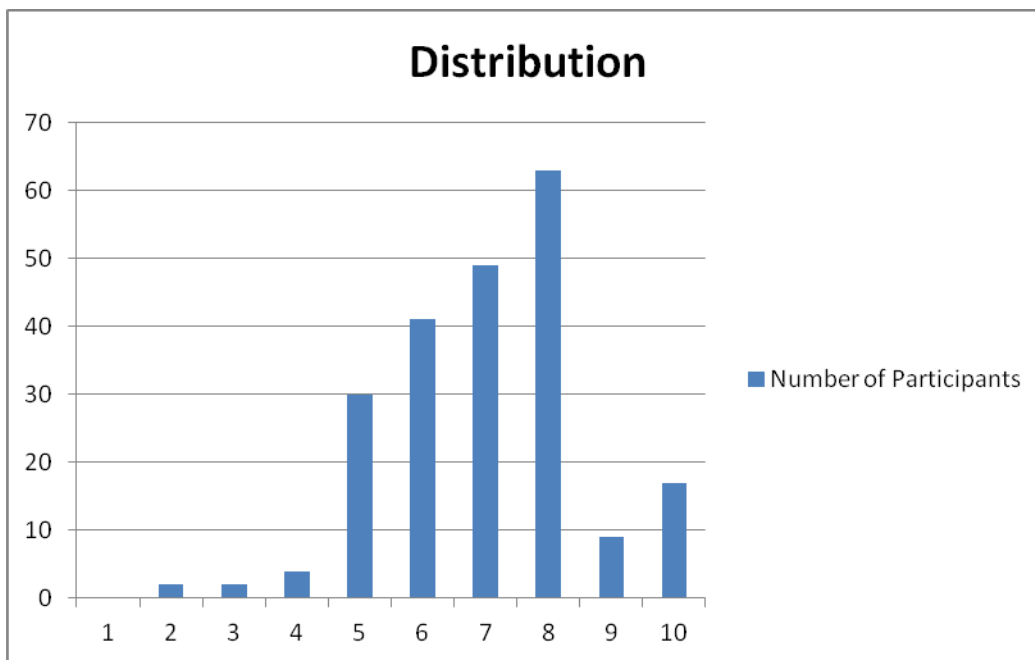
(6) Barracks were discussed as an issue in 9 out of 21 enlisted focus groups. In some cases participants indicated limited showers and no hot water. Other topics such as bugs and mold in the barracks were also discussed.

(7) Parking was discussed in 9 of the focus groups. Those especially at Ft. Sam Houston discussed parking as an issue. Participants indicated that there is no parking enforcement.

(8) Joint Basing was indicated as an issue in 9 of the focus groups. Participants indicated that since the Air Force is in charge that Navy personnel are not taken care of because the Air Force don't understand Navy rules. Participants stated that there are no policies in place for joint basing.

5. Kingsville Focus Groups

a. Summary. The Focus Group Team conducted 15 focus groups of active duty military and DON civilian participants at Kingsville. A total of 120 military and 97 DoN civilians participated in the focus groups. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QoL) score as 7.00. The average score for the military is 6.81 and civilians is 7.25. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QoL. The major concerns were: Location, galley/food choices, manning/manpower, work hours/workload, housing, funding, facilities, advancement/promotion, and perform to serve/enlistment retention boards.

(1) Location was indicated as an issue in 10 of the 15 focus groups. Participants stated that due to the isolated location of Kingsville that there is very little to do in their off time.

Several stated that it takes hours to get to any city of decent size. This was especially an issue for junior sailors who do not have access to transportation.

(2) Manning and manpower were also discussed in 10 of the focus groups. Participants stated that manning and manpower is being reduced but they are still responsible for completing the same amount of work. Others mentioned that it's the "Do more with less mentality".

(3) Galley and food choices – the lack of a galley and other eating establishments was stated as an issue in 9 of the focus groups. Additionally, participants did not feel that there were many healthy food choices available.

(4) Work hours and workload were discussed in 8 of the focus groups. They stated that due to the lack of manning and manpower they work extended hours and have an increased work load. Participants also stated that statutory programs and training requirements increase workload.

(5) Housing was mentioned as an area of concern in 6 of the focus groups. Participants stated that that housing is often not available and that there are long wait lists to obtain housing.

(6) Funding was discussed as an issue in 6 of the focus groups. Participants stated that there is not funding for training. Some also indicated that they are purchasing items out of their own pockets. Other indicated that they are no appropriately funded.

(7) Facilities were also mentioned as having problems in 6 focus groups. Issues ranged from mice in the hangers to problems with sewer pipes.

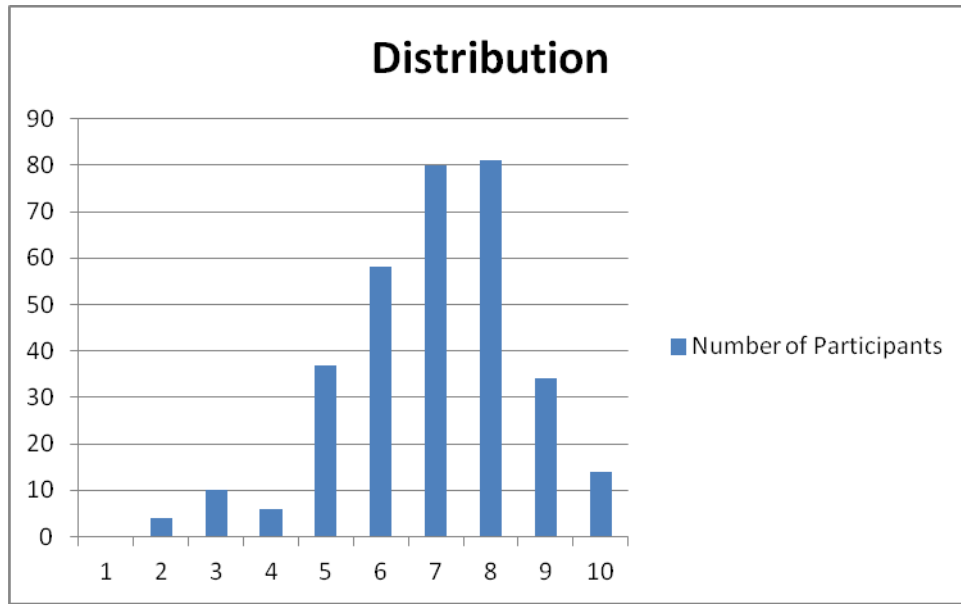
(8) Advancement and promotions were discussed as issues 6 focus groups - the GS 1-8, NAF (non-supervisor, and wage grade groups as well as three of the junior enlisted groups.

(9) Perform to Serve / Enlisted Retention Boards were discussed in all 5 of the enlisted focus groups and 1 of the civilian groups. In the civilian group the participants stated that PTS is hurting manning.

(10) Leadership, communication, training, and MWR were each discussed as issues in 5 focus groups.

6. Corpus Christi Focus Groups

a. Summary. The Focus Group Team conducted 19 focus groups of active duty military and DON civilian participants at Corpus Christi. A total of 181 military and 143 DoN civilians participated in the focus groups. On a scale of 1 to 10, where 1 is 'worst' and 10 is 'best', they rated their average Quality of Life (QoL) score as 6.94. The average score for the military is 6.76 and civilians is 7.16. The distribution of individual scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QoL. The major concerns identified were: Facilities, manning/manpower, MWR, medical, galley/food choices.

(1) Facilities were discussed as an issue in 14 out of the 19 focus groups. Items such as temperature control, water issues, and the poor condition of the parking lots were discussed during the focus groups. Other topics were related to safety concerns such as light fixtures falling on desks were also discussed.

(2) Manning was indicated as an issue in 12 of the focus groups. Some mentioned that force shaping tools like Perform to Serve (PTS) can have a negative impact on manning. They indicated that PTS had a direct as well as indirect impact on manning. That is, sailors prepare to get out in case they are not picked up under PTS. In one of the focus groups, participants mentioned that a CNIC hiring freeze had an impact on their ability to hire.

(3) MWR was discussed in 10 of the 19 focus groups. The focus group participants stated that they would like more activities available. There also is frustration on the part of the military members because of the differences between the Civilian MWR and their MWR. For example, they feel that civilian members pay less for the same activities as military members.

(4) Medical was mentioned in 9 of the focus groups. One of the main topics discussed was the lack of specialists in the area. Military members and their spouses also indicated that care for dependents is limited. Other issues had to do with the general lack of access to care.

(5) The lack of a galley and healthy food choices was an issue in 9 of the focus groups. Participants stated that the Club is not really open for lunch and that other eating establishments are scheduled to be closed.

(6) Other topics were discussed as issues. The exchange/commissary, housing, leadership, funding, and PTS/ERB were each discussed in six focus groups.

APPENDIX E

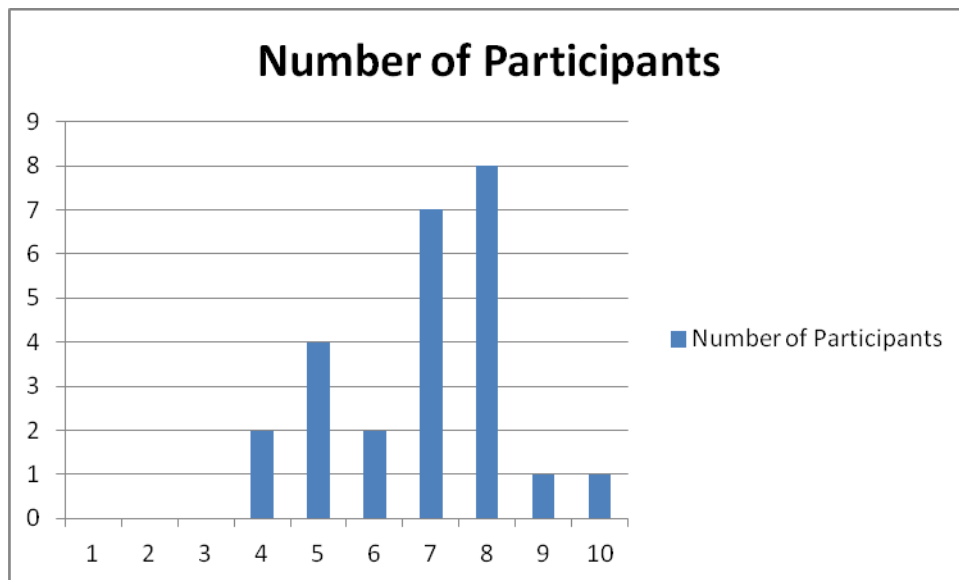
**SUMMARY OF FOCUS GROUP DATA ANALYSIS
SPOUSES OF ACTIVE DUTY MILITARY**

APPENDIX E

SUMMARY OF FOCUS GROUP DATA ANALYSIS SPOUSES OF ACTIVE DUTY MILITARY

1. Overall Observations and Methodology. The Naval Inspector General (NAVINGEN) conducted 6 focus groups with spouses of active duty military in the South Texas Area. Two focus groups at each of the sites – San Antonio, Kingsville, and Corpus Christi were conducted with a total of 25 active duty spouses participated; all but one were female. A variety of quality of life topics were discussed.

2. Quality of Life. The spouses (of active duty military) focus group participants rated their overall Quality of Life at 6.88, on a scale of 1 to 10 where 1 is ‘worst’ and 10 is ‘best’. The NAVINGEN average QoL score for spouses is 6.74. The distribution of scores can be seen in the chart below. The intent for the spouse focus groups was to determine the Quality of Life (QOL) from the spouses’ perspective regarding housing, family medical/dental care, the Commissary, Navy Exchange (NEX), Moral, Welfare, and Recreation (MWR) facilities and opportunities, Fleet and Family Support Center (FFSC), and the impact of their spouses’ assignment for quality family time, family resources, and family stressors.

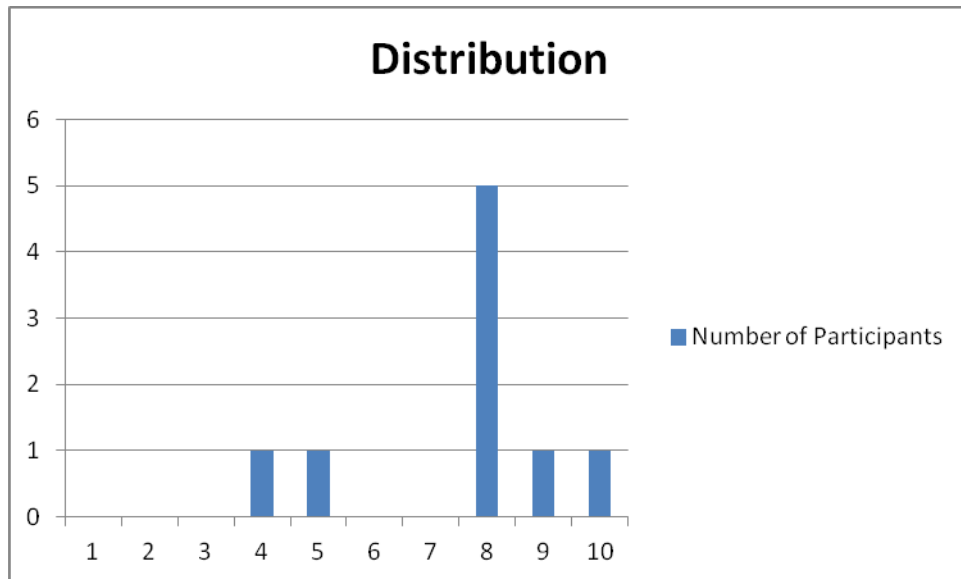


3. Major Concerns. Major concerns for spouses of the active duty military focus groups in the NDW area include: Moves/moving, employment, perform to serve (PTS), and health care.

4. San Antonio Focus Groups

a. Summary. The Focus Group Team conducted 2 focus groups of spouses active duty military; one with spouses of enlisted members and one with Officer spouses at San Antonio. There was a total of 9 participants – 2 spouses of officer and 7 spouses of enlisted. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QoL) score as

7.56. The average score for the officer spouses is 9.50 and enlisted spouses is 7.00. The distribution of scores can be seen in the chart below.



b. Concerns. There were several items (themes) identified by focus group participants affecting their QoL. There was one issue, medical, shared by both the officer spouses and the enlisted spouses. The enlisted spouses discussed 11 additional topics. The officer spouses only discussed the one topic.

(1) Medical was discussed by both of the focus groups. Issues with medical had to do with lack of access for dependents. They also mentioned that dependents are not allowed to be seen at Brooke Army Medical Center. Participants stated that there is a lack of personal relationships with providers. They also indicated a lack of continuity of care and communication between departments (ex. 4 EKGs from different departments prior to surgery). Another mentioned that their PCM changed without notice. On a positive note one participant stated that she transferred to Medical Home and loves it now.

(2) Housing was discussed as an issue. Participants stated that in Lincoln military housing (PPV) told residents that garage floods is an Army Corps of Engineering problem not Lincoln PPV.

(3) Focus group participants indicated that they do not know where to go if they have a child with special needs with regard to Public Schools.

(4) The spouses stated that manning and manpower is an issue because there are not enough instructors to handle the 1600 students. The further indicated that the schools are short 30 instructors. The stated that, "It feels like Sea Duty."

(5) Participants indicated that their spouses' work hours and workload is such that those that work in Barracks (=Ships) have to deal with the students' issues as well and don't come

home until late. They indicated that is due to the fact that the Air Force says instructors must instruct from 0700-1700, everything else is to be done after that.

(6) Participants felt that there is no real sponsor program – especially for spouses.

(7) Family Services – Sailors' wives don't understand what they are eligible for when it comes to "Army/Air Force" services. Additionally, some things such as "Play Pass" is only available to Air Force. They would like to add a FFSS liaison for the Army and Air Force bases, so Navy spouse can better understand what services are offered.

(8) With regard to spousal employment participants stated that “Hook-ups” are required. They stated that schools on base are based on who you know. They also indicated that many job offerings end up with only 1 day openings. They also feel like men are hired over women. Some have been told they do not qualify for spousal employment.

(9) Uniforms – Spouses of the enlisted stated that the availability of the navy working uniform (NWU) and the enlisted (khaki and black) uniforms are limited. The also were frustrated that they have to pay extra for name tapes for the NWUs or order from Pensacola.

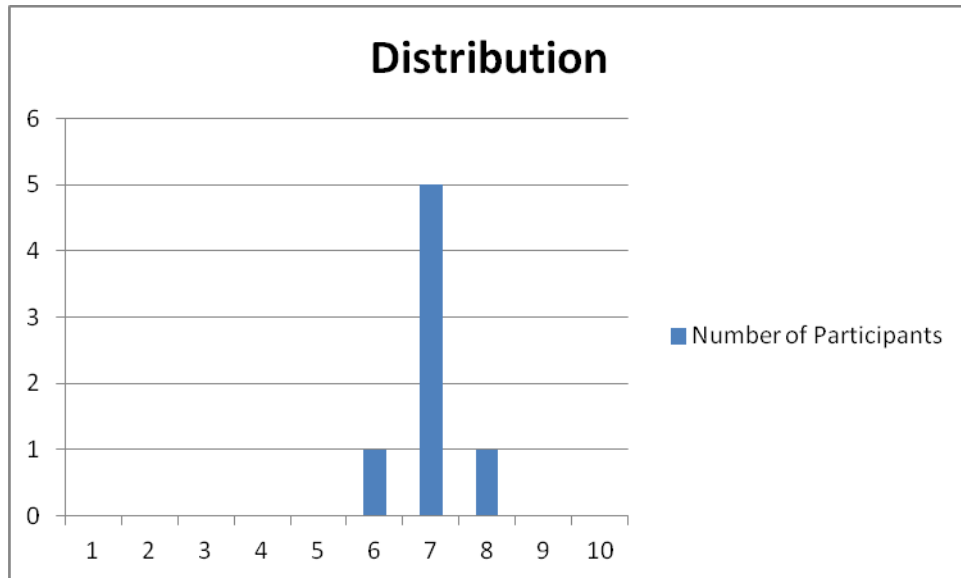
(10) PX/BX – The participants did not feel that the prices are competitive – an example given was that baby formula is more expensive than it is at Wal-mart. One participant described it as a "Broke Ass NEX". Participants also state that they only price match if the item is over \$10 and they show the advertisement.

(11) Participants indicated that there is very little availability of childcare. As an example there is over a 1 year wait for a 1 yr old – their point being by the time their child is accepted he will no longer fit the criteria to get in to childcare. Participants also indicated that the child development centers (CDC) on base will not watch kids past 1700, even though they close at 1800. Others mentioned that the CDC gets subsidized for Air Force and Army, but not Navy.

(12) Communication between Services – Medical Clinics do not communicate with each other. The systems don't connect between Air Force and Army, etc.

5. Kingsville Focus Groups

a. Summary. The Focus Group Team conducted 2 focus groups of spouses of active duty military; one with spouses of enlisted members and one with officer spouses at Kingsville. There was a total of 7 participants – 3 spouses of officer and 4 of enlisted. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QoL) score as 7.00. The average score for the officer spouses is 7.33 and enlisted spouses is 6.75. The distribution of scores can be seen in the chart below.



b. Concerns. There were 11 topics identified by focus group participants affecting their QoL. The officer spouses and the enlisted spouses shared two (2) issues. The remaining topics were discussed in the separated groups; 5 in the enlisted spouse group and 4 in the officer spouse group.

(1) Spousal employment was discussed as an issue in both the spouse focus groups. Participants indicated that it is hard to get base employment. Others indicate that getting work off base depends on the time of the year. One group mentioned that you have to be part of the “Good Ole Boy” network to get a job.

(2) The exchange and commissary were also discussed as an issue in both the spouse groups. Comments included that the selection is very limited and that the prices are not competitive with Wal-Mart. With regard to the commissary participants stated that the food is not always fresh.

(3) Medical was mentioned as an issue by the officer spouses. Participants stated that for specialty care they are referred to Corpus. They also indicated that they would not go to hospital in town due to stories about poor care there.

(4) Housing was mentioned as an area of concern during the officer spouse focus group. Participants stated that there are no homes available for families with 4 or 5 members.

(5) Schools were discussed as an issue during the officer spouse focus groups. Participants stated that there are a lot of gang problems and teenage pregnancy issues at the local middle and high schools. They indicated that they have good technology at the schools, but not the right talent in the teachers.

(6) The spouses of the enlisted discussed the working hours and work load of their military members during their focus groups. The focus group participants stated that for the AC

rate work hours were especially a problem. They stated the hours are “insane”, that flight hours change, and some members have to work 7 days a week.

(7) Pay was also discussed as an issue by the enlisted spouse group. The participants stated that they want pay raises and bonuses for their spouses.

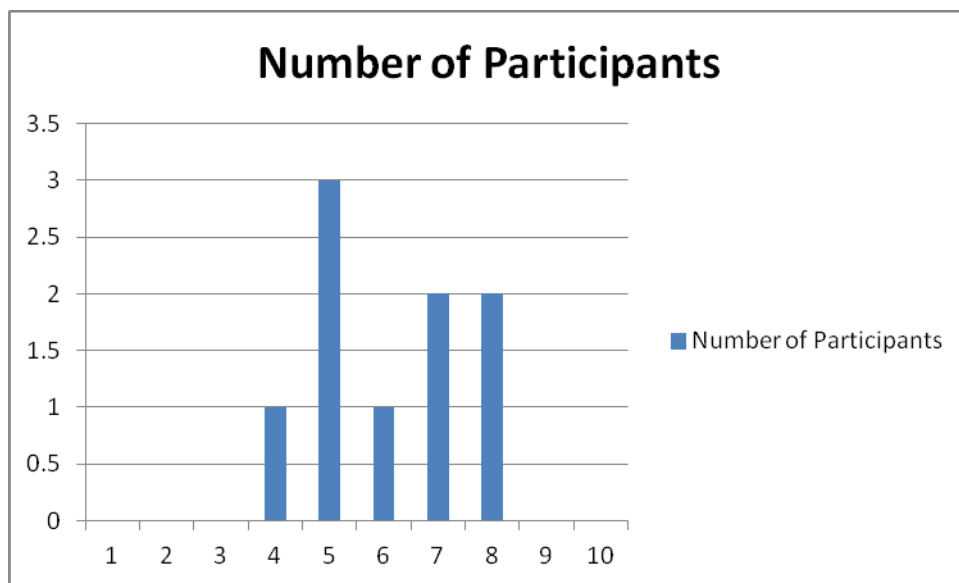
(8) Location was mentioned as a concern by the enlisted spouse group. Participants stated that there is nothing to do around the area.

(9) MWR was discussed during the enlisted spouse focus group. The participants stated that there are no programs for children; no youth sports on base – only off base. They would like something athletic on base. On a positive note the focus group participants stated that there was an on-base function put on by MWR for the Army-Navy game and it had a great turn out.

(10) The child development center (CDC) was also discussed during the enlisted spouse group. There were mixed comments about the CDC, participants felt that it was a good service and that they did a good job, but did not like the long wait times (8 months) and felt that it was too expensive.

6. Corpus Christi Focus Groups

a. Summary. The Focus Group Team conducted 2 focus groups of spouses active duty military; one with spouses of enlisted members and one with Officer spouses at Kingsville. There was a total of 9 participants – 6 spouses of officer and 3 of enlisted. On a scale of 1 to 10, where 1 is ‘worst’ and 10 is ‘best’, they rated their average Quality of Life (QoL) score as 6.11. The average score for the officer spouses is 5.83 and enlisted spouses is 6.67. The distribution of scores can be seen in the chart below.



b. Concerns. There were 11 topics identified by focus group participants affecting their QoL. The officer spouses and the enlisted spouses shared 6 of the issues. The remaining topics

were discussed in the separated groups; 4 in the enlisted spouse group and 1 in the officer spouse group.

(1) Participants indicated that their experiences with medical varied. It is very dependent on which doctor they get. For example, participants stated that they have had good experiences with pediatrics, but that family practice is very slow.

(2) Spousal Employment was discussed in both of the focus groups. Both groups stated that job opportunities are limited in the area. Additionally, one participant stated that a job that paid \$40,000 in Norfolk, VA gets paid \$9.00/hour in this area. This comes to less than \$9,000/year.

(3) Housing was discussed as an issue in both groups as well. Participants indicated that the timing for enlisted moving in is complicated and ambiguous. The officer spouses stated that Department of Defense employees were allowed to live in on-base housing, at which point there was no housing available for new military families coming into the area. Participants also indicated that there are mold and bugs in the facilities.

(4) MWR – There was some frustration by the participants because MWR shortened the hours of the restaurants on base and that the pool closes at 5:00 pm. Others stated that they have to go to Kingsville in order to rent campers.

(5) Schools for dependents were discussed in both of the focus groups. Participants stated that the schools do not know how to handle special needs children. This includes students with learning disabilities as well as honors students.

(6) Other topics were discussed as issues. The spouses of the enlisted discussed sponsorship programs, security, leadership and locations as well as the above topics. The spouses of the officers discussed food choices and galley.

APPENDIX F

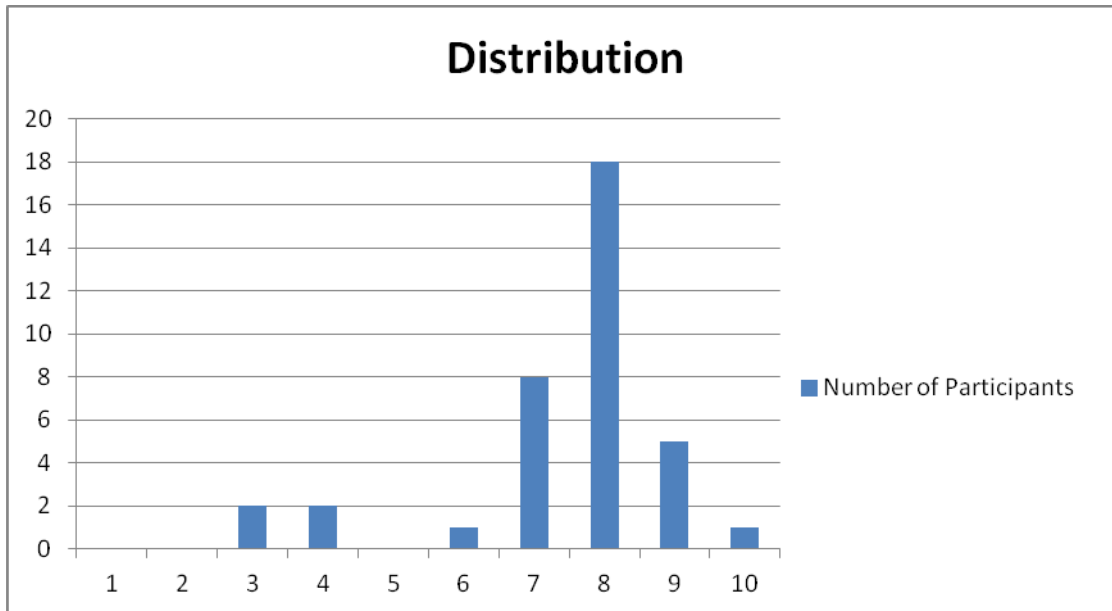
**SUMMARY OF FOCUS GROUP DATA ANALYSIS
RESERVES**

APPENDIX F

**SUMMARY OF FOCUS GROUP DATA ANALYSIS
RESERVES**

1. Overall Observations and Methodology. The Naval Inspector General (NAVINGEN) conducted 3 focus groups with military reserves in Corpus Christi Texas. The focus groups were divided into E6 and junior, E7-9, and Officers. A total of 36 personnel, consisting of 26 enlisted and 10 officers participated in these focus groups on a variety of quality of home life and quality of work life topics.

2. Quality of Life. On a scale of 1 to 10 (1 = ‘worst’ and 10 = ‘best’), the reserve focus group participants rated their average Quality of Life (QoL) score at 7.64, which is higher than the NAVINGEN average of 6.47. The distribution of scores can be seen in the chart below.



3. Major Concerns. There were several items (themes) identified by focus group participants affecting their QoL. Training, manning/manpower, retirement, interaction with active duty, perform to serve, and communication were topics discussed in two or more groups. Other topics were specific to each group.

(1) Training was discussed in all three of the focus groups. Participants stated that they did not want to have to do general military training in their non-working hours. Additionally, they felt that it was redundant and did not want to have to do the same training every year. The participants also stated that they need more equipment for more hands on training.

(2) Manning/Manpower was discussed in two of the focus groups. Participants stated that there isn't enough NOSC staff and that the unit needs to be right sized to meet the mission.

(3) Retirement was also discussed in two of the focus groups. The participants stated that the uncertainty about benefits is having a negative impact on retention.

(4) Two of the focus groups stated that interaction with active duty military is difficult. The expounded by stating that the active duty do not treat the reserves as equals.

(5) Perform to Serve (PTS) was discussed in both of the enlisted focus groups. Participants in both of the groups stated that good sailors are getting kicked out because of PTS.

(6) Two of the focus groups discussed fitness reports (FITREP) and evaluations as a topic of discussion. Participants indicated that the long distance makes it difficult to get them signed by the Commanding Officer. Some also indicated the PERS makes mistakes with the FITREPS.

(7) Communication was discussed as an issue in both of the enlisted groups as well. The participants stated that communication is often difficult. By way of example, the reserves stated that the NOSC phones often go unanswered, voice mail is full, and email is full. Some also stated that the NOSC staff shrugged their shoulders when E6 evaluations were lost.

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