

US Army Garrison - Redstone
Redstone Arsenal, Alabama 35898-5000

Garrison SOP
No. 210-1

GARRISON HOUSING OFFICE STANDARD OPERATING PROCEDURE (SOP)

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1. **PURPOSE.** To establish procedures for providing oversight of the Residential Communities Initiative (RCI) partners in order to establish and maintain a safe and healthy housing environment and regain and maintain the trust of our residents. The Army is committed to ensuring every military service member and family member lives in safe and habitable homes. As a consequence of new Department of the Army guidance regarding RCI privatized housing, USAG Redstone will actively monitor the condition of Installation privatized housing for health, safety, and environmental issues of concern.

2. **POLICY.** The USAG Redstone shall ensure adequate living accommodations for all eligible Department of Defense, federal, military, civilian and government-affiliated personnel. In cooperation with our RCI partner, Hunt Military Communities, USAG Redstone will ensure a safe and healthy housing environment for all residents while living at Redstone Arsenal.

3. **DEFINITIONS.**

Repair. The restoration of a real property facility (RPF) to such condition that it may be used effectively for its designated functional purpose. Correction of deficiencies in failed or failing components of existing facilities or systems to meet current RCI standards and codes where such work, for reasons of economy, should be done concurrently with restoration of failed or failing components. A utility system or component may be considered "failing" if it is energy inefficient or technologically obsolete.

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Response. The established allotted time to begin working to resolve a maintenance issue.

Emergency: Service calls will be classified as an emergency when the work consists of correcting failures, which constitute an immediate danger to residents or threaten to damage property (i.e. overflowing drains, roof leaks, broken water pipes, and electrical power outages, electrical defects which may cause fire or shock, gas leaks, loss of heat or air conditioning). HBCPM will respond immediately and must be on the job site working within 30 minutes after receipt of an emergency service call. HBCPM or its authorized contractor will work continuously without interruption and will eliminate the emergency condition before departing the job site. If further labor and materials are required to complete the repair, the call will be reclassified as urgent or routine, as appropriate and the corresponding completion time will then apply. Such follow-up work will be considered part of the original service call.

Urgent. Service calls will be classified as urgent when the work involves failure of ranges, refrigerators, water heaters and failures in services, which do not immediately, endanger residents or property, but would soon inconvenience and/or affect the health, security, or well-being of residents. HBCPM will be on the job site and working within four (4) hours after receipt of an urgent service call and will complete the repair within one (1) working days of the initial response. HBCPM will attempt to contact the resident by phone, if available, to discuss the problem and schedule the service call.

Routine. Service calls will be classified as routine when the work does not qualify as an emergency or urgent call (i.e., broken floor tile, loose baseboard, dripping faucet, etc.). All routine calls will be responded to and completed within 24 business hours after receipt. Routine calls will typically be accomplished during regular working hours.

Specific examples of common service responses and their priority can be located in the Community Development and Management Plan (CDMP) Volume 4, Property Management, Maintenance and Operations manual.

Life/Health/Safety. Any emergency condition (demand maintenance work order or work orders), that if not corrected or mitigated, may cause harm or injury to a person. e.g. small child locked inside a house; broken electrical component that could cause a fire; gas leak.

Medical Conditions. For all types of maintenance requests, residents must inform the person taking the maintenance request if there are any verifiable medical conditions that will be aggravated by conditions in the home related to the request.

4. RESPONSIBILITIES.

A. Garrison Commander. Garrison Commander has the inherent responsibility for command and control of USAG Redstone Arsenal. The Garrison Commander provides proper oversight of the USAG Redstone housing mission including enforcement of the Residential Communities Initiative (RCI) requirements under existing agreements and/or policies. The Garrison Commander's responsibilities are outlined in the Portfolio and Asset Management (PAM) Handbook.

B. Director of Public Works. The DPW serves as advisor to the USAG Housing Chief and may, in certain instances, serve as their supervisor.

1. Supports the RCI Asset Manager to ensure utilities, fire and emergency services, and any other services furnished per authority 10 U.S.C. 2872(a), are provided to RCI housing per the municipal services agreement (MSA).

2. Updates the MSA on an annual basis, or as specified in the agreement.

3. Oversees and coordinates the sale of utility services to RCI housing, ensuring the utility rates / expense allocations are in compliance with the MSA and ASA (IE&E) – RCI Utility Reimbursement to Installation Policy.

4. Provides coordination support for RCI project integration with Installation Master Planning and other installation activities and functions.

5. Ensures utility and other municipal service bills are provided to the project in a timely manner.

6. Requests USACE support as needed to supplement installation capabilities.

C. USAG Housing Chief. The USAG Housing Chief is the Garrison Commander's senior advisor on all matters concerning Army housing programs. The USAG Housing Chief is the primary action office or focal point for all matters relating to both internal and external housing issues serving as the Garrison Commander's chief advisor on the RCI Project.

The primary duties for the USAG Housing Chief are listed in AR 420-1, Army Facilities Management; the Portfolio and Asset Management (PAM) Handbook; and DA Pam 420-1-1, Housing Management. Additional duties:

1. Physically meets with the privatized housing partner (Hunt Military Communities) on a weekly basis.

2. Consults with the partner on a frequent (normally daily) basis to ensure coordination of project issues.

3. Manages and oversees USAG Redstone quality assurance of RCI property management. Implements quality assurance procedures:

a. Critical to ensuring the long-term health of the project

b. Safeguarding residents' satisfaction and trust that the homes and services Army Families live in are safe and habitable.

4. Actively monitors the condition of housing for life, health, safety and environmental issues of concern.

a. USAG Housing Chief may be empowered as a representative of the Garrison Commander. In this capacity, the housing manager is expected to physically contact residents, visit homes and check on living conditions (with appropriate notice and consent of families).

b. The USAG Housing Chief may be part of a "health and welfare" inspection stemming from concerns the chain of command may have on the living conditions of a soldier and his/her family.

c. Identify, report and immediately address 100% of all unsafe, unhealthy, and substandard / unacceptable living conditions for Team Redstone residents. When reported conditions are considered a threat to life, health and safety the response time must be within thirty (30) minutes.

1) The definition of L/H/S is a judgment call for the garrison to make. See paragraph 5 DEFINITIONS for additional guidance.

2) Ensure RCI partner will immediately dispatch a repair team for any reported work orders impacting L/H/S.

3) If living conditions cannot be immediately remediated or mitigated, residents will be relocated to temporary quarters as requested or required by the Senior Commander. This includes RCI housing, until any displaced residents return to healthy living areas.

a) If no RCI housing is immediately available, residents will be located to a hotel at RCI partner expense until the condition is corrected or mitigated.

b) Safeguard residents privacy involved in L/H/S incident.

c) Provide inputs to Garrison Commander for reporting to HHQ regarding any soldier or family member required to move out of quarters (temporarily or permanently) due to maintenance conditions that make the home uninhabitable.

d) Engage with RCI partner until L/H/S issue is fully resolved, providing updates to garrison leadership.

e) Verify all identified immediate RCI Life/Health/Safety (L/H/S) concerns are corrected by performing a 100% inspection of all completed L/H/S work orders within 72 hours of completion.

d. Where occupancy maintenance or change of occupancy maintenance has been completed, USAG Housing Chief verifies a Quality Assurance Specialist is present and inspects 100% of all homes.

1) Garrisons will not participate in in- and out-checks between the partner and the residents unless the resident requests the garrison's presence as a matter of advocacy for the soldier.

e. USAG Housing Chief (or if delegated, Quality Assurance Specialist) must telephone 5% of all residents with a completed maintenance or service call within the past 72 hours to assess the quality and completeness of the maintenance or service performed.

1) Selections of which resident to call should be random and include emergency, urgent and routine work orders.

2) Inquire the resident about the quality and completeness of the work order performed.

3) Visit the residences of 100% of those called who express dissatisfaction with the maintenance performed by the RCI partner.

f. USAG Housing Chief will monitor RCI property-wide annual tasks, semi-annual tasks, and quarterly preventive maintenance tasks identified and approved in the annual partners budget and detailed in the annual business plan.

g. Monitors and determines the scope and scale of any work order backlog for USAG Redstone housing.

1) Identifies any significant or backlogged maintenance deficiencies.

- 2) Determines root cause for the failure to complete identified work orders.
 - 3) Communicates impact of backlog with Garrison Commander.
 - 4) Works with RCI partner to ascertain and execute corrective action plan.
5. Attends quarterly housing-focused Town Hall meetings.
- a. Provides support and information to Garrison Commander.
 - b. Provides reports based on oversight of work order processes for USAG Redstone housing.
 - c. Evaluates feedback obtained from HQDA Annual RCI Resident surveys.
 - d. Evaluates feedback obtained from Hunt Military Communities surveys (move-in, move-out, maintenance).
 - e. Recommends modifications (if needed) to Hunt Military Communities Resident Handbook.
 - f. Tracks RCI action plans for resident issues or concerns.
6. Brings to Garrison Commander's attention any potential reprisals against any Team Redstone residents who share their housing concerns with the chain of command.

D. Housing Management Specialists. The primary duties for the Housing Management Specialists are listed in the Portfolio and Asset Management (PAM) Handbook and DA Pam 420-1-1, Housing Management.

1. Monitor and assess the property management and maintenance operations of privatized family housing and ancillary facilities for appropriate quality and performance levels and advises the USAG Housing Chief concerning adherence to the CDMP and/or legal documents.
2. Inspect facilities, utilities, roadways, and surrounding grounds to evaluate use patterns and identify maintenance requirements and review cost factors affecting preventative and major maintenance items.
3. Study maintenance and property management operations and reviews developer recommendations on facility maintenance processes

4. Ensure that facility and associated systems are acquired, operated, maintained, and cleaned in a manner that provides the most suitable, productive, and safe environment for normal operations in conformance with established criteria.
5. Observe property management and operations activities in cooperation with the partnership as part of monitoring responsibility.
6. Review and analyze modifications to property management and operations plans of the project with Property Management personnel and make recommendations to the USAG Housing Chief and the Garrison Commander.
7. Coordinate with the USAG Housing Chief when Property Manager seeks information or assistance from the DPW or Garrison Commander.
8. Submit periodic status reports on the execution of property management and operations plans to the USAG Housing Chief.
9. Provide confirmation to the USAG Housing Chief and the Garrison Commander that property management and operations goals have been met for approval of incentive fee awards.
10. Communicate with the Financial Specialist on matters affecting project finances (e.g. occupancy, rank mix, and marketing incentives).
11. Coordinate with the partner on the development, review, and approval of proposed modifications to the CDMP and/or legal documents.
12. Review turnover maintenance program and survey an adequate number of turnover completions and review turnover checklists to ensure the Property Manager meets established maintenance requirements.
13. Perform Customer Service/Resident Liaison who specializes in handling exceptional inquiries from Service Members or Families that cannot be resolved by the Property Manager or Project Director.
 - a. On larger projects, this position should be specific to resident population groups (e.g., senior officers, command sergeant majors, sergeant majors, field grade, company grade, etc.).
 - b. Review resident and property management policy changes, as compared to what was in the legal documents or CDMP, which would affect all residents.
 - c. The vast majority of resident inquiries will be placed with and handled by the Property Manager and the RCI.

d. Customer Service/Resident Liaison focus should be on broad policy issues or changes which impact the residents.

e. Assist/mediate landlord/tenant disputes when requested by the resident.

f. Coordinate with the partner on resident eviction actions.

g. Receive, review, and make recommendations to the USAG Housing Chief on exceptions to policy from housing applicants and residents not resolved at Property Manager level.

h. Assist the USAG Housing Chief, Operations and Maintenance Specialist, and Construction and Development Specialist in all Quality Assurance reporting.

i. Coordinate with the partner on the development, review, and approval of proposed modifications to property management policy detailed in the CDMP.

j. Provide support to Partner on General Flag Officer Quarters (GFOQ) regulation and Key and Essential personnel issues

14. As direct liaison, provide continuity between the Redstone Arsenal RCI Office and the Garrison Command on all routine matters pertaining to the performance of property maintenance and customer service in family housing areas.

15. Serve as the key focal point for quality assurance for the Army Housing Office.

16. Conduct 100% QA of change of occupancy maintenance inspections.

a. Perform visual on-site inspections of vacant quarters to ensure compliance.

b. Monitor the performance in the vacant maintenance from the inception to the conclusion of each delivery order issued, initiating corrective action on performance, and recommending corrective actions/ changes. Enter inspection results and project data into an automated system on a daily basis.

c. Interpret, adapt, and apply general facility engineer quality assurance guides, regulations, and policies to situations encountered in planning and accomplishing inspection of completed projects for maintenance and repair of vacant quarters.

17. Complete 100% QA of emergency work orders (open/closed) by calling the resident and soliciting level of satisfaction and work order completion.

18. Complete 5% QA of all urgent and routine work orders (closed) by calling the resident and soliciting level of satisfaction and work order completion. Derogatory remarks or failure to complete a work order will require a home visit and partner notification of unfinished work.

19. Resolve unclear issues or problems, and attempts to minimize future change orders. Use industry standards, accepted trade practices, historical preservation, Federal specifications, and Corps of Engineer specifications to prepare statements of work based on visits to job sites, and discussions with USAG Housing Chief. Interpret, apply, and explain specifications, requirements, and standards for the contracted work in the vacant quarter's area.

20. Provide notice to partner of impending work and provides close coordination with the partners.

21. Monitor the partner's completion of work for timely performance.

a. Will identify and make recommendations to minimize the time required for maintenance of quarters.

b. Perform review and analysis of the workload and recurring maintenance requirements.

c. Determine the effectiveness of the partner's response to procedural and operational changes at the installation. Evaluate directed changes for impact on the project and the partner's ability to accommodate such changes within the specifications established. Apply knowledge of the agency's program or mission areas, objectives, procedures and the relationship of quality assurance.

d. Review estimates for projects and negotiate estimates or resolves discrepancies between standards and estimates submitted for both labor and material cost for projects.

e. Certify the completion of projects based on quality assurance inspections.

f. Coordinate corrections of discrepancies discovered during inspections prior to authorizing payment for the work.

g. Document inspections, meetings, and notes of conversations pertinent to the project. Write correspondence (memorandums, letters, etc.) ensuring factual accuracy. Prepare forms and other documents necessary to complete each project.

h. Evaluate and recommend approval/disapproval of the partner's standard operating procedures and quality control plan.

i. Notify partner of safety, fire prevention, and quality violations and prepares documented reports of the findings, recommending penalties, delivery order modifications, and other actions to correct inadequacies discovered.

j. Negotiate disputes. Initiate corrective actions between military family members and developer's property management staff.

k. Maintain continuous communications and assistance between senior leadership, families and private developer.

l. Provide Garrison Command continuous status of potential serious issues.

m. Must obtain the ability to effectively evaluate completed performance under the long-term lease agreement, service contracts and competence in interpretation of lengthy documented specifications, terms and conditions.

n. Responsible for the overall development/construction and property management performance monitoring and reporting, initiating and recommending developer for incentive awards or penalties to the USAG Housing Chief.

22. Garrisons will deliver the Office of the Surgeon General's Army Housing Environmental Registry Letter to current or former residents of all housing who submitted a work order since 15 Feb 2019 that was classified in one of the following categories: mold, lead-based paint, lead in the drinking water, asbestos or radon.

a. Methods of delivery are: email with read-return, hand delivery, mail (must verify receipt), or registered mail.

b. Garrisons must track the number of letters that were required based on the defined environmental concerns and the number of families that received the letter/notification.

c. Distribution of Housing Environmental Registry Letters will take place during quality assurance processes where it is required that an inspection of all work/service orders relating to life/health/safety issues take place. Garrison Commanders are authorized to provide the registry letter to any family who they feel should receive the information. The letter should be delivered within seventy-two (72) hours of reported concern.

E. Construction and Development Specialist. The primary duties for the Construction and Development Specialist are listed in the Portfolio and Asset Management (PAM) Handbook. Additional support will be provided from DPW, Engineering Division during construction and renovation.

F. Community Housing. Community Housing is responsible for delivering the support and services of the Housing Services Office (HSO). The primary duties for Community Housing are listed in the AR 420-1, Army Facilities Management; DA Pam 420-1-1, Housing Management; and the Housing Services Office Operations Manual.

G. General / Flag Officers Quarters (GFOQ) Housing Manager and Furnishings Management. The primary duties for GFOQ Housing Manager are listed in AR 420-1, Army Facilities Management; Portfolio and Asset Management (PAM) Handbook; DA Pam 420-1-1, Housing Management; and the General/Flag Officer's Quarters Manager Guide.

H. IMCOM: Financial Specialist. These duties/responsibilities have moved to IMCOM under the HUB and SPOKE concept.

5. REFERENCES.

- a. Army Regulation 420-1, Army Facilities Management, 12 Feb 2008.
- b. Legal documents governing Redstone Arsenal, AL Housing Privatization, 1 Oct 2006.
- c. Community Development and Management Plan: Volumes 1-6, 1 Oct 2006.
- d. Department of the Army, Office of the Army Chief of Staff for Installation Management (OACSIM), Portfolio and Asset Management (PAM) Handbook, 11 Sep 2014.
- e. Department of the Army Pamphlet 420-1-1, Housing Management, 2 Apr 2009.
- f. Department of the Army, General / Flag Officer's Quarters Manager Guide, 1 Oct 2017.
- g. US Army, Assistant Chief of Staff Installation Management Housing Services Office Operations Manual, June 2006.
- h. HQDA EXORD 102-9: Army Housing Crisis Action Response and related FRAGO's.
- i. AMC OPORD 19-154: US Army Materiel Command Plan of Action for On-Post Housing dtg 230031ZFeb19 and related FRAGO's.

j. HQ IMCOM Operations Order 19-024: Total Housing Inventory Assessment and Immediate Actions and related FRAGO's.

k. Municipal Services and Utility Support Agreements with Redstone Communities, LLC and the Army.



KELSEY A. SMITH
COL, AV
Commanding