



RCI, PAL and Army Housing Training

RCI Asset Management Team Responsibilities



Roles and Responsibilities (R&R)

- **PAM Handbook – the primary source document for R&R of all parties involved in RCI**
- **Become familiar with the RCI program’s published policies and key business terms in your Project’s major legal documents – if you aren’t already!**
 - Ground Lease
 - Operating Agreement for the Project Company
 - Property Management Agreement / Asset Management Agreement (if applicable)
 - Development, Construction and Renovation Agreements
 - Incentive Fee Plan(s)



Roles and Responsibilities (R&R)

- **Command support is critical!**
 - Periodic RCI status updates to strengthen existing lines of communication
 - Ideally, RCI Asset Managers participate in Garrison Commanders' (GCs') weekly staff meetings (as was typical earlier in the RCI Program)
- **Provide oversight to RCI project, not operational control**
- **Multiple skill sets are needed to monitor financial, development and operations activities and reporting**
- **You are Army's "boots on the ground" – as main Point of Contact and unofficial ombudsman for RCI issues, take care to ensure that your mission is not compromised by additional non-RCI workload**



Assignments, Waitlist and Key & Essential

- **Assignments and Waitlist**

- Be aware of current waitlist levels, waitlist trending, occupancy challenges in certain neighborhoods / house types, etc.
- Knowledge of these topics will enable coordination with Partner to notify GC why Partner plans to open new Tenant Waterfall priorities
- Guidance on GC involvement in assignment process in ASA(IE&E) Policy on RCI Major Decision Authority dated 5 February 2013
- Guidance on GC involvement in waiting list process in ACSIM Memos dated 23 July 2010 and 8 November 2006

- **Key & Essential (K&E)**

- ACSIM issued additional guidance to GCs on 25 August 2014
- In coordination with the RCI Partner and RCI AM, the GC will review and, if necessary, update the K&E list on a NLT annual basis
- Requirements for K&E personnel that must be housed on post should be reasonable and must match Project's available housing inventory



Property Management and Operations

- **Assignment Process**

- Process may have been modified since Community Development Management Plan's assignment process and procedures were implemented at closing
- Guidance in ACSIM Memos dated 23 July 2010 and 8 November 2006

- **Designated Homes**

- Total varies by Project and should reflect Installation mission(s) and strength

- **Installation Access**

- SecArmy memo dated 31 October 2013 references Homeland Security Presidential Directive 12 requiring Personal Identity Verification (PIV) credential (i.e. Common Access Card, "CAC") for all employees and contractor personnel
- For contractors not eligible for CACs, AR 190-13 requires screening through NCIC's Interstate Identification Index (NCIC-III)



Property Management and Operations

- **OACSIM / OASAIEE Site Visit Review Preparation**
 - Coordinate and schedule briefings on Installation Leadership calendars
 - Ensure completed Monthly RCI AM Compliance Reports available for review (*OACSIM Annual Compliance Visits*)
 - Facilitate USACE inspection of RCI leased property to enable completion of Ground Lease Compliance Inspection Checklist (*typically concurrent with OACSIM Annual Compliance Visits*)
 - Coordinate with Partner on presentations, site tours and meeting logistics
 - Support OACSIM's compliance inspection of Internal Controls



Customer Service

- **The RCI Asset Manager is the Government's first "Point of Contact" for on-the-ground housing privatization issues**
 - Interacts daily with the Partner regarding Partnership concerns
 - Is responsible for keeping many stakeholders – Installation Commanders, OACSIM, OASA(IE&E), IMCOM – informed of critical developments and status of ongoing challenges
 - Supports Partner in surveying Resident Satisfaction
 - Facilitates Commander Townhalls to discuss topics of concern to residents



RCI Energy Conservation Program

- **RCI AMs were critical to communicating and educating residents prior to implementation of the RCI Energy Conservation Program (RECP)**
- **Program has been successfully implemented (in full or for the most part) at almost every RCI project**
- **RCI AMs continue to work closely with Partners and billing companies to resolve residents' issues with utility bills as they arise**
- **RCI AMs are encouraged to inform / involve their chain of command so they can assist with program execution**
 - Where chain of command is involved, program tends to run very smoothly



Incentive Fee Evaluation

- **In accordance with Project legal documents, Incentive Fees may be paid in addition to Base Fees for Development, Construction, Property Management and Asset Management (if applicable)**
 - Actual fee amounts depend on performance against metrics outlined in the Project's current Incentive Fee Management Plan
- **Partner has the responsibility to provide support for their claim to incentive fees for the period in review**
- **RCI AM plays a key role in verifying Partner's claim and briefing the GC in order to gain GC approval and reach agreement on incentive fees to be paid**
 - Know your Project's Incentive Fee Metrics!
 - Communicate visible performance issues to the Partner during the period to enable immediate correction of problems – the end-of-period verification and GC briefing should not be treated as an opportunity for “gotcha”



Ongoing Challenges

- **Tenant waterfall issues**
- **Drawdown and occupancy**
- **Managing Resident Expectations**
- **Reduction in Staffing**
- **Joint Base Operations**
- **Transition from IDP oversight to ODP oversight**
 - Differences in reporting, incentive fee metrics, increased focus on Property Management over Development, balancing near-term Capital Repair and Replacement needs versus building up the Reinvestment Account for long-term sustainment