

AIR FORCE

Housing Privatization



Management Review Committee (MRC) Guidelines

Introduction

The MRC is intended to assist in establishing a positive working relationship among all stakeholders who share the goal of providing quality housing for military members and their dependents. It is a forum to openly discuss project related issues and diverse stakeholder interests in an informal environment to the mutual satisfaction of all parties.

The project transaction documents establish the requirement for an MRC. Although this adds formality to the process, the MRC is intended to be an **informal** meeting of project stakeholders. Compliance with the transaction documents is not optional; it is a legally binding agreement between the Project Owner (PO) and the Air Force. Therefore, the MRC must be conducted per the Operating Agreement.

Purpose

To ensure all stakeholders are aware of their roles and responsibilities and the accepted and expected procedures for conducting the MRC.

Authority

SAF/IEI delegates authorities to AFCEC, who in turn, delegates, by letter, designated authorities to Installation Commanders (IC) or Wing Commander (WG/CC) after a project closes. Authority to act as MRC co-chairperson is as specifically stated in the Operating Agreement unless otherwise designated in an AFCEC re-delegation letter. The MRC, as a body, does not have decision making authority and is not a voting body.

Frequency Criteria

- Quarterly: Project in Initial Development Period (IDP) and / or any major renovation/construction period
- Semi-Annual: Project out of IDP, no major renovation/construction, and project rated acceptable or better
 - The project must meet all three criteria before changing the MRC frequency to semi-annually
 - If the project rating changes to marginal or unacceptable for two consecutive quarters, the MRC frequency will revert back to quarterly until the project rating becomes acceptable

MRC Membership

The project transaction documents dictate who chairs the MRC and lists mandatory members. In addition to chairpersons, where mandatory members are listed in the transaction documents, the MRC may not be conducted without these persons present.

I. For single installation projects, the WG/CC and the PO are co-chairs. While the WG/CC may further delegate the responsibility to chair the MRC to the Support Group Commander, the WG/CC may NOT

delegate any authority to make decisions that has been delegated to him/her by Air Force Civil Engineer Center Director (AFCEC/CL). Mandatory members are typically the PO's on-site Community Director, CE Installation Management (CEI), and Housing Management (CEIH).

II. The Major Command Commander (MAJCOM/CC) or delegate and PO co-chair the MRC for multiple installation projects under the same MAJCOMs. The MAJCOM/CC may further delegate the responsibility to chair the MRC to the MAJCOM/CE, however, the MAJCOM/CC may NOT delegate any decision making authority that has been delegated to him/her by AFCEC/CL. Mandatory members typically include but not limited to PO's senior managers, MAJCOM representative, and representative(s) from Installation Management Branch (CEI) and Housing Management (CEIH).

III. AFCEC/CFH or delegate and the PO co-chair the MRC for multiple MAJCOM projects. Mandatory members typically include the Installation Commanders or delegates, MAJCOM representatives, and PO senior manager or delegate and representative(s) from Installation Management Branch (CEI) and Housing Management (CEIH).

IV. AFCEC/CFH or delegate and the PO co-chair MRCs consisting of multiple installations/different Military Services. Mandatory members typically include Installation Commanders and other Service equivalent or delegate, the PO senior manager or delegate, MAJCOM representatives, and representative(s) from Installation Management Branch (CEI) and Housing Management (CEIH).

NOTE: The chairperson(s) may invite others as deemed relevant for agenda topics for discussion.

Partnering Meetings

Informal partnering progress meetings should occur, as necessary, between regularly scheduled MRC meetings to provide parties the opportunity to discuss, review, coordinate, and resolve issues within their authority; the key is to develop mutually satisfactory resolutions for day-to-day issues prior to the MRC. Facilitating issue resolution is the responsibility of Housing Management and the Community Director during the regular course of business. Issues should be resolved at the lowest level, as authorized. Landlord/tenant disputes should be resolved per the transaction documents. *Example: Projects might discuss a tenant's allegation against project performance (i.e., infrequent refuse collection, poor care of landscaping, etc.). Progress meeting participants may include the tenant, the PM, the HMO, and Target Tenant Representative(s) (if applicable). All issues should be vetted prior to inclusion into the MRC.*

Key MRC Functions

Discuss and make recommendations to the chairperson(s) on project related issues, which may include the following:

- *Customer Satisfaction:* Review Customer Satisfaction Survey results and facilitate resolution of prevalent tenant issues
- *Financial Oversight:* Review and comment on the PO's operating and Capital Repair and Replacement (CR&R) budgets, reinvestment plan, and other financial issues
 - All installations will be involved with PO-prepared individual operating and CR&R budgets for each Installation plus a master (roll- up) operating and CR&R budget for the project. Discuss the Performance Incentive Plan (PIF) (if applicable).

- *Construction Surveillance:* Track the PO's performance and progress through the IDP and during subsequent major renovation/construction periods. Review and discuss design and construction changes.
- *Occupancy/Vacancy:* Discuss implementation of the Other Eligible Tenant (OET) Priority List provisions when occupancy is below 95%
 - The Installation Commander may implement the OET Priority List any time prior to thresholds outlined in Transaction Documents
 - The Installation Commander may permit the PO to lease to OETs (other than General Public) when the occupancy rate is above 95% as long as the homes are not needed for target tenants
 - Review proposed demographic or eligibility criteria prior to making recommendations to the MRC chairpersons
- *Recommended Changes to Transaction Documents:* Discuss merits of any recommended changes to transaction documents
- *Compliance Reviews:* Review the Resident Guidelines and compliance with transaction documents and legal authorities
- *Media Inquiries:* Review media inquiries and ensure both parties coordinate releases where appropriate. Ensure Public Affairs Office is involved.

Standard Agenda Items

The following are some standard agenda items that have lead to best practices for the MRCs. Ultimately, the MRC chairperson(s), both the government and PO representatives, determine the agenda.

- Welcome by the Chairs
- Introductions
- Tenant Representative Remarks (if applicable)
- Project's Rating Scorecard
- PO's Report (financial, operation, maintenance, occupancy issues, etc.)
- HMO's Report (property management issues, surveys, etc.)
- Construction progress report (percent complete, related tenant moves, units demolished, constructed, issues, etc.)
- Old business
- New business
- Announcements
- Closing Comments / Meeting close

MRC Administration

- Meeting charters and other "official" MRC instructions or guidance are not authorized per SAF/GCN
- No "quorum" involved in the process
- Conduct one MRC in sufficient time to review and comment on the PO's operating, financial, and capital repair/replacement budget
- Chairperson(s) assign OPRs to action items
- PO personnel should be able to develop and present information without prior Air Force review and approval
- Attendees may be invited to participate / attend only specific and relevant portions

of the MRC and should be released upon completed discussion of the issue in question. Tenant Representatives are dismissed prior to discussing non-tenant-related issues (operating budget, occupancy waterfall, etc.).

- The OPRs, by project type, are typically responsible for the administration activities and duties. Administrative duties include but are not limited to the following:
 - Establish meeting date(s) based on attendees' availability; reserve meeting room and Information Technology (IT) equipment
 - Send out invitations and a call for proposed agenda items in sufficient advance notice of the meeting
 - Collect reports/presentations and distribute within 2 days before the meeting
 - Capture minutes and publish within 10 days
 - Monitor action items on behalf of the chairperson(s)