

# United States Army

**Assistant Chief of Staff Installation  
Management**



**Operations Manual**

*As Of June 2006*

1	Executive Overview .....	3
1.1	Leadership Core Concepts .....	3
2	Housing Services Office Charter.....	8
2.1	Vision.....	8
2.2	Mission .....	9
2.3	Operating Principles .....	9
2.4	Overall Goal.....	10
3	Organizational Structure .....	11
3.1	Global Structure.....	11
3.2	Installation Functional Structure .....	11
4	Common Levels of Support (CLS) .....	17
4.1	Office setup .....	17
4.2	Required Materials Supporting Documents .....	20
4.3	Required Equipment and Systems Infrastructure .....	23
4.4	Major Customer Operational Processes .....	24
5	Quality Customer Management .....	39
5.1	“A+” Customer Service .....	39
5.2	Interviewing - Understanding My Customer.....	41
5.3	Coaching and Counseling Customers .....	43
6	Performance Measurements and Reports .....	45
6.1	Performance Management .....	45
6.2	Standardized Reporting Metrics .....	49
7	Key Stakeholder Management.....	55
7.1	Connection Points with Upstream and Downstream.....	55
7.2	Internal (Teaming Strategy) .....	55
7.3	External .....	57
7.4	Recommended Communications Process and Procedures.....	60
8	Human Resource Management .....	61
8.1	Staff Development .....	61
8.2	Hip-Pocket Training .....	62

8.3	Housing Services Office Manager .....	62
8.4	Housing Specialist .....	64
8.5	Housing Specialist Lead .....	66
8.6	HSO Management Assistant .....	68
8.7	Systems Administration Support.....	69
A	Definition of Terms.....	70
B	HSO CLS Checklist .....	100
C	Customer Interview Work Sheet .....	101
D	Common Level of Support HSO SSP .....	102
E	Quality Inspection Form.....	103
F	HSO Logo templates .....	104

# 1 EXECUTIVE OVERVIEW

The transformation of the Housing Services Office into a well supported customer centric operation is no small task. Each and every installation will experience a multitude of challenges while implementing and maintaining this program effectively. The core to the success of the global HSO operation falls on the shoulders of the DPW, Housing Division Chief and HSO Manager at each installation around the world.

The purpose of this manual is to provide a framework for leaders and associates of HSO to draw on while creating the new operation and to ensure continuous improvement of existing operations. There are several important issues to deal with when taking on a change of this nature. However, there are three that are particularly important as a foundation in implementing the HSO operation:

- Leadership expectations
- Change management
- Aligning the global community

Each topic is intended to provide insight into what it takes to effectively manage a HSO operation. The leaders of HSO are encouraged to develop skills and knowledge past these basic requirements. However, mastery of these core disciplines creates a winning HSO team.

## 1.1 LEADERSHIP CORE CONCEPTS

One of the challenges for the old CHRRS office (Community Home-finding, Relocation, and Referral Services office) or even HRO (Housing Referral Office) operations was that majority of the housing resources were focused internally at the Army managed housing assets. This left little resources available to aid Soldiers in dealing with off-post issues. The exception has been overseas for the most part, where local laws, customs, and language barriers forced a different approach to providing services. Additionally, AR 210-50 outlined a long list of activities and functions that should be performed by the organization. The gap between what was documented in the AR and what was conducted in the field created frustration and dissatisfaction amongst all parties associated with it, staff members and customers alike. It is out of this context that the leadership expectation and notion of change management were derived.

### 1.1.1 LEADERSHIP EXPECTATIONS

Chapter 7.1 outlines duties and functions of the HSO Manager; however, more content to what the ACSIM leadership expectations of all the managers accountable for housing services is necessary. Leadership expectations are those sets of behaviors and activities that are required to be demonstrated by any person in a leadership role with HSO.

First, leaders of HSO are expected to support and successfully execute the operations as described by this manual. This may sound very top-down driven, which in part is correct. The fundamental challenge with an operation like HSO is the dependency on so many groups outside of the direct control of the Manager. For example, working between two HSO branches during an activity like PCS, requires a significant amount of coordination with Transportation and Lodging. There is no easy quick fix to making the HSO transformation a reality; however, the first step is to support the vision, mission and operations of HSO.

Second, leaders are expected to work in a manner that encourages teamwork within HSO and with those organizations that “connect” with HSO. The “connection points” are where two or more groups hand-off work activity or information in the delivering of a service to a customer. In the past, most managers spent their time managing that which was inside their direct span-of-control. Now, the expectation is that leaders will focus on the immediate upstream and downstream process partners to ensure that customers receive an end-to-end excellent experience.

The last major expectation deals with managing to the operations more than managing up to the chain. If leaders spend all their time managing up, who is managing down? That does not mean to not prepare briefings or follow directives. On the contrary, it infers that a HSO manager is well informed of what is actually happening in the operations so to provide the best information to senior leaders for support and decision making. No doubt it is a tough balance, but when executed flawlessly the result is a highly effective organization.

### **1.1.2 CHANGE MANAGEMENT**

Army housing operations have undergone much change in the recent past. Privatization of utilities and housing, base closures, and increased war fighting mission, are many examples of the changes facing HSO. Now there is one more change, the new Housing Services Office, which will require a significant amount of time and energy spent on managing change. Change will continue to be a critical part of day-to-day management. Therefore, the goal of this section is to provide some guidance on effectively managing change for the HSO leaders.

To effectively manage change the leaders of HSO must recognize how change occurs. First, there is the pressure to make change happen. The pressure for creating change comes from many sources and takes many different shapes. Sometimes it comes from a headquarters element based on external conditions, other times it can be something as simple as the boss prefers it. Whatever the source of energy, the pressure for change will build to a point where movement and activity begins to take shape. Strategies and plans are put into motion in an effort to change the current state of an organization. The second consideration is that there is usually a counter pressure, or resistance to change, that is often immediate and equally forceful. Many times, the resistors are invisible, which creates great disruption to completing the desired outcome. The source of

resistance has many forms ranging from technology infrastructure limitations to cultural dynamics, which become large barriers. Leaders must overcome these barriers to create the desired future state. It is critical for HSO leaders to understand the dynamics of the change process, and effectively manage through it. Below are steps for implementing change.

- ***Get everyone excited with a clear sense of purpose and urgency.*** Excitement is shown in many different ways, but it is contagious when it is authentic and for the right reasons. Establish a clear sense of purpose for the organization to get excited about. Purpose is more than just presenting the new directive. It should clearly state why the new change is important and how each member fits into the bigger picture. If the purpose is not compelling enough, the ability to overcome the resistance to change is difficult.
- ***Create a coalition of local leaders to aid and support the process.*** Each HSO leader accountable for implementing change should enlist the aid of other respected leaders, internal and external to housing. Design a team of subject matter experts and key leaders to use for decision making support, feedback on progress, and support of the change. This can be accomplished by regularly held meetings or by less formal means. The critical element is that the coalition is committed to the cause and willing to represent and support it accordingly.
- ***Ensure that communications are constant, clear, and consistent.*** One of the most frustrating elements of change for employees is the lack of communication. Often the communication that does occur is lacking in content and very one-way. HSO leaders are expected to continually communicate internally and externally the status of the current change underway. Remember that communication is a two-way street, listening and speaking. Every communication briefing should include as much questions and answers as content. This will range based on the audience. The Garrison Commander may prefer a quick fifteen minute brief and no more. So good judgment is essential. Consistency implies a standard look and feel, as well as the repeated vision, mission, and overall goal. The more people hear it, the more time they have to accept the new changes and move into performing them.
- ***Empower your staff to participate and create the new operation.*** As the team implements the new way of doing a work activity, create sub-teams with members who are accountable to implement them. The guidelines outlined in this manual, for example, still require a local touch and specifics in order to perform the work accurately. Allow the staff members to develop the processes and procedures as a team. It will aid in creating buy-in, as well as getting the bugs worked out of the new process. The leader's role is to aid in that process and give feedback to the team.

- ***Celebrate short and long term success and reward for the right behavior.*** It is easy to overlook small accomplishments. We get busy moving onto the next activity or task, and forget that several people worked very hard for that result. Take the time to celebrate as a team (work group) the small and large accomplishments on a regular basis. When a staff member performs excellently or goes out of their way to help another member, take the time to reward them for their efforts. Everyone appreciates being thanked, even if it is their job.
- ***Honor the past, but strive for the future.*** Remember many staff members of the new activity may have come from the old way. Or the team member came from a different organization altogether. They may feel happy about the change, but still set in the old way of conducting business. Respect and honor what they did before by thanking them publicly and privately for their dedication under difficult circumstances. A little praise goes a long way. Then help them transition and strive for the new. Set goals and continuously ask them how things are going in reaching the new objective.
- ***Measure it!*** What is truly important gets measured, monitored, reported and adjusted as needed. Measuring the success of the team's transition progress, as well as operational metrics gives the entire organization a tangible result and a sense of accomplishment. Build the system for capturing the needed data to measure early on. It is difficult to go and undo something versus setting it up right the first time.

There is no silver bullet when it comes to managing change. Every situation is different with different people involved and different barriers to overcome. However, by using the seven generic steps listed above and clear attention to the process of change, the HSO team is more likely to be successful than not.

### 1.1.3 ALIGNING THE GLOBAL COMMUNITY LOCALLY

The HSO suite of services extends well past any one given installation and local community for the simple fact the customers that HSO services are deployed around the world and constantly shifting between locations. So by default the HSO suite of services is global in nature. That being said, the fact is that all real estate is local, and the nature of the suite of services provided by HSO is real estate related activities. Therefore, the HSO leadership challenge is to leverage the local communities globally.

Aligning a global community of HSO requires the HSO leader to perform a few key areas of the operations. External supplier management is critical to creating the global community in that it is landlords and property managers that make up the inventory for Soldiers to move into. Database accuracy and management ensure that when information is shared between HSO branches it can be relied on as dependable. The last area is aggressively managing the behavioral dimensions of teamwork. Not just teamwork within a HSO branch, but teamwork

between other HSO branches creating a Virtual team that extends around the globe.

## 2 HOUSING SERVICES OFFICE CHARTER

The purpose of an organizational charter is to provide high level direction and guidance for members of the organization. Simply put it is what HSO is “all about.” During daily tasks of servicing Soldiers and Army families everyone from the Housing Service Office Manager to Housing Specialists and Clerks can utilize the charter to support good decision making.

Understanding and supporting the charter is the first step in creating a Global Community to best serve our customers, all active duty and civilian military families.



Figure 1 - HSO Accomplishes the MISSION of the Army by aligning the Needs of the FAMILIES with the Resources of the COMMUNITY

### 2.1 VISION

The HSO vision is to:

***“Provide an Array of Quality Services for a Global Community of Customers”***

Breaking down the HSO Vision into smaller pieces can aid in understanding its full implications.

**Quality Services** are defined by the people that we serve. Customers define what they need and how they want to receive it, which means flexibility and adaptability become critical to the HSO. There are two main considerations for understanding quality services. First, the mission and structure of the Army continues to evolve resulting in Units of Action (UA). Soldiers are more likely to be assigned to a permanent duty station longer. Second, the demographics of Army families and their preference change over time as society changes.

Therefore, what was considered adequate levels of support ten years ago may not meet current standards.

A **Global Community** suggests two key elements. First, the Army is deployed around the world and HSO needs to be prepared to serve wherever duty calls. The ability to meet the global needs of the customers requires HSO to operate by working together between HSO operations from Germany to Georgia, and Kansas to Korea, the HSO **Global Community** must cooperate and integrate to meet the customer challenge.

## **2.2 MISSION**

Fundamentally, the mission of an organization is intended to be accomplished through the activities that are performed. Clarity about the mission of an organization helps its members to focus on the work that needs to be performed and the manner in which it is performed.

The mission of HSO is to provide...

- Assistance to customers with all housing needs.
- Guidance & assistance to all incoming & departing personnel.
- Quality up-to-date information for customers pertaining to all aspects of military relocation.
- Alternatives for better Soldier choices.
- Mediating disputes, counseling customers, delivering education, and providing *local* guidance on *local* housing needs.

## **2.3 OPERATING PRINCIPLES**

Values are those internal beliefs that we as an organization hold important and worthy of not only writing down, but of demonstrating on a daily basis through word and deed.

HSO Values include:

- Be the Soldier's Advocate
- Listening to the customer.
- Empowered Local HSO Operations
- Leverage standard approach across local HSO Operations
- Retention of the right people, skills, talents, and accountability
- Become a source of data gathering & information
- Educate & Communicate Proactively
- Collaborate with other support services

- Be the subject matter expert on community & housing
- Partnering with local communities, commands, military families and civilians
- Be a honest broker for all

## 2.4 OVERALL GOAL

The overall goal of the Housing Services Office is to implement and maintain a high quality worldwide resource for relocation services that is innovative, comprehensive and the first choice of information and support when Soldiers and families relocate. Additionally, the overall goal of HSO is to move the bar up on the quantity of services provided and the quality of services provided. For example, see the figure below and notice that historically, the referral functions of CHRRS only addressed a handful of services. The new HSO is intended to accelerate the services and performance to meet the changing needs of the customers.

Customer Changing Needs	Old CHRRS	New HSO
Home buying and selling support		
Housing counseling services		+
Unfair practices and discrimination complaints		
Household goods departure and arrival		
Proactive and convenient communications		+
Ease to find and access housing listings		+
Rental property accurate listings	-	+
Off-post housing quality inspections		
Family Decision Making Support (Preferences)		
School district information	-	
Shopping availability	-	
Local government statistics (crime rates, etc.)		
Drive time and distance to installation		
Other community characteristics	-	

+ Highly Effective   
 Effective   
 - Ineffective

Figure 2 – This charter depicts the services provided by CHRRS and the changes in both service offerings and quality the new HSO.

### 3 ORGANIZATIONAL STRUCTURE

This chapter will address both the organizational and operational structures of the Housing Services Office. The organizational structure is the design of a reporting structure of resources. The operational or functional structure defines types of activities and the generic functional frameworks.

#### 3.1 GLOBAL STRUCTURE

The global structure for HSO is comprised of IMA for staffing and daily operations and HQDA (ACSIM) for policy and support operations. At the installation level there are three basic installation types with regards to housing: RCI (transitioned housing assets to the residential community initiative partner), Non-RCI (installations that will remain under the current management control of the Army), and OCONUS (installations that are outside the continental US). Despite the different types of installations the HSO management and support functions are to closely mirror each other to ensure the same level of support and experience for the customers.

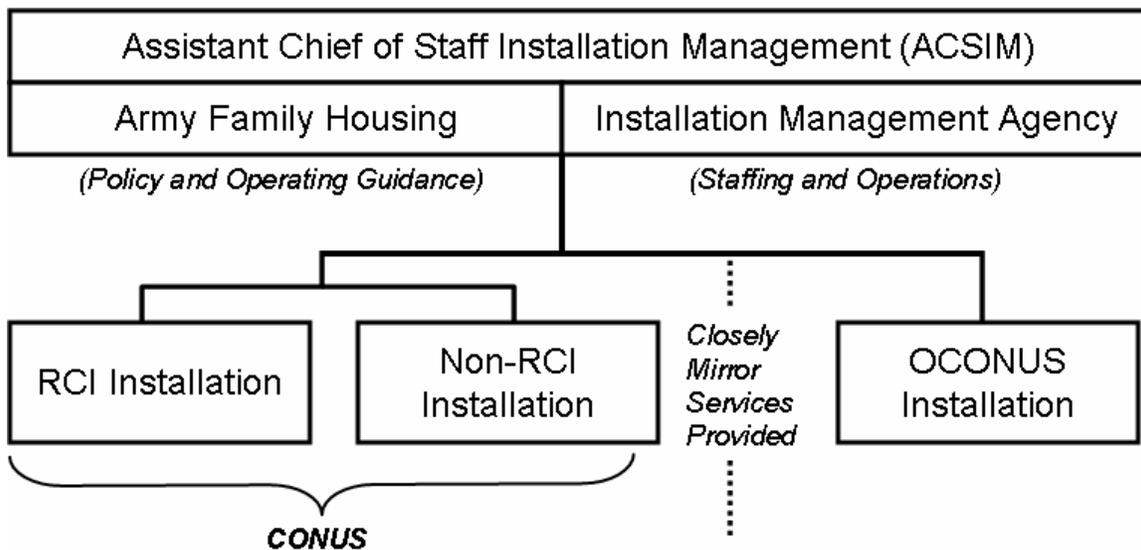


Figure 3

#### 3.2 INSTALLATION FUNCTIONAL STRUCTURE

To reemphasize the point, the type of installation does not impact the services, functions or structure of HSO. The services provided will be the same whether OCONUS or in CONUS. Under the current IMA Installation Structure the

Housing Division reports to the Director of Public Works (DPW). The Housing Service Office is a Branch of the Housing Division.

The general housing functions provided include: on-post housing operations (new construction development, maintenance of units, assignment and termination of dwellings) and off-post housing services (housing referrals, leased property and community inspections, customer advocacy and counseling, and community resource management). This manual addresses and provides guidance for the off-post services.

Of the off-post housing services historically little attention or investment has been made into these services for many reasons. However, the simple fact is that with almost 70% of the married Soldiers and families residing off-post, and the need to leverage the local community resources there is a much needed shift in providing better service and more types of services to Soldiers and their families.

## Functional Organization Structure

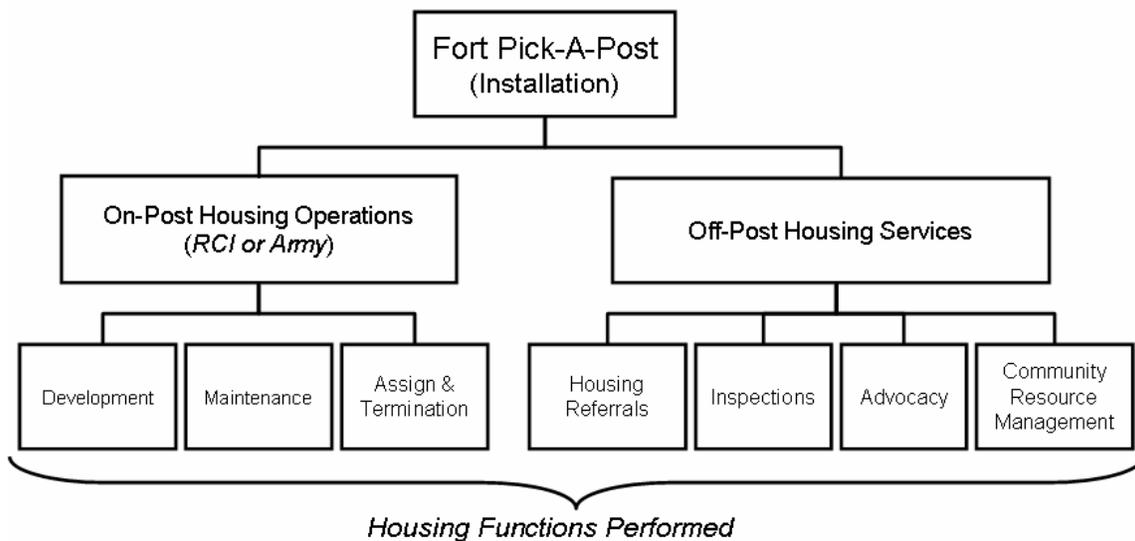


Figure 4

In the past, the majority of the services provided to customers were **Housing Referrals**. That is, maintaining a list of rental properties available for Soldiers to rent, assisting with creating a list of prospective dwellings, and providing some general guidance on the process. This is still a vital function and will continue as a function in HSO; however, both customers and the mission require a greater breadth of services.

**Quality Inspections** are when a HSO representative visits the physical location of a dwelling and conducts an inspection of the premises to ensure compliance

with adequacy standards, living conditions, and appropriate business practices. This has been part of the mission in the past. The challenge for the installations has been the limited supply of resources to perform these activities. As a result, they were only conducted when a crisis happened, resulting in a difficult experience.

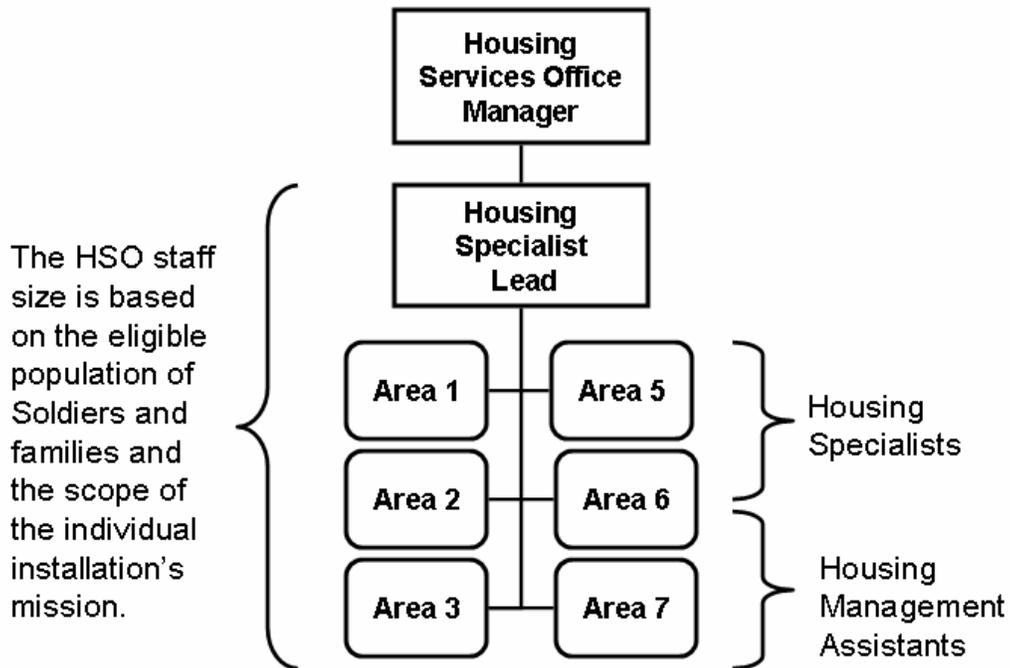
As the conditions change for the Soldiers and families, so must the level of effort provided. Soldiers want choices and help in understanding the facts so they can make a good decision. **Advocacy** means much more than just providing information about rental listings. This concept expands past traditional boundaries into value-added counseling and advising on housing related activity like home-buying or selling, mortgage concepts, negotiating strategies, landlord tenant rights and responsibilities, community services information, and needs and wants identification. Advocacy also refers to aiding Soldiers with complaints of discrimination, inappropriate business practices, and other concerns that create significant stress for Soldiers regarding housing activities.

The Department of Defense guidance is very clear that the local community will be the preferred source for meeting the housing needs of the military services. The difficulty lies with making that happen. Therefore, the HSO will increase its level of off-post **Community Resource Management**. HSO will proactively and regularly meet with local area chambers of commerce, Boards of Realtors®, governmental agencies, school boards, and other organizations that impact the ability to meet the housing needs of the Army.

### 3.2.1 ORGANIZATIONAL CHART

HSO is tiered under the Director of Public Works (DPW) and is led by the Chief of Housing Division for an installation. The HSO is made up of four basic professional positions: HSO Chief, Housing Specialist, Housing Specialist Lead, and Office Automation Clerk. Chapter 7 of this manual describes each of these positions duties, functions, and skill sets in much greater detail.

# HSO Installation Organization Chart



**Figure 5.** One of the significant enhancements of the HSO is Housing Specialist role. This position performs a wider range of functions from counseling to inspections.

The new HSO operation has initiated two primary changes to the old structure. The first is the creation of the Housing Specialist role. This position was developed based on best-in-class housing offices, and it combined the role of counselor and inspector into a single function. The new Specialist position will be able to counsel, inspect, and provide customer service for Army families. The other change is the deployment of resources. The HSO guidance is to create geographic areas of responsibility for each Specialist. This will allow for ownership, accountability and better relationships with those external stakeholder groups.

## 3.2.2 WORKFORCE STAFFING AND BUDGETING MODEL

One of the key performance metrics for HSO is adequate staffing to meet customer demand. The staffing levels of HSO is based on the number of off-post Soldiers and families that are provided off-post housing services for the given installation, the management of the deposit waiver program, (DWP) and community liaison functions. See the table below (Figure 5).

Number of Families	HSO Staff Level
< 100	0
101 - 500	1
501 – 1,999	2
2,000 – 3,499	3
3,500 – 6,499	4
6,500 – 9,499	5
9,500 – 12,499	6
12,500 – 15,499	7
15,000 +	8

Figure 6

The reasoning behind the staffing model methodology is to accurately reflect the number of Soldiers and families that are being serviced by the local installation HSO. Once the number of customers is determined the model estimated the number of HSO resources required to execute the mission.

The methodology of determining the population of Soldiers and families that reside off-post is as follows.

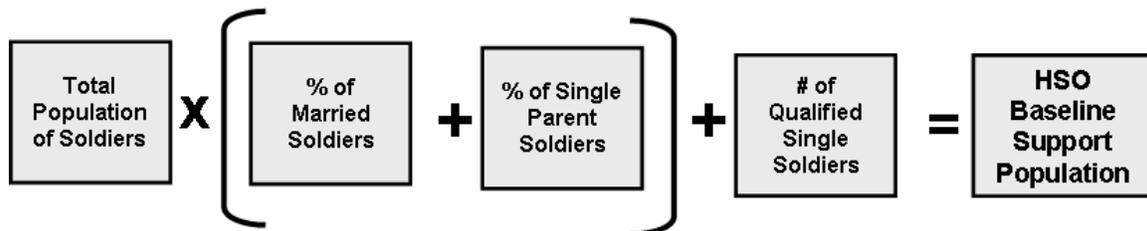


Figure 7

Data Sources Include:

- RPLANS (Real Property Planning and Analysis System) military personnel by rank and unit type
- Annual Army Demographic Study (Married %, Single Parent %)

As the mission of HSO evolves so will the staffing levels required to provide the necessary level of support. It is critical that HSO Managers properly measure and report their operational performance metrics. By monitoring these reports

capacity studies and needs assessments can aid in obtaining the proper level of staffing over time.

## **4 COMMON LEVELS OF SUPPORT (CLS)**

Common Levels of Support is a method for guaranteeing the delivery of high quality Base Operations Support Services within the funds available to the Army. The goal of CLS is to enable the operations to: ensure quality, provide consistency, and deliver predictable services.

Pursuant with AR 210-50, which states that the United States Congress has directed the Department of Defense to rely on the local civilian community as the primary source of housing assets to meet military needs, the HSO is responsible for establishing and maintaining a mutually beneficial relationship with all aspects of housing and real estate assets within the local community. To conform to this directive requires that the HSO proactively work with the local community on multiple fronts. It also demands a close connection with the Soldiers and families and an understanding of their needs while leveraging other Army support groups.

### **4.1 OFFICE SETUP**

Every HSO physical location should contain many of the same features and functions. However, each installation is strongly encouraged to create an environment that is unique to that local culture and climate. Every office should be warm and inviting to the Soldiers and family members. The office décor will vary post to post, but should be consistent with the local theme and appropriate for civilians and family members so as not to intimidate them. The goal is for customers of HSO to interact as easily and conveniently as possible.

#### **4.1.1 OFFICE LOCATION**

There are two considerations for the location of the HSO. First, it should be located near other key support groups like ACS, Lodging, Transportation, and RCI. Ideally the in/out-processing functions are located in a convenient manner for the customers to gain access with little disruption. The second consideration is the office should be located so that it is easily accessible to the public.

#### **4.1.2 RECOMMENDED HOURS OF OPERATION**

HSO operations should be open when the customers need the service the most. For HSO to provide the highest quality of customer service the hours of operations should reflect that of the need or demand for services. The hours of operation will vary from installation and local community. Below are some general guidelines to consider.

- Flexible hours of operation are critical to satisfying customers. For example, an installation may choose normal business hours that allow for Soldiers to come in before work or after work to make it convenient for them.
- During peak moves (summer months or major unit realignments) the hours of operation should be extended to meet the demand.

- HSO Managers should conduct a complete needs assessment when determining hours of operations. The assessment should include:
- Are there major troop movements or realignments causing a future influx of demand?
- What is the nature of the installation's mission and how does that impact the customer's ability to obtain HSO services?
- Are there special local conditions that may require weekend hours of operations?

Providing the highest quality customer service require HSO to be flexible and willing to adjust to the needs of the customer and local realities. It is also important that customers know what the hours of operations are. In many cases they will not be accustomed to this type of flexibility, so clear posting and advertising of the hours of operations is crucial.

Balancing the needs of the customer with the HSO work force is critical for success. To accomplish this level of flexibility HSO Managers are encouraged to use various tools at their disposal, which could include flex-time, schedule flexibility, etc. Being flexible for customers should not come at the expense of the HSO staff members. By being creative, HSO Managers can balance both sides and create a great working atmosphere.

#### **4.1.3 WELCOME AREA**

The welcome area is often times where first impressions are made. The space requirement will vary based on the volume of customers and the availability of resources at the installation. The welcome area should be manned during all hours of normal operation.

#### **4.1.4 CHILDREN'S PLAY AREA**

Many of the families visiting HSO are accompanied by children, which can be very distracting for the parents as they try to focus on reviewing listings, counseling sessions with the staff, etc. Therefore, every HSO requires adequate space and equipment to provide a play area for children. Though there is no mandated list of toys, the HSO Manager should consider the following guidance.

Play areas should be kept clean and free of small debris. The area should be near the area where parents will be so that they may be attentive to their child's needs. The area should contain a range of children's books and toys. Note, very small toys that could be easily swallowed should be avoided as they pose a risk to toddlers and infants. (E.g. small Lego blocks) Large playhouses, television and VHS or DVD to play children entertainment, play stations, are examples of other appropriate and necessary children's equipment.

The funding for children toys is considered part of the normal equipment and supplies of a HSO operation and should be budgeted accordingly. However, each HSO Manager should also consider creative ways of obtaining toys. ACS, public library and other organizational cooperative efforts that can aid in that process is encouraged.

#### **4.1.5 SEATING/WAITING AREA**

The amount of space required will vary, but as a rule design the space required to seat the daily peak of traffic through the office. Every customer not currently being served should be able to sit comfortably while waiting for the next available HSO representative. The area should be warm and inviting with an appropriate amount of light and comfortable chairs or couches. Reading materials in general should include local newspapers and magazines, current real estate listings and brochures, and older children reading materials appropriate for ages (8 to 14).

#### **4.1.6 INFORMATION CENTER**

The center should be equipped with sufficient storage space to contain all the required reference materials. Display space shall include items like shelving, bookcases, tables, or other means of displaying the information. The materials should be clearly visible and easily accessible to the visiting public. (See Section 4.2 for the required materials list) The information center should also include a bulletin board for use by sellers, landlords, and general announcements. If a business or individual wishes to use the bulletin board they are responsible to ensure that once a property is no longer available that the HSO staff is notified to remove the listing from the board. Failure to notify the HSO within 2 business days of the change in status will result in loss of the privilege of use.

#### **4.1.7 ELECTRONIC DATA CENTER**

Internet information continues to grow and the acceptance of its use continues to increase. It is critical that each HSO customer has access to this vital medium. Therefore, every HSO shall be equipped with at least one or more Internet readied computers. The computer station will be equipped with a comfortable seating arrangement, table, and have full printing capabilities. Additionally, for customer convenience, local web-pages should be bookmarked for easy access to information. The bookmarks should include: AHOS, AHRN, Board of Realtors®, chamber of commerce, school board and performance websites, community service websites like police, fire, and emergency services, the surrounding municipal websites, real estate and property management websites (this must be listed in a non-discriminate manner).

Telephone services should also be made available to customers in the center area. Customers will need to be able to call landlords or sellers as they perform their home-finding activities.

#### **4.1.8 MANAGEMENT OR SUPERVISORY OFFICE**

Every HSO manager or supervisor should have adequate office space to allow for private conversations with superiors, staff members, and customers.

#### **4.1.9 HOUSING SPECIALISTS GROUP AREA**

The area where the Housing Specialists are often required to discuss personal information with customers and as such require office space that will invoke a feeling of security with the customer. This can be accomplished by walled office space or by positioning the cubicles appropriately. The space needs to contain sufficient table space and seating for an in-depth counseling session.

#### **4.1.10 HSO MANAGEMENT ASSISTANT**

The Office Automation Clerk should be positioned in a location that is easily accessible by incoming customers, displays information brochures or forms, and is in a location that allows for a view of the waiting area. Appropriate desk, table and file space are needed. The Office Automation Clerk position may require additional computing power based on the activity.

### **4.2 REQUIRED MATERIALS SUPPORTING DOCUMENTS**

Every office is required to have on hand an adequate supply of printed material covering the various components of housing services. There may be a situation when the installation HSO identifies additional documents and information that would benefit the customer. In such a case, the installation HSO may add to the list of items below; however, the addition should be reviewed by the local OSJA and approved by the Housing Division Chief prior to display. The HSO Manager should also notify ACSIM of the information so it can be leveraged Army wide.

#### **4.2.1 WELCOME PACKETS**

The Welcome Packet is a collection of information to aid in the relocation and home-finding process of newly arriving families to the installation. At a minimum the packet should be in a sturdy paper folder capable of holding multiple forms and information pamphlets. The content of the packet should be relevant to the local market.

It is important for HSO to coordinate with other support organizations like MWR, ACS, AAFES, and local Chambers of Commerce, as they often times develop value-added and savings coupon booklet for newly arriving families. They also are a wealth of information and provide valuable services to the relocating families.

The minimum required contents are:

- Consumer guide to the state (or country) Landlord Tenant Laws and Customs, which include tenant and landlord rights and obligations.
- Local maps, visitor guides, and area attractions with pertinent offices noted and phones numbers
- Department of Veteran Affairs information pamphlets (VA Pamphlet 26-4 Guaranteed Home Loans for Veterans, VA Pamphlet 26-6 Quick Guide for Homebuyers and Real Estate Professionals, VA Pamphlet 26-71-01 Q&A on Manufactured Homes Loans)
- Off-Post Rental Inventory / Condition Check List
- Basic Housing Allowance (BAH) Rates and Description Page
- Overseas Housing Allowance (OHA) description and policies
- TLA and TLE policies and procedures
- Application for Assignment to Housing (DD Form 1746) or the RCI partner's equivalent
- General Move-in Checklist
- Motor vehicle registration (on and off post) information and policies
- Fair Housing and Equal Opportunity information
- Servicemembers' Civil Relief Act
- Other information that will aid in the relocation process

#### **4.2.2 PREFERENCE ASSESSMENT TOOL**

To properly provide a high quality experience for the customer an understanding of customer preferences and affordability is needed. The purpose of the Preference Assessment Tool is to provide the HSO Counselor and customer with a list of relevant questions to aid in the decision making process.

#### **4.2.3 LOCAL REAL ESTATE AND LANDLORD TENANT LAWS**

Any publications associated with real estate and dwelling leasing laws should come from only credible sources typically the state Attorney General's Office or the OCONUS country's equivalent. In the event these publications are not available the HSO manager should work directly with the local the Office of Staff Judge Advocate (OSJA) to develop appropriate correspondence. The material should then be reviewed and approved by the garrison commander, HQ IMA, and HQ ACSIM. The documentation should also be available online for customer access.

#### **4.2.4 RENTAL PROPERTY AND HOME SALES LISTINGS**

HOMES (or AHRN if applicable) listings should be made available in a printed format upon completing a preferences assessment. In most cases the local Board of Realtors® and other advertising firms have available printed magazines that contain current listings. These publications should be made available to customers visiting the HSO office in a non-discriminate manner.

#### **4.2.5 HOME BUYING TECHNIQUES**

Every office should be equipped with a Home Buyers guide or brochure. The brochure should provide basic information on the seller agent's role, the buyer's agent's role, contracting process, negotiation concepts, warranties, and home inspections.

#### **4.2.6 EXAMPLE CONTRACTS (LEASE, BUY, ETC.)**

Every HSO Manager is responsible to ensure that sample contracts regarding real estate and leasing agreements are available for review by the customers. The contract should contain the applicable Military Cause and be reflective of local and state laws. The HSO Manager should work closely with OSJA to create the example contracts. Additionally, the HSO Manager is required to update the contract annually and ensure that all Counselors and Specialists have a strong working knowledge of the various terms and conditions of the contract language. The examples should include commonly used addendums for example, concerning pets, storage of recreational vehicles on premise, refundable re-decorating fees, and neighbor covenants or association by-laws.

#### **4.2.7 GENERAL REAL ESTATE TERMS AND DEFINITIONS**

The Information Center should also be equipped with a list of relevant terms and definitions related to leasing, financing and real estate agreements. Though many terms and phrases are common, it is important to coordinate with the local OSJA for local specific meanings and interpretations. Therefore, the HSO Manager is required to develop the list jointly with OSJA. The List should be reviewed annually for accuracy and updates of new terms or phrases.

(See Appendix A for a list of terms for reference)

#### **4.2.8 RENTER/OWNER INSURANCE GUIDANCE**

The HSO representative shall advise all customers of the importance of obtaining renters or home owners insurance, as damaged or stolen property is a non-reimbursable expense by the Army. Interested local insurance brokers can provide rate tables, brochures, or business information to the HSO for display in the Information Center. Customers should also be informed that a portion of the BAH rate includes money for renter's insurance.

## **4.2.9 MORTGAGE INFORMATION**

The HSO shall have available for review brochures or information pamphlets associated with the various types of mortgages and other financing instruments available in the home-buying process.

## **4.2.10 REQUIRED GOVERNMENT FORMS AND DOCUMENTS**

Every HSO office shall have in ready supply the following governmental and appropriate RCI forms and be versed in their application and purpose.

## **4.3 REQUIRED EQUIPMENT AND SYSTEMS INFRASTRUCTURE**

Each installation HSO should have sufficient access to vehicles, communication devices, office equipment and computing hardware and software to successfully accomplish the mission. Much of the HSO mission is conducted outside the office and installation. The following are guidelines for a properly equipped HSO location.

### **4.3.1 VEHICLES**

Every HSO should have access to government owned vehicles for the purposes of conducting off-post quality inspections of rental listings, meet with local licensed real estate specialists, developers and property management companies, and to conduct home-finding tours as needed for customers with transportation limitations. Child safety seat should be made available. Privately owned vehicles will be used IAW current local and Army policy and reimbursement of mileage expensed accordingly. Privately owned vehicles of HSO staff should not be used to transport customers during home-finding and community tours.

### **4.3.2 COMMUNICATIONS DEVICES**

All HSO locations require telephones (with voicemail capabilities) and fax machines. Wireless communication devices will be used at the discretion of the local command and IMA policy. However, given the mobile nature of the HSO mission wireless communication devices are recommended for those HSO positions where it will aid in accomplishing the mission more effectively. Once an installation has conducted a communication needs assessment, the local command has to option to approve the use of these devices if budgeting allows. Note: the use of these devices is not a HQDA requirement for the HSO.

### 4.3.3 COMPUTING EQUIPMENT

In most cases, stationary computers are adequate for HSO staff. However, Managers and HSO Specialists may require portable laptop style computers as much of their work will be conducted outside the office area.

### 4.3.4 OFFICE EQUIPMENT

Files, desk, chairs, paper shredders, printers, copy machines, etc. should be made available to HSO personnel in a near easy-to-reach location to minimize disruption during the normal course of business. Many times HSO staff will be working with customers so the location of the equipment is sensitive to providing a good customer experience. It would be inappropriate for personnel to walk several offices away to print or copy information.

## 4.4 MAJOR CUSTOMER OPERATIONAL PROCESSES

The role of CLS in the HSO operations is very important in achieving the vision of ***“Providing an Array of Quality Services for a Global Community of Customers.”*** To successfully turn the vision into reality it requires that every HSO operation has the same suite of services and delivered in a way that exceeds customer expectations. The HSO operation breaks down into three major processes: ***Gaining, Maintaining,*** and ***Losing*** support functions, which will be described in greater detail in this section.

There are three choices for customers to gain access and receive support from HSO: the Internet, walk-in visit, and telephone call. Every HSO should be prepared to support each of the means of access and provide the suite of HSO services.

As mentioned above, the major processes (services) performed by HSO can be broken down into three major categories: gaining installation processes, maintaining functions and processes, and losing installation processes. So regardless of the means by which a customer chooses to receive support the HSO is ready to deliver excellent service.

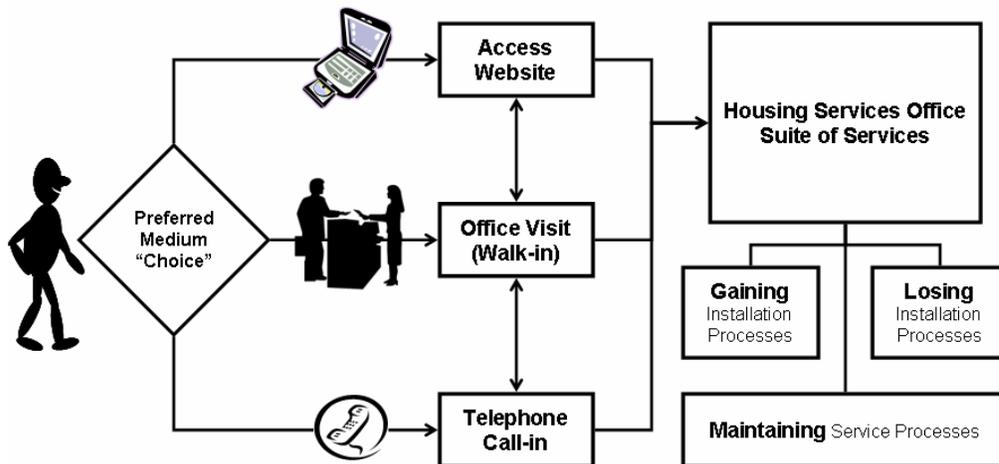


Figure 8

The following sub-sections provide greater details for HSO performance.

#### 4.4.1 GAINING INSTALLATION SERVICES

##### 4.4.1.1 IN-PROCESSING

Upon arrival at an installation Soldiers must report to the HSO for in-processing and housing services. HSO should make every effort to gain local command support so Soldiers can take advantage of HSO offerings.

HSO provides a nonbiased valuable service to new arrivals. It is required that HSO is the initial point of entry for all Soldiers for housing in-processing.

(See 4.4.1.9 for detailed in-processing counseling information).

##### 4.4.1.2 CUSTOMER PREFERENCE ASSESSMENT

When the Soldier or family member contacts the HSO a determination of the types of service is needed. Once it has been determined that the customer is seeking home-finding assistance the HSO representative should utilize the Customer Preference Worksheet. The worksheet should be dated and filed for future reference.

The HSO representative should be quick to listen and slow to make recommendations until a relationship has been established. The reasoning is in nearly every encounter the customer will be experiencing a major life change (relocation to a foreign country, new born baby, just married, etc). By trying to understand their needs the encounter is more likely to be a positive one and the customer perception increases.

(See Appendix C for example worksheet)

#### 4.4.1.3 TLA/TLE AND PERMISSIVE TDY CERTIFICATION

TLA (Temporary Lodging Allowance) and TLE (Temporary Lodging Expense) are financial tools that partially off-set the added living expense during a permanent change of station (PCS). The difference is TLA is used OCONUS and TLE is used in CONUS. TLA/TLE shall be IAW the JFTR (Joint Federal Travel Regulation). Exception to policy will be made accordingly through the local Garrison Commander and G1.

The HSO shall monitor search efforts of customers receiving TLA or Permissive TDY upon request of the customer or the customer's employing organization. The HSO shall document the eligible personnel's housing search.

OCONUS HSO operations IAW AE-37-4 TLA payment is contingent upon the Soldier aggressively seeking housing. HSO is required to verify the search efforts and authorize the payment of TLA.

#### 4.4.1.4 ACS AND SPONSORSHIP COLLABORATION

The Army Community Services and Sponsorship Program plays a vital role in supporting Soldiers and families while they settle into the community. HSO is required to work closely with ACS to educate their staff on housing procedures and processes. In addition to ACS the HSO Manager will coordinate with the local Sponsorship Program Manager and ensure that training, information packets, and briefings are made available to support the program.

#### 4.4.1.5 REAL ESTATE OVERVIEW (BUYERS, SELLERS, ETC)

HSO representative shall provide an overview of the various types of real estate transactions as a buyer, seller, renter, or landlord. HSO staff shall be well versed in terminology, local laws and customs, and be knowledgeable of other sources available for customers. Provide information/guidance/counseling for soldiers who are looking into purchasing their own home. The HSO representative should be able to explain:

- process of buying a home
- different ways to buy a home
- importance of a buyer hiring his/her own broker
- home inspections
- discuss real estate contracts
- the negotiation process involved in buying a home
- various ways to hold title (Tenants in Common, Joint tenancy, etc)
- closing costs and cover which items are negotiable
- selling a home

- provide information and analysis on real estate markets in the local communities
- gather data from the customer, analyze what the needs are, and make recommendations on how they should proceed

#### 4.4.1.6 RENTAL AGREEMENT NEGOTIATIONS AND REVIEW

The HSO shall assist the eligible personnel and the landlord/agent in reaching mutually agreed upon resolutions on rental disputes.

At the customer's request HSO shall review received rental agreements to ensure the terms and conditions of the agreement meet the eligible personnel's housing requirements. The requirements shall include, but are not limited to, the following:

- The HSO shall review the rental agreement for compliance with the Local Landlord-Tenant Law. The HSO shall notify the customer and the landlord/agent of any apparent conflicts of the rental agreement with the Local Landlord-Tenant Law. The HSO shall advise the eligible personnel to seek legal advice should the rental agreement be deemed questionable or beyond the scope of the knowledge of the HSO.
- The HSO shall review the rental agreement for applicable government clauses (Permanent Change of Station Clause, Government Housing Clause, or Federal Employee Clause). The HSO shall explain the consequences of the omission of these clauses to the eligible personnel. The HSO shall recommend the following clauses are included in the rental agreement:
  1. Permanent Change of Station (PCS) Clause. This clause allows service members to terminate the rental agreement without penalty with 28-calendar day's written notice to the landlord.
  2. Government Housing Clause (GHC). This clause allows early termination of the rental agreement without penalty with 28-calendar day's written notice to the landlord in the event the service member is assigned government quarters.
  3. Federal Employee Clause (FEC). This clause allows Federal civilian employees to terminate their rental agreement without penalty with 28-calendar day's written notice to the landlord.

#### 4.4.1.7 DEPOSIT WAIVER PROGRAMS (DWP)

A value-added service that helps Army families keep their out-of-pocket expenses at the lowest possible level is the deposit waiver program. Currently, many installations execute this program differently. There are two considerations for management of the program. If there is an existing program in place, or there is a need for a program but currently one does not exist.

If the installation currently has a Deposit Waiver Program (DWP) not managed by HSO, then the HSO manager is responsible to have close coordination with the managing organization. The current structure and services provided should continue as is until further notice. However, future plans and/or enhancements of the program should be made jointly. The HSO manager shall stay actively engaged in the program by meeting periodically as needed.

In the event that the HSO currently performs the DWP or has determined that a program is needed to aid the customers, then the HSO manager shall ensure that the following guidance is met. HSO shall canvass the local utility companies to obtain current utility rates and deposit waiver information. The HSO shall provide an information sheet and counsel service members regarding company fees, deposits, waiver of deposits, connections and billings. HSO is responsible to log and track Soldiers participating in the program in an electronic format. Note that HSO is to take the primary lead in the DWP.

(See Section 4.4.3.7 for out-processing procedures for the deposit waiver program.)

#### 4.4.1.8 SET-ASIDE PROGRAM/ RENTAL PARTNERSHIP PROGRAM (RPP)

HSO is responsible for managing the local set-aside program, also known as RPP. The Set-aside/Rental Partnership Program is an agreement between the installation and a landlord to designate a given number of housing units for use by military personnel. The HSO will draft a MOA (Memo of Agreement) between the landlord and the Army. The agreement should not include any form of guarantee or occupancy levels.

The HSO should only refer eligible personnel to the property. There should be no requirement for customers to accept the housing unit. The rent payments should be made via payroll deduction (allotment) not greater than his or her BAH rate for rental. It can include insurance and utilities if provided by the landlord.

The Set-aside/Rental Partnership Program should be considered under the following circumstances (but not necessarily limited to):

- When on-post occupancy rates are very high and there is a corresponding long waiting list due to the limited supply of on-post housing.
- A large movement of personnel is expected.
- The local custom for leasing is difficult and time consuming (e.g. in some overseas markets).

The HSO Manager is responsible to work with OSJA (Office of the Staff Judge Advocate) to develop the MOA between the landlord and the Army (Garrison Commander or his/her designee) that is consistent with the criteria outlined in AR 210-50. Note, under the Set-aside/Rental Partnership Program the actual leasing contract is between the Soldier and the landlord.

#### 4.4.1.9 HOUSING ADVOCACY AND ADVISING

The HSO shall provide community-housing counseling for eligible personnel. The HSO shall counsel eligible personnel receiving TLA/TLE and Federal employees on orders. The HSO shall maintain records of community-housing counseling sessions.

The following items are those which are generally included in a counseling session:

- The HSO shall explain housing services and provide written information on office hours, contact numbers, transportation services, and procedures.
- The HSO will provide a current year Basic Allowance for Housing (BAH) chart to the service member to ensure their understanding of how much they will be receiving for community housing. Also, the HSO representative is required to explain the three components of BAH (rent, utilities, and insurance).
- The HSO shall explain TLA/TLE entitlement and the need for the customer to conduct a diligent search for community housing, and adequate search procedures. For OCONUS installations, the HSO shall document the eligible personnel's housing search. The document shall include, but not limited to, the date of the search, address of the unit, phone number of the landlord/agent, monthly rental amount, the reason for not accepting the rental unit and the eligible personnel's signature. The HSO shall have the eligible personnel acknowledge and sign a statement that it is their responsibility to conduct a diligent search for off post housing was explained.
- The HSO shall explain the Fair Housing Act and any applicable state laws regarding the fair and equitable treatment of tenants with emphasis placed on the obligation of the eligible personnel to immediately report any indication of discrimination in their search for housing. OCONUS HSO operations shall ensure that listing landlords or property managers agree to fair and equal treatment of Army families. This can be accomplished via a listing agreement outlining the acceptable conduct.
- The HSO shall explain the utility deposit waiver program and explain customary charges, fees, and procedures for connections and billings. The HSO shall provide the customer with utility company information and current utility costs based on familial size. The HSO shall provide information to eligible personnel explaining the security deposit waiver program.
- The HSO shall explain the delivery process for household goods and vehicles, and provide the Joint Personal Property Shipping Office (JPPSO) information.
- The HSO shall explain that assistance is available, if needed, with rental negotiations and review of rental agreements. The HSO shall explain that legal offices are available for situations requiring legal assistance.

- The HSO shall provide active duty military customers with information regarding early termination without penalty based on appropriate military reassignment orders, release from military service, or assignment to government quarters, PCS, GHC Clauses, and Servicemembers' Civil Relief Act.
- The HSO shall provide Federal civilian employees with information regarding early termination without penalty based on appropriate reassignment orders, release from Federal employment, or assignment of government quarters. The HSO shall provide the Federal civilian employee with a sample of the "Federal Employee Clause".
- The HSO shall explain customary real estate practices in the area, the rights and responsibilities of landlords and tenants, standards of conduct, the availability of assistance from the HSO in resolving disputes, and legal assistance available. The HSO shall emphasize specific excerpts from the local landlord-tenant laws and codes and Housing Discrimination Handbook and provide a copy to the eligible personnel.
- The HSO shall explain procedures for conducting and documenting the inventory and conditions of the dwelling during the initial acceptance of the unit. The HSO shall explain the importance of an inspection report should there be a dispute regarding the refund of the security deposit at the time of termination. HSO shall explain what is considered "fair wear and tear" based on local customs and regulations.
- The HSO shall provide a copy of a typical "Pet Addendum to Rental Agreement" to eligible personnel.
- The HSO shall explain the vehicle registration process and provide written information regarding registration office locations and hours of operation to eligible personnel.
- The HSO shall explain school district boundaries as they relate to neighborhoods, general information on geographical exemptions, and provide public and private school information.
- The HSO shall advise eligible personnel to consider obtaining rental insurance coverage against loss of personal effects and household furnishings. The HSO shall provide renter's insurance information.
- The HSO shall explain and provide information regarding traffic routes, peak travel hours, travel time, distance, and carpool services from area neighborhoods to military installations.
- The HSO shall explain location of most commonly visited government offices and provide maps. The HSO shall provide bus schedules.

- The HSO shall provide eligible personnel with rental listings and explain the information contained in the listing. The HSO shall provide a written explanation of all codes and abbreviations used in the listing.
- The HSO shall explain neighborhood amenities and provide the eligible personnel with street maps. The street maps must relate to all areas in which the rental listings are located.

(See Chapter 5 for interviewing and counseling techniques)

## **4.4.2 MAINTAINING CUSTOMER SERVICE**

### **4.4.2.1 COMMUNITY AND HOUSING QUALITY INSPECTIONS**

There are five occasions when the HSO will conduct Quality Inspections of community rental properties. They include:

- Listing Inspection – The landlord initiates a request to list their property with the HSO. In the case of an apartment complex the HSO representative will randomly select several vacant apartments to determine to suitability of the complex.
- Move In / Out Inspection – The second occasion is in conducting an inspection for community housing with the tenant and landlord. The inspection may be requested by either landlord or tenant.
- Customer Complaint – This occasion is when an eligible customer files a complaint with the HSO against a landlord for reasons of poor quality and inadequate conditions.
- Revalidation Inspection – This is when it has been more than three years since the last inspection of a listing.
- Landlord Request – There are occasions when landlords request the presence of an HSO representative during an inspection.

In all cases of inspection the HSO will coordinate a time to complete it within 5 days of the request from the tenant or landlord. The HSO shall document the inspections.

(See Appendix E – Quality Inspection Form)

### **4.4.2.2 DISCRIMINATION COMPLAINTS MANAGEMENT**

The HSO shall process discrimination complaints IAW established Army procedures. The HSO shall have a basic knowledge of State and Federal discrimination laws. The HSO shall provide the complainant with the appropriate State and/or Federal civil rights complaint questionnaires. The HSO shall forward the complaint to the appropriate State agency responsible for investigating discrimination complaints (e.g., Civil Rights Commission). The HSO shall make an informal preliminary inquiry to confirm the complaint within three (3) workdays after notification. The HSO shall notify the complainant's

commanding officer of the complaint by a formal letter. The HSO shall file documentation regarding the complaint.

Title VIII Section 800 (42 U.S.C. 3601) known as the Fair Housing Act enacted in 1968 states that discrimination is no longer allowed in the housing industry. It is illegal to discriminate against race, color, national origin, sex, family status, or disability. Some general guidelines of the Fair Housing Act are:

- Landlords and property owners cannot refuse to sell or rent to any individual who is a member of one of those protected classes listed above who makes a legitimate offer.
- Landlords cannot charge a higher security deposit or change the terms of a lease based on one's family status. An example is if the renter has children.
- Landlords cannot increase the application fees because of the race of an individual.
- Landlords can charge additional security deposits (including non-refundable) for pets.
- The Fair Housing Act prohibits the lying to individuals regarding the availability of units for sale or rent if it's untrue.
- Nor is it permissible for a real estate agent to steer a particular racial group into a particular geographic/demographic area because of their race. For example, a Hispanic family into a Hispanic neighborhood is considered inappropriate behavior.

#### 4.4.2.3 LANDLORD TENANT DISPUTES

The HSO shall investigate, validate, and document community-housing complaints within 3 workdays of the formal complaint. The HSO shall ensure that complaints are submitted on the Landlord Tenant Complaint form prior to investigation. The HSO shall investigate complaints upon receipt that affect health or safety of eligible personnel. The HSO shall advise customers to seek legal guidance and provide them with the most current Small Claims Court brochure and the most current local landlord tenant laws and Housing Discrimination Handbook. The HSO shall document complaints filed with the HSO and the final outcome of each complaint in the automated database.

#### 4.4.2.4 RESTRICTIVE SANCTIONS

In the event a landlord has been found to have discriminated against an Army family member, unresolved property health or sanitation risks, or conducts unfair business practices the HSO shall act immediately against the offending company (or individual). Discrimination complaints will be conducted IAW AR 210-50 Chapter 6. The HSO shall follow the Armed Forces Disciplinary Control Board (AFDCB), AR 190-24 procedures to impose restrictive sanctions.

In any investigation of a complaint it is important the HSO representative assigned to manage the complaint properly document all correspondences, forms, and other supporting documents.

Incoming Soldiers shall be provided a list of sanctioned properties, property management companies, or landlords, and advised of the consequences of violating the sanction. Note the Soldier maybe prosecuted under the UCMJ (Uniform Code of Military Justice) at the commander's discretion.

#### 4.4.2.5 BAH AND HMA DATA MANAGEMENT

It is critical the data collection and reporting for the Basic Allowance for Housing (BAH) analysis and the Housing Market Analysis (HMA) are completed accurately and timely. Although the two analyses both assess the housing markets they serve distinctively different purposes. The BAH is conducted annually and is the method which determines the amount of economic benefit (by rank and by geographic location) that eligible Soldiers can receive. The HMA evaluates the general market conditions from the perspective of the forces of supply and demand for adequate housing availability in a given area. Both functions are critical to accomplishing the HSO mission.

BAH is comprised of three components: rent, utilities, and renters insurance. Many Soldiers don't realize the make up of BAH. Therefore, it is important for the HSO staff to be prepared to discuss and answer questions regarding its content accordingly. Also, as a matter of normal process, every counseling session should include an overview of the Soldier's BAH rate and an explanation of all three elements. Note: some families will choose to spend more or less than the BAH amount for their pay grade. That is their choice; however, the HSO representative should make an effort to help them understand the implications of their decision. Also, some commands may choose to places additional thresholds on spending amounts. HSO shall work in assisting the local command in accomplishing their goals and objectives.

The HMA's principle goal is to comprehensively evaluate the current and prospective dynamic forces affecting economic, demographic, housing condition, and housing inventory trends in order to estimate local demand and supply for housing in quantitative and qualitative terms.

The following sub sections are general guidance for gathering, validating and submitting data for the BAH and HMA. For detailed step-by-step processes refer to the current vendor for the most current training and supporting documentation. The current vendor for BAH is Runzheimer International (visit <http://bah.runzheimer.com> for current downloads). HSO is responsible to adhere to current policy and procedures for BAH and HMA data collection and submission.

### **Gathering**

Two of the most controversial and critical elements of gathering data is defining the geographic area (Military Housing Area, MHA) and adequacy of a housing unit and/or community. The general rule for determining the MHA is 20 miles or one hour drive in rush hour traffic. Inadequate listings should NOT be submitted. Some examples of inadequate housing dwellings are, but not limited to, mobile homes, high crime areas, flood plain areas, and subsidized housing.

### **Validation**

The validation of data prior to submission ensures that what is being submitted is an accurate representation of the local housing market. To ensure the quality of the submittal the HSO is required to validate the data by conducting site visits of the dwellings listed, after the physical observation. The HSO representative should record the current conditions and determine if it meets adequacy standards.

### **Submission**

Upon completion of the validation process submit the data according to the methods prescribed. Ensure that copies of the files are maintained by the HSO office for future reference as needed. Note, that the data that was gathered and submitted is to be treated as confidential and not for public review.

#### **4.4.2.6 HOME BUYING SEMINARS**

One of the changing characteristics of the external environment that is likely to have a significant impact on the Soldiers and their families is the change in the tour length of duty assignments. The future holds that Soldiers will be assigned to the primary duty station for a considerably longer period of time (approximately five years versus only one). Therefore, customers are more likely to buy rather than rent or live on post. The seminar shall inform customers of procedures for selecting a qualified real estate agent, loan application procedures, obtaining credit approval, escrow procedures and closing and settlement costs. The HSO shall conduct the seminar free of charge to all eligible personnel.

The HSO at a minimum is required to ensure that quarterly Home Buying Seminars are presented for all eligible personnel. Sponsorship for these events may vary based on local customs and availability of resources. However, as a guideline the HSO Manager should coordinate with ACS to put the event together. The HSO shall secure speakers possessing knowledge of purchasing real estate and financing available through Veterans Administration (VA) Loans, Housing and Urban Development (HUD) Loans, and conventional mortgage loans. Local licensed real estate specialists, lenders, and developers are the subject matter experts to provide content for the customers. However, the speaker(s) shall not wear any identification linking the speaker to any particular agency or organization, or mention the speaker's place of work. It is important to make sure that fair and equal treatment is given to each of the civilian agencies represented. This can be done through a variety of methods. For example,

based on the number of interested external parties the HSO Manager may choose to have them rotate as lead presenters/sponsors.

The location of the seminar should be in a location that is best suited for the Soldiers and their families. In the event that the best location for the seminar is on post, HSO shall arrange access to military installations for the speaker(s). Adequate seating, refreshments, and hand out material should be properly planned for. Note, it may be required that more frequent seminars are planned based on the demand of incoming and home-buying customers.

#### 4.4.2.7 RENTAL PROPERTY DATABASE ACCURACY

HOMES/AHRN is the primary information management system for the HSO for recording, maintaining, and recalling rental dwelling inventories. As such the HSO will be responsible for maintaining the accuracy of the database. The measurable goal is a 99% accuracy rate, which means that 99% of the data maintained in the HOMES/AHRN database reflects CORRECT and CURRENT information. The scope of the measure includes both available and currently rented listings.

(See Chapter 6.2 for specific measurements)

#### 4.4.2.8 COMMUNITY INFORMATION LISTINGS (SHOPPING, SCHOOLS, ETC)

There are many considerations when relocating to a different home. The local characteristics and amenities are often times high priorities for a family. The HSO shall ensure that Soldiers and families have access to the most currently available community information. Sources of information may include: U.S. Census Bureau, local chamber of commerce, school boards, Board of Realtors®, local or state law enforcement agencies, or other known credible sources.

#### 4.4.2.9 DOCUMENT CONTROL

IAW the Privacy Act, the HSO shall shred all documents containing social security numbers prior to disposal. The HSO shall maintain records a minimum of 3 years or until the member no longer resides in housing. The HSO shall at no time provide any personal information to other individuals, companies and customers. It is important that all documents containing individual's social security numbers are stored in a locked or password protected manner.

#### 4.4.2.10 PUBLIC RELATIONS AND PUBLICITY (INTERNAL AND EXTERNAL)

The HSO shall aggressively use such media as base newspapers, bulletins and base TV systems to advertise HSO services to eligible personnel. The HSO shall make regular contact with the local Board of Realtors®, Chamber of Commerce, Economic Development, City Managers, Housing and Urban Development, Veteran's Administration and local real estate offices. Conducting periodic industry forums with external stakeholders is a great means to generating

interest and support for Army families. The HSO shall coordinate and obtain approval of notices and advertisements from the Garrison Commander, or his or her designee.

### **4.4.3 LOSING INSTALLATION SERVICES**

#### **4.4.3.1 GLOBAL HSO REFERRAL PROCESS**

Customers appreciate and expect excellent, proactive service. The goal of every HSO is to get to the customer before they get to us. That requires that every HSO work with and represent every other HSO globally. Ideally, when a Soldier receives PCS orders, a correspondence or personal contact from the HSO will follow immediately, explaining the out-processing requirements of HSO and offering to assist in the relocation and home-finding process for their new duty assignment.

Upon connecting with the Soldier, the HSO representative will begin the needs assessment process, assist in obtaining current housing information for the gaining installation, and attempt to make a warm transfer to the gaining installation's HSO. Warm transfer means to contact the gaining HSO and hand-off the customer to them for further assistance. Every HSO operation should have a general email established for the convenient transfer of information between installations and with customers.

#### **4.4.3.2 PROACTIVE FAMILY CONTACT**

Proactive Family Contact is one of the means by which the HSO will achieve a **Global Community**. The goal is to make initial contact with the family that just received orders to PCS to a new duty station. Once contact has been made the losing HSO will assist the family in using AHOS and referring them to the gaining installation's HSO.

The HSO Manager should make every effort to work closely with Human Resources Command (HRC), the local command, and other support organizations to create a process to proactively contact the Soldier.

A good method that can be used is to work with the local HRC management in obtaining the current list of departure orders. Upon getting the list the HSO Manager can establish a proactive (out-bound) contact process or emailing or letter writing. The recommendation is for HSO Managers to utilize electronic technologies for the most efficient and effective communication process.

#### **4.4.3.3 MANDATORY CLEARANCE OF HSO**

All Soldiers are required to clear the HSO prior to departure of their current duty assignment. The HSO Manager shall work closely with other support agencies, and local command groups to ensure that every Soldier is afforded the opportunity to benefit from the HSO services.

#### 4.4.3.4 HOUSING COUNSELING SUPPORT (SELLING AND RENTING)

HSO shall provide guidance to customers who own their home and have received PCS orders. HSO representatives should be well versed in the local practices and laws regarding selling a housing property. Provide information to the customer regarding the selection of a real estate agent and validate if any are on the sanctioned list.

For service members who own their home and are considering leasing as opposed to selling their home, the HSO representative should advise the customer on considerations for selecting a property manager. Provide information/guidance/counseling for soldiers who might wish to hire a property manager to handle rental property after a PCS move. The HSO Counselor should explain:

- The duties of a property manager
- Considerations for hiring a property manager versus trying to manage one's own property
- Contracting process with a property manager. Note, for legal opinion refer the customer to OSJA or a private real estate attorney.
- The expense considerations when hiring a manager (when is rent collected, when does the manager send the owner the net rental proceeds, who makes the mortgage payment, what is a range of management fees in the area, etc)
- Why a manager should take an application and run credit reports
- Economic conditions (tax liabilities, equity growth, risks of vacancy and damages)
- Relevant state laws for absentee landlords or other special considerations for the given state
- The importance of ensuring that periodic inspections are conducted and reports provided by the property management firm

#### 4.4.3.5 NOTICE TO END LEASE AND DEPARTURE DATE

Every HSO shall provide customers with the locally appropriate notice to terminate the lease agreement. Often there is a 30 day lead time required, and the sooner the Soldier starts the process the more likely a smooth transition will occur. The HSO will also provide the customer with a locally appropriate clearing list of all off-post obligations as a renter or a user of services.

#### 4.4.3.6 LANDLORD TENANT DISPUTES DURING TERMINATION

Should a dispute occur during the out-processing period, the HSO will treat it as a priority issue and respond to it within **24 hours** of notification. The HSO will follow the prescribed procedures in AR 210-50 for handling a complaint and

strive for resolution as to not disrupt the Army mission and PSC process. Legal matters should be coordinated with OSJA as soon as possible.

#### 4.4.3.7 DEPOSIT WAIVER

When a Soldier out-processes and has participated in the deposit waiver program, HSO will validate that the Soldier cleared with the corresponding utility companies. The Soldier should provide a final statement to HSO, which shows all payments made in full. Once the Soldier has demonstrated that there are no outstanding liabilities with the utility company the electronic record should be updated to close the process loop.

In the event that the deposit waiver program is conducted by another organization, HSO should partner with the organization to ensure that HSO has the most current information available.

## 5 QUALITY CUSTOMER MANAGEMENT

In a service oriented operation like HSO, customer service is dependant on many variables. Many of the variables fall outside the direct control of the HSO operation itself creating internal frustration for the organization. Understanding this fundamental issue is only part of the solution. The second part of the solution is the decision of what each individual is going to do about it personally, and then do it. Before “doing it” a quick definition of customer service for the context of HSO is appropriate.

Customer Service is defined as the quality of the end-to-end experience with all the support services that a customer has during relocation and while residing in their community and home until the next move. This definition can feel overwhelming and because of the complexity associated with providing a high quality service, support personnel can become discouraged. However, by understanding some of the basic principles of what we, HSO members, can do, we can have a significant impact on improving the quality of life for our families we care for.

There are two very basic elements that make up any customer service organization. The first is **operational structure**, which is the way in which work is organized, conducted, and supported. These topics include systems infrastructure, office set-up, evaluation process, operating manuals, and any thing else associated with the business at hand. The second component differs in that it is isolated to the **individual team members** involved. In this case the various HSO staff that performs the functions and interact directly with customers. This chapter deals with the one element in which we have the most ability to influence, ourselves.

### 5.1 “A+” CUSTOMER SERVICE

Many case studies have shown that there is a strong relationship between how customers feel and how service representatives feel. When customer service personnel become frustrated the customer is likely to be just as, or even more frustrated. To compound the problem most of the customer interactions involving HSO are during stressful situations. For example, the family is moving because a Soldier is being deployed overseas. In this example the family has two obvious major stressors, but what about all the underlining ones like school changes, job adjustments (or loss), or the money crunch. Many times both HSO representatives and customers feel as if they are working against everything around them. Part of the answer is to fix the system and processes, but that is only one half of the solution. The second part is individually adopting the “**A+ Customer Service**” model or the **Five A’s**:

- Attitude
- Attention

- Action
- Accountability
- Alignment

Remember this phrase, “A+ service starts with me.” As individuals we cannot control everything around us, but we can learn to control ourselves and choose how we want to feel. It’s all about **Attitude**.

**Attention!** Not in the sense of a military command to bring a formation to order, but attention to what is being said verbally and non-verbally by the customer. By paying attention to how a person’s body is postured, their ability to focus (kids running everywhere, etc.), and really listening to what they say, a HSO representative can very quickly get a feel for how to help the customer. By using active listening skills communications are more effective between both parties. It is simply all about paying Attention and being empathic, which starts a very positive connection with the customer, which is needed for great service.

Once a connection is made and basic understanding of needs has taken place, the next step is to take **Action**. The first action is to **record** what is going on, for confirmation of details and documentation. The second action is **respond** accordingly. Responding may require an analysis of the situation, which takes a few days, or it may be as fast as handing a brochure to a local apartment complex, which takes five minutes to explain. The key ingredient is responding appropriately to aid the customer. The last action is **report**. Follow up with the customer to ensure their needs were met and to offer more services. Also, HSO should report into the record that the service has been completed by indicating when and how.

For the action to truly create an excellent experience for the customer the HSO person must take personal accountability to see the resolution to completion. **Accountability** is more than just what happens within the operational boundaries of HSO. Accountability implies extending into other operations to satisfy the needs of the customer. For most organizations this is a difficult aspect to perform. However, without end-to-end accountability for a customer transaction, the mission of HSO will not be accomplished to its highest level of performance.

For accountability to reach its maximum potential it is important for the organization to align itself to promote the right behavior. **Alignment** is the transition point from the individual to the organization. Shared goals and frequent communications about working together better are two of the elements that support alignment. Imagine if every person within HSO made proactive communications into other support groups (transportation, lodging, etc.) in a manner that was focused on making the experience better for the customers. What are the possibilities? Alignment also requires trying to **help** the other support organizations complete their work tasks as well as our own.

By applying “**A+ Customer Service**” HSO will not only meet but exceed customer expectations, which is what it is all about, helping Soldiers and families have a better living standard.

## **5.2 INTERVIEWING - UNDERSTANDING MY CUSTOMER**

### **5.2.1 DEFINE THE NATURE OF THE VISIT**

The interviewing process really begins when first contact is made with a customer, whether in-person, a proactive telephone call, or in responding to an email. Information begins to exchange immediately. Help the customer feel comfortable with the surroundings and in the manner in which they are greeted. It is important to try to understand the nature of the interaction as it determines the next steps. For HSO there are two basic interactions: home-finding and relocating support, and complaint investigations.

### **5.2.2 HOME-FINDING AND RELOCATION**

When a customer is inquiring about buying versus renting, building a new home, moving off-post from government quarters, or PCS'ing to a new duty station the HSO representative should begin with understanding the customer preference.

**Customer Preferences** are the options associated with home characteristics (price, size, location, and style), rent or own, local services and community attributes, distances from work and school, and other characteristics that contribute to their decision making process.

#### **5.2.2.1 CONSIDERATIONS**

There are many considerations for determining where one will live. For example, how much risk is a person willing to take financially? Low risk may suggest that a person is less likely to buy in a depressed market. Just remember that every person is different. So as part of the interviewing process it is important that the four considerations when interviewing for home-finding and relocation services which are: Basic Needs, Optimal Desires, Affordability and Availability.

#### **5.2.2.2 BASIC NEEDS (MUST HAVE)**

Basic needs are those characteristics of a home and community that meet the essential living conditions of a Soldier or family. The basics include characteristics like safety, cleanliness, durability, water and sewer, and hazardous materials (asbestos, lead based paint). Other basic needs are relative to the individual circumstance of the customer. For example, a family with five children may require as a basic need a four or five bedroom dwelling with at least two full bathrooms. However, if there children are in college they may only want a two bedroom apartment to keep their cost as low as possible.

When conducting the interview the HSO representative can follow the Customer Preference Tool as a guide of the types of basic needs that require

consideration. However, for effective interviewing some indirect conversation is very appropriate. The “just the facts ma’am” approach to interviewing can make a person feel under valued and just another number. It is important that the HSO representative be perceived as authentic and personable.

#### 5.2.2.3 OPTIMAL PREFERENCES WANTED (WOULD LIKE TO HAVE)

There are a broad range of topics to consider for defining a customer’s optimal living situation. The role of the interviewing HSO representative is to aid the customer in getting clarity around what preferences are most important and prioritizing them. Optimal preferences may include:

- School districts that are known for athletic programs
- Near a hospital with a special unit
- Older home with fix up potential
- Community with a major university
- Much more

The range of possibilities is very large. Therefore, the HSO representative should be well versed in the characteristics of the local community.

#### 5.2.2.4 AFFORDABILITY RANGE

This can be a very sensitive subject. The HSO representative should understand that:

- People may feel embarrassed about their financial situation due to credit problems, family crisis back home, income level is small, or a myriad of other factors.
- Often times there is a significant gap between what they can actual afford and what they want.
- There may be other sources of income or cash that have not been presented.
- Culturally what is acceptable to one person may be unacceptable to another. Avoid being judgmental.

A good baseline for understanding affordability is the BAH rate for the Soldier. It is a starting point that is commonly known and less sensitive than other factors. The caution is remembering the customer may choose to spend more than the BAH, which is their choice.

Follow the Customer Interview Worksheet for a detailed snap shot. Note: credit worthiness is a judgment of the landlord or lender. The Customer Preference Tool only provides an estimate to get started in the Home-finding process.

#### **5.2.2.5 AVAILABLE OPTIONS**

Hopefully by this point the relationship and connection between the HSO representative and the customer has occurred, and the majority of the relevant information for decision making has been captured. The HSO representative should have a pretty good idea of what the customer's preferences and affordability are and should have a general idea of what is available that matches.

The HSO representative should be upbeat and positive when explaining what's available given the information provided. However, if the news to deliver is negative, then upbeat is very inappropriate. There will be times when presenting options may be disappointing for the customer, as their expectations were not met. Avoid false hope or despair. Just because something was not available at this first meeting does not mean to give up. Provide next steps that are realistic and give the customer options to continue to explore. This will help provide time for them to actualize their situation.

#### **5.2.3 COMPLAINTS INTERVIEWING**

HSO representatives working on a customer complaint should recognize that the complaint may involve a very personal offense against them. It may be a case of discrimination, or they may have the feeling of being looked down to or "ripped off." The HSO representative should take the issue seriously and act quickly. Document what took place while they are present. Provide them with the appropriate complaint forms and procedures. Make calls to the appropriate agency on behalf of the complainant. Provide next steps and instructions of what they can expect to take place in the process (avoid coming to a conclusion or judgment). Then give instructions as to where they need to go next.

### **5.3 COACHING AND COUNSELING CUSTOMERS**

Think in terms of providing a range of consultative services for all of the housing and relocation needs. However, no one person can be an expert at every detailed aspect of this broad range of activities. Therefore, the HSO representative will create the most value for the customer by following a few general coaching and counseling concepts.

- Understand that no one person is an expert at everything. But great counseling is defined by the willingness to go the extra mile to aid in getting it done.
- Listen, listen, and listen some more. Coaching is about 90% listening and 10% talking. When talking it is difficult to hear what someone else is saying. Techniques like repeating back what was said helps to build clarity and understanding.

- Show empathy, which is simply understanding the customer's perspective and demonstrating that you do understand it through your actions. It may not change the actual actions needed to be taken. It just allows for a connection between people to reach a good understanding.
- Be patient while the customer realizes the difference between what they really want versus what they can actually do. Help them see the big picture and also the positive aspects of their available choices or to understand the trade-offs of their decisions.

## **6 PERFORMANCE MEASUREMENTS AND REPORTS**

### **6.1 PERFORMANCE MANAGEMENT**

HSO managers are expected to measure and monitor the overall operational performance of the effectiveness and efficiency of the suite of services conducted by the housing services office. The monitoring of performance is not limited to just the operations as a whole, but also the individual staff members that conduct the work and the manner in which it is conducted.

#### **6.1.1 INDIVIDUAL PERFORMANCE EVALUATION**

For the customers to experience a high quality, value-added service the HSO must be able to deliver service on two dimensions. First, the service should be technically performed correctly, timely, and competently. The other dimension is not as focused on being technically correct, but rather, the manner in which the service was provided. Behavioral dimensions of performance are the soft skills like interpersonal relationship management, friendly service with a smile, pleasant to work with, and so forth. So given the two dimensions for delivering service, the HSO leader should be able to observe and evaluate both dimensions and provide feedback to the staff member's performance.

- Explain the criteria that the staff member will be evaluated on and the expectations for performance.
- Coach them as they learn new behaviors and practice work activities. Coaching is one of the best ways in growing an effective team.
- The HSO leader and staff member should document progress against the individual and team goals that were set.
- Provide timely feedback on performance both good and bad. All too often feedback comes several months after the fact. Timely and accurate feedback helps a staff member learn from the situation and make adjustments to behavior quickly.
- Remember to evaluate both the operational (or technical) aspects of the work and the behavioral dimensions, as both are critical for meeting the customer's needs.

#### **6.1.2 OPERATIONAL PERFORMANCE**

This chapter outlines the measurements and reports for the HSO. It is easy to fall into the trap of measuring and reporting, measuring and reporting, measuring and reporting, through many months without ever analyzing and adjusting the process or system. The purpose of these measurements and reports are to

provide tools for the leadership of HSO to understand what is currently happening and to determine what needs to change for better performance.

The HSO Chief is responsible to not only ensure that the reports are prepared, but to analyze them and take actions appropriately to make improvements. There are several elements in analyzing an operation. These general operational management concepts will aid in evaluating HSO operations.

### Input, Throughput, Output

The three basic elements of any operational process are the input, throughput, and output.

**Inputs** are the data and material that come into the operation that is required to provide the service. An example for HSO is the data required for a rental listing.

The **throughput** is simply the work that the HSO operation does. Using the rental listing example the throughput is gathering the data, validating its accuracy, entering it into the HOMES/AHRN database, and retrieving it for a future customer.

The **outputs** are the services or information that comes out of the HSO operation. Sometimes output requires additional activity by another group. For example a Soldier will validate TLA/TLE through HSO and return the information to Finance. Other times the output is the completed service. Referring back to the rental listing example, once the HSO representative retrieves the listing data and printout, it is provided to the Soldier who is depending on the information to be what was asked for and accurate. In this example the output was the data contained in the system and the physical printout.



Figure 9

Every process or system can be measured using the basic elements of input, throughput, and output. However, the purpose of measurements is critical for proper analysis. Below are two views that help define the purpose of the measurement.

#### 6.1.2.1 EFFECTIVENESS AND EFFICIENCY MEASUREMENTS

Evaluating operational performance has several views for the HSO leader to consider. The HSO Manager should evaluate the operations for: efficiency and effectiveness, capacity and capabilities of HSO, and the alignment with other organizations. Simply put, the HSO Manager needs to ensure that the right things are being done in the best manner possible.

Efficiency and effectiveness are often times confused. **Efficiency** deals with productivity of resources like units of output compared with units of input, which measures the efficiency of the throughput. **Effectiveness** is determined by the output and the group receiving the output. Effectiveness answers how well the throughput operated to create the correct output. For instance, using the example of the rental property listing that was provided to the customer. If the customer requested a list of three bedroom town homes and was provided a list of single family two bedroom dwellings, the output (or process) is considered ineffective. Or even if the list had contained three bedroom townhouses, but when the customer went to the property the listing information was incorrect. Again, the process would be considered ineffective as well.

#### 6.1.2.2 UNDERSTAND AND MANAGE TO CAPABILITIES AND CAPACITY

The performance of the operation can be impacted by the capabilities of the resources available and capacity to meet demand work loads. Organizational **capability** is the operation's ability to perform various work functions. Capabilities can include knowledge levels, skill sets, special materials, information management systems, and physical attributes that can enhance or inhibit operational performance. **Capacity** management differs from capabilities management in that capacity management is a function of *how much workload* an operation can manage and still be effective and efficient versus *what kind of work* can currently be preformed (capabilities).

The HSO leader should continuously monitor and strive to increase the operational (and individual's) capabilities. Remember that people and operations are limited at the amount and speed of change. The HSO leader needs to understand where those thresholds are and find creative ways for expanding them without causing the system to fail.

Capacity management can become a very complex and dynamic process. The larger the operation and the more processes performed, the more complex the capacity management model becomes. However, when it is simplified down there are really two drivers for capacity management. There are **load drivers** (demand for service activity), and there is the **availability of the resources** to meet the demand. Figure 10 represents the relationship of these elements with the input to output process.



Figure 10

The goal of the of the HSO leader is to balance all of these various measurements and deliver services that are effective in that it matches what the customer wants, when they want it, and in a way that they want it delivered to them. The operation is effective in that the results are productive and operating within the constraints of budgets and available resources. However, balancing these two paradigms only creates a good HSO operation. To create the excellent customer experience the HSO organization must also manage the connection points with other internal and external organizations.

Performance measurements should focus on evaluating the **Effectiveness (Quality), Efficiency, and Availability of Services** provided to HSO customers. The measurements have five major categories with varying amounts of sub-categories. The five categories are:

- **Customer Service Satisfaction.** This set of measurements evaluates the customer's perception of HSO operations and corresponding external suppliers (property management, landlords, etc).
- **Supplier Relations Management.** Because off-post housing success is dependant on the performance of third parties it is important to monitor the management of them. This set of measurements evaluates both their performance and the activity associated with managing them.
- **HSO Operations.** This set of measures evaluates the HSO infrastructure, capacity, off-post listing performance, and compliance with resource guidance.
- **Extraordinary Issue Management.** During the normal course, as well as, extreme situations there will arise the need for special performance measurements. These extraordinary issues are short term in nature, yet have a significant impact on the overall performance of the HSO. For example, large movements of personnel resulting from base closures (BRAC) or other

types of activities should be closely monitored so the appropriate leadership can respond to needed support.

## **6.2 STANDARDIZED REPORTING METRICS**

HSO reporting shall be consistent with the standards outlined in AR 210-14 (The Army Installation Status Report Program). HSO Managers are responsible to be able to provide an electronic report monthly.

The goal of these measurements and reports are to provide management with an accurate view of how the operation is performing. Reporting for the sake of reporting is unacceptable and a tremendous waste of time. Here are some general guidelines for use of performance measure reports.

Whenever capturing the data ensure that it can be recalled in several views. Have the ability to look at the details surrounding a given point and time in order to understand cause and effect. Also, the ability to evaluate trends within a given area or metric helps to isolate root causes of under performance. Lastly, make sure that the reports are consistent so that a comparison among other installations is possible to identify best-in-class, as well as, areas for needed support and improvement.

### **6.2.1 CUSTOMER SERVICE SATISFACTION**

#### **6.2.1.1 ANNUAL OFF-POST SURVEYS**

This is a **mandatory** survey of customer satisfaction with off-post living conditions and property manager service levels. The report shall be administered centrally through ACSIM with reports viewed at an installation, region, and global levels.

In general the survey will evaluate the customer's opinion of various aspects of the housing experience. Topics surveyed may include, but not limited to: conditions of local community services, availability of adequate listings, satisfaction of property management maintenance and services, and demographical information.

Upon receipt of the survey feedback the HSO Manager is required to make corrective actions for areas of improvement.

#### **6.2.1.2 NORMAL OPERATIONS CUSTOMER FEEDBACK**

Every HSO customer will be provided with a survey form at the completion of every transaction. The forms will be returned to the local HSO Manager, who will follow up on any area that needs to be addressed within two (2) business days of receipt of the form. If the electronic survey system ICE is available, the HSO Manager should develop a process for using this survey tool. The data from the form will be entered into an appropriate electronic format and stored for reporting purposes. Monthly, the average for the given month and an accumulated year-

to-date average will be reported. Measure the number of “Good/Excellent” ratings as a percentage of total responses.

#### 6.2.1.3 NUMBER OF COUNSELING SESSIONS

This is a record of every customer counseling sessions performed by the HSO staff. The purpose is to understand the volume of customers seeking advice for their housing needs. The report should also include the mix of service provided by HSO. For example:

- Home-finding Community Tours (5%)
- Complaint Resolution (2%)
- Quality Inspections (20%)

The HSO Manager should also evaluate the ratio between the number of arriving/departing counseling sessions with the total number of in-processed/out-processed customers.

#### 6.2.1.4 HOME-FINDING TOURS

Monitoring the volume of home-finding tour conducted is important when determining resource availability. Monthly, the total quantity of tours conducted should be reviewed and reported on. To calculate sum total tours then divide by the number of Housing Specialist available to conduct them.

#### 6.2.1.5 HOME-BUYING SEMINARS CONDUCTED

On a quarterly basis HSO should report on the number of home-buying seminars that were provided to customers.

#### 6.2.1.6 NUMBER OF COMPLAINTS AND TIME TO RESOLUTION

This is the total number of complaints received by the HSO regarding internal or external support. The time-to-resolution is the difference between the time that the complaint was logged and the customer received the final disposition of the complaint. Monthly, HSO should total all the complaints received. To calculate the resolution time, subtract the complaint received date and time by the issue closed date and time. Then divide by the total number of complaints.

#### 6.2.1.7 SOLDIER CONTACT TIME

This measures the difference between the date that the Soldier received orders and the date that contact was made with the Soldier and HSO. The purpose of this metric is to monitor the gap in time and reduce it as HSO services become more commonly known.

#### 6.2.1.8 HSO PROACTIVE CONTACT WITH CUSTOMERS

The goal of HSO is to proactively service customers. Therefore, this measurement evaluates the number of contacts that are initiated by the HSO and not the customer. The second aspect of this measurement compares the ratio of

proactive contacts with total contacts with customers for support. Analyze the ratio of proactive contacts (monthly), by summing the number of proactive contacts and divide by the total number of departures. A proactive contact is defined as a customer contact initiated by HSO via an in-person telephone call, written letter, or electronic communication format (e.g. email).

#### **6.2.1.9 FINDING ADEQUATE HOUSING CYCLE TIME**

This metric will measure the time between the initial customer contact and the time the Soldier finds housing that meets the family wants and needs. This is not a measurement of actual move-in date, as some families will prefer to build new versus a move in ready unit. The measurement is calculated by dividing the sum of units contracted within a 30 day period by the number of total customers referred.

#### **6.2.1.10 HSO TO HSO REFERRALS**

Servicing a global community requires that every installation HSO begin to coordinate with other HSO around the world. This will measure and report on the quantity of referrals that were conducted by at the installation. This should be reviewed monthly.

### **6.2.2 SUPPLIER (STAKEHOLDER) RELATIONS MANAGEMENT**

#### **6.2.2.1 NUMBER OF COMPLAINTS**

This measurement evaluates the total number of complaints received by the HSO regarding licensed real estate specialists, landlords, property managers, and other organizations associated with the relocation and referral process. Additionally, the HSO Manager should evaluate the number of validated complaints with the total complaints received on a monthly basis.

#### **6.2.2.2 CONTACTS WITH STAKEHOLDERS**

HSO can only accomplish their mission through other organizations which means that frequent and productive communications are paramount to success. This measurement captures the total number of activities with key stake holder groups that are identified in chapter 7 of this manual. This should be reported as a monthly total for the given HSO.

#### **6.2.2.3 LISTING ACCURACY**

Data accuracy is critical to success. Every landlord or property management company that lists information with the HSO should be held accountable to the accuracy of their listings. The measurement shows the number of listing agencies that have inaccurate data associated with their listings. Calculate the ratio of total listing agencies with the number of agencies with defects in the data.

#### 6.2.2.4 INSPECTIONS RATIO

A vital part of managing supplier quality is conducting inspection of community housing units. All inspections should be totaled and reported on. Additionally, the ratio of inspections conducted should be compared with the total of active listings. This is an aggregate measurement for the installation. However, to ensure accountability HSO Managers are encouraged to monitor the activity at a more finite level either at an individual Housing Specialist level or by area, whichever is more appropriate for the installation.

### 6.2.3 **HSO OPERATIONS**

#### 6.2.3.1 OFFICE REVIEWS (SERVICE SUPPORT PROGRAMS)

Annually the leaders responsible for HSO management will conduct an internal review of the HSO validating its compliance with this manual, Army Regulations, and other directives. Throughout the year ACSIM will select several installations to perform site audits (inspections) of HSO ensuring compliance of this manual, Army Regulations and other relevant directives. It is recommended that each HSO Manager conduct an internal audit quarterly to ensure readiness.

All eight of the HSO Service Support Programs are covered by the internal review. For details of the audit content see Appendix B for the HSO Checklist.

#### 6.2.3.2 CUSTOMER IN-PROCESS RATIO

This measures the ratio of in-bound customers in-processed by HSO on a monthly basis. To calculate the metric first total the number of customers that were physically in-processed by HSO. Then divide that value by the total of arriving Soldiers to the installation.

#### 6.2.3.3 STAFFING LEVELS

Based on the prescribed staff modeling outlined in Chapter 3.2.2 (Staffing and Budgeting), the installation shall report the current staffing level and the recommended staffing level on a quarterly basis. If an installation is inadequately staffed, the HSO Manager will submit a report to the Garrison Commander, IMA Regional Staff, and ACSIM explaining the variance and the planned corrective actions required to remedy the short fall.

#### 6.2.3.4 TRAINING/SKILL SETS

HSO Managers are responsible to ensure that all HSO staff members are properly trained and have the appropriate skills and training as outlined in Chapter 8 (Human Resource Management) of this manual. Quarterly the HSO manager will report on the current state of the staff's training, report of training conducted that quarter, and present the following quarter's training plan and needs.

#### 6.2.3.5 ACCURACY OF LISTINGS

The accuracy and dependability of the listing data is a mission critical function of the HSO. There are two basic types of measurements for listing accuracy. First, the system data reflects the present **physical conditions** of the property correctly (condition, location, structure, rental property). The second deals with the **status of availability** (occupied and unavailable, occupied and available, unoccupied and unavailable, and unoccupied and available).

The physical conditions measures the system data again a physical observation of the property and interview of tenants and/or property managers. The availability status compares the dates of change in status to the actual dates of activity. For example, compare the difference from the actual date a dwelling is rented to the date its status was changed in the HOMES system.

#### 6.2.3.6 LISTINGS AVAILABILITY

This measurement evaluates the average number of housing units available off-post for a given month. The measurement should also include the monthly low and high volume of units available. Also, on a monthly basis HSO should report the ratio between the total listings in the system with the total number of dwellings currently occupied.

#### 6.2.3.7 UPDATED WEBSITE

The AHOS website should be inspected quarterly to ensure the most up-to-date information for the installation and local community is posted and available for customers to review.

### 6.2.4 **INSTALLATION LEVEL**

Installation level HSO reports are an effective means of communicating outside of HSO to other Army support organizations and to the local command. The HSO Manager is required to share and brief the month's results to the HSO staff, and use it as an opportunity to get ideas for improvement projects from the staff. Additionally, at a minimum the HSO Manager should brief the DPW on a monthly basis.

Installation level reporting provides HSO Manager with information enabling effective management of HSO operations. Monitoring trends gives visibility to managers so they can make adjustments to the operations to meet current market conditions. Therefore, month-to-month reporting consistency is critical for identifying trends and monitoring the success of operational changes.

### 6.2.5 **HEADQUARTERS LEVEL**

It is recommended that each IMA Region perform quarterly metrics reporting and analysis of their respective installations' HSO programs. The IMA Manager

responsible should conduct comparative analysis and summary reports summarizing the regional results. Major trends (positive or negative) and those activities that impact the annual ISR should be briefed to the IMA Regional Directorate with plans for corrective action.

ACSIM and HQ IMA are responsible to aggregate regional activities and performance on an as needed basis. Therefore, the installation level reports and measurements should be maintained by the HSO Manager for review upon request.

## 7 KEY STAKEHOLDER MANAGEMENT

### 7.1 CONNECTION POINTS WITH UPSTREAM AND DOWNSTREAM

The notion of managing the connection points is wherever HSO receives inputs or delivers outputs the HSO leader should spend a significant amount of energy making them work better. There are three basic types of connection points. The first is the internal connections or hand-offs within a particular HSO operation itself. Many times even within a small organization “stovepipes” are built and work groups become dysfunctional because of the rigid framework. The second type of connection points are external groups outside of HSO but internal to the Army Installation Management. These include the list of internal stakeholders below in section 7.2. Managing the connection points in these areas requires joint measurements and cooperation between the leaders. Sharing a performance measurement ensures that both managers are committed to and held accountable for its execution. The last connection point is external to the installation HSO and would include other installation HSO and the non-military key stakeholders listed below in section 7.3.

(See Figure 11)

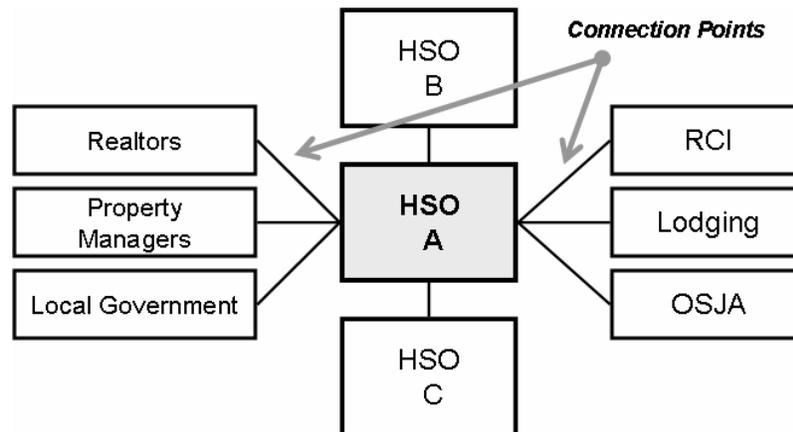


Figure 11

The performance measurements and reports HSO is responsible for can be categorized into these guidelines listed above. HSO leaders need to take personal accountability to ensure that all staff members understand and manage to these guidelines.

### 7.2 INTERNAL (TEAMING STRATEGY)

There are many activities that take place every time an Army family has a permanent change of duty assignment. They range from out-processing,

packing and shipping household goods, changing schools and jobs, selling and buying homes, finding temporary quarters, etc. Many of these activities fall outside the scope of HSO; however, they have a significant impact on how the customer perceives the service provided by HSO. Therefore, HSO will engage in a **Teaming Strategy**. HSO will actively and cooperatively work with groups outside of housing to ensure the highest level of service for customers. As simple as it may sound, the execution of this strategy will have great impacts on the overall performance of HSO and customer satisfaction.

One method of developing stronger links between organizations is to create joint measurements and accountability in obtaining them. This can be a long process, but the various groups involved in servicing the customer are more likely to work together under this type of arrangement.

### **7.2.1 COMMAND GROUP**

The local HSO should develop a communication process with the local command. Quarterly, the HSO Manager should provide a briefing to be given on current issues and topics. However, more important than the briefing to the local leader is the proactive solicitation of their feedback and concerns regarding the HSO performance. Other topics for teaming include: special unit needs that may cause fluctuation in services, company formation briefings, and Command Sergeant Major's call.

### **7.2.2 ACS**

The Army Community Services plays a vital role in supporting Soldiers and families. The relationship between ACS and HSO is considered a priority for the HSO Manager. Joint planning and continued communication will ensure that the two operations are positioned to provide the highest level of quality as families relocate and require maintaining support. The HSO Manager is at a minimum required to meet with the ACS Manager on a monthly basis to discuss current operating issues, future plans, and opportunities for further improvements between the two teams.

### **7.2.3 DOL (TRANSPORTATION)**

The movement of household and personal goods is one of the significant aspects in relocating a family. The HSO should make reasonable efforts to share information and planning to make a smooth transition for the Soldiers and families. General information sharing of each other's processes and procedures can go a long way in lowering the confusion of in/out-processing Soldiers.

The HSO will work toward real-time information sharing for tracking and communicating the status of shipments from the point of departure through the arrival of personal property. However, in the absence of the ability to share

information, customers should be referred to Transportation for questions and tracking information.

#### **7.2.4 LODGING**

Since temporary lodging and TLA/TLE are closely related and part of the customer experience the HSO Manager shall establish joint operating agreements to ensure the processes between Lodging and HSO meet the customer's needs. Lodging quality, 24 hour coverage, and arrival validation are all aspects of a great experience for the Soldier. Note, HSO is not responsible for lodging activities, but rather, the involvement is geared toward providing excellent customer service by minimize friction between the two groups.

#### **7.2.5 OSJA**

The working relationship with OSJA is often times on a case-by-case basis and under extreme conditions of a dispute, complaint, or other adversarial contracts. These events are a normal part of job performance. The goal, however, is to be proactive and get contract examples, common questions and issues, and some agreeable expectations during the crisis situations. This will decrease the sense of urgency and normalize the process for a better experience.

#### **7.2.6 HUMAN RESOURCES COMMAND (PERSCOM)**

The more proactive HSO is at meeting customer needs the better the experience is for the customer, the faster the Soldier can become a productive member of their unit. The HSO Manager shall work with the local PERSCOM management in order to develop a process to get basic personnel movement information to proactively contact the Soldiers to offer support services for their upcoming relocation into and out of the command.

### **7.3 EXTERNAL**

External stakeholders are the major source of housing resources. The majority of married Soldiers, single officers, and higher ranking NCOs reside off-post in the local community. HSO shall maintain a proactive and positive working relationship with various stakeholders. This chapter section is intended to provide a general overview of the working expectations with these groups. The goal of HSO is to represent the Army and Soldiers, while leveraging the local community's capability to meet these needs.

Joint meetings with multiple external stakeholders are very efficient and effective means of communicating Army needs and the local community's ability to meet them. HSO should plan quarterly community forums where all the off-post stakeholders can have open dialog and idea sharing. Based on the situation and budget availability, it may be appropriate for a third party facilitator to aid in the process.

Below are some general guidelines for working with the various key stakeholder groups.

### **7.3.1 LOCAL GOVERNMENTAL AGENCIES**

Local government structures and protocol will range throughout the United States and worldwide. Ensure that prior to meeting with the various governmental agencies that local customs and protocol are understood. This information can be obtained through the Public Affairs Office (PAO). The level of governmental agency needed to meet with external stakeholders will vary based on the issues being addressed and location. The HSO Manager should be prepared to meet with city, county, and state (national for overseas) officials communicating effectively and professionally representing the Army. Depending on the level of agency the HSO Manager may be required to include more senior personnel to represent the Army (e.g., Garrison Commander). Any formal agreement or documents of understanding should be coordinated through the Garrison Commander, PAO, and OSJA. Topics to be addressed are:

- City and county level zoning and planning. Typically, the responsible governmental agency will have a development or planning board. HSO should attend and participate in this activity.
- Information on the local parks and recreations department and activities. Note these can be non-governmental organizations as well.
- Future Army housing needs.
- Army community preferences and needs (educational facilities, roadways, etc.)
- Special program opportunities (deposit waivers, local events)

### **7.3.2 AREA CHAMBER OF COMMERCE AND ECONOMIC DEVELOPMENT COMMISSIONS**

The Chamber of Commerce is a not-for-profit membership organization made up of business representatives that work with governmental agencies and private businesses to promote the economic prosperity for the individual members and the greater community. Economic Development Commissions can be a not-for-profit organization with government participation (or supported), or they could be governmental agencies, depending on the state or country. These organizations focus on soliciting and aiding new businesses to their geographic areas. These organizations are usually motivated to work with the Army because the Army is typically one of the largest employers in the area, and it represents a very large portion of the local population (paying consumers for their members). They play a vital role in future development of shopping centers, school development, roadway systems, new residential development programs, and other community services. The HSO shall participate by attending meetings and community

events. Sponsorship for events is a good means of showing support and advertising. Funds and approvals should be processed through the local chain-of-command.

### **7.3.3 SCHOOL BOARDS (DAYCARE THROUGH SENIOR HIGH)**

The HSO shall be actively engaged in attending board meeting, providing input to the board for potential impacts associated with changes in the size of housing needs, and inviting board representatives to attended community forums. Joint planning should be coordinated with the DPW and Garrison Command as appropriate. Additionally, HSO should work closely with the local schools to obtain school information, ratings, academic programs, athletic programs, busing schedules, registration guidelines and cost, and other information that is useful for families in making community choices.

The frequency of engaging local school boards will vary. However, at a minimum the HSO should attend the board meeting and meet semiannually with officials of the school administration.

### **7.3.4 LOCAL COLLEGES AND UNIVERSITIES**

The goal for HSO with this stakeholder group is to obtain very basic information for newly arriving families. HSO should coordinate with these entities for locations, directions and basic information. Also, the on-post Education contact information should be made available. Customers should be referred there or the school for more detailed information.

### **7.3.5 BOARD OF REALTORS®**

Local Board(s) of Realtors® are membership organizations that provide legislative representation, real estate educational offerings, industry-related products and networking opportunities as well as managing the Multiple Listing Service (MLS) database. Given the longer tours at a permanent duty assignment, Soldiers may be more likely to purchase homes versus renting. HSO should work with the board and take advantage of many opportunities. Opportunities include:

- Real estate training programs are typically provided and can be coordinated
- Access to the Multiple Listing Service (MLS) for customer referral (Access may require an annual fee)
- Local trends and issues
- Home buying and selling seminar coordination
- Consumer information pamphlets and packets on home buying and selling techniques

### **7.3.6 REAL ESTATE AGENCIES**

Dealing with individual licensed real estate specialists should be handled on an as needed basis. Licensed real estate specialists and their agents are welcome to provide information packets for their services in the Information Center.

### **7.3.7 LOCAL DEVELOPERS**

Local developers should be invited to attend the community forum mentioned above. Also, as housing needs change developers play an important role in meeting the demand.

### **7.3.8 FINANCING AGENCIES (MORTGAGE BROKERS)**

Dealing with individual Mortgage Brokers should be handled on an as needed basis. Brokers and their agents are welcome to provide information packets for their services in the Information Center. Helpful lending brochures, rate tables, and general guidelines can often be obtained through brokers.

### **7.3.9 RCI PARTNER**

It is important to remember that the structure of the RCI Project is a partnership between the Army and a private company. That requires careful management of the relationship between the two parties. The RCI Asset Manager is the accountable person for daily oversight of the partnership. Monthly meetings between the RCI Asset Manager and HSO Manager should be regularly scheduled. The meeting purpose is to ensure a cooperative effort on obtaining adequate housing on or off post is achieved.

## **7.4 RECOMMENDED COMMUNICATIONS PROCESS AND PROCEDURES**

Two components for communicating with any external stakeholder groups are consistency and clarity. The Appendix F contains guidance on standard presentations and Logo'd items. HSO shall utilize these standards as a normal course of business.

## **8 HUMAN RESOURCE MANAGEMENT**

The purpose of this chapter is to provide guidelines for defining the HSO personnel requirements for work duties, required skills, training criteria, and performance evaluations. Installations are to become compliant with these guidelines no later than January 1, 2006.

The skill sets of the subsequent positions necessitate varying technical and interpersonal competencies. The skill sets are divided into three general categories: required, preferred and optimal. Required Skills are the minimum skills necessary to successfully perform the particular position. Preferred Skills are skills to enhance the position to a greater level of success. Optimal skills are those skills that heighten the performance of the individual to the next level(s) of leadership. It is important to understand that these are building blocks and attempting to skip ahead is ill advised. The purpose of defining these skill set categories is to provide the HSO staff with an understandable criteria for staffing and developing the HSO as a well run organization.

### **8.1 STAFF DEVELOPMENT**

The development of the staff is based on assessing where they are as a team and individually what areas do they need to improve on. The HSO leader should take great care in putting together an individualized development plan for every associate under their leadership. The plan should include the following components:

- The new skills sets required to execute the HSO mission
- Private sector real estate certification training
- Academic courses of study for business and marketing management
- Professional training associations programs and course
- Financial counseling training
- Computer application skills (MS Office Suite, ARHN, Webpage Management, etc.)
- Property management training particularly in the area of legal issues and inspections
- Housing inspections techniques
- Working well in a team environment
- Counseling skills and techniques
- Leadership work shops and other developmental training

Notice the list of bulleted areas of training fall into two generic categories. The first is more technical and operational in nature. These are important as

customers are relying on current and accurate information to base their decisions on. The second category deals more with the “soft” skills. By soft skills we mean behavioral dimensions that can be demonstrated. Behavioral development training will aid in helping staff members accomplish A Plus customer service. Individual and team development requires that the training stay not only fresh, but timely.

## **8.2 HIP-POCKET TRAINING**

Hip-pocket training has been used by Soldiers for many years. A simple definition of hip-pocket training is training that is conducted in an informal manner when the opportunity presents itself. The training is typically less than a day and covers topics of daily importance. Below is a list of examples for conducting hip-pocket training:

- Brief training sessions during lunch hour.
- Utilizing training holidays to train.
- Stovepipe buster – cross functional overview training of other organizational processes (transportation clearing process, PAO public announcement process).
- Community Awareness Tours (take a small team of staff members on the road to tour the community.
- Community Awareness Prizes – Have a fun quiz regarding some of the key characteristics of the community and give the team a chance to win fun prizes.

Remember that training is not always a formal three day process, although that type of training is also critical. Training is about learning and practicing important skills. The following sections cover the various job functions of HSO. As your installation begins the transformation process start to develop the team’s training assessment and begin planning for it immediately.

## **8.3 HOUSING SERVICES OFFICE MANAGER**

### **8.3.1 MAJOR DUTIES**

This position serves as the Housing Services Office senior manager, and is responsible for the successful execution of the services provided by the organization. The HSO Manager coordinates with both internal and external stakeholders on community housing issues resulting in improved conditions and better choices for Soldiers and families. The size and scope of the operation will vary with the size of the installation.

### 8.3.2 FUNCTIONS

- Develops recommendations for overall plans and procedures for the installation Housing Services Program working with the Chief, Housing Division. Initiates studies, audits and management reviews of on-site activities; identifies problems or deficiencies related to the major activity areas; recommends and implements appropriate corrective measures and follows up on findings to ensure deficiencies are corrected.
- Drafts supplements to housing regulations and revisions. Develops standard operating procedures. Reviews outgoing directives, correspondence, etc., for compatibility with existing housing management regulations.
- Writes correspondence concerning various housing management matters, such as availability of housing quarters, in and out-processing, and exceptions to policy. Conducts technical studies of family housing demands, turnover rate, and physical requirements, and develops recommendations for change or improvements.
- Responsibilities include tracking line items and dollar amounts to ensure the government does not over obligate funds. Incumbent is responsible for overall quality assurance of services provided internally. Also is responsible to monitor external landlords, licensed real estate specialists, and property managers' service for quality and nondiscrimination.
- Maintains liaison with the Engineer Technician Section, Unaccompanied Personnel Housing Branch, RCI Asset Management Team, local governmental agencies (police, fire protection authorities, and school boards) to ensure adequate levels of service.

### 8.3.3 SKILL SETS

**Required:**

Demonstrated High Ethical Standards

Advanced Analytical and Problem Solving Techniques

Motivating and Building Teams

Employee Counseling and Coaching Techniques

Advanced written and oral communications skills

Advanced Leadership skills

Third Party Relationship Management of Private Sector and Governmental Agencies

Advanced Real Estate and Property Management Knowledge and Expertise

Conflict Resolution Techniques

<p><b>Preferred:</b></p> <ul style="list-style-type: none"> <li>Intermediate Level Marketing Techniques</li> <li>Intermediate Level Budgeting and Accounting Principles</li> <li>Advanced Market Research Techniques</li> <li>Cross Functional Process Management</li> </ul>	<p><b>Optimal:</b></p> <ul style="list-style-type: none"> <li>Advanced Budgeting and Accounting Principles (Both Public and Private Sectors)</li> <li>Able to Manage Multiple Organizational Disciplines</li> </ul>
--	---

## **8.4 HOUSING SPECIALIST**

### **8.4.1 MAJOR DUTIES**

This position conducts a full range of housing advisory activities and participates as a member of the Housing Services Office led by higher-grade staff members. Serves as a Housing Advisor/Counselor/Customer Service Representative for designated geographic areas and conducts a full range of activities to include housing referral and relocation support.

### **8.4.2 FUNCTIONS**

- Provides personalized assistance, interviews applicants seeking housing to determine specific housing requirements and desires. Exercising tact and judgment, instructs and counsels applicants on various matters relating to assignment/termination of all housing.
- Provides personnel with information on types and size of housing available, required deposits, and information on housing practices and procedures. Counsels service members on occupancy requirements, resident's responsibilities, and behavior of family members.
- Retains, maintains and updates listings of adequate rental and sales units reflecting a full range of prices, size and locations of housing assets. Units will be entered into the Housing Operations Management System (HOMES) or other applicable automated system.
- Coordinates with local licensed real estate specialists, building associations, apartment managers and property owners to jointly inspect housing for adequacy. Maintains liaison with local authorities to assure adequate levels of service available.
- Receives telephone and personal inquiries answering many questions based on established policy and knowledge of Division activities within their limits of authority.

- Assists with obtaining housing in the local community, responsible for entering information into HOMES or other applicable automated system.
- Reviews lease agreement and related documents from personnel residing in privately-owned housing to ensure that documents are properly executed and issue orders to ensure that the individual may draw BAH. Enrolls residents in the security, utilities, pets or other deposit waiver program.
- Operates vehicle to transport self and customers to various privately-owned housing locations.
- Conducts pre-termination, and termination inspections as required or requested and prepares a detailed condition report to protect the resident and the Government. Conducts quality inspections upon a listing request from a property manager or landlord, or random as part of the quality assurance program.
- Provides landlord-tenant dispute mediation and strives to resolve disputes or provide arbitration or small claims court information. Gathers preliminary discrimination complaint information and processes complaint action IAW statutory and local procedure.
- Attends meetings or conferences with higher-level staff members, area coordinators, and personnel from various levels within the installation for their specific housing neighborhood. Networks with other installations for relocation information and guidance. Attends meetings with local real estate specialists, apartment managers and property owners as needed and directed by the HSO Chief.
- Conducts/Arranges for housing tours for prospective tenants, provides briefings to incoming or departing customers, provides home-buying information or arranges for provision of home-buying information, and provides property management counseling.
- Types various material such as reports, forms, newsletters, letters of warning, etc., from rough draft, oral instructions, and own composition. Exercises responsibility for proper format, punctuation, spelling and grammar. Compiles data and prepares periodic reports needed for AFH BOP. Reviews automated-occupancy listings for accuracy and makes appropriate deletions, additions or other changes as required.

### 8.4.3 SKILL SETS

<b>Required:</b>	
Intermediate Real Estate Terms and Practices	Problem Solving Techniques
Leasing Terms, Conditions, and Techniques	Intermediate Level Property Management
Intermediate Level Inspection Procedures	Third Party Contracts
	Current Drivers License
	Rent Control Ordinances
<b>Preferred:</b>	<b>Optimal:</b>
Basic Marketing Techniques	Effective Leadership Skills and Team Building
Basic Negotiation Strategies and Techniques	Knowledge of Building Codes and Zoning Issue
Oral Presentation skills in a Small Group Environment	Current and Pending Local, State and Federal Legislation
Property Valuation and Assessment Methods	Property Valuation and Assessment Methods
Basic Budgeting and Accounting Principles	Market Research Techniques
	Insurance Terminology and types of policies

## 8.5 HOUSING SPECIALIST LEAD

### 8.5.1 MAJOR DUTIES

This position conducts a full range of housing advisory activities and participates as a member of the Housing Services Office led by higher-grade staff members. Serves as a Housing Advisor/Counselor/Customer Service Representative for designated geographic areas and conducts a full range of activities to include housing referral and relocation escalations and chronic issue resolution.

### 8.5.2 FUNCTIONS

- Is responsible to be able to perform all the functions listed for the Housing Specialist. Will manage the larger property management firms' activity that crosses geographic boundaries due to the size and complex nature of the firm.
- Coordinate daily work activities and schedules for routine operations of the Housing Specialist teams. Demonstrates professionalism, respects other

opinions, and considers the needs of the team and each individual when coordinating.

- Acts as the first point of contact for escalations by Housing Specialists for technical knowledge, customer service complaints, or other issues as needed.
- Lead the team in the absence of the HSO Chief. Be able to represent the branch in higher level staff meetings, present operational performance measurements and briefings, and attended external stakeholder meetings and events.
- Conducts analysis of area of responsibility for problem trends, proposes methods for improving the process or system, and takes action in resolving the issue accordingly.

### 8.5.3 SKILL SETS

<b>Required:</b>	
Leadership Skills and Team Building Experience	Knowledge of Building Codes and Zoning Issue
Negotiation Strategies and Techniques	Current and Pending Local, State and Federal Legislation
Intermediate Level Problem Solving	Property Valuation and Assessment Methods
Effective Oral and Written Communication in Larger Venues	Market Research Techniques
Advanced Knowledge of Real Estate and Property Management	Insurance Terminology and Policy Types
<b>Preferred:</b>	<b>Optimal:</b>
General Sales and Marketing Techniques	Intermediate Level Budgeting and Accounting Principles
Demonstrated Oral Presentation Skills for Senior Level Briefings	Current and Pending Local, State and Federal Legislation
Basic Mortgage Lending Programs, Terms, and Concepts	Current and Pending Local, State and Federal Legislation
Basic Budgeting and Accounting Principles	Property Valuation and Assessment Methods
	Demonstrated High Ethical Standards
	Employee Counseling and Coaching Techniques
	Third Party Relationship Management of Private Sector and Governmental Agencies

## **8.6 HSO MANAGEMENT ASSISTANT**

### **8.6.1 MAJOR DUTIES**

The HSO Management Assistant performs customer support, management assistance and office automation duties for the office to which assigned and works under general supervision of the HSO Manager, performing recurring duties in accordance with established procedures. Receives instructions on new or revised procedures on new assignments. Works independently in carrying out familiar assignments. The supervisor is available for advice and assistance on difficult problems encountered. Work is reviewed for adequacy of overall product, accuracy and conformance with instructions and procedures.

### **8.6.2 FUNCTIONS**

- Provides clerical support to the organization served. Selects, rearranges, and consolidates data from a number of source documents based on instructions. Maintains a variety of office files. Receives visitors and telephone calls and refers them to the proper person or furnishes information requested. Routes, controls, and distributes mail and other office communications in accordance with established procedures and knowledge of the organization and assigned personnel.
- Counsels soldiers on routine housing services and policies to include waiting lists, assignments and termination procedures, deposit waiver program, cleaning standards, self-help requirements, yard maintenance, unit sponsorship program and other housing issues as needed.
- Uses word processor, minicomputer, or computer terminal to prepare a variety of narrative and tabular materials (e.g., correspondence, reports, technical papers, charts, statistical tables, manuals, travel orders, messages and other documents) using a glossary of pre-recorded formats, form letters, standard paragraphs, and mailing lists. Work is either performed in draft or final form.
- Refers to Technical dictionaries, textbooks, research reports, or similar material as reference tools to facilitate assignments. Assures the propriety of formats, spacing, arrangements, and preparation of typed material in final form as prescribed by style manuals. Uses judgment regarding form and arrangement of statistical or tabular material involving numerous headings and subheadings. A fully qualified typist is required.
- Assists with obtaining housing in the local community entering information into HOMES or other applicable automated system.
- Types various material such as reports, forms, newsletters, letters of warning, etc., from rough draft, oral instructions, and own composition. Exercises

responsibility for proper format, punctuation, spelling and grammar. Compiles data and prepares periodic reports needed for AFH BOP. Reviews automated-occupancy listings for accuracy and makes appropriate deletions, additions or other changes as required.

### 8.6.3 SKILL SET

<b>Required:</b>	
Knowledge of Available Army Programs	Interpersonal Skills
Basic Real Estate Terms and Concepts	Works Well in Team or Group Environment
Fair Housing and Equal Opportunity Housing Laws	Good Written Communication Skills
Landlord-Tenant Laws	Intermediate Computer Applications and Techniques : Spreadsheets, Word Processing, Property Management Software, Internet
Record Retention Requirements	Housing Computing System Application Knowledge and Reporting Capabilities
Fundamental Math and Calculator Skills	
Customer Service Skills	
Good Ethical Standards	
<b>Preferred:</b>	<b>Optimal:</b>
Effective Interpersonal Skills	Insurance Terminology and types of policies
Time Management Techniques	Intermediate Real Estate and Property Leasing Management
Intermediate Property Management Agreement Terms and Conditions	Rent Control Ordinances
	Inspection Procedures
	Current Drivers License

## 8.7 SYSTEMS ADMINISTRATION SUPPORT

Every installation HSO needs to specify a System Administrator (SA) or main point-of-contact for the SA for the Housing Operations Management System (HOMES) or AHRN (Automated Housing Referral Network). SA is responsible for the continued day-to-day operation and maintenance of the computing devices and databases, as well as all other ADP equipment located in the housing office. These duties include batch processing, report generation, daily backup of the database, troubleshooting hardware/software problems and password maintenance. Responsibilities also include up/downloading software from bulletin boards, tapes and diskettes. Serves as a central point for compiling, storing, managing and analyzing data.

The function should be filled with the most appropriate resource based on the HSO Manager's discretion.

## A DEFINITION OF TERMS

**Abatement:** Often referred to as free rent or early occupancy and may occur outside or in addition to the primary term of the lease.

**Above Building Standard:** Upgraded finishes and specialized designs necessary to accommodate a tenant's requirements.

**Acceleration Clause:** A common clause in a mortgage note or promissory note that allows the lender to demand immediate payment of the entire remaining balance on the note, plus accrued interest, if the borrower misses a payment. This clause "accelerates" or "speeds up" the repayment schedule.

**Ad Valorem:** Meaning "according to value," this is a tax imposed on the value of property that is typically based on the local government's valuation of the property.

**Adjustable Rate Mortgage (ARM):** A loan whose interest rate is adjusted according to movements in the financial market (financial index), which rises and falls. The result is a periodically changing interest rate and, thus, changing principal and interest payments. Most commonly these changes are controlled by annual and lifetime ceilings or "caps." See Cap.

**Adjusted Sales Price:** The sales price of a home minus the selling expenses and fix-up costs. This figure is important in determining income taxes and must be paid on the gain resulting from the sale of a home.

**Administrative Fee:** Usually stated as a percentage of assets under management or as a fixed annual dollar amount

**Adviser:** A broker, consultant or investment banker who represents an owner in a transaction. Advisers may be paid a retainer and/or a performance fee upon the close of a financing or sales transaction.

**Agency:** A relationship created when a principal delegates to an agent the right to act on his behalf.

**Agency Disclosure:** The obligation of fully disclosing existing agency relationships. In many states a written disclosure of agency is required by law.

**Agent:** A person empowered to act by and on behalf of a principal. In real estate transactions it most commonly is the broker who is the agent acting on behalf of a client. The broker, in turn, further delegates this authority or responsibility to a sub-agent, one of his real estate agents/associates.

**Alienation Clauses:** See Due on Sale Clause.

**Amortization:** A payment plan by which a borrower reduces a debt gradually through monthly payments of principal and interest.

**Amortized Loan:** A load that requires periodic equal payments over the full term of the loan; these payments include both interest and partial repayment of the principal owed. See partially amortized loan.

**Amount Realized:** The selling price of property minus the selling expenses, e. g., real estate commission, closing costs, etc.

**Annual Percentage Rate (APR):** The annual cost off credit over the life of a loan, including interest, service charges, points, loan fees, mortgage insurance, and other items.

**Appraisal:** An estimate of the value of real estate through an evaluation to determine what a piece of property would sell for in the marketplace. There are three common approaches to real estate appraisal: Cost, income, and market

**Appreciation:** The increase in the value of a property.

**ARM** Adjustable rate mortgage.

**“As-is”:** The state of a property that is offered for sale in its existing condition with no guaranty or warranty of quality by the seller.

**Assessment:** A tax levied on a property or a value placed on the worth of property by a taxing authority.

**Assessed Value:** The value placed on a property for the purposes of taxation. In many areas there is little, if any, linkage between assessed value and appraised value.

**Asset:** Anything owned of monetary value including real property, personal property, and enforceable claims against others (including bank accounts, stocks, mutual funds, etc.).

**Asset Management:** The various disciplines involved with managing real property assets from the time of investment through the time of disposition, including acquisition, management, leasing, operational/financial reporting, appraisals, audits, market review and asset disposition plans

**Asset Management Fee:** A fee charged to investors based on the amount invested into real estate assets for the fund or account.

**Assignee Name:** The individual or entity to which the obligations of a lease, mortgage or other contract have been transferred

**Assignment:** A transfer of the lessee's entire stake in the property. It is distinguishable from a sublease where the sublessee acquires something less than the lessee's entire interest.

**Assumption:** A transaction allowing the buyer of a home to assume responsibility for an existing loan on the home instead of getting a new loan. It is a written agreement by a buyer to take responsibility for paying the seller's existing loan. In the event of default, the lender turns first to the buyer to make up the payments. If the buyer does not pay, the lender then turns to the seller

because his name is still on the original note. To avoid this, the seller should require the buyer to substitute his liability for the loan.

**Assume The Loan:** The act of a buyer obligating himself in writing to repay a seller's existing loan on the property the buyer is purchasing. See Subject to the Loan.

**Average Downtime:** Expressed in months, the amount of time expected between the expiration of a lease and the commencement of a replacement lease under current market conditions

**Average Free Rent:** Expressed in months, the rent abatement concession expected to be granted to a tenant as part of a lease incentive under current market conditions

**Average Occupancy:** The average occupancy rate of each of the preceding 12 months

**Balance Sheet:** A financial statement that shows assets, liabilities, and net worth as of a specific date.

**Balloon Loan:** A loan which has a final payment that is larger than any of the previous payments on that loan. Typically it has a series of monthly payments (often for 5 years or less) with the remaining balance due in a large lump sum payment at the end. See partially amortized loan.

**Bankrupt:** The state of an entity that is unable to repay its debts as they become due

**Bankruptcy:** Proceedings under federal statutes to relieve a debtor who is unable or unwilling to pay its debts. After addressing certain priorities and exemptions, the bankrupt entity's property and other assets are distributed by the court to creditors as full satisfaction for the debt.

**Bargain and Sale Deed:** A lesser form of a deed; it has no covenants. See Deeds.

**Bargain Brokers:** Real estate brokers who charge less than most competing brokers in their area. Sometimes called discount brokers or flat-fee brokers.

**Base Principal Balance:** The original mortgage amount adjusted for subsequent principal payments without regard to accrued interest or other unpaid debt

**Base Rent:** A set amount used as a minimum rent with provisions for increasing the rent over the term of the lease

**Basis:** The original purchase price of a home, plus closing costs, plus any realty fees paid. If the purchaser built the home, then the cost of the land, plus construction costs, plus fees, commissions, and charges related to the building process. Assessments for local improvements as well as the costs of improvements (not maintenance and repairs) made by the seller are added to the acquisition cost. See Improvement.

**Basis Point:** 1/100 of 1 percent

**Before-tax Income.** The amount of income (or profits) before taxes are deducted. It can also be referred to as gross income.

**Below-grade:** Any structure or portion of a structure located underground or below the surface grade of the surrounding land

**Bill of Sale.** A written agreement by which a seller transfers his personal property to a buyer.

**Binder.** (1) A receipt for a deposit paid to secure the right to purchase a home at terms agreed upon by the buyer and seller. (2) An abbreviated purchase contract used in some parts of the country to secure a real estate transaction until a more formal contract can be drawn up and ratified.

**Broker:** A person who acts as an intermediary between two or more parties in connection with a transaction

**Building Code:** The various laws set forth by the ruling municipality as to the end use of a certain piece of property. They dictate the criteria for design, materials and types of improvements allowed.

**Business Inventories and Sales:** These figures measure the inventories and sales of manufacturing, wholesalers, and retail establishments. These figures are released monthly by the Bureau of Census. In most cases, an increase in these numbers indicates an expanding economy which could be inflationary.

**Buy-Down:** A cash payment, actually prepaid interest, to a lender so as to reduce the interest rate a borrower must pay. The reduction can be spread over the life of the loan or applied to a reduction in the rate for the first year or two.

**Buyer's Market:** The market condition where there are more properties for sale than there are buyers. This condition is usually characterized by reduced or declining sales prices and longer marketing time.

**Cap:** A limit to the amount an interest rate or a monthly payment can increase for an adjustable rate loan either during an adjustment period or over the life of the loan.

**Capacity Utilization:** The capacity utilization rate measures the percent of industrial output currently in use. A change in the rate indicates a change in the direction of economic activity. As the percentage rate moves closer to 90% the industrial output is practically at full capacity and is inflationary. A number closer to 70% is recessionary. A higher percentage indicates a stronger manufacturing sector and an expanding economy which can be inflationary.

**Compound Interest:** Interest paid on the original principal balance and on the accrued and unpaid interest.

**Consumer Price Index (CPI):** The consumer price index is an indicator of the general level of prices. Components include energy, food and beverages,

housing, apparel, transportation, medical care, and entertainment. When the consumer price index goes up, it is a sign of an inflationary environment. Consumers have to pay more for the same amount of goods and services.

**Capital Gain:** The gain or profit on the sale of an asset. While capital gains on the sale of real property are taxable, the payment of tax can (and even must) be deferred if certain conditions are met.

**Capital Improvements:** Expenditures that arrest deterioration of property or add new improvements and appreciably prolong its life

**Caps:** Ceilings or limits placed upon the amount of change in an adjustable mortgage. Usually expressed in two figures; the maximum annual change and the maximum loan life change. Example: caps of 2 and 5, or 2/5, mean the interest rate can not change more than 2% in one year and not more than a total of 5% over the life of the loan; thus, a loan with an initial rate of 6.5% in one year and no higher than 11.5% over the life of the loan.

**Carrying Charges:** Costs incidental to property ownership that must be absorbed by the landlord during the initial lease-up of a building and thereafter during periods of vacancy

**Cash Flow:** The revenue remaining after all cash expenses are paid

**Certificate of Eligibility (COE):** A document issued by the Department of Veterans Affairs (formerly the Veterans Administration) that shows (1) that the veteran is qualified for VA guaranteed home mortgage loan, and (2) the amount of guarantee available. It is one of the documents necessary to obtain a VA guaranteed loan.

**Certificate of Occupancy:** A document from an official agency stating that the property meets the requirements of local codes, ordinances, and regulations.

**Certificate of Reasonable Value:** A document that informs the veteran of the appraised value of the property and the maximum VA guaranteed loan that a private lender may make.

**Certificate of Title.** A written opinion rendered by an attorney and based on his review of a title abstract, which states who the owner of a property is and also names others who may have a legitimate interest in, or right to, the property.

**Chapter 7:** That portion of the federal bankruptcy code that deals with business liquidations

**Chapter 11:** That portion of the federal bankruptcy code that deals with business reorganizations

**Chattel.** An article of personal property. The personal property that conveys with the sale of real property specified in the written sales contract for the property, e. g., the refrigerator, stove, wall-to-wall carpeting, etc.

**Class "A"**: A real estate rating generally assigned to properties that will generate the highest rents per square foot due to their high quality and/or superior location

**Class "B"**: Good assets that most tenants would find desirable but lack attributes that would permit owners to charge top dollar

**Class "C"**: Buildings that offer few amenities but are otherwise in physically acceptable condition and provide cost-effective space to tenants who are not particularly image-conscious

**Closing**. The act of finalizing a real estate transaction. A meeting to sign documents which transfer property from a seller to a buyer. Commonly the day on which the seller conveys title to the buyer. See Settlement.

**Closing Costs**. Charges paid at settlement for obtaining a mortgage loan and transferring real estate title.

**COE**. See Certificate of Eligibility.

**Common area**: For lease purposes, the areas of a building and its site that are available for the non-exclusive use of all its tenants, e.g., lobbies, corridors, etc.

**Common area maintenance**: Rent charged to the tenant in addition to the base rent to maintain the common areas. Examples include snow removal, outdoor lighting, parking lot sweeping, insurance, property taxes, etc.

**Comparables**: Properties similar to the subject property that are used to estimate the value of subject property.

**Competitive Market Analysis**: An analysis of the real estate market that assists in determining not just the market value of a property to be offered for sale, but also to identify price trends. It includes comparable properties that have sold recently, that were listed but did not sell, and that currently are offered for sale.

**Concessions**: Cash or cash equivalents expended by the landlord in the form of rental abatement, additional tenant finish allowance, moving expenses or other monies expended to influence or persuade a tenant to sign a lease

**Condemnation**: The process of taking private property, without the consent of the owner, by a governmental agency for public use through the power of eminent domain

**Conditions, Covenants, and Restrictions (CC and Rs)**: The standards that define how a property may be used and the protections the developer has made for the benefit of all owners in a subdivision.

**Condominium**: (1) A home in a multi-unit complex; each purchaser owns an individual unit, and all the purchasers jointly own the common areas, such as the surrounding land, hallways, etc. (2) A form of ownership that includes both separate ownership of a specific part of a dwelling and joint ownership of commonly-owned elements. Often thought to be restricted to apartment style buildings, it also can include townhouses and single family detached dwellings.

**Conforming Loan:** A loan whose amount and terms conform to the established guidelines (usually FNMA) for resale on the secondary mortgage market. At present the amount of loan is limited to \$359,650. ("*Conforming*" loans are so called because the loan sizes 'conform' to the maximum loan amounts which may be purchased by the Federal National Mortgage Association (FNMA, or Fannie Mae) and the Federal Home Loan Mortgage Corporation (FHLMC, or Freddie Mac). "*Jumbos*" are mortgages with loan amounts which exceed the current FNMA/FHLMC limit. (See [www.hsh.com/maxhst.html](http://www.hsh.com/maxhst.html) for current)

**Construction loan:** Interim financing during the developmental phase of a property

**Contract:** A legal agreement to do, or not do, a specific thing. Under contract law, a verbal sale agreement can be enforceable. The statute of frauds requires that contracts for land, or an interest in land, be in writing.

**Contract for Deed.** A contract for the sale of property, usually involving seller financing, in which the seller does not convey title to the buyer until all, or a substantial part, of the sale price has been paid. (Also referred to as Land Contract and Installment contract.)

**Contract rent:** The rental obligation, expressed in dollars, as specified in a lease. Also known as face rent

**Conventional Loan:** A loan that is not guaranteed (insured) by a governmental (such as Department of Veterans Affairs or insured by the Federal Housing Administration).

**Convertibility:** The ability to change a loan from an adjustable rate schedule to a fixed rate schedule.

**Conveyance:** Most commonly refers to the transfer of title to property between parties by deed. The term may also include most of the instruments with which an interest in real estate is created, mortgaged or assigned.

**Cooperative:** A form of ownership in which one holds shares in a corporation that owns real property; the purchasers own shares of the entire complex rather than owning individual units. In return for this investment in the corporation, the shareholder is given a proprietary lease to occupy a specific portion (apartment) of the property. Instead of paying rent on the leased property, the shareholder pays a share of the corporation's expenses.

**Cost Approach:** A method of real estate appraisal in which the value of a property is based on the value of the land, plus current construction costs, minimum depreciation.

**Counter Offer:** A response to an offer received.

**Coupon:** The nominal interest rate charged to the borrower on a promissory note or mortgage

**Covenant:** A written agreement inserted into deeds or other legal instruments stipulating performance or non-performance of certain acts, or use or non-use of a property and/or land

**Credit Rating.** A report ordered by a lender from a credit bureau to determine if the borrower is a good credit risk.

**CRS.** Certified Residential Specialist; a professional designation awarded by the Residential Sales Council of the Realtors® Marketing Institute, an affiliate of the National Association of Realtors®. Earned by successfully completing a series of courses and demonstrating sales performance through documented execution of residential sales transactions, it is a nationally recognized symbol of residential sales excellence held by only 1% of all Realtors® and Realtor-Associates®.

**CRV.** See **Certificate of Reasonable Value.**

**Debt service:** The outlay necessary to meet all interest and principal payments during a given period.

**Debt service coverage ratio (DSCR):** The annual net operating income from a property divided by annual cost of debt service. A DSCR below 1 means the property is generating insufficient cash flow to cover debt payments.

**Deed:** The document by which ownership of real property is conveyed from one to another. The Statute of Frauds requires that a deed be written. It must contain five basic or essential elements: (1) it identifies the person giving up ownership, the Grantor, and the person gaining ownership, the Grantee; (2) it states that consideration was given the Grantor by Grantee; (3) it contains words of conveyance; (4) it contains a legal description of the land; and (5) it bears the signature of the Grantor. In order to convey ownership or title, the deed must be voluntarily delivered to, and willingly accepted by, the Grantee. There are several types of deeds; the best being a General warranty Deed or warranty Deed. These deeds contain five basic covenants and warranties: (1) the covenant of seizing, meaning the Grantor really owns the property and has the right to convey it; (2) the covenant of quiet enjoyment, meaning the Grantee will not be bothered in the future by someone claiming to have an interest in the property; (3) the covenant against encumbrances, meaning that the property is not encumbered with restrictions, easements, liens, judgments, etc., except as stated in the deed; (4) the covenant of further assurance, meaning the Grantor will get and provide in the future any other documents required to assure the Grantee's title; and (5) a warranty forever, which is the Grantor's guarantee to the Grantee that he will bear the expense of defending the Grantee's title.

**Deed in lieu of foreclosure:** A deed given by an owner/borrower to a lender to satisfy a mortgage debt and avoid foreclosure

**Deed of Trust:** A document by which a buyer/borrower conveys a deed to a neutral third party (a trustee) to hold until the loan is repaid. At that time the trustee conveys title to the buyer. In the event of default by the borrower, the

lender instructs the trustee to sell the property in order to pay the outstanding debt.

**Default:** (1) The general failure to perform a legal or contractual duty or to discharge an obligation when due, (2) A breach of a mortgage contract (such as not making monthly payments).

**Deferred maintenance account:** An account a borrower is required to fund that provides for maintenance of a property

**Deficiency judgment:** Imposition of personal liability on a borrower for the unpaid balance of mortgage debt after a foreclosure has failed to yield the full amount of the debt

**Demising wall:** The partition wall that separates one tenant's space from another or from the building's common areas

**Density:** The number of homes built on a particular acre of land. Allowable densities are usually determined by local jurisdictions.

**Deposit:** This is a sum of money given to bind the sale of real estate, or a sum of money given to ensure payment or an advance of funds in the processing of a loan.

**Depreciation:** A decrease or loss in property value due to wear, age or other cause. In accounting, depreciation is a periodic allowance made for this real or implied loss.

**Design/build:** A system in which a single entity is responsible for both the design and construction

**Discount rate:** A yield rate used to convert future payments or receipts into present value

**Discretion:** The level of authority granted to an adviser or manager over the investment and management of a client's capital. A fully discretionary account typically is defined as one in which the adviser or manager has total ability to invest and manage a client's capital without prior approval of the client.

**Discount Brokers:** See Bargain Brokers.

**Discount Points:** Charges, actually prepaid interest, made by a lender to lower the effective interest rate on a loan. A point equals 1% of the loan amount.

**Downpayment:** The difference between the sales price and the mortgage amount on a home. The down payment is usually paid at closing.

**Dual Agency:** The situation in which an agent is representing two or more parties in a transaction. In a real estate transaction, dual agency automatically occurs when a broker represents both seller and buyer. While there are provisions for declaring in writing the existence of dual agency and seeking the agreement of both principals to proceed with the transaction, such a situation is

fraught with problems and potential legal challenges. Dual agency should be avoided.

**Due-on-Sale Clause:** A common clause in a mortgage note or promissory note that allows the lender or note holder to call the entire remaining balance on the note due if the property is sold or otherwise conveyed to another party. A clause in a mortgage contract requiring the borrower to pay the entire outstanding balance upon sale or transfer of the property. Also called an alienation clause. A mortgage with a due-on-sale clause is not assumable.

**Due diligence:** Activities carried out by a prospective purchaser or mortgager of real property to confirm that the property is as represented by the seller and is not subject to environmental or other problems. In the case of an IPO registration statement, due diligence is a reasonable investigation by the parties involved to confirm that all the statements within the document are true and that no material facts are omitted.

**Durable Goods Orders:** This gives a reading on the country's future manufacturing activity. Durable goods include those manufactured items with a normal life expectancy of three years or longer. An increase in the amount of durable goods orders may indicate an expansion in the economy and, if inflationary, the Federal Reserve could choose to tighten money by raising interest rates.

**DVA:** Department of Veterans Affairs; formerly known as the Veterans Administration, or VA.

**Earnest Money Deposit:** A payment of money that usually accompanies an offer to purchase as an indication of good faith. It is usually held in escrow by a third party until the transaction is completed or voided. It shows to the seller that a buyer is serious about buying.

**Easement:** Right-of-way granted to a person or company authorizing access to the owner's land; for example, a utility company may be granted an easement to install pipes or wires. An owner may voluntarily grant an easement, or in some cases, be compelled to grant one by a local jurisdiction. Most utility easements are perpetual in nature.

**Economic feasibility:** The feasibility of a building or project in terms of costs and revenue, with excess revenue establishing the degree of viability

**Effect of Economic Indicators on Fixed Income Investments:** Market participants look to U.S. Government economic releases as an indication of the economy's strength and general direction. Overall, economic indicators reflect the rate of economic growth and inflation which, in turn, affects interest rates. There is an inverse relationship between interest rates and bond prices. If the economic indicators indicate that the rate of inflation is on the rise, it will most likely result in higher interest rates and lower bond prices. Conversely, if these indicators indicate the rate of inflation is falling this will result in lower interest

rates and higher bond prices. The following glossary defines what these indicators are and how they might affect the bond market.

**Effective Gross Income:** A borrower's normal annual income, including overtime that is regular or guaranteed. Salary is usually the principal source, but other income may qualify if it is significant and stable.

**Effective gross rent (EGR):** The net rent generated, after adjusting for tenant improvements and other capital costs, lease commissions and other sales expenses

**Effective rent:** The actual rental rate to be achieved by the landlord after deducting the value of concessions from the base rental rate paid by a tenant, usually expressed as an average rate over the term of the lease

**Eminent domain:** A power to acquire by condemnation private property for public use in return for just compensation

**Encroachment:** The intrusion of a structure that extends, without permission, over a property line, easement boundary or building setback line

**Encumbrance:** A right to, or interest in, real property held by someone other than the owner that does not prevent the transfer of fee title

**Environmental impact statement:** Documents required by federal and state laws to accompany proposals for major projects and programs that will likely have an impact on the surrounding environment

**Equity:** (1) The residual value of a property beyond mortgage or liability, (2) The difference between the value of a home and what is owed on it.

**Escalation clause:** A clause in a lease that provides for the rent to be increased to reflect changes in expenses paid by the landlord such as real estate taxes and operating costs

**Escheat:** The reversion of property that has become ownerless back to ownership by the state.

**Escrow:** (1) The handling of funds or documents by a third party on behalf of the buyer and/or seller. (2) A written agreement made between an escrow agent and the parties to a contract setting forth the basic obligations of the parties, describing the money (or other things of value) to be deposited in escrow, and instructing the escrow agent concerning the disposition of the monies deposited

**Escrow Closing:** A method of closing or settling a real estate transaction wherein the documents, monies, etc., are placed with a neutral third party, or escrow agent, along with instructions from all parties as to how, when and under what conditions, the closing should take place.

**Exclusive Agency Listing:** A listing agreement under which the seller agrees to list with no other broker, but reserves the right to sell the property himself.

**Exclusive Right to Sell:** A listing agreement that gives the listing broker the right to collect a commission regardless of who sells the property.

**Face rental rate:** The asking rental rate published by the landlord

**Fair Housing Act:** Title VIII Section 800 (42 U.S.C. 3601) known as the Fair Housing Act enacted in 1968 states that discrimination is no longer allowed in the housing industry. It is illegal to discriminate against race, color, national origin, sex, family status, or disability.

**Fair market value:** The sale price at which a property would change hands between a willing buyer and willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts

**Fannie Mae:** Common nickname for the Federal National Mortgage Association.

**Factory Orders:** Manufacturer's shipments, inventories, and orders. Factory orders include shipments, inventories, and new and unfilled orders. An increase in the factory order total may indicate an expansion in the economy and could be an inflationary factor.

**FED Is Easing:** Exactly the opposite of Fed tightening. The Federal Reserve feels that the economy is not growing at the desired level and eases credit conditions by lowering interest rates to help stimulate the economy. Bond Market Moves Up In Price.

**FED Is Tightening:** This term refers to efforts by the Federal Reserve to curb excessive growth in the money supply. This can be accomplished by raising the discount rate and/or increasing the federal funds rate.

**Federal Home Loan Mortgage Corporation:** A quasi-government participant in the secondary mortgage market, "Freddie Mac" provides a facility for savings and loan associations and other lenders to buy and sell VA, FHA, and conventional mortgage loans.

**Federal Housing Administration:** Established in 1934 by the National Housing Act and given permanent status in 1946, the FHA insures home loans made in compliance with its policies. A federal agency which insures mortgages that have lower down payment requirements than conventional loans.

**Federal National Mortgage Association:** A quasi-governmental corporation that buys and sells VA, FHA, and conventional mortgage loans on the secondary mortgage market. "Fannie Mae" establishes guidelines for loans it will handle. Mortgage brokers wishing to sell loans to the FNMA must conform to these guidelines. See [Conforming Loan](#).

**Fee Simple:** The most complete form of land ownership available. It includes all rights of ownership except the rights of taxation, police power, eminent domain, and escheat.

**FHA:** Federal Housing Administration.

**FHA Loan:** A loan insured by the Federal Housing Administration. There are limits to the amount of loan that can be insured and these limits vary from region to region, depending upon the housing market. Currently the largest amount that can be insured is \$124,875 (\$124,850 for condos).

**FHLMC:** See Federal Home Loan Mortgage Corporation.

**Finance charge:** The amount paid for the privilege of deferring payment of goods or services purchased, including any charges payable by the purchaser as a condition of the loan

**First Mortgage:** The first or most senior mortgage secured by a property. In the event of a foreclosure, this mortgage would be paid first.

**First refusal right, or right of first refusal:** A lease clause giving a tenant the first opportunity to buy a property or lease additional space in a property at the same price and on the same terms and conditions as those contained in a third-party offer that the owner has expressed a willingness to accept

**Fixed costs:** Costs that do not fluctuate in proportion to the level of sales or production

**Fixed Rate Mortgage:** A mortgage whose interest rate remains constant over the life of the loan. The payments are not necessarily level. (See Graduated Payment Mortgage and Growing Equity Mortgage).

**Fixed Schedule Mortgage:** A mortgage whose payment schedule for the life of the loan is established at closing. The payments and interest rate are not necessarily level.

**Fix-up Expenses:** The costs of fixing-up and repairing a home to make it more marketable. In order to be deductible, the work must be performed within the ninety-day period ending on the day the sale contract is signed; and it must be paid for within thirty days following that date.

**Flat fee:** A fee paid to an adviser or manager for managing a portfolio of real estate assets, typically stated as a flat percentage of gross asset value, net asset value or invested capital

**Flat-Fee Brokers:** See Bargain Brokers.

**FNMA:** See Federal National Mortgage Association.

**Force majeure:** A force that cannot be controlled by the parties to a contract and prevents them from complying with the provisions of the contract. This includes acts of God such as a flood or a hurricane, or acts of man such as a strike, fire or war.

**Foreclosure.** The legal proceeding under which a property is taken from the owner and sold in order to satisfy an unpaid debt.

**Freddie MAC.** Common nickname for the Federal Home Loan Mortgage Corporation.

**Full recourse:** A loan on which an endorser or guarantor is liable in the event of default by the borrower

**Full-service rent:** An all-inclusive rental rate that includes operating expenses and real estate taxes for the first year. The tenant is generally still responsible for any increase in operating expenses over the base year amount.

**Gain on Sale.** The difference between the amount realized and the basis

**General contractor:** The prime contractor who contracts for the construction of an entire building or project, rather than just a portion of the work. The general contractor hires subcontractors, coordinates all work and is responsible for payment to subcontractors.

**General Warranty Deed:** The highest and best form of deed. See Deed.

**Ginnie MAE:** Common nickname for the Government National Mortgage Association.

**GNMA:** See Government National Mortgage Association.

**Good Faith Estimate of Closing Costs:** A computation of the closing costs a purchaser can expect to pay at the time of closing. The estimate is made in “good faith” but it is estimated. Lenders are required to provide this to borrowers at the time they make loan application. As a matter of practice in many areas of the country, real estate agents prepare an estimate of closing costs for buyers at the time they draw up a sales contract or offer to purchase and for sellers at the time they prepare a listing agreement, and again at the time a contract is presented to them for consideration and ratification.

**Government National Mortgage Association:** Split off from the FNMA in 1968; “Ginnie Mae” is another participant in the secondary mortgage market.

**GPM:** Graduated payment mortgage.

**Graduated lease:** A lease, generally long-term in nature, in which rent varies depending upon future contingencies

**Graduated Payment Mortgage:** Under this type mortgage, while the term and interest rate are fixed, the payment schedule varies. Generally designed to help buyers who can expect increased income in the near future, the initial payments are less than that required to amortize, or pay off the loan. Thus, during the early part of the loan, the balance owed actually increases. Once the monthly payment exceeds the monthly interest the balance owed begins to decrease. For a short term occupancy, two to five years, there exists the possibility that the amount owed on the loan could be greater than the market value of the property.

**GRI:** Graduate, the Realtors® Institute. A professional designation awarded by a State Board of Realtors® following successful completion of a prescribed curriculum – currently consisting of three one week courses covering subjects such as real estate law, finance, marketing, appraisal, finance, investments, etc.

The curriculum and faculty are overseen by the National Association of Realtors. Approximately 16% of the real estate agents in the country have been awarded this nationally recognized designation.

**Gross building area:** The sum of areas at each floor level, including basements, mezzanines and penthouses included within the principal outside faces of the exterior walls and neglecting architectural setbacks or projections

**Gross leasable area:** The portion of total floor area designed for tenants' occupancy and exclusive use, including storage areas. It is the total area that produces rental income.

**Gross lease:** A lease in which the tenant pays a flat sum for rent out of which the landlord must pay all expenses such as taxes, insurance, maintenance, utilities, etc.

**Gross National Product (GNP).** The Gross National Product is the broadest measure of the nation's production. It measures the market value of all newly produced goods and services in the United States. When GNP is down, it shows a slowing down in the economy. To counteract this, the Federal Reserve may loosen money by lowering interest rates. Bond Market Moves Up In Price.

**Growing Equity Mortgage (Rapid Payoff Mortgage).** A fixed-rate, fixed-schedule loan which starts with the same payments as a level payment loan; the payments rise annually, with the entire increase being used to reduce the outstanding balance. No negative amortization occurs, and the increase in payments may enable the borrower to pay off a 30-year loan in 15 to 20 years, or less.

**Hazard Insurance.** An insurance policy protecting a property from the hazards of fire, lightning, hail, wind storm, explosion, smoke, etc. Lenders generally will require a purchaser to provide evidence of insurance coverage just prior to closing. Many lenders require borrowers to carry it in an amount at least equal to the mortgage. Further, to ensure the money is available to renew the insurance policy, they will collect 1/12<sup>th</sup> of the anticipated annual premium with each monthly mortgage payment.

**High-rise:** In the central business district, this could mean a building higher than 25 stories above ground level, but in suburban markets, it generally refers to buildings higher than seven or eight stories.

**Hold-over tenant:** A tenant retaining possession of the leased premises after the expiration of a lease

**Homeowner Policy:** A comprehensive insurance package that provides broad coverage against the many risks associated with home ownership. In addition to hazard insurance, it provides protection for the homeowner's personal property and offers certain protections against public liability. There are many varieties of homeowner's insurance; the prospective homeowner should consult an insurance professional in these matters.

**Housing Finance Agency:** A state agency which offers a limited amount of below-market-rate home financing for low-and moderate-income households.

**HUD:** The Department of Housing and Urban Development.

**HVAC:** The acronym for heating, ventilating and air conditioning

**Hybrid Loan:** A mortgage loan that combines the features of fixed rate and adjustable rate loans. Examples: (1) a 10-1 ARM; the loan offers a fixed interest rate for the first ten years, after which it becomes an adjustable rate mortgage with interest rate adjustments every year. Generally, the initial rate is lower than the prevailing fixed rate: (2) a 7-23 loan; for the first seven years the interest rate is fixed; at the eighth year the rate is adjusted to the prevailing rate and then remains fixed for the next 23 years; (3) a 5-25 loan; similar to the 7-23 loan.

**Improvement:** An improvement is a permanent betterment to a property that materially adds to its value, prolongs its useful life, or changes its use. Repairs and maintenance that just keep the property in normal operating condition are not improvements.

**Incentive fee:** Applies to fee structures where the amount of the fee that is charged is determined by the performance of the real estate assets under management

**Income Approach:** A method of real estate appraisal in which the value of a property is based on the monetary returns that a property can be expected to produce.

**Index:** The interest rate or adjustment standard which determines the changes in monthly payments for an adjustable rate loan.

**Indirect costs:** Development costs other than direct material and labor costs that are directly related to the construction of improvements, including administrative and office expenses, commissions, architectural, engineering and financing costs

**Industrial Production Index:** The industrial production index measures the monthly level of the physical output of the manufacturing, mining, and gas and electric utility industries. When industrial production is down, it indicates a slowing of economic growth and, therefore, the Federal Reserve is inclined to allow interest rates to drop to stimulate the economy. Bond Market Moves Up In Price.

**Inflation:** The annual rate at which consumer prices increase

**Infrastructure:** The public facilities and services needed to support residential development, including highways, bridges, schools, and sewer and water systems

**Installment Contract:** See Contract for Deed.

**Installment Sale:** The sale of property in which the payments are made over time to reduce the tax liability of the seller. This generally is restricted to

owner/seller financing. Instead of receiving all of the sale price at closing, the seller receives a down payment and the balance over time, as agreed in the sales contract. Taxes on the capital gain are then paid as they are received. Usually, the seller retains title to the property until it is paid in full, or at least until a substantial portion of the debt is paid.

**Institutional-grade property:** Various types of real estate properties generally owned or financed by tax-exempt institutional investors. Core investments typically include office, retail, industrial and apartments. Specialty investments include hotels, congregate care facilities, land beneath existing improvements, vacant land, mixed-use properties (i.e., a property containing at least two property types) and mobile home parks.

**Interest:** The cost paid to a lender for the use of borrowed money.

**Inventory:** All space within a certain proscribed market without regard to its availability or condition

**Joint Tenancy:** A form of ownership by which the tenants own a property equally. If one dies, the other would automatically inherit the entire property.

**Jumbo Loan:** A loan whose amount exceeds the established guidelines (usually FNMA's) for resale on the secondary mortgage market. At present the amount of loan is limited to \$191,250. Generally higher interest rates are charged on these non-conforming loans. See Conforming Loans.

**Just compensation:** Compensation that is fair to both the owner and the public when property is taken for public use through condemnation (eminent domain)

**Land Contract:** See Contract for Deed.

**Landlord-Tenant Laws:** State laws that govern residential rental properties and outline the responsibilities of both landlords and tenants.

**Landlord's warrant:** A warrant from a landlord to levy upon a tenant's personal property (e.g., furniture, etc.) and to sell this property at a public sale to compel payment of the rent or the observance of some other stipulation in the lease

**Leading Economic Indicators.** This index is a composite of 11 statistics designed to foretell economic activity 6 to 9 months hence, (i.e. building permits, new orders for consumer goods and materials, the average workweek, index of consumer expectations).

**Lease:** An agreement that conveys the right of use of property for a specified term. Under such an agreement, a lessor or landlord grants the use of property which he owns to a lessee or tenant who must abide by the conditions of the lease.

**Lease agreement:** The formal legal document entered into between a landlord and a tenant to reflect the terms of the negotiations between them

**Lease commencement date:** The date usually constitutes the commencement of the term of the lease, whether or not the tenant has actually taken possession, so long as beneficial occupancy is possible.

**Lease expiration exposure schedule:** A listing of the total square footage of all current leases that expire in each of the next five years, without regard to renewal options

**Leasehold interest:** The right to hold or use property for a fixed period of time at a given price, without transfer of ownership

**Legal description:** A geographical description identifying a parcel by government survey, metes and bounds, or lot numbers of a recorded plat including a description of any portion that is subject to an easement or reservation

**Legal owner:** The legal owner has title to the property, although the title may actually carry no rights to the property other than as a lien.

**Lender's Title Insurance:** Insurance which protects the lender's interest in a property securing a mortgage. It normally is required by a lender as a condition of making a mortgage loan. Basically it is a decreasing term policy that diminishes with the balance of the mortgage loan. Once the loan is satisfied, there is no protection.

**Letter of credit:** A commitment by a bank or other person that the issuer will honor drafts or other demands for payment upon full compliance with the conditions specified in the letter of credit. Letters of credit are often used in place of cash deposited with the landlord in satisfying the security deposit provisions of a lease.

**Letter of intent:** A preliminary agreement stating the proposed terms for a final contract

**Level Payment Mortgage:** A mortgage whose payments are identical for each month over the life of the loan.

**Leverage:** The use of credit to finance a portion of the costs of purchasing or developing a real estate investment. Positive leverage occurs when the interest rate is lower than the capitalization rate or projected internal rate of return. Negative leverage occurs when the current return on equity is diminished by the employment of debt.

**Lien:** A claim or encumbrance against property used to secure a debt, a charge or the performance of some act

**Lien waiver:** Waiver of a mechanic's lien rights that is often required before the general contractor can receive a draw under the payment provisions of a construction contract. It may also be required before the owner can receive a draw on a construction loan.

**Line of Credit:** An agreement by a commercial bank or other financial institution to extend credit up to a certain amount for a certain time.

**Listing Agreement:** A contractual agreement between a property owner and a broker for the marketing of the owner's property. It normally specifies a term, listing price, and amount of compensation to be paid. Details vary from area to area, but commonly include information concerning the multiple listing service, offers of sub-agency to cooperating brokers, access to the property, use of signs, etc.

**Liquid Asset:** A cash asset or an asset that is easily converted into cash

**Liquidity:** The ease with which assets can be converted to cash without loss in value

**Loan Discount Points:** See Discount Points.

**Loan Origination Fee:** A fee charged by the lender to cover the expenses associated with processing the loan. Often expressed as a percentage (or points) of the loan; e.g., a loan origination fee of one point is 1% of the loan amount.

**Loan-to-value Ratio:** The ratio of the intended mortgage loan to the sale price of the property. Usually expressed in percentage or decimal form, e.g., 90% LTV or 90 LTV. This ratio plays an important role in determining such things as the loan qualifying income ratios and the amount of mortgage insurance to be paid.

**LTV:** Loan-to-Value. See entry above.

**Lockout:** The period during which a loan may not be prepaid.

**Lot:** Generally one of several contiguous parcels of land making up a fractional part or subdivision of a block, the boundaries of which are shown on recorded maps and plats

**Low-rise:** A building with fewer than four stories above ground level

**Lump-sum contract:** A type of construction contract requiring the general contractor to complete a building or project for a fixed cost normally established by competitive bidding. The contractor absorbs any loss or retains any profit.

**Market Approach:** A method of real estate appraisal in which the value of a property is based on the prices of recent sales of similar properties.

**Market study:** A forecast of future demand for a certain type of real estate project that includes an estimate of the square footage that can be absorbed and the rents that can be charged

**Market Value:** The highest price in terms of money that a property will bring if (1) payment is made in cash or its equivalent, (2) the property is exposed on the open market for a reasonable length of time, (3) the buyer and seller are fully informed as to market conditions and the uses to which the property may be put,

(4) neither is under abnormal pressure to conclude a transaction, and (5) the seller is capable of conveying marketable title.

**Marketable Title:** A title to property ownership that is free from reasonable doubt about who owns the property. Marketable title is insurable title.

**Maturity date:** The date when the total principal balance comes due

**Mechanic's Lien:** A lien placed against a property by workmen or material suppliers who have not been paid. Various laws provide periods of time in which the liens may be filed. Purchasers of new properties may be required by the title insurer to pay an extra premium to insure against such liens.

**Merchandise Trade Balance:** Released monthly, this figure measures the difference between imports and exports. When exports are higher than imports, there is a surplus in the balance of trade. When imports are higher than exports, there is a deficit. The import-export differential is referred to as the trade gap.

**Metes and bounds:** The boundary lines of land described by listing the compass directions and distances of the boundaries. Originally, metes referred to distance and bounds referred to direction.

**Mid-rise:** A building with four to eight stories above ground level. In a central business district this might extend to buildings up to 25 stories.

**MIP:** See Mortgage Insurance Premiums.

**Money Supply:** The amount of money in circulation.  $M1 = \text{cash} + \text{regular demand deposits} + \text{other check-type deposits}$ .  $M2 = M1 + \text{savings and small denomination time-deposits}$ . When the money supply figure is up, it is an inflationary factor and, therefore, generates concern that the Federal Reserve will tighten money growth by allowing short-term interest rates to rise.

**Mortgage:** The pledge or offering of real property as security for the repayment of a debt.

**Mortgage Banker:** A firm, or individual, that makes mortgage loans; usually subsequently selling them in the secondary mortgage market.

**Mortgage Broker:** A broker who represents numerous lenders and helps consumers find affordable mortgages; the broker charges a fee only if the consumer finds a loan.

**Mortgage Commitment:** A formal written communication by a lender, agreeing to make a mortgage loan on a specific property, specifying the loan amount, length of time and conditions.

**Mortgage Company (Mortgage Banker):** A company that borrows money from a bank, lends it to consumers who want to buy homes, then sells the loans to investors.

**Mortgage Company:** Same as a Mortgage banker.

**Mortgage:** The lender who makes a mortgage loan.

**Mortgage Insurance Premiums:** The mortgage insurance paid for FHA- insured home mortgage loans.

**Mortgage Loan:** A contract in which the borrower's property is pledged as collateral and which can be repaid in installments over a long period. The mortgagor (buyer) promises to repay principal and interest, to keep the home insured, to pay all taxes, and to keep the property in good condition.

**Mortgage Origination Fee:** A charge by a lender for the work involved in preparing and servicing a mortgage application (usually 1 percent of the loan amount).

**Mortgagee's Policy:** See Lender's Title Insurance.

**Mortgagor:** The party that gives the mortgage, or pledge of property as security, for the loan; in other words the borrower.

**Multiple Listing Service:** A system, usually operated or supervised by the local Board or Association of Realtors®, through which brokers exchange information about those properties on the market, or those which have recently sold. In some localities it is completely computerized and provides nearly instant access; in others, the information is distributed in paper form (cards and/or booklets) on a weekly or monthly basis.

**NAR:** See National Association of Realtors®.

**National Association of Realtors®:** The dominant real estate industry trade association in the United States. Membership is required in order to use the copyrighted term, Realtor.

**Negative Amortization:** A loan amortization schedule under which the initial mortgage payments are insufficient to pay all the loan interest earned; thus, the unpaid interest is added to the balance owed. Generally, the payment schedule increases over the first few years so there is principal reduction somewhere between the 3<sup>rd</sup> and 5<sup>th</sup> year. See Graduated Payment Mortgage.

**Negative Cash Flow:** Often applied to real estate investment properties, it is the situation where rental income is less than the cash paid out for debt service and other property-related expenses.

**Net assets:** Total assets less total liabilities on a market-value basis

**Net cash flow:** Generally determined by net income plus depreciation less principal payments on long-term mortgages

**Net operating income (NOI):** A before-tax computation of gross revenue less operating expenses and an allowance for anticipated vacancy. It is a key indicator of financial strength.

**Net present value (NPV):** Net present value usually is employed to evaluate the relative merits of two or more investment alternatives. It is calculated as the sum of the total present value of incremental future cash flows plus the present value of estimated proceeds from sale. Whenever the net present value is greater than zero, an investment opportunity generally is considered to have merit.

**Net Worth:** The value of all of a person's assets, including cash.

**Non-Farm Payroll:** The non-farm payroll figure is a component of total civilian employment and measures the number of people employed in all activities except agriculture.

**Non Liquid Asset:** An asset that cannot easily be converted into cash.

**Note:** A formal document showing the existence of a debt and stating the terms of repayment.

**Open Listing.** A listing agreement under which the listing broker does not have the exclusive right to find a buyer. Under such an agreement, a seller can employ the services of several brokers and, at the same time, try to sell the property himself. There is virtually no incentive for a broker to expend resources marketing a property under such an agreement.

**Operating expense:** The actual costs associated with operating a property, including maintenance, repairs, management, utilities, taxes and insurance

**Option:** The right or option to buy or lease property at some point in the future at a predetermined price.

**Originator:** A company that sources and underwrites commercial and/or multifamily mortgage loans

**Owner's Title Insurance:** Insurance which protects the lender's interest in a property securing a mortgage. It normally is required by a lender as a condition of making a mortgage loan. Basically it is a decreasing term policy that diminishes with the balance of the mortgage loan.

**Partially Amortized Loan:** A loan that requires periodic equal payments over a specified term; these payments include both interest and partial repayment of the principal owed. However, at maturity this loan ends with a balloon payment of the remaining principal due. See Balloon Loan.

**PITI:** Principal, interest, taxes, and insurance (the 4 major components of monthly housing payments).

**PITI Payment:** The payment normally made to a mortgage company; it includes principal and interest (PI) on the loan, as well as escrow account payments toward future taxes (T) and hazard insurance (I). Purchasers making large down payments, usually 25% or more, can request to be relieved of the tax and insurance escrow requirement, paying these items directly when they are due.

**Plat:** Map of a specific area, such as a subdivision, that shows the boundaries of individual lots together with streets and easements

**PMI:** See Private Mortgage Insurance.

**Point:** A charge of 1 percent of the mortgage amount. Points are a one-time charge assessed by the lender at closing to increase the interest yield on a mortgage loan. (2) One percent of a loan amount

**Portfolio management:** The portfolio management process involves formulating, modifying and implementing a real estate investment strategy in light of an investor's broader overall investment objectives. It also can be defined as the management of several properties owned by a single entity.

**Power of Attorney:** A legal document in which one authorizes another to act on one's behalf. A principal grants this authority to his attorney-in-fact.

**Prepayment:** Payment of all or part of a debt prior to its maturity.

**Presettlement Occupancy:** An agreement between a seller and a purchaser whereby the purchaser is permitted to occupy a property under contract for sale prior to concluding the purchase transaction, or prior to settlement. Usually this agreement is a written addendum to the purchase contract and it deposits, responsibility for condition of the property, procedures for terminating the occupancy if settlement does not occur.

**Prime Rate:** The interest rate that banks charge to their preferred customers. Changes in the prime rate influence changes in other rates, including mortgage interest rates.

**Principal.** The amount borrowed in a loan, excluding interest and other charges. (2) A person who authorizes another, his attorney-in-fact, to act on his behalf. See Power of Attorney.

**Private Mortgage Insurance.** Insurance that protects the lender of a conventional loan against the risk of the purchaser (borrower) defaulting. Generally, with less than 20% down payment, lenders will require purchasers to pay private mortgage insurance (PMI). It is the "private" equivalent of the "public" mortgage insurance required by the FHA.

**Pro rata:** In the case of a tenant, the proportionate share of expenses for the maintenance and operation of the property

**Producer Price Index (PPI):** The monthly producer price index measures the level of prices for all goods produced and imported for sale in the primary marketplace. Increase in the PPI tends to lead other measures of inflation.

**Property Survey:** A survey to determine the boundaries of your property. The cost will depend on the complexity of the survey.

**Punch list:** An itemized list documenting incomplete or unsatisfactory items after the contractor has notified the owner that the tenant space is substantially complete

**Purchaser's Closing Costs:** The costs of purchasing a property that are paid by the purchaser at or prior to closing or settlement. They often can be a significant expense. Real estate agents should, and in most areas are required to, give a detailed estimate of these costs prior to a purchaser signing a real estate contract. Lenders are required by law ("Real Estate Settlement Practices Act of 1974 (RESPA) to provide a Good Faith Estimate of Closing Costs. There are various forms for displaying or illustrating these costs. The most confusing probably are those that attempt to duplicate a portion of the HUD Settlement Statement. Basically, the costs fall into five categories: items related to the selling price; items related to the new loan; variable/negotiable charges; fixed charges; and; "catch-all" miscellaneous charges.

**Quitclaim Deed:** A form of deed lacking any covenants and warranties. In it, the Grantor simply conveys those rights in the property which he has without any statement or implication that he has any rights or ownership to convey.

**Rapid Payoff Mortgage:** (See Growing Equity Mortgage).

**Ratified Contract:** A contract to which all parties have come to agreement and affixed their signatures.

**Recording Fee:** A charge for recording the transfer of a property, paid to a city, county, or other appropriate branch of government.

**Real Estate Settlement Procedures Act (RESPA):** A federal law requiring lenders to provide home buyers with information about known or estimated settlement costs. The act also regulates other aspects of settlement procedures.

**Real property:** Land, and generally whatever is erected or affixed to the land that would be personal property if not attached

**Recourse:** The right of a lender, in the event of default by the borrower, to recover against the personal assets of a party who is secondarily liable for the debt

**Renewal option:** A clause giving a tenant the right to extend the term of a lease

**Renewal probability:** Used to estimate leasing-related costs and downtime, it is the average percentage of tenants in a building that are expected to renew at market rental rates upon the expiration of their leases.

**Rent:** Compensation or fee paid for the occupancy and use of any rental property, land, buildings, equipment, etc.

**Rental concession:** What landlords offer tenants to secure their tenancy. While rental abatement is one form of a concession, there are many others such as

increased tenant improvement allowance, signage, below-market rental rates and moving allowances

**Reserve account:** An account that a borrower has to fund to protect the lender. Examples include capital expenditure accounts and deferred maintenance accounts.

**Retail Sales:** Key components of retail sales include automobiles, building materials, furniture, department store sales, food stores, gasoline, clothing, restaurants and drugstores. High retail sales are an indication of economic growth and an expanding economy.

**R-Value:** The resistance of insulation material (including windows) to heat passing through it. The higher the number, the greater the insulating value.

**Sales Contract:** (1) A written, signed agreement between seller and purchaser to exchange real property for a specified consideration. The purchaser promises to pay the purchase price after the title has been searched and found to be satisfactory. The seller promises to deliver a deed to the property after the buyer has paid the purchase money. Real estate contracts must be written. Once signed, both parties are committed to its terms. (2) A contract between a buyer and seller which should explain, in detail, exactly what the purchase includes, what guarantees there are, when the buyer can move in, what the closing costs are, and what recourse the parties have if the contract is not fulfilled or if the buyer cannot get a mortgage commitment at the agreed-upon terms.

**Sale-leaseback:** An arrangement by which the owner-occupant of a property agrees to sell all or part of the property to an investor, then lease it back and continue to occupy space as a tenant

**Second Mortgage:** A loan secured by an interest in real property which is subordinate to, or ranks behind, the first mortgage.

**Second Mortgage Market:** A financial market in which participants like FNMA, FHLMC, GNMA, provide the means for the sale and purchase of mortgage loans. The existence of this market enable lenders to serve the needs of borrowers by providing the facilities and institutions for originating and servicing loans.

**Second Trust:** See **Second Mortgage.**

**Security deposit:** A deposit of money by a tenant to a landlord to secure performance of a lease. It also can take the form of a letter of credit or other financial instrument.

**Seller's Closing Costs:** The costs of selling a property that are paid by the seller at or prior to closing or settlement. They often can be a significant expense. Real estate agents should, and in most areas are required to, give a detailed estimate of these costs prior to a seller signing a listing agreement. Again, when a sales contract is presented, the agent shows an estimate of the closing costs associated with the specific terms of the contract. There are various forms for displaying or illustrating these costs. The most confusing

probably are those that attempt to duplicate a portion of the HUD settlement statement. Basically, the costs fall into five categories: items related to the selling price; items related to the seller's current loan; variable/negotiable charges; fixed charges; and a "catch-all" miscellaneous charges.

**Seller's Market:** A market condition in which there are more buyers than sellers. With a reduced inventory, buyers tend to bid the prices up and homes that are properly priced usually sell quickly.

**Seller's Points:** Loan discount points paid by the seller to assist the purchaser in acquiring a loan. Usually a negotiable term of a real estate contract. See Discount Points.

**Selling Expenses:** The costs associated with the sale of a home; real estate commissions, advertising, legal fees, title services, escrow fees, closing costs, loan discount points paid by the seller. Fix-up costs are not included in selling expenses.

**Senior Mortgage:** The first mortgage on a property; the one of highest or first priority in the event of a foreclosure sale. See First Mortgage.

**Set-aside Program:** The Set-aside program is a housing program that is managed by the local installation Housing Services Office. The program is mutually agreed upon by a local landlord and the HSO whereby, a given number of housing units are designated by a landlord for use by military personnel.

**Setback:** The distance from a curb, property line or other reference point, within which building is prohibited

**Settlement:** The act of finalizing a real estate transaction. Commonly the day on which the seller conveys title to the buyer. See Closing.

**Step-up lease (graded lease):** A lease specifying set increases in rent at set intervals during the term of the lease

**Shared Appreciation Mortgage:** A loan in which partners agree to share specified portions of the downpayment, monthly payment, and appreciation.

**Slab:** The exposed wearing surface laid over the structural support beams of a building to form the floor(s) of the building

**Special Warranty Deed:** A lesser form of a warranty deed; it lacks all but the covenant against encumbrances. See Deed.

**Straight lease (flat lease):** A lease specifying a fixed amount of rent that is to be paid periodically, typically monthly, during the entire term of the lease

**Straight-Line Depreciation:** The depreciation of an asset in equal annual amounts over the life of the asset. Currently tax laws provide for the depreciation of residential property held for investment purposes over a period of 27.5 years. A principal residence, occupied by the owner, can not be depreciated for tax purposes.

**Subcontractor**: A contractor working under and being paid by the general contractor, often a specialist in nature, such as an electrical contractor, cement contractor, etc.

**“Subject to the Loan”**: The act of a buyer acknowledging the existence of the seller’s existing loan on the property but accepting no liability for the loan. Although the buyer may make the required loan payments, the seller continues to be personally liable to the lender for the loan. See Assume the Loan.

**Sublessee**: A person or identity to whom the rights of use and occupancy under a lease have been conveyed, while the original lessee retains primary responsibility for the obligations of the lease

**Survey**: The process by which a parcel is measured and its boundaries and contents ascertained

**“Taking Back Paper”**: Holding a note, such as a second trust secured by the property, in lieu of a cash payment in full for a property. Example: Sale price is \$100,000. Purchaser arranges a first mortgage for \$50,000, makes a \$25,000 down payment, and the seller “takes back” a second trust for \$25,000.

**Tax lien**: A statutory lien for nonpayment of property taxes that attaches only to the property upon which the taxes are unpaid

**Tenancy in Common**: A form of ownership in which the tenants own separate but equal parts. To inherit the property, a surviving tenant would either have to be mentioned in the will or, in the absence of a will, be eligible through state inheritance laws.

**Tenant**: One who has temporary use and occupancy of real property owned by another person, called the landlord; the duration and terms of the tenancy are usually established in the lease.

**Tenant at will**: One who holds possession of premises by permission of the owner or landlord. The characteristics of the lease are an uncertain duration and the right of either party to terminate on proper notice.

**Tenant improvement (TI)**: Improvements made to the leased premises by or for a tenant

**Tenant improvement (TI) allowance**: Defines the fixed amount of money contributed by the landlord toward tenant improvements. The tenant pays any of the costs that exceed this amount.

**Tenant mix**: A phrase used to describe the quality of a property's income stream. In multi-tenanted properties, institutional investors typically prefer a mixture of national credit tenants, regional credit tenants and local non-credit tenants.

**Term**: The lifetime of a loan

**Title:** Evidence (usually in the form of a certificate or deed) of a person's legal right to ownership of a property.

**Title Abstract:** A complete historical summary of all of the recorded documents affecting the title of a property. Also included is a list of the public records searched and not searched while preparing the abstract. It is the basis upon which a certificate of title or title report is prepared.

**Title Insurance:** Insurance that protects against defects in the title not discovered during the title search and not listed in the abstract and title report or certificate of title. There are two basic categories of title insurance: lender's insurance and owner's insurance. See Lender's Title Insurance and Owner's Title Insurance.

**Title report:** A written opinion, rendered by a title company and based on a review of all of the recorded documents affecting the title of a property, that states who the owner of a property is and also names others who may have a legitimate interest in, or right to, the property.

**Title Search:** The act of searching the public records concerning a particular property in order to prepare a title abstract.

**Transfer Taxes:** Taxes levied on the transfer of property or on real estate loans by state and/or local jurisdictions.

**Trust Deed:** See Deed of Trust.

**Treasury Index:** An index used to determine interest rate changes for certain adjustable-rate mortgage (ARM) plans. Based on the results of auctions that the U.S. Treasury holds for its Treasury bills and securities or derived from the U.S. Treasury's daily yield curve, which is based on the closing market bid yields on actively traded Treasury securities in the over-the-counter market.

**Under contract:** The period of time after a seller has accepted a buyer's offer to purchase a property and during which the buyer is able to perform its due diligence and finalize financing arrangements. During this time, the seller is precluded from entertaining offers from other buyers.

**Underwriter:** A company, usually an investment banking firm, that guarantees or participates in a guarantee that an entire issue of stocks or bonds will be purchased

**Unemployment Rate:** This is the percent of the civilian labor force currently unemployed. If unemployment figures are up, it indicates a lack of expansion within the economy and is, therefore, good for the bond market. Conversely, a big gain in employment would be an obvious cue for the Federal Reserve to tighten (raise) either the federal funds rate or the discount rate. A federal agency which insures mortgage loans with very liberal downpayment requirements for honorably discharged veterans and their surviving spouses.

**Unencumbered:** Property that is free of liens and other encumbrances

**Unimproved land:** Most commonly refers to land without improvements or buildings but also can mean land in its natural state

**Use:** The specific purpose for which a parcel or a building is intended to be used or for which it has been designed or arranged

**VA Funding Fee:** A fee paid by VA borrowers to the Department of Veterans Affairs for the cost of the loan program. The amount is dependent upon the amount of down payment or loan-to-value ratio (LTV).

**VA Loan:** A home mortgage guaranteed by the Department of Veterans Affairs, formerly the Veterans Administration.

**Vacancy factor:** The amount of gross revenue that pro forma income statements anticipate will be lost because of vacancies, often expressed as a percentage of the total rentable square footage available in a building or project

**Vacancy rate:** The total amount of available space compared to the total inventory of space and expressed as a percentage

**Vacant space:** Existing tenant space currently being marketed for lease excluding space available for sublease

**Valid Contract:** A contract that meets all the legal requirements, is binding upon all parties to the contract, and is enforceable in a court of law.

**Variable-rate:** A loan interest rate that varies over the term of the loan, usually tied to a predetermined index. Also called adjustable-rate

**Variance:** Permission that allows a property owner to depart from the literal requirements of a zoning ordinance that because of special circumstances, cause a unique hardship

**Walk-Through:** A final inspection of a home before settlement to search for problems that need to be corrected before ownership changes hands.

**Warranty:** A promise, either written or implied, that the material and workmanship of a product is defect-free or will meet a specified level of performance over a specified period of time. Written warranties on new homes are either backed by insurance companies or by the builders themselves.

**Warranty Deed:** The highest form of deed. See Deed.

**Write-down:** The accounting procedure used when the book value of an asset is adjusted downward to better reflect current market value

**Write-off:** The accounting procedure used when an asset has been determined to be uncollectible and is therefore charged as a loss

**Zoning:** (1) Regulations established by local governments regarding the location, height, and use for any given piece of property within a specific area. (2) The division of a city or town into zones and the application of regulations having to

do with the architectural design and structural and intended uses of buildings within such zones

**Zoning ordinance**: The set of laws and regulations controlling the use of land and construction of improvements in a given area or zone

## **B HSO CLS CHECKLIST**

## Appendix B - HSO CLS Checklist

### Using Services Service Office Service Support Program: **Maintains Office Set-up Standards**

Installation:

HSO Manager Name:

HSO Phone Number:

Review Date:

Reviewer Name:

Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b>Office Conditions</b> - The office condition is clean, professional, and a welcoming décor.				
<b>Office Location</b> - The office is located near other support groups and is conveniently located for easy customer access.				
<b>Hours of Operation</b> - The hours of operations are clearly posted and advertised. Office times are consistent with local needs and flexible.				
<b>Welcome Area</b> - The welcome area space is large enough to handle the offices peak demand period and is staffed during hours of operation.				
<b>Children's Area</b> - The office has a designated children's play area, which is equipped with sufficient toys, books, and games.				
<b>Seating Area</b> - The customer seating area is large enough to handle the peak demand period and has appropriate reading material.				
<b>Information Center</b> - There is a designated area for the information center and is stocked with the required reference material.				
<b>Electronic Data Center</b> - There is a designated area that contains computing equipment with internet access for customers. Necessary websites are bookmarked with instructions for customer use.				
<b>HSO Work Space</b> - There is sufficient office space for HSO staff to perform their duties in an efficient and professional manner.				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

Housing Services Service Office Service Support Program: **Availability of Required Material**

Installation:

HSO Manager Name:

HSO Phone Number:

Review Date:

Reviewer Name:

Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b><u>Welcome Packets</u></b> - Locally relevant information is contained in a sturdy packet and includes the list of contents in the HSO SOP (see section 4.2.1)				
<b><u>Customer Preference Worksheets</u></b> - Customer preference work sheets are used to document the customer interview and contain useful information for home-finding.				
<b><u>Local Real Estate Laws</u></b> - Every office has an adequate supply of the local landlord tenant laws, equal opportunity in housing and Servicemembers Civil Relief Act				
<b><u>Rental and Home Sales Listings</u></b> - Current rental and sales listings are made available to customers.				
<b><u>Home Buying Guide</u></b> - The guide should be current and contain useful home buying techniques and information.				
<b><u>Example Contracts</u></b> - The office has example contracts that are locally relevant and have been reviewed by OSJA. Each contract has explanations of the various terms and clauses. (Home Sales, Leasing, Example Addendums)				
<b><u>General Real Estate Terms and Definitions</u></b> - A list of general real estate and financing terms is available for customer review and use.				
<b><u>General Mortgage Information</u></b> - A brochure that provides advice and guidance for obtaining home financing is available for customer use.				
<b><u>Renter/Owner Insurance Guide</u></b> - A brochure that provides advice and guidance regarding renter's and home owners insurance is available for customer use.				
<b><u>Required Government Forms</u></b> - The office has all required government forms IAW the HSO SOP (see 4.2.10)				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

Housing Services Service Office Service Support Program: **Required Equipment on Hand**

Installation:

HSO Manager Name:

HSO Phone Number:

Review Date:

Reviewer Name:

Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b><u>Government Vehicles</u></b> - There are a sufficient supply of government owned vehicle to perform HSO duties (1 vehicle per 2 Housing Specialists). Child safety seats are available for use.				
<b><u>Communications Devices</u></b> - Every HSO staff member has access to a landline telephone with voicemail and email service. The office has a central email established that is monitor hourly for traffic.				
<b><u>Computing Equipment</u></b> - Every HSO staff member has a computer with internet and intranet capabilities.				
<b><u>Office Equipment</u></b> - The office has a adequate supply of office materials (pens, paper, other consumable items) and equipment to include a paper shredder, fax machine and additional line, copy machine and printers.				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

ousing Services Service Office Service Support Program: **Arriving Customer Support (Gaining Installation) Activities**

Installation:   
 HSO Manager Name:   
 HSO Phone Number:

Review Date:   
 Reviewer Name:   
 Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b><u>In-processing</u></b> - HSO processes 100% of arriving Soldiers.				
<b><u>Customer Preference Assessments</u></b> - Conducts customer preference assessment for newly arriving families, either during the interview process or via an electronic format (i.e., the Internet). The HSO representative carefully draws information from the customer to add maximum value and				
<b><u>TLA/TLE and Permissive TDY Certifications</u></b> - HSO validates 100% of the Soldier's TLA/TLE and TDY documentation. Counsels Soldiers on policies and				
<b><u>ACS and Sponsor Program Collaboration</u></b> - HSO works closely with ACS and sponsors in aiding newly arriving families by conducting joint planning and cooperative				
<b><u>Real Estate Overview</u></b> - Provides customers with general real estate information and guidance that is locally relevant and timely.				
<b><u>Rental Agreement Negotiations and Review</u></b> - the HSO is prepared and available to assist Soldiers with negotiating and reviewing rental contracts upon request. Contracts are maintained on file.				
<b><u>Deposit Waiver Program</u></b> - A needs assessment was conducted within the past year to determine the necessity of a DWP. If deemed necessary the HSO counsels customers and manages the process effectively.				
<b><u>Set-aside Program</u></b> - A needs assessment was conducted within the past year to determine the necessity of a set a-side program. If deemed necessary the HSO counsels customers and manages the process effectively.				
<b><u>Housing Advocacy and Advice</u></b> - Housing Specialist counsel customers IAW the HSO SOP (Chapter 4 and 5)				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

### Housing Services Service Office Service Support Program: **Maintaining Operational Support Activities**

Installation:

HSO Manager Name:

HSO Phone Number:

Review Date:

Reviewer Name:

Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b>Community and Housing Quality Inspections</b> - Conducts inspections of new and revalidating rental listings, when the customer requests during a move-in situation. The automated system (AHRN or HOMES) is updated for accuracy.				
<b>Discrimination Complaints Management</b> - Complaints are responded to within 24 hours of notifications. HSO aids in completing state and federal reporting forms, briefs the chain-of-command, and conducts and documents the event and surrounding facts.				
<b>Landlord Tenant Disputes Management</b> - Representatives assist customers in resolving disputes with landlords by acting in a non-biased manner.				
<b>Restrictive Sanctions</b> - When necessary pursues sanctions of landlords and property managers for inequitable and discriminatory business practices. Maintains a sanction list and advises customers of the list and consequences of renting from a sanctioned business.				
<b>BAH Survey Data Management</b> - Conducts surveys IAW published guidelines and time frames.				
<b>HMA Survey Data Management</b> - The HSO Manager responsible to continually monitor the changes in the local housing market. As needed the manager request HMA surveys as needed. The data is captured and maintained IAW published guidelines.				
<b>Home Buying Seminars</b> - Seminars are held at no expense to eligible customers that cover the basics of home-buying techniques, obtaining real estate professionals and other useful information involving mortgages and purchasing a home.				
<b>Rental Property Database Accuracy</b> - The data in AHRN and HOMES is up-to-date and accurately reflects the conditions of listings.				
<b>Community Information Listings</b> - The installation websites and information area contains links and pamphlets IAW the HSO SOP. The websites should all contain the same information consistently (AHOS, AHRN, and SITES).				
<b>Document Control Procedures</b> - Documents containing SSN are disposed of IAW federal law. Documents that remain on file are secure, organized, and readily available for those who need to obtain it.				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

ousing Services Service Office Service Support Program: **Departing Customer Support (Losing Installation) Activities**

Installation:   
 HSO Manager Name:   
 HSO Phone Number:

Review Date:   
 Reviewer Name:   
 Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b>Global Referral Processes</b> - Works closely with other installation HSO operations via email and telephone contacts. Maintains a list of contacts them and regularly supports customers by calling or emailing on their behalf.				
<b>Proactive Family Contacts</b> - Contacts the departing Soldier proactively by obtaining current departure list and orders from PERSCOM. The goal is to obtain 45% of the departing Soldiers are contacted proactively.				
<b>Mandatory Clearing of HSO</b> - 100% of Soldiers departing an installation clear through HSO. Housing Specialist then ensures that the customer is connected with the gaining installation's HSO by making a phone call or emailing if the Soldier has not done so already.				
<b>Housing Counseling Support</b> (Selling and Renting) - Provides departing customers general information and techniques to consider if they choose to rent their current home becoming a landlord.				
<b>End of Lease Counseling Service</b> - Gives guidance to departing Soldiers on termination of lease procedures and considerations. Provide a local appropriate end of lease notice.				
<b>Termination Landlord Dispute Resolution</b> - Responds to disputes within in 24 hours of notice and treats as a priority issue to resolve. Effectively enables Soldiers to depart on time with as little negative impact as possible.				
<b>Clearing for Deposit Waiver Program</b> - If applicable, ensures that all Soldiers have made their commitment to the participating deposit waiver agency and updates the records accordingly.				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

### Housing Services Service Office Service Support Program: **Stakeholder Management Activities**

Installation:   
 HSO Manager Name:   
 HSO Phone Number:

Review Date:   
 Reviewer Name:   
 Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b>Internal Stakeholder Management</b> - HSO ensures that continued and productive dialog occurs between the below listed organizations IAW the HSO SOP (Chapter 7.2)				
<b>Command</b> - Meets on a quarterly basis with local commanders and Sergeant Majors. Is responsive to feedback in a proactive manner.				
<b>ACS</b> - Meets with the installation level ACS leadership monthly, conducts joint planning sessions, and continuously improves the working relationship with ACS.				
<b>Transportation</b> - Has current contact information for customer referral. Has a well-defined real-time information sharing process.				
<b>Lodging</b> - Maintains a current contact list and works in a proactive manner in assisting customers with temporary housing issues.				
<b>OSJA</b> - Maintains a current contact list, has defined escalation procedure for customer issues and disputes, and demonstrates proactive working relationships.				
<b>PERSCOM</b> - Has a well defined and working process of obtaining personnel orders for upcoming relocations.				
<b>External Stakeholder Management</b> - HSO ensures that continued and productive dialog occurs between the below listed organizations IAW the HSO SOP (Chapter 7.3)				
<b>Local Government</b> - Can demonstrate a good working relationship with local governmental agencies.				
<b>Area Chamber of Commerce &amp; Economic Development</b> - Attends meetings and actively represents the needs of the Army and families on a regular basis.				
<b>School Boards</b> - Semi-annually attends board functions and meets with school official as needed and appropriate.				
<b>Board of Realtors®</b> - Attends sessions and works to ensure the highest level of service is provided to customers.				
<b>Real Estate Agencies</b> - Has a good working relationship with various real estate agencies within the defined territory of the installation (BAH Map). The agencies include property managers, home sales, and or real estate professional.				
<b>Financing Agencies (Mortgage Brokers)</b> - Demonstrates a good relationship with local brokers to ensure the highest quality of service for customers.				
<b>RCI Partner</b> - The RCI partner is managed by the RCI Asset Manager. As needed meetings are conducted with the HSO Manager, Housing Division Chief and the RCI Asset Manager to ensure adequate housing on/off post.				

**Overall Comments on Readiness:**

## Appendix B - HSO CLS Checklist

Using Services Service Office Service Support Program: **Human Resource Management**

Installation:

HSO Manager Name:

HSO Phone Number:

Review Date:

Reviewer Name:

Target Follow-up Date:

Task Performance Criteria:	Level of Performance:			Reviewer's Notes & Comments:
	R	A	G	
<b>Staff Development Plans</b> - The HSO Manager has a current development plan for each HSO staff member for training and development that is consistent with the HSO SOP skill set requirements.				
<b>Hip-pocket Training</b> - On a regular basis training is conducted on local procedures, other organizational processes, skills development, and other topics that can be given in a convenient and effective manner.				
<b>Adequate Staffing Levels</b> - The HSO is staffed IAW the staffing model in Chapter 3.2 of the HSO SOP.				
<b>Training Budget</b> - Has budgeted and scheduled adequate training to reach the required skill sets needed to operate the HSO.				

**Overall Comments on Readiness:**

# C CUSTOMER PREFERENCE WORK SHEET

### HSO General Information Sheet

Type of Service Provide: \_\_\_\_\_

<b>Service Member Name:</b> _____ <b>Years Service:</b> _____ <b>DOB:</b> _____	<b>Branch of Service:</b> _____ <b>Rank:</b> _____
---	---

<b>Spouse Name:</b> _____ <b>Years Service:</b> _____ <b>DOB:</b> _____ <b>Number of Children:</b> _____	<b>Branch of Service:</b> _____ <b>Rank:</b> _____ <b>Others Living with you</b> _____
---	--

<b>BAH/OHA Rate:</b> _____  <b>Average Monthly Income:</b> _____ <i>(Combined net monthly income or take home pay)</i>  <b>Additional Money :</b> _____ <i>(Additional money that can be applied monthly for rent/mortgage)</i>  <b>Monthly Payment Range:</b> Low _____ High _____	<b>Departing Unit</b> _____  <b>Gaining Unit</b> _____  <b>Current Adr</b> _____ <b>City</b> _____ <b>State</b> _____ <b>Zip Code</b> _____ <b>Work #</b> _____ <b>Home #</b> _____ <b>Wireless #</b> _____ <b>Email:</b> _____ <b>AKO:</b> _____
---	---

	<b>Date</b>								
<b>Arrival to Installation</b> <b>Required Housing</b>	<table border="1" style="width:100%; height: 20px;"> <tr><td> </td></tr> </table> <table border="1" style="width:100%; height: 20px;"> <tr><td> </td></tr> </table>			<b>Temp Address</b> _____ <b>City</b> _____ <b>State</b> _____ <b>Zip Code</b> _____					
Contacted HSO First Initiative Interview Second Interview Third Interview Contracted for Housing Move Into Housing Customer Follow-up	<table border="1" style="width:100%; height: 20px;"> <tr><td> </td></tr> </table>								<b>Perm Address</b> _____ <b>City</b> _____ <b>State</b> _____ <b>Zip Code</b> _____

**Customer Housing Interview Worksheet**

**Customer Name:** \_\_\_\_\_ 0 \_\_\_\_\_

**The Basics**

**Minimum Required                      Optimal    Comments**

Location				
Financing Preference				
Type of Home				
Style of Home				
Age of Home (Years)				
Number of Bedrooms				
Bedrooms First Floor				
Separate Living Room				
Separate Dining Room				
Living Dining Combination				
Family Room/Den				
Children's Play Room				
Separate Laundry Room				
Construction Type				
Flooring				
Garage				
Basement				
Kitchen Windows				
Central Air Conditioning				
Heating Type				
Fireplace				
Energy Efficient				
Swimming Pool				
Deck/Patio				
Fixer Upper Home				
Future Rental				

**Customer Housing Interview Worksheet**

**Customer Name:** \_\_\_\_\_ 0 \_\_\_\_\_

**Amenities**

**Minimum Required                      Optimal                                      Comments**

Built-in vacuum			
Security Alarm System			
Dishwasher			
Garbage Disposal			
Trash Compactor			
Refrigerator			
Stove/Oven			
Other (See Below)			

**Other Characteristics**

**Minimum Required                      Optimal                                      Comments**

Special Access Needs			
Smoking Allowed			
Pets Allowed			
<i>if yes, number of pets</i>			
<i>if yes, type of pets</i>			
Size of Yard			
Utilities Included in Rent			
Commute Time to Work (Minutes)			
Near Public Transportation			
Near School			
<i>If yes, Grade Level</i>			

**Drive Time to:**

Schools			
Church			
Shopping			
Library			
Parks			
Recreation Center			
Sport Complexes			
Swimming Pools			

**Customer Housing Interview Worksheet**

**Customer Name:** \_\_\_\_\_ 0

Highway Access  
Special School Considerations  
Other Requirements 1  
Other Requirements 2


## D COMMON LEVEL OF SUPPORT HSO SSP

Appendix D - HSO Common Levels of Support  
Service Support Programs

Number	Rank	Cost Estimate	Cumulative Cost	SSP Name	Description	Components	Performance Measurement(s)	Target	Formula
1				Maintains Office Set-up Standards	This program establishes guidelines for the standard HSO location.	<u>This program includes:</u> -Office conditions and location -Hours of operations -Welcome & seating areas -Children's area -Information & electronic data centers -HSO staff working space	Office audit conducted on an annual basis.	Green = 100% at time of inspection	Sum of the of green categories/Total categories
2				Availability of Required Material	This program provides for the customer reference material.	<u>This program includes:</u> -Welcome packet standards -Customer preference survey worksheet -Local real estate laws -Informational Brochures (home buying, insurance, mortgage) -Example contracts -Government documents	Office reviews conducted on an annual basis.	Green = 100% at time of inspection	Sum of the of green categories/Total categories
3				Required Equipment on Hand	This program details the necessary tools and equipment for a standard HSO operation.	<u>This program includes:</u> -Government owned vehicles -Communications equipment -Computing equipment -Office supplies and equipment	Office reviews conducted on an annual basis.	Green = 100% at time of inspection	Sum of the of green categories/Total categories

Appendix D - HSO Common Levels of Support  
Service Support Programs

Number	Rank	Cost Estimate	Cumulative Cost	SSP Name	Description	Components	Performance Measurement(s)	Target	Formula
4				Arriving Customer Support (Gaining Installation) Activities	This program provides the tasks and activities to support newly arriving Soldiers and families	<p><u>This program includes</u></p> <ul style="list-style-type: none"> <li>-In-processing</li> <li>-Customer needs assessments</li> <li>-TLA, TLA, and Permissive TDY Certification</li> <li>-ACS &amp; Sponsors Collaboration</li> <li>-Deposit waiver programs</li> <li>-Set-aside programs</li> <li>-Housing advocacy and advise</li> </ul>	<p>Process validation reviews conducted on an annual basis</p> <p>Ratio of in-bound customers in-processed by HSO (monthly)</p> <p>Ratio of TLA/TLE/P-TDY certified by HSO (monthly)</p> <p>Ratio of new arrival counseling sessions conducted (monthly)</p> <p>Number of home-finding tours conducted per Housing Specialist (monthly)</p> <p>% of Satisfaction Survey for new arrival services ratings of good and excellent</p>	<p>Green = 100% at time of inspection</p> <p>36% of Soldiers</p> <p>100% Certified</p> <p>75% Counseling Sessions Conducted</p> <p>4-12 Tours/mn.</p> <p>75% Rated Good/Excellent</p>	<p>Sum of the of green categories/Total categories</p> <p>Sum of HSO Customers/Sum of Total Soldiers Arriving</p> <p>Sum of TLA/TLA/TDY Processed divided Sum of all issued</p> <p>Sum of Counseling Session/Sum of Total in-processed</p> <p>Sum of tours conducted divided by number of Housing Specialists</p> <p>Sum of Good/Excellent Rating/sum of all surveys conducted</p>
5				Maintaining Operational Support Activities	This program provides the activities performed by HSO in support of current residents.	<p><u>This program includes</u></p> <ul style="list-style-type: none"> <li>-Listing quality inspections</li> <li>-Discrimination complaint management</li> <li>-Landlord/Tenant dispute resolution</li> <li>-Restrictive sanctions</li> <li>BAH/HMA survey data management</li> <li>-Home-buying seminars</li> <li>-Rental database listing management</li> </ul>	<p>Process validation reviews conducted on an annual basis</p> <p>Ratio of Inspections conducted/sum of active listings</p> <p>Ratio of Validate Complaints/Disputes</p> <p>Home-buying Seminars conducted (Quarterly)</p> <p>% of Satisfaction Survey for maintaining support services ratings of good and excellent</p>	<p>Green = 100% at time of inspection</p> <p>50% Inspection Ratio</p> <p>XX%</p> <p>2-6 Seminars/Qtr</p> <p>75% Rated Good/Excellent</p>	<p>Sum of the of green categories/Total categories</p> <p>Sum of Inspections conducted/sum of active listings</p> <p>Sum of validated complaints/Sum of complaints &amp; disputes received (monthly)</p> <p>Sum of Seminars Conducted</p> <p>Sum of Good/Excellent Rating/sum of all surveys conducted</p>

Appendix D - HSO Common Levels of Support  
Service Support Programs

Number	Rank	Cost Estimate	Cumulative Cost	SSP Name	Description	Components	Performance Measurement(s)	Target	Formula
6				Departing Customer Support (Losing Installation) Activities	This program details the activities to support Soldiers and families departing and installation.	<p><u>This program includes:</u></p> <ul style="list-style-type: none"> <li>-Global referral process</li> <li>-Proactive service member contacts</li> <li>-Out-processing processes (clearing)</li> <li>-End of lease counseling services</li> <li>-Housing counseling support</li> <li>Termination dispute resolution</li> </ul>	<p>Process validation reviews conducted on an annual basis</p> <p>Ratio of HSO-HSO Referrals (monthly)</p> <p>Ratio of Proactive Contacts (monthly)</p> <p>Quantity of Departing Counseling Sessions (monthly)</p> <p>Time to Resolve Termination Disputes (monthly)</p> <p>% of Satisfaction Surveys for departing support services ratings of good and excellent</p>	<p>Green = 100% at time of inspection</p> <p>15% Referral Ratio</p> <p>15% Proactive Contacts</p> <p>XX Number</p> <p>2-5 Days</p> <p>75% Rated Good/Excellent</p>	<p>Sum of the of green categories/Total categories</p> <p>Sum of Referrals conducted/sum of out-processed Soldiers</p> <p>Sum of validated complaints/Sum of complaints &amp; disputes received (monthly)</p> <p>Sum of Seminars Conducted</p> <p>[sum of (Time &amp; Date started) – (Time &amp; Date stopped)]/Total Complaints</p> <p>Sum of Good/Excellent Rating/sum of all surveys conducted</p>
7				Stakeholder Management Activities	This program outlines the protocols for maintaining key relationships with government and non-governmental organizations.	<p><u>This program includes:</u></p> <ul style="list-style-type: none"> <li>-Internal stakeholders coordination (Command, ACS, Transportation, Lodging, PERSCOM, OSJA)</li> <li>-External Stakeholders (Local governmental agencies, school boards, chambers of commerce, real estate and financing professionals)</li> </ul>	<p>Process validation reviews conducted on an annual basis</p>	<p>Green = 100% at time of inspection</p>	<p>Sum of the of green categories/Total categories</p>
8				Human Resource Management	This program provides job functions, required skill-sets, and staff development criteria.	<p><u>This program includes:</u></p> <ul style="list-style-type: none"> <li>-Adequate staffing levels and available resources</li> <li>-Staff development planning</li> <li>-Training budgets and programs</li> </ul>	<p>Process validation reviews conducted on an annual basis</p>	<p>Green = 100% at time of inspection</p>	<p>Sum of the of green categories/Total categories</p>

# E QUALITY INSPECTION FORM

## Appendix E

Quality Inspection Form (Premise Conditions and Inventory Report)			<input type="checkbox"/> Move-in <input type="checkbox"/> Move-out	<input type="checkbox"/> Initial Listing <input type="checkbox"/> Revalidation	<input type="checkbox"/> Special Request (Landlord / Tenant)															
Address:	Tenant:	Landlord:																		
<p><b>Condition Codes:</b> Damages noted by the occupant will be reported to the HSO and to the landlord within 2 weeks after occupying of the premises. List damages in the remarks section.</p> <table style="width: 100%; border: none;"> <tr> <td>BR - Broken</td> <td>MO - Moth Damage</td> <td>ST - Stained</td> </tr> <tr> <td>BU - Burned</td> <td>NE - New</td> <td>TO - Torn</td> </tr> <tr> <td>CR - Cracked</td> <td>OL - Old</td> <td>WA - Warped</td> </tr> <tr> <td>FA - Fair</td> <td>SC - Scratched</td> <td>G - Good</td> </tr> <tr> <td>MI - Missing</td> <td>SO - Soiled</td> <td>LK - Leakage</td> </tr> </table>						BR - Broken	MO - Moth Damage	ST - Stained	BU - Burned	NE - New	TO - Torn	CR - Cracked	OL - Old	WA - Warped	FA - Fair	SC - Scratched	G - Good	MI - Missing	SO - Soiled	LK - Leakage
BR - Broken	MO - Moth Damage	ST - Stained																		
BU - Burned	NE - New	TO - Torn																		
CR - Cracked	OL - Old	WA - Warped																		
FA - Fair	SC - Scratched	G - Good																		
MI - Missing	SO - Soiled	LK - Leakage																		
Date(s)	/ /	/ /																		
Inspection Items	INSP-1	INSP-2	Remarks																	
Kitchen																				
Walls																				
Walls Paint																				
Wallpaper																				
Tile																				
Windows: Glass																				
Blinds																				
Sills																				
Curtain rods																				
Doors and frames																				
Ceiling																				
Light fixtures																				
Floor																				
Radiators																				
Electric: wiring and outlets																				
Plumbing fixtures																				
Water heater																				
Sink																				
Cabinets																				
Range																				
Refrigerator																				
Trash Compactor																				
Garbage Disposal																				
Other																				
Cable: wiring and outlet																				
Dining Room																				
Walls																				
Walls Paint																				
Wallpaper																				
Tile																				
Windows: Glass																				
Blinds																				
Sills																				
Curtain rods																				
Doors and frames																				
Ceiling																				
Light fixtures																				
Floor																				
Radiators																				
Electric: wiring and outlets																				
Cable: wiring and outlet																				
Other																				

## Appendix E

Item	1 <sup>st</sup>	2 <sup>nd</sup>	Remarks
<b>Living Room</b>			
Walls			
Walls Paint			
Wallpaper			
Tile			
Windows: Glass			
Blinds			
Sills			
Curtain rods			
Doors and frames			
Ceiling			
Light fixtures			
Floor			
Radiators			
Electric: wiring and outlets			
Cable: wiring and outlet			
Other			
<b>Other Rooms</b>			
<b>Attic:</b>			
Walls			
Windows			
Doors and frames			
Ceiling			
Light fixtures			
Floor			
Insulation			
Electric: wiring and outlets			
Attic Ventilation			
<b>Basement:</b>			
Walls			
Windows			
Doors and frames			
Ceiling			
Light fixtures			
Floor			
Insulation			
Electric: wiring and outlets			
Attic Ventilation			
<b>Other (                    ):</b>			
<b>Hall</b>			
Walls			
Walls Paint			
Wallpaper			
Tile			
Windows: Glass			
Blinds			
Sills			
Curtain rods			
Doors and frames			
Ceiling			
Light fixtures			
Floor			
Radiators			
Electric: wiring and outlets			
Other			

## Appendix E

Item	1 <sup>st</sup>	2 <sup>nd</sup>	Remarks
<b>Laundry Room</b>			
Walls			
Walls Paint			
Wallpaper			
Tile			
Windows: Glass			
Blinds			
Sills			
Curtain rods			
Doors and frames			
Ceiling			
Light fixtures			
Floor			
Radiators			
Electric: wiring and outlets			
Washer/Dryer			
Pumping Fixtures			
Other			
<b>Exterior</b>			
Walls			
Walls Paint			
Brick/Stone/Mortar			
Siding			
Windows: Glass			
Shutters			
Storm windows			
Curtain rods			
Doors and frames			
Locks			
Sliding glass doors			
Ceiling			
Light fixtures			
Walkways			
Driveway			
Electric: wiring and outlets			
Landscaping			
Lawn			
Garage door			
Deck/Patio			
Balcony/terrace			
Other			
<b>Keys</b>			
House Keys			
Mailbox Keys			
Garage Door Opener			
Other Keys			
<b>Comments:</b>			

### Appendix E

Item	1 <sup>st</sup>				2 <sup>nd</sup>				Remarks
	<b>Bedroom(s)</b>								
	1	2	3	4	1	2	3	4	
Walls									
Walls Paint									
Wallpaper									
Tile									
Windows: Glass									
Blinds									
Sills									
Curtain rods									
Doors and frames									
Ceiling									
Light fixtures									
Floor									
Radiators									
Electric: wiring and outlets									
Cable: wiring and outlet									
Other									
<b>Bedroom Comments:</b>									
Item	1 <sup>st</sup>			2 <sup>nd</sup>			Remarks		
	<b>Bathroom(s)</b>								
	1	2	3	1	2	3			
Walls									
Walls Paint									
Wallpaper									
Tile									
Windows: Glass									
Blinds									
Sills									
Curtain rods									
Doors and frames									
Ceiling									
Light fixtures									
Floor									
Radiators									
Electric: wiring and outlets									
Water heater									
Plumbing fixtures									
Sink									
Tub									
Shower									
Toilet									
Mirror / Mirror Cabinet									
Other									
<b>Bathroom Comments:</b>									