

**PERFORMANCE WORK STATEMENT (PWS)  
FOR  
REAL ESTATE SUPPORT SERVICES (RESS) 2011  
ADVISORY & ASSISTANCE SERVICES SUPPORT (A&AS)**

**1.0 INTRODUCTION**

This Performance Work Statement (PWS) describes the requirements for Real Estate Support Services (RESS) to be provided to the Air Force Real Property Agency (AFRPA) and the Air Force Center for Engineering and the Environment (AFCEE) in support of Real Estate Transactions as authorized by United States Code (U.S.C), Title 10, Part IV, Chapter 159, Real Property; Related Personal Property; and Lease of Non-Excess Property. This includes but is not limited to, Value Based Transactions (VBT), e.g. Enhanced Use Lease (EUL), Military Housing Privatization Initiatives (MHPI) and other real estate and privatization efforts at Air Force installations. AFRPA and AFCEE desire to investigate real estate tools, such as VBT/EUL, which may better utilize the Air Force's non-excess real estate assets. RESS includes private sector financial, legal, real estate investment and development expertise, and litigation-related support, as required to support real estate efforts.

**2.0 BACKGROUND**

Pursuant to the Military Leasing Act, Congress has authorized the Secretary of the Air Force to lease non-excess real or personal property under the control of the Air Force for up to 50 years under such terms as will promote the national defense or be in the public interest (see 10 U.S.C. § 2667, "Leases: Non-Excess Property of Military Departments"). Recent Amendments to 10 U.S.C. § 2667 provide incentives for the Air Force to pursue leasing opportunities by expanding the uses to which in-kind consideration paid to the Air Force under such leases can be applied. The amendments also potentially increase the proceeds that may be made available for use by the Air Force installation where the leased property is located; however, in-kind consideration can also be applied to any installation under control of the Secretary<sup>1</sup>. Congress enacted the MHPI in the 1996 National Defense Authorization Act (see 10 U. S. C. §§ 2871-2885, as amended). The goal for each project will be realized with the successful closure of a non-Federal Acquisition Regulation (non-FAR) real estate transaction that meets Air Force objectives.

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<sup>1</sup> Further background information regarding the Air Force's approach to the EUL Program can be obtained from the AFRPA Enhanced Use Lease Web site at <http://www.safie.hq.af.mil/afropa/index.asp>

### **3.0 SCOPE**

The contractor shall provide a full range of Advisory and Assistance Services (A&AS) in support of AFRPA's and AFCEE's staff, hierarchical principals and customer base pursuant to its entire real estate mission. These services shall include all three A&AS categories (management and professional; studies, analyses, evaluation; and engineering and technical) and shall be implemented by individual Task Orders (TO) which comprise all or part of the parameters in the scope of this PWS. These services will support any and all real estate programs, domains, and disciplines consistent with AFRPA's and AFCEE's roles and responsibilities. The contractor shall perform tasks that require knowledge of Federal, State, and/or local regulations and statutes, as well as Air Force and DoD regulations and documentation. The contractor shall provide logistical and organizational support for the conduct of studies, workshops, conferences and technical assistance site visits at Air Force installations. The contractor shall perform requirement studies and analyses; review documents and drawings, perform cost, risk and feasibility analyses; prepare required documentation to include technical reports or specialized graphics; assist in and present technology demonstrations, and facilitate technical workshops and partnering meetings. The contractor shall develop support documents to include solicitation documents, real estate appraisals, land leases and conveyance documents. The contractor shall evaluate private sector and business proposals, use agreements, management and operations plans, and other financial and legal instruments currently in use in the private sector pursuant to the Air Force's policy of promoting the efficient and economical use of Air Force real property assets. The contractor shall develop and employ application programs in support of the AFRPA's and AFCEE's requirements. The contractor shall provide occasional expert testimony and paralegal support pursuant to issues germane with AFRPA's and AFCEE's role with clients. These activities may require proven and/or innovative technologies and methods to accomplish the work. The contractor shall function as an integral part of the AFRPA and AFCEE team locally and at all Air Force locations. The contractor shall not control nor direct other DoD contractors and their programs. The contractor shall not control nor direct Government personnel. The work to be performed by the contractor shall be specified in individual Task Orders. Task Orders will typically require performance of one or more of the tasks described in the Requirements section.

### **4.0 APPLICABLE DOCUMENTS**

The contractor shall comply with all DoD, Federal, Air Force, State, and local regulatory agency requirements, and applicable statutes, policies, regulations, standards, policy letters, rules, and Presidential Executive Orders, including all changes and amendments in effect on the date of issuance of each TO, including but not limited to those cited below, and their amendments, unless specifically excluded or modified within an individual TO. Pursuant to the requirements of this PWS, the contractor shall use all applicable documents to include, but not limited to: (Note: Additional documents may be incorporated as determined at the TO level.)

DOD 7000.14R, Volume 12, Chapter 14, Transferring, Disposing, and Leasing of Real Property and Personal Property  
Uniform Standards of Professional Appraisal Practice (USPAP)

Title 10, U.S.C. Part IV, Chapter 159, Real Property; Related Personal Property; and Lease of Non-Excess Property

Title 10, U.S.C. 2662, Real Property Transactions: Reports to Congressional Committees

Title 10, U.S.C. 2667, Leases: Non-Excess Property of Military Departments

Title 10, U.S.C. 2684, Cooperative Agreements for Management of Cultural Resources

Title 10, U.S.C. 2688, Utility Systems: Conveyance Authority

Title 10, U.S.C. 2805, Unspecified Minor Construction

Title 10, U.S.C. 2869, Conveyance of Property at Military Installations to Limit Encroachment

Title 40, U.S.C. 102, Definitions

AFRPA Enhance Use Lease (EUL) Playbook

Executive Order 13327, Federal Real Property Asset Management

Air Force Policy Directive (AFPD) 32-90, Real Property Asset Management

Air Force Policy Directive (AFPD) 90-17, Energy Management

Air Force Instruction (AFI) 90-1701, Energy Management

Applicable Office of Management and Budget (OMB) Scoring Considerations

Air Force Instruction (AFI) 32-6007, Privatized Family Housing

## **5.0 MANAGEMENT AND REPORTING**

### **5.1 Key Personnel**

The contractor's Program Manager is its key agent in this contract. The contractor's Program Manager shall be the direct (transparent to AFCEE) link to its corporate offices regarding all technical and functional aspects of the performance of this contract. The Program Manager's influence and performance in these matters must always be toward the greater good of the accomplishment of AFRPA and AFCEE's diverse mission. The contractor's Program Manager shall remain in constant interaction with the Government Program Managers on all issues pursuant to contract-level and program operation.

### **5.2 Daily Interaction**

Requirements include efficient management of TOs including proactive interaction with Government Program Management, Contracting Officer and representatives, AFCEE principals and POCs, as well as accurate, on-time submittals of contract deliverables and timely identification and solution of impediments to successful mission execution. The contractor shall provide direct interface and frequent communications with the Government point of contact assigned with the task orders. The contractor is responsible for advising the designated point of contact of the status of the work. The contractor shall promptly notify the Contracting Officer (CO) of any issues or problems requiring Government attention or a Government response. AFCEE will rely on the contractor's expertise in recognizing and addressing problematic issues, and providing team-driven solutions commensurate with the greater good of AFRPA and AFCEE's mission. The contractor shall communicate with Government POCs to whatever degree necessary in order to discharge full responsibility of this PWS.

### **5.3 Management Deliverables and Reporting**

There are 31 Contract Data Requirements Lists (CDRL) in this contract. One CDRL is reserved for monthly reporting and the others are used extensively throughout the contract as prescribed in the Requirements section of this PWS. The contractor's management shall be responsible for the following reports:

5.3.1 Contractor's Progress, Status and Management Report (PSMR). The contractor shall prepare a monthly PSMR for each active task order. Each PSMR shall be referenced by task hierarchy and shall be organized to include status, issues, and anticipated actions (e.g. remaining work and closeout). (CDRL B005)

5.3.2 Program Management Status Report. The contractor shall prepare a quarterly Program Management Status Report. The report shall be an executive summary of all work under the contract and any current or projected issues. Working with the AFCEE's Program Manager, the contractor's Program Manager shall ensure adequate coverage of all program aspects and specific agenda in the report. At least seven (7) calendar days prior to the scheduled Program Management Review (PMR) meeting, the contractor's Program Manager shall provide a copy to the AFCEE Program Manager. (Note the CDRL used for this management deliverable is not separate and distinct like the other management deliverable prescribed above.) (CDRL B005)

5.3.3 Integrated Master Plan (IMP) and Integrated Master Schedule (IMS). The contractor shall prepare and submit or update an IMP and/or IMS as specified in each task order for Government review and acceptance. The IMP and/or IMS shall outline the contractor's proposed activities and schedule to complete the specific requirements of that task order. The final IMP and/or IMS shall be used to baseline all future PSMR and Program Management Status Reports. (CDRL B006)

The Contractor shall submit all deliverables via the AFCEE website utilizing the Contract Deliverables Upload Tool (CDUT) at <http://www.afcee.lackland.af.mil/contracting>

### **5.4 Data Repository**

The contractor shall establish and maintain a data repository at their local facility. The repository shall include, and have the ability to transfer to the Government, project documentation generated by the contractor in support of the specific task order. (CDRLs B007, B009)

### **5.5 Government Oversight**

The Government will perform contract surveillance on this contract. A performance plan will be implemented under the Basic PWS and as identified in paragraph 10.0 Services Summary at time of award. The plan will be discussed in detail at the post-award orientation and will be actively discharged throughout contract performance.

## **6.0 REQUIREMENTS**

### **6.1 Value Based Transactions/Enhanced Use Leasing**

The processes and deliverables envisioned for this PWS are divided into multiple phases. The following paragraphs describe the phases related to the asset management responsibilities of the Government arising from the authorities provided by the Military Leasing Act, 10 U.S.C. § 2667. The Air Force has the authority to enter into leases of non-excess real or personal property under the ownership or control of the Air Force. AFRPA has developed a playbook to address the processes and policies relevant to entering into a lease under the VBT/EUL authority embodied in the Military Leasing Act. The contractor may be asked to complete feasibility analyses to determine whether it would be advantageous to the Air Force to lease particular non-excess real estate assets. The contractor may be asked to explore commercial leasing opportunities associated with real estate; energy projects (including, but not limited to: solar, wind, geothermal, nuclear, biomass, natural gas) which may or may not involve a Power Purchase Agreement; natural infrastructure; and other local or niche opportunities. The contractor shall perform all activities associated with the PWS to obtain Government approval, from development of the concept through selection of the lessee and closing of the real estate transaction. (CDRL B008)

#### **6.1.1 Project Identification**

The objective is to evaluate candidate properties and identify potential opportunities suitable for leasing. The contractor shall plan, attend, and facilitate a Site Orientation Visit (SOV), which shall include an in/out-brief to the Base leadership. The contractor shall prepare an installation-wide inventory of potential VBT/EUL opportunities and complete a Concept Opportunity Study (COS) for each candidate property. The COS will evaluate each of the candidate properties taking into account relevant real estate market conditions, the property's competitive position in the marketplace, the Air Force's non-excess justification, facility needs, operational impacts, compatibility with adjacent parcels, availability of support infrastructure (e.g., utilities and roads), environmental issues, and security/force protection issues identified by installation leadership/personnel.

The contractor shall evaluate the potential returns and risks associated with each candidate property based on real estate data from the applicable geographic market and an evaluation of the characteristics of the candidate property and give its opinion of the Highest and Best Use of each identified VBT/EUL candidate property, which should identify the best approach to maximize the project's value, as reflected in the COS risk/return analysis, and address and analyze key stakeholders' concerns and expectations.

The Air Force desires a COS that provides an accurate and fair estimate of fair market value, including non-monetary benefits, a detailed analysis of the local real estate sub-market, as well as identification and recommended mitigation of any constraints or risks due to internal (e.g. operational, force protection, infrastructure, environmental) or external (e.g. market, community,

political) factors. The Air Force intends to use the COS as a basis for its decisions whether to proceed with a VBT/EUL project.

The product required of the contractor to satisfy Project Identification is the COS, all products (appraisals, surveys, market research, etc.) required to complete the COS, and a COS Briefing (using PowerPoint slides or their equivalent) evaluating, identifying and describing VBT/EUL candidate properties and opportunities which may include, but are not limited to, land, buildings, energy, and natural infrastructure assets to obtain necessary approvals to terminate or proceed with the VBT/EUL project. The EUL Playbook and templates will be obtained from the applicable AFRPA or AFCEE Project Manager. (CDRLs A001, A002, A003, A007, A013, A014, B001, B002, B003, B004)

### **6.1.2 Project Definition and Acquisition**

The objective of Project Definition and Acquisition is to analyze and define particular leasing opportunities with sufficient specificity to enable the Air Force to approve or reject execution of the project(s). The contractor shall work with a Project Deal Team (DT) comprised of functional experts from the Installation, MAJCOM, AFRPA, AFCEE, and other Air Force stakeholders such as AFCESA, AAFES, AFSVA, etc. The major tasks required of Project Definition and Acquisition are: project website creation and maintenance; development of Business Case Analysis (BCA)/Feasibility Study (FS); development, completion, and posting of the Request for Proposals (RFP)/Request for Qualifications (RFQ); compiling and providing answers to RFP/RFQ questions; planning and execution of an Industry Day; completing after action report; and the provision of expert real estate and other applicable expertise (e.g., energy, medical, etc.) source selection support while assisting the DT in making their Highest Ranked Offeror (HRO) recommendation. A non-FAR source selection is performed to identify a developer with whom the Air Force will negotiate the prospective lease. At the culmination of Project Definition and Acquisition, a recommended property specific project is valued, further defined, solicited, and HRO selection is recommended to the Air Force Source Selection Authority (SSA). The contractor shall provide support throughout the project approval process. (CDRLs A001, A004, A005, A006, A007, A008, A015, A016, A017, A018, A019, B001, B002, B003, B004, B010)

### **6.1.3 Project Negotiation & Lease Signing**

The objective of Project Negotiation & Lease Signing is to facilitate all activities leading to the signing of transactional documents and closing of the transaction. Following the Government's selection of the HRO, the contractor shall provide technical, administrative, legal and other applicable expertise (e.g., energy, medical, etc.) necessary to facilitate the transaction closing process. The contractor shall develop a Term Sheet that outlines the material terms and conditions of the proposed lease. The project is considered complete when: (i) all required real estate and financial instruments are jointly executed by the Air Force and the HRO, (ii) all documents are recorded as required by law, (iii) all documents and requirements set forth on the transaction closing checklist have been received and/or satisfied, (iv) all required deliverables have been received, and (v) the lead Government attorney and the DT lead certify the project is

complete and that all applicable information has been received to the satisfaction of the Government. (CDRLs A001, A007, A009, A010, A015, A017, A018, A020, A021, B001, B002, B003, B004, B008)

The contractor may be asked to provide the following legal support:

- Provide assistance in due diligence, perform legal research, and have knowledge of local laws and practices.
- Prepare draft transactional documents and obtain AF counsel approval on all versions prior to distribution
- Prepare final form of transactional documents and obtain AF counsel approval on same prior to distribution
- Provide, at closing, a written legal opinion letter in favor of the Air Force certifying that the transactional documents are fully enforceable in the jurisdiction in which the installation is located and that the transactional documents fully and accurately incorporate all the business terms and conditions contained in the HRO's proposal.
- Other tasks and services typically performed by an attorney to properly close and record a real estate transaction.

## **6.2 Military Housing Privatization Initiative (MHPI)**

The processes and deliverables envisioned for MHPI are divided into Work Segments (WSs) for each individual Task Order issued. The following paragraphs describe the WS related to the privatization of military housing and other real estate assets; concept development through selection of the Highest Ranked Offeror (HRO) and the real estate and financial transaction closure.

The contractor shall develop a uniform Project File Plan that is consistent across MHPI projects and provides ready access to documents in a timely manner. The File Plan shall consist of all required documents and will be specified in each individual TO. (CDRL B008)

### **6.2.1 MHPI Work Segment (WS) #1 - Feasibility Assessment and Concept Development**

The objective of MHPI WS#1 is development of a Feasibility Assessment Report, which determines the feasibility and viability of projects at candidate Air Force Bases. The contractor shall plan, attend, and facilitate a Site Orientation Visit (SOV) and Project Development Team (PDT) Workshops, which shall include an in-/out-brief to the Base leadership and an introductory meeting with PDT members at each Base. During these visits or as a part of the assessment, the contractor shall conduct a market survey, gather technical data, and develop the notional schedule and project concept. An approved project schedule and project concept shall be developed with the PDT members. The contractor shall develop a concept financial package (Economic Analysis, Pro forma, Budget Scoring Report, etc.). (CDRLs A001, A004, A007, A013, A014, A015, A016, A017, A018, B001, B002, B003, B004)

### **6.2.2 MHPI Work Segment (WS) #2 - Request for Proposal or Request for Qualifications (RFP/RFQ) Development**

The objective of MHPI WS#2 is to prepare and develop the solicitation documents for a non-FAR real estate transaction. The solicitation may incorporate the Single-Step or Two-Step processes, for a single Base or a Base grouping. The contractor shall gather, compile, and resolve issues on technical documents associated with the preparation and development of the RFP/RFQ and Appendices. During this phase, the contractor shall attend and facilitate the PDT workshop(s) to support the review and approval of the RFP/RFQ and associated documents, e.g., RFP/RFQ Appendices, RFP/RFQ Comment Tracking Sheet, legal and financial documents, and Command and Executive Steering Group meetings/briefings. (CDRLs A001, A004, A005, A007, A019, B001, B002, B003, B004)

### **6.2.3 MHPI Work Segment (WS) #3 - Project Acquisition**

The objective of MHPI WS#3 is to facilitate all activities leading to the issuance of the RFP/RFQ, proposal assessments, financial, and transaction closing. The contractor shall market the project, conduct an Industry Forum (IF), facilitate the issuance of the RFP/RFQ, evaluate proposals from offerors, prepare draft financial package (Economic Analysis, Pro forma, Budget Scoring Report, etc.), facilitate oral presentations, and assist the Air Force in determining and selecting the most advantageous offer to the Air Force through a competitive procurement process. The contractor shall attend and participate in the Acquisition Support Team training for each Installation. The contractor shall support a debriefing meeting at HQ AFCEE/HPE, San Antonio, Texas. (CDRLs A001, A005, A006, A007, A008, A015, A017, A018, B001, B002, B003, B004)

### **6.2.4 MHPI Work Segment (WS) #4 - Transaction Closure**

The objective of MHPI WS#4 is to facilitate all activities leading to the signing of transaction and financial instruments and closing of the privatization transaction. Following Air Force selection of the most advantageous proposal, the contractor shall provide technical, administrative, and other support necessary to facilitate the transaction closure process and provide to the Air Force fully recorded transactional documents, which include all closing documents set forth on the transaction closing checklist (i.e. legal, business, program, proposals, etc.), final financial package (Economic Analysis, Pro forma, Budget Scoring Report, etc.), legal opinion letters, and other transactional documents affecting the award and completion of a project. Transaction is considered complete when: (i) all required real estate and financial instruments are jointly executed by the Air Force and the successful developer/financier, (ii) all documents are recorded as required by law, (iii) all documents and requirements set forth on the transaction closing checklist have been received and/or satisfied, (iv) all required deliverables have been received, and (v) the Government Attorney, Project Manager, and Financial Manager certify the project is complete and that all applicable information has been received to the satisfaction of the Government. The contractor shall plan and execute a transition workshop and associated tasking at each Base. (CDRLs A001, A007, A010, A015, A017, A018, A020, A021, B001, B002, B003, B004)

## **6.3 Support**

The contractor shall conduct weekly and special occasion conference calls to update team on progress of scheduled activities, record minutes of any meetings, update and maintain a project schedule as milestones are completed. The contractor shall provide support throughout the project approval processes. (CDRLs B001, B002, B003, B004)

## **7.0 LITIGATION SUPPORT (LS)**

In the event a protest or legal action is filed, the contractor may be asked to provide litigation support to the Air Force. Payment will be based on completion of Deliverables, as requested by the Government. (CDRLs A001, A007, A012, B009)

As a part of LS, the contractor may be required to:

- Compile all project documents and records that the Government considers necessary. The contractor will perform the following tasks, as applicable.
  - Assist the Government with the preparation of the Administrative Record or Partial Administrative Record which may include, but is not limited to, the following items:
    - Request for Qualifications (RFQ) and Appendices, including, but not limited to, all published draft RFQs and the final published RFQ and information regarding dates issued
    - All published Amendments to the RFQ and information regarding dates issued
    - All Clarifying Questions to the RFQ and information regarding dates issued
    - All Qualifications received in response to the RFQ
    - All Evaluation Notices (ENs)
    - All EN Responses
    - All offerors Evaluation/Reevaluation Documents, including, but not limited to, the scoring model evaluations, pro forma evaluations, and all electronic and hard copy communications between the offerors and the contractor regarding clarification of their proposal
    - All Unsuccessful Offeror notification letters and dates issued
    - All Unsuccessful Offeror debrief materials and dates thereof
    - Source selection documents, memorandums and back-up documentation related thereto, including, but not limited to, the Source Selection Decision Document (SSDD) and any amendments thereto, and the Final Briefing to the SSA, including narratives
    - Selection notice and related documents, including, but not limited to, the Notice to Highest Ranked Offeror (HRO) (Memorandum)

- Correspondence by, between, or among the Government, its agents, the contractor, any elected official, or others
- Assist the Government with the preparation of any and all original and supplemental pleadings and motions that the Government files with the Court. These pleadings and motions may include, but are not limited to:
  - The Government's Answer to the Complaint
  - The Government's Motion for Summary Judgment
  - The Government's Response to a Motion for Summary Judgment
  - The Government's Reply to a Response to the Government's Motion for Summary Judgment.
- Assist the Government with its preparation for status conferences and oral argument(s) before the Court, if required.
- Participate in depositions, if requested by the Air Force or required by the Court.
- Travel to any hearings, as requested, for support and provide testimony, if required or requested.
- Provide an After-Action Report

## **8.0 LEGAL SUPPORT SERVICES**

The Government retains the responsibility for obtaining its own legal services on any matter in connection with the TO. The contractor is encouraged to avoid the retention of legal services that are duplicative and result in unnecessary expense.

The contractor will obtain its own legal counsel to review, evaluate, and render its legal opinion that the transactional documents are fully enforceable in the jurisdiction in which the Installation is located and that the transactional documents fully and accurately incorporate all the business terms and conditions contained in the HRO's proposal. If multiple legal opinion letters are produced by different firms because of state licensures or for any other reason, then the contractor will require its legal counsel to incorporate those separate opinion letters into its legal opinion letter. In the event the contractor obtains other legal services in connection with this contract and seeks to pass the expense of those services to the Government, it will not do so without evidence of the prior written approval by the AFCEE CO as to both the nature of the services to be provided to the contractor and projected expense. (CDRL A011)

### **8.1 Responsibility for Legal Support Services**

For each TO that includes legal services, the contractor will be required to confirm whether the budget for the TO includes funds for the payment of legal support services provided to the contractor.

## **9.0 FURNISHED INFORMATION AND MATERIAL**

### **9.1 Government-Furnished Information**

The contractor shall use the following documents to include, but not limited to (subject to updates): (Note: Additional documents may be incorporated as determined at the TO level).

- Installation specific technical information, as required
- CD containing current EUL Playbook and EUL templates
- Notional schedule of milestones in Microsoft Project format
- Briefing Slides Format
- The Air Force VBT/EUL Generic RFQ and Appendices
- After-Actions Report Format
- Notice of Opportunity to Lease Template
- Format and guidance for development of the Economic Analysis and Pro forma Reports
- Budget Scoring Analysis Format (when/if required)
- Industry Forum (IF) checklist and Lessons Learned from other Installations
- The Air Force MHPI Generic RFP/RFQ and Appendices
- Notional schedule of milestones in Microsoft Project format
- Format and guidance for development of the Economic Analysis and Pro forma Reports
- Family Housing Master Plan (FHMP) and Housing Requirements and Market Analysis (HRMA) for each Base with regard to Task Orders associated with MHPI
- Housing Community Profile (HCP) for each Base with regard to Task Orders associated with MHPI
- AST Training Slides and Handouts
- IF checklist and Lessons Learned from other Bases
- Preliminary DD Form 1391
- Fact Sheet Template
- Installation specific technical information, as required

### **9.2 Contractor-Furnished Materials**

The contractor shall furnish all labor, facilities, supplies, and equipment necessary to perform tasks identified herein, unless explicitly stated otherwise and as agreed to by the Air Force.

## **10.0 SERVICES SUMMARY**

The PWS for each task order shall include a service summary, which consists of the Government's performance objectives, thresholds, and methods of surveillance. The services summary is developed at the task order level.

## **11.0 CONTINUATION OF ESSENTIAL DEPARTMENT OF DEFENSE (DoD) CONTRACTOR SERVICES DURING CRISIS**

The performance of these services is not considered to be mission essential during time of crisis. Should a crisis be declared, the Contracting Officer or his/her representative will verbally advise the contractor of the revised requirements, followed by written direction.

## **12.0 POINTS OF CONTACT**

### **12.1 Contracting Officer (CO)**

To be identified on each TO.

### **12.2 Government Contracting Officer Representative (COR) and Deal Team (DT) Lead**

To be identified on each TO.

## **ABBREVIATIONS AND ACRONYMS**

A&AS – Advisory and Assistance Services  
AAFES – Army & Air Force Exchange Services  
AAR – After Action Report  
AFCEE – Air Force Center for Engineering and the Environment  
AFCESA – Air Force Civil Engineer Support Agency  
AFI – Air Force Instruction  
AFPD – Air Force Policy Document  
AFRPA – Air Force Real Property Agency  
AFSVA – Air Force Services Agency  
AST – Acquisition Support Team  
B&L – Business & Leasing  
BCA – Business Case Analysis  
CD – Compact Disk  
CDRL – Contract Data Requirements Lists  
CO – Contracting Officer  
COR – Contracting Officer’s Representative  
COS – Concept Opportunity Study  
CPP – Contractors Performance Plan  
DoD – Department of Defense  
DT – Deal Team  
EA – Economic Analysis  
EN – Evaluation Notice  
ESG – Executive Steering Group  
EUL – Enhanced Use Lease  
FAR – Federal Acquisition Regulations  
FHMP – Family Housing Master Plan  
FMV – Fair Market Value  
FS – Feasibility Study  
GDP – Gross Domestic Product  
HCP – Housing Community Profile  
HRMA – Housing Requirements and Market Analysis  
HRO – Highest Ranked Offeror  
IF – Industry Forum  
MAJCOM – Major Command  
MHPI – Military Housing Privatization Initiative  
OMB – Office of Management and Budget  
PDT – Project Development Team  
POC – Point of Contact  
PSMR – Progress, Status and Management Report  
PWS – Performance Work Statement  
Q&A – Questions and Answers

RESS – Real Estate Support Services  
RFP – Request for Proposal  
RFQ – Request for Qualifications  
SAF/GCN – Deputy Assistant Secretary of the Air Force, General Counsel for Installations and Environment  
SME – Subject Matter Expert  
SON – Statement of Need  
SOV – Site Orientation Visit  
SSA – Source Selection Authority  
SSB – Source Selection Briefing  
SSDD – Source Selection Decision Document  
SON – Statement of Need  
TBD – To Be Determined  
TO – Task Order  
VBT – Value Based Transaction  
U.S.C. – United States Code  
USPAP – Uniform Standards of Professional Appraisal Practice  
WS – Work Segment