



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE  
BROOKS AIR FORCE BASE, TEXAS

07 JUL 1999

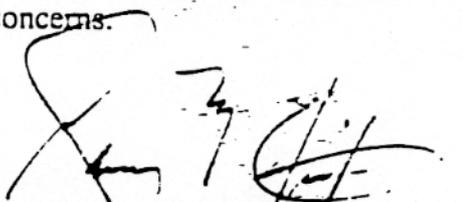
MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ AFCEE/CC  
3207 North Road  
Brooks AFB TX 78235-5363

SUBJECT: Final Charter, Air Force Center for Environmental Excellence (AFCEE),  
Housing Privatization Center of Excellence (Worldwide Action Item 98-6)

Attached is the final charter for the AFCEE Housing Privatization Center of Excellence, as discussed during the Worldwide CE Conference here in San Antonio. The charter incorporates many comments received from MAJCOMs, resulting from our 23 Dec 98 letter containing the draft charter.

As you can see from the charter, our intention is to offer you, our customers, a full range of services to make your privatization initiatives successful. My points of contact on these documents are Mr. Perry Potter, at DSN 240-3032 or Mr. James Willingham at DSN 240-3783. Please give them a call if you have any questions or concerns.

  
GARY M. ERICKSON, P.E.  
Director

Attachments:

1. Charter
2. Schedule of Privatization Services



**CHARTER  
FAMILY HOUSING  
PRIVATIZATION CENTER OF EXCELLENCE**

The 1996 National Defense Authorization Act provides alternative financing tools to accelerate Air Force housing revitalization programs for the benefit of Air Force members and their families.

**BACKGROUND:**

The Air Force Center for Environmental Excellence (AFCEE) is designated by The Air Force Civil Engineer as the Military Family Housing Privatization Center of Excellence. AFCEE is tasked to provide Major Commands (MAJCOMs) with technical and management expertise to execute their housing privatization initiatives and secure quality housing for Air Force families through innovative financing arrangements with the private sector.

**OBJECTIVES:**

Assist MAJCOMs in execution of privatization initiatives  
Provide cradle-to-grave program management  
Provide professional and technical assistance through each phase of a project: Project Identification, Development, Acquisition, Management, and Close Out

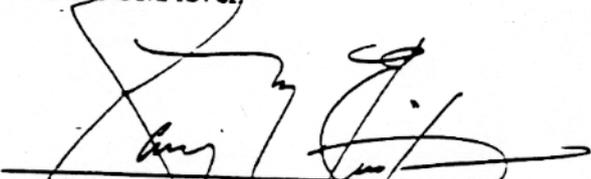
**GUIDING PRINCIPLES:**

1. MAJCOMs retain the overall ownership for each Family Housing privatization project. When AFCEE is assigned Source Selection Authority (SSA) the MAJCOM will act as co-chair with the AFCEE Director.
2. AFCEE will serve as the primary service agent on all housing privatization efforts to complete feasibility analyses, develop project submittals, and provide support to the integrated acquisition teams which will execute the projects.
3. AFCEE will develop, make available and maintain a "Tool Box" of document templates and a full array of consultants to accomplish privatization initiatives.
4. AFCEE will develop a detailed project execution schedule that identifies all base-level tasks, and the level of effort needed to complete each task, identifying actions to be completed by either AFCEE, contract support or the MAJCOM.
5. AFCEE, in conjunction with the MAJCOM and the installation, will develop and implement a project-specific management plan (PMP) for each project in accordance with the attached schedule of services.

**ORGANIZATION AND SERVICES:**

AFCEE's capabilities include a cadre of experienced engineers and architects dedicated to the execution of Family Housing Programs, a dedicated staff of contracting specialists experienced in source selection processes, and contracts to assist with environmental, engineering, finance, real estate and other issues surrounding privatization. In addition, AFCEE will maintain knowledgeable Family Housing specialists who, in concert with the above resources can provide guidance and experience towards achieving the Air Force's privatization goals and developing projects. Center of Excellence actions will include an

expanded agent role assisting MAJCOMs and installations in the early stages of concept definition and development, during solicitation and award phases, implementing the Deal-Maker contract, and providing assistance on a strategic approach to housing privatization at MAJCOM level)



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GARY M. ERICKSON, P.E.  
Director, AFCEE



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EUGENE A. LUPIA, Maj Gen, USAF  
The Civil Engineer  
DCS/Installations and Logistics

1 Atch  
Schedule of Services

# SCHEDULE OF PRIVATIZATION SERVICES

PRIVATIZATION PHASE	SERVICES AVAILABLE			
<b>1 - Project Identification</b> <ul style="list-style-type: none"> <li>• Define Requirements</li> <li>• Conduct Preliminary Analysis</li> <li>• Program Project requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Market Analysis</li> <li>• Proforma Support</li> <li>• Housing Community Plan</li> <li>• Family Housing Facility Assessment</li> <li>• Conduct Environmental Analysis (EBS, EA)</li> <li>• Feasibility Studies</li> <li>• Assistance in developing DD Form 1391</li> </ul>	Consultant Support	"Best Practices" Clearinghouse	"Key Decisions"
<b>2 - Project Definition</b> <ul style="list-style-type: none"> <li>• Evaluate Opportunities for Using Authorities</li> <li>• Review and Approve Concept</li> </ul>	<ul style="list-style-type: none"> <li>• On-site requirements and design charrettes</li> <li>• Facilitate Integrated Process-Team Meetings</li> <li>• Concept briefing preparation</li> <li>• Facilitate interface with other housing stakeholders (community, contractors, residents, base leadership)</li> <li>• Develop Acquisition Plan</li> </ul>			
<b>3 - Project Acquisition</b> <ul style="list-style-type: none"> <li>• Develop Acquisition Documents</li> <li>• Submit Notifications</li> <li>• Issue Solicitation</li> <li>• Evaluate Response to Solicitation</li> <li>• Submit Notification and Secure Funds Authorization</li> <li>• Award</li> </ul>	<ul style="list-style-type: none"> <li>• RFP and/or LLP Development</li> <li>• Manage Solicitation Process</li> <li>• Make needed public and regulatory announcement</li> <li>• Augment Source Selection Board (when not Service Agent)</li> <li>• Deal-maker Contract</li> <li>• Housing-specific QA training</li> </ul>			
<b>4 - Project Management</b> <ul style="list-style-type: none"> <li>• Initiate Project</li> <li>• Provide Project oversight and Ensure Compliance</li> <li>• Conduct Financial Planning and Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and train project management team</li> <li>• Develop Project Management Plan</li> <li>• Provide Project Oversight/Ensure Compliance</li> <li>• Consultant support (Title II, SETA)</li> <li>• Lesson Learned Workshops</li> <li>• Establish/add to loan servicer and portfolio management contract</li> <li>• Oversight of Annual Payment and Periodic Reviews</li> </ul>			
<b>5 - Project Close-Out</b> <ul style="list-style-type: none"> <li>• Asset Disposition</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in determination of appropriate "exit" strategy</li> </ul>			