



Air Force Enhanced Use Lease (EUL) Playbook

Air Force Civil Engineer Center

Strategic Asset Utilization Division

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The purpose of the EUL Playbook is to provide process narratives for each phase in a typical EUL project. This Playbook is a general guide that can be tailored and applied as necessary to develop project-specific plans and schedules. The Playbook is intended for use by Air Force EUL participants at various levels. In addition, it is intended to provide insight into the Air Force EUL process to stakeholders outside the Federal Government, including developers and local communities.

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INTRODUCTION

An Enhanced Use Lease (EUL) is a lease by the Air Force pursuant to Title 10, United States Code (U.S.C.) Section 2667, *Leases: Non-Excess Property of Military Departments and Defense Agencies*, of real or personal property under the control of the Secretary of the Air Force to a public or private-sector lessee. The Air Force leases the property to the lessee in exchange for cash and/or in-kind consideration that is at least equal to the property's fair market value (FMV).

The Strategic Asset Utilization (CIU) Division of the Air Force Civil Engineer Center (AFCEC) representing the Deputy Assistant Secretary of the Air Force for Installations (SAF/IEI) is responsible for the optimization of Air Force "non-excess" assets through the use of Value Based Transaction (VBT) tools, such as EULs. EULs enable "non-excess" real property assets to be leased to private or public entities in accordance with Air Force Policy Directive 32-90, Real Property Asset Management, which directs that "...the Air Force...manage its real property assets in accordance with market based principles inherent within Executive Order 13327 'Federal Real Property Asset Management' and other applicable federal statutes and DoD directives."

The EUL program can leverage third party financing to meet Air Force asset management, renewable energy, encroachment management, and energy security goals. SAF/IEI policy directs that 100% of the first \$1M and 50% thereafter of yearly proceeds from EULs are returned to the installation from which they originated. However, if the installation has identified and been approved for a specific project for which it will use the funds, the installation may keep the entire amount up to the estimated cost of the project. Cash and/or in-kind consideration from EULs enable installation projects, such as construction of new facilities and the renovation and/or maintenance of existing buildings. An AFCEC/CIU goal is to pursue EUL projects that benefit all stakeholders by optimizing the value of non-excess Air Force properties, stimulating the local economy, and enhancing the Air Force mission.

Potential EUL properties must comply with "non-excess" and "mission compatible" requirements and criteria in 10 U.S.C. § 2667 and Air Force Instruction (AFI) 32-9003. "Non-excess" property in general terms includes those assets that are not anticipated to be needed for the duration of the lease, but which the Air Force may need at a future date or needs to retain ownership of for a mission-related reason. In addition, the prospective lessee's use of the asset must be compatible with adjacent Air Force uses. In selecting candidate assets, consideration should be given first to operational and force protection issues. If the asset is easily severable from the installation, it may be possible to minimize operational and force protection impacts.

A typical EUL project is managed in seven phases, the first four of which are managed by AFCEC/CIU and discussed in this Playbook. Please refer to the AFCEC/CIM Playbook for direction in the final three phases of the EUL process. When appropriate, other divisions and agencies will be integrated into the EUL process.

- Phase 0 – Project Identification
- Phase 1 – Project Definition
- Phase 2 – Project Acquisition
- Phase 3 – Lease Negotiations & Closing

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- Phase 4 – Design & Construction (Managed by AFCEC/CIM)
 - Phase 5 – Sustainment (Managed by AFCEC/CIM)
 - Phase 6 – Termination (Managed by AFCEC/CIM)

EUL PLAYBOOK SCOPE

This Playbook does not replace, supersede, or circumvent existing DoD or Air Force policy. The purpose of the EUL Playbook is to provide process narratives in a standard, repeatable, transparent, defensible, accessible, and user-friendly way for each phase in a typical EUL. In order to accomplish EULs as efficiently and effectively as possible, it is anticipated that individual project circumstances and various other factors may require deviations from the Playbook. While this Playbook is generally presented sequentially, many of the procedures and activities can be performed concurrently. Furthermore, some of the activities may not apply to every EUL project.

Government requirements, such as U.S.C., AFIs, EOs, Government Accountability Office (GAO) recommendations, and National Environmental Policy Act (NEPA), are mentioned throughout the Playbook. This Playbook is a general guide that can be tailored and applied as necessary to develop project-specific plans and schedules. The EUL Playbook is intended for use by Air Force EUL participants at various levels. In addition, it is intended to provide insight into the Air Force EUL process for stakeholders outside the Federal Government, including developers and local communities. This Playbook replaces previous versions of the EUL Playbook. Refer recommended changes and questions about this Playbook to AFCEC/CIU.

EUL documents and specific project information can be found on the AFCEC EUL website (<http://www.afcec.af.mil/eul>). EUL program information can also be found on LinkedIn and YouTube.

ROLES AND RESPONSIBILITIES

The AFCEC/CI (Installations Directorate), representing SAF/IEI, is responsible for managing the Air Force's EUL program.

The AFCEC/CIU Division Chief executes the Air Force EUL program through two subordinate branches: AFCEC/CIUB (Business Development Branch) and AFCEC/CIUE (Execution Branch). AFCEC/CIUB is charged with identifying and documenting potential EUL opportunities. AFCEC/CIUE is responsible for EUL project definition, solicitation, negotiation, and ultimately lease signature by SAF/IEI. The AFCEC/CIU Division Chief chairs the Investment Committee (IC), which is the decision authority responsible for reviewing AFCEC/CIUB documented opportunities and determining if the opportunity should transition to AFCEC/CIUE based on numerous decision factors, including risk and return.

EULs are executed through an integrated Deal Team (DT) consisting of functional Subject Matter Experts (SMEs) from the installation, MAJCOM, Field Operating Agency (namely AFCEC), and Air Staff levels. The DT may be supplemented with public and private sector SMEs as the EUL project advances through the EUL lifecycle.

PHASE 0 – PROJECT IDENTIFICATION

Purpose: Phase 0 is a collaborative effort by AFCEC, MAJCOMs, installations, Advisory and Assistance Services (A&AS) consultants, and other internal/external stakeholders to identify EUL opportunities that are consistent with statutory, regulatory, and installation requirements, authorities, and limitations. Opportunities may originate from the installation, the MAJCOM, the public and/or private sectors, AFCEC A&AS consultants, AFCEC personnel, a utility company, or a host of other sources. During Phase 0, various market analyses, screening tools, and other data-gathering techniques are used to identify and vet potential EUL opportunities. The Phase 0 objective is to document the proposed EUL concept, draft a preliminary execution plan, and determine potential risks and returns through an Opportunity Assessment (OA). OA findings and recommendations are briefed to the IC. The IC approval is a prerequisite before the project proceeds to Phase 1, 2, or 3.

Step 0.1 – Initiate Desktop Analysis

AFCEC/CIUB monitors real estate and energy markets for potential EUL opportunities. At the same time, the EUL program is being marketed to developers, installations, and communities to garner their interest and their ideas for successful projects. Phase 0 analysis includes the following:

- Demand analysis, through review of various industry resources (periodicals, market research reports, commercial databases) and contact with brokers, appraisers, local utility providers, economic development councils, and developers. Examples of demand analysis include, but are not limited to, rental rates, vacancy rates, land values, Renewable Energy Credits (RECs), utility rates, population growth, unemployment rates, competitive analysis, location and site analysis, political and legal environment, and financial analysis.
- Inherently Governmental assessment of the proposed use for compatibility with peacetime and mobilization requirements, Air Installation Compatible Use Zone (AICUZ), public safety, and environmental vulnerabilities and analysis of alternatives.

Once an opportunity has been identified (through AFCEC research, unsolicited proposal, installation knowledge, etc.), meets mission compatibility, and is approved for further analysis, the AFCEC/CIUB Branch Chief assigns the EUL opportunity to a Government Team Lead (TL). The TL sets up an internal project folder to document the work for future reference, and begins collecting names/contact information for both internal and external stakeholders in order to gain an early understanding of costs/benefits for each.

- Internal stakeholders:
 - Wing Commander (i.e., FW/CC, BW/CC, MW/CC, ABW/CC, SW/CC) and Vice Commander
 - Mission Support Group Commander (i.e., MSG/CC) and Deputy Commander
 - Base Civil Engineer (i.e., BCE, CES/CC)
 - Deputy Base Civil Engineer (i.e., DBCE, CES/CD)
 - Installation Asset Manager (i.e., CES/CEI)
 - Community Planner (i.e., CES/CEN)
 - Environmental (i.e., CES/CEI, CES/CZN)
 - Real Estate Manager (i.e., CES/CEI)

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- Installation GIS (i.e., CES/CEN)
 - MAJCOM Civil Engineer (A7C) POC
 - Secretary of the Air Force General Council San Antonio (SAF/GCN-SA)
 - Secretary of the Air Force for Acquisition (SAF/AQ)
 - Air Force Legal Operations Agency, Environmental Law and Litigation Division-Field Support Center (AFLOA/JACE-FSC) (for certain environmental law issues)
 - External stakeholders:
 - City/County/Regional Planning Department
 - Economic Development Councils
 - Chambers of Commerce
 - Utility Companies
 - Developers

As requested, AFCEC/CIU may meet with private industry as well as local and state Government representatives inquiring about potential opportunities not advertised via Request for Qualifications (RFQ), Request for Proposal (RFP), Broad Agency Announcement (BAA), Industry Day, or any other Air Force-initiated solicitation or program.

Unsolicited EUL proposals are evaluated and processed similar to the procedures in Federal Acquisition Regulation (FAR) Subpart 15.6. These processes are detailed in the AFCEC Guide for Submission of an Unsolicited Proposal, available on the EUL website, and summarized below.

- AFCEC/CIUB requests assistance from SAF/GCN-SA, AFCEC/CIUE, and other FAR SMEs to apply FAR Subpart 15.6 Unsolicited Proposal processes to the evaluation and disposition of unsolicited EUL proposals.
- Unsolicited EUL proposals that are evaluated and tentatively approved by AFCEC/CIUB are documented and submitted to the IC for review and approval similar to other BD EUL opportunities.
- Unsolicited EUL proposal competitive exemption justifications are submitted to SAF/IEI for a Competitive Exemption Justification. Such an exemption must satisfy the requirements of 10 U.S.C. § 2667 (h)(2). The Competitive Exemption Justification package includes the proposed acquisition strategy and support documents needed to illustrate how the project is expected to be executed.

Step 0.2 – Stakeholder Buy-In/Site Visit

In coordination with the installation POC, the TL may request approval to conduct a site visit for the purpose of obtaining stakeholder buy-in and to further vet the opportunity with each organization potentially affected by the project concept. The TL works with the installation POC to facilitate the coordination of the Non-Excess Justification and Mission Compatibility Memorandums to secure the signature of the Wing Commander (WG/CC).

Pre-site visit, the TL is responsible for the following:

- Scheduling stakeholder meetings (ensure installation is aware of external meetings).
- Developing the in-brief.

During the site visit, the TL briefs the installation leadership on the opportunity and meets with various installation stakeholders to provide additional information regarding the opportunity and the EUL program in general. If appropriate, the TL provides the installation POC with hard copies of the Non-Excess Justification and Mission Compatibility Memorandums for coordination of the WG/CC's signature. As part of the installation site visit, the TL is responsible for the following:

- Conducting the in-brief to explain the EUL process and initial findings through Desktop Analysis.
- Conducting meetings with stakeholders to explain opportunity, the stakeholders' roles, costs/benefits, and issues/challenges.
- Verifying Desktop Analysis assumptions.
- Refining the opportunity to address stakeholder concerns.
- Developing the site visit out-brief to explain findings and recommended next steps.

Post-site visit, the TL and AFCEC/CIUB Branch Chief meet to review the BD Product Checklist and OA Checklist, and assess the overall status of the EUL opportunity. The TL develops a clear path forward (e.g., RFI, RFQ, RFP, Sources Sought, Sole Source). In addition, the TL completes the following:

- Prepares and sends thank you letters to internal and external stakeholders engaged during the site visit.
- Briefs the MAJCOM/A7C POC (as applicable).
- Prepares a Site Visit Trip Report.

If additional information is needed about actual interest and potential development concepts, the TL may decide to issue a Request for Information (RFI). This is a short document of three to four pages, developed in coordination with SAF/GCN-SA, which asks questions of potential lessees and is posted on <https://www.fbo.gov>.

Regular communication between AFCEC/CIUB and the installation is important in order for the installation to have a full understanding of the status of the opportunity and next steps.

Step 0.3 – Opportunity Assessment (OA)

Once the requisite amount of due diligence, analysis, and research has been performed for a potential EUL opportunity, the TL and AFCEC/CIUB Branch Chief decide whether an OA is needed to document previous research and desktop analysis. The OA can be drafted while other steps in Phase 0 are occurring, but needs to be completed prior to the IC meeting. The AFCEC/CIUB Branch Chief tasks the TL to initiate the OA.

The OA documents research and due diligence performed in Phase 0, identifies risks, and provides an investment recommendation to the IC. The OA is brief and concise (typically, no more than 10-12 pages), yet comprehensive enough to capture the rationale behind a recommendation to either proceed or not proceed with a project. The basic elements of an OA are as follows:

- Market analysis supported by documentation from market/industry sources such as Platts, LoopNet, REIS, Site To Do Business (STDB), utility companies, real estate brokers, economic development councils, etc.
- Financial analysis with anticipated value and performance expectations.
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.

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- Risk analysis to include, at a minimum, the following risk factors: economics, environmental, mission security, real estate, and regulations. For energy projects, the analysis also addresses interconnection/off-take issues and additional regulatory concerns.
 - Recommended path forward for moving the opportunity to the next phase of the EUL process (i.e., Project Definition/Project Solicitation) with supporting justification for the recommendation.

A draft OA is submitted by the TL (through the AFCEC/CIU Contracting Officer's Representative (COR) if done by contract). The Draft OA is coordinated by the TL for comments from appropriate individuals (to include the Execution TL and legal representatives). After revising the draft OA, the TL delivers the Final OA to the AFCEC/CIUB Branch Chief.

Step 0.4 - Investment Committee (IC) Review

In preparation for the IC review, the AFCEC/CIUB TL coordinates with AFCEC/CIMP (the Real Property Management Division) and the AFCEC/CIU COR to complete the Level of Effort (LOE) Matrix and document lifecycle cost estimates for the proposed EUL. The TL also completes the EUL Decision Analysis to score the proposed project and document the project's strengths and weaknesses. The TL schedules and prepares briefing slides for an IC meeting, which is chaired by the AFCEC/CIU Division Chief and attended by various Air Force stakeholders, to determine if the opportunity is sufficiently developed to proceed to Phase 1. The AFCEC/CIUB TL submits read ahead slides and the final OA to the expected IC attendees at least 48 hours in advance of the IC meeting.

- The following Air Force stakeholders are invited to attend the IC meeting with others invited at the TL's discretion:
 - AFCEC/CIU Division Chief;
 - AFCEC/CIUE Branch Chief;
 - AFCEC/CIUB Branch Chief;
 - AFCEC/CIUE Team Lead;
 - AFCEC/CIMP Branch Chief;
 - SAF/GCN-SA.
- At a minimum, the IC briefing includes the following:
 - OA synopsis and recommendation;
 - OA highest and best use analysis;
 - OA expected financial return;
 - OA risk analysis;
 - OA recommended solicitation strategy;
 - Notional schedule;
 - LOE matrix data;
 - EUL Decision Analysis and score; and
 - Recommended course of action.

The TL prepares IC Meeting Minutes and a "Memorandum of Record" to document the IC's "go/no-go" decision. The AFCEC/CIU Division Chief signs the Memorandum, and the opportunity does one of the following:

- 1) Remains with the TL for additional due diligence;
- 2) Is temporarily placed "on hold" for possible future consideration;
- 3) Proceeds to Phase 1, Project Definition; or
- 4) Proceeds to another execution phase in accordance with the project-specific strategy.

If the project moves to Phase 1, the TL facilitates the transition of the project from the AFCEC/CIUB to AFCEC/CIUE.

Phase 0 Checklist

Complete? Date?	Task
Phase 0 - Opportunity Identification	
When Appropriate, Other Divisions and Agencies Will Be Integrated into the EUL Process	
Desktop Analysis	
<input type="checkbox"/>	AFCEC/Installation/MAJCOM/Community/Developer/Other Identifies Opportunity
<input type="checkbox"/>	AFCEC/CIUB Hosts Developer Day*
<input type="checkbox"/>	AFCEC/CIUB Branch Chief Buy-in
<input type="checkbox"/>	TL Creates Project Continuity Folder
Stakeholder Buy-In/Site Visit	
<input type="checkbox"/>	TL Engages Installation and MAJCOM
<input type="checkbox"/>	TL Develops Stakeholder Contact List (Internal and External)
<input type="checkbox"/>	TL Sends Opportunity Assessment Checklist to Installation (Checklist follows this list)
<input type="checkbox"/>	TL Obtains AFCEC/CIUE Support
<input type="checkbox"/>	TL Obtains SAF/GCN Support
<input type="checkbox"/>	TL, SAF/GCN and Installation Draft Non-Excess and Mission Compatibility Memos
<input type="checkbox"/>	AFCEC/CIUB Branch Chief Tasks A&AS Consultant to Begin Drafting OA
<input type="checkbox"/>	AFCEC/CIUE Branch Chief Assigns Execution Lead
<input type="checkbox"/>	TL Prepares Bullet Background Paper (BBP) of Opportunity and Uploads to Opportunity Folder
<input type="checkbox"/>	TL Schedules Site Visit*
<input type="checkbox"/>	TL Drafts Site Visit Agenda with Installation and Community
<input type="checkbox"/>	TL Develops Site Visit Briefings and Collaterals
<input type="checkbox"/>	TL Coordinates Site Visit In-Brief with AFCEC/CIU Division Chief
<input type="checkbox"/>	TL, SAF/GCN, and Installation Finalize Non-Excess and Mission Compatibility Memos
<input type="checkbox"/>	TL Sends In-Brief as Read-Ahead to Installation
<input type="checkbox"/>	TL Conducts Site Visit
<input type="checkbox"/>	TL Prepares Site Visit Out-Briefs
<input type="checkbox"/>	TL Prepares and Distributes Site Visit Trip Report
<input type="checkbox"/>	TL Sends Thank You Notes to Site Visit Personnel
<input type="checkbox"/>	TL Engages MAJCOM/A7C POC of Opportunity Status (Ongoing)
<input type="checkbox"/>	TL Updates BBP
<input type="checkbox"/>	Installation Returns Opportunity Assessment Checklist to TL
<input type="checkbox"/>	Installation Identifies & Sends Pre-existing Environmental Documents (Related to Potential Project Site) to TL
<input type="checkbox"/>	TL and Installation Begin Process of Filling Out AF Form 813
<input type="checkbox"/>	Installation Leadership Signs Non-Excess Memo and Returns to AFCEC/CIUB

Complete? Date?	Task
<input type="checkbox"/>	Installation Leadership Signs Mission Compatibility Memo and Returns to AFCEC/CIUB
<input type="checkbox"/>	TL, SAF/GCN, Installation, 772 nd Prepare RFI*
<input type="checkbox"/>	Post RFI on EUL Public Website*
Opportunity Assessment	
<input type="checkbox"/>	TL Submits Draft OA
<input type="checkbox"/>	TL Solicits Draft OA Comments from Team, Consolidates Comments
<input type="checkbox"/>	TL Submits Final OA
Investment Committee	
<input type="checkbox"/>	TL Completes AFCEC/CIMP LOE Matrix
<input type="checkbox"/>	TL Completes AFCEC/CIU Decision Analysis
<input type="checkbox"/>	TL Schedules IC
<input type="checkbox"/>	TL Recommends Solicitation Strategy (Competitive or Sole Source)
<input type="checkbox"/>	TL Completes IC Meeting Minutes and Distributes to Team for Review
<input type="checkbox"/>	AFCEC/CIU Division Chief Signs IC Meeting Minutes Documenting IC Decision
<input type="checkbox"/>	TL Updates BBP on Project Status - Updated Throughout the EUL Process by the TL
<input type="checkbox"/>	TL Submits Weekly Activity Reports (WARs) – Submitted Throughout the EUL Process by the TL
<input type="checkbox"/>	TL Informs Stakeholders of IC Decision
<input type="checkbox"/>	TL Ensures Internal Project Folder Up-To-Date with All Relevant Documents (BBPs, Briefings, OA, Mission Compatibility Memo, Non-Excess Memo, Trip Report, etc.)
	*If Applicable

Phase 0 Site Analysis Checklist

Complete? Date?	Task
Site Analysis Checklist	
Airfield/Range Operations (Installation POCs include Civil Engineer Squadron [CES]/Asset Management Flight [CEA]; and Operations Support Squadron [OSS]/Airfield Operations Flight [OSA])	
<input type="checkbox"/>	AICUZ (Impact/No Impact/Not Applicable)
<input type="checkbox"/>	Imaginary Surfaces (Impact/No Impact/Not Applicable)
<input type="checkbox"/>	Radar Setbacks/Clear Zones (Impact/No Impact/Not Applicable)
<input type="checkbox"/>	Training Range Setbacks (Impact/No Impact/Not Applicable)
Safety (Installation POCs include Wing Flight Safety [SEF] and Wing Weapons Safety [SEW])	
<input type="checkbox"/>	Firing Range Safety Fans (Impact/No Impact/Not Applicable)
<input type="checkbox"/>	Quantity Distance (QD) Arcs (Impact/No Impact/Not Applicable)
Security (Installation POCs include Security Forces Squadron [SFS])	
<input type="checkbox"/>	Antiterrorism (AT) Setbacks (Impact/No Impact/Not Applicable)
<input type="checkbox"/>	Security/Access Requirements (Impact/No Impact/Not Applicable)
Community Planning (Installation POCs include CES/CEA and CE Community Planner)	
<input type="checkbox"/>	Review the Installation Development Plan (IDP) (Validate Project Consistency with the IDP)
<input type="checkbox"/>	Future Mission Restrictions (Impact/No Impact; Vet Site Through Appropriate Installation Strategic Basing Processes)
<input type="checkbox"/>	Encroachment Management (Base and MAJCOM Encroachment Management Team) (Impact/No Impact; Vet Site Through Appropriate Installation Encroachment Management)

Complete? Date?	Task
	Processes)
<input type="checkbox"/>	Highway and Road Use Restrictions (Impact/No Impact/Not Applicable)
<input type="checkbox"/>	Planning and Zoning (Identify Legislative Jurisdiction of the Site; Assess Compatibility with Off-base Land Uses)
Environmental (Installation POCs include CES/Environmental Flight [CEV])	
<input type="checkbox"/>	Threatened and endangered species (Impact/No Impact/Not Applicable; Identify Known Wildlife Concerns)
<input type="checkbox"/>	Critical Habitat (Impact/No Impact/Not Applicable; Identify Current or Planned Conservation Efforts)
<input type="checkbox"/>	Cultural/Historic Preservation Sites (Impact/No Impact; Identify Known Archaeological and Historic Preservation Efforts)
<input type="checkbox"/>	Wetlands (Impact/No Impact; Identify Known Mitigation Requirements)
<input type="checkbox"/>	Floodplains (Impact/No Impact; Identify Floodplain Classification)
<input type="checkbox"/>	Installation Restoration Program (IRP) Sites (Impact/No Impact; Identify Any Current or Planned Mitigation, etc.)
<input type="checkbox"/>	Soil Conditions (Identify Any Impacts of Soil Condition on Potential Development)
<input type="checkbox"/>	Topography Concerns (Site Topographic Features)
Infrastructure (Installation POCs include CES/Programs Flight [CEP]; and Communications Squadron [CS])	
<input type="checkbox"/>	Electricity Infrastructure (Availability/Capacity/Condition/Provider)
<input type="checkbox"/>	Communications Infrastructure (Telephone, Fiber Optics, Communication Towers, etc.) (Availability/Capacity/Condition/Provider)
<input type="checkbox"/>	Natural Gas Infrastructure (Availability/Capacity/Condition/Provider)
<input type="checkbox"/>	Sewage Infrastructure (Availability/Capacity/Condition/Provider)
<input type="checkbox"/>	Storm Drainage Infrastructure (Availability/Capacity/Condition)
<input type="checkbox"/>	Water Infrastructure (Availability/Capacity/Condition/Provider)
Real Property Management (Installation POCs include CES/Resources Flight, Real Estate Management [CERR])	
<input type="checkbox"/>	Encumbrances (Existing Easements, Rights-of-Way, etc.; Validated by Whom/Means)
<input type="checkbox"/>	Land Ownership (Fee Simple/Bureau of Land Management; Validated by Whom/Means)
<input type="checkbox"/>	Jurisdiction (Identify Legislative Jurisdiction; Validated by Whom/Means)
Existing Facilities* (Installation POCs include CES/CER and CES/CEA)	
<input type="checkbox"/>	Description of Existing Facilities (Year Built; Current Use; Future Use; Physical Condition; Attractiveness to the Market)
<input type="checkbox"/>	Size of Facility (Square Feet)
<input type="checkbox"/>	Type of Construction
<input type="checkbox"/>	Historic Preservation Impacts
<input type="checkbox"/>	Antiterrorism Implications*
Energy* (Installation POCs include CES/CEP and CE Energy Office)	
<input type="checkbox"/>	Installation Power Needs (Base Load/Peak/Demand Rates; Current Power Rates)
<input type="checkbox"/>	On-Base Transmission (Availability/Capacity/Condition)
<input type="checkbox"/>	Off-Base Transmission (Availability/Capacity/Condition/Location)
<input type="checkbox"/>	Substation (Capacity/Location)
<input type="checkbox"/>	Local Utility Provider (Name/Contact Information; Regulated/Un-Regulated; Municipally Owned/Investor Owned)
<input type="checkbox"/>	Utility/Off-Taker Assessment (Identify the Need/Demand for Power Generated On Base)

Complete? Date?	Task
<input type="checkbox"/>	Power Rates (Identify Power Rates (Current and Three-year, Five-year, and 10-year Projections))
<input type="checkbox"/>	State Renewable Portfolio Standard (RPS) (Identify Current or Proposed Legislation Supporting Development of Renewables)
<input type="checkbox"/>	Tax Incentives (Identify State/Federal/Local Renewable Tax Incentive)
<input type="checkbox"/>	Commodity Availability (Identify Availability of Commodity Needed for Production, i.e., Natural Gas, Wind, Sun)
Local Community (Installation POCs include Community Planner and City Manager/Mayor's Office)	
<input type="checkbox"/>	Demographics (Discuss Demographic Characteristics Pertinent to the Proposed EUL)
<input type="checkbox"/>	Development Trends (Discuss Development Trends, Plans, and Needs Pertinent to the Proposed EUL)
<input type="checkbox"/>	Community Development Plans* (Evaluate Three-year, Five-year, and 10-year Development Plans of the Community; Identify Major Capital Investment Plans Pertinent to the Proposed EUL, i.e., Road Improvement, Infrastructure Development, etc.)
* If Applicable	

PHASE 1 – PROJECT DEFINITION

The objective of Phase 1 is to supplement Phase 0 assumptions and conclusions with more detailed market research, economic, and technical analysis. In addition, the programmatic environmental due diligence is initiated and specific installation, MAJCOM, and Air Force requirements and constraints are documented. This information is incorporated into the solicitation and is helpful in obtaining Congressional, DoD (if applicable), and Air Force senior leader concurrence and authority to proceed to Phase 2.

Step 1.1 – Finalize Execution Strategy

An AFCEC/CIU Division Chief-signed IC decision memorandum, supplemented with Phase 0 OA and IC briefing and minutes, is a prerequisite to a project moving to Phase 1. It is in Phase 1 that the project and the associated responsibilities transition from BD to Execution (AFCEC/CIUB to AFCEC/CIUE). This transition results in the formation of an Execution DT.

- The DT includes AFCEC/CIUB, AFCEC/CIUE, AFCEC/CIM, SAF/GCN-SA, AFCEC/CZN, installation POCs, and MAJCOM SMEs.
- Energy projects include an AFCEC/CNR (Energy Directorate, Rates and Renewables Division) SME.
- The DT may be supplemented with Real Estate Support Services (RESS) or other A&AS consultants, if approved by the IC.
- Inclusion of a 772 Enterprise Support Squadron Contracting Officer (772 ESS CO) is encouraged to ensure FAR-like procedures are followed in the EUL solicitation and source selection processes.

The AFCEC/CIUE TL prepares a project-specific execution Integrated Master Plan and Schedule (IMP/S) outlining the most advantageous plan, milestones, and schedule to execute the IC decision and direction. The TL submits this to AFCEC/CIUE within 30 working days of the IC decision to proceed with the execution of the project.

- MS Project is used to baseline and manage the IMP/S and needed resources.
- The IMP/S will explicitly identify critical milestones, decisions, and resource constraints.
- The IMP/S will emphasize time saving parallel processes and opportunities.

For energy EULs, the TL schedules and briefs the Renewable Energy Project Development (REPD) panel. By following the REPD decision tree matrix, the panel makes the determination of whether the energy project qualifies as an EUL, power purchase agreement (PPA), or a combination of both.

- The TL contacts AFCEC/CNR to get on the agenda for the monthly REPD meetings.
- The proposed project is presented using the AFCEC/CNR template quad slide.

Step 1.2 – Acquire Real Estate Support Services (RESS) A&AS Consultants

In certain situations, the TL may find it advantageous to acquire RESS to more effectively execute a project. Consultant services will vary from project to project depending on the complexity and the level of assistance deemed necessary by AFCEC/CIU. If approved by the IC, the TL prepares a Performance Work Statement (PWS) to acquire RESS support through the 772 ESS. The PWS should be limited to the acquisition of services approved and documented in accordance with AFI 63-138, Acquisition of Services.

The AFCEC/CIU COR leads the DT in the acquisition of the RESS task order. Typical tasks include completing a Feasibility Study (FS), arranging Industry Days, preparing an appraisal, and similar tasks.

Once the RESS task order is awarded, a kick-off teleconference is held between AFCEC and the RESS consultants to discuss deliverables, timelines, and project concepts. The RESS consultants must also sign a non-disclosure agreement (NDA). A separate DT kick-off teleconference is scheduled for the larger group of team members. The TL, MAJCOM POC, and installation POC coordinate to schedule the DT kick-off teleconference. Suggested participants include the following:

- TL
- MAJCOM POC
- Air Force Environmental Planning Function (EPF) lead (e.g., NEPA Center [AFCEC/CNZ], MAJCOM, or installation)
- Installation POCs (e.g., legal, real property, energy, utilities, public affairs, environmental, security, installation planner)
- Public Affairs
- SAF/GCN
- AFCEC/CN POC (Energy projects only)
- A&AS consultants, as applicable

An objective of the DT kick-off meeting is to review and revise the MS Project baseline schedule to ensure DT members understand their specific roles and responsibilities.

In some circumstances, the TL and/or RESS consultant will conduct a Site Orientation Visit (SOV) to better evaluate the site and support the preparation of an FS. An FS is one of many deliverables and services that may or may not be required. The FS validates OA assumptions and recommendations to include:

- Assesses the strength of the local real estate and energy market by each asset class (e.g., commercial, industrial, retail, energy);
- Discusses the characteristics of the candidate asset;
- Determines the recommended development scenario and FMV; and
- Provides Return on Investment (ROI), FMV, highest and best use recommendations, and risk analysis.

The FS is presented in a manner consistent with Air Force Manual (AFM) 65-510, Business Case Analysis Procedures.

The TL and the COR provide direct and indirect EUL project execution costs to the organization or contractor developing the FS. These project execution costs influence the projected ROI and overall project financial viability in the Final FS. Approval of the FS satisfies the requirement to document the project's financial viability and positive ROI. FS approval briefings specifically document the actual and projected execution costs, FMV, and expected ROI.

Step 1.3 – Environmental Baseline Survey (EBS)

(Note: Be aware that this document may be referred to as an Environmental Site Assessment [ESA] outside of the DoD by developers or contractors) The EBS gives potential developers an environmental snapshot of the property, with the primary purpose of documenting the environmental condition at the time of transaction. Properties with certain environmental conditions are not even suitable for leasing. This is also a way to get a quick look at the environmental condition prior to initiating an Environmental Impact Analysis (EIA) to satisfy NEPA requirements (e.g., Environmental Assessment/Finding of No Significant Impact [EA/FONSI] or Environmental Impact Statement/Record of Decision [EIS/ROD], as required). The installation has an assigned EPF office. The EPF determines if and when an EBS or a Supplemental (SEBS) should be done. This office is required to sign along with the preparer of the EBS/SEBS, and also provides a certification and date. The EBS/SEBS is a timed document and requires certification/re-certification a maximum of six months prior to a real-estate transaction.

The installation POCs should already have access to important, existing environmental information about the installation (e.g., community planning documents, an Installation Natural Resources Management Plan [INRMP], an Installation Cultural Resources Management Plan [ICRMP], or wetlands/floodplain delineations), certain parcels on the installation (e.g., Comprehensive Environmental Response, Compensation, and Liability Act [CERCLA] RODs or other environmental cleanup decision documents, or planning documents that may reflect use restrictions), or certain ongoing installation activities (e.g., old EIAs, Memorandum of Agreement/Programmatic Agreements associated with the National Historic Preservation Act [NHPA], Biological Assessments/Opinions associated with the ESA), as well as other real property data. The installation’s EPF office or Base Community Planner should be able to provide or help locate these documents. This pre-existing environmental information may prove helpful, as well as save time and money, in satisfying both Steps 1.3 and 1.4.

Step 1.4 – National Environmental Policy Act (NEPA)

The National Environmental Policy Act of 1969 (42 U.S.C. § 4321 *et seq.*) establishes a national environmental policy with the twin goals of informed decision-making and public involvement in the process. NEPA provides the framework for implementing these goals within federal agencies. NEPA requires federal agencies to consider, as part of their planning and decision-making processes, the impact(s) of their actions on the human (i.e., the natural and physical) environment. Federal agencies must satisfy the procedural requirements of NEPA before that agency can pursue its “proposed action.” In some cases, states have laws similar to NEPA, generically referred to as State Environmental Policy Acts (SEPA). For some, if not most, EUL projects undertaken in a state with a SEPA, the TL, with the assistance of the EPF, will have to develop a strategy for satisfying the requirements of both NEPA and the SEPA.

SAF/IE has set a course for getting “back to basics” in improving Air Force compliance with NEPA. SAF/IE issued policy memos on 15 September 2010 regarding proponent, EPF, and stakeholder responsibilities in Air Force NEPA compliance. These policies call for establishment of the Planning Requirements for the Environmental Impact Analysis Process (PREIAP), an interdisciplinary effort consisting of “...early internal scoping and statement of work development” to support the Environmental Impact Analysis Process (EIAP). In advance of initiating the formal EIAP, PREIAP is also intended to ensure that appropriate requirements are identified, baseline data about the existing environment is collected, other relevant existing

environmental information is identified, and agreement among key stakeholders on a draft Description of Proposed Action and Alternatives (DOPAA) is achieved to the extent possible at this early phase. Engaging in PREIAP helps clarify roles and responsibilities and should make the EIAP more efficient and timely. The PREIAP begins by having the installation initiate the *AF Form 813, Request for Environmental Impact Analysis*. Engaging in PREIAP will only be possible to the extent that a “proposed action” (development on an identified parcel of non-excess land) is known. In some cases, especially for potential non-energy EULs, the RFQ seeks private industry’s identification of a parcel’s “highest and best uses.” In the context of an EUL, it is not the mere signing of a lease but rather the future development on leased land that must be analyzed for impacts to the environment. Because execution of a ground lease cannot occur until the formal EIAP is complete and the Air Force official signs a FONSI or ROD (in a rare case using an AF Form 813 to document a Categorical Exclusion [CATEX] may be sufficient), accomplishing as much PREIAP as possible will expedite the EUL project. It is the intent of AFCEC/CIU to expedite EUL project execution by narrowing the “highest and best use” determination, and funding EIAP and PREIAP activities as early in Phase 1 or 2 as possible. The DT will seek to recover these and other permissible costs from the Highest Ranked Offeror (HRO)/developer prior to lease signing.

The environmental planning process is critical to supporting any EUL project and achieving project success. Opportunity screening in Phase 0 and early Phase 1 coordination of the elements of the project with the appropriate environmental planning lead, or EPF, is essential to better define and understand what level of NEPA documentation will be needed to successfully implement it. The AFCEC NEPA Center can assist in identifying the appropriate environmental planning lead, or EPF, to support EUL projects. NEPA Center and MAJCOM POCs are listed at:

<https://cs1.eis.af.mil/sites/nepa/Web%20Par1%20Pages/MAJCOM%20EIAP%20Coordinators.aspx>

It is critical that the EUL TL identify their project’s EPF lead and initiate contact early in the planning process to ensure potential environmental issues are identified and a plan for meeting EIAP requirements can be formulated. Once the EPF lead is identified, they work with the EUL TL to prepare the EUL for the formal EIAP. The TL provides the EPF with the basic requirements of the project, shapes viable alternatives, identifies viable siting locations, and specifies the key minimum criteria needed to meet the objectives of the project. Based on this information, the execution plan for EIAP is finalized and a project timeline generated. The EUL TL is responsible for shaping the proposal language and providing the EPF with necessary details to support the NEPA process for the project. The EUL TL works with the base leadership to meet the project proponent’s responsibilities in the execution of the NEPA process. These responsibilities are captured in the Air Force Proponent Checklist. The EUL TL ensures that they and the base complete the actions within the Proponent’s Checklist during Phase 0 EUL Project Identification.

Step 1.5 - Strategic Basing / Encroachment Management

AFI 10-503, Strategic Basing stipulates: “No commitment of Air Force resources, construction, or movement of personnel and/or equipment may occur on an installation prior to HAF basing approval.” As EUL opportunities gain momentum, it is important to ensure that the proposed project does not encroach on the installation nor hinder the ability of the installation to perform its mission either now or in the

foreseeable future. EUL projects are briefed to higher-level Air Force leadership to comply with the requirements of AFI 10-503.

Step 1.6 – Legislative Jurisdictional Change

Changing the existing legislative jurisdiction status is a step that needs to be considered early in the EUL process, but cannot be fully considered and completed until the type of EUL development is definitively identified by the Air Force or an HRO (e.g., energy/non-energy, office, retail/commercial, industrial). The term “legislative jurisdiction,” when used in connection with a land area, means the authority to enact or pass general or municipal laws, regulations, or ordinances (collectively, “legislation”), as well as to exercise executive and judicial enforcement powers over such enacted legislation within that land area. Prior to 1940, federal funds could not be used on an installation unless it had exclusive federal jurisdiction; therefore, many of the military installations established before that time may still retain large tracks of land with exclusive federal jurisdiction. For installations established since that time, the Federal Government may have obtained less legislative authority or states may have retained more legislative authority over that land. Parcels on an installation that were acquired in a different manner or at a different time may possibly have mixed degrees of legislative jurisdiction. Current legislative jurisdiction status at a certain location on an installation is determined by the language in the installation’s real property documentation; often the Office of the Staff Judge Advocate maintains “jurisdiction” files for law enforcement purposes. Ultimately, the U.S. Army Corps of Engineers (USACE), as the legislative jurisdiction record keeper for Air Force installations, has the documentation that reflects the precise legislative jurisdiction.

There are two methods for changing a land area’s jurisdiction: (1) cession, which is the granting of the state’s legislative jurisdiction to the Federal Government (contrary to Air Force policy); or (2) retrocession, which is the Federal Government returning the jurisdiction back to the state (see 10 U.S.C. § 2683). Each state has the power to decide what rights it will retain when ceding jurisdiction, and how a retrocession is processed. Either type of change will require a review of the applicable state’s law. Changing legislative jurisdiction is a lengthy process. Installations should secure and maintain the minimum degree of jurisdiction it needs for its mission operations/action(s). In many instances, the installation will not have the law enforcement resources or the desire to exercise criminal jurisdiction over an EUL project. However, there are many factors and potentially unintended consequences to consider, especially in the area of property taxation, before changing the legislative jurisdiction status over the land area to be used for the EUL project. The four types of legislative jurisdiction are discussed briefly below.

Exclusive Jurisdiction

The Government has acquired all of the state's authority to legislate over a land area. There are always some exceptions because Congress, by law, allows some state legislation to operate within exclusive jurisdiction land areas (called “enclaves”). For example, the right to serve state civil or criminal process within an enclave is well established, and the Federal Assimilative Crimes Act (18 U.S.C. § 13) makes state criminal laws applicable. Only Congress has the authority to enact legislation for enclaves, but has rarely exercised this authority comprehensively. From the Federal Government’s perspective, the most notable aspect about enclaves is the Government responsibility for enforcing criminal laws. Because of enumerated powers and authorities in the U.S. Constitution, the Government may enact comprehensive

legislation related to a specific subject matter or for a specific purpose, completely independent of the legislative jurisdiction status (e.g., NEPA).

Concurrent Jurisdiction

The state and the Government both have the authority to legislate over such land areas. This may affect the state and local authority's ability to tax private property within the land area not belonging to the Federal Government.

Partial Jurisdiction

The state has granted the Government some of its authority to legislate, but has reserved the right to exercise, alone or with the Government (status would be like concurrent jurisdiction), some authority within the land area.

Proprietorial (or Proprietary) Jurisdiction

The Government has acquired some right or title (some degree of ownership or control) to a land area, but has not obtained any of the state's authority to legislate within the area.

Somewhat related, but a different issue, is whether or not the land area for the potential EUL project lies within the boundaries of a duly organized city/municipality (i.e., whether this part of the base is "annexed"). The annexation status of the land area will affect which planning authorities, set of ordinances, and/or entitlements processes will affect the project's development. The status will also determine the taxing authority and structure. This status may also affect the project's provisioning of utilities and municipal services, if necessary.

Step 1.7 – OSD Certification (Energy Projects)

Office of the Secretary of Defense (OSD) Certification applies to energy EULs with an estimated annual consideration to the Air Force of over \$750,000. In accordance with 10 U.S.C. § 2662(b)(2)(G), if a proposed lease involves a project related to energy production, a certification by the Secretary of Defense (SECDEF) that the project, as it will be specified in the contract solicitation or other lease offering, must be consistent with the DoD performance goals and plan required by 10 U.S.C. § 2911. The energy project must meet one of three requirements in the lease transaction:

- 1) Installation will procure power generated from the project;
- 2) Installation will structure the project such that disruptions in the energy supply to critical assets, installations, and priority missions energy will be mitigated; and/or
- 3) Installation will apply consideration generated from the EUL toward projects consistent with the DoD energy performance goals and plans, as specified in 10 U.S.C. §2911.

Approved certification is required before solicitation of an energy EUL. Reference Office of the Under Secretary of Defense Financing of Renewable Energy Projects Policy, 9 Nov 12.

Phase 1 Checklist

Complete? Date?	Task
Phase 1 - Project Definition	
When Appropriate, Other Divisions and Agencies Will Be Integrated into the EUL Process	
Finalize Execution Strategy	
<input type="checkbox"/>	AFCEC/CIUE Branch Chief Identifies Project Team Lead (TL)
<input type="checkbox"/>	TL Finalizes IMP/S
<input type="checkbox"/>	TL Contacts Environmental Planning Function (EPF) Lead
<input type="checkbox"/>	TL Contacts AFCEC/CNR to Get On REPD Agenda**
<input type="checkbox"/>	TL Briefs Project Quad Slide to REPD Panel**
Acquire RESS Consultant*	
<input type="checkbox"/>	TL and COR Validate Funding Availability for RESS
<input type="checkbox"/>	TL and COR Develop RESS Requirements
<input type="checkbox"/>	COR Submits RESS Requirements Package to 772 nd ESS
<input type="checkbox"/>	772 nd ESS Sends RFP to RESS Contractors
<input type="checkbox"/>	RESS Contractors Submit Proposals
<input type="checkbox"/>	TL and COR Conduct RESS Evaluation
<input type="checkbox"/>	772 nd ESS Award RESS Contract
<input type="checkbox"/>	772 nd ESS Notify/Debrief Unsuccessful RESS Offerors
<input type="checkbox"/>	TL Holds Kick-off Teleconference with RESS
<input type="checkbox"/>	TL, MAJCOM, and Installation Coordinate Kick-off Teleconference with Entire Team
<input type="checkbox"/>	TL Schedules Regular DT Teleconferences
<input type="checkbox"/>	TL and RESS Develop Integrated Project Schedule for Phases 1 and 2
<input type="checkbox"/>	TL and RESS May Conduct Site Orientation Visit*
<input type="checkbox"/>	RESS Submits Draft FS*
<input type="checkbox"/>	TL Informs AFCEC/CIU Division Chief and Installation Leadership of FS Findings*
<input type="checkbox"/>	RESS Finalizes FS*
Environmental Baseline Survey / Environmental Site Assessment	
<input type="checkbox"/>	MAJCOM POC, Installation POC, and TL Coordinate Funding Requirements
<input type="checkbox"/>	TL Facilitates Internal Government Estimate (IGE)
<input type="checkbox"/>	TL Confirms that Funds are Available and Determines the Best Funding Mechanism to Use (Installation Funding, AFCEC/CIU Funding, MAJCOM Funding)
<input type="checkbox"/>	TL Initiates Contract Action with COR or Installation Contracting and Provides Requirements
<input type="checkbox"/>	TL and AFCEC/CZN Develop Statement of Work (SOW) According to the Requirements in AFI 32-7066, and Solicit Bids Via RFP
<input type="checkbox"/>	TL, Installation POC, and AFCEC/CZN Clarify Contractor Questions Regarding RFP
<input type="checkbox"/>	TL and AFCEC/CZN or Installation Contracting Select Contractor
<input type="checkbox"/>	TL, AFCEC/CZN, or Installation Work with Contracting to Award Contract Depending on Funding Mechanism Chosen
<input type="checkbox"/>	Installation POC Provides Local Existing Environmental and Real Property Information
<input type="checkbox"/>	Contractor Drafts EBS Report and Submits to AFCEC/CZN, MAJCOM, Installation, and TL for Comment
<input type="checkbox"/>	AFCEC/CZN, MAJCOM, Installation, and TL Review and Comment on Draft EBS
<input type="checkbox"/>	Contractor Incorporates Comments and Submits Draft Final EBS

Complete? Date?	Task
<input type="checkbox"/>	AFCEC/CZN, MAJCOM, Installation, and TL Review and Comment on Draft Final EBS
<input type="checkbox"/>	Contractor Incorporates Comments and Submits Final EBS
<input type="checkbox"/>	Installation POC Approves EBS
National Environmental Policy Act (NEPA) (EAIP – 6-24 Months)	
<input type="checkbox"/>	MAJCOM POC, Installation POC, AFCEC/CZN, AFCEC/CIU, and TL Coordinate Funding Requirements - Note: Because these are usually projects that have a short timeline, they do not show up in the NEPA Center (EQ) budget process; pop-up requirements like these will need to be funded by the Proponent, either the Government or the Offeror.
<input type="checkbox"/>	TL Confirms Funds are Available
<input type="checkbox"/>	TL Initiates Contract Action with AFCEC/CZN and Provides Requirements
<input type="checkbox"/>	AFCEC/CZN and TL Develop the SOW and Solicit Bids Via Request for Proposal; Installation and TL Provide All PREIAP Information/Documents Available as Attachments
<input type="checkbox"/>	Installation POC, TL, and AFCEC/CZN Clarify Contractor Questions Regarding RFP
<input type="checkbox"/>	Environmental Contractor Bids Submitted on NEPA EIA RFP
<input type="checkbox"/>	TL and AFCEC/CZN Select Contractor Only if NEPA Center Funds are Used
<input type="checkbox"/>	AFCEC/CZN or Installation Award Contract When NEPA Center Funds Used
<input type="checkbox"/>	Installation EPF Provides Local Environmental and Other Data
<input type="checkbox"/>	Contractor Performs EIA Work to Include Satisfying All Requirements under NEPA, as Implemented by CEQ and Agency Regulations
<input type="checkbox"/>	Contractor Prepares and Submits Draft NEPA
<input type="checkbox"/>	MAJCOM POC, Installation EPF, AFCEC/CZN, and TL Review and Comment on Draft NEPA and Return to Contractor
<input type="checkbox"/>	Contractor Incorporates Comments and Submits Draft Final NEPA
<input type="checkbox"/>	SAF/GCN-SA Engages with TL to Discuss Negative Findings
<input type="checkbox"/>	Contractor Addresses/Incorporates Comments and Prepares Final EIA
<input type="checkbox"/>	TL Reviews Final EIA and Obtains Signed FONSI or ROD – Signed by Either Installation Commander or MAJCOM A7
<input type="checkbox"/>	Contractor Submits Final Deliverable and Final Invoice
<input type="checkbox"/>	If Contract Awarded Through AFCEC/CZN, They Approve Final Invoice
<input type="checkbox"/>	AFCEC/CZN Maintains Copy of Final Deliverable
Strategic Basing / Encroachment Management	
<input type="checkbox"/>	Installation Facilities Utilization Board (FUB) and Encroachment Management Team (EMT) Approves Project
<input type="checkbox"/>	TL and Installation Brief MAJCOM EMT for Concurrence
<input type="checkbox"/>	MAJCOM EMT Provides Concurrence
<input type="checkbox"/>	If EMT Concurrence, TL Forwards Minutes/Quad Slide and FS/OA Executive Summary to AF/A8PB
NON-ENERGY PROJECTS	
<input type="checkbox"/>	AF/A8PB Briefs EUL Package to Basing Requirement Review Panel (BRRP)
<input type="checkbox"/>	If No Mission Impact, AF/A8PB Opportunity Briefed to Strategic Basing Executive Steering Group (SB-ESG)
<input type="checkbox"/>	If SB-ESG Provides Endorsement, Continue EUL Process
ENERGY PROJECTS	
<input type="checkbox"/>	TL Briefs Project to HAF Encroachment Management Working Group (EMWG) for Approval
<input type="checkbox"/>	If No Mission Impact, Opportunity Briefed to Strategic Basing Executive Steering

Complete? Date?	Task
	Group (SB-ESG)
<input type="checkbox"/>	If SB-ESG Provides Endorsement, Continue EUL Process
Legislative Jurisdictional Changes	
<input type="checkbox"/>	TL and Installation Determine Existing Jurisdiction
<input type="checkbox"/>	Installation Leadership and Installation POC Determine Desired Jurisdiction
<input type="checkbox"/>	If Decision is to Change Jurisdiction, Installation POC and AFCEC TL Prepare Retrocession or Cession Package and Send to MAJCOM POC
<input type="checkbox"/>	If MAJCOM Approves Change, MAJCOM POC Coordinates with Appropriate Government Entities
<input type="checkbox"/>	Government Performs Process for Retrocession or Cession
<input type="checkbox"/>	Installation POC, TL, and MAJCOM POC Notify Local U.S. Attorney, U.S. Department of Justice, and HQ USACE
OSD Certification**	
<input type="checkbox"/>	TL Prepares Draft Memo Identifying How Project is Consistent with All Applicable and Pertinent Energy Policies, i.e. Acts, Statutes, Executive Orders, and Plans, as Specified in 10 U.S.C. § 2911
<input type="checkbox"/>	TL Engages with Certification Review Board (CRB) to Identify Issues Upfront and Allow for Informal Buy-In Early in EUL Process
<input type="checkbox"/>	TL Incorporates CRB Input Into Memo and Submits Package for Coordination to SAF/IEI
<input type="checkbox"/>	Request for Certification
<input type="checkbox"/>	DUSD I&E Installation Lease Energy Certification Memorandum
<input type="checkbox"/>	EUL Map
<input type="checkbox"/>	Synopsis of Planned Solicitation
<input type="checkbox"/>	SAF/IEI Submits Memo to OSD for Review and Approval (AFCEC Convenes with CRB Throughout Process to Ensure Project is Consistent with 10 U.S.C. § 2911)
<input type="checkbox"/>	OSD Certifies Project within 30 Days or Less
	*If Applicable **Certain Energy EUL Projects

PHASE 2 – PROJECT ACQUISITION

The objective of Phase 2 is to incrementally document Air Force requirements and solicit the EUL, as well as receive and evaluate industry offers for the proposed EUL. In this phase, market research is finalized and industry inputs are incorporated into a final solicitation (unless a non-competitive solicitation strategy was approved in Phase 0 and Phase 1). The evaluation of subsequent offers and the recommended HRO is presented to the Source Selection Decision Authority (SSDA). The SSDA approval is required prior to proceeding to Phase 3.

Step 2.1 – Congressional Notification

By law, at certain junctures during the EUL process, the Air Force must communicate with key leaders in Congress and wait for a specified number of days before taking desired actions. To keep the EUL project progressing, required notifications must be identified, prepared, and submitted well in advance of the desired Air Force action. The AFCEC TL must consider the length of the waiting period and the potentially lengthy preparation and staffing process in determining when to initiate the notification package to ensure the statutory waiting period can be satisfied without needlessly slowing or delaying the EUL process.

The DT ensures Congressional Notification requirements mandated by 10 U.S.C. § 2662 are satisfied. The following actions trigger the Congressional Notification requirements:

- A. Providing public notice regarding any meeting to discuss a proposed RFQ (i.e., Industry Day) or absent such public notice, before issuing an RFQ, if the anticipated annual consideration (cash and/or in-kind) is \$750,000 or more per year.
- B. Intent to execute a ground lease resulting from the proposed transaction.
- C. For a ground lease of any value that includes retail/commercial activities in direct competition with a “covered entity” (e.g., Air Force Personnel Center [AFPC] and the Army Air Force Exchange Service [AAFES]), when SAF intends to waive the requirement to give the covered entity the right to operate the retail/commercial activities or alternatively seek equitable compensation.

While Congressional Notification for an EUL may not be required under any of the stated triggers, it is a SAF/IEI policy that Courtesy Congressional Notification be made by AFCEC/CIU as a way to be transparent with all proposed EUL transactions.

Congressional Notification requirements triggered by the actions described in “A” above must include a “report” with the following information:

- A description of the proposed lease, including the proposed duration of the lease.
- A description of the authorities to be used in entering into the lease.
- A statement of the scored cost of the lease, if applicable, determined using the Office of Management and Budget (OMB) scoring criteria.
- A determination that the property involved in the lease is not excess property, including the basis for the determination.

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- A determination that the proposed lease is directly compatible with the mission of the military installation or Defense Agency whose property is to be leased, and a statement of the anticipated long-term use of the property at the conclusion of the lease.
 - A description of the requirements or conditions to be included within the RFQ for the Offeror to address taxation issues, including payments-in-lieu-of taxes, and other development issues related to local municipalities.
 - For energy EULs, a certification by the SECDEF that the project, as it will be specified in the RFQ, is consistent with the DoD's energy performance goals and plans pursuant to 10 U.S.C. § 2911.

Congressional Notification requirements triggered by the actions described in "B" above must include a report with the following information:

- A cross-reference to the previous report required by the actions described in "A" above.
- A description of the differences between the previous and current report.
- A description of the lessee payment(s) required in connection with the proposed lease, including a description of any in-kind consideration that will be accepted.
- A description of any retail/commercial facility or the provision of any retail/commercial services in direct competition with a "covered entity" (e.g., AAFES, certain Morale, Welfare, and Recreation [MWR] services), regardless of whether the facility or provision of services will be performed by the lessee or the covered entity.
- A description of the competitive procedures used to select the lessee, or if the "public benefit" exception is invoked, a description of the "public benefit" to be served from the non-competed lease.

Congressional Notification requirements triggered by the actions described in "C" above must include the reasons for the waiver of the requirement to give the covered entity the right to operate the retail/commercial activities or alternatively seek equitable compensation.

Before taking any of the actions that trigger the Congressional Notification requirements outlined above, there are statutorily specified minimum waiting periods. However, the waiting periods do not apply to a Courtesy Congressional Notification.

- If the notification is submitted electronically, the waiting period is 14 days, beginning on the first day of the month following submittal.
- If the notification is submitted other than electronically, the waiting period is 30 days, beginning on the first day of the month following submittal.
- The notice and wait period must be satisfied before the RFQ can be issued or the proposed lease can be executed.

The notifications required under items "A" and "B" above are provided to the Senate Armed Services Committee (SASC) and the House Armed Services Committee (HASC), and are signed by SAF/IEI. A notification required under item "C" above is provided to the "Congressional Defense Committees," which include the SASC, the HASC, and the House and Senate Defense Appropriations Subcommittees. The DT consults with SAF/GCN-SA as to the appropriate signatories on notifications to these committees and the internal coordination required to obtain the necessary signatures.

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- At the conclusion of the 14- or 30-day Congressional “notice and wait” periods, as applicable, unless Congressional members from the HASC and SASC have disapproved or otherwise objected to the EUL concept that was submitted, the notification and associated information will be deemed approved, and the action in question (i.e., notice of Industry Day, publication of RFQ, or execution of lease) may proceed.
 - SAF/IEI policy also requires a “Courtesy” Congressional Notification to the Congressional Delegation (CODEL) for the state/district where the EUL project is located prior to any Industry Day, solicitation, or lease signing.
 - A “Courtesy” Congressional Notification provides situational awareness to the applicable Congressional Delegation.
 - The reports and waiting periods described above do not apply to “Courtesy” Congressional Notifications.
 - The DT can proceed with solicitation, Industry Day, or lease offering as soon as there is confirmation that the key Congressional members have been notified.

Step 2.2 – Determine Installation Consideration

Cash is the simplest and most flexible form of consideration.

In-kind consideration leases can be advantageous to both parties to the transaction. The nature of a lessee’s business or expertise may render it possible for the lessee to provide in-kind consideration at a below market cost. As such, it may be possible to structure a transaction to receive in-kind consideration with a value equal to or greater than the FMV of the leasehold interest, and thereby achieve maximum overall value for both parties associated with the transaction. A lessee engaged in the real estate development and construction business is a prime example of such a transaction whereby provision of construction services serves as the in-kind consideration.

Regardless of the type of consideration received, the cash or in-kind goods or services provided by the lessee must equal or exceed the FMV of the leasehold interest. Otherwise the lessee must provide additional cash consideration to make up the deficiency.

If construction of a facility is the preferred in-kind consideration, the specific MILCON requirements, standards, and processes for that particular purpose and installation shall be included in project-specific solicitations and lease documents.

Step 2.3 – Solicitation

10 U.S.C. § 2667 requires that the Secretary of the Air Force (SAF) use competitive procedures to select a lessee of Air Force Property with a FMV in excess of \$100,000 or a lease term in excess of one year, unless SAF determines that “(A) a public interest will be served as a result of the lease; and (B) the use of competitive procedures for the selection of certain lessees is unobtainable or not compatible with the public benefit served under sub-paragraph (A).” The use of Other than Full and Open Competition requires written documentation to explicitly state why the exception applies. Exceptions for public interest require a Determination and Findings (D&F) document signed by SAF/IEI prior to source selection. In most circumstances, the project should be competed.

The DT incorporates relevant market research (OA, FS, etc.) information, environmental due diligence data, and installation and Air Force-specific requirements and constraints into a Statement of Need (SON)/Draft RFQ or Final RFQ. SAF/GCN provides the most current RFQ baseline (grey text) documents to be tailored with project-specific information.

- The DT tailors the baseline RFQ document with project-specific requirements, constraints, terms, conditions, and expectations.
- The DT solicits only the information necessary to evaluate Offerors' qualifications, capabilities, proposed consideration, technologies, designs, plans, etc.
- The DT develops evaluation factors (and subfactors) that promote discriminator/differences between Offeror proposals and encourage objective-based measures and assessments.
- The DT prioritizes and/or weighs the evaluation factors and subfactors as necessary.
- The DT documents and applies disciplined and defensible evaluation processes.
- Government requirements should be as transparent as possible to mitigate risk to the Offeror, the Air Force, and the project.
- Source selection evaluation factors, criteria, and methodology should be reviewed by a 772 ESS CO to ensure similarity with FAR best practices.

For energy EULs, it is important to ensure compliance with 9 Nov 12 Office of the Under Secretary of Defense for Installations and Environment, Financing of Renewable Energy Projects Policy Memorandum.

- If compliance is through the procurement of generated power, the solicitation shall specifically include this requirement. The solicitation shall be compliant with FAR Part 15 best value source selection procedures and 6.302-1 sole source for the Air Force PPA component. HRO selection will enable subsequent and separate actions for the Air Force PPA.
- If compliance is through the acquisition of energy security capabilities, the solicitation shall specifically identify the range of qualified technologies, interconnection specifications, and cost versus energy security performance parameters.
- If compliance is through the acceptance of in-kind consideration projects consistent with 10 U.S.C. § 2911, the solicitation shall identify a range of qualified projects.
- The 772 ESS posts the draft RFQ on the Federal Business Opportunities (FedBizOpps) website: <https://www.fbo.gov>.
- NOTE: EULs with an Air Force PPA component must be consistent with 10 U.S.C. § 2667, FAR Part 41 and 10 U.S.C. § 2922a competition requirements. The installation contracting offices must concur and commit to participate in the combined EUL/Air Force PPA source selection and subsequent Air Force PPA actions.

If using A&AS consultants, their websites can also be used to advertise the draft RFQ. AFCEC/CIU should enlist the services of AFCEC Public Affairs (PA) and Marketing to distribute a mass mailing to potential EUL developers.

Step 2.4 - Industry Day

Industry Day should be scheduled approximately 10 working days after the draft or final RFQ is issued. Industry Day allows prospective developers to visit the site and provide feedback relative to the proposed

project and solicitation. Industry Day includes a DT briefing communicating the Air Force's objectives, plans, and schedule.

While the TL is responsible for Industry Day preparation and logistics, all DT members play a critical role. Important tasks in this effort include researching cost and logistical arrangements:

- Date and time, venue, transportation, security, agenda, potential invitees; and
- Industry Day speakers (e.g., installation/MAJCOM senior leadership, AFCEC representatives, and local Government/economic development authority officials); DT members from the installation/MAJCOM assist in retaining appropriate speakers.

The TL and/or AFCEC/PA send a request to key stakeholders requesting input needed to prepare the Industry Day briefing slides.

- The TL, SAF/GCN-SA, MAJCOM POC, installation POC, AFCEC/CIMP, AFCEC/CN (Energy Projects Only), community, and AFCEC/CIUE provide input for Industry Day briefing slides.
- The TL is primarily responsible for developing and coordinating the briefing slides with other DT members.

Prior to Industry Day, the TL briefs the AFCEC/CIUE Branch Chief on Industry Day plans and slides. Any feedback is incorporated where appropriate.

At Industry Day, speakers from AFCEC, the installation, and/or MAJCOM introduce the EUL process and the opportunity at the subject installation. Local Government/economic development officials help to provide context to the local development climate and any significant Government initiatives that may affect the viability of the EUL opportunity. AFCEC provides an overview of the solicitation process. It is important to hold an installation tour, allowing attendees access to the installation to view the potential EUL sites(s), as this opportunity will not be possible during the solicitation period. The general Q&A session provides a chance for clarification about the EUL process in general or the specific opportunity, as well as allows potential bidders to express concern about elements of the RFQ that may prevent them from responding. A one-on-one Q&A session is also encouraged to facilitate the disclosure of unique developer plans and ideas that cannot be shared with potential competitors.

Post-Industry Day activities include the following:

- TL performs a hotwash with Industry Day participants.
- TL provides an Industry Day synopsis to AFCEC/CIUE and AFCEC/CIU as necessary.
- TL incorporates relevant Industry Day feedback into the final RFQ.
- The final RFQ is advertised in the FedBizOpps website, through mass mailings, and consultant websites. The time allowed for Offerors to respond and submit their proposals is based on the complexity of the project and Industry Day feedback.

Step 2.5 – Source Selection

In preparation for the receipt and evaluation of proposals, the following actions are taken:

- TL identifies Source Selection Evaluation Board (SSEB) members to include voting and non-voting members. The installation must have at least one voting member on the SSEB.

-
- 772 Contracting Office conducts a procurement ethics review and provides procurement ethics training for all DT members. The training focuses on potential conflicts of interest, source selection sensitivity, and other ethics violations. While the EUL procurement does not explicitly fall under the FAR, it is considered “FAR-like,” and as such, follows similar procurement guidelines.
 - The TL ensures that all DT members and advisers have signed project-specific source selection NDAs prior to evaluating submitted material(s), and have received instructions/requirements regarding source selection sensitive issues via an explanatory e-mail. The completed NDAs are provided to SAF/GCN-SA for archival. The TL ensures that new DT members sign NDAs for delivery to SAF/GCN-SA and that SAF/GCN-SA is informed of departing DT members.
 - The TL secures a suitable facility to perform the source selection evaluation, keeping in mind the need to secure source selection sensitive information and conduct source selection sensitive discussions.
 - A 772 ESS CO or an AFCEC COR is included in the SSEB to facilitate the evaluation and ensure conformity with FAR best practices.
 - The TL is the SSEB lead and develops standardized and defensible evaluation worksheets consistent with the final RFQ.

The SSEB conducts the source selection by applying the evaluation methodology described in the RFQ. Among other documents, the SSEB produces a Source Selection Decision Document (SSDD), Proposal Analysis Summary, and Source Selection Decision Briefing (SSDB). The SSEB should request an updated sustainment cost projection (LOE) from AFCEC/CIM using the HRO’s proposed consideration, lease terms, and conditions; this updated information is used to recalculate the project’s score using the EUL Decision Analysis tool. The TL incorporates the EUL Decision Analysis, which includes direct and indirect lifecycle costs into the SSB, SSDD, and Source Selection Decision Staffing Package (SSDSP) so that senior leaders can make the necessary decisions relative to project ROI and financial viability. With this information, the SSEB makes a choice from the following:

- Recommend the selection of an HRO;
- Extend the source selection while validating information; or
- Not proceed with the selection of an HRO.

The SSEB notifies Offerors through FedBizOpps and other applicable solicitation sources that the source selection evaluation has been extended or cancelled. If a decision is made to proceed with the selection of an HRO, the SSEB presents the source selection evaluation results and recommendations to AFCEC/CI followed by the ESG prior to briefing SAF/IEI, the Source Selection Authority. The EUL Decision Analysis score, NPV, and ROI projections are included in the SSEB presentations. SAF/IEI signs the SSDD if the SSEB recommendations are approved.

Phase 2 Checklist

Complete? Date?	Task
Phase 2 - Project Acquisition	
When Appropriate, Other Divisions and Agencies Will Be Integrated into the EUL Process	
Congressional Notification	
<input type="checkbox"/>	TL Completes BBPs on Project Status - Updated Throughout the EUL Process by the TL
<input type="checkbox"/>	TL Submits Weekly Activity Reports (WARs) – Submitted Throughout the EUL Process by the TL
<input type="checkbox"/>	TL Compiles Information for Congressional Notification
<input type="checkbox"/>	eSSS Coordination
<input type="checkbox"/>	SAF/IEI Notification Letters
<input type="checkbox"/>	Outgrant Lease Report*
<input type="checkbox"/>	Non-Excess Justification Memo
<input type="checkbox"/>	Mission Compatibility Memo
<input type="checkbox"/>	Aerial Property Map or Facility Schematic
<input type="checkbox"/>	SAF/IEN (Energy Projects Only), AFCEC/CIU, AFCEC/CL, AFCEC/CIUE, SAF/FMCE and SAF/GCN-SA Provide Formal Coordination / Legal Review of Congressional Notification
<input type="checkbox"/>	AFCEC/CI Approves Congressional Notification and Submits to SAF/IEI for Formal Coordination and Approval
<input type="checkbox"/>	SAF/IEI Approves Congressional Notification and Signs Letters of Transmittal to SASC and HASC Recipients
<input type="checkbox"/>	SAF/LLP Submits Intent to Solicit EUL Reports to HASC/SASC
<input type="checkbox"/>	TL and Public Affairs Address Any Questions or Concerns Presented by Congressional Members*
<input type="checkbox"/>	Congressional Notification and Associated Information Deemed Approved*
<input type="checkbox"/>	SAF/LLP Notifies AFCEC of Congressional Approval
<input type="checkbox"/>	Obtain AFCEC/PA and Marketing Support
Determine Installation Consideration	
<input type="checkbox"/>	Installation, AFCEC/CN (Energy Projects Only), AAFES, and Services Identify Potential Consideration Opportunities and Submit to TL
<input type="checkbox"/>	TL, SAF/GCN-SA, and AFCEC/CIMP Review and Revise Consideration Package and Submit to MAJCOM POC (Potentially Include in RFQ)
ENERGY PROJECTS	
<input type="checkbox"/>	MAJCOM POC Submits to SAF/IEN for Coordination
<input type="checkbox"/>	If SAF/IEN Approves In-Kind Consideration, SAF/IEN Submits to SAF/IEI for Approval
<input type="checkbox"/>	SAF/IEI Approves Consideration Package
Draft Solicitation / Industry Day / Final Solicitation	
<input type="checkbox"/>	DT Determines Solicitation Strategy
<input type="checkbox"/>	Non-Competitive Exemption*
<input type="checkbox"/>	TL Drafts D&F for Approval
<input type="checkbox"/>	SAF/GCN-SA Reviews D&F for Legal Sufficiency
<input type="checkbox"/>	SAF/GCN-SA Submits D&F to SAF/ACQ
<input type="checkbox"/>	SAF/ACQ Reviews D&F for Legal Sufficiency
<input type="checkbox"/>	AFCEC/CIU Submits D&F to SAF/IEI
<input type="checkbox"/>	SAF/IEI Reviews and Signs D&F
<input type="checkbox"/>	TL Obtains Latest RFQ Template from SAF/GCN-SA

Complete? Date?	Task
<input type="checkbox"/>	TL, Installation, MAJCOM, AFCEC/CNR (Energy Projects), SAF/GCN-SA, and AFCEC/CIMP Develop Draft RFQ from Template
<input type="checkbox"/>	772 ESS CO Reviews Source Selection Evaluation Factors, Criteria, and Methodology to Ensure Similarity with FAR Best Practices
<input type="checkbox"/>	TL Sends Draft RFQ to COR
<input type="checkbox"/>	Contracting Posts Draft RFQ to FedBizOpps Website
<input type="checkbox"/>	DT Schedules Industry Day
<input type="checkbox"/>	Date and Time (Approximately 10 Working Days After Draft RFQ Posted to FedBizOpps)
<input type="checkbox"/>	Venue
<input type="checkbox"/>	Transportation
<input type="checkbox"/>	Security (On-Base or Off-Base / Invitee Access to Installation)
<input type="checkbox"/>	Speakers (Availability and Topic)
<input type="checkbox"/>	Agenda
<input type="checkbox"/>	Potential Invitees
<input type="checkbox"/>	A&AS Consultant, AFCEC/PA, and Marketing Market Industry Day (FedBizOpps, EUL Website, A&AS Website, Mass Email, etc.)
<input type="checkbox"/>	TL Prepares Slides for Industry Day
<input type="checkbox"/>	DT Finalizes Draft RFQ
<input type="checkbox"/>	Contracting Posts Draft RFQ to FedBizOpps
<input type="checkbox"/>	AFCEC/PA and Marketing Market Draft RFQ
<input type="checkbox"/>	DT Hosts Industry Day
<input type="checkbox"/>	TL Integrates Industry Day Feedback into Final RFQ
<input type="checkbox"/>	Contracting Posts Final RFQ to FedBizOpps
Source Selection	
<input type="checkbox"/>	TL Identifies SSEB Members
<input type="checkbox"/>	TL Schedules SSEB
<input type="checkbox"/>	TL Ensures SSEB has Ethics Training and Signed NDAs
<input type="checkbox"/>	COR Sends Source Selection Sensitivities Dos/Don'ts Protocol E-Mail
<input type="checkbox"/>	SSEB Conducts Source Selection
<input type="checkbox"/>	Conduct Initial Proposal Compliance Review
<input type="checkbox"/>	Review and Provide Comments on Proposals
<input type="checkbox"/>	Send Evaluation Notices to Offerors
<input type="checkbox"/>	Review RFQ and EN Responses
<input type="checkbox"/>	Discuss Proposals with AFCEC/CI Director
<input type="checkbox"/>	Conduct Oral Presentations*
<input type="checkbox"/>	Prepare Source Selection Decision Staffing Package
<input type="checkbox"/>	Proposal Analysis Summary Signed by TL
<input type="checkbox"/>	Source Selection Decision Document for SAF/IEI Signature
<input type="checkbox"/>	TL Updates AFCEC/CIM Level of Effort
<input type="checkbox"/>	TL Completes EUL Decision Analysis
<input type="checkbox"/>	Briefing Slides
<input type="checkbox"/>	Any Proposal Presentations from Selected HRO
<input type="checkbox"/>	AFCEC/CI Director Approves PAS, SSB, and SSDD for HRO Murder Board
<input type="checkbox"/>	TL Schedules Source Selection Murder Board
<input type="checkbox"/>	TL Sends PAS, SSB, and SSDD to HRO Murder Board Participants

Complete? Date?	Task
<input type="checkbox"/>	TL Conducts Source Selection Murder Board
<input type="checkbox"/>	TL Reviews and Revises SSDSP Based on Murder Board Feedback
<input type="checkbox"/>	TL Schedules SSDB with SAF/IEI
<input type="checkbox"/>	TL Conducts SSDB with SAF/IEI
<input type="checkbox"/>	Select HRO
<input type="checkbox"/>	Sign SSDSP and Route Package to SAF/IEI for Approval
<input type="checkbox"/>	Notify Successful and Unsuccessful Offerors
<input type="checkbox"/>	Send Courtesy Copy of HRO Selection to USAF/A7C
<input type="checkbox"/>	Send Courtesy Copy of HRO Selection to AFCEC/CNR (Energy Only)
<input type="checkbox"/>	Participate in Debrief of Non-Selected Offerors*
	*If Applicable/Requested

PHASE 3 – LEASE NEGOTIATIONS & CLOSING

The objective of Phase 3 is to efficiently negotiate lease terms and obtain SAF/IEI approval and signature on the final ground lease or other transaction documents. Unresolved project-specific terms and conditions, site control requirements, and development agreements must be negotiated during this phase. The HRO's proposal, supplemental agreements, and/or charters guide negotiations. Final NEPA compliance is integrated into the Design and Construction phase; the Base Civil Engineer (BCE) and support staff are integrated into the design review and approval process to ensure compatibility with installation and Air Force requirements. AFCEC/CIM is integrated into all Phase 3 processes and activities as AFCEC/CIM will be responsible for managing the negotiated lease in EUL Phases 4 and 5. Congress is notified before the lease is signed. Transactional documents may be incrementally submitted to SAF/IEI for approval/signature.

Step 3.1 – Conduct Negotiations

The SAF/IEI-signed SSDD prompts the SSEB to notify the HRO and non-selected Offerors. AFCEC/CIU signs the notification letters sent to the HRO and non-selected Offerors. The letters to the non-selected Offerors include an offer to receive a debriefing from the SSEB.

- The TL schedules a kick-off meeting and/or teleconference with the selected HRO. The meeting/teleconference initiates negotiations by introducing key stakeholders and identifying primary points of contact for subsequent requirements and actions.
- As required, the SSEB debriefs the unsuccessful Offerors. The objective of the debriefing is to communicate the strengths and weaknesses of the Offeror's proposal, as well as receive continuous process improvement recommendations and feedback from industry. SAF/GCN-SA and/or CO participation is encouraged to ensure source selection integrity.
- The HRO and the Air Force DT collaborate on an IMP/S that outlines the expected schedule to guide and manage negotiations and other project execution activities.
- A Memorandum of Agreement (MOA) and/or Charter may be necessary to commit both parties (HRO and Air Force) to good faith negotiations. The Charter or MOA incorporates IMP/S parameters and milestones.
- The HRO's final RFQ response (or unsolicited proposal) establishes the negotiation baseline throughout the Exclusive Negotiations process.
- The Air Force must obtain FMV, as a minimum, in accordance with 10 U.S.C. § 2667. The SAF/IEI Fair Market Value Policy Memo dated 21 May 12 discusses the Air Force definition of FMV.
- Air Force environmental documents initiated earlier in the EUL lifecycle are shared with the HRO to accelerate project-specific NEPA compliance, if not yet completed.
- Through the negotiation process, the Government and the HRO determine the method of Site Control needed to allow the HRO access to the property to perform their environmental due diligence, analysis, and other investigations associated with site planning and development. Site Control may also be used by the HRO to support project financing and PPA interconnection studies.
- The amount of time needed by the HRO to complete pre-lease and pre-construction due diligence activities will influence the type of agreements and other transactional documents needed. For example, some transactions will require an Agreement to Lease, while others need to be

documented with a Development Agreement or even a Master Development Agreement in order to accomplish project objectives. The HRO may also need a license or right of entry agreement to perform due diligence on the proposed EUL site, and a lease or other conveyance may also require temporary access or construction easements.

- A holding fee proportionate to the expected FMV and designed to incentivize the HRO to accelerate their due diligence should be included in the Agreement to Lease or Development Agreement.
- SAF/IEI approves and signs the Agreement to Lease or Development Agreement.
- Another early output of the negotiation process is the Term Sheet, which documents the final, negotiated terms and conditions to be incorporated into the ground lease. The AFCEC/CI Director approves the final Term Sheet.
- The EUL proponent, the HRO, and the installation EPF document compliance with 32 CFR Part 989 requirements. The EUL proponent, the HRO, and the EPF integrate HAF/A7C, AFCEC/CZ, MAJCOM, AFLOA, and other NEPA SMEs to ensure complete transparency and collaboration.
- The installation BCE reviews HRO designs and plans to ensure compliance with Air Force missions, constraints, and requirements. HRO designs and plans are also reviewed by the DT to verify compliance with Strategic Basing and/or Encroachment Management assumptions.
- SAF/GCN-SA provides a written legal opinion that SAF/IEI is authorized to execute lease documents.
- The TL prepares and submits the lease execution package to SAF/IEI that includes at least the following documents:
 - Documentation of compliance with the final Congressional Notification requirements and/or Approval (completed prior to lease signing using similar processes as previously described in Step 2.1);
 - E-Mail Ready to Send (EMRS) for SAF/IEI to send to the Chief of Staff of the Air Force and the Secretary of the Air Force announcing the pending lease signing; and
 - A draft Press Release for SAF/IEI to send to Air Force Public Affairs.

Step 3.2 – Lease Execution

SAF/IEI and the HRO sign the lease and the HRO records. The TL files and distributes lease documents to appropriate parties.

- Financial Transactions – the approved lease enables the HRO to proceed with the real estate and financial transactions to include the transfer of funds.
- Notice to Proceed – the HRO proceeds with construction and NEPA compliance plans. The TL, with Public Affairs assistance, supports ground breaking ceremonies as necessary.
- Sustainment Transition – the TL and AFCEC/CIUE Branch Chief work with AFCEC/CIMP to transition the project to Post-Closing Management (Phases 4, 5, and 6) through transition document signed by each Branch Chief.

The TL ensures that AFCEC/PA coordinates with installation Public Affairs, Deputy Assistant Secretary of the Air Force/Legislative Liaison Programs & Legislation (SAF/LLP), and the HRO's Public Affairs POC to facilitate a public announcement of the successful execution of the lease. In some situations, a lease signing ceremony **may be** planned.

- The installation POC, TL, Public Affairs, and Developer/HRO draft logistics for the signing ceremony. Comments from the AFCEC/CIU Division Chief and AFCEC/CIUE Branch Chief are incorporated into the logistics plan, with AFCEC/CI Director providing final approval.
- Invitations are sent to appropriate stakeholders including AFCEC/CN (Energy Projects Only), the MAJCOM POC, AFCEC/CIM, SAF/GCN-SA, installation POC, TL, Public Affairs, Developer/HRO, AFCEC/CI Director, SAF/IEI, AFCEC/CIU, AFCEC/CIUE, USAF/A7C, installation leadership, community, and Congressional Delegation. The SAF/LLP notifies/invites Congressional Delegation to the signing ceremony.
- The AFCEC/CI Director and SAF/IEI provide Public Affairs a quote for public announcement. The installation POC drafts public announcement language for AFCEC/PA review. AFCEC/PA drafts a press release and AFCEC/CN (Energy Projects Only), the MAJCOM POC, AFCEC/CIM, SAF/GCN-SA, installation POC, and TL review and provide comments.
- In coordination with the TL and AFCEC/CIU, public announcements are made on AirForceEUL.com and other forums.

After each phase of the EUL process, the TL reviews and updates the AFCEC/CIU Lessons Learned and Best Practices document available on the AFCEC website.

Phase 3 Checklist

Complete? Date?	Task
Phase 3 - Lease Negotiation & Closing	
When Appropriate, Other Divisions and Agencies Will Be Integrated into the EUL Process	
Conduct Negotiations	
<input type="checkbox"/>	TL Obtains AFCEC/CIM Support
<input type="checkbox"/>	TL Schedules Internal Air Force Negotiations Strategy Meeting (Objectives, Roles and Responsibilities, Critical Deal Parameters, Negotiations Spokesperson, Target and Best Alternative to Negotiated Agreement, etc.)
<input type="checkbox"/>	TL Holds Internal Air Force Negotiations Strategy Meeting
<input type="checkbox"/>	TL Finalizes Negotiations Strategy
<input type="checkbox"/>	Identify Key POCs for Air Force and HRO
<input type="checkbox"/>	TL Schedules Kick-off Meeting with HRO
<input type="checkbox"/>	TL Develops Integrated Project Schedule for Phase 3
<input type="checkbox"/>	DT and HRO Develop Negotiations Charter
<input type="checkbox"/>	DT and HRO Develop Term Sheet*
<input type="checkbox"/>	AFCEC/CI Director Executes Term Sheet*
<input type="checkbox"/>	DT and HRO Develop Right-of-Entry Agreement
<input type="checkbox"/>	DT and HRO Develop Appropriate Transaction Documentation
<input type="checkbox"/>	SAF/GCN Populates and Distributes Generic Lease or Other Transaction Documents and Identifies Associated Exhibits/Attachments
<input type="checkbox"/>	SAF/GCN Prepares and Distributes Applicable Plans and Documents as Required by Generic Lease Documents
<input type="checkbox"/>	Air Force and HRO Complete Negotiations and Finalize All Documentation
<input type="checkbox"/>	SAF/GCN Provides Written Legal Opinion that SAF/IEI is Authorized to Execute Lease Documents

Complete? Date?	Task
<input type="checkbox"/>	Air Force and HRO Complete Closing Check-List Actions
Lease Execution	
<input type="checkbox"/>	TL Completes Bullet Background Papers (BBPs) on Project Status - Updated Throughout the EUL Process by the TL
<input type="checkbox"/>	TL Submits Weekly Activity Reports (WARs) – Submitted Throughout the EUL Process by the TL
<input type="checkbox"/>	TL Develops SAF/IEI Lease Execution Package
<input type="checkbox"/>	Air Force Signature Pages
<input type="checkbox"/>	Final Term Sheet
<input type="checkbox"/>	Congressional Notification (2 nd of 2 Times in EUL Process – Refer to Section 2.2)
<input type="checkbox"/>	Lease Approval Briefing
<input type="checkbox"/>	Lease Signing Press Release
<input type="checkbox"/>	EMRS to SECAF and CSAF
<input type="checkbox"/>	AFCEC/CI Director Approves SAF/IEI Lease Execution Package
<input type="checkbox"/>	TL Schedules ESG Peer Review Board for Lease Execution Package
<input type="checkbox"/>	TL Conducts ESG Peer Review Board for Lease Execution Package
<input type="checkbox"/>	TL Schedules Final Lease Briefing
<input type="checkbox"/>	TL Conducts Final Lease Briefing
<input type="checkbox"/>	SAF/IEI and HRO Signs Lease and/or Other Transaction Documents
<input type="checkbox"/>	DT Sends Signed Copy of Lease Execution Package to MAJCOM POC, Installation POC, and AFCEC/CIMP
<input type="checkbox"/>	HRO Records Transaction Documents and Provides to TL for Distribution to SAF-GCN, MAJCOM POC, Installation POC, and AFCEC/CIMP
<input type="checkbox"/>	SAF/GCN Develops Index and Electronic Compilation of Finalized Transaction Documents
<input type="checkbox"/>	Installation and AFCEC Comptroller Confirm Accounts are Established and Funds Transferred
<input type="checkbox"/>	Escrow Agent Signs Escrow Agreement*
<input type="checkbox"/>	Hold Lease Signing Ceremony* / Announce Lease to Public
<input type="checkbox"/>	Determine Logistics for Signing Ceremony*
<input type="checkbox"/>	Send Signing Ceremony Invitations*
<input type="checkbox"/>	Notify/Invite Congressional Delegation to Signing Ceremony*
<input type="checkbox"/>	Attend Signing Ceremony*
<input type="checkbox"/>	Coordinate Announcement of Lease Signing
	*If Applicable

Phases 4, 5, and 6

When the lease is signed, the EUL project transitions to AFCEC/CIM for management of Phase 4 (Design and Construction), Phase 5 (Sustainment), and Phase 6 (Termination). Please refer to the AFCEC/CIM Playbook for information regarding these additional phases.

Parallel Process - Project Termination / Delay / Reopen with New HRO

In some cases, a project may encounter hurdles, such as lower than expected valuations, changes in market conditions, and/or change in mission needs, which require the project to be delayed or terminated. In each separate situation, there is a need to document why the project is being terminated, delayed, or reopened with a new HRO.

- Prior to installation leadership approval to proceed to Industry Day, a project may be terminated under the authority of AFCEC/CIU with notification to the MAJCOM and installation via an AFCEC/CIU project termination memo.
- Following installation leadership approval to proceed to Industry Day, a project may be terminated under the authority of the AFCEC/CI Director with MAJCOM and installation concurrence using the AFCEC/CI, installation, and MAJCOM project termination memo and FedBizOpps announcement.

If, in the course of good faith negotiations, the Air Force and the HRO are unable to reach agreement, the project may be terminated by the Air Force. However, the more likely outcome is that the parties will mutually agree to terminate discussions and AFCEC will proceed negotiating with another party (the second-Highest Ranked Offeror). No cost recovery is allowed by either party pursuant to the MOA/Charter. If there are multiple Offerors, all Offerors will be thoroughly evaluated and ranked in the SSDD. The Source Selection Authority (SSA) (typically SAF/IEI) will concurrently approve the next highest ranked Offerors within the SSDD upon approving the HRO. Therefore, if negotiations with the HRO need to be terminated, the SSA has already reviewed and approved selection of the next highest ranked Offerors to proceed to negotiations. The SAF/IEI will need to be briefed on termination of negotiations with the HRO and the selection of the next highest ranked Offeror.

The process for terminating discussions with the HRO requires the approval of SAF/IEI, specifically the Deputy Assistant Secretary, via the SAF/IEI negotiations termination notification letter. The DT is encouraged to pursue all reasonable avenues before agreeing to terminate negotiations.

Complete? Date?	Task
Project Termination / Delay Process Prior to Industry Day	
<input type="checkbox"/>	AFCEC DT, MAJCOM, and Installation Review and Agree to Terminate or Delay
<input type="checkbox"/>	TL Drafts EUL Project Termination Memo and Submits to AFCEC/CIU Division Chief
<input type="checkbox"/>	AFCEC/CIU Division Chief Reviews and Comments on Letter and Submits Back to TL
<input type="checkbox"/>	TL Incorporates Comments and Submits Back to AFCEC/CIU Division Chief
<input type="checkbox"/>	AFCEC/CIU Division Chief Approves and Signs Memo and Submits Back to TL
<input type="checkbox"/>	TL Forwards Memo to MAJCOM and Installation
Project Termination / Delay After Industry Day	
<input type="checkbox"/>	AFCEC DT, MAJCOM, and Installation Review Project and Agree to Terminate or Delay
<input type="checkbox"/>	MAJCOM Leadership, Installation Leadership, AFCEC/CIU Attend VTC to Discuss Termination
<input type="checkbox"/>	TL Drafts EUL Termination Memo
<input type="checkbox"/>	AFCEC/CIU Division Chief Reviews and Comments on Termination or Delay Memo and Returns to TL
<input type="checkbox"/>	TL Incorporates Comments
<input type="checkbox"/>	AFCEC/CIU Division Chief Approves and Signs EUL Termination / Delay Memo
<input type="checkbox"/>	TL Forwards Memo to MAJCOM and Installation for Review
<input type="checkbox"/>	Installation Leadership and MAJCOM Leadership Review and Comment and Return to TL
<input type="checkbox"/>	TL Incorporates Comments and Submits to Installation and MAJCOM
<input type="checkbox"/>	Installation Leadership and MAJCOM Leadership Approve and Sign
<input type="checkbox"/>	TL Notifies SAF/IEI, A&AS Consultant, Community, Other Stakeholders, and the HRO in Writing of Decision to Terminate or Delay Project
Termination Negotiations and Reopen with New HRO	
<input type="checkbox"/>	DT Concur that Negotiations Have Reached an Impasse
<input type="checkbox"/>	Installation Leadership, MAJCOM Leadership, SAF/GCN-SA, AFCEC/CI Director, and TL Attend VTC to Discuss Impasse
<input type="checkbox"/>	TL Drafts EUL Impasse Concurrence Letter
<input type="checkbox"/>	AFCEC/CI Director Reviews and Comments on Letter and Returns to TL
<input type="checkbox"/>	TL Incorporates Comments
<input type="checkbox"/>	AFCEC/CI Director Approves and Signs
<input type="checkbox"/>	TL Forwards Memo to MAJCOM and Installation for Review
<input type="checkbox"/>	Installation and MAJCOM Leadership Review and Comment on Memo and Return to TL
<input type="checkbox"/>	TL Incorporates Comments
<input type="checkbox"/>	Installation Leadership and MAJCOM Leadership Approve and Sign Letter
<input type="checkbox"/>	AFCEC/CI Director and TL Develop and Send Notice to SAF/IEI
<input type="checkbox"/>	SAF/GCN-SA and TL Draft Memo Terminating Negotiations
<input type="checkbox"/>	SAF/IEI Signs Memo Terminating Negotiations
<input type="checkbox"/>	TL Sends Memo to Developer/HRO
<input type="checkbox"/>	TL Notifies A&AS Consultant of Negotiation Termination
<input type="checkbox"/>	TL Notifies Second-HRO of Intent to Negotiate
<input type="checkbox"/>	DT Proceeds to Negotiations Process

Parallel Process - Public Affairs Support

AFCEC is responsible for managing the EUL PA program, which includes internal information, media relations, and community relations. The PA focus is on informing civil engineers, the Air Force, the general public, and media. The goals of the PA program include the following:

- Educate and inform key stakeholders
- Build advocacy for the Air Force EUL program among the MAJCOM, senior staff, and installation communities
- Provide EUL PA support for MAJCOMs and installations
- Develop trust in the AFCEC EUL expertise
- Foster understanding of the EUL program and benefits among elected officials, including Congressional representatives and local communities' leaders

Within the scope of PA support to specific projects, the communication program goals are as follows:

- Foster the reputation of the Air Force EUL program as the premiere public-private partnership program in the DoD
- Improve understanding of the EUL program and the benefits these public-private partnerships can bring to installations, supporting communities, private industry, and the Air Force
- Create awareness of how EUL projects can enhance the Air Force mission
- Build advocacy for the EUL program among all stakeholders
- Strengthen partnerships with MAJCOMs and FOAs supporting Air Force real property needs
- Through on-going training, outreach, and partnership on public affairs issues, provide support to installation and MAJCOM real property and asset managers
- Showcase EUL successes to all stakeholders

PA's awareness and community relations activities are ongoing, with activities that occur as part of the AFCEC Strategic Communications Plan, and in coordination with other agency PA efforts. Activities include, but are not limited to, PA participation in agency media activities, community relations, website, and branding. Specific EUL PA support includes the following:

- Provide security and policy review, and maintain and update the EUL web pages
- Provide security and policy review for EUL-related content posted to social media sites
- Prepare and provide, as needed, any press release or media advisories regarding EUL activities
- Provide graphic design support upon request for EUL promotional materials
- Prepare senior leadership, as needed, on EUL projects, to include bullet point papers, key messages, talking points, and fact sheets
- Manage media engagement to support EUL-related press coverage as follows:
 - Research and prepare responses to media queries
 - Develop and pitch media stories showcasing EUL initiatives
 - Prepare project- and program-related talking points and responses to queries
 - Monitor press activities for any EUL-related coverage, and report coverage to leadership
 - Maintain media lists

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- Coordinate media activities with installation and MAJCOM PA
 - Support public engagement, communication, and responses during the execution of the NEPA process

EUL PA activities occur throughout the project lifecycle, and include reach-back support to installation PA teams after the EUL lease is signed. To ensure AFCEC and its service offerings are branded consistently and marketed appropriately, the Installations Directorate PA Lead ensures all materials developed for EUL projects are consistent with the agency's Strategic Communications Plan and approved templates.

The PA Lead works with the TL to deliver PA support for EUL projects throughout all phases of each project. Specific support includes, but is not limited to, the following:

- Media relations and publicity
- Reach-back support for installation and MAJCOM PA
- Response to media queries
- Development of collateral materials to support senior leadership, TL, and project PA needs

AFCEC has a fundamental requirement to provide PA support to installations pursuing EUL projects. Projects are a prime opportunity to demonstrate the strengths of the AFCEC/CIU EUL program, and are ideal grounds for reaching all target audience groups.

During a project's lifecycle, it is critical for PA and strategic communications to be involved to ensure consistent, accurate program messaging.

In general, key project-level communications efforts include the following:

- Media engagement, message development and management, review of website and collateral content, and coordination of PA activities with host installation for Industry Days
- Working groups (to coordinate PA and communications activities among key stakeholders)
- PA guidance (to provide installations and MAJCOMs key messages, talking points, and guidance pertaining to the EUL program)
- PA support (to provide ad hoc support to installations and MAJCOMs as needed to ensure the EUL program is accurately represented and to safeguard AFCEC's reputation)

More specifically, AFCEC/CIU's role in the communications cycle evolves as the project develops. As the project lead, AFCEC has the overarching responsibility for messaging through developer selection and lease negotiations. AFCEC/PA provides the Air Force-level view of the EUL program; however, the agency encourages installations to take a central role in the communications process, especially when dealing with local media, community, and elected officials. To provide clarity on AFCEC/PA and stakeholder involvement, the table below details the major communications efforts and associated responsibilities during the course of an EUL project.

Project Communications Plans

To ensure consistent communications and the integrity of the AFCEC/CIU EUL message, AFCEC/PA works with key stakeholders to develop a comprehensive project communications plan. Although each plan is tailored to a specific project, it should include the following components:

- A summary description of the project
- Public communications engagement strategy
- Key messages regarding the project
- Key messages regarding the EUL program
- Key messages regarding AFCEC
- Installation-specific key messaging
- Roles and responsibilities of stakeholders involved in the PA and communications process
- A schedule of events with PA milestones
- A process for stakeholder review of communications products

Project communications plans are prepared by AFCEC/PA to support the AFCEC/CIU TL, and approved by AFCEC/CIUE and AFCEC/CIU. Project plans are developed in collaboration with the installation, the MAJCOM, and any partner FOA or other Air Force organizations participating in the EUL.

Major Communications Efforts

Action	Advocacy Effort	Action Officer	Roles and Responsibilities
Project Concept Development	Develop Overarching Messaging; Respond to Query	AFCEC/PA	PA Working Group forms; Establish PAG; Coordinate media engagement and messaging with installation
RFI	Press Release; Respond to Query	AFCEC/PA	Coordinate with installation
Industry Day	Press Release; Respond to Query	AFCEC/PA	Coordinate with installation; installation Hosts
RFQ	Press Release; Respond to Query	AFCEC/PA	Coordinate with installation; publicity includes installation
HRO Selection	Press Release; Respond to Query	AFCEC/PA	Coordinate with installation; includes installation comment and messaging
Lease Negotiation	Respond to Query	AFCEC/PA; Installation for Installation-Specific Queries and Messaging	Coordinate with installation; AFCEC responds to programmatic requests
Lease Signing	Press Release; Respond to Query	AFCEC/PA	AFCEC/PA prepares release; SAF/PA releases to national media; AFCEC/PA releases to regional media; installation PA releases locally
Post-Closing	Ongoing Publicity/Releases	Installation	AFCEC supports as required for programmatic issues

Parallel Process - Marketing

AFCEC/CIU is responsible for managing the marketing functions for the EUL program, which includes branding, marketing, and developer/industry relations.

Marketing goals for the **EUL program** are as follows:

- Educate and inform key stakeholders
- Build advocacy for the Air Force EUL program among the Air Force, developer, and defense communities
- Increase private developer interest in the EUL program
- Foster the reputation of the Air Force EUL program as the premiere public-private partnership program in the DoD
- Improve understanding of the EUL program and the benefits these public-private partnerships can bring to installations, supporting communities, private industry, and the Air Force

Marketing goals for **specific EUL projects** are as follows:

- Increase private developer interest in EUL projects
- Inform private industry stakeholders of EUL project details and updates
 - Draft RFQ/SON
 - Industry Day information
 - Final RFQ
 - HRO selection
 - Lease signing
- Encourage private industry participation in project Industry Days

Marketing support activities of AFCEC/CIU include, but are not limited to, the following:

- Develop EUL program branding, messaging, and marketing strategies
- Maintain an active and accurate list of private industry contacts/developers
- Develop content for EUL website and provide to AFCEC/PA to physically update the site
- Develop and update content for EUL social media, including LinkedIn
- Craft and send EUL news and updates to the list of private industry contacts via list-serv Constant Contact (i.e., eBlasts)
- Maintain and update a current list of events, conferences, and workshops identified for possible EUL team participation/networking opportunities
- Prepare marketing support materials (flyers, posters, etc.) to promote projects and the EUL program
- Promote and facilitate Developer Day meetings to provide industry with a conduit to present concepts and ideas to AFCEC/CIU
- Prepare senior leadership, as needed, on EUL projects, to include presentations, messaging, and marketing collateral
- Maintain/monitor EUL public email address and respond to inquires

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- Ensure all materials developed for EUL projects are consistent with the agency's Strategic Communications Plan and approved templates by soliciting AFCEC/PA approval
 - Update www.loopnet.com with real estate project details

Laws, Regulations, and Policies

- 10 U.S.C. § 2662
- 10 U.S.C. § 2667 (the Military Leasing Act (MLA))
- 10 U.S.C. § 2662
- 10 U.S.C. § 2668
- 10 U.S.C. § 2692
- 10 U.S.C. § 2695
- 10 U.S.C. § 2911 (Energy EUL only)
- 10 U.S.C. § 2917 (geothermal only)
- Section 2822, NDAA for FY 2012 (Energy only)
- 12 U.S.C. § 1770
- 42 U.S.C. § 4321-4347
- AFI 32-7063, Air Installation Compatible Use Zone
- AFI 32-9007, Managing Air Force Real Property;
- AFI 32-9003, Granting Temporary Use of Air Force Real Property
- AFI 32-9004, Disposal of Real Property
- AFI 35-101, Public Affairs Responsibilities and Management
- AFI 35-102, Security and Policy Review Process
- AFI 35-103, Public Affairs Travel
- AFI 35-104, Media Operations
- AFI 35-105, Community Relations
- AFI 35-107, Public Web Communications
- AFI 35-108, Environmental Public Affairs
- AFI 35-109, Visual Information
- AFI 38-501, Air Force Survey Program
- Air Force Policy Directive (AFPD) 32-90, Real Property Asset Management
- AFPD 35-1, Public Affairs Management
- 32 CFR Part 989
- Executive Order 13327, Federal Real Property Asset Management;
- SAF/IEI Memo, "Pursuing Value-Based Transactions Involving Air Force Real Property Assets", 14 Feb 2007;
- HAF Mission Directive 1-18, 4 Mar 2009;
- SAF/IEI Memo, Air Force Policy Memorandum Establishing Distribution of Lease Consideration, 11 May 2012;
- SAF/IEI Memo, Estimating Fair Market Value (FMV) for Air Force Real Property Transactions, 21 May 2012;
- Programming Plan (P-PLAN) for Implementation of Enterprise-Wide Civil Engineer Transformation (PAD 12-03);
- Other related Executive Orders, statutory authorities and limits

Websites

- AFCEC EUL public website (<http://www.afcec.af.mil/eul>)
- AFCEC SharePoint Home Page
 - EUL SharePoint Site
 - EUL Training Handbook (Accessible to Air Force personnel only through the EUL CoP)
- Federal Business Opportunities Home Page (i.e., <https://www.fbo.gov>)
- LinkedIn
- YouTube

Acronyms and Office Symbols

A4/A7	DCS/Logistics, Installations and Mission Support
A7C	Department of Air Force Civil Engineer
772 ESS CO	772 Enterprise Support Squadron Contracting Officer
A&AS	Advisory and Assistance Services
AAFES	Army Air Force Exchange Service
ABW/CC	Air Base Wing Commander
ACES	Automated Civil Engineer System
AF	Air Force
AFCEC	Air Force Civil Engineer Center
AFCEC/CF	Air Force Civil Engineer Center Facility Engineering Directorate
AFCEC/CI	Air Force Civil Engineer Center Installations Directorate
AFCEC/CIM	Air Force Civil Engineer Center Installations Directorate Real Property Management Division
AFCEC/CIU	Air Force Civil Engineer Center Installations Directorate Strategic Asset Utilization Division
AFCEC/CIUB	Air Force Civil Engineer Center Installations Directorate Strategic Asset Utilization Division Business Development Branch
AFCEC/CIUE	Air Force Civil Engineer Center Installations Directorate Strategic Asset Utilization Division Execution Branch
AFCEC/CNR	Air Force Civil Engineer Center Energy Directorate Rates and Renewables Division
AFCEC/CZN	Air Force Civil Engineer Center Environmental Directorate National Environmental Policy Act Center
AFCEC/PA	Air Force Civil Engineer Center Public Affairs
AFI	Air Force Instruction
AFLOA	Air Force Legal Operations Agency
AFM	Air Force Manual
AFPC	Air Force Personnel Center
AFPD	Air Force Policy Directive
AICUZ	Air Installation Compatible Use Zone
APZ	Accident Potential Zones
AT/FP	Anti-Terrorism and Force Protection
B&L	Business and Leasing
BBP	Bullet Background Paper
BCE	Base Civil Engineer
BLM	Bureau of Land Management
BW/CC	Bomb Wing Commander
CATEX	Categorical Exclusion
CEQ	Council on Environmental Quality
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CES/CC	Civil Engineer Squadron / Commander
CES/CD	Civil Engineer Squadron / Deputy Commander
CES/CEA	Civil Engineer Squadron / Asset Management Flight

CES/CEP	Civil Engineer Squadron / Programs Flight
CES/CERR	Civil Engineer Squadron / Resources Flight, Real Estate Management
CES/CEV	Civil Engineer Squadron / Environmental Flight
CFR	Code of Federal Regulations
CIP	Common Installation Picture
CN	Congressional Notification
CODEL	Congressional Delegation
COR	Contracting Officer's Representative
COS	Concept Opportunity Study
CS	Communications Squadron
CSAF	Chief of Staff of the Air Force
D&F	Determination and Finding
DBCE	Deputy Base Civil Engineer
DFARS	Defense Federal Acquisition Regulation Supplement
DoD	Department of Defense
DOPAA	Description of Proposed Action and Alternatives
EA	Environmental Assessment
EBS	Environmental Baseline Survey (non-DoD entities may refer to this as an ESA)
EIA	Environmental Impact Analysis
EIAP	Environmental Impact Analysis Process
EIS	Environmental Impact Statement
EMRS	E-Mail Ready to Send
EMT	Encroachment Management Team
EN	Evaluation Notice
EO	Executive Order
EPF	Environmental Planning Function
ESA	Environmental Site Assessment
ESA	Endangered Species Act
ESG	Executive Steering Group
e-SSS	Electronic Staff Summary Sheet
ETL	Air Force Engineering Technical Letters
EUL	Enhanced Use Lease
FAQ	Frequently Asked Questions
FAR	Federal Acquisition Regulation
FMV	Fair Market Value
FOA	Field Operating Agency
FONSI	Finding of No Significant Impact
FS	Feasibility Study
GIS	Geographic Information Systems
GAO	Government Accountability Office
HAC-D	House Appropriations Committee – Defense
HAC-MILCON	House Appropriations Committee – Military Construction
HASC	House Armed Services Committee
HQ USACE	Headquarters United States Army Corps of Engineers

HRO	Highest Ranked Offeror
IC	Investment Committee
ICRMP	Integrated Cultural Resources Management Plan
IGE	Internal Government Estimate
IMP/S	Integrated Master Plan/Schedule
INRAM	Integrated Natural Resources Management Plan
INRMP	Integrated Natural Resources Management Plan
IPL	Integrated Priority List
IRP	Installation Restoration Program
LOI	Letter of Intent
LEED	Leadership in Energy and Environmental Design
MAJCOM	Major Command
MAJCOM A7C	Major Command Civil Engineer
MDS	Mission Data Sets
MILCON	Military Construction
MOU	Memorandum of Understanding
MOA	Memorandum of Agreement
MOR	Memorandum of Record
MS	Microsoft
MSG	Mission Support Group
MSG/CC	Mission Support Group Commander
MWR	Morale, Welfare, and Recreation
NDA	Non-Disclosure Agreement
NDAA	National Defense Authorization Act
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act
NPV	Net Present Value
OA	Opportunity Assessment
OMB	Office of Management and Budget
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
OSS/OSA	Operations Support Squadron / Airfield Operations Flight
PA	Public Affairs
PAO	Public Affairs Office
PAS	Proposal Analysis Summary
POC	Point of Contact
PPA	Power Purchase Agreement (This can be an agreement between the Air Force and a private sector entity or an agreement between the HRO and a commercial off-taker)
PPBES	Planning Programming Budgeting Execution System
PREIAP	Planning Requirements for the Environmental Impact Analysis Process
PWS	Performance Work Statement
Q&A	Questions and Answers
QA	Quality Assurance
QC	Quality Control

QD Arcs	Quantity Distance Arcs
REC	Renewable Energy Credit
REPD	Renewable Energy Project Development
RESS	Real Estate Support Services
RFP	Request for Proposals
RFQ	Request for Qualifications
RFI	Request for Information
ROD	Record of Decision (two types of RODs may be encountered--NEPA and CERCLA)
ROI	Return of Investment
SAC-D	Senate Appropriations Committee – Defense
SAC-MILCON	Senate Appropriations Committee – Military Construction
SAF	Secretary of the Air Force
SAF/FM	Assistant Secretary of the Air Force for Financial Management
SAF/FMB	Assistant Secretary of the Air Force for Financial Management and Budget
SAF/FML	Secretary of the Air Force Office of Budget and Appropriations Liaison
SAF/GCN	Secretary of Air Force / Installation, Energy, and Environmental Law
SAF/GCN-SA	Secretary of the Air Force General Counsel Installations, Energy, and Environmental Law - San Antonio
SAF/IEE	Deputy Assistant Secretary of the Air Force for Environment, Safety and Occupational Health
SAF/IEI	Deputy Assistant Secretary of the Air Force for Installations
SAF/LLP	Secretary of the Air Force Legislative Liaison Programs & Legislation
SASC	Senate Armed Services Committee
SEF	Wing Flight Safety
SECDEF	Secretary of Defense
SEPA	State Environmental Policy Act
SEW	Wing Weapons Safety
SFS	Security Forces Squadron
SME	Subject Matter Expert
SON	Statement of Need
SOV	Site Orientation Visit
SOW	Statement of Work
SSA	Source Selection Authority
SSB	Source Selection Briefing
SSDD	Source Selection Decision Document
SSDSP	Source Selection Decision Staffing Package
SSEB	Source Selection Evaluation Board
STDB	Site To Do Business
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TL	AFCEC/CIU Team Lead
UFC	Unified Facility Criteria
USACE	U.S. Army Corps of Engineers
USAF/A7CP	Engineer, Programs Division
USC	United States Code

USPAP	Uniform Standards of Professional Appraisal Practice
VAB	Value Assessment Board
VBT	Value Based Transaction
VTC	Video Teleconference
WG/CC	Wing Commander