

**FORT BRAGG, NORTH CAROLINA, FORT CAMPBELL, KENTUCKY, FORT
STEWART AND HUNTER ARMY AIR FIELD, GEORGIA, AND FORT POLK,
LOUISIANA**

**REQUEST FOR QUALIFICATIONS (RFQ)
TABLE OF CONTENTS
DACA31-01-R-0017**

PART I

| | |
|--|----|
| INTRODUCTION | 04 |
| 1.0 Overview | 04 |
| 1.1 Administrative Information | 04 |
| 1.1.1 Applicability of the Federal Acquisition Regulation (FAR) | 07 |
| 1.2.2 Documents | 07 |
| 1.2.3 Inquiries | 07 |
| 1.2.4 Industry Forum | 07 |
| 1.2.5 Site Visits | 07 |
| 2.0 WORK STATEMENT | 08 |
| 2.1 Phase 1 – Project Planning | 09 |
| 2.1.1 CDMP Development Plan | 09 |
| 2.1.2 CDMP Financial Plan and Transactional Instruments | 12 |
| 2.1.3 CDMP Operations, Maintenance, and Property Management Plan | 13 |
| 2.1.4 Completion of Phase 1 - Project Planning | 13 |
| 2.2 Phase 2 – Project Implementation | 14 |
| 3.0 MILITARY HOUSING PRIVATIZATION INITIATIVE LEGISLATION | 14 |
| 3.1 MHPI Authorities | 14 |
| 3.2 Other Provisions and Considerations | 16 |
| 3.3 Office of Management and Budget (OMB) Scoring | 17 |
| 4.0 CONTRACTOR SELECTION PROCESS | 17 |
| 4.1 Information Request Instructions | 18 |
| 4.1.1 Submissions Instructions | 18 |
| 4.1.2 Submission of Step One, Part (A) | 19 |
| 4.1.3 Submission of Step One, Part (B) | 20 |
| 4.2 Administrative Minimum Experience Requirements | 20 |
| 4.3 Statement of Qualifications | 21 |
| 4.3.1 Experience | 21 |
| 4.3.2 Financial Capabilities | 23 |
| 4.3.3 Organizational Capabilities (Corporate Level) | 25 |
| 4.3.4 Past Performance | 25 |
| 4.3.5 Small Business Utilization (General History) | 25 |
| 4.4 Submission of Step Two | 26 |
| 4.4.1 Preliminary Project Concept Statement | 27 |

| | | | |
|------------|--|-------|-----------|
| 4.4.2 | Financial Return | _____ | 28 |
| 4.4.3 | Organizational Capabilities (On-Site, Installation Specific) | ____ | 29 |
| 4.4.4 | Small Business Utilization Plan (On-Site, Installation Specific) | ____ | 30 |
| 4.5 | Evaluation Process and Evaluation Team | _____ | 31 |
| 4.5.1 | Competitive Range Based on Initial Submissions (Step One) | _____ | 31 |
| 4.5.2 | Award Based on Oral Presentation (Step Two) | _____ | 31 |
| 4.6 | Evaluation Factors | _____ | 33 |
| 4.6.1 | Experience | _____ | 35 |
| 4.6.2 | Financial Capabilities | _____ | 36 |
| 4.6.3 | Organizational Capabilities (Corporate Level) | _____ | 37 |
| 4.6.4 | Past Performance | _____ | 37 |
| 4.6.5 | Small Business Utilization (General History) | _____ | 38 |
| 4.6.6 | Preliminary Project Concept Statement | _____ | 39 |
| 4.6.7 | Financial Return | _____ | 39 |
| 4.6.8 | Organizational Capabilities (On-Site, Installation Specific) | ____ | 40 |
| 4.6.9 | Small Business Utilization Plan (On-Site, Installation Specific) | ____ | 41 |
| 5.0 | ADVISORS | _____ | 41 |
| 6.0 | ADDITIONAL TERMS AND CONDITIONS | _____ | 41 |
| 7.0 | SOLICITATION, OFFER, AND AWARD | _____ | 42 |

PART II

APPENDIX A: SITE DESCRIPTION OF ECONOMICS OF FORT BRAGG, FORT CAMPBELL, FORT STEWART AND HUNTER ARMY AIR FIELD, AND FORT POLK COMMUNITY

APPENDIX B: FORT BRAGG, FORT CAMPBELL, FORT STEWART AND HUNTER ARMY AIR FIELD, AND FORT POLK DEMOGRAPHICS

APPENDIX C: FORT BRAGG, FORT CAMPBELL, FORT STEWART AND HUNTER ARMY AIR FIELD, AND FORT POLK - MASTER PLANS, AERIAL PHOTOGRAPHS AND INFORMATION MAPS

APPENDIX D: FEDERAL ACQUISITION REGULATION (FAR) AND DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENT (DFARS) CLAUSES

APPENDIX E: EXECUTIVE ORDER 11303, GREENING THE GOVERNMENT THROUGH WASTE PREVENTION, RECYCLING, AND FEDERAL ACQUISITION

APPENDIX F: GENERAL OUTLINE FOR CDMP

APPENDIX G: OMB SCORING GUIDANCE

APPENDIX H: GLOSSARY OF SELECTED TERMS

APPENDIX I: PAST PERFORMANCE QUESTIONNAIRE

1.0 INTRODUCTION

The Department of the Army intends to improve the quality of the on-post housing and communities currently provided to soldiers and their families. At many installations Army Family Housing (AFH) does not meet current housing standards and there is a deficit of adequate/affordable housing off-post. The Army has considered a wide range of alternatives to address the persistent funding shortfall and resulting revitalization (construction and major maintenance and repair) backlog, recently verified to be \$6 billion. This shortfall is the backlog of work needed on existing units to bring them up to current standards. During the mid-1990s, studies by several agencies [e.g., Marsh Quality of Life Task Force, Army Science Board, Congressional Budget Office (CBO), the General Accounting Office (GAO), and others] all came to the same conclusion that family housing could not be revitalized using solely traditional Military Construction (MILCON) Program.

The Army has awarded four pilot sites (Forts Carson, Hood, Lewis, and Meade) under a program for housing and community development privatization called the Residential Communities Initiative (RCI). Through RCI The Army seeks to bring private sector resources and market-based incentives to bear in improving the quality of life for soldiers and their families. RCI is an innovative program developed and managed under the oversight and direction of the Office of the Assistant Secretary of the Army (Installations and Environment) (OASA (I&E)) on behalf of the Secretary of the Army. The Army believes that housing privatization provides an excellent opportunity for addressing the housing needs of America's soldiers while providing an excellent business opportunity for its private partners.

1.1 Overview

The improvement of military housing at Fort Bragg, NC, Fort Campbell, KY, Fort Stewart / Hunter Army Airfield (AAF), GA, and Fort Polk, LA is being pursued under the Military Housing Privatization Initiative (MHPI) legislation enacted by Congress in 1996. (Fort Stewart / Hunter AAF are not contiguous but will be awarded as one project). The MHPI legislation allows the military services to leverage scarce appropriated funds and existing assets (land and improvements) to solve the military housing problem and obtain private-sector expertise, resources and market-based incentives to improve the quality of life for service members and their families. The objective of the RCI program is to create world-class residential communities. Additional information on the RCI program can be found at the website <http://rci.army.mil>.

In Step One of the solicitation process, The Army will issue a Request for Qualifications (RFQ), which establishes specific minimum requirements and

seeks discussion of five general evaluation factors. Minimum requirements have been established to address the skill sets of development, property management, and financial capability. This first step of the RFQ process will identify those offerors determined to be highly qualified and thus eligible for further consideration for potential long-term business relationships. These highly qualified offerors will be selected based on their experience, financial capability, organizational capabilities (corporate level), past performance, and small business utilization (general history). These offerors will comprise an exclusive competitive range.

During Step Two of the RFQ process, each installation RCI project will be competed individually in sequence by the offerors in the competitive range. The Step Two submissions are expected to be in the form of oral presentations. The offerors may, without penalty, elect not to submit on a specific installation. For Step Two, the offeror will be evaluated based on their installation specific preliminary project concept statement, financial return, organizational capabilities (on-site), and small business utilization plan (on-site). The offeror will be expected to identify, in detail, his or her plans to achieve the following goals for each installation:

- Ensuring that soldiers and their families have access to high quality, safe, attractive, and affordable housing by upgrading existing family housing and, if necessary, by building new housing to reduce the family-housing deficit at the installation (if a deficit is applicable);
- Transforming existing military housing areas into planned and integrated residential communities which foster family lifestyles, while preserving the existing historic character and military culture of these properties, protecting cultural resources, and meeting environmental stewardship responsibilities;
- Providing ancillary supporting facilities that enhance the installation's residential communities;
- Maintaining positive relations with all stakeholders and communities that surround the installation;
- Providing for the effective long-term, high-quality management and operation of the family housing inventory, and ancillary supporting facilities;
- Providing for realistic financial management of the assets including viable reserves and earning a mutually acceptable return on investment for the offeror and The Army.

To achieve these goals, the offeror will be expected to assume ownership of the family housing units and will be provided a long-term interest in the underlying land.

Although the focus of the RCI project is on family housing, the MHPI authorities also permit the construction of ancillary supporting facilities that relate to and support the residential nature of military family communities. Such facilities may include tot lots, community centers, housing offices, dining facilities, and other similar facilities for the support of Army family housing. Instructions for requesting approval to construct ancillary supporting facilities may be found in Section 2.1.1 of this document. Final approval authority for such facilities rests with the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA (M&RA)). The installation will facilitate the process of review and action on these proposals with the appropriate agencies.

The contractor's return on the project is expected to come primarily from developing, operating, and managing existing, renovated, and newly constructed housing units. The contractor's main source of revenue will be rents paid by military service members from their housing allowances. The contractor will be responsible for all costs of the project, including the cost of managing and maintaining all housing units and ancillary facilities.

Recognizing the complexity and breadth of issues that arise in planning and executing a project of the size and scope of a military family housing community, the project will be organized into two phases:

Phase 1 – Project Planning. During Phase 1, the selected contractor will work closely with The Army to craft a Community Development and Management Plan (CDMP). This will be the business plan for the specific installation RCI project, and will set forth the terms of the contractor's long-term relationship with The Army. Payment for Phase 1 is discussed in Section 2.1.4 of this document.

Phase 2 – Project Implementation. During Phase 2, the selected contractor will implement the CDMP, provided the Headquarters, Department of the Army (HQDA), Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), and the Congress approve the plan, and approval is given to consummate the CDMP and begin the transition.

A major benefit of the CDMP process is that it allows The Army, its associated consultants, and the contractor to work through issues collaboratively, and to ensure that important issues are anticipated and addressed before executing the plan. It also provides an opportunity for The Army to consider proposals from the contractor concerning the use of specific

MHPI authorities, such as providing a loan guarantee or constructing certain ancillary supporting facilities. Finally, this process gives The Army a mechanism for periodically conferring with Congressional oversight committees during project planning, as well as with representatives from the local community and Army-related organizations that are essential to the success of the project.

1.2 Administrative Information

1.2.1 Applicability of the Federal Acquisition Regulation (FAR)

The Federal Acquisition Regulation (FAR) Part 12 applies to Phase 1 of each project only. Appendix D contains a listing of the FAR and Defense FAR Supplement (DFARS) clauses that apply to Phase 1. Prospective contractors should also take note of Section 6.0 of this RFQ, concerning additional terms and conditions that apply to Forts Bragg, Campbell, Stewart / Hunter AAF, and Polk.

1.2.2 Documents

Prior to the submission date for the installation specific RFQ (Step Two), you may review pertinent information regarding existing Forts Bragg, Campbell, Stewart / Hunter AAF and Polk, family housing assets in their respective document rooms. The location, time of operation, and point of contact for each installation is identified below in Section 1.2.5.

1.2.3 Inquiries

Inquiries regarding the projects at Forts Bragg, Campbell, Stewart / Hunter AAF and Polk should be directed to: US Army Corps of Engineers, Baltimore District, CENAB-CT, Contract Specialist, James M. Mack, PO Box 1715, Baltimore, MD 21203-1715 (or facsimile to 410-962-0933). Email address: jim.mack@nab02.usace.army.mil. Refer to RFQ Number DACA31-01-R-0017

1.2.4 Industry Forum

An Industry Forum is scheduled for October 23, 2001 in Atlanta, Georgia for the projects at Forts Bragg, Campbell, Stewart/Hunter AAF and Polk. The forum will include an RCI program overview, RFQ procurement process overview, and FORSCOM and installation presentations. Specific information can be found on the RCI website at <http://rci.army.mil>.

1.2.5 Site Visits

Fort Bragg has Force Protection procedures in place. Due to heightened security, it is requested that offerors call the RCI office at the number below to make an appointment to view the document room or to gain entry and access to the installation at least one week in advance of the intended visit. As part of the RCI process, a Fort Bragg Industry Site Visit has been scheduled to enable potential offerors to visit Fort Bragg housing areas, with access to specific housing units. This site visit opportunity will be held at Fort Bragg on Thursday, October 18, 2001 from 8:30AM to 12:30, Eastern Time, starting with an initial welcome at 8:30AM at the Main NCO Club. Offerors are requested to indicate their interest in this site visit not later than Monday, October 15, 2001. Contact Mr. Mike Ackerman at the Fort Bragg RCI Document Room/RCI Office in building 4-2102 Longstreet (directly across from Sports USA) or by telephone 910-396-3004 / 3011 or by facsimile 910-396-3019.

Fort Campbell is a closed Army post. Due to heightened security, it is requested that offerors call the RCI office at the number below to make an appointment to view the document room or to gain entry and access to the installation at least one week in advance of the intended visit. Access to the installation is currently limited and each visitor will be required to provide information such as their driver's license number and Social Security number to gain access. As part of the RCI process, a day has been set aside to enable potential offerors site visits and a bus tour of the Fort Campbell housing areas, with access to specific housing units. This site visit opportunity will be held at Fort Campbell on October 30, 2001 from 9:00AM to 3:00PM, Central Time. Offerors are requested to indicate their interest in this site visit not later than October 25, 2001. Contact the Fort Campbell RCI Office at 287 Stonecrossing Drive, Clarksville, Tennessee or by telephone at 931-906-2797 or by facsimile 931-906-2495.

Fort Stewart / Hunter AAF is a closed Army post. Due to heightened security, it is requested that offerors call the RCI office at the number below to make an appointment to view the document room or to gain entry and access to the installation at least one week in advance of the intended visit. Access to the installation is currently limited and each visitor will be required to provide information such as their driver's license number and Social Security number to gain access. As part of the RCI process, a day has been set aside to enable potential offerors site visits of the Fort Stewart / Hunter AAF housing areas, with access to specific housing units. This site visit opportunity will be held at Fort Stewart / Hunter AAF on October 25, 2001 from 9:00AM to 3:00PM, Eastern Time. Offerors are requested to indicate their interest in this site visit not later than October 15, 2001. Contact Jeanne Adams at the Fort Stewart / Hunter AAF Directorate of Public Works by telephone 912-767-4585 or by facsimile 912-767-8646.

Fort Polk is a closed Army post. Due to heightened security, it is requested that offerors call the RCI office at the number below to make an appointment to view the document room or to gain entry and access to the installation at least one week in advance of the intended visit. Access to the installation is currently limited and each visitor will be required to provide information such as their driver's license number and Social Security number to gain access. The date of the Fort Polk site visit opportunity is October 16, 2001. As part of the RCI process, potential offerors may request site visits of the Fort Polk housing areas, with access to specific housing units by contacting Mr. Wayne Ball, 1711 23rd Street, Building 2512, Fort Polk, LA 71459-2512, phone 337-531-1977 or facsimile 337-531-0622.

2.0 WORK STATEMENT

2.1 Phase 1 – Project Planning

Each installation project will occur in two phases. During Phase 1, the contractor will work closely with The Army to craft a CDMP that is acceptable to the Government and that offers the best value for the military family housing at that specific installation. The CDMP process is expected to require no more than six months of coordinated, intensive effort between The Army and the contractor. The CDMP coordination will take place at a location identified by the installation. The deliverable is the CDMP, which will consist of three main components: 1) Development Plan; 2) Financial Plan and Transactional Instruments; and 3) Operations, Maintenance, and Property Management Plan. The CDMP will be provided in sufficient detail so as to allow the specific installation and US Army Forces Command (FORSCOM) to make a determination as to the CDMP effectiveness. An outline of the CDMP can be found at Appendix F. A general description of these components is provided below. The Army and contractor will establish specific elements for each component jointly during Phase 1.

During Phase 1, the contractor may be allowed access to facilities or space on the installation, or another designated location. The contractor may modify or tailor this space to meet its own needs at its own expense. During Phase 1, the contractor may be permitted to physically test its pro-forma estimates provided the contractor complies with appropriate laws, regulations, and policies at its own expense.

2.1.1 CDMP Development Plan

The development plan will address all aspects of the development effort at the respective installation with a specific focus on long-term master planning, as well as historic facilities and environmental stewardship. Renovation and

construction of housing units and / or ancillary facilities, if approved, is expected to take place over the life of the project.

At a minimum, the development plan will specify the number, type, and size (e.g., three-bedroom, four-bedroom, etc.) of housing units that are to be renovated, rehabilitated, or newly constructed in each neighborhood within the family housing community. The plan will indicate the life cycle (50-year) schedule under which the renovation and new construction will occur. In the development plan, the contractor will be expected to provide proposed land-use maps, model floor plans, and exterior architectural sketch renderings of the proposed housing. The plan will specify appropriate performance standards and incentives assigned to ensure appropriate attention to design, construction, and finish standards and achievement of planned completion schedules and budgets. A development plan that attempts to satisfy only the minimums expressed in this paragraph will be deemed unacceptable. The Army expects the contractor to employ its expertise to craft a plan that goes beyond the minimums.

Fort Bragg: A comparison with current Army standards suggests that approximately 75% of the 4,738 existing housing units, which include 233 historical structures will need renovation or replacement within the first 10 years of the Fort Bragg project. In addition, all housing must reach a “green” status as defined by The Army’s Installation Status Report (ISR) by 2010. Life-cycle renovation or replacement of the inventory will take place during the course of the Fort Bragg project on a schedule to be agreed upon by The Army and the contractor. The preliminary Family Housing Market Analysis (FHMA) conducted by Economic Consulting, Robert D. Niehaus, Inc., identifies an on-post deficit of up to 834 housing units. This deficit considers 90% of Fort Bragg’s 927 4BR unit deficit. A 271-unit surplus exists in the Fort Bragg’s 3BR category. Fort Bragg proposes that their privatization partner consider these surpluses and deficits while preparing a development scope that can be supported by project economics. The final housing deficit determination will be made during the CDMP process.

Fort Campbell: A comparison with current Army standards suggests that approximately 65% of the 4,240 existing housing units will need renovation or replacement within the first 10 years of the Fort Campbell project. There are three housing units eligible for the historical register at Fort Campbell. All housing units must reach a “green” status as defined by The Army’s Installation Status Report (ISR) by 2010. Life-cycle renovation or replacement of the inventory will take place during the course of the Fort Campbell project on a schedule to be agreed upon by The Army and the contractor. The preliminary Family Housing Market Analysis (FHMA) conducted by Economic Consulting, Robert D. Niehaus, Inc., identifies an on-post deficit of up to 1,230 housing units. This deficit considers 90% of Fort Campbell’s 1,367 4BR unit deficit. A 261-unit surplus exists in the Fort Campbell’s 2BR category and a 400-unit surplus exists

in the 3BR category. Fort Campbell proposes that their privatization partner consider these surpluses and deficits while preparing a development scope that can be supported by project economics. The final housing deficit determination will be made during the CDMP process.

Fort Stewart / Hunter AAF: A comparison with current Army standards suggests that approximately 75% of the 2,927 existing housing units will need renovation or replacement within the first 10 years of the Fort Stewart / Hunter AAF project. In addition, all housing must reach a “green” status as defined by The Army’s Installation Status Report (ISR) by 2010. There are no historical housing units at Fort Stewart / Hunter AAF. Life-cycle renovation or replacement of the inventory will take place during the course of the Fort Stewart and Hunter AAF project on a schedule to be agreed upon by The Army and the contractor. The preliminary Family Housing Market Analysis (FHMA) conducted by Economic Consulting, Robert D. Niehaus, Inc., identifies an on-post deficit of up to 1,012 housing units. This deficit considers 90% of Fort Stewart’s 487 3BR deficit, 90% of Fort Stewart’s 430 4BR unit deficit, and 90% of the 208-unit deficit (21 2BRs and 187 4BRs) at Hunter Army Air Field. A 236-unit surplus exists in the Fort Stewart 2BR category. Fort Stewart and Hunter Air Field proposes that their privatization partner consider these surpluses and deficits while preparing a development scope that can be supported by project economics. The final housing deficit determination will be made during the CDMP process.

Fort Polk: A comparison with current Army standards suggests that approximately 85% of the 3,648 existing housing units will need renovation or replacement within the first 10 years of the Fort Polk project. There are no historical housing units at Polk. Life-cycle renovation or replacement of the inventory will take place during the course of the Fort Polk project on a schedule to be agreed upon by The Army and the contractor. In addition, all housing must reach a “green” status as defined by The Army’s Installation Status Report (ISR) by 2010. The latest Housing Market Analysis (HMA) by the Department of the Army does not project a family housing deficit. The Fort Polk RCI Office has established a website for prospective offerors to obtain installation specific data on line at <http://www.jrtc-polk.army.mil/rci/index.htm> .

Expansion of housing stocks beyond that required to meet the net deficit (at each post as applicable) will not be authorized. In the future, the government may contract with a third party vendor to conduct periodic market analyses aimed at determining necessary adjustments to on-post family housing needs. The potential for adjustments to the inventories, and subsequent actions / procedures, will be addressed in the CDMPs.

To further The Army's goals, The Army may authorize the contractor to construct and operate one or more ancillary supporting facilities (e.g., tot lots, community centers, daycare centers,, etc.) that relate to and support the family housing community and complement business operations in the local community. However, such facilities may not be in direct competition with the activities of the Boards of Directors for Army MWR organizations, The Army and Air Force Exchange Service (AAFES), and the Defense Commissary Agency (DeCA) without the approval of these organizations. In the CDMP, the contractor will be expected to include the type, size, location, and features of each ancillary supporting facility that it proposes to build and operate in the residential housing community. However, the contractor is not required to take ownership and operational responsibility for any existing ancillary supporting facilities other than those playgrounds, ballfields, etc., located specifically in the housing areas..

The steps below outline the process during the CDMP development for requesting approval for a private commercial or retail activity / hub, or a facility or service that falls in the area of MWR. The contractor must be aware that private competition on a military installation with AAFES, DeCA and MWR is strictly prohibited per Sec. 2804, pages 346-347, of the National Defense Authorization Act for Fiscal Year 2000, Conference Report to Accompany S. 1059, unless approved by the OASA (M&RA).

a. The contractor must work with the Installation Commander (or his / her staff if so directed) to determine requirements.

b. The contractor must submit a letter (as soon as the requirement is known) to the OASA (M&RA) of the intent to contact the relevant commanders(s) of MWR, AAFES, or Commissaries. The letter is intended to seek support for private revenue or non-revenue producing activities, hubs, centers, facilities, or services. Approval authority for these types of activities is vested with the OASA (M&RA). A letter or memo signed by the Installation Commander concurring with the proposed effort shall be attached to this correspondence.

Assistant Secretary of the Army (Manpower and Reserve Affairs)
111 Army Pentagon
Washington, DC 20310-0111

c. The contractor is responsible for working with the Commanders of AAFES, DeCA, and/or US Army Community and Family Support Center (CFSC) on these types of ancillary support projects. The contractor will submit any command approved final proposals regarding construction and maintenance of revenue producing and non-revenue producing endeavors related to these programs through the commander(s) of AAFES, DeCA and / or CFSC to OASA (M&RA). OASA (M&RA) has final jurisdictional authority to approve the

contractor's proposed revenue producing and non-revenue producing endeavors, and the OASA (M&RA) will inform the RCI Director of the decision on the proposed requirement, terms and scope.

The Army will prepare and provide documents required for compliance with the National Environmental Policy Act (NEPA) to the selected contractor, which will become part of the CDMP. A part of the NEPA documentation will include coordination of Section 106 of the National Historic Preservation Act and Section 7 of the Endangered Species Act. Funding for preparation of environmental documentation outside The Army's currently proposed scope will be the responsibility of the selected contractor. The Army will disclose the information it has collected on existing environmental hazards through the NEPA process and the preparation of the Finding of Suitability to Lease (FOSL). The contractor will assume management responsibilities for these environmental hazards upon implementation of the CDMP.

The CDMP will include a subcontracting plan describing the contractor's standards for selecting subcontractors to work on the project, and will provide details about the contractor's goals for subcontracting with small businesses.

Finally, the CDMP will specify schedules for the performance of all development activities related to the project.

2.1.2 CDMP Financial Plan and Transactional Instruments

The financial plan and transactional instruments will describe the offeror's plan for financing projected long- and short-term expenses associated with the project, and the transactional instruments required to execute the project. At a minimum, this plan will include:

- An integrated financial pro-forma analysis covering expected income and expenses over the life of the project, including, that which is necessary to ensure quality long-term operation, maintenance, and property management for the residential community. The pro forma analysis will incorporate development and operational elements.
- A detailed 50-year statement of sources and uses of funds and cash flows, identifying any applicable MHPI financial tools that the offeror proposes to use in conjunction with the project.
- Drafts of legal documents describing the relationship between The Army and offeror, and the rights and obligations of each party for implementing the project (e.g., drafts of limited partnership agreement, ground lease, management and incentive agreements, government

loan, and guarantee instruments and / or other appropriate instruments).

2.1.3 CDMP Operations, Maintenance, and Property Management Plan

The operations, maintenance, and property management plan will describe the offeror's concept of, and approach to, operating, maintaining, and managing the family housing residential community. At a minimum, the plan will specify appropriate performance standards and incentives designed to ensure that the residential community, including historic district areas if applicable, is effectively operated, maintained, and managed on a long-term basis at high levels of quality and upkeep. Compliance with Section 106 of the National Historic Preservation Act and Section 7 of the Endangered Species Act is required. Compliance with local, state, and Federal environmental regulations is required. The operations, maintenance, and property management plan should also describe the offeror's strategy for making capital improvements to the residential community through the life of the project.

2.1.4 Completion of Phase 1 – Project Planning

The Army will pay the contractor a fixed sum of \$350,000 upon completion of Phase 1, as described in Appendix D. (CDMP completion is defined as when the CDMP is accepted by the installation, FORSCOM, HQDA, Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), and the Congress.) This payment will be made in lieu of any other formula for compensation. In return for this payment, The Army will be granted full and unlimited rights to use the CDMP, including the right to provide the CDMP to other contractors in this or other military housing privatization projects. At this point, the contract will be complete and the contractor will have no right, title, or interest in Phase 2 by virtue of its participation in Phase 1.

If The Army and contractor are unable to reach agreement on the individual, installation specific CDMP, or if the plan is not otherwise acceptable to The Army, or if the offeror fails to provide the CDMP within the agreed upon time, The Army may terminate the contractor's work on the project. At its own discretion, The Army may continue to proceed with the project by working with another contractor deemed most advantageous to the government or by seeking new RFQ responses. Consequently, offerors within the competitive range are requested to keep their responses to each installation specific RFQ open for twelve (12) months following contract award.

2.2 Phase 2 – Project Implementation

The Army desires to have the successful CDMP contractor implement the agreed upon plan. Once FORSCOM, HQDA, OSD, OMB, and the Congress

approve the CDMP, the contractor and installation may be given approval to begin transition toward project implementation. This approval will mark the beginning of Phase 2 of the project. During Phase 2, the contractor will implement the approved CDMP. The Army will transfer beneficial ownership of the existing housing units and provide an appropriate interest in the underlying land to the contractor to facilitate implementation in a manner consistent with the agreed upon CDMP and with prudent business practices.

The contractor should not expect, and will not be compensated by the Government for costs it incurs following acceptance of the CDMP and payment of the contracted price. The implementation may result in additional costs to the contractor, which arise between acceptance of the CDMP and the time when the contractor takes control of the housing assets and begins collecting BAH. These costs remain the sole obligation of the implementation contractor regardless of the amount and purpose and will not be reimbursed through appropriated funds.

3.0 MILITARY HOUSING PRIVATIZATION INITIATIVE (MHPI) LEGISLATION

The MHPI legislation (10 U.S.C. §§ 2871-2885) provides special authorities for the construction and improvement of military housing. It was specifically enacted to enable the Military Services to leverage housing assets (land and buildings) and limited financial resources in an effort to obtain private sector capital and expertise to improve the quality of life for service members and their families.

3.1 MHPI Authorities

The MHPI provides four main financing tools that can be used separately or in conjunction with each other. This summary is provided to help the offeror gain a general understanding of the MHPI legislation, but reference should be made to the actual MHPI language in order to fully understand this law. The offeror should consider the effect of OMB scoring on each tool.

Direct Loans and Guarantees. The Secretary of the Army can provide direct loans to private firms in the form of second mortgages when external financing is not adequate to make a project financially feasible. Loan guarantees can be used to help a contractor obtain private sector financing by reducing project risks that are specific to military installations, such as base closure, downsizing, or extended deployments. The selected contractor will be expected to assume normal business and market risks, such as construction delays.

Conveyance or Lease of Existing Property and Facilities. The Army can convey or lease existing Army land, housing, and related facilities to the contractor for the purposes of privatizing military family housing.

Differential Lease Payments. The Army can enter into an agreement to pay a rent subsidy to the contractor. However, this authority will be used only in unusual cases, when the total income stream is insufficient to ensure a reasonable return on investment.

Investments. The Army can make investments in non-governmental entities carrying out authorized housing privatization activities. Such investments may take the form of acquiring a limited partnership interest, purchasing stock or other equity instruments, purchasing bonds or other debt instruments, or any combination of these. The Army's cash contribution is limited to one-third (33 1/3 percent) of the project's capital cost. If land and facilities are conveyed to the contractor as part of the investment, the value of the land and facilities together with any cash contribution cannot exceed 45 percent of the project's total capital cost.

3.2 Other Provisions and Considerations

Local Standards. The MHPI legislation allows contractors to build housing to local market standards and exempts the project from all MILCON standards, such as statutory square-footage standards for various military pay grades. However, if one submission proposes to provide a higher level of quality than another, the higher quality submission would receive a more favorable evaluation.

Basic Allowance for Housing (BAH). The BAH is a monetary entitlement granted to service members who live in non-government housing. Service members may use this allowance to pay rent to the contractor for housing that is developed and managed under this program. Under current Army policy, rents for on-post housing under this program – including a reasonable amount allocated to cover average utility usage – must not exceed the service member's BAH. Accordingly, the contractor will be required to set rents in accordance with that policy. Revisions to the BAH rate are processed at least annually and are based on market survey and other indicators of the local housing market, but are subject to Congressional approval. Revisions to the individual BAH entitlement are processed on a continual basis based on changes in the service members rank, deployment status, etc. (For more information on the BAH system, refer to the following website: <http://www.dtic.mil/perdiem/bah.html>. The service member's BAH includes a utilities component, insurance component, and rent component. The contractor's responsibility for utility costs is described below in the "Utilities" paragraph.

Mandatory Allotments and Assignments. The MHPI legislation also enables The Army to mandate housing allotments (i.e., automatic payment deductions from the service member's pay for rent payments) and to mandate housing assignments (i.e., require service members to live in Army housing). The Army does not intend to use mandatory housing assignments. Rather, the contractor should market these housing units to attract service members and their families as in the private market. The Army has already used allotments in housing privatization and in future transactions will use a third party vendor to transfer service member's BAH, once the member has elected to live in the housing.

Non-Military Renters. In the event that the military requirement for the housing diminishes, non-military members may be allowed to occupy privatized housing. Together with the contractor during the CDMP development, The Army will establish a priority order of assignment much like that in Army Regulation (AR) 210-50 and current minimum-vacancy thresholds for military renters that must be exceeded before non-military tenants are allowed. If allowed, non-military tenants will likely pay market rent; however, this will be addressed during the CDMP development. If non-military tenants are allowed, arrangements for access to the installation during times of heightened security will be addressed during the development of the CDMP.

Real Estate Taxes. The contractor will be responsible for any real estate or other ad valorem taxes assessed on the project. The requirement to pay local real estate or other ad valorem taxes will vary from locality to locality. Each prospective contractor must make its own assessment of the likelihood that the project will be required to pay such taxes. Any agreement between The Army and the selected contractor reached as a result of this RFQ will not relieve the contractor of the obligation to pay taxes if required by appropriate law.

Ancillary Supporting Facilities. Housing projects developed under this legislation can include facilities related to military housing units, including tot lots, community centers, housing offices, dining facilities, and other similar facilities for the support of military family housing. Final approval authority for such facilities related to MWR, AAFES, or DeCA rests with the ASA (M&RA). Instructions to request approval for such facilities can be found in Section 2.1.1

Utilities. The contractor is responsible for all costs of utilities provided to common areas of the project and all vacant units during the entire project period. Further, the contractor will be responsible for all utilities in occupied housing units covered by the project until (1) the units have been renovated or replaced, (2) the units have had utility meters (electric, gas, and / or oil) installed, and (3) a 12-month consumption record has been established. Following these three (3) conditions in an entire housing area and the provision of appropriate notice to

the service member occupant, the service member will become responsible for the cost of utilities (electric, gas, and / or oil) for their residence. After a consumption record has been established, an average utility consumption cost will be determined for each housing unit type. The service member will then receive this amount from his / her BAH and be responsible for paying utilities. Should the utility costs exceed the service member's identified utility allowance, the service member will be responsible to pay that amount from basic pay. If the utility bill is less than the calculated allowance, the service member retains those funds. The remainder of the service member's BAH will go to the selected contractor as rent. The contractor should plan to implement energy efficiency improvements and meter all the housing units as soon as practicable (e.g., new and renovated units) but no later than the end of year ten (10) of the project at which time all residents will be responsible for their utilities. Details of utility costs and allowances will be developed during the CDMP process.

3.3 Office of Management and Budget (OMB) Scoring

Each agreement entered into by The Army as a result of the RFQ process may be "scored" by OMB for budget purposes prior to approving the CDMP. Scoring is an accounting convention that measures the value of a potential future financial obligation to The Army, recognizes it for budget purposes, and records it as an Army Departmental obligation at the time an agreement is signed. Sufficient appropriations must be available to cover the scored amount for each agreement. Therefore, OMB scoring rules may affect the attractiveness of available MHPI tools in conjunction with Army housing privatization projects. OMB guidelines on scoring are provided in Appendix G.

Section 4.6.7 below (Financial Return) outlines the relationship between OMB scoring and The Army's evaluation of each offerors' proposal. Accordingly, the effect of OMB scoring should be taken into account when considering how best to leverage The Army's assets at the specific installation. Consequently, offerors should attempt to maximize total private sector resources available for the specific installations while minimizing the effect of OMB scoring on The Army's commitment of assets.

4.0 CONTRACTOR SELECTION PROCESS

In Step One (establishment of competitive range) of the two-step RFQ process, the prospective offeror's submission should include Part (A) Information requested in Section 4.2 (Administrative Minimum Experience Requirements) of this RFQ, and Part (B) Information requested in Section 4.3 (Statement of Qualifications), subsections 4.3.1 through 4.3.5 of this RFQ. The Army will evaluate this information in accordance with the process, procedures, and evaluation factors set forth in this RFQ. The submission must first demonstrate

satisfaction of the Administrative Minimum Experience Requirements. The Evaluation Team's assessment of responses to Sections 4.3.1 through 4.3.5 will establish a competitive range of offerors. The offerors selected for the competitive range will be the firms whose submissions, in The Army's judgment, are determined to be highly qualified and thus eligible for further consideration for potential long-term business relationships designed to achieve the goal of improving military housing communities. The Army reserves the right, however, to reject any or all responses to the RFQ.

STEP ONE

4.1 Information Request Instructions

Both single-firm offerors and joint venture offerors are required to furnish information to The Army in accordance with the instructions provided below. For the purposes of this RFQ, a single-firm offeror would manage the project under the direction of a single principal member (defined below). By contrast, a joint venture is a single business entity such as a partnership, limited liability company or other legal entity consisting of two or more principal members. A joint venture may also include one or more principal members that are 501c3 corporations or other non-profit or not-for-profit organizations. The percentage of ownership of each of the principal members of the joint venture should be specifically identified. To compete for inclusion in the competitive range and for specific installation opportunities, a joint venture must commit to work with The Army as a single business entity, and is required to provide information both on the joint venture itself as a single business entity and on the joint venture's principal members. Once included within the competitive range, an offeror should have a formally established legal single business entity or it may be excluded from further consideration.

The term "principal member" means a legal entity that has an identified ownership interest in the single business entity that is responding to this RFQ. In this RFQ, the term offeror is synonymous with single business entity. The principal member concept allows newly formed joint ventures to compete based on the experience of their principal members. Additional information on this aspect of The Army's evaluation is provided in Section 4.6.1. However, only experience of principal members will be used to evaluate any proposals. Single business entities planning to use a non-profit structure are advised to clearly demonstrate the experience of each principal member.

4.1.1 Submission Instructions

Administrative Minimum Experience Requirements, Statement of Qualifications, as well as completed representations and certifications required from Appendix D and paragraph 7.0 of the RFQ, must be signed and submitted

in a clearly identified original hardcopy version (plus five copies), and provided electronically on compact disk (CD). Executive Order 13101 (Greening the Government through Waste Prevention, Recycling, and Federal Acquisition) must be followed for submission of hard copy proposals. Executive Order 13101 is included at Appendix E. The Administrative Minimum Experience Requirements, Statement of Qualifications and required representations must be produced in Microsoft™ Word (no exceptions), 8 1/2" x 11" format (no exceptions), using 12-point type in the Arial font (no exceptions). The Army must receive signed submissions no later than November 13, 2001 at 1630 hrs (4:30PM), ET at:

If Mailed:

US Army Corps of Engineers, Baltimore District
Attn: James M. Mack, CENAB-CT (RCI)
PO Box 1715
Baltimore, MD 21203-1715
Reference: RFQ No. DACA31-01-R-0017

If Hand carried (or sent via overnight delivery):

US Army Corps of Engineers, Baltimore District
Attn: James M. Mack, CENAB-CT (RCI)
10 South Howard Street, Room 7000
Baltimore, MD 21201
Reference: RFQ No. DACA31-01-R-0017

Submissions failing to arrive by the established deadline will not be evaluated.

4.1.2 Submission of Step One, Part (A)

The Administrative Minimum Experience Requirements Part (A) information shall be submitted separately from Part (B) information requested in Section 4.3 (Statement of Qualifications), and shall stand alone in determining an offeror's ability to satisfy the minimum experience requirements. This information serves to insure that offerors meet a basic level of experience prior to being further evaluated. Only the information contained in Part (A) will be considered in determining if an offeror meets the administrative minimum experience requirements. However, information in Part (A) will be considered when evaluating Part (B).

In addition to the Administrative Minimum Experience Requirements, offerors should provide the legal jurisdiction under which the firm is organized and operating by submitting the proof of existence as an established legal entity, providing a proper Data Universal Numbering System (DUNS) number <http://www.dnb.com> and providing a Commercial and Government Entity (CAGE)

Code with the submission. Offeror's must be registered with the Department of Defense Central Contractor Registry, which can be accomplished through <http://www.ccr2000.com>. If an offeror fails to provide this data, they will be deemed as non-responsive and removed from consideration.

Submissions for the Administrative Minimum Experience Requirements (Section 4.2) are limited to a total of 5 single-spaced pages.

4.1.3 Submission of Step One, Part (B)

The Statement of Qualifications (Part B) should be submitted in sufficient detail to:

- Permit the Evaluation Team and Source Selection Authority (SSA) (described in Section 4.5 below) to reach a reasoned judgment regarding the offeror's qualifications.
- Distinguish the offeror from other candidates.

Submissions for Part (B) are limited to a total of 75 single-spaced pages, including tables or charts where appropriate. The following are not included in the 75-page limit: Information requested in Section 4.2 (Administrative Minimum Experience Requirements); the audited financial statement (or 10Ks if the entity is publicly owned) requested under Section 4.3.2; and "Offeror Representations and Certifications" requested in Appendix D.

Exceeding the 75 single-spaced page limitation will result in the submission being considered non-responsive to the RFQ and eliminated from further consideration.

PART (A)

4.2 Administrative Minimum Experience Requirements

The single-firm offeror or a principal member in a joint venture must submit a list of projects with sufficient detail to demonstrate that it meets the following administrative minimum experience requirements. An offer that fails to satisfy the administrative minimum experience requirements will not be eligible for further consideration and will be eliminated from competition. One principal member must meet minimum experience requirement 1, one principal member must meet minimum experience requirement 2, and one principal member must meet minimum experience requirement 3, although each need not be the same principal member: The minimum experience requirements are:

1. The offeror has within the last ten (10) years served as the developer and principal sponsor (with an ownership interest) in at least three completed development projects, each of which included a residential component consisting of a minimum of 300 units of multi-family (three stories or less), attached or detached family housing units.
2. The offers has within the past ten (10) years provided property management including operations, leasing, repairs and maintenance, and capital improvements as well as asset management for three (3) completed major residential projects, each of which included a rental residential component of at least 300 units. These “managed projects” do not have to be the same projects discussed in number 1 above.
3. The offeror has within the last ten (10) years structured, arranged, and managed the capital formation including, equity and both short and long term debt, for three (3) completed residential projects resulting in actual development costs of at least \$30 million. It is acceptable to inflate historical development costs to current dollars using a commonly accepted inflation factor. The source of the inflation factor and the non-inflated actual costs shall be provided in this requirement. These completed residential projects do not have to be the same projects discussed in number 1 and 2, above.

PART (B)

4.3 Statement of Qualifications

In the Statement of Qualifications, include the following information:

4.3.1 Experience

An offeror should provide a list of all major development projects completed or currently being managed by its principal members relevant to residential communities. This list may include projects noted in the Administrative Minimum Experience Requirements list. For each major development project listed, include a brief description of the project, including its name, size (dollar value/number of units), type (single family, town homes, apartment complex, etc), nature of construction (whether new construction, moderate rehabilitation, substantial rehabilitation or redevelopment) and location.

In addition, for the five projects most relevant to the development of Army military housing communities, provide information as indicated below in this section. The task and responsibility of the offeror is to determine which projects

it considers most relevant to the RCI process and provide five examples. Relevant projects include, but are not limited to, those that the principal member currently owns and manages. Specific factors of importance to The Army include: new construction of attractive market rate housing; properties involving the rehabilitation of existing housing and the relocation of current tenants; properties needing to be made more market competitive; properties that have been owned, managed, and financed for a long time (e.g. 10 years) which remain viable and competitive. The more recent a particular activity occurs, be it management, development, construction or other, the more it demonstrates current skill in that activity.

1. Name of Project
2. Location (address, city or town, county, state)
3. Land-Use Program/Phasing
4. Key Dates (for each project)
 - Date land acquired
 - Date construction started/ended
 - Date occupancy began
 - If applicable, date sold or refinanced
5. Project Economics and Finance
 - Budget development costs, including “hard” and “soft” costs
 - Total development costs, including "hard" and "soft" costs
 - Financing, including debt (short- and long-term) and equity (contractor and investors) financing
 - Description of ownership structure, including percentage of ownership by principal member
 - Occupancy rate (initial and sustained)
 - Contact information (names, addresses, e-mail addresses and telephone numbers) for all debt and equity sources (may be used for reference check)
 - Economics of sharing arrangements between the principal member and any investors, including identification of all sources of return to the owners and investors.
 - Description of financial performance, including performance vis-à-vis projections in the development pro forma.
6. Operation, Maintenance and Repair, and Property Management

- Scope of services provided
- Customer service levels and standards of performance
- Operation, maintenance, and property management services and related standards of performance, including services provided for historic properties

7. Issues Encountered and Resolved, such as:

- Environmental activities and remediation (such as lead based paint, asbestos, radon, and underground storage tank analysis)
- Involvement in public approval and zoning processes
- Historic preservation (including renovations, conversions and / or landscaping)
- Regulatory public approvals and entitlements
- Community concerns
- Quality Assurance / Control

8. Strategic Partnering and Relationship Issues

- Details concerning cooperation with other business entities or organizations in projects involving long-term real estate management services
- The offeror's experience (if any) with public-private housing partnerships.
- The offeror's experience (if any) working in partnerships, joint ventures or other collaborations.

4.3.2 Financial Capabilities

Provide documentation and statements relevant to the offeror or its appropriate principal member(s) as identified below. Among other things described in this RFQ, The Army is seeking an offeror that demonstrates a strong financial structure. This can be demonstrated through the audited financial statements. There is no minimum net worth requirement; however, total net worth is considered in the evaluation.

- Audited financial statements (or 10Ks if the entity is publicly owned) for the last three (3) fiscal years.

(Parent and holding companies should submit audited financial statements if they intend to commit resources to a contractor or joint venture in which they own a controlling interest.)

- Documentation demonstrating the offeror's capability to secure financing and operating capital for the project as well as the offeror's capability to

obtain financing and capacity to secure payment and performance bonds (or alternate forms of security, in sufficient detail so that The Army can evaluate same) in a timely manner for a project the size of Fort Bragg, Fort Campbell, Fort Stewart / Hunter AAF or Fort Polk.

- Joint ventures should submit audited financial statements and documentation demonstrating financial capabilities and bonding capacity only for the single business entity itself, unless the single business entity has been newly formed for this specific project or if principal members of the single business entity will be independently responsible for financial commitments. In the latter cases, audited financial statements and documentation relating to financial capability and bonding capacity should be submitted for the single business entity and, individually, for all principal members of the offeror responsible for obtaining financing for the project.
- Documentation which addresses and identifies the equity necessary (i.e., sources and amount) to obtain financing for a project of Fort Bragg, Fort Campbell, Fort Stewart / Hunter AAF or Fort Polk size.
- A listing and description of all \$10 million or greater financing and / or refinancing obtained in the past three (3) years.
- Economics of sharing arrangements between the principal member(s) and/or investor(s), including identification of all sources of return to the owners and investors.
- Description of financial performance in the five most relevant projects as required in Section 4.3.1, including performance vis-à-vis projections in the proforma.

All financial information submitted for this RFQ will be protected from public disclosure if the provider identifies and justifies the information as proprietary, and requests such protection at the time of submission. Information that is considered proprietary should be clearly marked as such on each page. Prospective contractors should be aware, however, that The Army may share financial information with financial consultants assisting The Army with this initiative as well as Congressional committees, if requested by the committees as part of their legislative oversight function.

4.3.3 Organizational Capabilities (Corporate Level)

Provide basic background information on:

- The offeror's history and background.
- The status and structure of the offeror's organization (e.g., limited liability company).
- In the case of joint ventures, each principal member's appropriate history and background, assigned areas of responsibility, and any legally enforceable agreements or other mechanisms that will be relied on to ensure the offeror's successful long-term operation.
- The offeror's capabilities to plan, develop, redevelop, renovate, operate, manage and maintain large-scale residential rental development projects, including providing for their construction, financing, and long-term operation and protection of existing historic aesthetic values.
- The name, address, telephone number, fax number, and e-mail address of the person authorized to represent your offer and to serve as the single point of contact during the contractor selection.

4.3.4 Past Performance

Provide names, titles, organizational affiliations, addresses, e-mail address, and telephone numbers of individuals who will serve as references for each of the five projects identified as most relevant to the development of Army military housing communities (those for which you provided information pursuant to Section 4.3.1). Contractors will be evaluated on an automated Past Performance Questionnaire. Contractors submitting proposals for evaluation will be provided detailed instructions and Control Numbers will be assigned.

- Provide at least one reference for each of the following categories that are relevant to each project: financial institutions, local government agencies, business partners, major customers, and major contractors.
- List any of the firm's (in the case of joint ventures, any principal member's) projects, over the last 10 years, in which (a) the ownership has been restructured under adverse circumstances (including default, need for new capital renovations, material negative cash flow, change of controlling partner), (b) the management company has been replaced at the instigation of the owner, the lender or a regulator, or (c) any action has been commenced by a lender to replace, sanction, or suspend any of the principals from future participation in lending activities and describe the circumstances of such restructuring. If you have not had any projects restructured because of financial difficulties, provide an affirmative statement so indicating.

- List all material instances of litigation or formal Alternative Dispute Resolution (ADR) processes (e.g., binding arbitration) during the last ten (10) years and involving a claim in excess of \$50,000 to which each principal member has been a party relating to partnering, financial performance or treatment of residents. For those matters involving a claim equal to or in excess of \$500,000, provide a detailed description of the litigation or ADR process.

4.3.5 Small Business Utilization (General History)

Provide information concerning the offeror's use of small business concerns that:

- Describes the offeror's documented policies relating to small business participation and the extent of participation of small business concerns in your offeror's past and current projects. In the case of a joint venture, information, as stated above, on the use of small business concerns on past projects should be provided separately for each principal member.
- Provide at least one point of contact for projects within the last three years that the offeror has involved subcontracted work. Include the name, project title, and phone number of the local, state, or federal government / company / agency for these projects.

For your reference in providing this information, the term small business concerns refers to Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Veteran-Owned Small Businesses and Service-Disabled Veteran-Owned Small Businesses. Information concerning the definition and size standards for small business concerns may be found at 13 Code of Federal Regulations (CFR) Parts 121 and 124.

Although the above CFR Section contains the accurate definition, in general, a small business is defined as an independently owned and operated business, not dominant in its field of operation and generally restricted by number of employees or average annual gross revenue. For instance, for many service industries, the firm must have less than \$5 million in average annual gross revenue over a three-year period to be considered small. For other service industries, the firm must employ less than 500 employees. A small disadvantaged business must, in addition to being small, also be at least 51 percent unconditionally and directly owned by one or more socially and economically disadvantaged individual(s) who is/are a citizen(s) of the United States. A woman-owned small business is a small business that is at least 51

percent owned and controlled by one or more women. A veteran-owned small business is a small business that is at least 51 percent owned and controlled by one or more veterans (as defined at 38 U.S.C.101(2)) and management and daily business operations of which are controlled by one or more veterans. A service-disabled veteran-owned small business is a small business that is at least 51 percent owned and controlled by one or more service-disabled veterans (service-disabled veteran means a veteran with a disability that is service-connected as defined in 38 U.S.C.101(16)).

STEP TWO

4.4 Submission of Step Two

On the basis of responses to Sections 4.3.1 through 4.3.5, those offerors, determined to be highly qualified and thus eligible for further consideration for potential long-term business relationships designed to achieve the goal of improving military housing communities, will comprise an exclusive competitive range. Information provided below, plus any amendments, is the official requirement for Step Two. Offerors may avoid unnecessary expense by waiting to finalize Step Two until notified of inclusion in the competitive range and advised by the solicitation amendment.

Only the offerors in the competitive range will be considered for Step Two of the RFQ. Step Two of the installation specific project will be issued via an amendment to the RFQ. Responses to the amendment will be used to select a contractor whose submission, in The Army's judgment, is determined to offer the best value to the military family housing for the specific installation.

The contractor will be selected based on a four-factor evaluation during Step Two of the solicitation process. In Step Two, the offeror will be evaluated on its installation specific preliminary project concept statement, financial return, organization capabilities (both on-site and off-site, including a detailed organization chart and description of operational, management, and financial controls), and small business utilization plan (on-site). The details of the winning proposal will be the baseline for negotiation of the CDMP with The Army and offerors are expected to propose accordingly. Step Two submissions will be made in an oral presentation format for Fort Bragg, Fort Campbell, Fort Stewart / Hunter AAF, and Fort Polk, respectively. The date, time, and location for the oral presentations will be provided to those firms within the competitive range following the Step Two Amendment (see Section 4.5.2). Firms in the competitive range may decline to participate in a particular installation specific Step Two RFQ without penalty on participating in other installation specific RFQ's on this solicitation.

4.4.1 Preliminary Project Concept Statement

The offeror should provide a preliminary project concept statement, the purpose of which is to give The Army illustrative information about the offeror's overall vision, strategy, and approach to improving and maintaining the military family housing community at Fort Bragg, Fort Campbell, Fort Stewart / Hunter AAF, and/or Fort Polk, respectively. The actual, detailed, agreed-upon specific CDMP, which is the plan for community development and management at a specific installation will be negotiated and formalized during Phase 1 of this contract.

In crafting the preliminary project concept statement, assume that your firm is selected as the successful offeror for the Fort Bragg, Fort Campbell, Fort Stewart / Hunter AAF, or Fort Polk, project. Beginning from the time of selection, describe your vision of The Army family housing community at the specific installation. The preliminary project concept statement should also describe your approach to accomplishing the vision.

Your statement should include your firm's assessment of Army family housing needs at the installation and then discuss how you would address those needs. It should discuss the existing housing stock and how you would alter or enhance that stock to improve the family housing community. This would include a description of how you would provide quality operation, maintenance, and property management services to the community over the life of the project. It should consider elements of community safety and recommended steps toward improvement. It should also include a general description of how you would enhance the aesthetic character and quality of the residential community. It should also include items such as a conceptual land-use plan and a general description of potential housing products. You should indicate how you will protect project scope during the initial development period and identify those contingencies which might make your plan unexecutable. Detailed drawings, specifications, or other detailed technical information are not required as part of the preliminary project concept statement. However, schematics that help explain your vision may add value to your presentation.

Describe how you would incorporate existing on-post community assets and design principles to achieve your vision. If you envision including ancillary supporting facilities, your statement should describe the general nature of these facilities, indicate how they relate to and support housing, explain your approach for integrating them into the residential community for Army families and the surrounding civilian communities, and describe how you would finance, build, and operate them.

The preliminary project concept statement should also describe your approach to building a long-term working relationship with The Army and other community stakeholders, and summarize your methodology for successfully

completing the CDMP planning process and undertaking the ensuing community development and management.

The statement should also describe your plan for reinvesting revenue earned from the project back into the project itself or, as appropriate, returning revenue to The Army for reinvestment into The Army. Particular attention should be given to your strategy as it relates to reinvestments for capital upgrades and other ongoing development tasks.

The preliminary project concept statement should include your concept for bringing the Installation Status Report (ISR) for housing to Green by September 30, 2010. A copy of the current standards for the ISR can be found at the web site, <http://www.hqda.army.mil/acsimweb/ops/isr1.htm>.

4.4.2 Financial Return

Provide a written statement, either in text or table form that addresses:

- The firm's range of expected rates of return for the specific installation based on your experience, approximate fee structure and incentive fees (if any), including all sources of financial return and why these sources of return are competitive and reasonable, and any other sources of return your firm or affiliates would expect to earn on similar projects.
- The anticipated sources of capital (debt and equity) that will be used to finance short- and long-term project expenses. This should include the offeror's plan for competing both the debt and the underwriting during Phase 1 of the CDMP development.
- The firm's intent concerning the use of Army assets and resources as permitted under the MHPI, in order to implement the firm's preliminary project concept statement as described in Section 4.4.1.
- The anticipated relationship, if any, between the firm's approach to reinvestment as described in the preliminary project concept statement and its expected financial return for the project, including anticipated timing and levels of refinancing and the proposed disposition of proceeds from refinancing as well as plans for adjusting the reinvestment approach in response to market changes and evolving property needs.
- The anticipated relationship, if any, between the firm's expected financial return and its approach for ensuring that service and maintenance standards are met over the life of the project including

the offeror's plan for keeping quality comparable with market standards over time.

- A written statement articulating the firm's strategy for financing the project on a long-term basis including anticipated costs and terms and why these are optimum. The statement should relate the proposed strategy to the firm's vision, documented financial capabilities, and identified expectations for financial return as well as how adjustments will be made in response to changes in the capital markets or the housing market.
- Provide a rudimentary 50-year pro forma analysis depicting your initial and out year development period construction budgets and 50-year operating cash flow. Include all development periods, all derived income, BAH growth, and all other assumptions and limitations. Expected sources and uses must be clearly explained in the pro forma. Presentation should include a waterfall diagram, a summary of key assumptions with footnotes and an accompanying explanation of the lock box accounts.

4.4.3 Organizational Capabilities (On-Site, Installation Specific)

Provide basic background information on:

- The key person who will be responsible for representing the offeror in all matters and for coordinating and integrating all functional elements of program requirements into seamless strategies, processes, and solutions throughout both the procurement phase and during the CDMP.
- Key personnel to be assigned to the CDMP development process and their anticipated roles throughout all phases of the required work effort. Key personnel are those who are considered critical to the accomplishment of the required services. For each key person identified, submit a one-page resume that, at a minimum, describes the key person's duties and responsibilities, his/her education, knowledge, skills, expertise, and other qualifications relevant to the accomplishment of the project. Also, on a separate page, indicate the extent to which key personnel worked together on projects relevant to the specific effort. This section should include an organization chart that depicts the relationship between the key people.
- Key personnel to be assigned to the CDMP implementation and their anticipated roles throughout all phases of the required work effort. Key personnel are those who are considered critical to the accomplishment of the required services while at the installation. For

each key person identified, submit a one-page resume that, at a minimum, describes the key person's duties and responsibilities, education, knowledge, skills, expertise, and other qualifications relevant to the accomplishment of the project. Also, on a separate page, indicate the extent to which key personnel worked together on projects relevant to the specific effort. This section should include an organization chart that depicts the relationship between the key people.

4.4.4 Small Business Utilization Plan (On-Site, Installation Specific)

Provide information concerning your firm's proposed use of small business concerns that:

- Articulates your firm's approach to ensuring that small business concerns will have maximum practicable, subcontracting opportunities during Phase 2 (CDMP implementation). For example, this discussion should include an illustrative list of work areas (e.g., building, maintenance, etc.) in which you will use small business concerns.
- Provide your plan for how much (either dollars or percentage) of the overall cost of this project will be subcontracted to small business concerns.

4.5 **Evaluation Process and Evaluation Team**

The Army will establish an Evaluation Team to review responses to this RFQ in order to select the contractors for the specific installations. The Evaluation Team will include Army executives and personnel and will seek advice from consultants with specific expertise in large-scale residential community development, historic preservation projects, environmental issues, financing, operations, and management services. Prior to review by the Evaluation Team, a review will be conducted to ascertain whether submittals have met the administrative minimum requirements as outlined in RFQ step one, Part (A). The Evaluation Team in Step One, Part (B) will review only submissions that have met the administrative minimum experience requirements. Additional communication with prospective contractors, as well as independent background analyses, may be conducted at the discretion of the Contracting Officer. References identified by prospective contractors in their submissions and other third parties may also be contacted.

4.5.1 Competitive Range Based on Initial Submissions (Step One)

The Army intends to evaluate submissions received in response to this RFQ without providing prospective offerors the opportunity to revise their

submissions during Step One. Consequently, the offeror's initial submission should contain all information that the offeror thinks is needed to demonstrate to The Army that the offeror is qualified to advance to Step Two. While the government does not intend to meet with offerors to encourage revisions to their submissions, The Army may contact an offeror to clarify certain aspects of its submission or to correct clerical errors. As an example, The Army may contact an offeror to clarify the scope of the offeror's involvement in a past development project. The number of firms included in the competitive range may be limited in order to make the evaluation process as efficient as possible. Additional details concerning the competitive range and its formation may be found in Appendix D.

4.5.2 Award Based on Oral Presentation (Step Two)

The Army intends to select the awardee for each installation contract following oral presentations. Offerors in the competitive range will be notified to properly arrange for their oral presentation. Firms electing to compete for a specific installation shall notify the contract specialist (at the addresses listed below) at least 15 days prior to the closing date of the respective solicitation amendments that issue Step 2 of the RFQ of their intent to participate. Each offeror choosing to participate will then be assigned one presentation date within a number of consecutive available dates. The order of appearance will be selected on a random basis. Offerors within the competitive range must agree to hold their proposals open for eighteen (18) months (548 calendar days) from the date of closing for receipt of their Step One proposal in the event issuance of Step Two is delayed. Unsuccessful offerors from Step 2 must agree to hold their proposal open for one year (365 calendar days) from the date of the CDMP award.

Notice of intent to participate in Step Two shall be addressed as follows:

If Mailed:

US Army Corps of Engineers, Baltimore District
Attn: James M. Mack, CENAB-CT (RCI)
PO Box 1715
Baltimore, MD 21203-1715
Reference: RFQ No. DACA31-01-R-0017

If Hand carried:

US Army Corps of Engineers, Baltimore District
Attn: James M. Mack, CENAB-CT (RCI)
Room 7000
10 South Howard Street
Baltimore, MD 21201
Reference: RFQ No. DACA31-01-R-0017

During Step Two, each offeror will be allowed eight (8) hours to make an oral presentation, which will be recorded on videotape. One copy of the videotape will be provided to the offeror within two weeks of the completion of the presentation. Offerors will be given approximately 30 days to prepare for their oral presentation.

Offerors will provide one clearly identified original hardcopy version of the content of their presentation (plus five copies) at the time of the presentation and provided electronically on a compact disk (CD). Offerors will have 72 hours after the conclusion of the presentation to submit clarifications and questions answered to the address above. This final document must be signed and submitted in a clearly identified original hardcopy version (plus five copies), and provided electronically on CD. This final document will not exceed 25 pages.

Offerors will provide one clearly identified original hardcopy version of the content of their presentation (plus five copies) at the time of the presentation and provided electronically on a compact disk (CD). There is no page limit on the presentation document. Offerors will have 72 hours after the conclusion of the presentation to submit clarifications and questions answered to the address above. This final submittal document must be signed by the offeror's principal members and be submitted in a clearly identified original hardcopy version (plus five copies), and also provided electronically on CD. This document will not exceed 25 pages and will serve as evaluation submittal for Step Two

At the conclusion of the oral presentations (as described above) and subsequent evaluation process, the Evaluation Team will present its recommendation to the SSA. The SSA will consider the Evaluation Team's recommendations and choose the contractor whose selection, in his or her judgment, will be most advantageous to the government, select the contractor, and forward the decision to the Contracting Officer. Upon receipt of the SSA's decision, the Contracting Officer will make the award.

4.6 Evaluation Factors

The Evaluation Team will use five factors to evaluate the information provided in response to this RFQ for Step One. These factors are listed here in descending order of importance: (1) Experience, (2) Financial Capability, (3) Organizational Capability (Corporate Level), (4) Past Performance, and (5) Small Business Concerns as Subcontractors (General History).

The assessment of past performance will be used in making the "Best Value" selection. Past Performance enables The Army to better predict the quality of, and customer satisfaction with, future work. The contractor in this initiative must deliver the same high quality of service to The Army as it delivers to its best private sector customers. The emphasis placed on past performance

demonstrates Army commitment to select the offeror that will carry through with what it promises in its proposal and negotiates in the CDMP for the entire term of the project. Accordingly, offerors will be required to submit project past performance information as stated in Section 4.3.4.

The Past Performance Questionnaire (Appendix I) will be used by the Evaluation Team to obtain customer input on the projects submitted and this information will be consolidated into an overall past performance rating. The evaluation team may consider information about other projects performed by offerors and identified through any and all means, including but not limited to customer surveys and comments from Government agencies.

The Evaluation Team's review of an offeror's Step One submission against the evaluation factors will form the basis for determining and recommending to the SSA approval of the competitive range. Offerors advancing to the competitive range will subsequently compete in Step Two for award of the individual installation RCI projects based on their oral presentations and responses to questions submitted as part of the Step 2 solicitation amendment. Step Two oral presentations will be evaluated on four factors. These factors are listed here in descending order of importance: (1) Preliminary Project Concept Statement, (2) Financial Return, (3) Organization Capability (On-Site), and (4) Small Business Utilization Plan (On-Site).

For each step, the elements and questions for each factor will be evaluated comprehensively to determine an overall rating for that factor, which will be used to analyze the offeror's ability to plan and implement the project.

Each individual evaluation factor will be rated (as indicated below) as well as an overall rating applied to the proposal. The evaluators will assign one of the following ratings to the offeror's overall submittal:

Exceptional: The offeror has demonstrated, based on an assessment of significant strengths and minimal, if any, weaknesses across all evaluation factors, that it can exceed the requirements of the specific installation projects.

Acceptable: The offeror has demonstrated, based on an assessment of significant strengths and some weaknesses across the majority of the evaluation factors, that it can meet or possibly exceed the requirements of the specific installation projects.

Unacceptable: The offeror has not demonstrated, based on an assessment of minimal strengths and significant weaknesses across the majority of the evaluation factors, that it can meet the requirements of the specific installation projects.

Neutral: This rating will only be used to evaluate an offeror in the past performance evaluation factor (4.6.4). The offeror did not have a sufficient history that could be evaluated in a level of detail that allowed the evaluation team to draw a conclusion about the offeror's past performance.

In addition, each evaluation factor will be assigned a rating of exceptional, acceptable, or unacceptable based upon a similar demonstration of strengths and weaknesses as described above within that factor.

The evaluators will justify the evaluation factor rating by drawing upon the strengths, weaknesses, and risks identified for each of the evaluation factors. In addition to the adjectival ratings above, a risk rating will be assigned to the overall proposal. The purpose of this rating is to assess the level of risk associated with selecting the contractor to perform *Phase 1: Project Planning* and *Phase 2: Project Implementation*.

The individual member bases the risk-rating scheme for the overall evaluation rating on a risk assessment of the entire submittal. The evaluators will assign one of the following ratings to the offeror's submittal:

Low Risk: Any weaknesses identified by the evaluators in the experience, approach, capabilities, and/or past performance record of the developer have little potential to cause disruption to the planning and implementation phases. Normal contractor/government effort and monitoring will probably minimize any difficulties.

Moderate Risk: These are weaknesses identified by the evaluators in the experience, approach, capabilities, and/or past performance record of the offeror that can potentially cause disruption to the planning and implementation phases. Special contractor/government emphasis and close monitoring will probably minimize any difficulties.

High Risk: These are weaknesses identified by the evaluators in the experience, approach, capabilities, and/or past performance record of the developer that have the potential to cause significant disruption to the planning and implementation phases even with special contractor/government emphasis and close monitoring.

The evaluators will document the weaknesses and their potential impact on disruption to the planning and implementation phases of the installation specific projects to justify the contractor selection rating.

STEP ONE EVALUATION

4.6.1 Experience

Does the offeror possess the experience necessary to plan, design, finance, partner, and implement projects such as those identified in this solicitation?

For firms that meet the minimum requirements, the following questions and elements will aid the Evaluation Team in evaluating the experience factor.

- To what extent has the offeror demonstrated through experience the ability to plan, develop, redevelop, manage, and maintain large-scale residential development projects, including providing for their construction, financing, environmental management, and long-term operation?
- To what extent has the offeror demonstrated through experience the ability to serve as a contractor and / or partner in working with the federal government, state or local governments, or non-profit institutions?
- To what extent has the offeror demonstrated through experience the ability to address environmental and historic property treatment issues and conforms to restrictions and guidelines for the environmental remediation and preservation of these property types?
- To what extent has the offeror demonstrated the ability through experience to renovate housing units while residents occupy units in another portion of the same development project?
- To what extent has the offeror demonstrated through experience, and in relation to its approach to managing the project, the ability to work successfully in cooperation with other business entities or organizations on complex projects requiring long-term real estate operation, maintenance, and property management?

This last factor element evaluates the extent to which a single-firm offeror has worked with other organizations (e.g., subcontractors, financial institutions) on projects requiring long-term real estate operation, maintenance, and property management functions. In the case of a joint venture, this last factor element also evaluates the extent to which the joint venture's principal members have experience working together or with other organizations on these projects in joint ventures or similar types of business relationships.

4.6.2 Financial Capabilities

The following questions and elements will aid the Evaluation Team in evaluating the Financial capabilities factor.

Can the offeror structure, arrange, and manage the financing required for the successful development and long-term operation of a large complex residential project?

In reviewing financial capabilities, the Evaluation Team will consider the following questions.

- Does the offeror possess the financial capability, bonding capacity, and institutional relationships necessary to obtain financing for a project of this size and scope and to weather temporary or near-term cash flow shortfalls?
- Does the offeror have a viable strategy for financing the project on a long-term basis, and is the strategy supported by the offeror's identified capabilities?
- Does the offeror identify sources and amounts of equity to be used in the project and the duration of this equity investment?
- Does the offeror provide evidence that the five projects, submitted as relevant, performed as envisioned in the development proforma?
- Does the offeror indicate experience in sharing both the upside and downside in the development projects?

4.6.3 Organizational Capabilities (Corporate Level)

The following questions and elements will aid the Evaluation Team in evaluating the organizational capabilities factor.

To what extent can the offeror field a qualified, experienced project team with the expertise and workload capacity necessary to manage all of the disciplines required to plan a large-scale long term quality residential community development project?

More specifically, to what extent can the offeror field a team to cover all of the disciplines required to make the CDMP creation process successful and to maintain high levels of quality. The disciplines include, but are not limited to business planning, master planning, financing, public approvals, environmental stewardship, community and governmental relations, and historic preservation (architecture, landscape, and archeology).

This factor considers the offeror's ability to manage and integrate various functional disciplines relevant to the successful planning of the project. In the case of joint ventures, this factor evaluates the organizational capabilities of each principal member of the joint venture in their assigned areas of responsibility (see Section 4.3.3) and any previous or current third-party certification of such ability. This factor addresses corporate level organizational capabilities. Resumes for individual personnel are not required until Step Two.

4.6.4 Past Performance

The following questions and elements will aid the Evaluation Team in evaluating the past performance factor.

How acceptable is the offeror's risk of non-performance or poor performance in either crafting or implementing the CDMP for the project, based on past performance?

The Army's evaluation of past performance will be based on information provided by the prospective offeror as required in Section 4.3.4, as well as on independent background analyses. The Past Performance Questionnaire (Appendix I) will be used by the Evaluation Team to obtain customer input on the projects submitted and this information will be consolidated into an overall performance risk rating. References identified in the submission, and by third parties, may be contacted as part of this evaluation. The Army's analysis of the offeror's past performance will take into account the currency and relevancy of information examined, the context of the data, and general trends in the offeror's performance.

Consistent with Section 4.3.4, the past performance for a joint venture will consider both the joint ventures past performance and that of its principal members. Offerors and principal members in a joint venture that lack a past-performance history will be given a neutral past-performance evaluation.

4.6.5 Small Business Utilization (General History)

The following questions and elements will aid the Evaluation Team in evaluating the small business utilization factor.

How has the offeror used small business concerns in past projects?

Does the offeror have proactive policies with regard to the use of small business concerns and can the offeror demonstrate that small business utilization has been emphasized even when not required by the government?

Provide examples of participation of small business concerns in the firm's past and current projects. This would include type of work subcontracted, percentage of the dollar amount of work that was subcontracted per project compared to the overall cost of the project, what your goals were and if you met your goals (by what percentage) etc. In the case of a joint venture, information on the use of small business concerns on past / current projects should be provided separately for each principal member.

STEP TWO EVALUATION

4.6.6 Preliminary Project Concept Statement

The following questions and elements will aid the Evaluation Team in evaluating the preliminary project concept factor.

Has the offeror provided a creative, robust vision that meets The Army's needs and signals a realistic successful outcome?

This factor considers the prospective offeror's overall project concept for the long-term development, operation, maintenance, and property management of the specified military family housing community, and the offeror's creativity in meeting The Army's objectives.

- Does the prospective offeror understand The Army's goals and needs for the project as identified in Section 1.1 of this solicitation?
- Is the offeror's approach to the project, including its plan for reinvestment and its plan for providing quality long-term operation, maintenance, and property management, practical and likely to succeed from a long-term business and financial standpoint?
- Does the offeror's approach adequately consider the installation information, including the vision and goals for the specific installation's RCI project as summarized in Section 2.1.1 and the Appendices?
- Do all ancillary supporting facilities proposed as part of the overall project concept relate to and support housing? Similarly, to what extent are proposed ancillary supporting facilities incorporated into an overall development vision that seeks to complement (and not compete with) business operations in the local community or on-post operations such as those run by MWR activities and organizations such as AAFES or DeCA (see Section 2.1.1)?

4.6.7 Financial Return

The following questions and elements will aid the Evaluation team in evaluating the financial return factor.

How and to what extent will the offeror's expected capital structure and financial return (taking into account the proposed ownership structure, reinvestment plan, and use of MHPI authorities) promote the successful improvement in the quality of the residential community at the installation and the quality of life for soldiers and families living on the Installation?

Does the offeror's proposed approach to generating a financial return provide incentives to reward good service and high-quality maintenance over the life of the project?

Does the offeror outline a plan for ensuring that the lowest cost debt is available to the project?

Does the offeror's proposed use of MHPI authorities and implementation of the offeror's concept under OMB scoring rules affect the level or quality of improvements in the housing community?

Does the offeror's financial plan (including debt, equity, fees and MHPI authorities) accurately reflect the risk borne by the various parties?

Does the offeror's financial plan demonstrate an understanding of both the use of capital and the cash flow stream generated by the Basic Allowance for Housing (BAH)?

The effect of implementing an offeror's concept under OMB scoring rules will be taken into account by The Army in answering this question and will affect offeror evaluations. However, cost or price will not be the primary determinant of contractor selection.

4.6.8 Organization Capability (On-Site, Installation Specific)

The following questions and elements will aid the Evaluation Team in evaluating the organizational capability factor.

To what extent will the prospective contractor field a qualified, experienced project team with the expertise and workload capacity necessary to manage all of the disciplines required to develop, redevelop, manage, and maintain a large-scale long term quality residential community?

More specifically, to what extent will the prospective contractor field a team that possesses the skills necessary to cover all of the disciplines required to successfully implement the CDMP over the long-term and to maintain high levels of quality. Some of these disciplines include public approvals, community and governmental relations, construction, environmental management, marketing, sales, rentals, historic preservation (architecture, landscape, and archeology) and long-term property management and maintenance.

This factor considers the prospective contractor's ability to manage and integrate various functional disciplines relevant to the successful implementation of the project. Offeror's should address their joint venture's workload and bonding capacity and how they would successfully incorporate award of this project into their other business operations. In the case of joint ventures, this factor evaluates the organizational capabilities of each member of the joint venture in their assigned areas of responsibility (see Sections 4.3.3 and 4.4.3) and any previous or current third-party certification of such ability. One-page resumes for individual personnel who have been identified as key participants in this project should be included in the hard copy submission but will not count against the 25-page limit.

4.6.9 Small Business Utilization Plan (On-Site, Installation Specific)

Following questions and elements will aid the Evaluation Team in evaluating the small business utilization factor.

How will the offeror use small business concerns for this project?

It is Army policy to ensure that small business concerns have the maximum practicable subcontracting opportunity to participate during Phase 2 (implementation of the CDMP). This factor considers the offeror's plan (i.e., illustrative list of work areas) for utilization of small business concerns during Phase 2 of this project, as well as percentage of work or dollars that will be subcontracted to small business concerns.

5.0 RFQ ADVISORS

Representatives from Jones Lang LaSalle, Colliers Seeley International, Inc. and the University of Maryland have been retained to assist The Army in this evaluation. In addition, the firm of Jones Lang LaSalle is under contract with The Army to assist in planning and implementing the RCI program. Each of these entities and their subcontractors are precluded from working with prospective offerors on their submissions for the RCI projects.

6.0 ADDITIONAL TERMS AND CONDITIONS

Prospective offerors interested in pursuing this opportunity should also review the provisions set forth in Appendix D of this document and include with their submissions the requested representations and certifications. Depending on the specific terms of the CDMP, the selected contractor may be required to comply with other applicable public laws and regulations as a condition of proceeding with implementation. Clauses required to implement the CDMP will be added or deleted by The Army as appropriate. A glossary of terms, Appendix H, is provided to assist in the preparation of your submissions.

7.0 SOLICITATION, OFFER, AND AWARD

The Army will treat all submissions received in response to this RFQ as offers. If an offer is accepted by The Army, the undersigned agrees to perform all work required in the Work Statement for the Project (Section 2.0) and to comply with all other provisions of the solicitation, including all clauses incorporated by reference (see Appendix D). The undersigned further warrants that, to the best of its knowledge and belief, all information provided in its submission is accurate and may be relied on by The Army for the purposes of selecting a contractor for contract award. Prior to acceptance, the respondent may withdraw its submission. However, unless withdrawn by written notice, the offeror agrees to leave its offer(s) open and capable of being accepted by the government for 12 months (365 calendar days) from the date of initial contract award. The offeror understands that the details of the winning submissions will be the baseline for negotiation of the CDMP with The Army.

Solicitation DACA31-01-R-0017

Department of the Army

Name _____ Title _____
(print or type name)

By: _____ Date signed: _____
(Signature of person authorized to sign on behalf of the U.S. Army)

Offeror

Name _____ Title _____

(print or type name)

Firm Name _____

By: _____ Date signed: _____

(Signature of person authorized to sign on behalf of the offeror)

APPENDIX A

**SITE DESCRIPTION OF ECONOMICS OF FORT BRAGG, FORT CAMPBELL,
FORT STEWART AND HUNTER ARMY AIR FIELD, AND FORT POLK
COMMUNITY**

DACA31-01-R-0017

APPENDIX A FORT BRAGG

SITE DESCRIPTION OF FORT BRAGG AND ECONOMICS OF THE FORT BRAGG REGION

1. SITE DESCRIPTION

Fort Bragg, North Carolina, a Community of Excellence, is dedicated to providing world-class services and support to the soldiers, employees, retirees and family members who live and work at Fort Bragg or in the surrounding community.

Fort Bragg is located just west of Fayetteville, North Carolina. As one of the largest military complexes in the world, Fort Bragg is home of the Army's only Airborne Corps, the 82d Airborne Division, the Army's largest Support Command, and the U.S. Army Special Operations Command. Much like a large city, Fort Bragg has its own schools, shopping malls, medical facilities, housing, and churches.

Fort Bragg is located approximately sixty miles south of the state capitol in Raleigh, and in conjunction with its proximity to interstate highways, airports, and railroads, serves to reinforce the installation's continuing importance and prominence.

1.1 History:

Fort Bragg maintains America's Contingency Corps as a strategic crisis response force manned and trained to deploy rapidly by air, sea and land anywhere in the world, prepared to fight and win.

Fort Bragg is the home of the Airborne. For more than half a century, Fort Bragg has had a proud heritage as the Home of the Nation's Finest fighting forces. The XVIII Airborne Corps was originally activated as the II Armored Corps at Camp Polk, LA, January 17, 1942. It was redesignated XVIII Corps Oct 9, 1943 at the Presidio of Monterey, California. The Corp's birthday is Aug 25, 1944.

The same day the XVIII Airborne Corps assumed command of the 82d and 101st Airborne Divisions.

Today the XVIII Airborne Contingency Corps is the only airborne corps in the defense establishment of the United States and exercises control over the 82d Airborne Division; 101 Airborne Division (Air Assault), Fort Campbell, KY, 3rd Infantry Division (Mechanized) Fort Stewart, GA; 10th Mountain Division, Fort Drum, NY; 194th Armor Brigade, Fort Knox, KY; 18th Field Artillery; 18th Personnel Group; 108th Air Defense Artillery Brigade, Fort Bliss, TX; 44th Medical Brigade, XVIII Airborne Artillery; 11th Air Defense Artillery Brigade; 1st Corps Support Command; 16th Military Police Brigade; 20th Engineer Brigade; 525th Military Intelligence Brigade; Dragon Brigade (Headquarters Command); 18th Finance Group; 18th Aviation Brigade and 35th Signal Brigade; 2nd Armored Cavalry Regiment.

Additionally, the United States Army Special Operations Command and its subordinate commands are located at Fort Bragg, and play a strategic role in defense of the United States.

The Fort Bragg military installation is located ten miles northwest of downtown Fayetteville in the south central portion of the state. Fort Bragg proper stretches into four counties: Cumberland, Hoke, Moore, and Harnett. The installation occupies an irregularly shaped parcel of land covering approximately 161,000 acres. The cantonment area comprises approximately 11,520 acres and is located in Cumberland County. The range and training areas are primarily in Hoke, Moore, and Harnett Counties. Fort Bragg is situated in the Sandhills of North Carolina. Major regional landmarks include: Cape Fear River (six miles to the east); Interstate 95 (12 miles to the east); and Pinehurst Golf Course (28 miles to the west).

Approximately 5,000 civilian employees (including contractor employees) and 42,602 military personnel work on Fort Bragg.

Fort Bragg has a significant impact on the local economy. The annual civilian payroll is more than \$175 million; the military payroll is more than \$1.2 billion. Fort Bragg is one of North Carolina's largest employers.

The Fort Bragg community has everything to meet the needs of the population it serves. Two large shopping complexes featuring two Post Exchanges, a variety of banking institutions, bowling centers, post office, two Commissaries, and a Mini Mall. In addition, Fort Bragg has a credit union, newly completed Womack Army Hospital, daycare centers, chapels, library, theater, and arts and crafts shops.

The following web sites provide additional information on the communities around Fort Bragg:

Fort Bragg: <http://www.bragg.army.mil/>
City of Fayetteville: <http://www.cityoffayetteville.org/>
Fayetteville Chamber of Commerce: <http://www.fayettevillencchamber.org/>
Cumberland County NC: <http://www.co.cumberland.nc.us/>
Cumberland County NC – Joint Planning:
<http://www.co.cumberland.nc.us/planning.html>
Cumberland County NC – Tax Administration:
<http://www.co.cumberland.nc.us/taxadmin.html>

1.2 FORT BRAGG VISION, MISSION, VALUES, GOALS:

Vision - We will be positively and absolutely the best provider of installation business services to our customers.

Mission - Provide a Total Army community that focuses on supporting the Fort Bragg soldiers, families, tenant and satellite units, civilian employees, and retirees who are working in concert to achieve the deployment mission inherent in Fort Bragg's power projection platform status. The performance and productivity required to achieve this mission are enhanced by a community that elicits pride and impacts a sense of accomplishment and purpose. It is this primary premise that helped acquire the Army Community of Excellence (ACOE) award in 2000. The principal document for achieving the goals of the ACOE program at each Army community is the Installation Design Guide (IDG). The IDG for Fort Bragg focuses on a common goal to create a pleasant and efficient professional environment that enhances the daily lives of the military community and their families. Fort Bragg is perceived as an attractive, functional installation; inspiring pride, developing morale, and enhancing the quality of life for those living and working on post. Improving the visual environment is a key step in striving toward the goal of overall installation excellence for Fort Bragg.

Values - Customers are our focus. Service is our business. Quality is our hallmark. People are our greatest asset. Partnership is our success. Integrity, teamwork and professionalism are our foundation.

Goals -

- Reshape Fort Bragg to satisfy community requirements.
- Improve quality of life for the Fort Bragg community.
- Ensure environmental stewardship.
- Establish and resource a comprehensive, integrated installation plan for infrastructure and facilities.
- Improve business practices, processes and services.
- Expand partnerships.

- Eliminate impediments to efficient and effective operations.
- Prepare the workforce with skills for the 21st century.

2. RCI PROJECT

Fort Bragg is proposing to partner with the private sector for the purpose of improving the military family housing community, utilizing applicable legislative authorities and the provisions of the Army's Residential Communities Initiative (RCI) Program.

3. PROJECT VISION AND GOALS

- **Vision**
 - Provide world-class residential communities and amenities.
 - Provide best-in-class services to the customers.
 - Coordinate and have buy-in of both on / off-post stakeholders.
 - Make privatization transparent to the soldiers and their families.
- **Goals** - Transform the housing areas into world-class residential communities and elevate the quality of housing areas to clearly surpass minimum standards over the life of the project thereby increasing the quality of life for soldiers and their families.

4. PROJECT SUMMARY

a. Fort Bragg's family housing privatization effort promotes first-class residential communities achievable within the military member's Basic Allowance for Housing (BAH), less an amount sufficient to cover average utility usage.

b. Fort Bragg proposes to: (1) convey to the selected private partner its existing inventory of 4,738 on-post family housing units (increases to 4,744 by Fiscal Year 2003), (2) provide a ground lease for the land on which the existing units are located, and (3) identify additional land for new and replacement construction. In exchange, the partner will provide replacement housing, community amenities, new construction, demolition, long term operation, management and maintenance and rehabilitation of existing family housing.

c. During the initial development period the partner will:

- Revitalize 233 historic structures.
- Renovate and/or demolish and replace 2,419 1950/60s vintage housing units.

- Address the deficit with particular emphasis on what build out will be accomplished during the initial development period.
- Eliminate all inadequate housing by 2010.
- Manage, operate and maintain the entire inventory with excellence.

d. The monthly revenue to the development partner is an amount equal to the BAH, less an appropriate allowance for utilities, of all families residing on-post. (See the “Utilities” paragraph in section 3.2 of the RFQ for a discussion on utilities and metering).

5. NEED FOR MHPI AUTHORITIES

a. Due to Fort Bragg’s geographic location and local economic activities, some of the legislative authorities provided by the Military Housing Privatization Initiative (MHPI) may be deemed necessary for the financial viability of the project. The development partner may recommend use of any of these authorities. (Refer to Section 3.0 of the RFQ and Appendix B)

6. CURRENT INVENTORY OF FAMILY HOUSING

The following depicts the current on-post housing inventory as designated by grade and bedroom count.

| GRADE CAT | 2BR | 3BR | 4BR | TOTAL |
|------------------|--------------|--------------|------------|--------------|
| GFOQ | 0 | 3 | 12 | 15 |
| SGOQ | 0 | 60 | 6 | 66 |
| FGOQ | 0 | 106 | 136 | 242 |
| CGOQ | | 367 | | 367 |
| SNCOQ | 0 | 637 | 206 | 843 |
| JNCOQ | 1,336 | 1,658 | 211 | 3,205 |
| TOTAL | 1,336 | 2,831 | 571 | 4,738 |

- GFOQ – General/Flag Officer Quarters
- SGOQ – Senior Grade Officer Quarters
- FGOQ – Field Grade Officer Quarters
- CGOQ – Company Grade Officer Quarters
- SNCOQ – Senior Non-Commissioned Officer Quarters
- JNCOQ – Junior Non-Commissioned Officer Quarters

The following table lists the construction dates of the current family housing Inventory.

| HOUSING AREA | YR BUILT | YR REVIT | GRAD E | 2 BR | 3 BR | 4 BR | TOTAL |
|----------------------------|-----------|-------------|---------|-------|------|------|-------|
| NORMANDY (HISTORIC) | 1928/1932 | 1997 | GFOQ | | 3 | 12 | 15 |
| NORMANDY (HISTORIC) | 1928/1932 | 1997 | SGOQ | | 60 | 6 | 66 |
| NORMANDY (HISTORIC) | 1928/1932 | 1997 | FGOQ | | 30 | | 30 |
| NORMANDY (HISTORIC) | 1928/1932 | 1997 | CSM | | 2 | | 2 |
| NORMANDY | 1958 | 1991 | FGOQ | | 50 | | 50 |
| BIAZZA RIDGE | 1975 | | FGOQ | | 26 | | 26 |
| BIAZZA RIDGE | 1975 | | FQ/CGOG | | | 136 | 136 |
| BIAZZA RIDGE | 1975 | | SGM | | 14 | | 14 |
| BIAZZA RIDGE | 1975 | | SNCO | | | 144 | 144 |
| HAMMOND HILLS | 1958/1961 | 1993 | CGOQ | | 367 | | 367 |
| HAMMOND HILLS | 1958/1961 | 1993 | SNCO | | 138 | | 138 |
| BATAAN | 1975 | 1986 - 95 | SNCO | | 94 | 62 | 156 |
| BASTOGNE GABLES (HISTORIC) | 1929/1932 | 1998 - 99 | SNCO | | 89 | | 89 |
| BASTOGNE GABLES (HISTORIC) | 1929/1932 | 1998 - 99 | JNCO | 7 | | | 7 |
| BASTOGNE GABLES | 2000 | | JNCO | 32 | | | 32 |
| CORREGIDOR COURTS* | 1952 | 1987 - 97 | SNCO | | 129 | | 129 |
| BOUGAINVILLE* | 1952 | 1987 - 97 | SNCO | | 12 | | 12 |
| CASA BLANCA* | 1952 | 1987 - - 97 | SNCO | | 67 | | 67 |
| ANZIO ACRES* | 1952 | 1987 - 97 | SNCO | | 82 | | 82 |
| CORREGIDOR COURTS* | 1952 | 1987 - 97 | JNCO | 1,163 | 152 | 152 | 1,467 |
| BOUGAINVILLE* | 1952 | 1987 - 97 | JNCO | | | | |
| CASA BLANCA* | 1952 | 1987 - 97 | JNCO | | | | |
| ANZIO ANCRES* | 1952 | 1987 - 97 | JNCO | | | | |
| ARDENNES | 1975 | 1998 - 99 | JNCO | 90 | | 59 | 149 |
| NIJMEGEN | 1958 | 1978 - 98 | JNCO | | 478 | | 478 |
| CHERBOURG | 1958/2001 | | JNCO | | 658 | | 658 |
| STE MERE EGLISE | 1995/1999 | | JNCO | 44 | 380 | | 424 |

*COMBINED AREAS OF WHERRY

| | | | | |
|---|--------------|--------------|------------|--------------|
| TOTAL EXISTING ON POST INVENTORY | 1,336 | 2,831 | 571 | 4,738 |
|---|--------------|--------------|------------|--------------|

On completion of a Military Construction Project in Fiscal year 2003, the net inventory will increase by six (6) houses bring the total inventory to 4,744.

ON-POST HOUSING

The following tables show the actual assignment of quarters as of 09 July 2001, and the corresponding monthly rental income that the development partner could expect.

| PAY GRADE | BAH WITH DEPENDENTS | 2 BR | 3 BR | 4-5 BR | HOUSING BY RANK | MONTHLY RENTAL \$ |
|------------------|----------------------------|-------------|-------------|---------------|------------------------|--------------------------|
| E-1 | \$ 625 | 83 | 54 | 42 | 179 | \$111,875 |
| E-2 | \$ 625 | 329 | 149 | 6 | 484 | \$302,500 |
| E-3 | \$ 625 | 251 | 159 | 17 | 427 | \$266,875 |
| E-4 | \$ 625 | 374 | 411 | 42 | 827 | \$516,875 |
| E-5 | \$ 638 | 113 | 416 | 117 | 646 | \$412,148 |
| E-6 | \$ 662 | 44 | 423 | 143 | 610 | \$403,820 |
| E-7 | \$ 667 | 1 | 137 | 54 | 192 | \$128,064 |
| E-8 | \$ 700 | | 41 | 8 | 49 | \$34,300 |
| E-9 | \$ 715 | | 34 | 43 | 77 | \$55,055 |
| WO-1 | \$ 662 | | 49 | 24 | 73 | \$48,326 |
| O-1 | \$ 641 | | 66 | 47 | 113 | \$72,433 |
| O-1E | \$ 668 | | 3 | 1 | 4 | \$2,672 |
| WO-2 | \$ 691 | | 52 | 26 | 78 | \$53,898 |
| O-2 | \$ 661 | | 35 | | 35 | \$23,135 |
| O-2E | \$ 675 | | | | | |
| WO-3 | \$ 720 | | 15 | 7 | 22 | \$15,840 |
| O-3 | \$ 716 | | 130 | 31 | 161 | \$115,276 |
| O-3E | \$ 740 | | | 1 | 1 | \$740 |
| WO-4 | \$ 753 | | 45 | | 45 | \$33,885 |
| O-4 | \$ 833 | | 50 | 21 | 71 | \$59,143 |

| | | | | | | | |
|----------------------------------|----|--------------|--------------|------------|---|--------------|--------------------|
| WO-5 | \$ | 812 | | 1 | | 1 | \$812 |
| 0-5 | \$ | 921 | | 38 | 9 | 47 | \$43,287 |
| 0-6 | \$ | 942 | | 55 | 2 | 57 | \$53,694 |
| 0-7 | \$ | 964 | | 1 | 5 | 6 | \$5,784 |
| 0-8 | \$ | 964 | | | 5 | 5 | \$4,820 |
| 0-9 | \$ | 964 | | | 2 | 2 | \$1,928 |
| 0-10 | | | | | | | |
| | | | | | | | |
| Total Assigned: | | 1,195 | 2,364 | 653 | | 4,212 | \$2,767,185 |
| Vacant Quarters (Maintenance) | | | | | | 526 | 344,530 |
| Total Inventory: | | | | | | 4,738 | \$3,111,715 |

7. COMMUNITY SUPPORT FACILITIES

- Military Family Housing** - The Family Housing Office assists military members in securing housing on and off post. Currently Fort Bragg has an existing total inventory of 4,738 units on post, of which 690 are allocated to officers and 4,048 to enlisted personnel. These quarters are located in 13 major housing communities on post. Family quarters are authorized for all military personnel who are married and single parents with legal custody of the children. In addition to the on post inventory, there are 250 leased units located approximately 17 miles from the main cantonment area, near Raeford, NC. These units are designated for enlisted personnel (PVT-SGM). There are 35 four-bedroom single houses for SNCO's. The remaining 215 are for JENL and comprised of 178 two-bedroom single houses and 37 four-bedroom single houses. These units were constructed in 1993 and the current lease expires on 31 Oct 2013.
- Bachelor Quarters** - There are no accommodations for single officers or single senior enlisted (SFC-SGM) soldiers at Fort Bragg. There are 116 unaccompanied personnel housing (permanent party) barracks with a total of 16,136 spaces for PV1 through SSG, and 6 training barracks with a total of 1,105 spaces for students. At a minimum, each barracks contains a bedroom, private or shared bath, dayroom and kitchenette. In the private sector, these accommodations would most closely resemble college dormitories.
- Temporary Personnel Lodging** - The Airborne Inn consists of six facilities with 682 rooms. The Airborne Inn serves visiting officers,

visiting enlisted personnel, military personnel with their families on PCS orders, and military or civilian personnel on temporary duty at Fort Bragg. Additionally, there is one transient lodging, distinguished visitor quarters (DVQ) with three bedrooms, living room, private baths, kitchen and dining room. Each of the 647 units of the transient housing units contain a bedroom and private bath. Thirty-five transient housing units are suites with a bedroom, living room, kitchenette and private bath. Three of the facilities have a common-use kitchen, laundry, and vending machine room. Three others have a laundry and vending machine room. Reservations are accepted and confirmed 30 days in advance of arrival.

- **Schools** - The Fort Bragg School system consists of eight schools on post, and one on Pope Air Force Base (elementary school). The system is composed of seven elementary schools (PreK-4), one middle school (grades 5-6), and one junior high school (grades 7-9). The elementary schools have a total capacity of 3,274 students, the middle school has a total capacity of 804 students; and the junior high school has a capacity of 725 students. The schools are DoD schools. High school age students are assigned to E.E Smith High School that is governed by the Cumberland County School System.
- **Health Care** - The new state of art, comprehensive Womack Army Medical Center opened in the spring of 2000 with a 155-bed capacity and provides outpatient services. Outpatient services provided include, but are not limited to, the following: Emergency Care Unit, Same Day Surgery, Ambulatory Medicine, General Out-patient Clinic, Behavioral Health Service, Dermatology, Exceptional Family Member Program, General Surgery, Gynecology, Immunization / Allergy, Internal Medicine, Urology, Hematology / Oncology, Laboratory, Occupational Health, Optometry, Endocrinology, Orthopedic / Podiatry, Pediatrics and Well Baby, Physical Exams, Physical Therapy, Radiology, Social Work Services and Substance Abuse and Rehabilitation Service. Fort Bragg has three Family Practice Medical Clinics, one of which is located in the hospital. There are many more treatment facilities in the Fort Bragg / Fayetteville area, and these facilities cooperate with emergency readiness procedures. In Fayetteville, there is the Cape Fear Valley Hospital with Duke Medical Center and University of North Carolina Hospitals at Chapel Hill that are within driving distance. Finally, routine veterinary care for privately-owned animals is available by appointment on an outpatient basis at the Fort Bragg Veterinary Treatment Facility
- **Recreation** - There are 11 Physical Fitness Centers on Fort Bragg. The majority provides for indoor physical training and intramural sports activities with racquetball courts, sauna rooms, free weight rooms,

aerobics facilities, Nautilus equipment, and separate locker room facilities for women and men. There is an outdoor football / soccer stadium with a track, located near the central historic district. Military members and their families can also enjoy Fort Bragg's two 18-hole golf courses, tennis courts, state-of-the-art movie theater, library, and riding stable. An outdoor recreation trail for joggers and walkers loops the perimeter of the golf courses. Numerous ball fields located throughout the post provide for outdoor intramural sports. Additionally, five outdoor and two indoor swimming pools are located throughout the post. The outdoor swimming pools are open from Memorial Day to Labor Day and the indoor pools are open all year. Fort Bragg has three bowling facilities located on the installation and one ice skating rink.

- **Child Development Services (CDS)** - The CDS program is comprised of center-based, quarters-based, and supplemental child-care programs. The CDS system consists of developmental child care services for children ages four weeks to school age, to include full day care up to 12 hours per day and part day pre-school and hourly care for children attending on an intermittent basis, up to 25 hours per week. CDS has a Child and Youth Program for school age children to 13 years old.

The Military Child Care Act of 1989 mandated the military to address the availability of care in military child care programs. Currently, there are four Army Child Development Centers (CDC) at Fort Bragg with an average capacity of 209 each. CDC enrollment has been at 100%+ since 1999. Three of the CDCs are full day care centers and one CDC is the part day pre-school and hourly care for children on intermittent basis.

Home-Based Child Care services are an integral component of the Army's Child Development Services, which is expected to continue in the privatized housing program.

- **Smith Lake and Wilson Park** - Smith Lake is located on the north end of the installation. A paved walking and biking trail meanders around the lake for recreation has a Cable Water Ski and a beach. Picnic pavilions and an Army campground with 35 full service sites are available on a reservation basis for a nominal fee. There is also a playground. Wilson Park is located centrally on Fort Bragg, with numerous picnic pavilions and playground equipment for the children.
- **Chapels and Religious Facilities** - The Installation's 14 chapels and Family Life Center provide religious services by denomination. These

facilities can accommodate religious services of all kinds, such as prayer, weddings, funerals, and counseling, for military members, their families, and retirees.

- **Auto Craft/Hobby Shop** - There are two auto craft/repair shops on Fort Bragg, strategically placed at the north and south sections of the installation.
- **Retail Stores** - There are two large shopping center complexes, one located on the north side and one located on the south side of Fort Bragg. Each hosts a main commissary and a large-scale, shopping complex, which houses a main Post Exchange store and a variety of concessions. Some of the services available at the complex are beauty and barber services, shoe repair, retail jewelry, watch repair, dry cleaning, flower shops, tailoring, eye care, video rental, laundry and food courts. Additionally, smaller convenient stores, known as Shopettes, are dispersed on the installation.
- **Fort Bragg Museums** - Fort Bragg has three military museums. Two are located on the installation and one is located in the Fayetteville historic downtown area. The 82nd Airborne Division Museum located in the heart of the city at Ardennes Street and Gela Street Intersection provides the battle-proven history of the "All American" Division from WWI to the present.

The JFK Special Warfare Center Museum located at the corner of Marion and Ardennes Streets illustrates the history of special operation units in the U.S. Army, and the role of unconventional warfare in the Armed Forces. Exhibits are located in the JFK Hall across from the main building. The Special Warfare Memorial Statue adjacent to the museum honors those men killed in hostile action during the Vietnam Conflict and was dedicated in 1969.

The newest museum for the Fort Bragg community, Airborne and Special Operations Museum, located on Hay Street opened in the summer of 2000. It provides a history of the airborne and special operations beginning in 1940 to present with many displays.

- **Youth Services** - The Youth Services (YS) Program was established at Fort Bragg to provide meaningful, organized, leisure time activities for youth of active duty, retired military and civilian employees. These activities are designed to meet inherent recreational interests and needs of youth and to assist in preparing them for responsible citizenship. YS has the additional mission of developing coordinated programs of sports, social, educational, and recreational activities for

children first through 12th grades. Currently, YS programs include a year-round sports and fitness program, dances, holiday activities, instructional programs such as dance (ballet, tap, jazz), gymnastics, preschool tumbling, Karate, Judo, swimming, art classes and piano lessons, a before and after school day program for school age youth, summer day camp program, middle school / teen programs and many special events.

8. INFRASTRUCTURE

Today, Fort Bragg owns, operates and maintains the following:

- Electric - Distribution infrastructure except for Corregidor Courts, Bougainville, Casablanca and Anzio Acres housing areas where the infrastructure is owned and operated by Carolina Power and Light (CPL).
- Gas - Distribution infrastructure except for the infrastructure within Ste Mere Eglise and part of Cherbourg housing areas which is owned and operated by North Carolina Natural Gas (NCNG).
- Steam Heat - Generation and distribution infrastructure (note: steam heat is not used in the family housing areas).
- Water - Water Treatment Plant and Distribution infrastructure only.
- Sewer - Wastewater Treatment Plant and Collection infrastructure.
- Landfill - The Installation operates its own landfill. Contractors operating on the Installation may use the landfill on a fee basis.
- Refuse Collection - A private contractor collects household refuse, yard waste, and recyclable items weekly in all housing communities.
- Streets – Sweeping, Marking, and Signage throughout the installation.
- Fire Protection - The Fort Bragg Fire Department operates from three stations on post. The main headquarters station located in Building 6-9572 is located at Knox and Honeycutt Streets. The second station (Fire Station #3) is located in Building A-T-3969 in the Old Division Area. The third station (Fire Station #5) is located in Building E-3673 on Yadkin Road Extension.

A Utility Privatization Program is underway for electric, gas, water and wastewater. Transfer of the utility infrastructure to the selected utility partners is anticipated first quarter of calendar year 2002.

9. INSTALLATION BUILDING GUIDELINES

- Partners are encouraged to use their ingenuity and innovation in the planning and development processes. However, they are expected to propose plans that are compatible with existing architectural and design guidelines as specified in the Installation Design Guide (IDG 1.3).

- Architectural Style - The range of styles at Bragg varies from southwest mission style to contemporary. Typically, the styles are consistent in the different neighborhoods that are located in various districts as defined by the IDG. New and replacement construction in recent years has been designed to today's modern standards with family room, separate laundry areas, and more amenities. New housing or renovated units, under this program, should be constructed to be compatible with the neighborhood in which they are located. In the event there is a new housing area established, the style shall be compatible with existing neighborhoods and as approved by the Architectural Review Board. Further, a Programmatic Agreement will be executed by Fort Bragg, the development partner and the State Historic Preservation Office (SHPO), detailing the guidelines of the rehabilitation, maintenance and operation of the historic housing.
- Interior standards - The current standards for materials, finishes and colors are expected to be continued for new construction so as to avoid perceived differences in uniformity. General Officer Quarters use the same standards with a few exceptions: special trim paint, special bathroom fittings, special wall coverings, and carpeting.
- Americans with Disabilities Act - The CDMP must meet the requirements of this act. At Fort Bragg, it is projected that five percent of the units to be replaced, plus the additional units to be constructed, will need to be handicap accessible or easily modifiable to be accessible to meet the requirements of the Americans with Disabilities Act. The actual number will be agreed upon between the development partner and the government during the CDMP process. Special consideration will be given to the specific needs of the population at Fort Bragg.

10. ENVIRONMENTAL CONSIDERATIONS

a. The development partner shall operate in full compliance with all applicable federal, state, and local environmental laws and regulations, including but not limited to, recycling, pesticide management, hazardous waste management, water pollution, and air pollution control regulations, Endangered Species Act, and the National Historic Preservation Act. The partner shall be responsible for permit requirements and for payment of all fines and litigation based on the partner's negligence in relation to environmental / cultural resource compliance.

b. No CDMP activities or construction will be permitted in any wetlands or environmentally protected areas of the installation.

c. Fort Bragg is not on the Environmental Protection Agency's (EPA) National Priorities Listing (NPL). Numerous underground heating oil tanks have been removed from family housing areas. Closure reports indicated contamination. Fort Bragg is addressing contamination through the Risk-Based Corrective Action program. No monitoring wells exist in the housing communities.

d. During the time of construction of most of the housing units at Fort Bragg, asbestos-containing materials and lead-based paint were used. While there is an on-going program to remove them, some of these materials still exist. The developer should test and properly remove these materials when possible.

e. An Environmental Assessment of the CDMP will be required prior to Army approval and implementation of the project. This study will be developed in conjunction with the preparation of the CDMP, in the best spirit of the National Environmental Protection Act (NEPA), to integrate environmental concerns as the CDMP is developed. After adoption of the initial CDMP, the partner will be responsible for the payment of all costs associated with performing any additional environmental studies required by future modifications to the CDMP.

f. Construction is allowed after reviewing encumbrance restrictions and conditions and obtaining all applicable permits for construction activities. For example, general encumbrances may involve securing digging permits for subsurface mechanical construction or exploration activities.

11. OTHER CONDITIONS

a. **Jurisdiction** - Fort Bragg will maintain exclusive federal jurisdiction over the real estate within the borders of the installation.

b. **Industrial Areas** - Absolutely no construction of family housing will be allowed in the industrial areas of the installation. Fort Bragg may allow construction of administrative and maintenance facilities in the industrial area.

c. **Fire and Police Protection** - Fort Bragg will provide fire and police protection for the on-post family housing. The partner shall adhere to Fort Bragg requirements concerning physical security of facilities. The partner shall also adhere to any fire prevention policies established by Fort Bragg, as well as by federal, state, county, and local governments.

d. **Escrow Accounts** - The selected partner is to establish the following escrow accounts. These accounts would require the signatures of the selected partner and the Garrison Commander or his representative prior to withdrawal of funds.

- Capital repair and replacement
- Deferred maintenance and repair
- New construction and historic preservation
- Reserves
- Incentive Performance

e. **Installation Controls** - The following controls will be retained by the installation.

- Exclusive federal jurisdiction (Legal-Fire-Police)
- Authority to remove military members from family housing
- Direction of use of the escrow accounts
- Housing grade categories and designation of housing
- Designation approval of key and essential positions

f. **Rent Methodology** - The allowable income to be derived from occupancy of family housing should not exceed the sum of the on-post-military members' BAH less an appropriate allowance for utilities. If the set level for utility usage is exceeded, the military member will be responsible to pay that difference to the utility provider. Rental adjustments will be linked to the BAH with appropriate controls.

g. **Utility Consumption** – The selected development partner is to reimburse the provider of utilities at a negotiated rate. The development partner is responsible for the provision of high-quality family housing that is energy efficient. A Utility Privatization Program has been initiated at Fort Bragg that is intended to result in the privatization of the water, sewer, gas and electric utilities. The selected contractor(s) will own the infrastructure to a demarcation point; manage, improve and operate the utilities. This program could impact the provision of utilities on Fort Bragg. The utilities policy is further explained in section 3.2 of Part 1 of the RFQ.

h. **Anti-Lobby Act** - The development partner must comply with the requirements established by the Anti-Lobby Act.

i. **Community Amenities** - Community amenities are those generally provided in a typical housing development such as community centers, child-care centers, playgrounds, ball fields, tennis courts, swimming pools, jogging trails and other recreational facilities. The development partner is to provide such amenities as part of the replacement and construction portion of the project. The development partner may help operate, maintain and staff these facilities in collaboration with existing government programs or to augment such programs.

j. **Storage Facilities** - Typically, military families accumulate items from around the world that require storage and accessibility, more so than the typical American family. The development partner is to provide adequate storage facilities in or near the family housing units or at a central location within the installation. If a central location is proposed, the Government shall provide the necessary land for construction of such facilities.

k. **Mandatory Assignments** - Fort Bragg will not impose mandatory assignments or utilization of the facilities and services provided by the development partner.

l. **Construction Sites** - Fort Bragg will identify adequate and appropriate land on which the development partner will commence construction. A Construction Site Feasibility Study will be provided during the development of the business and financial plans.

m. **Metes and Bounds** - Fort Bragg will identify housing areas and surrounding available land within the housing areas to accommodate revitalized neighborhoods. A boundary description has been conducted and will be provided to the development partner during the development of the CDMP.

n. **Historic Housing** - As stated previously, the historic structures, of which 233 exist, are to be rehabilitated in accordance with historic standards. Rehabilitation work requires close coordination with the State Historical Preservation Office (SHPO), installation environmental coordinators, and any other appropriate interested parties. Typically, historic housing units are those that are on the National Register for Historic Places, eligible for registration, or located in a designated historic district. As mentioned previously, a Programmatic Agreement will be developed and executed by Fort Bragg, the SHPO and the development partner to govern the management, operation and rehabilitation of these structures. The Army has some manuals and guidelines that apply to these considerations and copies of these will be available in the RCI Document Room.

o. **Installation and Facility Access** – Effective 1 August 2001, Fort Bragg has implemented access control measures. Access to installation facilities, including housing units is generally limited to military members, visitors, relatives, and DoD civilians and contractors. To a limited extent, the public may be authorized access to other community facilities. Fort Bragg will establish on a case-by-case basis, in coordination with the selected development partner, the conditions that may limit or extend access to community facilities. All persons accessing Fort Bragg can expect to experience some delays as they encounter access control operations.

p. **Condition of Property Title** - The Army holds fee title to the property upon which the existing family housing is located and the lands upon which any new family housing may be constructed.

**APPENDIX A
FORT CAMPBELL**

**SITE DESCRIPTION AND
ECONOMICS OF THE REGION**

1. SITE DESCRIPTION

- a. Fort Campbell is located approximately 50 miles northwest of Nashville, adjacent to Clarksville, Tennessee. It straddles the Tennessee-Kentucky border and is located in Stewart and Montgomery counties in Tennessee and Christian and Trigg counties in Kentucky. The cities of Clarksville and Hopkinsville, Kentucky are the principle support facilities for the installation.
- b. Fort Campbell, the home of the 101st Airborne (Air Assault) Division, has the third largest military population in the Army and the seventh largest in the Department of Defense, totaling 26,819 persons. Additionally, it is the home of the following major tenants: 5th Special Forces Group, 160th Special operations Airborne Regiment, 10th Combat Weather Squadron, 31st Military Police Detachment (Criminal Investigation Division), 61st Engineering Detachment, 95th Maintenance Company, 621st Air Mobility Operations Group, U.S. Army Medical Department Activity, U.S. Army Dental Activity and 902D Military Intelligence Group. In addition to the active duty population, Fort Campbell supports 40,200 family members, 121,699 retirees and Army Reserve/National Guard of 18,166. Fort Campbell is the largest employer in the region, accounting for over 28,000 direct military and civilian jobs. Major private sector employers in the area include: The Trane Company (2,000 employees), Flynn Enterprises (1,200 employees), Quebecor Printing (950 employees), and Jostens Publishing (700 employees). The Public Affairs Office estimates that Fort Campbell contributes three million dollars daily into the local economy. The annual military payroll exceeds \$600,000,000 and the annual civilian employee payroll is approximately \$120,000,000.
- c. The Fort Campbell community has everything to meet the needs of the population it serves, with a large shopping complex featuring a Post Exchange, commissary, service station, bank, post office, and hospital. In addition, the post houses a credit union, four daycare centers, eight chapels, library, theater, and arts and crafts center.
- d. The following web sites provide additional information on the communities around Fort Campbell:

Fort Campbell: www.campbell.army.mil

Clarksville, TN: www.clarksville.tn.us

Hopkinsville, KY: www.hopkinsville.ky.us

Oak Grove, KY: www.campbell.army.mil/oakgrove.htm

Clarksville, TN Chamber of Congress: www.clarksvillechamber.com

Montgomery County, TN: www.montgomerycounty.tn.us

Christian County, KY: www.christiancounty.ky.us

2. FORT CAMPBELL MISSION/VISION/VALUES/GOALS

- a. **Vision** – To be America’s premier power projection platform for the Army’s most powerful contingency forces.
- b. **Mission** – We are an “Installation of Excellence” that trains, supports, mobilizes, and deploys mission-ready forces. We provide the best services and facilities for our soldiers, families, civilian workforces and retirees.

c. **Values** –

- (1) Professionalism: Strive to achieve the conduct, aims, and qualities in our career fields.
- (2) Accountability: Accept responsibility for ourselves, our work, and services to our customers.
- (3) Teamwork: Work together to achieve a common purpose with a set of specific goals, holding each other mutually accountable.
- (4) Commitment: Put the welfare of the organization before your own.
- (5) Honesty: Be truthful, trustworthy and upright.
- (6) Sensitivity: Treat others in the manner that you desire to be treated.

d. **Goals** –

- (1) Sustain and modernize the installation infrastructure, systems and processes to enhance readiness and improve quality of life.
- (2) Institutionalize quality of life initiatives
- (3) Maximize resource opportunities

3. RESIDENTIAL COMMUNITIES INITIATIVE (RCI) PROJECT: Fort Campbell is proposing to partner with the private sector for the purpose of improving the military family housing community, utilizing applicable legislative authorities and the provisions of the Army’s RCI Program.

4. RCI PROJECT VISION AND GOAL

a. VISION

- (1) The RCI project will deliver exceptional family housing communities that foster family lifestyles.
- (2) Community design techniques will produce effective solutions that appeal to residents, improve the curb appeal of the existing housing areas and deliver multiple opportunities for recreational and community activities.
- (3) Community design standards will result in timeless communities that meet the complex demands of the Army's culturally diverse families.
- (4) Resources will be optimized to meet the established priorities of upgrading communities and improving in the quality of housing.

b. GOALS:

1. Community

- (a) The communities will be designed to foster a sense of pride in the community.
- (b) Residents will feel safe walking through their community day or night.
- (c) The communities will be pedestrian friendly and provide linkages to neighboring communities and to the community facilities.
- (d) Traffic designs will be considerate of the needs of pedestrians to allow them to safely coexist with vehicular traffic.
- (e) Green and open spaces will be readily available in all of the housing communities.
- (f) Community centers, recreational facilities and other amenities will be integrated into the communities and will serve as focal points of the communities.

2. Dwelling Units

- (a) All units will be ISR green by 2010.
- (b) The deficit will be addressed, with particular emphasis on what build out will be accomplished during the initial development period.
- (c) Units will be designed to accommodate the lifestyle of the military family.
- (d) Storage will be sufficient to allow the soldiers to safely store personal effects and limit visual pollution in housing areas.

- (e) Residents will have access to sufficient covered / garaged parking to prevent excessive on-street parking.
 - (f) Units will include an outdoor area that provides privacy and connectivity to the community.
3. Asset and Property Management
- (a) The financial structure will maximize the development scope and support short and long-term needs.
 - (b) Operations and maintenance services are provided in a prompt, courteous, and efficient manner, exceeding current service standards.
 - (c) Units will be revitalized or replaced on a periodic basis to maintain economic and structural viability allowing for the inclusion of state of the art features.

5. PROJECT SUMMARY:

- a. Fort Campbell's family housing privatization initiative promotes high-quality family housing within the military member's basic allowance for housing.
- b. Fort Campbell proposes to convey its entire inventory of 4,240 family housing units and lease the land on which the existing units are located and additional lands for new and replacement construction to a non-Department of Defense entity. In exchange, this partner will provide replacement housing, community amenities, new construction, long-term operation, management and maintenance, and rehabilitation of some existing family housing. This conveyance could be for a fifty-year period with a twenty-five year renewal clause.
- c. The preliminary Family Housing Market Analysis (FHMA) conducted by Economic Consulting, Robert D. Niehaus, Inc., identifies an on-post deficit of up to 1,230 housing units. This deficit considers 90% of Fort Campbell's 4 BR deficit. A surplus of 261 2BR and 400 3BR units exists at Fort Campbell. Fort Campbell proposes that their privatization partner consider these surpluses and deficits while preparing a development scope that can be supported by project economics.

6. FINANCIAL FEASIBILITY: Fort Campbell's financial feasibility analysis is under development.

7. NEED FOR MILITARY HOUSING PRIVATIZATION INITIATIVE AUTHORITIES (MHPI):

Due to Fort Campbell's geographic location, and local economic activities, some of the legislative authorities provided by the MHPI may be necessary for the financial viability of the project. The development partner may recommend use of any of these authorities. (Refer to Appendix A, Paragraph A. 1. and Appendix B.).

8. CURRENT INVENTORY OF FAMILY HOUSING:

The following table depicts the current total family housing inventory as designated by grade and bedroom count.

| GRADE | 1BR | 2BR | 3BR | 4BR | 5BR | TOTAL |
|--------------|------------|--------------|--------------|------------|------------|--------------|
| GFOQ | 0 | 0 | 0 | 3 | 0 | 3 |
| SGOQ | 0 | 0 | 30 | 12 | 0 | 42 |
| FGOQ | 0 | 0 | 28 | 45 | 0 | 73 |
| CGOQ | 0 | 194 | 208 | 56 | 0 | 458 |
| SNCOQ | 0 | 0 | 204 | 148 | 0 | 352 |
| JNCOQ | 104 | 1,389 | 1,441 | 348 | 30 | 3,312 |
| TOTAL | 104 | 1,583 | 1,911 | 612 | 30 | 4,240 |

GFOQ – General/Flag Officer Quarters
 SGOQ – Senior Grade Officer Quarters
 FGOQ – Field Grade Officer Quarters
 CGOQ – Company Grade Officer Quarters
 SNCOQ – Senior Non-Commissioned Officer Quarters
 JNCOQ – Junior Non-Commissioned Officer Quarters

The following table lists the construction dates of the current Family Housing inventory.

| HOUSING AREA | YEAR BUILT | GRADE | 1 BR | 2BR | 3 BR | 4 BR | 5 BR | TOTAL |
|---------------------|-------------------|--------------|-------------|------------|-------------|-------------|-------------|--------------|
| Quarters 5001 | 1833 | GFOQ | 0 | 0 | 0 | 1 | 0 | 1 |
| Cole Park | 1933 | GFOQ | 0 | 0 | 0 | 1 | 0 | 1 |
| Cole Park | 1935 | GFOQ | 0 | 0 | 0 | 1 | 0 | 1 |
| Cole Park | 1956 | SGOQ | 0 | 0 | 22 | 0 | 0 | 22 |
| Drennan Park | 1960 | SNCOQ | 0 | 0 | 42 | 13 | 0 | 55 |
| New Drennan Park | 1977 | CGOQ | 0 | 0 | 0 | 50 | 0 | 50 |
| New Drennan | 1977 | FGOQ | 0 | 0 | 0 | 38 | 0 | 38 |

| | | | | | | | | |
|---------------------|------------|-----------|-----|-----|-----|-----|----|-------|
| Park | | | | | | | | |
| New Drennan Park | 1977 | SROQ | 0 | 0 | 0 | 12 | 0 | 12 |
| Turner Loop | 1960 | FGOQ | 0 | 0 | 28 | 7 | 0 | 35 |
| Werner Park | 1956/58/63 | CGOQ | 0 | 166 | 180 | 0 | 0 | 346 |
| Werner Park | 1963 | SNCO Q | 0 | 0 | 162 | 0 | 0 | 162 |
| Gardner Hills | 1958/63 | SGOQ | 0 | 0 | 8 | 0 | 0 | 8 |
| Gardner Hills | 1958/63 | CGOQ | 0 | 28 | 28 | 6 | 0 | 62 |
| Gardner Hills | 1957 | JNCO Q | 0 | 106 | 56 | 0 | 0 | 162 |
| New Gardner Hills | 1996 | JNCO Q | 0 | 32 | 55 | 0 | 0 | 87 |
| Hedge Row Court | 1959 | JNCO Q | 0 | 1 | 5 | 0 | 0 | 6 |
| Hammond Heights | 1957 | JNCO Q | 0 | 112 | 199 | 0 | 0 | 311 |
| Hammond Heights | 1960 | JNCO Q | 0 | 182 | 180 | 0 | 0 | 362 |
| New Hammond Heights | 1977 | SNCO Q | 0 | 0 | 0 | 86 | 0 | 86 |
| New Hammond Heights | 1977 | JNCO Q | 0 | 0 | 0 | 84 | 0 | 84 |
| Stryker Village | 1963 | JNCO Q | 0 | 0 | 230 | 0 | 0 | 230 |
| Lee Village | 1948 | JNCO Q | 104 | 656 | 216 | 112 | 0 | 1,088 |
| New Lee Village | 1977 | JNCO Q | 0 | 50 | 0 | 52 | 0 | 102 |
| Pierce Village | 1976 | JNCO Q | 0 | 0 | 500 | 100 | 30 | 630 |
| LaPointe | 1977 | NCOQ | 0 | 250 | 0 | 0 | 0 | 250 |
| CSM Village | 1977 | SNCO | 0 | 0 | 0 | 48 | 0 | 48 |

| | | | | | | | | |
|---------|------|-----------|-----|-------|-------|-----|----|-------|
| | | Q | | | | | | |
| Div CSM | 1995 | SNCO Q | 0 | 0 | 0 | 1 | 0 | 1 |
| TOTALS | | | 104 | 1,583 | 1,911 | 612 | 30 | 4,240 |

The following table shows the actual assignment of quarters as of April 5, 2001 as well as the monthly rental income that the developer could expect from this specific assignment.

| PAY GRADE | 2001 BAH with Dependent s | 2 BR On- Post | 3 BR On- Post | 4-5 BR On-Post | Post Housing By Rank Assigned | Potential Monthly Rental Income Fort Campbell |
|------------------|--|------------------------------|------------------------------|---------------------------|--|--|
| E-1 | \$ 476 | 11 | 6 | 1 | 18 | \$8,568 |
| E-2 | \$ 476 | 110 | 38 | 6 | 154 | \$73,304 |
| E-3 | \$ 476 | 383 | 108 | 19 | 510 | \$242,760 |
| E-4 | \$ 476 | 505 | 347 | 88 | 940 | \$ 447,440 |
| E-5 | \$ 520 | 264 | 467 | 137 | 868 | \$ 451,360 |
| E-6 | \$ 575 | 86 | 288 | 113 | 487 | \$ 280,025 |
| E-7 | \$ 615 | 4 | 186 | 74 | 264 | \$162,360 |
| E-8 | \$ 645 | - | 35 | 25 | 60 | \$ 38,700 |
| E-9 | \$ 723 | - | - | 35 | 35 | \$ 25,305 |
| WO-1 | \$ 578 | 18 | 41 | 7 | 66 | \$ 38,148 |
| O-1 | \$ 559 | 46 | 12 | 2 | 60 | \$ 33,540 |
| O-1E | \$ 608 | 6 | 7 | 1 | 14 | \$ 8,512 |
| WO-2 | \$ 623 | 18 | 54 | 16 | 88 | \$ 54,824 |
| O-2 | \$ 580 | 26 | 12 | 4 | 42 | \$ 24,360 |
| O-2E | \$ 648 | 6 | 3 | 1 | 10 | \$ 6,480 |
| WO-3 | \$ 664 | 7 | 29 | 11 | 47 | \$ 31,208 |
| O-3 | \$ 666 | 27 | 53 | 9 | 89 | \$ 59,274 |
| O-3E | \$ 719 | 4 | 9 | 4 | 17 | \$ 12,223 |
| WO-4 | \$ 745 | - | 8 | 6 | 14 | \$ 10,430 |
| O-4 | \$ 807 | - | 33 | 26 | 59 | \$ 47,613 |
| WO-5 | \$ 810 | - | - | 2 | 2 | \$ 1,620 |
| O-5 | \$ 919 | - | 23 | 32 | 55 | \$ 50,545 |
| O-6 | \$ 957 | - | 12 | 2 | 14 | \$13,398 |
| O-7 | \$982 | - | - | 2 | 2 | \$1,964 |
| O-8 | \$ 982 | - | - | 1 | 1 | \$ 982 |
| O-9 | - | - | - | - | - | - |
| O-10 | - | - | - | - | - | - |

| | | | | | | |
|---|--|-------|-------|-----|-------|---------------------|
| Total Assigned: | | 1,521 | 1,771 | 624 | 3,916 | \$ 2,124,943 |
| Total Inventory: | | 1,661 | 1,936 | 643 | 4,240 | |
| Difference:* | | 140 | 165 | 19 | 324 | |
| Additional Potential Monthly Income if all habitable, unoccupied houses occupied: | | | | | | \$174,567 |
| (Assuming an average monthly BAH per house of \$539) | | | | | | |
| Total Potential Monthly Rental Income at Fort Campbell: | | | | | | \$2,299,510 |

* 162 units in Gardner Hills are currently offline, undergoing renovation and/or replacement. The effective inventory as of August 2001 is 4,078 units.

- a. **Waiting List** – There is currently a waiting list for on-post housing. As of August 2001, the average wait is 11 months and there are approximately 2,500 families on the waiting list.
- b. **Military Construction Projects** – The following chart summarizes recent Military Construction (MILCON) projects:

| Project | Number of Units | Approx. Total Cost (\$M) | Project Timing |
|--|-----------------|--------------------------|----------------|
| New Gardner Hills New Construction | 88 | \$9.9 | 11/92 to 12/96 |
| Werner Park/Turner Loop Phase 1 Revitalization | 135 | \$10.5 | 5/93 to 12/96 |
| Werner Park Phase 2 Revitalization | 220 | \$17.4 | 4/95 to 5/99 |
| Werner Park Phase 3 Revitalization | 102 | \$10.9 | 11/96 to 1/00 |
| Werner Park Phase 4 Revitalization | 60 | \$6.9 | 1/99 to 10/01 |
| Werner Park Phase 5 Revitalization | 26 | \$3.0 | 1/99 to 10/01 |
| Gardner Hills Phase 2 Revitalization | 104 | \$9.1 | 4/99 to 11/01 |
| Gardner Hills Phase 3 Replacement | 56 | \$7.8 | 4/00 to 3/04 |
| Lee Village Phase 1 Replacement | 128 | \$20.0 | 12/00 to 3/04 |
| Total | 919 | \$95.5 | |

9. COMMUNITY SUPPORT FACILITIES

- a. **Military Family Housing Office** – The Family Housing Office assists military members in securing housing on and off post. Fort Campbell has a total

of 4,240 sets of quarters, of which 575 are allocated to officers and 3,665 to enlisted personnel. These quarters are located in 16 major housing areas. Family quarters are authorized for military personnel in all grades.

b. **Guest House** - The guesthouse operation is similar to an off-post hotel and consists of 219 rental units, 175 with kitchenettes, the remaining 44 share common-use kitchen, laundry, and vending machine. Three units are handicapped equipped. Reservations are accepted and confirmed 30 days in advance of arrival. The Guest House accommodates the needs of short-term visitors, who are usually military members or civilian employees on temporary duty at Fort Campbell.

c. **Schools** - There are eight schools on the Installation property — five elementary schools, two middle schools, and a senior high school, with a total capacity of over 5,000 students. The Department of Defense Education Activity governs these schools.

d. **Health Care** - Blanchfield Army Community Hospital encompasses more than 494,000 square feet. Its workforce make up is approximately 1,100 military and civilian health care providers. They service approximately 82,000 active duty and retired service members and their families. All major in and out patient services are provided to include primary and emergency care, specialty clinics and Tri-care. In addition, seven Troop Medical Clinics are manned for soldiers assigned or attached to Fort Campbell.

e. **Recreation** - Destiny Parks and Pavilions provides 59 campsites surrounded by scenic woodlands serving recreational vehicles and tent camping year around. Other activities include riding stables, hunting and fishing, equipment loan center, skeet range, survival games, sport parachute activity, bowling, and a Sportsman's Lodge. There is an 18-hole riding and 9-hole walking golf course, one indoor year around swimming pool and two outdoor pools, new state-of-the-art movie theater, one wellness center, and six physical fitness centers. Every facility is for the enjoyment of service members, civilian employees, their families, and authorized guests.

f. **Child Development Services (CDS)** - Supplemental Programs and Services offers a variety of support programs. These programs register children for school age and youth services. The Short Term Alternative Child Care (STACC), and Volunteer Child Care in Unit Setting (VCCUS) programs provide on-site group care. Child Development Centers are nationally accredited and give full day care and before/after preschool for children six weeks to six years of age. There are two centers on Fort Campbell. Family childcare is provided in certified homes on and off post to children ranging in ages from one month through their 12th birthday. Hourly care is available and homes are capable of providing extended care on a case-by-case basis. School Age Services (SAS)

provide before/after school-care for children grades Kindergarten through fifth at each of the individual elementary schools and Youth Centers on post. SAS also provides full time care when school is not in session, i.e., snow, in-service days, summer and spring break, and daily activities for children needing only intermittent care. Home-Based Child Care services are an integral component of the Army's Child Development Services and are expected to continue in the privatized family housing program.

g. **Adult Education** - The Glenn H. English, Jr., Army Education Center is designed to provide the vocational and educational programs that can satisfy the skill development and occupational needs of the Army as well as increase career potential. The Education Center provides on-post college programs of associate, baccalaureate, and master degree level for military, family members, retired personnel, and Department of Defense (DOD) civilians.

h. **Chapels and Religious Facilities** - Forty-two chaplains from various denominations provide chapel programs for Fort Campbell's military personnel, their family members, and authorized civilians. There are eight chapels and various unit offices that provide a complete religious program. Emergency services are always available. Personal, religious, crisis, and family counseling are offered. Twenty-three worship services are conducted each weekend along with a full schedule of religious education programs.

i. **Craft/Hobby Center** - There is a single facility that is available for the craft and hobby needs of military members, their families, retirees, and DOD civilian employees. Woodworking, engraving, T-shirt shop, framing shop and ceramics are offered. There are two auto skill centers and one multi-craft shop. The center holds classes for beginner, intermediate, and advanced levels.

j. **Retail Stores** - A large shopping center complex, near the center of Fort Campbell, hosts the main commissary, gift shops, beauty and barber services, shoe repair, retail jewelry, watch repair, dry cleaning, flower shops, car rental, radio/TV repair, tailoring, eye care, video rental, and laundry, food court, main Post Exchange, and a variety of concessions. Additionally, smaller convenient mini-mall retail stores and a variety of fast food facilities are located on the Installation.

k. **Don F. Pratt Museum** - Established in 1956 as a Division Museum for the 101st Airborne Division in honor of the first Assistant Division Commander of the 101st who was killed in World War II during the Normandy Invasion. In the mid-1960's it was changed to an Installation Museum housed in Wickham Hall, which was dedicated in honor of a Medal of Honor recipient who was trained at Fort Campbell. The central theme centers on the history of the 101st Airborne Division, the "Screaming Eagles", covering the period from the early 1940's to present.

I. **Youth Services** - The Taylor Youth Activities Center is a modern facility providing a snack bar and activities such as billiards, table tennis, table hockey, foosball, video games, computer lab, television, and social activities. Individual classes and sports are available for youth from six to eighteen years of age. The center is affiliated with the Boys and Girls Club.

10. SERVICES

a. **Electric** – Fort Campbell has completed a privatization study and the decision was to remain Army owned. The Secretary of the Army approved the decision on 21 April 1999. One major factor in that decision was the limitation to a ten-year contract. Congressional relief for 50-year contracts has now been enacted. Privatization guidance is to repeat studies every five years. At this time, due to intense focus on Commercial Activities, gas/water/wastewater privatization, and RCI, Fort Campbell has not begun any effort to re-evaluate the privatization of the electric utility, even with the new 50-year guidance.

b. **Gas/Water/Wastewater** - Privatization is currently ongoing with a goal of announcing the initial decision September 2001 and implementation on 1 April 2002. The April 2002 goal may not include all the real estate actions but goal is the privatization contractors (if decisions are to go contract) will be operating utilities in April 2002.

c. **Centralized Heating/Cooling Systems** - Army is programming special funding since these systems are not in the Utilities Privatization Program (which is only part of the Army's overall goal to improve utilities infrastructure). The only housing currently served by a central plant is Lee Village.

d. **Landfill Operations** - Fort Campbell Public Works maintain and operate Woodlawn Road Construction/Debris Landfill on the Installation.

e. **Refuse Collection** - A private contractor collects household refuse, yard waste, and recyclable items weekly.

f. **Recycling** - A Recycling Center is located on Fort Campbell. Recycling is currently mandatory for those who live and work at Fort Campbell. Weekly curbside service is provided to housing areas. Additionally, two drop-off centers are available on post. Paper, plastic, aluminum, steel, motor oil and glass products are recycled.

g. **Fire Protection** - The Fort Campbell Fire Department operates from four stations. The main headquarters station located in Building 2575 at Screaming Eagle Boulevard and Indiana Avenue houses one engine company, one rescue truck, an 85-foot ladder truck, three command vehicles, and fire prevention and

administrative offices. The second station house has one engine company and one crash rescue truck. Station three has two crash rescue trucks, two engine companies, one rescue truck, and one crash/structural truck. Station four has one crash truck. The department has Mutual Aid Agreements with local communities for fire protection.

6. INSTALLATION BUILDING GUIDELINES: Partners are encouraged to use their ingenuity and innovation in the planning and development process. However, they are expected to propose plans that are compatible with existing architectural and design guidelines.

a. **Architectural Style** - Most of the housing at Fort Campbell was constructed in the 60's and 70's, and the homes have the architectural style typical of that period. New and replacement construction in recent years has been designed to today's modern standards with a family room, separate laundry areas, and more amenities. New housing, under this program, should be constructed in accordance with modern styles in the local community and accepted industry standards. A Programmatic Agreement will be executed by Fort Campbell, the developer, and the State Historic Preservation Offices (SHPO), detailing the guidelines of the rehabilitation, maintenance, and operation of the three eligible historic housing units.

b. **Height** - Generally, the recommended height is no more than two stories.

c. **Americans with Disabilities Act** - The developer and the Community Development and Management Plan to be crafted must meet the requirements of this act. At Fort Campbell, it is projected that ten percent of the units to be replaced plus the additional units to be constructed will need to be handicap accessible or easily modifiable to be accessible to meet the requirements of the Americans with Disabilities Act. The actual number will be agreed upon between the developer and the Government during the CDMP process. Special consideration will be given to the specific needs of the population at Fort Campbell.

12. ENVIRONMENTAL CONSIDERATIONS

a. The housing areas proposed for this project are thought to be suitable for the intended development. An Environmental Baseline Survey (EBS) is currently being prepared and will be available to the partner during the development of the CDMP.

b. During the time of construction of most of the housing units at Fort Campbell, asbestos-containing materials and lead-based paint were widely used. These materials are still present and will require abatement during renovation work or appropriate, legal removal during demolition.

c. An Environmental Assessment of the CDMP will be required prior to Army approval and implementation of the project. This study will be developed in conjunction with the preparation of the CDMP and will comply with the provisions of the National Environmental Protection Act (NEPA) to integrate environmental concerns as the CDMP is developed. After adoption of the initial CDMP, the partner will be responsible for the payment of all cost associated with performing any additional environmental studies required by future modifications to the CDMP.

d. Construction is allowed after assuring NEPA compliance, reviewing encumbrance restrictions and conditions, and obtaining all applicable permits for construction activities. For example, general encumbrances may involve preparing NEPA documents and securing digging permits for subsurface mechanical construction or exploration activities.

13. **OTHER CONDITIONS**

a. **Jurisdiction** - Fort Campbell will maintain exclusive federal jurisdiction over the real estate within the borders of the Installation.

b. **Industrial Areas** - Absolutely no construction of family housing will be allowed in the current industrial or training areas of the Installation. Fort Campbell may allow construction of administrative and maintenance facilities in the industrial area.

c. **Fire and Police Protection** - Fort Campbell will provide fire and police protection in the family housing areas. The partner shall adhere to Fort Campbell requirements concerning physical security of facilities. The partner shall also adhere to any fire prevention policies established by Fort Campbell, as well as by federal, state, county, and local governments.

d. **Escrow Accounts** - The selected partner is to establish the following escrow accounts as a minimum. These accounts would require the signatures of the selected partner and the Garrison Commander or his representative prior to withdrawal of funds.

- (1) Capital repair and replacement
- (2) Deferred maintenance and repair
- (3) New construction and historic preservation
- (4) Reserves

(5) Incentive Performance

e. **Installation Controls** - The following controls will be retained by the installation.

(1) Exclusive Federal jurisdiction (Legal-Fire-Police)

(2) Authority to remove occupants from family housing

(3) Direction of the use of the escrow accounts

(4) Housing grade categories and designation of housing

(5) Designation approval of key and essential positions

f. **Rent Methodology** - The maximum allowable income to be derived from occupancy of family housing is not to exceed the sum of the on post military members' basic housing allowances, less an amount sufficient to cover average utility usage. Military members are not expected to expend out-of-pocket funds to reside in family housing provided by the developer as long as their utility consumption is not such that it exceeds the amount set aside to cover average utility usage. Rental adjustments will be linked to the Basic Allowance for Housing (BAH) with appropriate controls.

g. **Community Amenities** - Community amenities are those generally provided in a typical housing development such as community centers, child care centers, playgrounds, ball fields, tennis courts, swimming pools, jogging trails, and other recreational facilities. The developer is to provide such amenities as part of the replacement and construction portion of the project. The developer may help operate, maintain, and staff these facilities in collaboration with existing government programs or to augment such programs.

h. **Storage Facilities** - Typically, military families accumulate items from around the world that require storage and accessibility, more so than the typical American family. The developer is to provide adequate space to include Recreational Vehicle and boat storage facilities in or near the family housing units or at a central location within the Installation. If a central location is proposed, the Government shall provide the necessary land for construction of such facilities.

i. **Construction Sites** - Fort Campbell will identify adequate and appropriate land on which the developer will commence construction. A Construction Site Feasibility Study will be provided during the development of the business and financial plans.

j. **Metes and Bounds** - Fort Campbell will identify housing areas and surrounding available land within the housing areas to accommodate revitalized neighborhoods. A metes and bounds survey will be conducted and will be provided during the development of the CDMP.

k. **Historic Housing** - Fort Campbell has three eligible (currently not listed) family housing units, of which two may be rehabilitated in accordance with historic standards and the third to be removed from the housing inventory. Rehabilitation work requires close coordination with the State Historical Preservation Offices (SHPO), Installation Environmental Coordinators, and any other appropriate interested parties. Typically, historic housing units are those that are on the National Register for Historic Places, eligible for registration, or located in a designated historic district. As mentioned previously, a Programmatic Agreement will need to be developed and executed by Fort Campbell, the SHPO, and the developer to govern the management, operation, and rehabilitation of these structures. The Army has manuals and guidelines that apply to these considerations and copies of these will be available in the Fort Campbell Document Room

l. **Installation and Facility Access** - Fort Campbell is considered a “closed post”. Access to Installation facilities, including housing units, are generally limited to military members, visitors, relatives, DOD civilians, and DOD contractors (entrance passes are required). To a limited extent, the public may be authorized access to other community facilities. Fort Campbell will establish on a case-by-case basis, in coordination with the selected developer, the conditions that may limit or extend access to community facilities.

m. **Condition of Property Title** - The Army holds fee title to the property upon which the existing family housing is located and to the lands upon which any new family housing may be constructed.

APPENDIX A FORT STEWART / HUNTER ARMY AIRFIELD, GEORGIA

SITE DESCRIPTION OF FORT STEWART / HUNTER ARMY AIRFIELD AND ECONOMICS OF THE FORT STEWART / HUNTER ARMY AIRFIELD REGION

1. SITE DESCRIPTION

Fort Stewart is a federally owned and operated Major Training Area and Power Projection Platform consisting of two installations: Fort Stewart and Hunter Army Airfield.

Fort Stewart proper is located 42 miles southwest of Savannah, Georgia; situated on 279,270 acres (parts of five counties) with 538 miles of paved roads, 329 miles of secondary roads, 400 miles of tank trails and 2,057 buildings and is the largest military installation east of the Mississippi River. Fort Stewart has access to Interstates 16 and 95, key east/west and north/south communication arteries. Fort Stewart also has a rail spur that connects the Installation cantonment area with a main rail line that runs east and west. Within a 100 mile radius, there are three primary and one alternate ports of embarkation; Savannah, Georgia, Jacksonville, Florida, Brunswick, Georgia, and Charleston, South Carolina, respectively.

Hunter Army Airfield is located in Chatham County on the southwest side of Savannah and covers 5,370 acres. The Army's longest runway (11,375 feet long) is at Hunter Army Airfield and meets B747, C-5B, C-17, and future B-777 landing and takeoff requirements. The largest military aircraft can land at Hunter Army Airfield, be loaded with the largest weapon systems in the Army inventory, and deploy soldiers worldwide. Hunter Army Airfield has 47 miles of paved roads, 22 miles of secondary roads and 655 buildings.

Fort Stewart's civilian population of 2,992 and military population of 15,359 together with Hunter Army Airfield's 715 civilian employees and 4,219 military personnel, is home to thirty-one tenant organizations from all four military services. It is an installation that displays America's Army, providing first-rate training, business services and base operations support to its tenants. Significant tenants include the 1st Battalion, 58th Aviation Regiment (CORPS); 1st Battalion, 75th Ranger Regiment; and the 3d Battalion, 160th Special Operations Aviation Regiment (SOAR) (A). Also present are the 6th Brigade, 1st ROTC Region; 15th Air Support Operation Squadron (USAF); 117th Air Control Squadron (Air National Guard); 38th Ordnance (ORD) Company Explosive Ordnance Detachment (EOD); and the US Coast Guard Air Station.

Fort Stewart / Hunter Army Airfield is the largest "industry" in the Savannah region with an economic impact of \$1.85 billion. The annual civilian payroll is more than \$80 million; the military payroll is more than \$640 million. Fort Stewart / Hunter Army Airfield has the greatest economic impact of any organization in the 27 counties of southeastern Georgia.

The Fort Stewart / Hunter Army Airfield communities have everything to meet the needs of their populations. Each installation houses Post Exchanges, commissaries, banks, post offices, credit unions, daycare centers, chapels, gymnasiums and various recreational areas.

The locations of Fort Stewart and Hunter Army Airfield near the Port of Savannah and major interstate highways and rail arteries, pictured below, serve to reinforce the installation's continuing importance and prominence.

The following web sites provide additional information on the communities around Fort Stewart / Hunter Army Airfield:

Fort Stewart: www.stewart.army.mil

Hinesville: www.gmanet.com/members/38964.shtml

Liberty County: www.petersnn.org/libertyco

Richmond Hill: www.gmanet.com/members/65044.shtml

Savannah, GA www.savannahchamber.com

Chatham County www.chatham.ga.us

2. FORT STEWART / HUNTER ARMY AIRFIELD MISSION

Vision – The world’s best trained, equipped and maintained Army unit. The most efficient and responsive Power Projection Platform. World class training areas and ranges that provide the best possible quality of life to its soldiers, family members, retirees and civilian workforce.

Mission – Provide the nation with a trained, equipped and ready fighting force composed of 3d Infantry Division and other attached units capable of deploying rapidly anywhere in the world in support of national objectives. And upon order, support, train and deploy mobilized Reserve Component (RC) units in accordance with national directives.

Values - Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage

Goals –

- Deploy heavy and light forces in accordance with established timelines
- Operate and sustain a strategic deployment airfield
- Provide state-of-the-art live fire ranges
- Provide modern training support facilities
- Provide quality housing and community services
- Ensure environmental stewardship.
- Establish and resource a comprehensive, integrated plan for the installation’s infrastructures and facilities.

3. RCI PROJECT

Fort Stewart / Hunter Army Airfield is proposing to partner with the private sector for the purpose of improving the military family housing community,

utilizing applicable legislative authorities and the provisions of the Army's Residential Communities Initiative (RCI) Program.

3.1 PROJECT VISION AND GOAL

• **Vision** – To make Fort Stewart/Hunter Army Airfield a Southern Living Station of Choice by providing soldiers and their families attractive, adequately sized, well-maintained and landscaped dwellings, whose quality meets or exceeds comparable homes available off the installation.

• **Goals** –

• The Fort Stewart / Hunter Army Airfield RCI will be the benchmark privatization endeavor for the Department of Defense.

• Soldiers and their families living in attractive, adequately sized, well-maintained and landscaped dwellings, whose quality meet or exceed comparable homes available off the installation.

• Military families have choices among various housing types and layouts.

• The communities within the installation are representative of the rank structures assigned to Fort Stewart / Hunter Army Airfield and segregation by rank has been maintained.

• Responsibility for operations and maintenance of the housing and its infrastructure has been fully divested to the private partner.

• The privatization is profitable for Fort Stewart / Hunter Army Airfield's private partner and generates revenue for the installation as well.

• Good relationships exist between the Army and its private partner and neither perceives the other as an impediment to the delivery of good quality housing to the soldiers.

• A robust agreement between the partners is in place, which is both comprehensive and flexible enough to accommodate changing circumstances without requiring renegotiation.

• The major stakeholders – Fort Stewart / Hunter Army Airfield, the Department of the Army, the Department of Defense, the development partner, the soldiers, the local communities and relevant elected officials-are satisfied.

- A satisfactory structure is in place to ensure that the Partner's performance is regularly monitored and Fort Stewart / Hunter Army Airfield can intervene, if difficulty arises.

- Fort Stewart and Hunter Army Airfield are two distinct installations with individual challenges and opportunities. Although one CDMP is being developed, care should be taken to address the needs of each installation separately in devising a development plan.

3.2 PROJECT SUMMARY

- a. Fort Stewart / Hunter Army Airfield's family housing privatization effort promotes the provision of high-quality family residences within the military member's housing allowance, less an amount sufficient to cover average utility usage.
- b. Fort Stewart / Hunter Army Airfield proposes to convey of its entire inventory 2,439/488 family housing units and lease the land on which the existing units are located and additional lands for new and replacement construction to the privatization partner. In exchange, this partner will provide replacement housing, community amenities, new construction, long-term operation, management and maintenance, and rehabilitation of some existing family housing.
- c. The preliminary Family Housing Market Analysis (FHMA) conducted by Economic Consulting, Robert D. Niehaus, Inc., identifies an on-post deficit of up to 1,012 housing units. This deficit considers 90% of Fort Stewart's 487 3BR unit deficit, 90% of Fort Stewart's 430 4BR unit deficit, and 90% of the 208-unit deficit (21 2BRs and 187 4BRs) at Hunter Army Airfield. A 236-unit surplus exists in the Fort Stewart 2BR category. Fort Stewart and Hunter Army Airfield propose that their privatization partner consider these surpluses and deficits while preparing a development scope that can be supported by project economics. Further clarification will be provided in the CDMP.
- d. Fort Stewart and Hunter Army Airfield embrace master planned neighborhoods with integrated tot lots and jogging trails. Upgrades to existing housing includes removal of surplus tot lots, incorporating connectivity between neighborhoods through extended bike/jogging trails that are accessed by both existing and future housing areas.

3.3 PROJECT RECAP

- Revitalize housing to current market standards
- Renovate, demolish and replace as project economics allow
- Perform maintenance and repair on all houses
- Provide ancillary facilities associated with Family Housing
- Address the identified housing deficit, with particular emphasis on the build out that occurs within the initial development period
- Create a connected housing community.

3.4 FINANCIAL FEASIBILITY

a. Fort Stewart / Hunter Army Airfield has conducted financial feasibility analyses that support the viability of a privatization effort in which the partner assumes occupancy and lease rights to the existing family housing units and related underlying land. The partner will replace and revitalize housing as substantiated by a condition assessment of existing quarters in accordance with local community construction standards. Additional housing may be required based on the Department of the Army Housing Market Analysis.

b. For the purposes of estimating revenues, the monthly income available to the developer is an amount equal to the housing allowance of the senior military member of each household residing on Post, less an allowance for utilities.

c. Due to Fort Stewart / Hunter Army Airfield's geographic location, and local economic activities, the need for incorporation of the legislative authorities, provided by the Military Housing Privatization Initiative may be necessary for the financial viability of the project. The development partner may recommend the use of any of these authorities.

4. CURRENT INVENTORY OF FAMILY HOUSING

The following table depicts the current total family-housing inventory as designated by grade and bedroom count for Fort Stewart.

| GRADE CAT | 2BR | 3BR | 4BR | 5BR | TOTAL |
|------------------|------------|------------|------------|------------|--------------|
| GFOQ | 0 | 0 | 2 | 0 | 2 |
| SGOQ | 0 | 18 | 13 | 0 | 31 |
| FGOQ | 0 | 22 | 4 | 0 | 26 |
| CGOQ | 48 | 64 | 6 | 0 | 118 |
| SNCOQ | 0 | 141 | 110 | 0 | 251 |
| JNCOQ | 1,355 | 350 | 286 | 20 | 2,011 |

| | | | | | |
|--------------|--------------|------------|------------|-----------|--------------|
| TOTAL | 1,403 | 595 | 421 | 20 | 2,439 |
|--------------|--------------|------------|------------|-----------|--------------|

GFOQ – General/Flag Officer Quarters
SGOQ – Senior Grade Officer Quarters
FGOQ – Field Grade Officer Quarters
CGOQ – Company Grade Officer Quarters
SNCOQ – Senior Non-Commissioned Officer Quarters
JNCOQ – Junior Non-Commissioned Officer Quarters

The following table depicts the current total family housing inventory as designated by grade and bedroom count for Hunter Army Airfield

| GRADE CAT | 2BR | 3BR | 4BR | TOTAL |
|------------------|------------|------------|------------|--------------|
| GFOQ | 0 | 0 | 1 | 1 |
| SGOQ | 0 | 3 | 2 | 5 |
| FGOQ | 0 | 2 | 2 | 4 |
| CGOQ | 2 | 9 | 3 | 14 |
| SNCOQ | 7 | 25 | 0 | 32 |
| JNCOQ | 214 | 218 | 0 | 432 |
| TOTAL | 223 | 257 | 8 | 488 |

GFOQ – General/Flag Officer Quarters
SGOQ – Senior Grade Officer Quarters
FGOQ – Field Grade Officer Quarters
CGOQ – Company Grade Officer Quarters
SNCOQ – Senior Non-Commissioned Officer Quarters
JNCOQ – Junior Non-Commissioned Officer Quarters

The following table lists the construction dates of the current family housing inventory.

| Fort Stewart | | | | | | | |
|------------------------|-------------------|--------------|--------------|------------|------------|------------|--------------|
| HSG AREA | YEAR BUILT | GRADE | 2BR | 3BR | 4BR | 5BR | TOTAL |
| HA1 Marne Homes | 1964 | GCOQ | 6 | 10 | 0 | 0 | 16 |
| HA2 Marne Homes | 1958 | GFOQ | 0 | 0 | 10 | 0 | 10 |
| HA3 Marne Homes | 1959 | CGOQ | 42 | 10 | 0 | 0 | 52 |
| “ | “ | FGOQ | 10 | 1 | 0 | 0 | 11 |
| HA4 Marne Homes | 1964 | SGOQ | 0 | 2 | 3 | 0 | 5 |
| “ | “ | FGOQ | 0 | 5 | 6 | 0 | 11 |
| HA5 Marne Homes | 1957 | CGOQ | 0 | 68 | 0 | 0 | 68 |
| HA6 Hallwood Homes | 1957 | JNCOQ | 0 | 88 | 0 | 0 | 88 |
| HA7 Hallwood Homes | 1959 | SNCOQ | 0 | 10 | 0 | 0 | 10 |
| HA8 Hallwood Homes | 1964 | SNCOQ | 0 | 30 | 10 | 0 | 40 |
| “ | 1964 | JNCOQ | 30 | 30 | 0 | 0 | 60 |
| HA9 Marne Terrace | 1968 | JNCOQ | 30 | 27 | 52 | 0 | 109 |
| HA10 Camp Oliver | 1968 | JNCOQ | 0 | 0 | 1 | 0 | 1 |
| HA11 Marne Terrace | 1975 | JNCOQ | 120 | 0 | 48 | 0 | 168 |
| HA12 Marne Terrace | 1975 | JNCOQ | 200 | 0 | 32 | 0 | 232 |
| HA13 Marne Homes | 1977 | GFOQ | 0 | 0 | 1 | 0 | 1 |
| “ | 1977 | SGOQ | 0 | 0 | 3 | 0 | 3 |
| “ | 1977 | SNCOQ | 0 | 0 | 1 | 0 | 1 |
| HA14 N. Bryan Village | 1977 | JNCOQ | 152 | 0 | 42 | 8 | 202 |
| HA15 N. Bryan Village | 1977 | JNCOQ | 172 | 0 | 44 | 8 | 224 |
| HA16 S. Bryan Village | 1977 | JNCOQ | 76 | 0 | 40 | 4 | 120 |
| HA17 S. Bryan Village | 1977 | SNCOQ | 0 | 100 | 100 | 0 | 200 |
| HA18 S. Bryan Village | 1979 | JNCOQ | 132 | 0 | 0 | 0 | 132 |
| HA19 S. Bryan Village | 1983 | JNCOQ | 64 | 0 | 0 | 0 | 64 |
| HA20 Isenhower Village | 1983 | JNCOQ | 136 | 0 | 0 | 0 | 136 |
| HA21 Trailer Park Area | | | | | | | |
| HA22 Isenhower Terrace | 1986 | JNCOQ | 101 | 0 | 0 | 0 | 101 |
| HA23 “ | 1986 | JNCOQ | 142 | 0 | 0 | 0 | 142 |
| HA24 Marne Woods | 1995 | JNCOQ | 0 | 232 | 0 | 0 | 232 |
| TOTAL | | | 1,413 | 613 | 393 | 20 | 2,439 |

| Hunter Army Airfield | | | | | | |
|-----------------------------|-------------------|--------------|------------|------------|------------|--------------|
| HSG AREA | YEAR BUILT | GRADE | 2BR | 3BR | 4BR | TOTAL |
| Callaway Circle | 1993 | GFOQ | 0 | 0 | 1 | 1 |
| Callaway Circle | 1958 | SGOQ | 0 | 3 | 2 | 5 |

| | | | | | | |
|----------------|------|-------|------------|------------|----------|------------|
| Gannam Heights | 1953 | JNCOQ | 116 | 116 | 0 | 232 |
| Wilson Acres | 1953 | FGOQ | 0 | 2 | 2 | 4 |
| " | 1953 | CGOQ | 2 | 9 | 3 | 14 |
| " | 1953 | SNCOQ | 7 | 25 | | 32 |
| " | 1953 | JNCOQ | 98 | 102 | 0 | 200 |
| TOTAL | | | 223 | 257 | 8 | 488 |

The following tables show the actual assignment of quarters as of the week of July 16, 2001, as well as the monthly rental income that the developer could expect from this specific assignment.

Fort Stewart

| PAY GRADE | BAH with Dependents | 2 BR ON POST | 3 BR ON POST | 4-5 BR ON POST | POST HOUSING BY RANK ASSIGNED | MONTHLY RENTAL INCOME FT STEWART |
|-----------|---------------------|--------------|--------------|----------------|-------------------------------|----------------------------------|
| E01 | \$ 520 | 2 | 3 | 1 | 6 | \$ 3,120 |
| E02 | \$ 520 | 20 | 21 | 1 | 42 | \$ 21,840 |
| E03 | \$ 520 | 89 | 58 | | 147 | \$ 76,440 |
| E04 | \$ 520 | 735 | 76 | 64 | 875 | \$ 455,000 |
| E05 | \$ 555 | 362 | 93 | 126 | 581 | \$ 322,455 |
| E06 | \$ 599 | 112 | 96 | 100 | 308 | \$ 184,492 |
| E07 | \$ 638 | 4 | 102 | 85 | 191 | \$ 121,858 |
| E08 | \$ 722 | | 18 | 10 | 28 | \$ 20,216 |
| E09 | \$ 818 | | 9 | 12 | 21 | \$ 17,178 |
| W01 | \$ 600 | 1 | 7 | 2 | 10 | \$ 6,000 |
| W02 | \$ 673 | | 7 | 2 | 9 | \$ 6,057 |
| W03 | \$ 775 | 1 | 5 | 1 | 7 | \$ 5,425 |
| W04 | \$ 835 | | | | | \$ - |
| W05 | \$ 904 | | | | | \$ - |
| O01 | \$ 571 | 14 | 12 | 1 | 27 | \$ 15,417 |
| O-1E | \$ 655 | 5 | 2 | | 7 | \$ 4,585 |
| O02 | \$ 623 | 8 | 3 | | 11 | \$ 6,853 |
| O-2E | \$ 759 | 1 | 1 | | 2 | \$ 1,518 |
| 1O03 | \$ 771 | 16 | 28 | | 44 | \$ 33,924 |
| O-3E | \$ 845 | | | | | \$ - |
| O04 | \$ 933 | | 14 | 2 | 16 | \$ 14,928 |
| O05 | \$ 1,046 | | 8 | 7 | 15 | \$ 15,690 |
| O06 | \$ 1,054 | | 4 | 5 | 9 | \$ 9,486 |
| O07 | \$ 1,067 | | | 2 | 2 | \$ 2,134 |
| O08 | \$ 1,067 | | | | | \$ - |

| | | | | | | |
|--|--------|-------|-----|-----|-------|--------------|
| TOTAL ASSIGNED | \$ 570 | 1,370 | 567 | 421 | 2,358 | \$ 1,344,616 |
| TOTAL INVENTORY | | 1,403 | 597 | 439 | 2,439 | |
| DIFFERENCE | | 33 | 30 | 18 | 81 | |
| | | | | | | |
| ADDITIONAL POTENTIAL MONTHLY INCOME IF ALL HABITABLE | | | | | | \$ 46,189 |

The following tables show the actual assignment of quarters as of the week of July 16, 2001, as well as the monthly rental income that the developer could expect from this specific assignment.

Hunter Army Airfield

| PAY GRADE | BAH with Dependents | 2 BR ON POST | 3 BR ON POST | 4-5 BR ON POST | POST HOUSING BY RANK ASSIGNED | POTENTIAL MONTHLY RENTAL INCOME HUNTER AAF |
|-----------|---------------------|--------------|--------------|----------------|-------------------------------|--|
| E01 | \$ 730 | 3 | 2 | | 5 | \$ 3,650 |
| E02 | \$ 730 | 28 | 10 | | 38 | \$ 27,740 |
| E03 | \$ 730 | 45 | 15 | | 60 | \$ 43,800 |
| E04 | \$ 730 | 78 | 70 | | 148 | \$ 108,040 |
| E05 | \$ 794 | 48 | 66 | 1 | 115 | \$ 91,310 |
| E06 | \$ 863 | 10 | 55 | | 65 | \$ 56,095 |
| E07 | \$ 884 | 2 | 16 | | 18 | \$ 15,912 |
| E08 | \$ 908 | | 6 | | 6 | \$ 5,448 |
| E09 | \$ 957 | | | | | \$ - |
| W01 | \$ 863 | | | | | \$ - |
| W02 | \$ 894 | | 2 | 2 | 4 | \$ 3,576 |
| W03 | \$ 923 | | | 2 | 2 | \$ 1,846 |
| W04 | \$ 970 | | | | | \$ - |
| W05 | \$ 1,026 | | | | | \$ - |
| O01 | \$ 802 | | | | | \$ - |
| O-1E | \$ 889 | | | | | \$ - |
| O02 | \$ 861 | | | | | \$ - |
| O-2E | \$ 918 | | | | | \$ - |
| O03 | \$ 922 | | | | | \$ - |
| O-3E | \$ 979 | | | | | \$ - |
| O04 | \$ 1,049 | | | | | \$ - |
| O05 | \$ 1,139 | | 3 | | 3 | \$ 3,417 |
| O06 | \$ 1,148 | | | 2 | 2 | \$ 2,296 |
| O07 | \$ 1,162 | | | 1 | 1 | \$ 1,162 |
| O08 | \$ 1,162 | | | | | \$ - |
| TOTAL | \$ 776 | 214 | 245 | 8 | 478 | \$ 364,292 |

| | | | | | | |
|--|--|-----|-----|---|-----|--------|
| ASSIGNED | | | | | | |
| TOTAL INVENTORY | | 223 | 257 | 8 | 488 | |
| DIFFERENCE | | 9 | 12 | 0 | 10 | |
| | | | | | | |
| ADDITIONAL POTENTIAL MONTHLY INCOME IF ALL HABITABLE | | | | | \$ | 16,381 |

5. COMMUNITY SUPPORT FACILITIES

- Military Family Housing** - The Family Housing Office assists military members in securing housing on and off post. Fort Stewart / Hunter Army Airfield has a total of 2,439/488 sets of quarters, of which 177/24 are allocated to officers and 2,262/464 to enlisted personnel. These quarters are located in eight major housing areas. Family quarters are authorized for all military personnel in all grades as described on the tables on the previous pages.
- Stewart Lodging** - Stewart Lodging is a combination of 70 double rooms, 45 single rooms and 3 Distinguished Visitors Quarters. Soldiers and family members on official duty and temporary duty orders to and from the installation have priority. Space available for leisure travel limited depending on season. Double and single rooms have furnished kitchenettes, daily housekeeping, laundry facilities, ice and vending machines.
- Hunter Lodging** – Hunter Lodging is a combination of 30 2-bedroom suites, 10 single rooms and 2 Distinguished Visitor Quarter suites. Soldiers and family members on official duty orders/PCS to and from the installation have priority. All rooms have furnished kitchenettes, daily housekeeping, laundry facilities, ice and vending machines. Handicap accessible. There is also a newly built, privately owned motel, The Landmark Inn, on the installation.
- Schools** - There are two elementary schools on the Fort Stewart Installation, Diamond and Brittin Elementary Schools. As of 29 Sep 00, Diamond enrollment totaled 882 students and Brittin enrollment totaled 622 students for a total of 1,504 students. The total of 1,504 students is expected to increase by approximately 200 students following redeployment of soldiers and return of their families back to Fort Stewart during 2001. The Department of Defense (DoD) governs the Fort Stewart Schools. Students in grades 7 through 12 living on post attend the nearby Liberty County Schools in Hinesville and are transported to and from school by the Liberty County School System.

Students in grades from kindergarten through 12 residing on post at Hunter Army Airfield attend the nearby Chatham County Schools in Savannah and are transported to and from school by that school system.

- **Health Care** – Winn Army Community Hospital at Fort Stewart provides medical care for active and retired military personnel and their eligible family members in a “catchment area” covering Liberty, Chatham and several other counties. Winn Army Community Hospital offers a broad range of medical and surgical specialties, such as internal medicine, dermatology, pediatrics, general surgery, orthopedics, psychiatry, OB-GYN, physical therapy and many other standard medical specialties.
- Ancillary services such as laboratory, radiology, pathology and pharmacy are also provided at Winn Army Community Hospital. Tuttle Army Health Clinic at Hunter Army Airfield provides limited medical care for active-duty and retired personnel and their family members.
- **Recreation** – The Fort Stewart / Hunter Army Airfield Physical Activities program is one of the most comprehensive in Forces Command. Four gymnasiums at Fort Stewart and one at Hunter Army Airfield are equipped with modern weight machines (free weights, life fitness equipment and cardiovascular equipment), handball and racquetball courts, sauna baths, dressing rooms, showers, equipment rooms and basketball courts. The multimillion-dollar Newman Physical Fitness Center at Fort Stewart includes an inside Olympic-size swimming pool along with all the other facilities of the gymnasiums to include administrative offices. Sports facilities also include five swimming pools, four at Fort Stewart and one at Hunter Army Airfield. At Fort Stewart there are 14 tennis courts, five football fields, a 400-meter running track and two softball complexes with four field and support buildings. At Hunter Army Airfield, there are six tennis courts, three softball fields and two football fields. The Outdoor Recreation Program has the largest, diversified program in this area. In addition to fishing and hunting on 22 managed ponds and 55 miles of scenic Georgia rivers, Fort Stewart / Hunter Army Airfield offers Skeet and Trap Ranges, Rifle/Pistol/Archery Ranges and numerous picnic shelters. Lotts Island, located just inside the Rio Gate entrance of Hunter Army Airfield, offers six picnic shelters, equipped with playgrounds, basketball courts and volleyball courts. The area also has two fishing piers. The Lotts Island Area has docking space for military families to dock their boats long term.
- **Child Development Services (CDS)** – Child Development Services is responsible for the operation of the Child Development Centers,

Family Child Care Homes, and Childcare Supplemental Programs and Services at Fort Stewart and Hunter Army Airfield. The Center-based and Family Child Care Home programs provide full day, part day, and hourly care for children age 6 weeks through 12 years. The Military Child-Care Act of 1989 mandated the military to address the availability of care in military child care programs. Currently, there are two Army Child Development Centers at Fort Stewart / Hunter Army Airfield. Fort Stewart has an average capacity of 226 children while Hunter Army Airfield's average capacity is 156. Total Fort Stewart / Hunter Army Airfield's Child Development Center enrollment averages approximately 67% of the total Installation population. Currently, at Fort Stewart / Hunter Army Airfield there are 151 children that are on the preference for care waiting list. Home-Based Child Care services are an integral component of the Army's Child Development Services, which is expected to continue in the privatized family housing program.

- **Chapels and Religious Facilities** – Fort Stewart has five Chapels; Heritage Chapel, Marne Chapel, Vale Chapel, Victory Chapel and the Minute-Man Chapel in the National Guard area. Hunter Army Airfield has one Chapel known as the Hunter Army Airfield Chapel. The Fort Stewart and Hunter Army Airfield chaplains offer a full range of religious services, activities and programs. Chaplains and chaplain assistants are assigned as unit ministry teams to provide each of the military units with necessary religious support. In addition to the Chapels, a Chaplain Family Life Center is located at Fort Stewart with the director spending one day a week at Hunter Army Airfield. The director of the Chaplain Family Life Center is a clinically trained chaplain who provides a variety of programs in parenting, marriage enrichment and personal growth. The Chaplain Family Life Center also supports the Day Away program for spouses.
- **Craft/Hobby Center** - Recreation and Business Activities offers a wide range of activities and facilities for Fort Stewart and Hunter Army Airfield. Both locations have their own auto craft centers. Hunter Army Airfield has an in-door 14-bay center, while Fort Stewart has a facility with 28 indoor bays. Many aspects of vehicle repair can be accomplished at either of the two facilities including engine breakdown, steam cleaning, tire changing and welding. The Fort Stewart Arts and Crafts Center offers programs of mechanical, manual, visual and fine arts. The Center also has a fully equipped woodworking area with machinery such as band saws, radial saws, planers, wood lathers, and skill saws. There are monthly classes in ceramics, matting and framing, and woodwork.

- **Retail Stores** – A shopping center complex, near the center of Fort Stewart hosts the main commissary and a shopping complex, which houses the main Post Theatre and Post Exchange store and a variety of concessions. Some of the services available at the complex are beauty and barber services, shoe repair, retail jewelry, watch repair, dry cleaning, flower shops, tailoring, and eye care. Additionally, smaller convenient stores, known as Shopettes, are dispersed on the installation. The shopping complex at Hunter Army Airfield houses the main commissary and Post Exchange with a variety of concessions.
- **Fort Stewart / Hunter Army Airfield Museum** – The Fort Stewart Museum traces the histories of the 3d Infantry Division and the installation. The museum is open to the public. Its hours are 10 a.m. to 4 p.m. and tours may be arranged. Hunter Army Airfield has a small museum tracing the history of its exemplary aviation achievements as well as noted aviators.
- **Youth Services** – School Age and Youth Services (SAYS), formerly Youth Services offers a wide variety of activities for youngsters from ages 6 through 19. Fort Stewart has two Youth Centers. The main facility (15,000 square feet) allows the majority of youth programs to be consolidated under one roof. It houses a large multi-purpose room, a dance room, music and video rooms, a table game room, a meeting room and a snack bar area. Dance lessons, piano lessons and Tae Kwon Do lessons are all held in the main center. The second facility, located on Austin Road, (2,500 square feet) accommodates table and video games and has a kitchen and lounge area.

The School Age Services program is housed in the School Age Services Center on Austin Road. This program provides recreational and developmental activities for School Age Children 5-12, during the early morning and late afternoon hours before school beginning and when parents are at work. A special full day program is offered during the summer and during the Christmas and spring break vacations.

6. INFRASTRUCTURE

Fort Stewart / Hunter Army Airfield is currently involved in an initiative to privatize the electricity, natural gas and water and waste water distribution systems. As of this date, the solicitation is out for bid. It is anticipated that the successful bidder will begin operation and maintenance of the infrastructure in early 2002. The scope of the privatization should be available prior to the Step Two submittal for the installation. Today, Fort Stewart / Hunter Army Airfield owns and operates the following:

- Electric - Distribution infrastructure only
- Gas - Distribution infrastructure only
- Steam Heat - Generation and distribution infrastructure (note: steam heat is not used in the family housing areas)
- Water - Water Treatment Plant and Distribution infrastructure only
- Sewer - Wastewater Treatment Plant and Collection infrastructure
- Landfill - The Installation operates its own landfill. Contractors operating on the Installation may use the landfill on a fee basis.
- Refuse collection - A private contractor collects household refuse, yard waste, and recyclable items weekly from the installation.
- Recycling – A Recycling Center is located at both Fort Stewart and Hunter Army Airfield. Recycling is currently mandatory for those who live and work at Fort Stewart / Hunter Army Airfield. Curbside service is provided to most housing areas. Additionally, 5 drop-off centers are available, located throughout the post. Paper, plastic, aluminum, steel and glass products are recycled. Motor oil is accepted for recycling at Building 2250.
- Fire Protection – The Fort Stewart Fire Department operates from two stations. The main headquarters station located in Building 457 at Coe Avenue houses two engine companies, one rescue truck, and fire prevention and administrative offices. The second station house is located at Building 7703 at Wright Army Airfield. This station houses one engine company and a crash company.
- The Hunter Army Airfield Fire Department also operates from two stations. The main headquarters station is located in Building 8059 adjacent to the Control Tower on the airfield runway. This station houses two engine companies, two crash companies and administrative offices. The second station located in Building 1295, houses one engine company, one crash company and training and fire inspector offices.

7. INSTALLATION BUILDING GUIDELINES

Fort Stewart and Hunter Army Airfield each have an Installation Design Guide for planning and designing of any new facilities to be constructed or renovated on the Installations. The Installation Design Guide has specific goals for each zoned area within the Installation including an area for Housing and an area for Community facilities. The partner selected will be given these guidelines for use in developing the family neighborhood environment desired by Fort Stewart and Hunter Army Airfield.

- **Architectural Style** - The proposed architectural character for all buildings plays a major role in setting design directions for Fort Stewart and Hunter

Army Airfield. In general terms, the architectural design theme at Fort Stewart calls for contemporary designs that are responsive to the climate and adjacent building designs. At Hunter Army Airfield, the buildings shall present a contemporary rendition of traditional southern coastal architecture.

- **Fort Stewart** – Neighborhoods should provide for variety and visual interest by varying basic house designs with different roof types, a variety of colors and materials. Materials to be considered for use include stucco, brick and fiber-cement siding.
- **Hunter Army Airfield** – Factors for consideration in design of family housing shall include an emphasis on detail to include variations on setbacks and floor plan design. The roofs shall be constructed to recall the southern traditional architecture requiring pronounced roof slopes and shall be punctuated by secondary roof forms such as gables or dormers.
- **Height** – The height of any new building on either installation will be in a like manner determined by its neighbors. Most buildings on the installations are either one or two stories, therefore, three story buildings are not recommended. The proportions and character of the buildings' facades will be horizontal in expression and tend to relate to the human figure.
- **Americans with Disabilities Act** – The developer and the CDMP to be crafted must meet the requirements of this act. At Fort Stewart / Hunter Army Airfield, it is projected that ten percent of the units to be replaced plus the additional units to be constructed will need to be handicap accessible or easily modifiable to be accessible to meet the requirements of the Americans with Disabilities Act. The actual number will be agreed upon between the developer and the government during the CDMP process. Special consideration will be given to the specific needs of the population at Fort Stewart / Hunter Army Airfield.

7. ENVIRONMENTAL CONSIDERATION

a. Existing Conditions

- **Fort Stewart** - The current and proposed family housing areas are within the interior of the installation and are surrounded by Army property. The topography of Fort Stewart is nearly flat with a total relief of approximately 40 feet, from 50 to 90 feet above mean sea level.
- **Hunter Army Airfield** - The current family housing areas are located along the perimeter of the installation and are adjacent to both Army and privately owned properties. The topography of Hunter Army Airfield is nearly flat with a total relief of approximately 28 feet, from 14 to 42 feet above mean sea

level. Two of the existing housing areas are in the lowest areas of Hunter Army Airfield.

1. Underground Storage Tanks -Underground heating oil tanks (HOTs) were removed from existing family housing units. Possible localized contamination may exist as records of site-specific sampling of these HOTs upon removal are not available and may not exist. HOTs only existed in Fort Stewart Housing Areas 3,4,5,6&7 of 25 total areas, and were replaced with natural gas. All Hunter Army Airfield housing units were serviced by underground HOTs, but are now serviced completely by electrical units.

Numerous former underground storage tanks (USTs) located throughout Fort Stewart and Hunter Army Airfield (outside the existing housing areas) have been investigated. These tanks primarily were used to store used oil and antifreeze or for the dispensing of gasoline or diesel fuels. Contamination has been confirmed at some of these sites, with a few sites under active remediation for groundwater and or soil contamination. Contaminants are primarily associated with petroleum releases. However, vinyl chloride constituents have been identified at a few Hunter Army Airfield locations near the airfield, the 200-300 block barracks area, the former PDO Yard and the 1336 motorpool. However, to our knowledge contamination associated with this facility has not encroached upon the existing housing area. There are USTs associated with AAFES gas stations that exist within the Fort Stewart housing areas. In addition, contamination has been confirmed at a former AAFES gas station (Fort Stewart Building 430) in close proximity to the housing area; however, contamination associated with this facility has not encroached upon the existing housing area.

Aboveground storage tanks are located at lift stations within and in close proximity to the housing areas to service emergency generators that were recently installed to replace former USTs at those locations.

2. Asbestos - Fort Stewart Housing areas 1 through 20, 22, and 23 have been surveyed for Asbestos. These areas are known to contain asbestos floor tile, mastics, insulation, and roofing materials. Housing areas 10 and 11 contain friable asbestos in the acoustical spray on ceilings and mud joint compound.

Hunter Army Airfield housing contains asbestos floor tile, mastics and transite board. These flooring materials are primarily in the kitchens and HVAC areas. The transite board was used behind the kitchen stoves and the HVAC closets.

Currently, the Installation has contracts for the removal of asbestos flooring, ceiling and wall removal for renovations and upgrade work. The friable asbestos acoustical spray and mud joint is not being removed during

renovations and will require Georgia certified and licensed personnel to perform work.

3. Lead Based Paint (LBP) - Interior testing of LBP was performed in 1995 used paint chip analysis. The survey concluded that LBP was not present on the interior of family quarters. Exterior comprehensive surveys for LBP on the housing exterior, to include soil drip line, have not been performed. Currently environmental tests for LBP on family housing homes are conducted as renovation projects are submitted. LBP has been identified in several areas of Family Housing during release of painting projects. Hunter Army Airfield has contracted an exterior painting project that requires the abatement of LBP on exterior porch and garage columns.

The contractor is required to adhere to the OSHA requirements and EPA notification of 40 CFR part 745 "requirements for Hazard Education before renovation of target Housing; Final Rule. EPA Section 1017 of the residential Lead-Based Paint Hazard Reduction Act of 1992, which is often referred to as Title X requires the distribution of "Lead in your home" pamphlet to all housing federally assisted or federally owned built prior to 1978. This brochure must be given to housing occupants prior to their moving in. Documentation of receipt must be kept for three years.

4. Cultural Resources - A building survey was compiled for Fort Stewart in 1985. The survey identifies all buildings on Fort Stewart constructed prior to 1985 and determines the National Register of Historic Places (NRHP) eligibility of these structures. In a draft stage, the survey is currently undergoing administrative review. Upon completion, it will be submitted to the Georgia State Historic Preservation Office (SHPO) for review and approval. Estimated final approval date September 2001. Until the document is approved, a determination regarding the eligibility for the National Register for Historic Places (NRHP) cannot be made.

If any structures are to be affected, then consultation with the SHPO will have to occur, either on an individual basis (through 36 CFR 800, Section 106) or through the use of an agreement reached between the SHPO, the Advisory Council of Historic Preservation (ACHP) and Fort Stewart for repetitive actions. In addition, NRHP determination is required prior to any maintenance, replacement, rehabilitation or demolition. Any new construction areas will also need to be reviewed for eligible NRHP resources, which may require an archaeological survey if one has not yet been completed.

A building survey for HAAF has yet to be initiated and until such time as one is approved and finalized, each action (maintenance, construction, replacement, rehabilitation, or demolition) will need to be reviewed on a case-by-case basis. At a minimum this will require a 40-day review period. Any new

construction area at HAAF will also need to be reviewed for NRHP eligible resources.

5. Wetlands - Jurisdictional Wetlands exist on both Fort Stewart and Hunter Army Airfield. Projects that include the introduction of " Fill Material" to these wetlands require an Individual Permit and will likely require mitigation. Consideration for adverse impacts to wetlands was looked at in the preplanning stages to ensure they would be avoided. Environmental considerations for adverse impact to wetlands from already constructed family housing units are nominal to non-existent. However, construction or maintenance, in which run-off or the transfer of materials, silts or sediments from these activities must be conducted in a manner that will not result in violations of Section 404 of the Clean Water Act.

6. Biological Assessment (BA) - a current BA has been completed for Miscellaneous Cantonment Area Construction Projects on Fort Stewart and is available for review. Fort Stewart's existing housing area is along the defined border of the area for which this BA applies. Therefore, close coordination of any work within the housing area, and or expansion of the existing area are required. Proposed construction activities within the boundaries of the BA requires inspection by the Installation Directorate of Public Works Environmental and Natural Resources Division Fish and Wildlife Branch biologists to ensure that no listed threatened or endangered species (TES) would be affected. Individual biological assessments will be required for any projects which may have impacts outside the cantonment area, or if additional species are added to the federal TES list for Liberty County, Georgia.

b. **Environmental Compliance** - The partner shall operate in full compliance with all applicable federal, state, and local environmental laws and regulations throughout construction and during operation of the housing units. These regulations include, but are not limited to, solid waste management and solid waste reductions, pesticide management, underground storage tanks and hazardous waste management, stormwater management, water conservation, wellhead protection, backflow prevention and cross-connection control, ozone depleting compound elimination and air pollution control regulations.

The partner shall be responsible for all permits required and for payment of all fines and litigation based on the partner's negligence in relation to environmental compliance.

c. **National Environmental Protection Act (NEPA)** - An environmental assessment will be required for both Fort Stewart and Hunter Army Airfield in accordance with NEPA and DA Pamphlet 200-1, Real Property Acquisition. Coordination with Installation Environmental and Natural Resources Division, local and state agencies is required.

8. OTHER CONDITIONS

a. **Jurisdiction** - Fort Stewart / Hunter Army Airfield will maintain exclusive federal jurisdiction over the real estate within the borders of the installation.

b. **Industrial Areas** - Absolutely no construction of family housing will be allowed in the industrial or training areas of the installation. Fort Stewart / Hunter Army Airfield may allow construction of administrative and maintenance facilities in the industrial area.

c. **Fire and Police Protection** - Fort Stewart / Hunter Army Airfield will provide fire and police protection. The partner shall adhere to Fort Stewart / Hunter Army Airfield requirements concerning physical security of facilities. The partner shall also adhere to any fire prevention policies established by Fort Stewart / Hunter Army Airfield, as well as by federal, state, county, and local governments.

d. **Utility Services** - The selected partner is to reimburse the provider of utilities at a negotiated rate. The Government will not be a party to these negotiations unless the Government is the provider of the utilities.

e. **Escrow Accounts** - The selected partner is to establish the following escrow accounts as a minimum. These accounts would require the signatures of the selected partner and the Garrison Commander or his representative prior to withdrawal of funds.

- Capital repair and replacement
- Deferred maintenance and repair
- New construction and historic preservation
- Reserves
- Incentive Performance

f. **Installation Controls** - The following controls will be retained by the installation.

- Exclusive federal jurisdiction (Legal-Fire-Police)
- Authority to remove military members from family housing
- Direction of use of the escrow accounts
- Housing grade categories and designation of housing
- Designation approval of key and essential positions

g. **Rent Methodology** - The maximum allowable income to be derived from occupancy of family housing is not to exceed the sum of the on-post-military members' basic housing allowances less an allowance for utilities. Military members are not expected to expend out-of-pocket funds to reside in family housing provided by the developer. Rental adjustments will be linked to the Basic Allowance for Housing with appropriate controls.

h. **Utility Consumption** - The contractor is responsible for all costs of utilities provided to common areas of the project and all vacant units during the entire project period. Further, the contractor will be responsible for all utilities in occupied housing units covered by the project until (1) the units have been renovated or replaced, (2) the units have had utility meters (electric, gas, and / or oil) installed, and (3) a 12-month consumption record has been established. Following these three (3) conditions in an entire housing area and the provision of appropriate notice to the service member occupant, the service member will become responsible for the cost of utilities (electric, gas, and / or oil) for their residence. After a consumption record has been established, an average utility consumption cost will be determined for each housing unit type. The service member will then receive this amount from his / her BAH and be responsible for paying utilities. Should the utility costs exceed the service member's identified utility allowance, the service member will be responsible to pay that amount from basic pay. If the utility bill is less than the calculated allowance, the service member retains those funds. The remainder of the service member's BAH will go to the selected contractor as rent. The contractor should plan to implement energy efficiency improvements and meter all the housing units as soon as practicable (e.g., new and renovated units) but no later than the end of year ten (10) of the project at which time all residents will be responsible for their utilities. Details of utility costs and allowances will be developed during the CDMP process.

i. **Anti-Lobby Act** - The developer must comply with the requirements established by the Anti-Lobby Act.

j. **Community Amenities** - Community amenities are those generally provided in a typical housing development such as community centers, child-care centers, playgrounds, ball fields, tennis courts, swimming pools, jogging trails and other recreational facilities. The developer is to provide such amenities as part of the replacement and construction portion of the project. The developer may help operate, maintain and staff these facilities in collaboration with existing government programs or to augment such programs.

k. **Storage Facilities** - Typically, military families accumulate items from around the world that require storage and accessibility, more so than the typical American family. The developer is to provide adequate storage facilities in or near the family housing units or at a central location within the installation. If a

central location is proposed, the Government shall provide the necessary land for construction of such facilities.

l. **Mandatory Assignments** - Fort Stewart / Hunter Army Airfield will not impose mandatory assignments or utilization of the facilities and services provided by the developer.

m. **Construction Sites** - Fort Stewart / Hunter Army Airfield has identified adequate and appropriate land on which the developer will commence construction. A Construction Site Feasibility Study will be provided during the development of the business and financial plans.

n. **Metes and Bounds** - Fort Stewart / Hunter Army Airfield has identified housing areas and surrounding available land within the housing areas to accommodate revitalized neighborhoods. A metes and bounds survey has been conducted and will be provided during the development of the CDMP.

o. **Historic Housing** – There is no Historic Housing on Fort Stewart / Hunter Army Airfield.

p. **Installation and Facility Access** – Effective 28 August 2001 Fort Stewart / Hunter Army Airfield implemented access control measures. Access to installation facilities, including housing units is generally limited to military members, visitors, relatives, DoD civilians and contractors. To a limited extent, the public may be authorized access to other community facilities. Fort Stewart / Hunter Army Airfield will establish on a case-by-case basis, in coordination with the selected developer, the conditions that may limit or extend access to community facilities. All persons accessing Fort Stewart/Hunter Army Airfield can expect to experience some delays as they encounter access control operations.

q. **Condition of Property Title** – The Army holds fee title to the property upon which the existing family housing is located and to the lands upon which any new family housing may be constructed.

APPENDIX A FORT POLK

SITE DESCRIPTION OF JOINT READINESS TRAINING CENTER AND FORT POLK AND ECONOMICS OF THE REGION

1. SITE DESCRIPTION

Fort Polk is located in Vernon Parish approximately seven miles southeast of Leesville, LA. Larger cities in the area include New Orleans (232 miles southeast), Houston, TX (180 miles southwest), Baton Rouge, LA, the state capital and home of Louisiana State University (155 miles southeast), Alexandria, LA (47 miles northeast), and Lake Charles (75 miles south).

The two primary communities serving Fort Polk military and civilian personnel are Leesville, seven miles to the northwest, and DeRidder, twenty miles to the south. Leesville was designated the seat of Vernon Parish when the parish was established in 1871. The city's forest products, dairy and beef cattle, other agriculture, and Fort Polk are the principal sources of income for Leesville and surrounding area. The parish's educational facilities include four high schools, a junior high school, eight elementary schools, five elementary/high schools, one vocational/technical school, and Northwestern State University, Fort Polk Branch. The average daily school enrollment in Vernon Parish is approximately 11,500. There are 89 established churches in Vernon Parish representing 22 denominations. Recreational facilities in close proximity to the post include Fullerton Lake (160 acres), Anacoco Lake (3,500 acres), Lake Vernon (4,500 acres), Toledo Bend Lake (182,000 acres), Cotile Lake (2,000 acres), one six-screen cinema, nine tennis courts, a skating rink, miniature golf course, recreational park with a nine hole golf course, clubhouse, tennis courts, barbecue pits, playground and pavilion, one municipal swimming pool and little league and young adult ball fields.

DeRidder, the seat of Beauregard Parish, has a population of approximately 11,071 with a shopping population of 80,000. The parish is predominantly forestland with a significant amount of agricultural land. DeRidder is one of two incorporated communities in Beauregard Parish. The parish economy is dominated by the forest industry. There are three other major manufacturers not connected to the forest industry. There are 66 established churches in Beauregard Parish. The Parish's educational facilities include two high schools, a middle school and four elementary schools, four combined schools (K-12 grade), one special (remedial) school (all ages), two parochial schools, and one adult learning center. The current average daily school enrollment for the parish is 6,485. The Southern Association of Secondary Schools and Colleges accredits all schools. An eighteen-hole golf course is located three miles west of town. Other recreational facilities include a total of eight lighted public tennis courts and five lighted baseball diamonds.

In addition to Leesville and DeRidder, Fort Polk also enjoys good community relations with Lake Charles, Alexandria, and Pineville. Northwestern State University in Natchitoches and McNeese State University in Lake Charles cooperate with the Fort Polk community by exchanging group visits to entertain and inform.

The following web sites provide additional information on the communities around Fort Polk:

Fort Polk, LA www.jrtc-polk.army.mil

Leesville, LA: www.leesville.com

DeRidder, LA: www.beauregard.org/deridder.htm

Alexandria, LA: www.afbca.hq.af.mil/ols/england.htm

2. JOINT READINESS TRAINING CENTER AND FORT POLK

Vision –The Army’s combat training center for contingency forces – providing exceptionally realistic and relevant training to prepare units for challenges of future operations. Home of trained, ready, and modern units, rapidly deployable from a quality power projection platform. A first-class, modern installation providing our Army family a great place to work, live, and play, in partnership with the local communities.

Mission –Provide an advanced level of training for US contingency forces under tough, realistic conditions. Provide trained and ready home station forces. Mobilize, validate and deploy units worldwide. Provide a modern installation that cares for our soldiers, civilians, retirees, and families.

Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage.

Priority Issues –

- Resource and modernize JRTC (program) to maintain relevancy in training the objective force (Army Transformation).
- Improve training, readiness and deployability of the JRTC and Fort Polk units and personnel.
- Measurably improve infrastructure.
- Improve and expand Quality of Life (QOL) programs, services and facilities.
- Mitigate impact of personnel turbulence and changing work environment on team members through human capital management.

3. RCI PROJECT

Fort Polk is proposing to partner with the private sector for the purpose of improving the military family housing community, utilizing applicable legislative authorities and the provisions of the Army’s Residential Communities Initiative (RCI) Program.

3.1 PROJECT VISION AND GOALS

- **VISION** – Using new regional housing developments and standards as a guide, provide high-quality family housing accommodations and amenities with limited Government investment.
- **GOALS** – Revitalize or replace old high-cost family housing; enhance quality of life and well being; increase retention; and improve readiness.

3.2 PROJECT SUMMARY

- a. Fort Polk’s family housing privatization initiative promotes high-quality family housing within the military member’s basic allowance for housing, less an amount sufficient to cover average utility usage.
- b. Fort Polk proposes to convey its entire inventory of 3,658 family housing units and lease the land on which the existing units are located and additional lands for replacement construction to a non-DoD entity. In exchange, this partner will provide replacement housing, community amenities, long-term operation, management and maintenance, and rehabilitation of some existing family housing. This conveyance could be for a fifty-year period with a twenty-five year renewal clause. All units will be ISR “Green” by 2010.
- c. Robert D. Niehaus, Inc. initiated a Family Housing Market Analysis (FHMA) for Fort Polk 1 Oct 01 with completion expected in approximately 90 days.

3.3 PROJECT PROPOSALS

- Renovate and/or demolish and replace the inventory necessary to meet the military requirement.
- Manage and perform maintenance and repair on all housing units.
- Construct community amenities.

3.4 FINANCIAL FEASIBILITY

Fort Polk’s financial feasibility analysis is currently under development.

3.5 NEED FOR MHPI AUTHORITIES

- a. Due to Fort Polk’s geographic location and local economic activities, some of the legislative authorities provided by the Military Housing Privatization Initiative may be necessary for the financial viability of the

project. The development partner may recommend use of any of these authorities (refer to Appendix A, Paragraph A. 1. and Appendix B).

- b. Differential Lease Payments or Government Investments may be considered. The provision of a loan guarantee to protect the developer against certain Government actions, such as base closure, downsizing, or extended deployment may be considered only as a last resort. The government may also provide equity investment in the entity or direct loans.

4. CURRENT INVENTORY OF FAMILY HOUSING

The following table depicts the current total family housing inventory as designated by grade and bedroom count.

| GRADE CAT | 2BR | 3BR | 4BR | 5BR | TOTAL |
|------------------|--------------|------------|------------|------------|--------------|
| GFOQ | 0 | 0 | 1 | 0 | 1 |
| FGOQ | 0 | 48 | 81 | 0 | 129 |
| CGOQ | 394 | 137 | 60 | 5 | 596 |
| SNCOQ | 37 | 188 | 197 | 8 | 430 |
| JNCOQ | 1,706 | 387 | 384 | 25 | 2,502 |
| TOTAL | 2,137 | 760 | 723 | 38 | 3,658 |

GFOQ – General/Flag Officer Quarters

FGOQ – Field Grade Officer Quarters

CGOQ – Company Grade Officer Quarters

SNCOQ – Senior Non-Commissioned Officer Quarters

JNCOQ – Junior Non-Commissioned Officer Quarters

The following table lists the construction dates of the current family housing inventory.

| <u>HSG AREA</u> | <u>YEAR</u> | <u>GRADE</u> | <u>2BR</u> | <u>3BR</u> | <u>4BR</u> | <u>5BR</u> | <u>TOTAL</u> |
|------------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | <u>BUILT</u> | | | | | | |
| AZALEA ACRES I | 1980 | JNCOQ | 27 | 0 | 0 | 0 | 27 |
| AZALEA ACRES I | 1981 | JNCOQ | 224 | 0 | 0 | 0 | 224 |
| AZALEA ACRES II | 1982 | JNCOQ | 204 | 0 | 0 | 0 | 204 |
| CAMELIA TERRACE | 1980 | SNCOQ | 5 | 37 | 98 | 0 | 140 |
| CAMELIA TERRACE | 1980 | JNCOQ | 151 | 100 | 85 | 15 | 351 |
| CYPRESS TERRACE | 1981 | FGOQ | 60 | 0 | 20 | 0 | 80 |
| CYPRESS TERRACE | 1974 | CGOQ | 20 | 40 | 0 | 0 | 60 |
| CYPRESS TERRACE | 1976 | CGOQ | 0 | 0 | 20 | 0 | 20 |
| DOGWOOD TERRACE I | 1978 | SNCOQ | 0 | 24 | 26 | 0 | 50 |

| | | | | | | | |
|------------------------------|------|-------|-----|-----|-----|---|-----|
| Dogwood Terrace I | 1978 | JNCOQ | 60 | 16 | 8 | 6 | 90 |
| Dogwood Terrace II | 1978 | SNCOQ | 0 | 72 | 80 | 0 | 152 |
| Dogwood Terrace II | 1979 | SNCOQ | 0 | 16 | 14 | 0 | 30 |
| Dogwood Terrace II | 1978 | JNCOQ | 128 | 46 | 28 | 6 | 208 |
| Dogwood Terrace II | 1979 | JNCOQ | 36 | 0 | 2 | 0 | 38 |
| Dogwood Terrace III | 1978 | SNCOQ | 0 | 8 | 6 | 0 | 14 |
| Dogwood Terrace III | 1979 | SNCOQ | 0 | 78 | 72 | 0 | 150 |
| Dogwood Terrace III | 1978 | JNCOQ | 20 | 6 | 4 | 2 | 32 |
| Dogwood Terrace III | 1979 | JNCOQ | 108 | 12 | 14 | 6 | 140 |
| GARDENIA CIRCLE | 1979 | GFOQ | 0 | 0 | 2 | 0 | 2 |
| GARDENIA CIRCLE | 1976 | SGOQ | 0 | 0 | 4 | 0 | 4 |
| GARDENIA CIRCLE | 1976 | FGOQ | 0 | 0 | 20 | 0 | 20 |
| MAGNOLIA TERRACE | 1976 | SNCOQ | 40 | 4 | 22 | 0 | 66 |
| Magnolia Terrace | 1974 | JNCOQ | 36 | 76 | 102 | 0 | 214 |
| Magnolia Terrace | 1976 | JNCOQ | 76 | 0 | 30 | 0 | 106 |
| MAPLE TERRACE I | 1986 | JNCOQ | 272 | 21 | 0 | 0 | 293 |
| MAPLE TERRACE II | 1988 | JNCOQ | 217 | 46 | 0 | 0 | 263 |
| MAPLE TERRACE III | 1988 | JNCOQ | 191 | 34 | 0 | 0 | 225 |
| MAPLE TERRACE IV | 1989 | JNCOQ | 249 | 100 | 0 | 0 | 349 |
| PINE TERRACE | 1979 | FGOQ | 0 | 0 | 12 | 0 | 12 |
| SOUTH OAKS | 1981 | FGOQ | 0 | 0 | 28 | 0 | 28 |
| HARRELL PLACE/WOODLAWN PK | 1980 | CGOQ | 4 | 12 | 12 | 1 | 29 |
| HARRELL PLACE/WOODLAWN PK | 1981 | CGOQ | 8 | 15 | 12 | 2 | 37 |

365

8

The following table shows the monthly rental income that the developer could expect from this specific assignment given the current inventory is fully occupied.

| PAY | BAH WITH DEPENDENT | 2 BR On-Post | 3 BR On-Post | 4-5 BR On-Post | Post Housing By Rank Assigned | Potential Monthly Rental Income Fort Polk |
|------------|-------------------------------|-------------------------|-------------------------|---------------------------|--|--|
|------------|-------------------------------|-------------------------|-------------------------|---------------------------|--|--|

| GRADE | S | | | | | | |
|-------|----|-----|-----|-----|-----|-----|---------|
| E-1 | \$ | 431 | 126 | 9 | 5 | 140 | \$ |
| | | | | | | | 60,340 |
| E-2 | \$ | 431 | 243 | 15 | 15 | 273 | \$ |
| | | | | | | | 117,663 |
| E-3 | \$ | 431 | 320 | 22 | 22 | 364 | \$ |
| | | | | | | | 156,884 |
| E-4 | \$ | 431 | 527 | 75 | 86 | 688 | \$ |
| | | | | | | | 296,528 |
| E-5 | \$ | 486 | 389 | 101 | 127 | 617 | \$ |
| | | | | | | | 299,862 |
| E-6 | \$ | 516 | 214 | 165 | 156 | 535 | \$ |
| | | | | | | | 276,060 |
| E-7 | \$ | 535 | 0 | 152 | 151 | 303 | \$ |
| | | | | | | | 162,105 |
| E-8 | \$ | 554 | 0 | 30 | 33 | 63 | \$ |
| | | | | | | | 34,902 |
| E-9 | \$ | 680 | 0 | 6 | 21 | 27 | \$ |
| | | | | | | | 18,360 |
| WO-1 | \$ | 510 | 31 | 13 | 5 | 49 | \$ |
| | | | | | | | 24,990 |
| O-1 | \$ | 505 | 88 | 20 | 7 | 115 | \$ |
| | | | | | | | 58,075 |
| O-1E | \$ | 538 | 17 | 3 | 4 | 24 | \$ |
| | | | | | | | 12,912 |
| WO-2 | \$ | 543 | 26 | 20 | 9 | 55 | \$ |
| | | | | | | | 29,865 |
| O-2 | \$ | 516 | 39 | 8 | 1 | 48 | \$ |
| | | | | | | | 24,768 |
| O-2E | \$ | 592 | 9 | 1 | 3 | 13 | \$ |
| | | | | | | | 7,696 |
| WO-3 | \$ | 607 | 9 | 12 | 3 | 24 | \$ |
| | | | | | | | 14,568 |
| O-3 | \$ | 603 | 99 | 59 | 28 | 186 | \$ |
| | | | | | | | 112,158 |
| O-3E | \$ | 715 | 0 | 1 | 3 | 4 | \$ |
| | | | | | | | 2,860 |
| WO-4 | \$ | 709 | 0 | 3 | 1 | 4 | \$ |
| | | | | | | | 2,836 |
| O-4 | \$ | 798 | 0 | 44 | 37 | 81 | \$ |
| | | | | | | | 64,638 |
| WO-5 | \$ | 772 | 0 | 0 | 0 | 0 | \$ |
| | | | | | | | - |
| O-5 | \$ | 871 | 0 | 1 | 32 | 33 | \$ |

| | | | | | | | |
|--------|----|-----|-------|-----|-----|-------|-----------|
| O-6 | \$ | 878 | 0 | 0 | 11 | 11 | 28,743 |
| | | | | | | | \$ |
| O-7 | \$ | 946 | 0 | 0 | 1 | 1 | 9,658 |
| | | | | | | | \$ |
| O-8 | \$ | 946 | 0 | 0 | 0 | 0 | 946 |
| | | | | | | | \$ |
| O-9 | \$ | 946 | 0 | 0 | 0 | 0 | - |
| | | | | | | | \$ |
| O-10 | \$ | 946 | 0 | 0 | 0 | 0 | - |
| | | | | | | | \$ |
| <hr/> | | | | | | | |
| Total: | | | 2,137 | 760 | 761 | 3,658 | \$ |
| | | | | | | | 1,817,417 |

5. COMMUNITY SUPPORT FACILITIES

- Military Family Housing** - The Family Housing Office assists military members in securing housing on and off post. Fort Polk has a total of 3,658 sets of quarters, of which 575 are allocated to officers and 3,083 to enlisted personnel. These quarters are located in sixteen major housing areas. Family quarters are authorized for military personnel in all grades.
- Guest House** - The Magnolia House operation is similar to an off-post hotel and consists of 70 rental units, with kitchenettes. Reservations are accepted and confirmed 30 days in advance of arrival. The Magnolia House accommodates the needs of short-term visitors, who are usually military members or civilian employees on temporary duty at Fort Polk.
- Schools** - There are two elementary schools with a total capacity of over 5,000 students. The Vernon Parish School Board governs these schools.
- Health Care** – Bayne-Jones Army Community Hospital is a 250-bed hospital with a full complement of services for the military population. A Family Practice Clinic provides primary care to Fort Polk soldiers and their families and retirees and their dependents.
- Recreation** – Alligator Lake Recreation Area provides picnic sites and two pavilions surrounded by scenic woodlands and a 10-acre lake providing outdoor recreation year around. Toledo Bend Recreation

Site provides cabins and water sports recreation. Warrior Hills is an 18-hole golf course with a 2.5 mile jogging trail. Three swimming pools, movie theater, and fitness centers are available for the enjoyment of service members, civilian employees, their families and authorized guests.

- **Child Development Services (CDS)** – CDS offers a variety of support programs to register children for school age and youth services and provide on-site group care. Child Development Centers are Nationally Accredited and give full day care and before/after preschool for children six weeks to six years of age. There are two centers on Fort Polk. Family Child Care is provided in certified homes on-and-off post to children ranging in ages from one month through their 12th birthday. Hourly care is available and homes are capable of providing extended care on a case-by-case basis. School Age Services (SAS) provide before/after school care for children grades K through five years at the two elementary schools and Youth Center on post. It also provides full time care when school is not in session, i.e., snow, in-service days, summer and spring break. SAS also provides daily activities for children needing only intermittent care. Home-Based Child Care services are an integral component of the Army's Child Development Services, which is expected to continue in the privatized housing program.
- **Adult Education** – Warrior Hall is designed to provide the vocational and educational programs that can satisfy the skill development and occupational needs of the Army as well as increase career potential. The Education Center provides on-post college programs of associate, baccalaureate, and master degree levels for military, family members, retired personnel and DoD civilians.
- **Chapels and Religious Facilities** – Chaplains from various denominations provide Chapel programs for Fort Polk's military personnel, their family members, and authorized civilians. Three chapels, Main Post Chapel, Dragoon Chapel and Warrior Chapel and various unit offices provide a complete religious program. Emergency services are always available. Personal, religious, crisis, and family counseling are offered.
- **Craft/Hobby Center** - There are two facilities that are available for the craft and hobby needs of military members, their families, retirees and DoD civilian employees. Woodworking, engraving, T-shirt shop, framing shop, ceramics, and auto repair are some of the activities practiced here.

- **Retail Stores** – A shopping center complex hosts the main commissary and the main Post Exchange store and a variety of concessions. Some of the services available at the complex are beauty and barber services, shoe repair, retail jewelry, watch repair, dry cleaning, flower shops, car rental, radio/TV repair, tailoring, eye care, video rental, and laundry.
- **Youth Services** - The Siegfried Youth Activities Center is a modern facility providing a snackbar and activities such as billiards, table tennis, table hockey, foosball, video games, computer lab, television and social activities. Individual classes and sports are available for youth from six to eighteen years of age. The center is affiliated with the Boys and Girls Club of America.

6. INFRASTRUCTURE

The status of utilities privatization at Fort Polk is:

- **Electric** – ongoing; the housing area infrastructure is included in the scope of the utilities privatization project.
- **Gas** – ongoing; the housing area infrastructure is included in the scope of the utilities privatization project.
- **Water/Wastewater** – ongoing; the housing area infrastructure is included in the scope of the utilities privatization project.
- **Centralized Heating/Cooling Systems** – ESPC contracted.
- **Refuse Collection** - A private contractor collects household refuse, yard waste, and recyclable items weekly.
- **Fire Protection** – Fort Polk will provide fire protection for the on-post family housing. The Fort Polk Fire Department operates from three stations: the main headquarters station located in Building 1736 at Louisiana Avenue and Alabama Avenues, the Fire and Rescue at Polk Army Airfield, and North Fort Fire Station on Entrance Road and C Avenue.

7. INSTALLATION BUILDING GUIDELINES

Partners are encouraged to use their ingenuity and innovation in the planning and development process. However, they are expected to propose plans that are compatible with existing architectural and design guidelines.

- a. **Architectural Style** - Most of the housing constructed at Fort Polk was constructed in the 70's and 80's, and the homes have the architectural style typical of that period. New and replacement construction in recent years has been designed to today's modern standards with family room, separate laundry areas, and more amenities. New housing, under this program, should be constructed in accordance with modern styles in the local community and accepted industry standards. Fort Polk has no historic housing.
- b. **Height** – Generally, the recommended maximum height is two stories.
- c. **Americans with Disabilities Act** – The CDMP must meet the requirements of this act. The government and developer must agree upon the number of handicap accessible homes provided on post during the CDMP process. Special consideration will be given to the specific needs of the population at Fort Polk.

8. ENVIRONMENTAL CONSIDERATIONS

- a. No construction will be permitted in any wetlands or environmentally protected areas of the installation.
- b. The housing areas proposed for this project are thought to be suitable for the intended development. An Environmental Baseline Survey (EBS) is currently being prepared and will be available to the partner during the development of the CDMP.
- c. During the time of construction of some of the housing units at Fort Polk asbestos-containing materials and lead-based paint were used. Some remediation work has already been completed. These materials are still present and will require abatement during renovation work or appropriate, legal removal during demolition.
- d. An Environmental Assessment (EA) of the CDMP will be required prior to the implementation of the project. The EA will be developed in conjunction with the preparation of the CDMP, and will comply with the provisions of the National Environmental Protection Act (NEPA). The partner will be responsible for the payment of all costs associated with performing any necessary additional environmental studies required by the CDMP.
- e. The partner shall operate in full compliance with all applicable federal, state, and local environmental laws and regulations, including but not limited to recycling, pesticide management, hazardous waste management, water pollution, and air pollution control regulations. The partner shall be

responsible for permit requirements and for payment of all fines and litigation based on the partner's negligence in relation to environmental compliance.

f. Construction is allowed after assuring NEPA compliance, reviewing encumbrance restrictions and conditions and obtaining all applicable permits for construction activities. For example, general encumbrances may involve preparing NEPA documents, and securing digging permits for subsurface mechanical construction or exploration activities.

9. OTHER CONDITIONS

a. **Jurisdiction** - Fort Polk will maintain exclusive federal jurisdiction over the real estate within the borders of the installation.

b. **Industrial Areas** - Absolutely no construction of family housing will be allowed in the current industrial or training areas of the installation.

c. **Fire and Police Protection** - Fort Polk will provide fire and police protection for the on-post family housing. The partner shall adhere to Fort Polk requirements concerning physical security of facilities. The partner shall also adhere to any fire prevention policies established by Fort Polk, as well as by federal, state, county, and local governments.

d. **Utility Services** - The selected partner is to reimburse the provider of utilities at a negotiated rate. The Government will not be a party to these negotiations unless the Government is the provider of the utilities.

e. **Escrow Accounts** - The selected partner is to establish the following escrow accounts as a minimum. These accounts would require the signatures of the selected partner and the Garrison Commander or his representative prior to withdrawal of funds.

- Capital repair and replacement
- Deferred maintenance and repair
- New construction and historic preservation
- Reserves
- Incentive Performance

f. **Installation Controls** - The following controls will be retained by the installation.

- Exclusive federal jurisdiction (Legal-Fire-Police)
- Authority to remove military members from family housing
- Direction of use of the escrow accounts

- Housing grade categories and designation of housing
- Designation approval of key and essential positions

g. **Rent Methodology** - The maximum allowable income to be derived from occupancy of family housing is not to exceed the sum of the on-post-military members' basic housing allowances less an amount sufficient to cover average utility usage. Military members are not expected to expend out-of-pocket funds to reside in family housing provided by the developer as long as their utility consumption is not such that it exceeds the amount set aside to cover average utility usage. Rental adjustments will be linked to the Basic Allowance for Housing with appropriate controls.

h. **Anti-Lobby Act** - The developer must comply with the requirements established by the Anti-Lobby Act.

i. **Community Amenities** - Community amenities are those generally provided in a typical housing development such as community centers, child-care centers, playgrounds, ball fields, tennis courts, swimming pools, jogging trails and other recreational facilities. The developer is to provide such amenities as part of the replacement and construction portion of the project. The developer may help operate, maintain and staff these facilities in collaboration with existing government programs or to augment such programs.

j. **Storage Facilities** - Typically, military families accumulate items from around the world that require storage and accessibility, more so than the typical American family. The developer is to provide adequate storage to include RV and boat storage facilities in or near the family housing units or at a central location within the installation. If a central location is proposed, the Government shall provide the necessary land for construction of such facilities.

k. **Mandatory Assignments** - Fort Polk will not impose mandatory assignments or utilization of the facilities and services provided by the developer.

l. **Construction Sites** - Fort Polk will identify adequate and appropriate land on which the developer will commence construction. A Construction Site Feasibility Study will be provided during the development of the business and financial plans.

m. **Metes and Bounds** - Fort Polk will identify housing areas and surrounding available land within the housing areas to accommodate revitalized neighborhoods. A metes and bounds survey will be conducted and will be provided during the development of the CDMP.

n. **Installation and Facility Access** – Fort Polk is considered a “closed post”. Access to installation facilities, including housing units, is generally limited to military members, visitors, relatives, DoD civilians and DoD contractors (entrance passes are required). To a limited extent, the public may be authorized access to other community facilities. Fort Polk will establish on a case-by-case basis, in coordination with the selected developer, the conditions that may limit or extend access to community facilities.

o. **Condition of Property Title** – The Army holds fee title to the property upon which the existing family housing is located and to the lands upon which any new family housing may be constructed.

APPENDIX B

FORT BRAGG, FORT CAMPBELL, FORT STEWART AND HUNTER ARMY

AIR FIELD, AND FORT POLK DEMOGRAPHICS

DACA31-01-R-0017

APPENDIX B Ft. BRAGG

Cumberland County, North Carolina

1. COMMUNITIES

Fayetteville and Cumberland County comprise North Carolina's fourth largest metropolitan area. The Community takes pride in the fact that it is home of both Fort Bragg and Pope Air Force Base and that it serves as the employment and retail center for five surrounding counties including Bladen, Harnett, Hoke, Robeson and Sampson.

Cumberland County operates a consolidated school system including 46 elementary, 12 junior and 8 senior high schools. Private and parochial schools are also available. The area is home to three major accredited institutions -

Fayetteville State University, Methodist College and Fayetteville Technical Community College. These institutions offer access to programs in liberal arts, teacher education, computer sciences, a masters program in business administration, and numerous vocational programs. Fayetteville Technical Community College can offer new businesses immediate, high quality skills training in a recently dedicated 30,000 square foot Center for Business and Industry.

2. COUNTY HISTORY

Cumberland County began as a settlement in the Upper Cape Fear Valley between 1729 and 1736, by European migrants known as Highland Scots. The Colonial Legislature passed an act in 1754 that resulted in the political division of Bladen County, thus forming Cumberland County. It was named after the Duke of Cumberland (William Augustus), who commanded the English Army. The County continued to grow and prosper as the Scotch-Irish, Germans and Moravians also entered the area. Campbellton was named the county seat during 1778. In 1783, Campbellton was renamed Fayetteville in honor of Marquis De LaFayette, a French general who served in the American Colonies Revolutionary Army.

Fayetteville's growth was delayed by a devastating fire in 1831 and the invasion of General Sherman in 1865. One of the factors that boosted this slow recovery period was the opening of Camp Bragg as an artillery and temporary training facility in 1918. The Camp was temporarily closed in 1921, until Congress reopened the facility as a permanent Army post and renamed the camp to Fort Bragg, after Confederate General Braxton Bragg, a North Carolina native. Today, Fort Bragg plays a vital role in the economy of the County as the base occupies approximately 43,000 acres of the County land area.

In year 2000, Cumberland County reported having a population of 302,963 and consisting of 661 square miles. This Upper Coastal Plain section of the state is better known as the "*Sandhills*." Cumberland County has progressed from its beginnings as a riverfront distribution center to a highly commercialized area offering a variety of services to its citizens.

- **HOUSING FACTS**

The Cumberland County rental housing market at this time has an estimated vacancy rate of 7.0%. The average rental rent in the County for a 3 bedroom house is estimated at \$600.00. The average cost of houses sold in Cumberland County during the last year was \$120,000.00 .

- **BUSINESS FACTS**

Fayetteville and Cumberland County comprise North Carolina's fourth largest metropolitan area and serves as the employment and retail center for five surrounding counties including - Bladen, Harnett, Hoke, Robeson and Sampson.

The metropolitan community is located on I-95 approximately 60 miles south of the State Capitol in Raleigh, N.C.

Fayetteville is provided with north-south interstate highway access by I-95. East-west interstate highway access is available via convenient connections with I-20 (78 miles south) and I-40 (27 miles north). CSX, Norfolk Southern, and the Aberdeen and Rockfish Railroads provide rail access. This allows shippers three rail alternatives and promotes competitively priced service.

Daily AMTRAK service provides for passenger service. Commercial air passenger service is provided at the modern Fayetteville Regional Airport. American Airlines, USAir, ASA-Delta, United Express, and American Eagle provide approximately 46 daily flight arrivals and departures. Full service corporate or charter aircraft facilities are available through a private fixed base operator.

The availability of semi-skilled and unskilled labor is extremely good within the Fayetteville area. Wage rates for the area are lower than for most metropolitan areas in the southeast. The presence of the large dependent population at Ft. Bragg and Pope AFB provides a significant part-time/temporary labor force and adds to the area's skills pool.

The American Chamber of Commerce Researcher's Association prepares a Cost of Living Index, which measures the relative price of goods and services in specific areas of the country. The national average represents a score of 100, and all other areas are scored in relation to the national norm. The table below identifies the Cost of Living Index for the Raleigh-Durham, NC and Fayetteville, NC areas.

| Location | Total | Grocery | Housing | Utilities | Transportation | Health | MISC |
|------------------|--------|---------|---------|-----------|----------------|--------|-------|
| From (origin) | | | | | | | |
| Raleigh-Durham | 105.5 | 107.6 | 112.4 | 103.1 | 97.7 | 108.6 | 101.2 |
| To (Destination) | | | | | | | |
| Fayetteville | 99.3 | 104 | 89.8 | 99.3 | 96.8 | 100.2 | 105.8 |
| Difference | -6.20% | -3.50% | -25.20% | -3.80% | -0.90% | -8.40% | 4.50% |

Facts about Cumberland County:

- Population – 302,963
- County Seat - Fayetteville.
- Land Area – 661 square miles.
- Municipalities –
 - City of Fayetteville
 - Town of Falcon
 - Town of Godwin
 - Town of Hope Mills
 - Town of Linden
 - Town of Spring Lake
 - Town of Stedman
 - Town of Wade
- Industry
 - Air Filters
 - Automobile Tires
 - Carpets
 - Clothing
 - Farm Chemicals
 - Paints
 - Pesticides
 - Synthetic Fibers
 - Tools
- Agriculture
 - Corn
 - Cotton
 - Small Grains
 - Soybeans
 - Tobacco
- Military
 - Fort Bragg
 - Pope Air Force Base
- Medical
 - Cape Fear Valley
 - Highsmith Rainey Memorial

Veterans Affairs Medical Center
Womack Army Hospital

- Colleges & Universities
Carolina Bible College
Fayetteville State University
Fayetteville Technical Community College
Fort Bragg Campus – Campbell University, Central Michigan University
Pope AFB Campus – Southern Illinois University, Webster University
Shaw University – Fayetteville Campus
Methodist College
Central Texas College
Embry-Riddle Aeronautical University
Liberty University
Troy State University
- Fayetteville is the sixth largest city in North Carolina with an approximate population of 126,595 and land area of about 60 square miles.

10 Largest Manufacturers:

| Company | City | SIC- Product Category | Staff | Estab. | Trade |
|-----------------------------|--------------|--|--------------|---------------|---------------|
| Kelly-Springfield Tire Co | Fayetteville | 3011 Tires & Inner Tubes (Primary) | 3,200 | 1969 | Import/Export |
| Purolator/Arbin Industries | Fayetteville | 3714 Motor Vehicle Parts & Accessories (Primary) | 1,800 | 1969 | Export |
| Black & Decker Corp | Fayetteville | 3546 Power Hand Tools (Primary) | 1,500 | 1967 | (n/a) |
| Soffe, M J Co Inc | Fayetteville | 2329 Men's & Boys' Clothing, NEC (Primary) | 1,400 | 1945 | Export |
| Cutler-Hammer | Fayetteville | 3625 Relays & Industrial Controls (Primary) | 750 | 1981 | Export |
| Fayetteville Publishing Co | Fayetteville | 2711 Newspapers: Publishing & Printing (Primary) | 470 | 1923 | Export |
| DuPont & Co | Fayetteville | 3089 Plastic Products (Primary) | 450 | 1970 | (n/a) |
| Texfi Blends Industries Inc | Fayetteville | 2221 Silk & Man-Made Fiber (Primary) | 300 | 1968 | Export |
| Barnhill Contracting Co Inc | Fayetteville | 2951 Paving Mixtures & Blocks (Primary) | 240 | 1949 | (n/a) |

DEMOGRAPHIC INFORMATION

- POPULATION**

| <i>Year</i> | <i>Cumberland County</i> | <i>Fayetteville</i> | <i>Raleigh-Durham</i> |
|---------------|--------------------------|---------------------|-----------------------|
| 1990 | 271,758 | 107,109 | 961,816 |
| 1995 | 287,360 | 113,839 | 1,024,334 |
| 2000 | 302,963 | 126,105 | 1,105,535 |
| 2005** | 318,011 | 128,371 | 1,177,394 |
| 2010** | 333,912 | 136,073 | 1,253,924 |
| 2015** | 350,607 | 144,237 | 1,335,430 |

**Estimated.

- 2000 POPULATION DISTRIBUTION**

| <i>AGE</i> | <i>MALE</i> | <i>FEMALE</i> | <i>TOTAL</i> |
|---------------------|----------------|----------------|----------------|
| Under 5 | 13,572 | 12,920 | 26,492 |
| 5-18 | 30,221 | 31,966 | 62,187 |
| 19-44 | 73,308 | 62,470 | 135,778 |
| 45-64 | 25,841 | 28,807 | 54,648 |
| 65 and over | 9,527 | 14,331 | 23,858 |
| <i>Total</i> | 152,469 | 150,494 | 302,963 |

- UNEMPLOYMENT RATE**

| <i>DATE</i> | <i>COUNTY</i> | <i>STATE</i> | <i>REGION</i> |
|---------------|---------------|--------------|---------------|
| Dec 95 | 5.4% | 4.4% | 6.3% |
| Dec 96 | 4.7% | 4.3% | 6.2% |

- INCOME AND CONSUMER PRICE INDEX FOR 1997**

| CONSUMER | INCOME |
|-----------------------------------|-----------------|
| Median Household Income | \$25,220 |
| Median Family Income | \$27,900 |
| Per Capita Personal Income | \$20,450 |

- **EMPLOYMENT & PAYROLL (May 2000 Release for Cumberland County, N.C.)**

| <i>Occupational Group</i> | <i>Estimated Employment</i> | <i>Cumberland Average Wage</i> | <i>Statewide Average Wage</i> |
|---|------------------------------------|---------------------------------------|--------------------------------------|
| Management and Administration | 5,120 | \$20.23 | \$23.16 |
| Professional, Paraprofessional & Tech | 12,670 | \$17.93 | \$18.54 |
| Production, Construction, Operation & Maint | 16,310 | \$11.31 | \$12.05 |
| Sales & Related Occupations | 14,030 | \$15.37 | \$15.75 |
| Clerical & Administrative Support | 13,270 | \$10.00 | \$10.70 |
| Service Occupations | 15,510 | \$7.70 | \$8.06 |

APPENDIX B
Fort Campbell, KY

Clarksville, TN, Hopkinsville, KY and Surrounding Communities

1. COMMUNITIES

- a. Clarksville – Montgomery County, Tennessee is one of the fastest growing cities in the Southeast, situated in the rolling hills of Middle Tennessee. With a heritage spanning over 200 years, Clarksville-Montgomery County has continued to grow and adapt, becoming the state's fifth largest city. Area and business leaders have worked hard to build on the community's strengths with a vision of a vibrant, prosperous future. A \$125 million redevelopment of the tornado ravaged downtown district is restoring the grandeur of this city on the Cumberland River. Industries have invested \$242 million in capital expansion over the last four years.
- (1) The county population is over 134,700 with a rapid growth rate. Clarksville population is 103,455 with a relatively young median age of 30. The current unemployment rate for Montgomery County is 3.0 percent. The average income wage is \$23,550, per capita income is \$23,442, and average household income is \$60,905. The cost of living is 7 percent below the U.S. average.
 - (2) Clarksville began as an agricultural town, with tobacco as the major source of income for the local community. Since then, Clarksville's economic base diversified into a mix of manufacturing, government, finance, education, military, and retail. Today, Clarksville continues to lead the region in health care, business, education, and agriculture.
 - (3) Clarksville has a dynamic economy and is home to a variety of international industries that manufacture products such as steel cord for radial tires, metallizing product labels, paper cups, automotive brake modules, and nationally known magazines. The civilian labor force is spread among diverse employment categories. Employers benefit from an annual workforce infusion of 800 Austin Peay State University graduates and 4,200 separating military personnel.
 - (4) Over the past 10 years, employment has surged with strong growth in services, construction, government, agriculture, and retail. Currently, most of the area's employment falls into the categories of service, retail, and manufacturing.
 - (5) Overall, Clarksville-Montgomery County maintains a very healthy economy and plans for steady future growth. With community leaders focused on creating opportunities for all

Clarksville residents, the area's prosperity will continue into the 21st Century.

- b. Hopkinsville – Christian County, Kentucky is a community where nearly 200 years ago families put down roots because of the fertile land and an abundance of fresh water, wild game and timber. Today, agriculture and industry both are big businesses while recreational opportunities remain abundant. Most importantly, that “can do” attitude of the settlers still sets the pace for the community.
 - (1) Rush hour and bumper-to-bumper traffic are almost nonexistent in Hopkinsville. The cost of living is below the national average and acres of lush woodlands, scenic waterways, and miles of rich farmland characterize the area.
 - (2) Residents enjoy the finest recreational facilities in Hopkinsville, which is located only minutes away from some of Kentucky's largest and most beautiful parks including Land Between the Lakes, Pennyriple Forest State Park, Lake Barkley State Resort Park, Kenlake State Resort Park, Kentucky Dam Village State Resort Park, and Lake Malone State Park.
 - (3) Magazines such as Industry Week have touted Hopkinsville as “hot” for the location of diverse manufacturing plants. Clarksville-Hopkinsville area has catapulted to the number 90 slot in Forbes magazine's annual list “Best Places for Business and Careers.” The new Regional Technology Center supported by the community and the Commonwealth of Kentucky will allow residents the opportunity to receive the training to access over 1,000 new jobs projected for Hopkinsville in the near future. Industrial employers as well as retail merchants actively seek retired military and military spouses for positions in these industries.
 - (4) Agriculture remains a large part of Hopkinsville's heritage and economy and Christian County continues to be the largest agricultural county in the state.
 - (5) The 1998 median household income was \$46,000 and Christian County is leading the way in narrowing the income gap among its residents.
- c. Nashville - Nashville is the crossroads of middle Tennessee and is serviced by several major interstates, including I-24, I-65 and I-40. Nashville is the second largest city in Tennessee and serves as the state capital and the home to Vanderbilt University. Additionally,

access to major domestic and international locations is facilitated by the Nashville International Airport (BNA).

- (1) Nashville's 2000 census population is approximately 570,000, ranking it as the 22nd largest city in the United States. This represents a 12% increase since the 1990 census. The median age is 34 years and the 1999 per capita personal income for the MSA is \$30,510.
- (2) When General Motors introduced Saturn, its most recent automotive company, suburban Nashville was selected as the headquarters and plant location. Factors contributing to General Motors selection of the Nashville area include the low cost of living, the attractiveness of the area, the qualified labor force and the central location of Nashville in the country.
- (3) Nashville is known as the headquarters for the country music industry, including the recording, publishing and distribution of music. Nashville's diverse economy base includes automobiles, computers, publishing, banking, telecommunications and health care.
- (4) Nashville's growth is reflected by the recent arrival of major league sports teams, including the Nashville Predators of the NHL and the Tennessee Titans of the NFL.

2. HISTORY: Adjacent to Fort Campbell is the city of Clarksville, Tennessee, the county seat of Montgomery County and the Agricultural, industrial, cultural and educational center of the northwest middle Tennessee region. Founded in 1784 and named for General George Rogers Clark, frontier fighter and Revolutionary War hero, Clarksville was established as a town in 1785 by the North Carolina Assembly. Tennessee was granted statehood in 1796 and Clarksville was incorporated as a town with elected officials in the year 1819.

3. HOUSING FACTS: The local communities rental market at this time has an estimated vacancy rate of four percent. The average cost of houses sold in 2000 was \$95,000.

4. BUSINESS FACTS: The four county regions have a diversified economy with major sectors including agriculture, manufacturing, government, and retail and wholesale trade. Most of the region's labor force resides in Christian and Montgomery Counties, as do most of the region's jobs. Nonagricultural jobs are

predominant; however, total agricultural employment may be substantially under-reported, as these totals do not include farm owners.

- a. The Montgomery County workforce is 60,000 strong with a (2000) labor market area of 190,600. Christian County labor force includes 5,040 jobs in manufacturing. The largest non-industrial employer is Fort Campbell. Likewise, Trigg County reported 751 jobs in manufacturing, 467 jobs in state and local government, 257 jobs in wholesale and retail trade, 500 in agricultural, and 235 jobs in service occupations. Manufacturing and tourism are the mainstays of employment in Trigg County.
- b. In Montgomery County, employment includes 6,220 jobs in manufacturing, and 18,660 jobs in non-manufacturing. The largest private employer is the Trane Corporation. Montgomery County plans to continue its aggressive recruiting efforts to attract business and industry into its area. Through a targeted industry survey assisted by Austin Peay State University and the Tennessee valley Authority (TVA), the county hopes to identify the most compatible industries to recruit. Efforts will also continue to attract tourists in addition to developing a small business incubator.
- c. Stewart County, Tennessee, continues to seek traditional industries and businesses, tourism has become the primary focus of their economic development strategy. Community leaders are pursuing several means of attracting additional tourists for longer visits, including looking fir a developer to build a resort on Corps of Engineers property. Until then, manufacturing, farming and Fort Campbell will continue as the economic mainstays of the county.
- d. A large industrial and military payroll, a strong retail trade and a solid agricultural market support Clarksville's economy. Clarksville is recognized as the regional shopping center for the surrounding seven-county area. Downtown Clarksville also contains a wide variety of retail establishments and functions as a major commercial center for the region.

5. DEMOGRAPHIC INFORMATION

- a. The four county area surrounding Fort Campbell had a combined 1990 population of 199,783. This was a 19 percent increase over the 1980 population of 168,269. The bulk of regional population has historically been in Christian and Montgomery Counties and this trend will continue in the future. Christian County experienced a three- percent increase between 1980 and 1990 – from 66,878 to 68,941, while

Montgomery County experienced a 33 percent increase from 83,322 to 111,002 during this same decade, and presently stands at 134,768. Trigg and Stewart are rural agricultural counties with small population bases. Growth has occurred and will continue in these counties.

- b. Hopkinsville and Clarksville as urban centers within their respective counties accounted for almost half (48 percent) of the region's 1990 population and are projected to grow at faster rates than the region as a whole. The 1990 population of Hopkinsville was 29,809, an approximately nine percent growth from the 1980 population of 27,318.

6. POPULATION

- Four County Region and Selected Communities

| COUNTY | 1970 | 1980 | 1990 | 2000 | % Change (1990- 2000) |
|----------------------|--------|--------|---------|---------|-----------------------------|
| Christian | 56,224 | 66,878 | 68,941 | 72,265 | 4.80% |
| Montgomery County | 62,721 | 83,342 | 100,498 | 134,768 | 34% |
| Stewart County | 7,319 | 8,665 | 9,479 | 12,370 | 30.50% |
| Trigg County | 8,620 | 9,384 | 10,361 | 12,597 | 21.60% |

7. EMPLOYMENT DISTRIBUTION

- **Clarksville-Montgomery County Economic Development Council**
- Professional & Retail Services 36%
- Retail & Wholesale 29%
- Manufacturing 17%
- Construction & Mining 6%
- Public Administration 4%
- Utilities 4%
- Finance, Insurance & Real Estate 3%

- Agriculture 1%

8. NATIONAL RANKING & RECOGNITIONS

- Top Catfish Waters, Field & Stream, January 1999
- 1999 Smart Choice City, National Strategy Group, January 1999
- America's 11th Best Public Golf City, Golf Digest, July 1998
- 49th Best Metropolitan County for Potential Growth, October 1997
- 38th Family-Friendly City, Reader's Digest, April 1997
- Blue Ribbon School District, Expansion Management Magazine, October 1996
- 57th Best Place to Live, Money Magazine, July 1996

APPENDIX B FORT STEWART

LIBERTY, BRYAN AND CHATHAM COUNTIES

The following information regarding the towns of Hinesville, Richmond Hill, and Glennville, and Liberty and Bryan Counties was obtained in part from the

Installation Guide, with editorial content prepared by the Public Affairs Office of Fort Stewart / Hunter Army Airfield. Chatham County information obtained from various websites.

1. COMMUNITIES

Fort Stewart's nearest and largest neighbor is Hinesville, a town with a population of approximately 28,000, situated immediately outside the Installation's main gate. The Army installation is the town's largest industry. With its civilian employees and military complement, Fort Stewart holds a dominant position in the Hinesville economy.

Hinesville is the county seat of historic Liberty County. Ties between Hinesville and Fort Stewart are close and friendly, with soldiers taking an active part in civic organizations and projects of Hinesville. Civic leaders, in return, attend many functions of the post and are actively interested in its activities.

The Liberty County schools have expanded to keep pace with the growth of the area. High school-aged family members of Fort Stewart soldiers living on post attend Bradwell Institute and Liberty High School in Hinesville, with younger children attending two elementary schools on post. Four-year colleges are located in nearby Savannah and Statesboro.

Richmond Hill, with a population of 4,500 is located about midway between Fort Stewart and Savannah and is the home of many military and civilian families of Fort Stewart.

Richmond Hill boasts a rich heritage. In 1924 Henry Ford came to what was then called Ways Station. Ford built schools, kindergartens, medical clinics, a church, a sawmill and a winter retreat mansion called Richmond Hill, thus the namesake for the city. Richmond Hill is booming and is currently ranked as the 13th fastest growing city in the United States, yet it retains its small town atmosphere.

Industry in Richmond Hill includes Hobart Corporation makers of restaurant equipment and Coleman-American Moving Services, Incorporated. Shrimping in nearby waters also support many in the Richmond Hill area.

Richmond Hill is home to Richmond Hill High, Middle, Elementary and Primary Schools.

Glennville, with a population of more than 4,000 is the largest town located in Tattnall County and one of the largest agricultural-livestock producing areas in the Southeastern United States. Located 19 miles from the main post, its boundaries adjoin the Fort Stewart reservation.

Glennville is the largest producer of “Vidalia Sweets” in the United States and hosts the annual Sweet Onion Festival in May. Industries include four local manufacturing companies employing more than 900 area employees including the largest manufacturer of lawn mower parts in the world.

Glennville is also the home of the satellite schools of Southeastern Technical Institute and Brewton Parker College located in the Glennville City Complex, and Smith Correctional Institute that provides employment for 350 persons.

Savannah, “Cradle of Georgia” and first planned city in North America, is a place of unique beauty and “old world” charm. Located just minutes from Hunter Army Airfield and 45 minutes from Fort Stewart, its stamp of individuality and leisure elegance remains indelible. Many important chapters of American history have taken place in Savannah – America’s 13th colony.

Much of the city’s rich atmosphere comes from her cosmopolitan settlers: the English under Oglethorpe, Salzburgers under Baron Von Reck, a wealthy and cultivated group of Jewish colonists, New England Puritans, French refugees from Santo Domingo and the Irish.

Heavy industrial and shipping berths line the riverfront of Savannah from Garden City to Causton Bluff. Savannah is the southeast’s leading general cargo foreign trade port between Baltimore and New Orleans. The port tonnage out-values her two rivals in the Southeast, Jacksonville, Florida and Charleston, South Carolina.

Savannah boasts as home to Savannah State College, Armstrong Atlantic State University, and Savannah Technical School. Nearby in Statesboro is Georgia Southern University.

2. COUNTY HISTORY

Of the five counties surrounding Fort Stewart, Liberty County has the largest population with approximately 60,000 residents. One of Georgia’s original counties, Liberty County was established by Constitution on February 5, 1777. The county is the only county named for a cause instead of a person - the cause of liberty.

Liberty County is also noted for the famous men from Georgia who were signers of the Declaration of Independence. Two of the three were from Liberty County; these were Button Gwinnett and Dr. Lyman Hall. Many county historical sites are listed on the National Historic Register.

Communities within Liberty County include Hinesville, Allenhurst, Flemington, Gum Branch, Midway, Riceboro and Walthourville. The county has two high schools three middle schools and seven elementary schools.

Bryan County was created by an act of the Georgia legislature in 1793. It is named for Jonathan Bryan, Revolutionary War patriot and member of the Georgia Executive Council in 1777.

The county population exceeds 23,000 and includes the cities of Richmond Hill, Pembroke and Ellabell. Fort Stewart divides Bryan County into Eastern Bryan and Western Bryan County. In the western portion is the county seat, Pembroke; and focal point of the eastern portion of the county is Richmond Hill. There are textile and steel manufacturing plants, a state fishery, forestry and agricultural industries.

Chatham County has eight incorporated municipalities. Savannah, the county seat, is the largest. The others are Bloomingdale, Garden City, Port Wentworth, Pooler, Thunderbolt, Tybee Island and Vernonburg. Chatham County has a population of 288,000 as of July 1999. The census of 2000 has not been published as of this date.

Chatham County, the 3rd county formed in Georgia, was created from what had been Christ Church Parish and part of St. Phillip's Parish, dating from 1777. The county was named for one of England's most celebrated prime ministers, William Pitt, Earl of Chatham.

Comprising the state's northernmost coastal area, at the mouth of the Savannah River, Chatham County includes the site on which General James Oglethorpe landed in 1733 to establish the Georgia colony.

3. HOUSING FACTS

The average monthly rental for a 3 bedroom home in Liberty County is \$650, with an average sale price of \$70,000. The average monthly rental for a 3 bedroom home in Bryan County is \$950 and average sale price is \$100,000. In Chatham County, the sales price for homes sold through August 2000 was \$159,000, up 7.4 percent over the average price of \$147,900 for the first 8 months of 1999. Average monthly rental for a 3 bedroom home in Chatham County is \$900.

Household Analysis

| | Number of Households | **Median Household | Under \$19,999 | \$20,000 \$34,999 | \$35,000 \$49,999 | \$50,000 & Over |
|--|----------------------|--------------------|----------------|-------------------|-------------------|-----------------|
|--|----------------------|--------------------|----------------|-------------------|-------------------|-----------------|

| | | EBI* | | | | |
|----------------------|-------------|-------------|------|------|------|------|
| Savannah MSA* | 106,300 | \$29,592 | 33.6 | 24.7 | 18.3 | 23.4 |
| CHATHAM | 85,500 | \$29,792 | 33.6 | 24.1 | 17.7 | 24.6 |
| EFFINGHAM | 13,000 | \$30,178 | 31.3 | 27.0 | 22.5 | 19.2 |
| BRYAN | 7,800 | \$26,842 | 35.9 | 29.0 | 18.8 | 16.3 |
| LIBERTY | 17,200 | \$23,566 | 39.7 | 32.0 | 16.0 | 12.3 |
| BEAUFORT (SC) | 40,300 | \$34,995 | 25.6 | 23.4 | 18.2 | 32.8 |
| JASPER (SC) | 5,900 | \$21,453 | 47.5 | 22.6 | 15.4 | 14.5 |
| 6 County Area | 169,700 | | | | | |
| | | | | | | |
| City of Savannah | 50,600 | \$25,147 | 40.5 | 24.4 | 16.2 | 18.9 |
| Total US (1997 Est.) | 101,562,700 | \$35,377 | 26.2 | 22.5 | 18.2 | 33.1 |

*The Savannah MSA consists of Chatham, Effingham and Bryan Counties. Sales & Marketing Management magazine uses slightly different population estimates than does the US Bureau of the Census.

Note: While census data is updated July 1 annually, Sales & Marketing Management Magazine, et.al. is updated as of the last day of the year.

Source: Sales & Marketing Management Magazine - August 1999 (Reprinted by permission). Projections are based on 1990 Census. * EBI is effective buying income or after-tax median household income. Median Household EBI is the midpoint of the range, and is \$35,377 for the United States. Georgia (December 31, 1997) has a median EBI of \$33,043

4. BUSINESS FACTS

The Savannah metropolitan area had a population of 288,000 as of July 1999, an increase of 30,500, or 12 percent, since the 1990 Census. The area has the second highest rate of growth in the State behind the Atlanta metropolitan area. Economic growth continues to be strong, but recent gains have occurred at a slightly slower rate than they have during the past 5 years. During the 12 months ending August 2000, nonagricultural employment averaged 138,400, an increase of 2,700 (2 percent) over the preceding 12-month period, which was down from the average gain of 2.8 percent annually from 1995 through 1998.

The Savannah economy benefits from its strategic location and port facilities. The area's transportation and distribution networks have produced increased economic activity and development, such as distribution centers for

Wal-Mart and Home Depot. The Port of Savannah, one of the busiest ports on the eastern seaboard, recorded a 5.4 percent increase in tonnage during the 12 months ending June 2000. Two large shipping companies, Maersk Sealand and Evergreen Marine Corporation, recently announced that they would add 40,000 containers a year to Savannah. Given the increase in activity, the Port Authority plans to add storage capacity, berthing and an intermodal facility. A harbor deepening project to accommodate larger ships is also under construction.

Tourism also has been a significant force in Savannah’s recent economic growth. Approximately 2000 hotel rooms have been added during the past 5 years. Double-digit increases in hotel-motel tax collections were reported for Savannah, unincorporated Chatham County, and Tybee Island during the second quarter of 2000, compared with the same period in 1999. The largest recent development in the tourist industry is this year’s completion of the 403-bed Westin Savannah Harbor Resort on Hutchinson Island across the Savannah River from the historic downtown area. The resort is adjacent to the new \$81 million Savannah International Trade and Convention Center that was completed in May of this year.

Facts about Chatham and surrounding Counties:

- Gulfstream Aerospace Corporation is the county’s largest private employer with over 5,000 employees.
- Gulfstream Aerospace Corporation recently announced plans to hire approximately 100 additional engineers to support the development of a new \$42 million airplane.
- The area has a significant student population. In addition to the Savannah College of Art and Design, the area is also home to Armstrong State College, Savannah State University, Savannah Technical Institute, and South College, which collectively have more than 16,000 students.
- Bryan County includes Richmond Hill, currently ranked as the 13th fastest growing city in the United States
- Glennville, located in Tattnall County 19 miles from Fort Stewart, is the largest manufacturer of lawn mower parts in the world

5. DEMOGRAPHIC INFORMATION

5.1 Area Population Analysis

| AREA | Total Population | 0-17 Years | 18-24 Years | 25-34 Years | 35-49 Years | 50 Years & Older |
|------|------------------|------------|-------------|-------------|-------------|------------------|
|------|------------------|------------|-------------|-------------|-------------|------------------|

| | | | | | | |
|-------------------------|-------------|------|------|------|------|------|
| Savannah MSA* | 288,400 | 27.6 | 9.5 | 14.5 | 22.7 | 25.7 |
| CHATHAM | 227,600 | 26.5 | 9.9 | 14.4 | 22.1 | 27.1 |
| EFFINGHAM | 37,200 | 31.2 | 8.3 | 14.9 | 24.2 | 21.4 |
| BRYAN | 23,600 | 32.6 | 7.8 | 14.2 | 25.9 | 19.5 |
| LIBERTY | 59,000 | 32.3 | 20.1 | 20.4 | 16.8 | 10.4 |
| BEAUFORT (SC) | 110,300 | 26.1 | 12.1 | 15.8 | 19.6 | 26.4 |
| JASPER (SC) | 17,800 | 29.9 | 7.6 | 12.3 | 19.7 | 30.5 |
| 6 County Area | 475,500 | | | | | |
| City of Savannah | 133,000 | 26.8 | 10.9 | 14.9 | 20.8 | 26.6 |
| Total U.S. (1998 Est.) | 273,537,800 | 25.8 | 9.0 | 14.4 | 23.6 | 27.2 |

*The Savannah Metropolitan Surrounding Area (MSA) consists of Chatham, Effingham and Bryan Counties. Sales & Marketing Management magazine uses slightly different population estimates than does the US Bureau of the Census.

Note: While census data is updated July 1 annually, Sales & Marketing Management Magazine, et.al is updated as of the last day of the year.

Source: Sales & Marketing Management Magazine - August 1999 (Reprinted by permission). Projections are based on 1990 Census. " EBI is effective buying income or after-tax median household income.

5.2 County Population Growth

Savannah Metropolitan Surrounding Areas (MSA) & Surrounding Counties — U.S. Census

| Square Miles | | 1980 Population | 1990 Population | 10-year 1980-1990 Growth Rate | July 1, 1998 Population | 8-year 1990-1998 Growth Rate |
|--------------|----------------|-----------------|-----------------|-------------------------------|-------------------------|------------------------------|
| 1,362 | *Savannah MSA | 230,728 | 257,899 | 11.8% | 285,508 | 10.7% |
| 441 | Chatham | 202,226 | 216,774 | 7.2% | 225,543 | 4.0% |
| 479 | Effingham | 18,327 | 25,687 | 40.2% | 36,483 | 40.0% |

| | | | | | | |
|-------|-------------------|---------|---------|-------|---------|-------|
| 442 | Bryan | 10,175 | 15,438 | 51.7% | 23,482 | 52.1% |
| 519 | Liberty | 37,583 | 52,745 | 40.3% | 59,162 | 12.2% |
| 587 | Beaufort (SC) | 65,364 | 86,425 | 32.2% | 108,959 | 26.1% |
| 623 | Jasper (SC) | 14,504 | 15,487 | 6.8% | 16,995 | 9.7% |
| 3,121 | 6 County Total | 348,179 | 412,556 | 18.5% | 470,624 | 14.1% |

The U.S. Population Growth for 1980-1990 was 9.8%; 1990-1998 was 8.4%
 SOURCE: U.S. Department of Commerce, Bureau of the Census, Census of
 Counties, 1980 and 1990, and July 1, 1998

*Chatham, Effingham, and Bryan Counties make up the Savannah MSA and its
 Primary Trade Area, covering 1,362 square miles

The Peripheral Trade Area includes Liberty County and two South Carolina
 counties, Beaufort and Jasper, to the northeast.

Virtually all parts of these 6 counties lie within a 40-mile radius of downtown
 Savannah.

5.3 Employment & Wages by Industry: 1990 & 1997, Savannah MSA

| Industry | Year | Avg. Monthly Employment | Total Payroll | Avg. Income Per Employee |
|-------------------------------|------|----------------------------|---------------|-----------------------------|
| Manufacturing | 1990 | 16,132 | \$509,190,448 | \$31,564 |
| | 1997 | 17,651 | \$715,006,708 | \$40,508 |
| Construction | 1990 | 9,167 | \$221,181,376 | \$24,128 |
| | 1997 | 7,637 | \$191,810,892 | \$25,116 |
| Transportation & Utilities | 1990 | 8,580 | \$196,756,560 | \$22,932 |
| | 1997 | 9,132 | \$260,225,472 | \$28,496 |
| Wholesale Trade | 1990 | 5,100 | \$128,169,600 | \$24,648 |
| | 1997 | 5,272 | \$169,969,280 | \$32,240 |
| Retail Sales | 1990 | 21,243 | \$235,287,468 | \$11,076 |

| | | | | |
|--|------|---------|-----------------|----------|
| | 1997 | 27,412 | \$369,184,816 | \$13,468 |
| Finance, Insurance & Real Estate | 1990 | 4,461 | \$102,531,624 | \$22,984 |
| | 1997 | 4,068 | \$138,344,544 | \$34,008 |
| Services | 1990 | 25,276 | \$498,139,408 | \$19,708 |
| | 1997 | 36,000 | \$885,456,000 | \$24,596 |
| Federal Government | 1990 | 2,842 | \$78,916,656 | \$27,768 |
| | 1997 | 2,949 | \$118,384,656 | \$40,144 |
| Local Government | 1990 | 8,454 | \$179,799,672 | \$21,268 |
| | 1997 | 12,287 | \$302,211,052 | \$24,596 |
| State Government | 1990 | 3,816 | \$92,866,176 | \$24,336 |
| | 1997 | 4,759 | \$140,314,356 | \$29,484 |
| TOTAL Savannah MSA | 1990 | 112,024 | \$2,242,838,988 | \$20,021 |
| | 1997 | 127,167 | \$3,290,907,786 | \$25,879 |

5.4 (1) Major Employers

Private Non-Manufacturers

| Company | Service/Product | # of employees |
|---------------------------------|-------------------------|----------------|
| Memorial Medical Center | Hospital | 4,500 |
| St Josesph/Candler | Hospital | 3,700 |
| Kroger | Retail food | 796 |
| Palmer and Cay | Real estate, insurance | 740 |
| Wal-Mart | Retail | 550 |
| Savannah Electric and Power Co. | Electric utility | 542 |
| Bell South | Telephone utility | 426 |
| Landings Club | Private club | 400 |
| Publix | Retail food | 400 |
| Georgia Regional | Hospital | 385 |
| Belk | Retail | 310 |
| CSX | Railroad | 300 |
| Bank of America | Bank | 298 |
| Home Depot | Retail, home and garden | 290 |

| | | |
|---------------------|-------------------------|-----|
| Goodwill Industries | Non-profit organization | 287 |
| Suntrust Bank | Bank | 260 |

5.4 (2) Manufacturers

| Company | Product | # of employees |
|--------------------------|-----------------------------|----------------|
| Gulfstream | Jet aircraft | 5,000 |
| International Paper | Paper products | 2,400 |
| Fort James Corp. | Paper products | 1,362 |
| Great Dane Trailers | Truck trailers | 1,200 |
| Kemira | Pigments | 640 |
| Savannah Morning News | Publishing | 410 |
| Brasseler USA | Dental equipment | 400 |
| Georgia Pacific | Wall paneling | 365 |
| Carson products | Cosmetics | 364 |
| Intermarine | Ships, boats | 283 |
| Pintney Bowes | Distribution/service center | 265 |
| Hobart | Food cutters | 210 |
| Derst Baking | Food products | 210 |
| Atlantic Wood Industries | Wood preservatives | 200 |

5.4 (3) Public Employers

| Division | Service | # of employees |
|-------------------------------------|--------------------------|----------------|
| Chatham County Board of Education | Public schools | 5,000 |
| Hunter Army Airfield | Military | 4,578 |
| State of Georgia | Government | 3,750 |
| Savannah International Airport | Airport operations | 3,600 |
| City of Savannah | Government | 2,000 |
| Chatham County | Government | 1,600 |
| Armstrong Atlantic State University | Education | 750 |
| Georgia Ports Authority | Ship terminal operations | 715 |
| Savannah State University | Education | 500 |
| US Army Corps of Engineers | Civil engineering | 380 |

APPENDIX B FORT POLK

Vernon, Rapides and Beauregard Parishes, Louisiana The Parishes, Communities and Region

1. COMMUNITIES

Vernon parish, named after George Washington's home, Mt. Vernon, was created by an act of the Louisiana legislature in March 1871, from portions of the Parishes of Natchitoches, Rapides and Sabine. Leesville, the parish seat of Vernon, was incorporated on February 15, 1900.

The parish is located in West Central Louisiana. The parish consists of 1,367 square miles. The main transportation artery through Vernon Parish is the four-lane US Highway 171, which runs north and south through the center of the

parish. Numerous highways also serve the parish. Leesville is touted as the gateway to Toledo Bend reservoir, the largest recreational and hydroelectric operating impoundment in the state.

DeRidder has been the seat of parish government since Beauregard Parish was created in 1912. In late 19th century, railroads opened this part of the state for lumbering. When the KCS rail line reached what is now Beauregard Parish, a depot was built to serve the sawmills near the small community of Mersburg. The Dutch investor responsible for the railroad named depots along the line for people and places in his native land. So it was that the new depot was named for his beautiful niece by marriage, Ella DeRidder.

Located within 20 miles of the Sabine River and east Texas, DeRidder is also 50 miles north of Lake Charles, 20 miles south of Fort Polk and 75 miles southwest of Alexandria. DeRidder operates under a mayor/city council form of government, with two council members elected at large and five from districts based on the population served.

The general location of this area in relation to some of the major cities in Texas are: Houston 273 miles to the SW [App A says 181], Dallas 288 miles to the NW, and in Louisiana are Shreveport 115 miles to the north, Lake Charles 75 miles to the south, and Alexandria 60 miles to the NE [App A says 48].

Fort Polk is the home of the Joint Readiness Training Center and is located just southeast of Leesville in Vernon Parish. The Army owns or principally operates on 198,356 acres of land on which the mission is developed. In partnership with the US Forest Service, the post has intensive use of about one half of that land and is currently negotiating to increase the use of an additional 45,000 acres. Nestled in west central Louisiana amid the predominate pine forest mixed with Oak Hickory climax forests makes this area particularly attractive to the outdoor recreationist. Hunting of small and large game has been an avid leisure opportunity exploited by the community. Fishing for fresh water game fish is within walking distance. A small commute to Toledo Bend offers some of the best sport fishing in the state. More interested in saltwater opportunities, it is just 1½ hours away in the Cameron vicinity access to the Gulf of Mexico. Brackish water fishing is even closer. As we posture the community for projection into the 21st Century, we will capitalize on the outdoor recreational opportunities and the climatic conditions of the area to deliver quality housing, melded into the environment.

2. HISTORY

Camp Polk was constructed as a training facility for the US Army in 1941. The “Louisiana Maneuvers”, an unprecedented series of peace-time military maneuvers, involved activities never before executed on such a large scale, and

used new tactics, units, and equipment being developed to face the United States' eventual involvement in WWII.

In 1945 the Camp was closed after it had served the immediate needs of the war. Five years later, the Camp was re-opened to ready the War Department for the Korean War, only to be closed four years later. Each time, the camp was used to train the Army's soldiers for battle. The camp was opened for four years beginning in 1955 to serve as headquarters for Operation Sagebrush and the stationing of the 1st Armored Division. In 1962 the camp was reopened and designated as an Infantry Training Center and offered valuable training to soldiers preparing for harms way in Viet Nam. The long awaited designated as a permanent installation was made on 23 October 1968, when the camp transformed into a Post. Fort Polk served as the Home of the 5th Infantry Division from 1974-1992 when a mission change brought the current Joint Readiness Training Center to the installation.

The military population at Fort Polk has consistently decreased since the departure of the 5th ID, Mech. Numerically the decrease has been from 15,345 to a projected 8,600 soldiers at current year-end. Department of Army Civilian populations have similarly decreased with the larger dependence on the private sector to accomplish much of the commercial activities. The post is currently under intensive review for a whole base assessment of the best value to deliver the goods and services needed by our military.

3. HOUSING

The JRTC and Fort Polk has been in the process of demolishing its excess permanent housing over the past two years. There are a number of units that are currently diverted to accommodate shortfalls in administrative, transient, and BOQ space. Fort Polk is able to house over 70% of its eligible married population with the current inventory while the Army average is about 29%. At time of the 1996 HMA, 69%-75% of housing within commuting distances fall within the value range of \$25,000-\$100,000. JRTC and Fort Polk offers a number of variable floorplans and styles including townhouses, single and multi-family dwelling units in neighborhoods. Augmenting the Army owned housing, there are 600 units of Section 801 housing being managed by a third party partner located just off the reservation boundary.

4. BUSINESS FACTS

The three-parish region has a diversified economy with major sectors including agriculture, manufacturing, government, finance, insurance and real estate and retail and wholesale trade. Most of the region's labor force resides in Vernon and Beauregard Parishes, as do most of the region's jobs.

Nonagricultural jobs are predominant; however, total agricultural employment is significant economic stimulus for the region as a result of the forestry operations. In Beauregard Parish, forestry income is 60 times higher than any other agricultural commodity grown or harvested.

The Vernon Parish labor force is heavily weighted by Federal government with 44% of employment being offered by that activity. Statewide, JRTC and Fort Polk is the second largest employer, second only to state government. The Finance, insurance and real estate markets account for 19% of the employment distribution while retail and wholesale market niche is steady at 14%.

5. DEMOGRAPHIC INFORMATION

The three-parish area of Beauregard, Rapides, and Vernon surrounding Fort Polk had a combined 1990 population of 223,600. This was a 2.4 % increase over the 1980 population of 218,449.

During the period 1940 to 1990 the annual average population increase was 1.5 %; for this same period, the annual average change for the entire state of Louisiana was 1.1 %.

6. POPULATION

THREE PARISH REGION COMPARED TO ENTIRE STATE(1970-1990)

| <u>Parish</u> | <u>1970</u> | <u>1980</u> | <u>1990</u> | <u>% Change (1980-90)</u> |
|----------------|-------------|-------------|-------------|---------------------------|
| Beauregard | 22,888 | 29,692 | 30,083 | +1.3 |
| Rapides | 118,078 | 135,282 | 131,556 | -2.8 |
| Vernon | 53,794 | 53,475 | 61,961 | +1.6 |
| Louisiana(000) | 3,641 | 4,206 | 4,220 | +0.3 |

7. IMPACT OF FORT POLK ON LOCAL AND REGIONAL ECONOMY

Fort Polk is a major component of the Vernon Parish economy as measured by both total employment and total sales volume. It is the largest employer in the economic region of influence(as defined by a 50-mile radius centered about Fort Polk and taking in two Texas counties and six parishes in Louisiana) and one of the largest in the state of Louisiana. Employment by the federal government comprised 44 percent of total employment in Vernon Parish in 1998. Finance, Insurance and Real Estate Services (19%) and Retail and Wholesale Trade (14%) are also major employers.

As measured by total sales volume, the largest economic sectors in Vernon Parish are retail trade (53%), wholesale trade (14%) and health care and social assistance (13%). The total sales volume in Vernon Parish for 1997 was \$384 million.

Unlike the situation in Vernon Parish, the leading employment sectors in the region of economic influence is the retail and wholesale trade (19%). State and local government(16%) exceeds federal government (10%).

Manufacturing accounts for 39% of total sales volume in the region of economic influence. Retail and wholesale trades account for 41%. Total sales volume for this large area was \$7.2 billion in 1997.

8. LOCAL EMPLOYMENT DISTRIBUTION AND SALES VOLUME

VERNON PARISH EMPLOYMENT DISTRIBUTION(1998)

- Federal Government 44%
- Retail & Wholesale 14%
- Manufacturing 3%
- Construction 3%
- State and Local Government 11%
- Utilities 4%
- Finance, Insurance & Real Estate 19%
- Agriculture & Forestry 2%

VERNON PARISH SALES VOLUME (1998)

- Retail 53%
- Wholesale 14%
- Professional 5%
- Social and Health 13%
- Accommodations and Food 6%
- Other services 5%

REGIONAL EMPLOYMENT DISTRIBUTION AND SALES VOLUME

(Allen,Beauregard, Natchitoches,Rapides,Sabine,and Vernon Parishes in Louisiana; Newton and Sabine Counties in Texas)

REGIONAL EMPLOYMENT DISTRIBUTION

- Federal Government 10%
- Retail and Wholesale 19%
- Manufacturing 9%

- Construction 6%
- State and Local Government 16%
- Utilities 4%
- Finance, insurance & Real Estate 31%
- Agriculture & Forestry 5%

REGIONAL SALES VOLUME (1998)

- Retail 30%
- Wholesale 11%
- Manufacturing 39%
- Social and Health 12%
- Accommodations and Food 3%
- Other services 5%

APPENDIX C

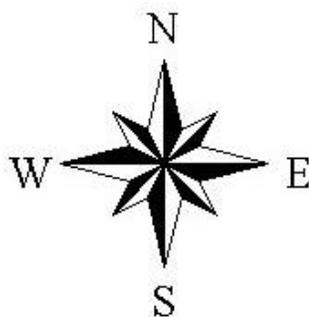
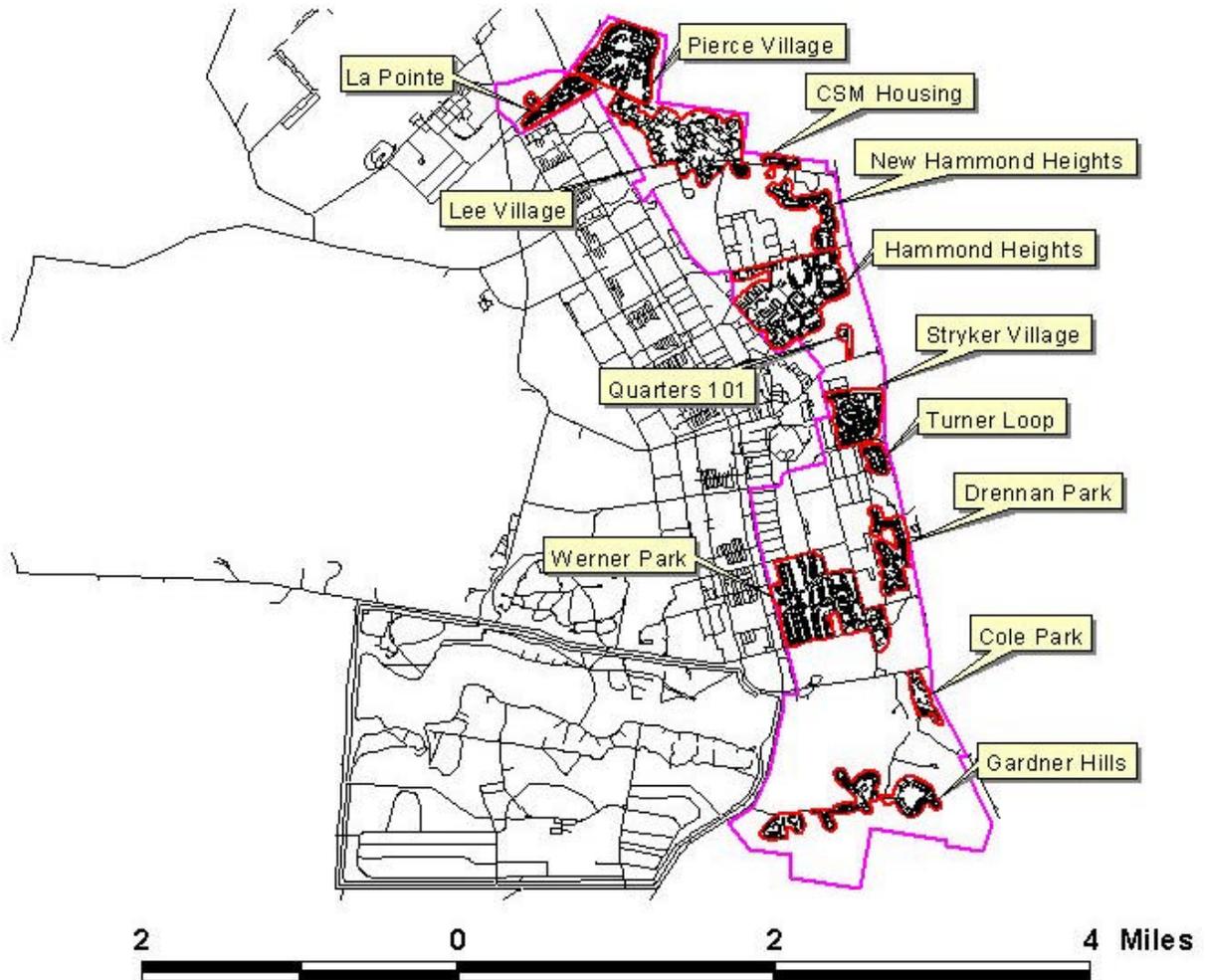
**FORT BRAGG, FORT CAMPBELL, FORT STEWART AND HUNTER ARMY
AIR FIELD, AND FORT POLK**

MASTER PLANS, AERIAL PHOTOGRAPHS AND INFORMATION MAPS

FORT BRAGG, NORTH CAROLINA

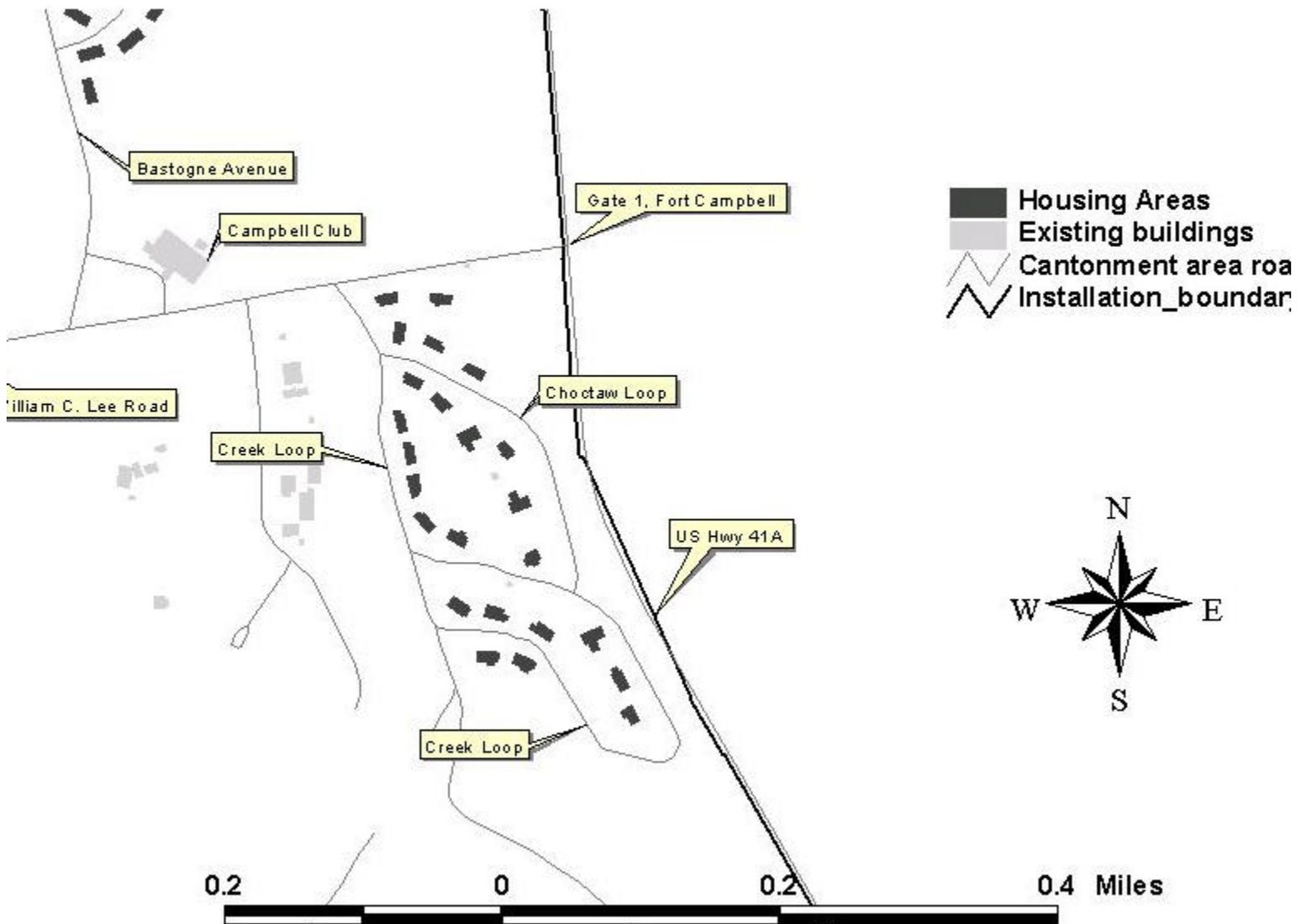
Data will be provided in Amendment 1 to this solicitation

Fort Campbell Housing Areas



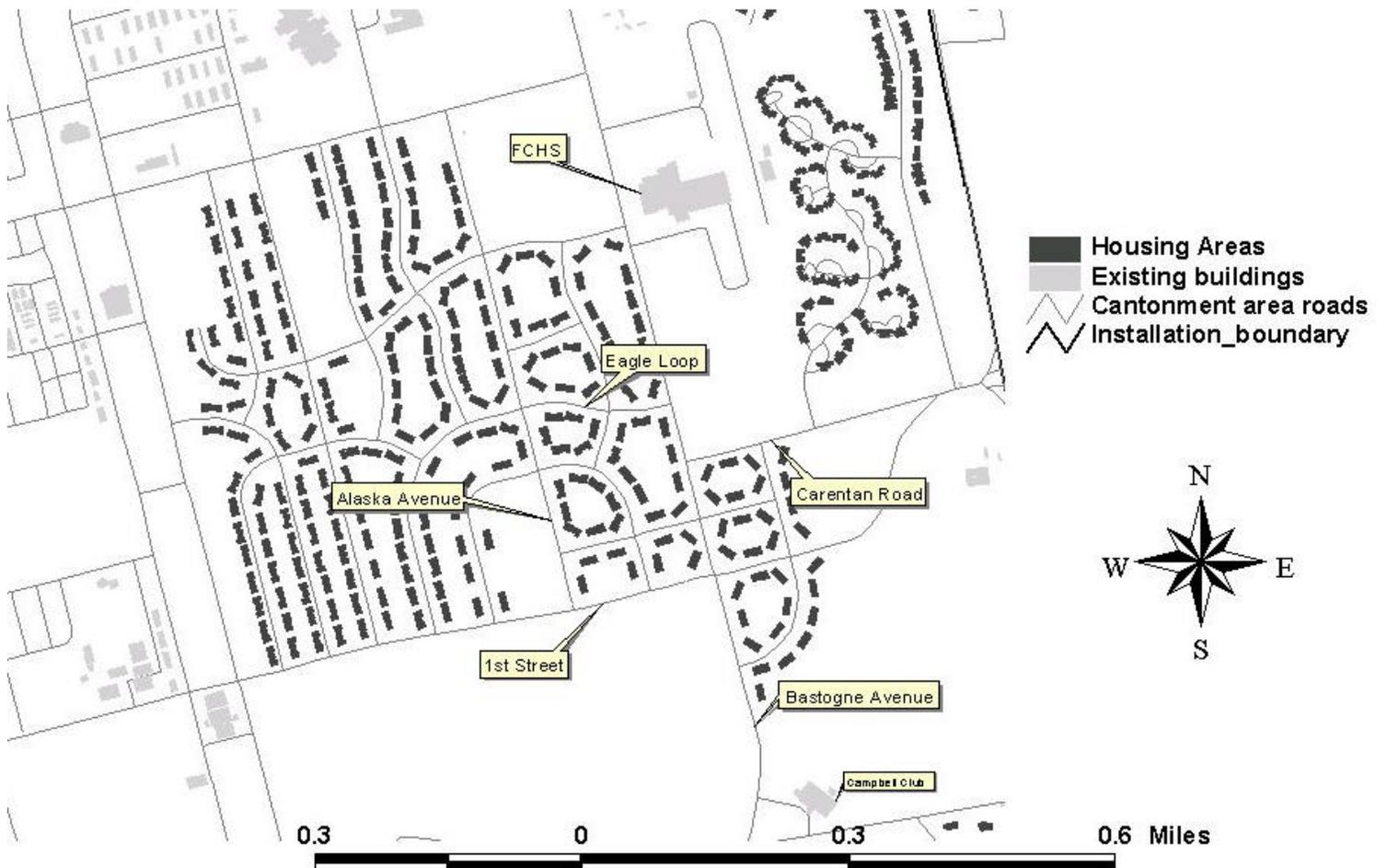
FORT CAMPBELL

Cole Park Housing Area



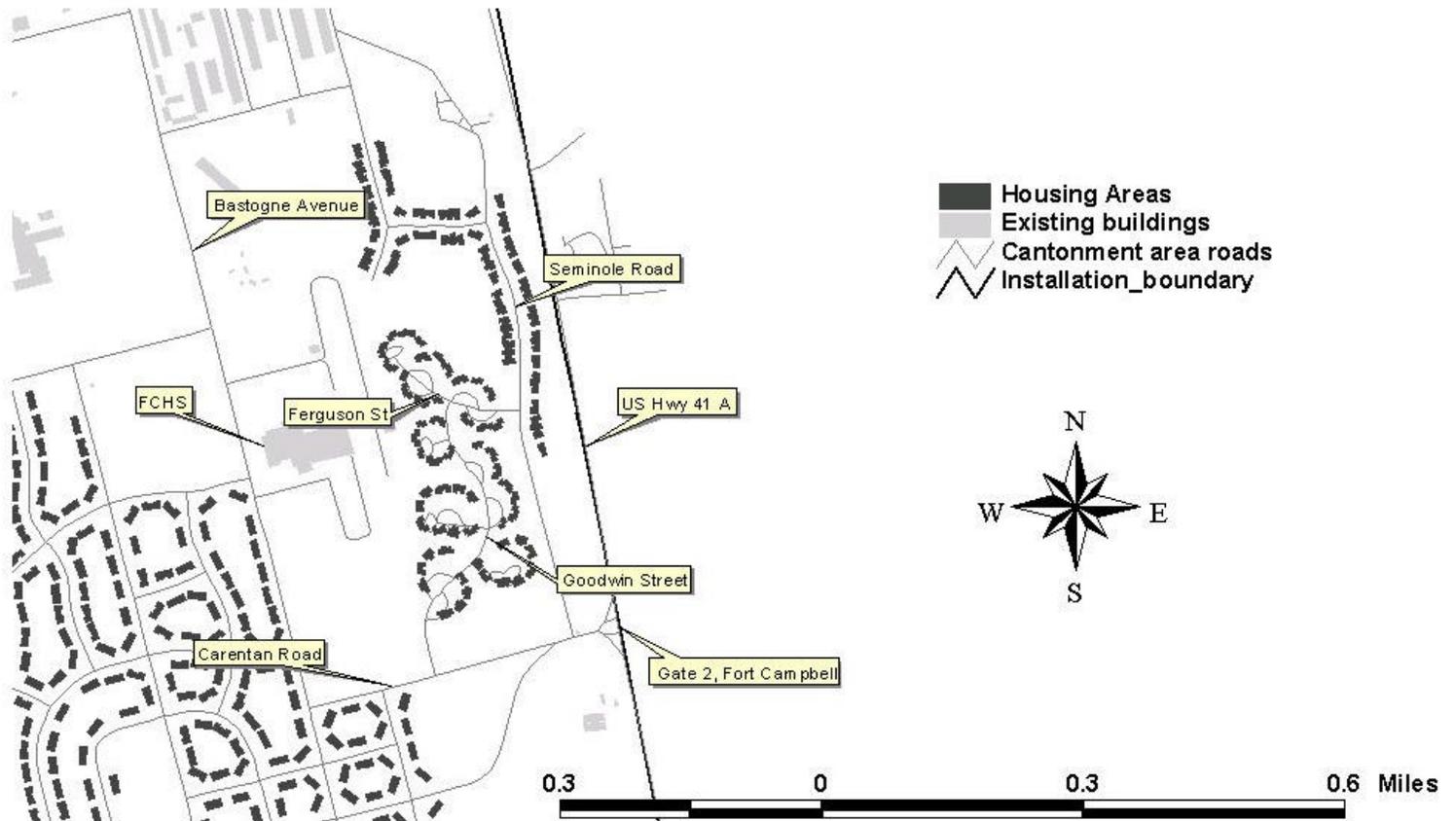
FORT CAMPBELL

Werner Park Housing Area



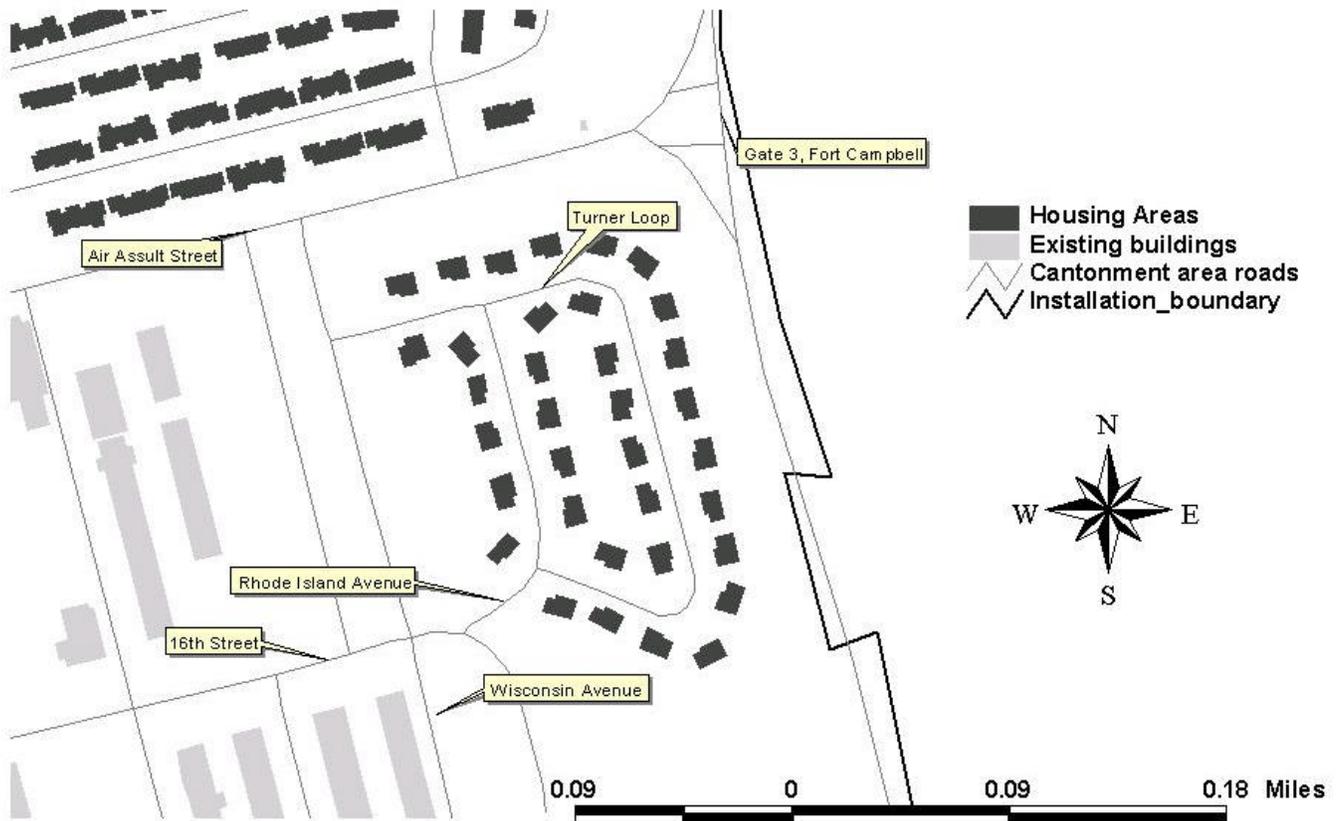
FORT CAMPBELL

Drennan Park Housing Area



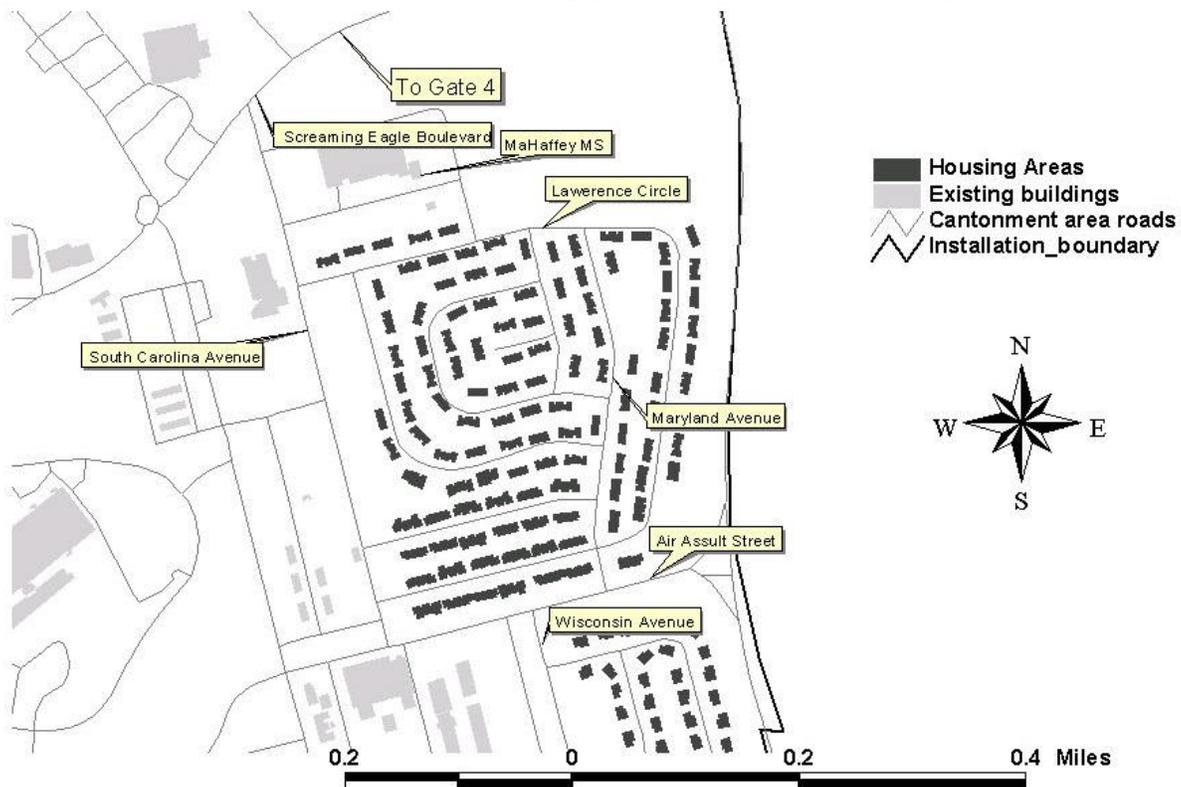
FORT CAMPBELL

Turner Loop Housing Area



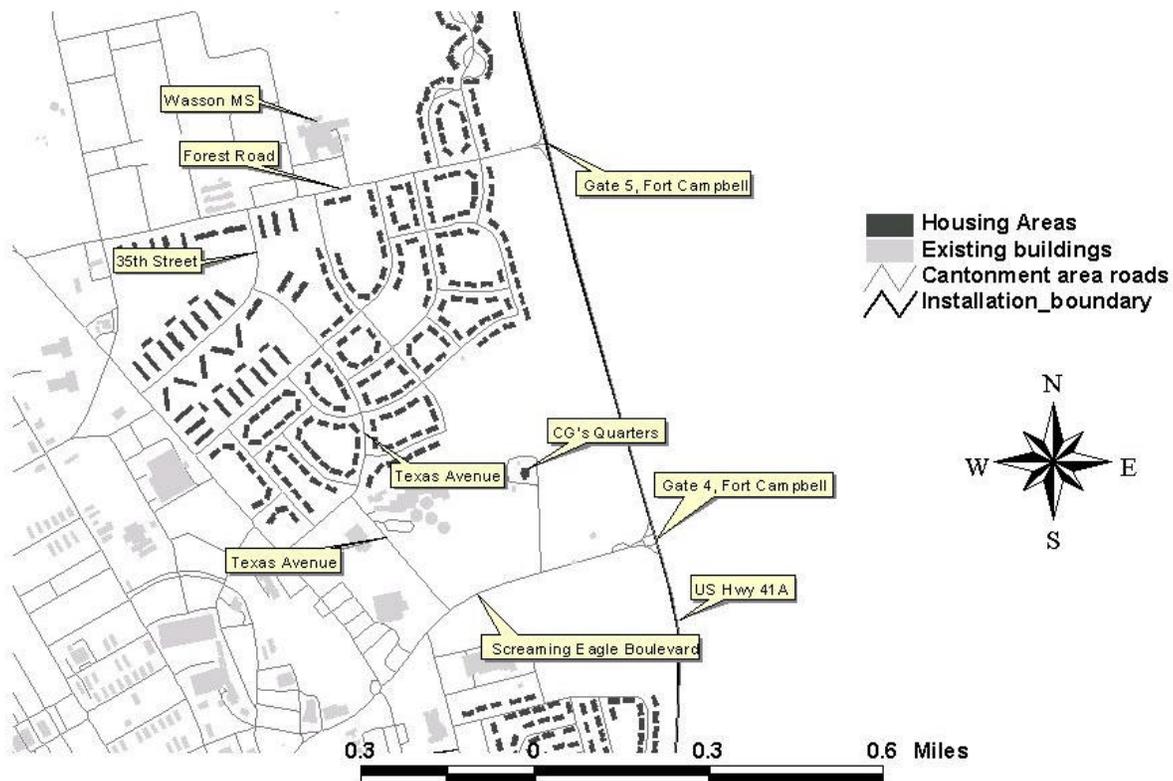
FORT CAMPBELL

Stryker Village Housing Area



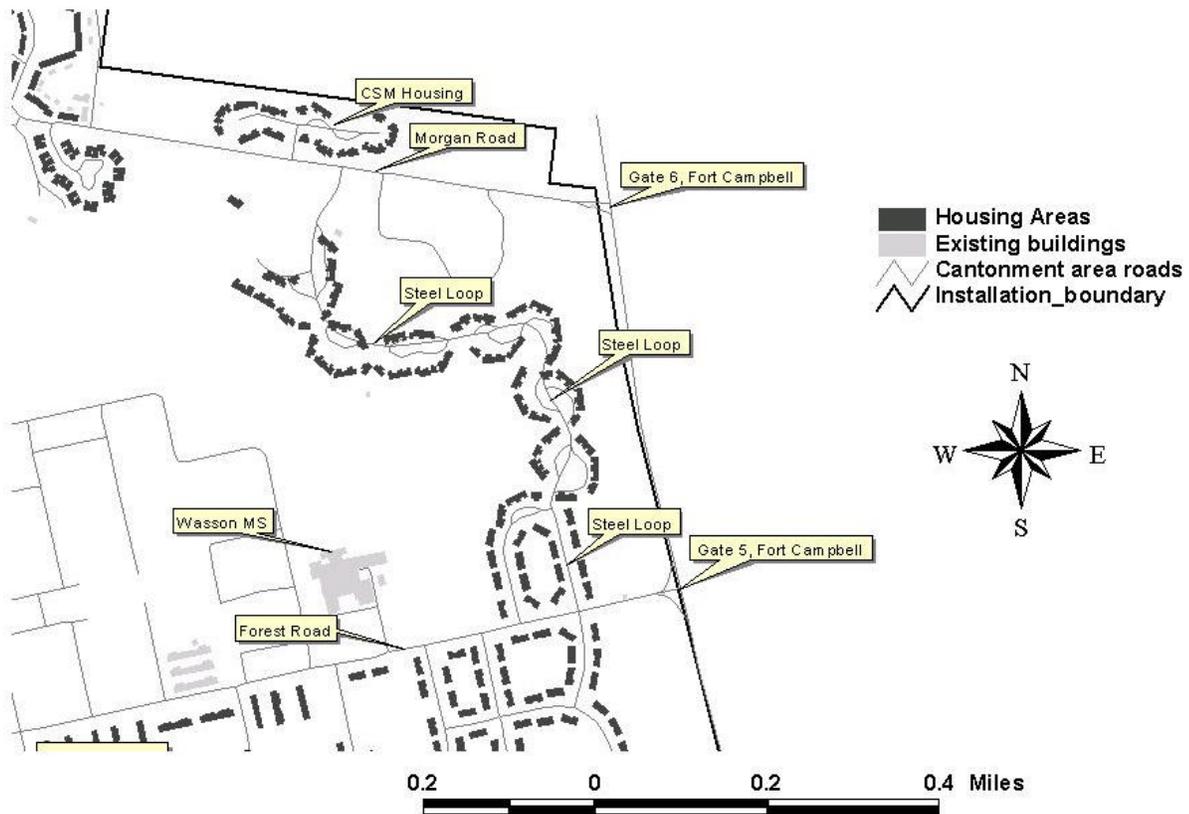
FORT CAMPBELL

Hammond Heights Housing Area



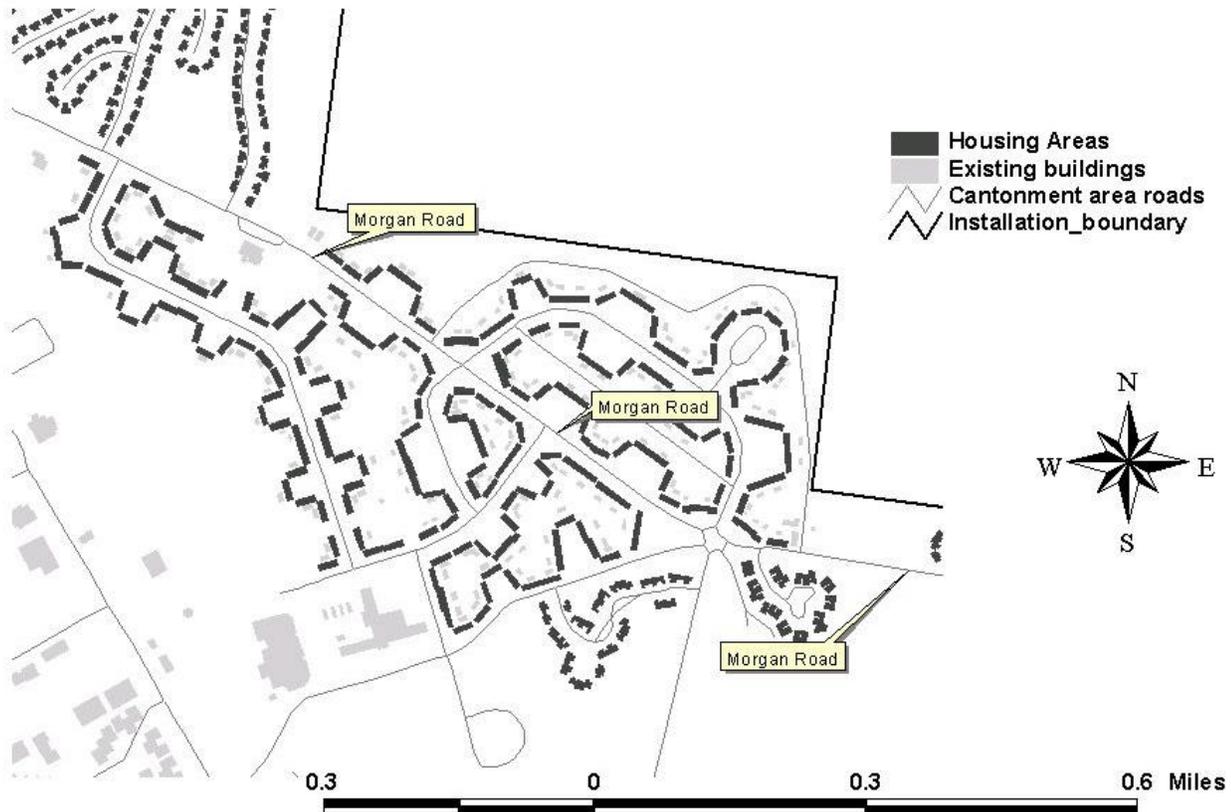
FORT CAMPBELL

New Hammond Heights and CSM Housing Areas



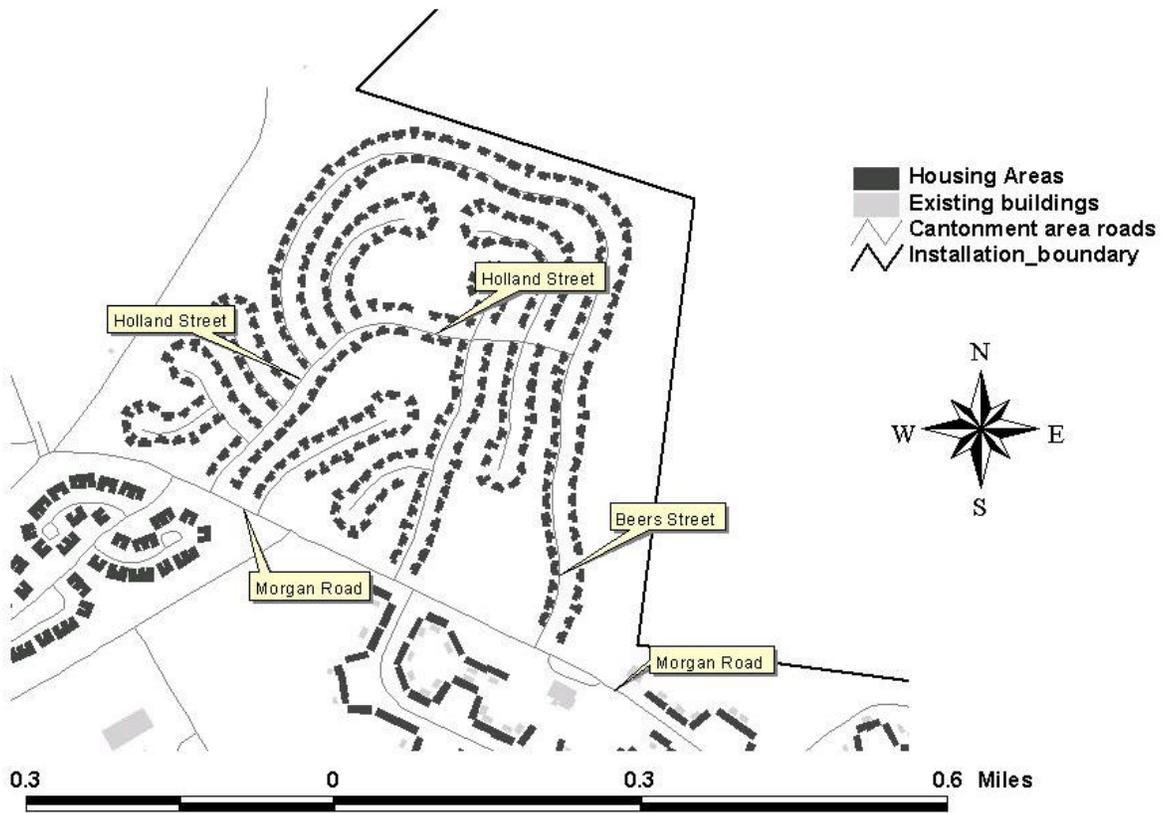
FORT CAMPBELL

Lee Village Housing Area



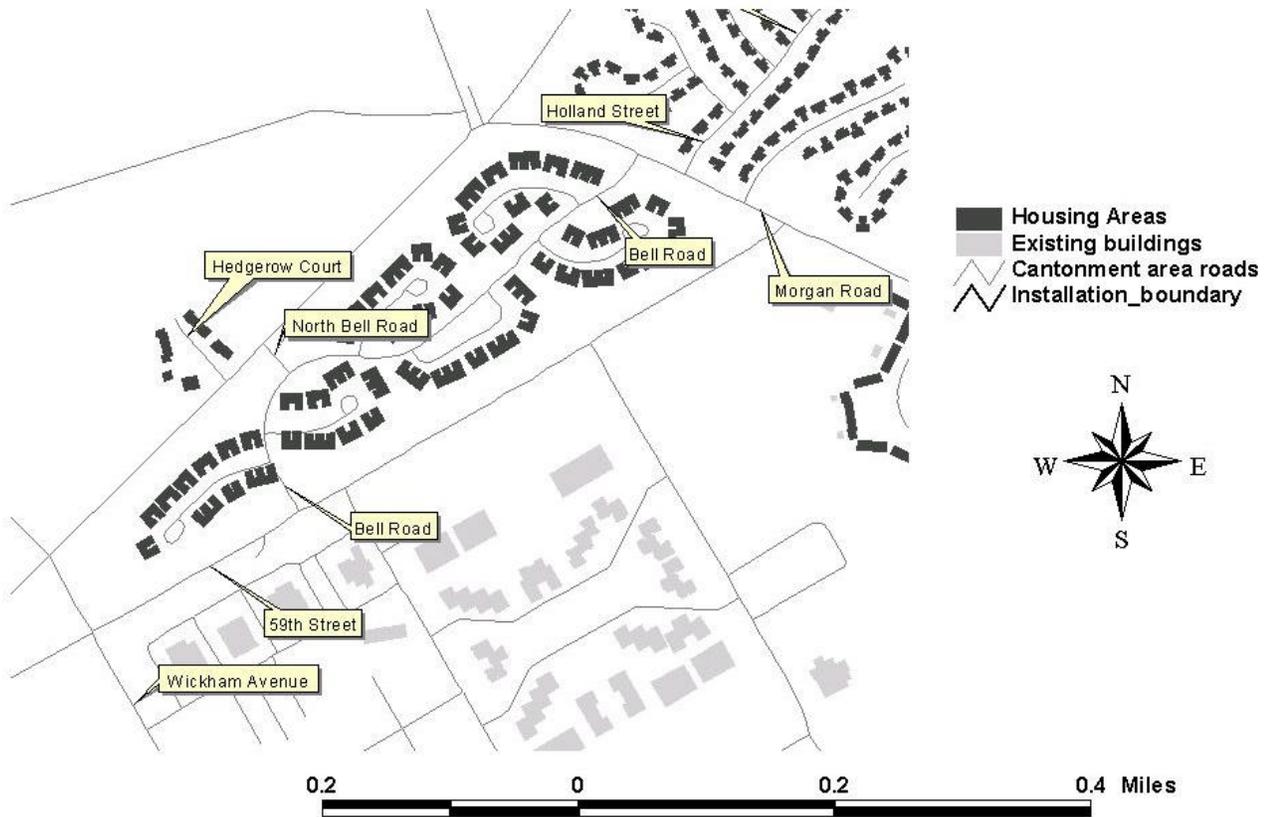
FORT CAMPBELL

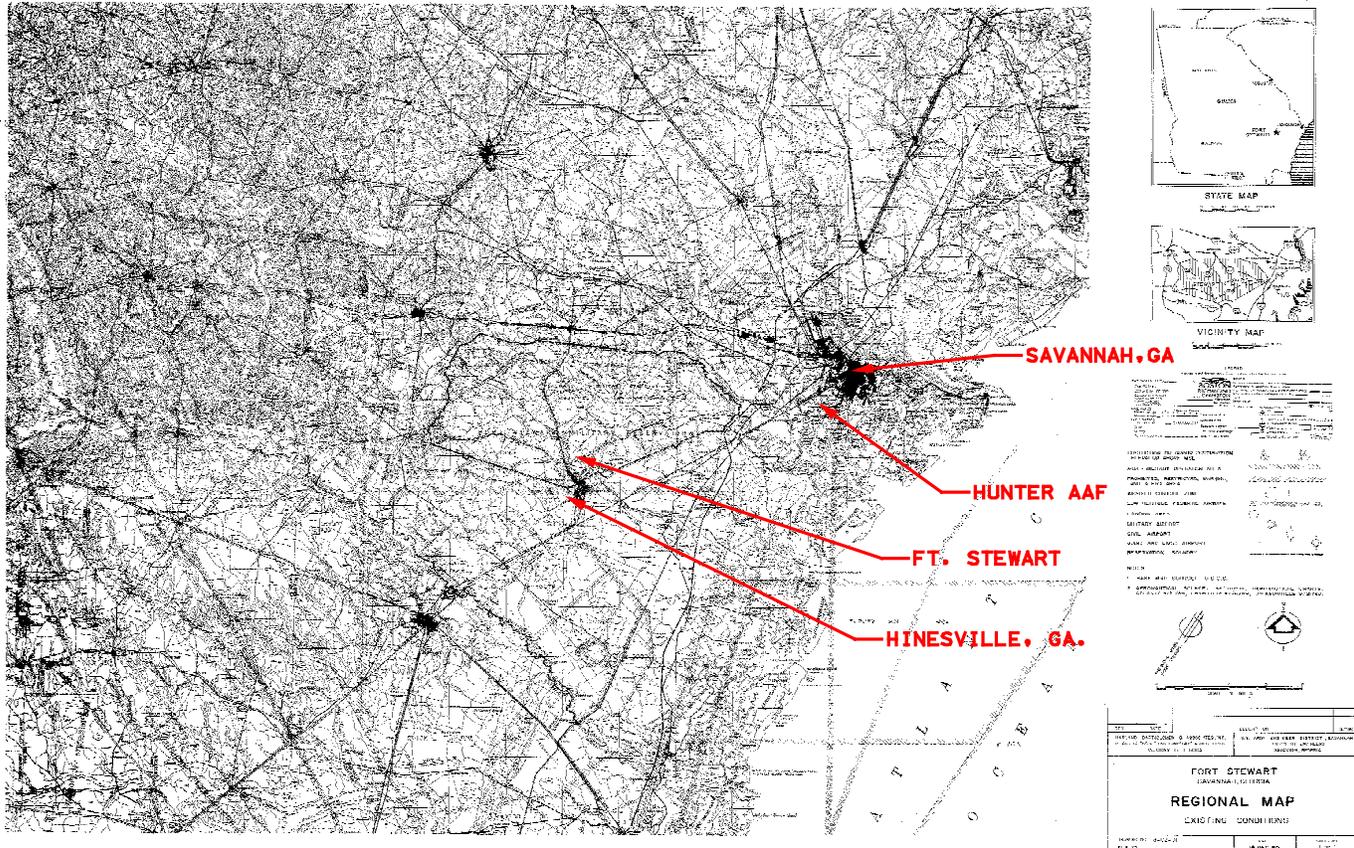
Pierce Village Housing Area



FORT CAMPBELL

LaPoint and Hedgerow Court Housing Areas

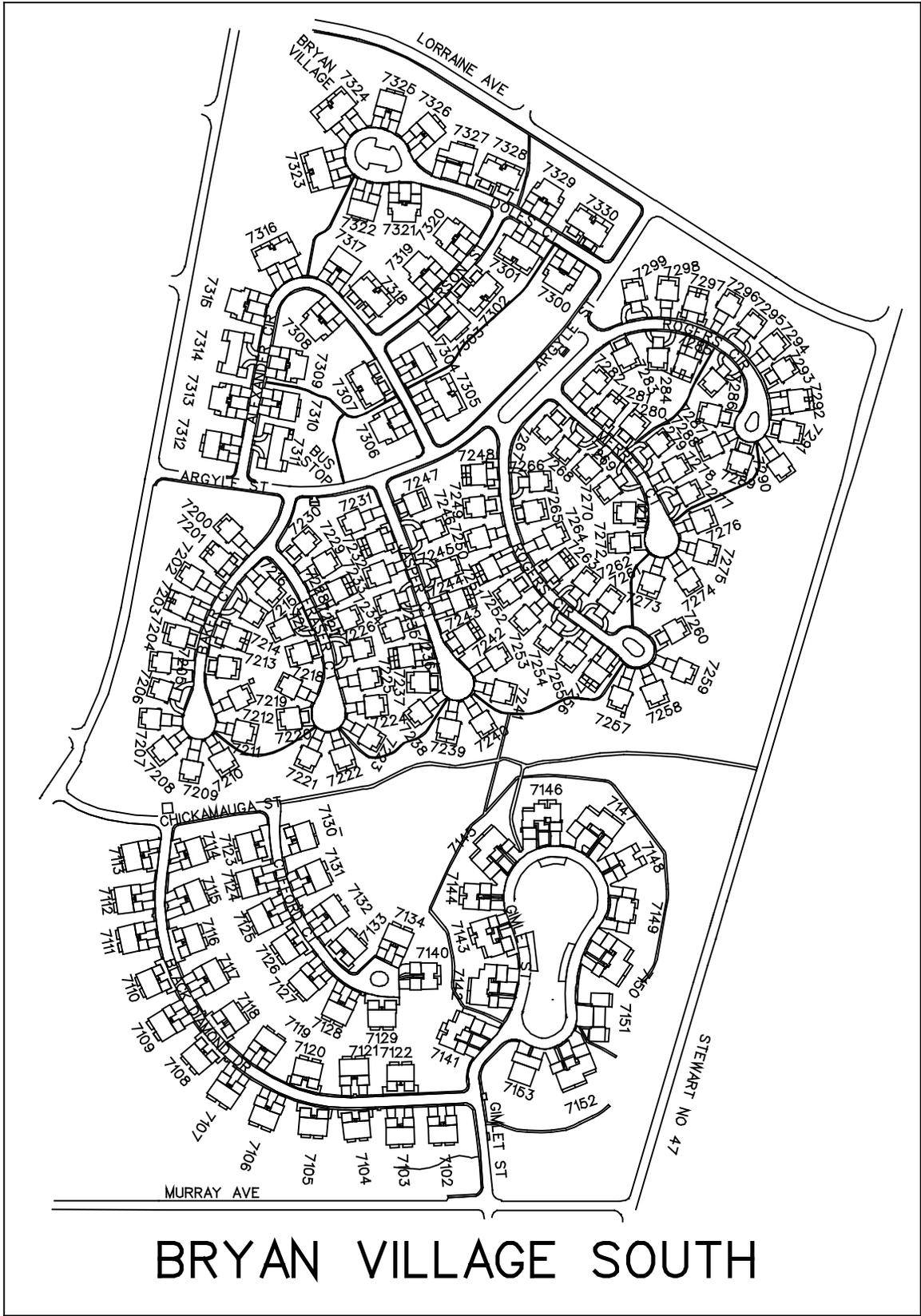




FORT STEWART / HUNTER ARMY AIR FIELD REGIONAL MAP

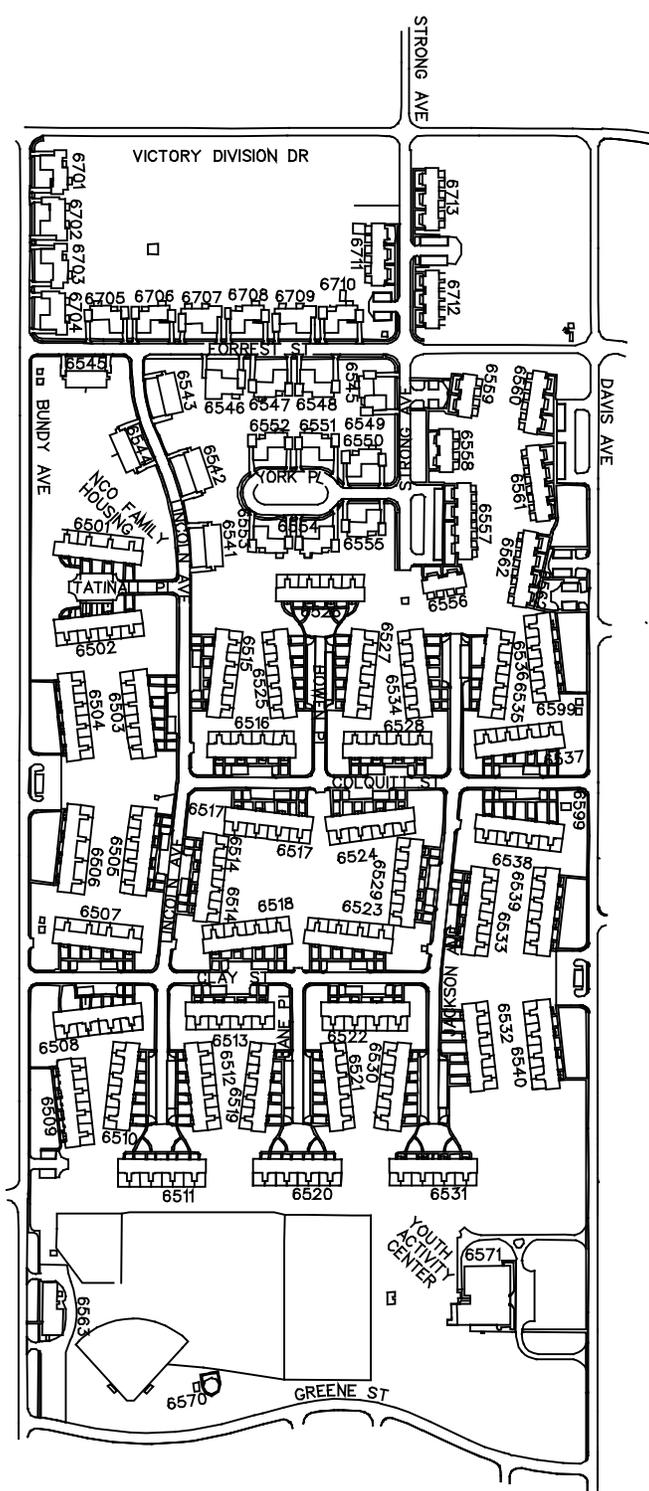


**BRYAN VILLAGE NORTH
FORT STEWART**



BRYAN VILLAGE SOUTH

FORT STEWART



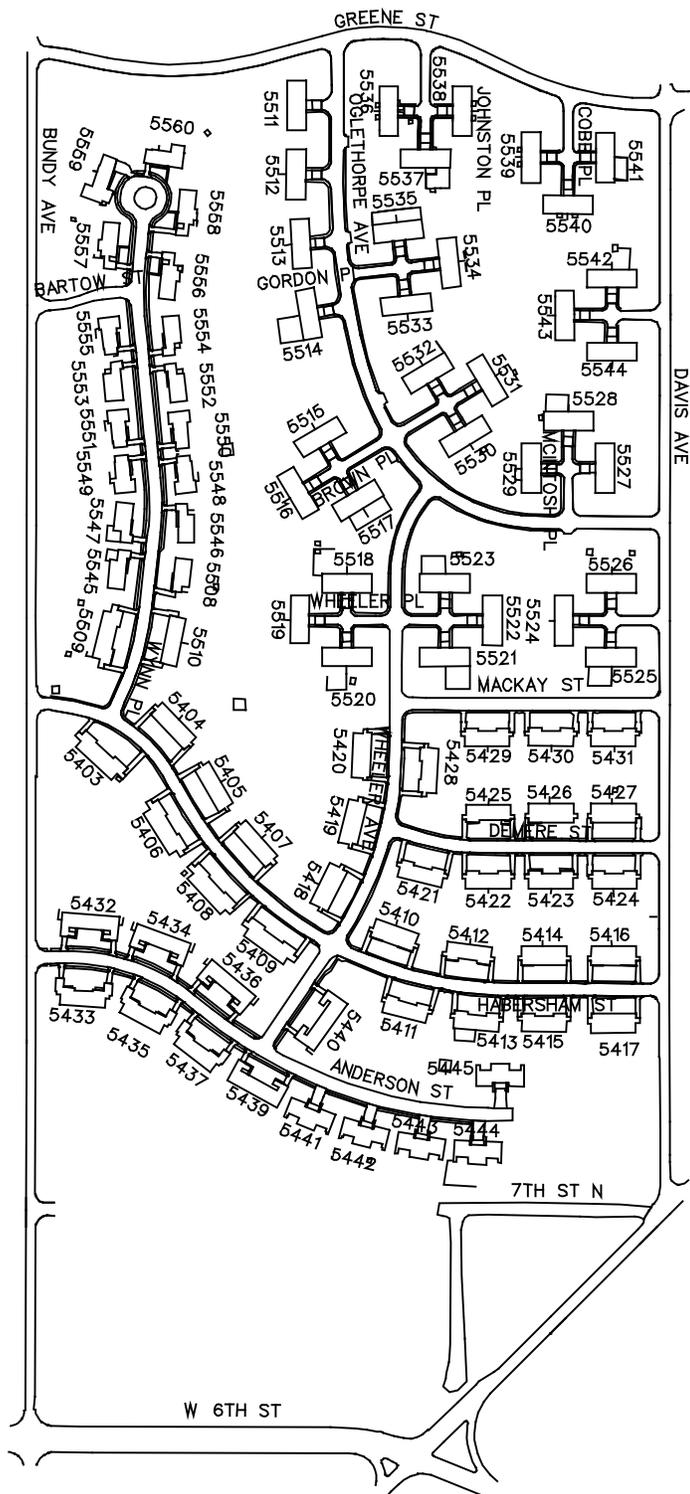
HALLWOOD HOMES

FORT STEWART



EISENHOWER VILLAGE

FORT STEWART



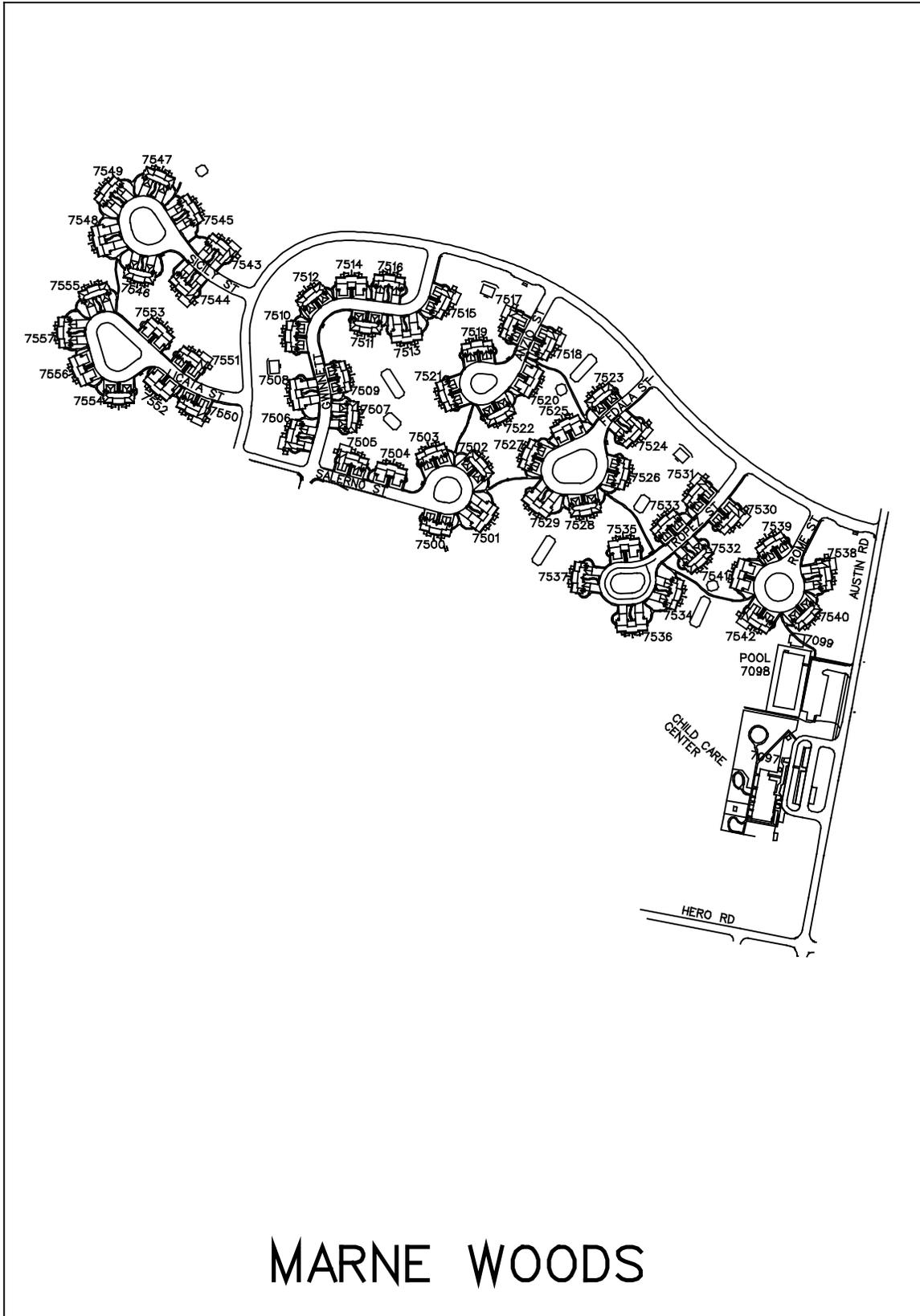
MARNE HOMES

FORT STEWART



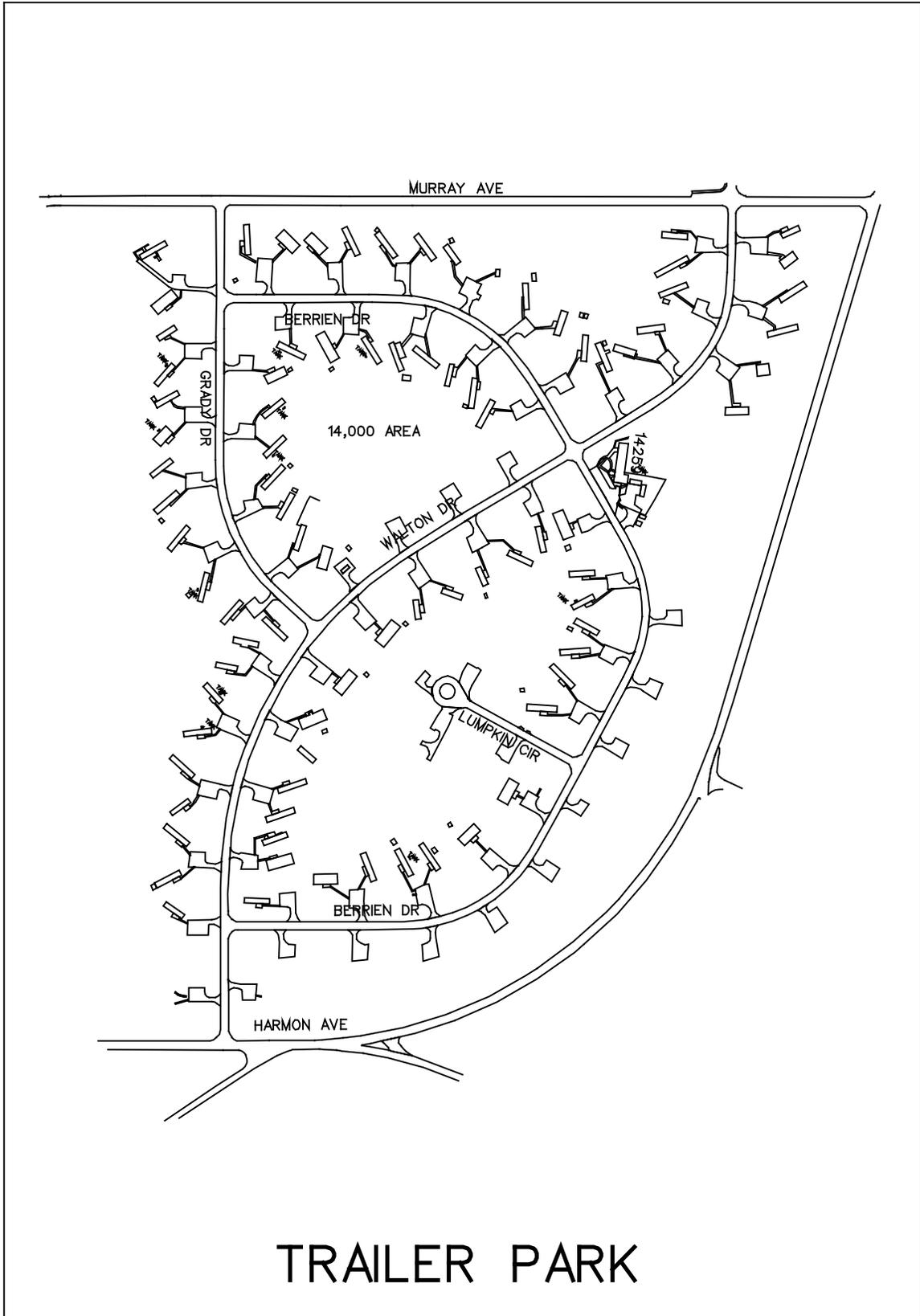
MARNE TERRACE

FORT STEWART

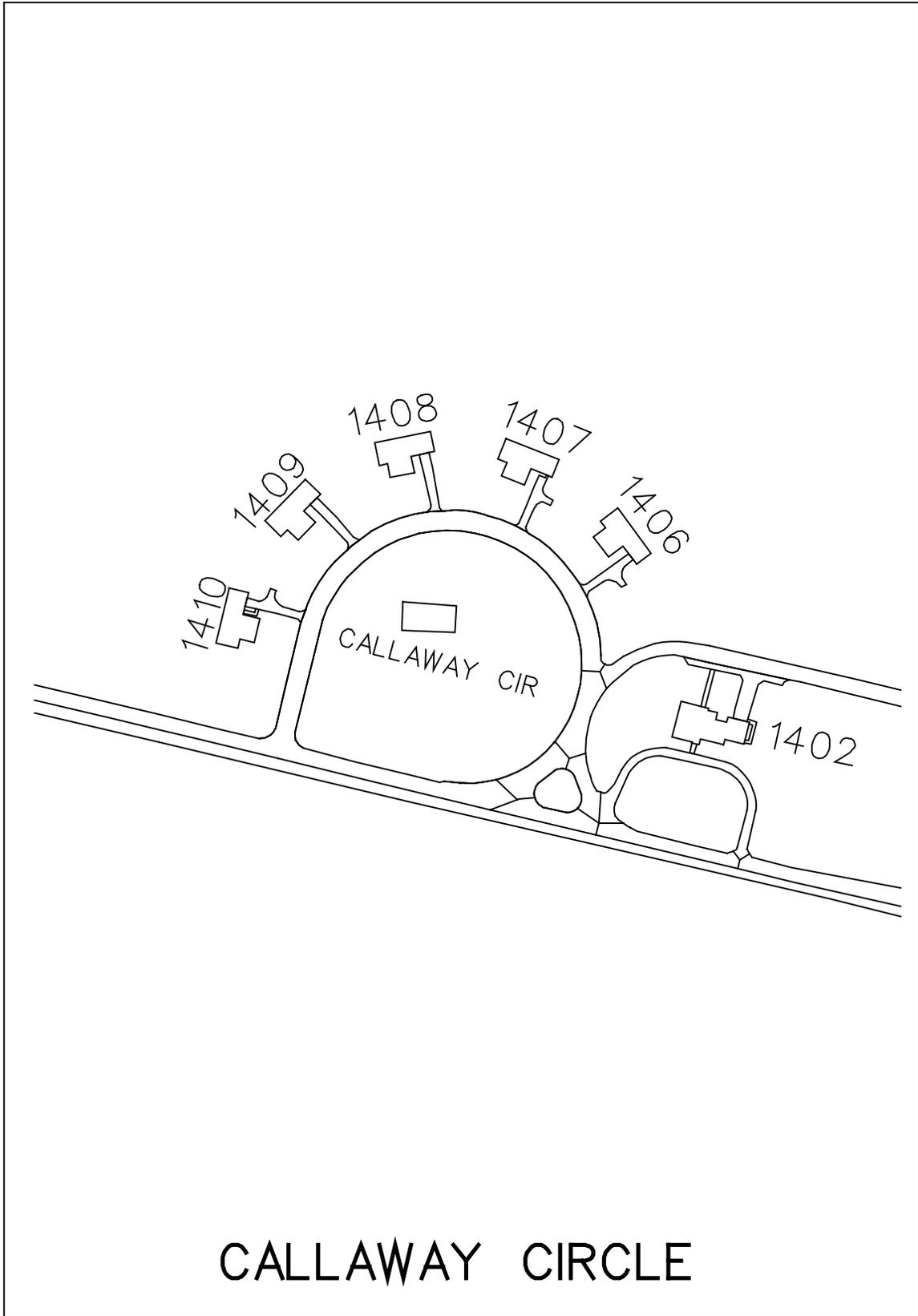


MARNE WOODS

FORT STEWART

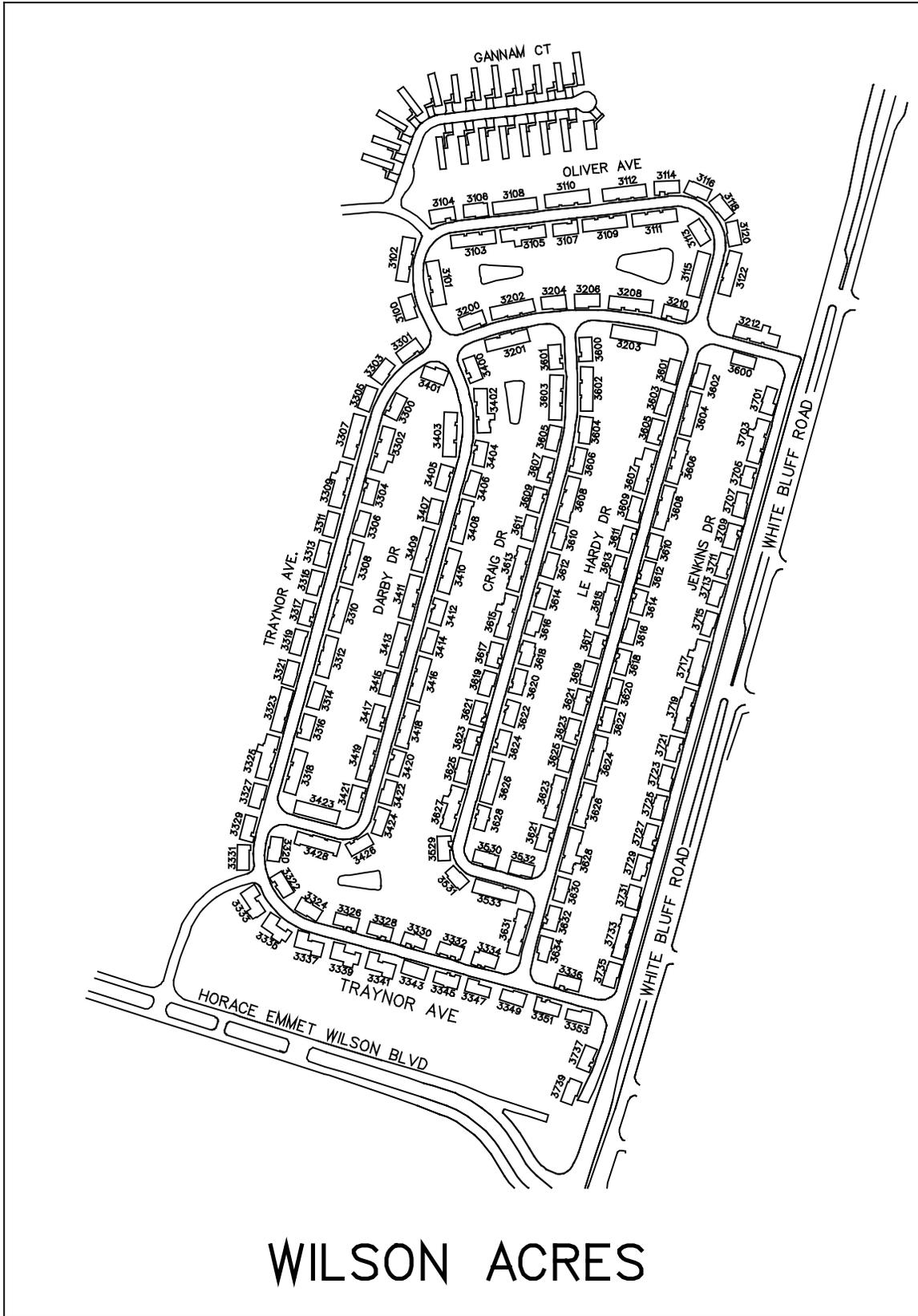


TRAILER PARK
FORT STEWART



CALLAWAY CIRCLE

HUNTER ARMY AIRFIELD



WILSON ACRES

HUNTER ARMY AIRFIELD

FORT POLK, LOUISIANA

Data will be provided in Amendment 1 to this solicitation

APPENDIX D

**FEDERAL ACQUISITION REGULATION (FAR) AND DEFENSE FEDERAL
ACQUISITION REGULATION SUPPLEMENT (DFARS) CLAUSES**

DACA31-01-R-0017

**APPENDIX D
FEDERAL ACQUISITION REGULATION (FAR) AND DEFENSE FEDERAL
ACQUISITION REGULATION SUPPLEMENT (DFARS) CLAUSES
DACA31-01-R-0017**

**RFQ PROVISIONS AND CONTRACT CLAUSES IAW FAR & DFARS
PART 12**

This RFQ incorporates clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at <http://www.arnet.gov>. Clauses 52.212-1, 52.212-2 and 52.212-4 have been tailored.

52.212-1 Instructions to Offerors – Commercial Items (Oct 2000)

(a) The North American Industry Classification System (NAICS) code is 233110 (SIC 6552) and small business size standard is \$5M. However, the small business size standard for a concern which submits an offer in its own name, but which proposes to furnish an item which it did not itself manufacture, is 500 employees.

(b) Submission of Statements of Qualifications (SOQ). Submit signed and dated SOQ to the address in paragraph 1.2.2 of the RFQ at or before the exact time specified in this paragraph. SOQ may be submitted on letterhead stationery and as a minimum must show

- (1) The RFQ number (DACA31-02-R-0001)
- (2) The time specified in the solicitation for receipt SOQ;
- (3) The name, address, and telephone number of the prospective developer;
- (4) The SOQ in sufficient detail to evaluate compliance with the requirements in the solicitation.
- (5) "Remit to" address, if different than mailing address;
- (6) A completed copy of the representations and certifications at FAR 52.212-3;
- (7) Acknowledgment of Solicitation Amendments;

(8) Past performance information in sufficient detail to evaluate the signed and dated SOQ must be in compliance with the requirements in the solicitation.

(9) A statement specifying the extent of agreement with all terms, conditions, and provisions included in the solicitation. Offers that fail to furnish required representations or information, or reject the terms and conditions of the solicitation may be excluded from consideration.

(c) Late submissions. Statement of Qualifications or modifications received at the address specified for the receipt of information after the exact time specified in Paragraph (Section) 1.2.2, will not be considered.

(d) Contract award. The Government intends to evaluate each Statement of Qualifications during Step One and make a recommendation for the competitive range without discussions. Therefore, the initial Statement of Qualifications should comply with requirements in the solicitation and focus on the facts that are most relevant to the evaluation factors. However, the Government reserves the right to conduct discussions if later determined by the Contracting Officer to be necessary. The Government may reject any or all Statements of Qualifications if such action is in the public interest; and waive informalities and minor irregularities in Statements of Qualifications received.

(e) Data Universal Numbering System (DUNS) Number. (Applies to offers exceeding \$25,000.) The offeror shall enter, in the block with its name and address on the cover page of its offer, the annotation "DUNS" followed by the DUNS number that identifies the offeror's name and address. If the offeror does not have a DUNS number, it should contact Dun and Bradstreet to obtain one at no charge. An offeror within the United States may call 1-800-333-0505. The offeror may obtain more information regarding the DUNS number, including locations of local Dun and Bradstreet Information Services offices for offerors located outside the United States, from the Internet home page at <http://www.customerservicer@dnb.com/>. If an offeror is unable to locate a local service center, it may send an email to Dun and Bradstreet at <http://globalinfo@mail.dnb.com/>.

(End of provision)

52.212-2 Evaluation -- Commercial Items (Jan. 1999)

(a) The Government will award a contract resulting from this solicitation to the developer whose qualifications conforming to the solicitation will be most

advantageous to the Government, all factors considered. The factors are located in Section 4.0 titled "Developer Selection Process."

(b) The term of the contract will be addressed during the CDMP.

(c) A written notice of award or acceptance of an offer, mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer, shall result in a binding contract without further action by either party. Before the offer's specified expiration time, the Government may accept an offer (or part of an offer), whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award.

(End of provision)

52.212-3--Offeror Representations and Certifications -- Commercial Items (May 2001)

(a) Definitions. As used in this provision:

Emerging small business" means a small business concern whose size is no greater than 50 percent of the numerical size standard for the NAICS code designated.

Forced or indentured child labor means all work or service –

(1) Exacted from any person under the age of 18 under the menace of any penalty for its nonperformance and for which the worker does not offer himself voluntarily; or

(2) Performed by any person under the age of 18 pursuant to a contract the enforcement of which can be accomplished by process or penalties.

Service-disabled veteran-owned small business concern –

(1) Means a small business concern –

(i) Not less than 51 percent of which is owned by one or more service -- disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled veterans; and

(ii) The management and daily business operations of which

are controlled by one or more service-disabled veterans or, in the case of a veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran.

(2) Service-disabled veteran means a veteran, as defined in 38 U.S.C.101(2), with a disability that is service-connected, as defined in 38 U.S.C.101(16).

"Small business concern" means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR Part 121 and size standards in this solicitation.

Veteran-owned small business concern means a small business concern -

(1) Not less than 51 percent of which is owned by one or more veterans (as defined at 38 U.S.C.101(2)) or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; and

(2) The management and daily business operations of which are controlled by one or more veterans.

Women-owned small business concern" means a small business concern -

(1) That is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of that is owned by one or more women; and

(2) Whose management and daily business operations are controlled by one or more women.

"Women-owned business concern" means a concern which is at least 51 percent owned by one or more women; or in the case of any publicly owned business, at least 51 percent of its stock is owned by one or more women; and whose management and daily business operations are controlled by one or more women.

(b) Taxpayer Identification Number (TIN) (26 U.S.C.6109, 31 U.S.C.7701).

Not applicable if the offeror is required to provide this information to a central contractor registration database to be eligible for award.)

(1) All offerors must submit the information required in paragraphs (b)(3) through (b)(5) of this provision to comply with debt collection requirements of 31 U.S.C.7701(c) and 3325(d), reporting requirements of 26 U.S.C.6041, 6041A, and 6050M, and implementing regulations issued by the Internal Revenue Service (IRS).

(2) The TIN may be used by the Government to collect and report on any delinquent amounts arising out of the offeror's relationship with the Government (31 U.S.C.7701(c)(3)). If the resulting contract is subject to the payment reporting requirements described in FAR 4.904, the TIN provided hereunder may be matched with IRS records to verify the accuracy of the offeror's TIN.

(3) Taxpayer Identification Number (TIN).

TIN: _____

TIN has been applied for.

TIN is not required because:

Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the United States and does not have an office or place of business or a fiscal paying agent in the United States;

Offeror is an agency or instrumentality of a foreign government;

Offeror is an agency or instrumentality of the Federal Government.

(4) Type of organization.

Sole proprietorship;

Partnership;

Corporate entity (not tax-exempt);

Corporate entity (tax-exempt);

Government entity (Federal, State, or local);

Foreign government;

International organization per 26 CFR 1.6049-4;

Other _____

(5) Common parent.

Offeror is not owned or controlled by a common parent;

Name and TIN of common parent:

Name _____

TIN _____

- (c) Offerors must complete the following representations when the resulting contract is to be performed inside the United States, its territories or possessions, Puerto Rico, the Trust Territory of the Pacific Islands, or the District of Columbia. Check all that apply.
- (1) Small business concern. The offeror represents as part of its offer that it is, is not a small business concern.
- (2) Veteran-owned small business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents as part of its offer that it is, is not a veteran-owned small business concern.
- (3) Service-disabled veteran-owned small business concern. [Complete only if the offeror represented itself as a veteran-owned small business concern in paragraph (c)(2) of this provision.] The offeror represents as part of its offer that it is, is not a service-disabled veteran-owned small business concern.
- (4) Small disadvantaged business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents, for general statistical purposes, that it {time} is, {time} is not a small disadvantaged business concern as defined in 13 CFR 124.1002.
- (5) Women-owned small business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents that it {time} is, {time} is not a women-owned small business concern.
- Note: Complete paragraphs (c)(6) and (c)(7) only if this solicitation is expected to exceed the simplified acquisition threshold.
- (6) Women-owned business concern (other than small business concern). [Complete only if the offeror is a women-owned business concern and did not represent itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents that it {time} is a women-owned business concern.
- (7) Tie bid priority for labor surplus area concerns. If this is an invitation for bid, small business offerors may identify the labor surplus

areas in which costs to be incurred on account of manufacturing or production (by offeror or first-tier subcontractors) amount to more than 50 percent of the contract price:

(8) Small Business Size for the Small Business Competitiveness Demonstration Program and for the Targeted Industry Categories under the Small Business Competitiveness Demonstration Program. [Complete only if the offeror has represented itself to be a small business concern under the size standards for this solicitation.]

(i) (Complete only for solicitations indicated in an addendum as being set-aside for emerging small businesses in one of the four designated industry groups (DIGs).) The offeror represents as part of its offer that it is, is not an emerging small business.

(ii)(Complete only for solicitations indicated in an addendum as being for one of the targeted industry categories (TICs) or four designated industry groups (DIGs).) Offeror represents as follows:

(A) Offeror's number of employees for the past 12 months (check the Employees column if size standard stated in the solicitation is expressed in terms of number of employees);
or

(B) Offeror's average annual gross revenue for the last 3 fiscal years (check the Average Annual Gross Number of Revenues column if size standard stated in the solicitation is expressed in terms of annual receipts).

(Check one of the following):

(9) (Complete only if the solicitation contains the clause at FAR 52.219-23 Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns, or FAR 52.219-25, Small Disadvantaged Business Participation Program -- Disadvantaged Status and Reporting, and the offeror desires a benefit based on its disadvantaged status.)

(i) General. The offeror represents that either –

(A) It is, is not certified by the Small Business Administration as a small disadvantaged business concern and identified, on the date of this representation, as a certified small disadvantaged business concern in the

database maintained by the Small Business Administration (PRO-Net), and that no material change in disadvantaged ownership and control has occurred since its certification, and, where the concern is owned by one or more individuals claiming disadvantaged status, the net worth of each individual upon whom the certification is based does not exceed \$750,000 after taking into account the applicable exclusions set forth at 13 CFR 124.104(c)(2); or

(B) It {time} has, {time} has not submitted a completed application to the Small Business Administration or a Private Certifier to be certified as a small disadvantaged business concern in accordance with 13 CFR 124, Subpart B, and a decision on that application is pending, and that no material change in disadvantaged ownership and control has occurred since its application was submitted.

(ii) Joint Ventures under the Price Evaluation Adjustment for Small Disadvantaged Business Concerns. The offeror represents, as part of its offer, that it is a joint venture that complies with the requirements in 13 CFR 124.1002(f) and that the representation in paragraph (c)(7)(i) of this provision is accurate for the small disadvantaged business concern that is participating in the joint venture. [The offeror shall enter the name of the small disadvantaged business concern that is participating in the joint venture: _____.]

(d) Representations required to implement provisions of Executive Order 11246 --

(1) Previous contracts and compliance. The offeror represents that --

(i) It {time} has, {time} has not participated in a previous contract or subcontract subject to the Equal Opportunity clause of this solicitation; and

(ii) It {time} has, {time} has not filed all required compliance reports.

(2) Affirmative Action Compliance. The offeror represents that --

(i) It [] has developed and has on file, [] has not developed and does not have on file, at each establishment, affirmative action programs required by rules and regulations of the Secretary of Labor (41 CFR Parts 60-1 and 60-2), or

9ii) It [] has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

(e) Certification Regarding Payments to Influence Federal Transactions (31 U.S.C.1352). (Applies only if the contract is expected to exceed \$100,000.) By submission of its offer, the offeror certifies to the best of its knowledge and belief that no Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress on his or her behalf in connection with the award of any resultant contract.

(f) Buy American Act -- Balance of Payments Program Certificate.

(Applies only if the clause at Federal Acquisition Regulation (FAR) 52.225-1, Buy American Act -- Balance of Payments Program -- Supplies, is included in this solicitation.)

(1) The offeror certifies that each end product, except those listed in paragraph (f)(2) of this provision, is a domestic end product as defined in the clause of this solicitation entitled "Buy American Act -- Balance of Payments Program -- Supplies" and that the offeror has considered components of unknown origin to have been mined, produced, or manufactured outside the United States. The offeror shall list as foreign end products those end products manufactured in the United States that do not qualify as domestic end products.

(2) Foreign End Products:

Line Item No.:

Country of Origin:

(List as necessary)

(3) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25.

(g)

(1) Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program Certificate.

(Applies only if the clause at FAR52.225-3, Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program, is included in this solicitation.)

(i) The offeror certifies that each end product, except those listed in paragraph (g)(1)(ii) or (g)(1)(iii) of this provision, is a domestic end product as defined in the clause of this solicitation entitled "Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program" and that the offeror has considered components of unknown origin to have been mined, produced, or manufactured outside the United States.

(ii) The offeror certifies that the following supplies are NAFTA country end products or Israeli end products as defined in the clause of this solicitation entitled "Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program":

NAFTA Country or Israeli End Products

Line Item No.:

Country of Origin:

(List as necessary)

(iii) The offeror shall list those supplies that are foreign end products (other than those listed in paragraph (g)(1)(ii) of this provision) as defined in the clause of this solicitation entitled "Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program." The offeror shall list as other foreign end products those end products manufactured in the United States that do not qualify as domestic end products.

Other Foreign End Products

Line Item No.:

Country of Origin:

(List as necessary)

(iv) The Government will evaluate offers in accordance with he policies and procedures of FAR Part 25.

(2) Buy American Act -- North American Free Trade Agreements -- Israeli Trade Act -- Balance of Payments Program Certificate,

(h) Certification Regarding Debarment, Suspension or Ineligibility for Award (Executive Order 12549). (Applies only if the contract value is expected to exceed the simplified acquisition threshold.) The offeror certifies, to the best of its knowledge and belief, that –

(1) The offeror and/or any of its principals are, are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(2) Have, have not, within the three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, state or local government contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property;

(2) Are, are not presently indicted for, or otherwise criminally or civilly charged by a Government entity with, commission of any of these offenses; and

(i) The offeror, aside from the offenses enumerated in paragraphs (1), (2), and (3) of this paragraph (h), has has not within the past three years, relative to tax, labor and employment, environmental, antitrust, or consumer protection laws--

(A) Been convicted of a Federal or state felony (or has any Federal or state felony indictments currently pending against them); or

(B) Had a Federal court judgment in a civil case brought by the United States rendered against them; or

(C) Had an adverse decision by a Federal administrative law judge, board, or commission indicating a willful violation of law.

(ii) If the offeror has responded affirmatively, the offeror shall provide additional information requested by the Contracting Officer.

(i) Certification Regarding Debarment, Suspension or Ineligibility for Award (Executive Order 12549). The offeror certifies, to the best of its knowledge and belief, that --

(1) The offeror and/or any of its principals are, are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency; and

(2) Have, have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, state or local government contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and are, are not presently indicted for, or otherwise criminally or civilly charged by a Government entity with, commission of any of these offenses.

(j) Certification Regarding Knowledge of Child Labor for Listed End Products (Executive Order 13126). [The Contracting Officer must list in paragraph (j)(1) any end products being acquired under this solicitation that are included in the List of Products Requiring Contractor Certification as to Forced or Indentured Child Labor, unless excluded at 52.1503 (b).]

(1) Listed End Product

| Listed End Product | Listed Countries of Origin: |
|--------------------|-----------------------------|
| | |
| | |
| | |

(2) Certification. [If the Contracting Officer has identified end products and countries of origin in paragraph (j)(1) of this provision, then the offeror must certify to either (j)(2)(i) or (j)(2)(ii) by checking the appropriate block.]

(i) The offeror will not supply any end product listed in paragraph (j)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product.

[] (ii) The offeror may supply an end product listed in paragraph (j)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product. The offeror certifies that it has made a good faith effort to determine whether forced or indentured child labor was used to mine, produce, or manufacture any such end product furnished under this contract. On the basis of those efforts, the offeror certifies that it is not aware of any such use of child labor.

(End of Provision)

Alternate I (Feb 2000). If Alternate I to the clause at FAR52.225-3 is included in this solicitation, substitute the following paragraph (g)(1)(ii) for paragraph (g)(1)(ii) of the basic provision:

(g)(1)

(ii) The offeror certifies that the following supplies are Canadian end products as defined in the clause of this solicitation entitled "Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program":

Canadian End Products

Line Item No.: _____
(List as necessary)

(3) Buy American Act -- North American Free Trade Agreements -- Israeli Trade Act -- Balance of Payments Program Certificate,

Alternate II (Feb 2000). If Alternate II to the clause at FAR52.225-3 is included in this solicitation, substitute the following paragraph (g)(1)(ii) for paragraph (g)(1)(ii) of the basic provision:

(g)(1)

(ii)The offeror certifies that the following supplies are Canadian end products or Israeli end products as defined in the clause of this solicitation entitled "Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program":

Canadian or Israeli End Products

Line Item No.:

Country of Origin:

(List as necessary)

(4) Trade Agreements Certificate.

(Applies only if the clause at FAR52.225-5, Trade Agreements, is included in this solicitation.)

(i) The offeror certifies that each end product, except those listed in paragraph (g)(4)(ii) of this provision, is a U.S.-made, designated country, Caribbean Basin country, or NAFTA country end product, as defined in the clause of this solicitation entitled "Trade Agreements."

(ii) The offeror shall list as other end products those end products that are not U.S.-made, designated country, Caribbean Basin country, or NAFTA country end products.

Other End Products

Line Item No.:

Country of Origin:

(List as necessary)

(iii) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25. For line items subject to the Trade Agreements Act, the Government will evaluate offers of U.S.-made, designated country, Caribbean Basin country, or NAFTA country end products without regard to the restrictions of the Buy American Act or the Balance of Payments Program. The Government will consider for award only offers of U.S.-made, designated country, Caribbean Basin country, or NAFTA country end products unless the Contracting Officer determines that there are no offers for such products or that the offers for such products are insufficient to fulfill the requirements of the solicitation.

(h) Certification Regarding Debarment, Suspension or Ineligibility for Award (Executive Order 12549). (Applies only if the contract value is expected to exceed the simplified acquisition threshold.) The offeror certifies, to the best of its knowledge and belief, that –

(1) The offeror and/or any of its principals are, are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency; and

(2) Have, have not, within the three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, state or local government contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property;

(3) Are, are not presently indicted for, or otherwise criminally or civilly charged by a government entity with, commission of any of these offenses; and

(4)

(i) The offeror, aside from the offenses enumerated in paragraphs (1), (2), and (3) of this paragraph (h), has has not within the past three years, relative to tax, labor and employment, environmental, antitrust, or consumer protection laws --

(A) Been convicted of a Federal or state felony (or has any Federal or state felony indictments currently pending against them); or

(B) Had a Federal court judgment in a civil case brought by the United States rendered against them; or

(C) Had an adverse decision by a Federal administrative law judge, board, or commission indicating a willful violation of law.

(ii) If the offeror has responded affirmatively, the offeror shall provide additional information if requested by the Contracting Officer.

(i) Certification Regarding Knowledge of Child Labor for Listed End Products (Executive Order 13126). [The Contracting Officer must list in paragraph (i)(1) any end products being acquired under this solicitation that are included in the List of Products Requiring Contractor Certification as to Forced or Indentured Child Labor, unless excluded at 52.1503 (b).]

(1) Listed end products.

Listed End Product _____

Listed Countries of Origin _____

(4) Certification. [If the Contracting Officer has identified end products and countries of origin in paragraph (i)(1) of this provision, then the offeror must certify to either (i)(2)(i) or (i)(2)(ii) by checking the appropriate block.]

{time} (i) The offeror will not supply any end product listed in paragraph (i)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product.

{time} (ii) The offeror may supply an end product listed in paragraph (i)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product. The offeror certifies that it has made a good faith effort to determine whether forced or indentured child labor was used to mine, produce, or manufacture any such end product furnished under this contract. On the basis of those efforts, the offeror certifies that it is not aware of any such use of child labor.

(End of Provision)

Alternate I (Oct 2000). As prescribed in 12.301 (b)(2), add the following paragraph (c)(10) to the basic provision:

(10) (Complete if the offeror has represented itself as disadvantaged in paragraph (c)(2) or (c)(9) of this provision.) [The offeror shall check the category in which its ownership falls]:

___ Black American.

___ Hispanic American.

___ Native American (American Indians, Eskimos, Aleuts, or Native Hawaiians).

____Asian-Pacific American (persons with origins from Burma, Thailand, Malaysia, Indonesia, Singapore, Brunei, Japan, China, Taiwan, Laos, Cambodia (Kampuchea), Vietnam, Korea, The Philippines, U.S. Trust Territory of the Pacific Islands (Republic of Palau), Republic of the Marshall Islands, Federated States of Micronesia, the Commonwealth of the Northern Mariana Islands, Guam, Samoa, Macao, Hong Kong, Fiji, Tonga, Kiribati, Tuvalu, or Nauru).

____Subcontinent Asian (Asian-Indian) American (persons with origins from India, Pakistan, Bangladesh, Sri Lanka, Bhutan, the Maldives Islands, or Nepal).

____Individual/concern, other than one of the preceding.

Alternate II (Oct 2000). As prescribed in 12.301 (b)(2), add the following paragraph (c)(9)(iii) to the basic provision:

ii)Address. The offeror represents that its address _____ is, _____is not in a region for which a small disadvantaged business procurement mechanism is authorized and its address has not changed since its certification as a small disadvantaged business concern or submission of its application for certification. The list of authorized small disadvantaged business procurement mechanisms and regions is posted at <http://www.arnet.gov/References/sdbadjustments.htm>. The offeror shall use the list in effect on the date of this solicitation. "Address," as used in this provision, means the address of the offeror as listed on the Small Business Administration's register of small disadvantaged business concerns or the address on the completed application that the concern has submitted to the Small Business Administration or a Private Certifier in accordance with 13 CFR part 124, subpart B. For joint ventures, "address" refers to the address of the small disadvantaged business concern that is participating in the joint venture.

Alternate III (Oct 2000). As prescribed in 12.301 (b)(2), add the following paragraph (c)(11) to the basic provision:

(c)

(11) HUBZone small business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents as part of its offer that --

(i) It {time} is, {time} is not a HUBZone small business concern listed, on the date of this representation, on the List of Qualified HUBZone Small Business Concerns maintained by the Small Business Administration, and no material change in ownership and control, principal place of ownership, or HUBZone employee percentage has occurred since it was certified by the Small Business Administration in accordance with 13 CFR part 126; and

(ii) It {time} is, {time} is not a joint venture that complies with the requirements of 13 CFR part 126, and the representation in paragraph (c)(11)(i) of this provision is accurate for the HUBZone small business concern or concerns that are participating in the joint venture. [The offeror shall enter the name or names of the HUBZone small business concern or concerns that are participating in the joint venture: _____.] Each HUBZone small business concern participating in the joint venture shall submit a separate signed copy of the HUBZone representation.

52.212-4 -- Contract Terms and Conditions -- Commercial Items (May 2001)

(a) Inspection/Acceptance. The Contractor shall only tender for acceptance those items that conform to the requirements of this contract. The Government reserves the right to inspect or test any supplies or services that have been tendered for acceptance. The Government may require repair or replacement of nonconforming supplies or reperformance of nonconforming services at no increase in contract price. The Government must exercise its post-acceptance rights –

(1) Within a reasonable time after the defect was discovered or should have been discovered; and

(2) Before any substantial change occurs in the condition of the item, unless the change is due to the defect in the item.

(b) Assignment. The Contractor or its assignee may assign its rights to

receive payment due as a result of performance of this contract to a bank, trust company, or other financing institution, including any Federal lending agency in accordance with the Assignment of Claims Act (31 U.S.C.3727). However, when a third party makes payment (e.g., use of the Governmentwide commercial purchase card), the Contractor may not assign its rights to receive payment under this contract.

(c) Changes. Changes in the terms and conditions of this contract may be made only by written agreement of the parties.

(d) Disputes. This contract is subject to the Contract Disputes Act of 1978, as amended (41 U.S.C.601-613). Failure of the parties to this contract to reach agreement on any request for equitable adjustment, claim, appeal or action arising under or relating to this contract shall be a dispute to be resolved in accordance with the clause at FAR 52.233-1, Disputes, which is incorporated herein by reference. The Contractor shall proceed diligently with performance of this contract, pending final resolution of any dispute arising under the contract.

(e) Definitions. The clause at FAR 52.202-1, Definitions, is incorporated herein by reference.

(f) Excusable delays. The Contractor shall be liable for default unless nonperformance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence such as, acts of God or the public enemy, acts of the Government in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the Contracting Officer in writing as soon as it is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

(g) Invoice. The Contractor shall submit an original invoice and three copies (or electronic invoice, if authorized,) to the address designated in the contract to receive invoices. An invoice must include –

(1) Name and address of the Contractor;

(2) Invoice date;

(3) Contract number, contract line item number and, if applicable, the order number;

- (4) Description, quantity, unit of measure, unit price and extended price of the items delivered;
- (5) Shipping number and date of shipment including the bill of lading number and weight of shipment if shipped on Government bill of lading;
- (6) Terms of any prompt payment discount offered;
- (7) Name and address of official to whom payment is to be sent; and
- (8) Name, title, and phone number of person to be notified in event of defective invoice.

Invoices will be handled in accordance with the Prompt Payment Act (31 U.S.C.3903) and Office of Management and Budget (OMB) Circular A-125, Prompt Payment. Contractors are encouraged to assign an identification number to each invoice.

(h) Patent indemnity. The Contractor shall indemnify the Government and its officers, employees and agents against liability, including costs, for actual or alleged direct or contributory infringement of, or inducement to infringe, any United States or foreign patent, trademark or copyright, arising out of the performance of this contract, provided the Contractor is reasonably notified of such claims and proceedings.

(i) Payment. Payment shall be made for items accepted by the Government that have been delivered to the delivery destinations set forth in this contract. The Government will make payment in accordance with the Prompt Payment Act (31 U.S.C.3903) and Office of Management and Budget (OMB) Circular A-125, *Prompt Payment*. If the Government makes payment by Electronic Funds Transfer (EFT), see 52.212-5 (b) for the appropriate EFT clause. In connection with any discount offered for early payment, time shall be computed from the date of the invoice. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the specified payment date if an electronic funds transfer payment is made.

(i)(2) The Contractor shall be paid a fixed sum of \$350,000 following completion of Phase 1 project planning. No other payments shall be due to the Contractor in consideration for its performance under this contract. The Contractor will be deemed to have completed Phase 1 providing it delivers to the government a Community Development and Management

Plan containing at least components, in substantially completed form, referenced in Section 2.1 of this RFQ.

(j) Risk of loss. Unless the contract specifically provides otherwise, risk of loss or damage to the supplies provided under this contract shall remain with the Contractor until, and shall pass to the Government upon:

(1) Delivery of the supplies to a carrier, if transportation is f.o.b. origin; or

(2) Delivery of the supplies to the Government at the destination specified in the contract, if transportation is f.o.b. destination.

(k) Taxes. The contract price includes all applicable Federal, State, and local taxes and duties.

(l) Termination for the Government's convenience. The Government reserves the right to terminate this contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this contract, the Contractor shall be paid a percentage of the contract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges the Contractor can demonstrate to the satisfaction of the Government using its standard record keeping system, have resulted from the termination. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give the Government any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

(m) Termination for cause. The Government may terminate this contract, or any part hereof, for cause in the event of any default by the Contractor, or if the Contractor fails to comply with any contract terms and conditions, or fails to provide the Government, upon request, with adequate assurances of future performance. In the event of termination for cause, the Government shall not be liable to the Contractor for any amount for supplies or services not accepted, and the Contractor shall be liable to the Government for any and all rights and remedies provided by law. If it is determined that the Government improperly terminated this contract for default, such termination shall be deemed a termination for convenience.

(n) Title. Unless specified elsewhere in this contract, title to items furnished under this contract shall pass to the Government upon

acceptance, regardless of when or where the Government takes physical possession.

(o) Warranty. The Contractor warrants and implies that the items delivered hereunder are merchantable and fit for use for the particular purpose described in this contract.

(p) Limitation of liability. Except as otherwise provided by an express or implied warranty, the Contractor will not be liable to the Government for consequential damages resulting from any defect or deficiencies in accepted items.

(q) Other compliances. The Contractor shall comply with all applicable Federal, State and local laws, executive orders, rules and regulations applicable to its performance under this contract.

(r) Compliance with laws unique to Government contracts. The Contractor agrees to comply with 31 U.S.C.1352 relating to limitations on the use of appropriated funds to influence certain Federal contracts; 18 U.S.C.431 relating to officials not to benefit; 40 U.S.C.327, et seq., Contract Work Hours and Safety Standards Act; 41 U.S.C.51-58, Anti-Kickback Act of 1986; 41 U.S.C.265 and 10 U.S.C.2409 relating to whistleblower protections; 49 U.S.C.40118, Fly American; and 41 U.S.C.423 relating to procurement integrity.

(s) Order of precedence. Any inconsistencies in this solicitation or contract shall be resolved by giving precedence in the following order:

(1) The schedule of supplies/services.

(2) The Assignments, Disputes, Payments, Invoice, Other Compliances, and Compliance with Laws Unique to Government Contracts paragraphs of this clause.

(3) The clause at 52.212-5.

(4) Addenda to this solicitation or contract, including any license agreements for computer software.

(5) Solicitation provisions if this is a solicitation.

(6) Other paragraphs of this clause.

(7) The Standard Form 1449.

(8) Other documents, exhibits, and attachments.

(9) The specification.

(End of Clause)

52.212-5--Contract Terms and Conditions Required to Implement Statutes or Executive Orders -- Commercial Items (May 2001)

(a) The Contractor shall comply with the following FAR clauses, which are incorporated in this contract by reference, to implement provisions of law or executive orders applicable to acquisitions of commercial items:

(1) 52.212-3, Convict Labor (E.O.11755).

(2) 52.233-3, Protest after Award (31 U.S.C.3553).

(b) The Contractor shall comply with the FAR clauses in this paragraph (b) that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items or components:

[Contracting Officer must check as appropriate.]

(1) 52.203-6, Restrictions on Subcontractor Sales to the Government, with Alternate I (41 U.S.C.253g and 10 U.S.C.2402).

(2) 52.219-3, Notice of HUBZone Small Business Set-Aside (Jan 1999).

(3) 52.219-4, Notice of Price Evaluation Preference for HUBZone Small Business Concerns (Jan 1999) (if the offeror elects to waive the preference, it shall so indicate in its offer).

(4) (iii) 52.219-5, Very Small Business Set-Aside (Pub.L.103-403, section 304, Small Business Reauthorization and Amendments Act of 1994).

Alternate I to 52.219-5.

Alternate II to 52.219-5.

(5) 52.219-8, Utilization of Small Business Concerns (15 U.S.C.637 (d)(2) and (3)).

(6) 52.219-9, Small Business Subcontracting Plan (15 U.S.C.637(d)(4)).

(7) 52.219-4, Limitations on Subcontracting (15 U.S.C.637(a)(14)).

(8) (i) 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns (Pub.L.103-355, section 7102, and 10 U.S.C.2323) (if the offeror elects to waive the adjustment, it shall so indicate in its offer).

(ii) Alternate I of 52.219-23.

(9) 52.219-25, Small Disadvantaged Business Participation Program -- Disadvantaged Status and Reporting (Pub.L.103-355, section 7102, and 10 U.S.C.2323).

(10) 52.219-26, Small Disadvantaged Business Participation Program -- Incentive Subcontracting (Pub.L.103-355, section 7102, and 10 U.S.C.2323).

(11) 52.222-21, Prohibition of Segregated Facilities (Feb 1999).

(12) 52.222-26, Equal Opportunity (E.O.11246).

(13) 52.222-35, Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era (38 U.S.C.4212).

(14) 52.222-36, Affirmative Action for Workers with Disabilities (29 U.S.C.793).

(15) 52.222-37, Employment Reports on Disabled Veterans and Veterans of the Vietnam Era (38 U.S.C.4212).

(16) 52.222-19, Child Labor -- Cooperation with Authorities and Remedies (E.O.13126).

(17) (i) 52.223-9, Estimate of Percentage of Recovered Material Content for EPA-Designated Products (42 U.S.C.6962(c)(3)(A)(ii)).

(ii) Alternate I of 52.223-9 (42 U.S.C.6962(i)(2)(C)).

(18) 52.225-1, Buy American Act – Balance of Payments Program – Supplies (41 U.S.C.10a-10d).

___ (19)(i) 52.225-3, Buy American Act -- North American Free Trade Agreement -- Israeli Trade Act -- Balance of Payments Program (41 U.S.C.10a-10d, 19 U.S.C.3301 note, 19 U.S.C.2112 note).

___(ii) Alternate I of 52.225-3.

___(iii) Alternate II of 52.225-3.

___ (20) 52.225-5, Trade Agreements (19 U.S.C.2501, et seq., 19 U.S.C.3301 note).

___ (21) 52.225-13, Restriction on Certain Foreign Purchases (E.O.12722, 12724, 13059, 13067, 13121, and 13129).

___ (22) 52.225-15, Sanctioned European Union Country End Products (E.O. 12849).

___ (23) 52.225-16, Sanctioned European Union Country Services (E.O.12849).

___ (24) 52.232-33, Payment by Electronic Funds Transfer -- Central Contractor Registration (31 U.S.C.3332).

X (25) 52.232-34, Payment by Electronic Funds Transfer -- Other than Central Contractor Registration (31 U.S.C.3332).

___ (26) 52.232-36, Payment by Third Party (31 U.S.C.3332).

___ (27) 52.239-1, Privacy or Security Safeguards (5 U.S.C.552a).

___ (28) (i) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (46 U.S.C.1241).

___ (ii) Alternate I of 52.247-64.

(c) The Contractor shall comply with the FAR clauses in this paragraph (c), applicable to commercial services, which the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or executive orders applicable to acquisitions of commercial items or components:

[Contracting Officer check as appropriate.]

___ (1) 52.222-41, Service Contract Act of 1965, As Amended (41 U.S.C.351, et seq.).

___ (2) 52.222-42, Statement of Equivalent Rates for Federal Hires (29 U.S.C.206 and 41 U.S.C.351, et seq.).

___ (3) 52.222-43, Fair Labor Standards Act and Service Contract Act -- Price Adjustment (Multiple Year and Option Contracts) (29 U.S.C.206 and 41 U.S.C.351, et seq.).

___ (4) 52.222-44, Fair Labor Standards Act and Service Contract Act -- Price Adjustment (29 U.S.C.206 and 41 U.S.C.351, et seq.).

___ (5) 52.222-47, SCA Minimum Wages and Fringe Benefits Applicable to Successor Contract Pursuant to Predecessor Contractor Collective Bargaining Agreement (CBA) (41 U.S.C.351, et seq.).

(d) Comptroller General Examination of Record. The Contractor shall comply with the provisions of this paragraph (d) if this contract was awarded using other than sealed bid, is in excess of the simplified acquisition threshold, and does not contain the clause at 52.215-2, Audit and Records -- Negotiation.

(1) The Comptroller General of the United States, or an authorized representative of the Comptroller General, shall have access to and right to examine any of the Contractor's directly pertinent records involving transactions related to this contract.

(2) The Contractor shall make available at its offices at all reasonable times the records, materials, and other evidence for examination, audit, or reproduction, until 3 years after final payment under this contract or for any shorter period specified in FAR Subpart 4.7, Contractor Records Retention, of the other clauses of this contract. If this contract is completely or partially terminated, the records relating to the work terminated shall be made available for 3 years after any resulting final termination settlement. Records relating to appeals under the disputes clause or to litigation or the settlement of claims arising under or relating to this contract shall be made available until such appeals, litigation, or claims are finally resolved.

(3) As used in this clause, records include books, documents, accounting procedures and practices, and other data, regardless of type and regardless of form. This does not require the Contractor to create or maintain any record that the Contractor does not maintain in the ordinary course of business or pursuant to a provision of law.

(e) Notwithstanding the requirements of the clauses in paragraphs (a), (b), c) or (d) of this clause, the Contractor is not required to include any FAR clause, other than those listed below (and as may be required by an addenda to this paragraph to establish the reasonableness of prices under Part 15), in a subcontract for commercial items or commercial components –

(1) 52.222-26, Equal Opportunity (E.O.11246);

(2) 52.222-35, Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era (38 U.S.C.4212);

(3) 52.222-36, Affirmative Action for Workers with Disabilities (29 U.S.C.793);

(4) 52.247-64, Preference for Privately-Owned U.S.- Flag Commercial Vessels (46 U.S.C.1241) (flow down not required for subcontracts awarded beginning May 1, 1996); and

(5) 52.222-41, Service Contract Act of 1965, As Amended (41 U.S.C.351, et seq.).

(End of Clause)

Alternate I (Feb 2000). As prescribed in 12.301(b)(4), delete paragraph (d) from the basic clause, redesignate paragraph (e) as paragraph (d), and revise the reference to "paragraphs (a), (b), (c), or (d) of this clause" in the redesignated paragraph (d) to read "paragraphs (a), (b), and (c) of this clause".

252.212-7000 Offeror Representations and Certifications
– Commercial items (Nov. 1995)

(a) Definitions. As used in this clause

(1) "Foreign person" means any person other than a United States person as defined in Section 16(2) of the Export Administration Act of 1979 (50 U.S.C. App. Sec. 2415).

(2) "United States person" is defined in Section 16(2) of the Export Administration Act of 1979 and means any United States resident or national (other than an individual resident outside the United States and employed by other than a United States person), any domestic concern (including any permanent domestic establishment of any foreign concern), and any foreign subsidiary or affiliate (including any permanent foreign

establishment) of any domestic concern which is controlled in fact by such domestic concern, as determined under regulations of the President.

(b) Certification. By submitting this offer, the Offeror, if a foreign person, company or entity, certifies that it

(1) Does not comply with the Secondary Arab Boycott of Israel; and

(2) Is not taking or knowingly agreeing to take any action, with respect to the Secondary Boycott of Israel by Arab countries, which 50 U.S.C. App. Sec. 2407(a) prohibits a United States person from taking.

(c) Representation of Extent of Transportation by Sea. (This representation does not apply to solicitations for the direct purchase of ocean transportation services).

(1) The Offeror shall indicate by checking the appropriate blank in paragraph (c)(2) of this provision whether transportation of supplies by sea is anticipated under the resultant contract. The term "supplies" is defined in the Transportation of Supplies by Sea clause of this solicitation.

(2) Representation. The Offeror represents that it:

_____ Does anticipate that supplies will be transported by sea in the performance of any contract or subcontract resulting from this solicitation.

_____ Does not anticipate that supplies will be transported by sea in the performance of any contract or subcontract resulting from this solicitation.

(3) Any contract resulting from this solicitation will include the Transportation of Supplies by Sea clause. If the Offeror represents that it will not use ocean transportation, the resulting contract will also include the Defense Federal Acquisition Regulation Supplement clause at 252.2477024, Notification of Transportation of Supplies by Sea.

(End of provision)

252.212-7001 Contract Terms and Conditions Required to Implement Statutes or Executive Orders Applicable to Defense Acquisitions of Commercial Items (Dec 2000)

(a) The Contractor agrees to comply with any clause that is checked on the following list of DFARS clauses which, if checked, is included in this contract

by reference to implement provisions of law or Executive Orders applicable to acquisitions of commercial items or components.

252.205-7000 Provision of Information to Cooperative Agreement Holders (10 U.S.C. 2416).

252.206-7000 Domestic Source Restriction (10 U.S.C. 2304).

252.219-7003 Small Business and Small Disadvantaged Business Subcontracting Plan (DoD Contracts) (15 U.S.C. 637).

252.212-7005 Incentive for Subcontracting with Small Businesses, Small Disadvantaged Businesses, Historically Black Colleges and Universities and Minority Institutions (Alternate I) (Section 9004, PUB.L.101-165)

252.225-7001 Buy American Act and Balance of Payments Program (U.S.C. 10a10d, E.O. 10582).

252.225-7007 Buy American Act -- Trade Agreements -- Balance of Payments Program

Alternate I (41 U.S.C. 10a10d, 19 U.S.C. 25012518. And 19 U.S.C. 3301 note).

252.225-7012 Preference for Certain Domestic Commodities.

252.225-7014 Preference for Domestic Specialty Metals 10 U.S.C. 2241 note).

252.225-7015 Preference for Domestic Hand or Measuring Tools (10U.S.C. 2241 note).

252.225-7016 Restriction on Acquisition of Ball and Roller Bearings (Alternate I) (Section 8064 of Pub.L.106-259)

252.225-7021 Trade Agreements (Alternate I) (19 U.S.C. 2501-2518 and 19 U.S.C. 3301 note).

252.225-7027 Restriction on Contingent Fees for Foreign Military Sales (22 U.S.C. 2779).

252.225-7028 Exclusionary Policies and Practices of Foreign Governments (22 U.S.C. 2755).

252.225-7029 Preference for U.S. or Canadian Air Circuit Breakers (10 U.S.C. 2534(a)(3)).

252.225-7036 Buy American Act --North American Free Trade Agreement Implementation Act -- Balance of Payments Program (Alternate I) (41 U.S.C. 10a10d and 19 U.S.C. 3301 note).

252.227-7015 Technical Data Commercial Items (10 U.S.C. 2320).

252.227-7037 Validation of Restrictive Markings on Technical Data (10 U.S.C. 2321).

252.243-7002 Certification of Requests for Equitable Adjustment (10 U.S.C. 2410).

252.247-7023 Transportation of Supplies of Sea
(Alternate I)
(Alternate II)

252.247-7024 Notification of Transportation of Supplies by Sea (10 U.S.C. 2631).

(b) In addition to the clauses listed in paragraph (e) of the Contract Terms and Conditions Required to Implement Statutes or Executive Orders— Commercial Items clause of this contract (Federal Acquisition Regulation 52.212-5), the Contractor shall include the terms of the following clauses, if applicable, in subcontracts for commercial items or commercial components, awarded at any tier under this contract:

252.225-7014 Preference for Domestic Specialty Metals, Alternate I (10 U.S.C. 2241 note)

252.247-7023 Transportation of Supplies by Sea (10 U.S.C. 2631)

252.247-7024 Notification of Transportation of Supplies by Sea (10 U.S.C. 2631).

(End of Clause)

APPENDIX E

New Federal Acquisition Regulation for Requirements

Supporting Procurement of Recycled Products and

Environmentally Preferable Services

DACA31-01-R-0017

APPENDIX E
New Federal Acquisition Regulation for Requirements
Supporting Procurement of Recycled Products and
Environmentally Preferable Services
DACA31-01-R-0017

The Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council have agreed on a final rule amending the Federal Acquisition Regulation (FAR) to implement Executive Order (E.O.) 13101, Greening the Government through Waste Prevention, Recycling, and Federal Acquisition, dated September 14, 1998. The FAR, as amended by this rule, is applicable to solicitations issued on or after August 7, 2000.

The objective of the rule is to improve the Government's use of recycled products and environmentally preferable products and services. E.O. 13101 requires revision of the Federal Acquisition Regulation to prescribe policies for the acquisition and use of environmentally preferable products and services through procurement preference programs favoring the purchase of these products and services. The rule primarily affects the internal operating procedures of Government agencies.

The new rule:

- Revises FAR Subpart 7.1 to ensure that requirements for printing and writing paper meet minimum content requirements specified in the E.O.;

- Revises Subpart 11.3 to add definitions and special requirements to implement E.O. requirements and Environmental Protection Agency (EPA) regulations governing acquisitions of printing and writing paper, and to clarify that contracting officers may include in solicitations additional information requirements when needed to determine if the offeror's product meets requirements for recycled content or related standards;

- Clarifies in Part 13 how the procurement requirements of the Resource Conservation and Recovery Act, 42 U.S.C. 6962, apply to micro-purchases and acquisitions that do not exceed \$100,000; and

- Reorganizes and revises Subparts 23.4 and 23.7 and associated clauses to conform with E.O. 13101 and the Resource Conservation and Recovery Act.

To read the Final Rule, [Federal Register: June 6, 2000 (Volume 65, Number 109)]

[Rules and Regulations]

[Page 36016-36021]

Appendix F

General Outline for CDMP

DACA31-01-R-0017

Appendix F
General Outline for CDMP
DACA31-01-R-0017

Development Plan

- 1.1 Development Strategy
 - 1.1.1 Vision, Goals and Objectives
 - 1.1.2 Addressing the Deficit
 - 1.1.3 Initial Development Plan
 - 1.1.4 Plan for Long-Term Development Requirements
- 1.2 Design Strategy
 - 1.2.1 Site Description
 - 1.2.2 Site Opportunities and Constraints
 - 1.2.3 Planning and Design Principles
- 1.3 Development Concept of Operations
- 1.4 Neighborhood / Village
 - 1.4.1 Description of Existing Villages
 - 1.4.2 Site Opportunities and Constraints
 - 1.4.3 Planning and Design Principles
 - 1.4.4 Initial Development Plan
 - 1.4.5 Out-Year Development Plan
- 1.5 New Dwelling Units
 - 1.5.1 Planning and Design Principles
- 1.6 Revitalization and Renovation
 - 1.6.1 Planning and Design Principles
- 1.7 Ancillary Support Facilities
- 1.8 NEPA Process and Environmental Management / Stewardship
- 1.9 Technical Plan
 - 1.9.1 Project Scope Definition
 - 1.9.2 Technical Specifications
 - 1.9.2.1 Environmental Considerations
 - 1.9.2.2 Site and Landscape Specifications
 - 1.9.2.3 Building Codes
 - 1.9.2.4 Utility Management Strategy
 - 1.9.2.4.1 Energy Conservation Plan
 - 1.9.2.4.2 Demarcations
 - 1.9.2.5 Revitalization Matrix
 - 1.9.2.6 Installation Status Report
 - 1.9.3 Construction Management Plan
 - 1.9.3.1 Construction Phasing
 - 1.9.3.2 Quality Control Plan
 - 1.9.3.3 Safety Plan

- 1.9.3.4 Subcontracting and Small Business Plan
- 1.9.3.5 Resident Management Plan
- 1.9.3.6 Project Reporting
- 1.9.3.7 Project Control Group
- 1.10 Drawings / Graphics
 - 1.10.1 Site Opportunities and Constraints
 - 1.10.1.1 Overall Site / Installation
 - 1.10.1.2 Neighborhood / Village
 - 1.10.2 Land Use Plans
 - 1.10.2.1 Installation / Master Planning
 - 1.10.2.2 Neighborhood / Village
 - 1.10.3 Neighborhood / Village Utility Plans (Overview)
 - 1.10.4 Residential Design Drawings
 - 1.10.4.1 New Dwelling Units
 - 1.10.4.2 Renovated Units
- 2. Financial Plan and Transactional Instruments**
 - 2.1 Structure Overview
 - 2.1.1 Description / Summary of Deal Structure
 - 2.1.2 Equity Structure and Returns
 - 2.1.3 Debt Structure and Returns
 - 2.1.4 Use of MHPI Authorities
 - 2.1.5 Fees and Incentives for all Functional Elements
 - 2.2 Legal Structure Overview
 - 2.2.1 Description / Summary of Structure
 - 2.2.2 Tax Structure
 - 2.2.3 Participation Agreement
 - 2.2.4 Control of Funds Plan: Lock Box, Reserve Accounts, Segregated Accounts
 - 2.3 Governance and Asset Management
 - 2.3.1 Organization and Structure
 - 2.3.2 Administration of Organization
 - 2.3.3 Board of Directors / Major Decision Committee / Executive Council
 - 2.3.4 Audit Program for all Functional Elements
 - 2.3.5 Plans and Review Process
 - 2.3.6 Integrated Reporting Process
 - 2.3.7 Integrated Incentive Performance Plan
 - 2.4 Financial Pro Forma
 - 2.4.1 Income and Expenses
 - 2.4.2 Development Schedules
 - 2.5 Legal Documents / Agreements
 - 2.5.1 Ground Lease
 - 2.5.2 LLC/LP Agreement, Property Management Agreement
 - 2.5.3 Fee Developer Agreement
- 3. Operations, Maintenance and Property Management Plan**

- 3.1 Concept of Operations and Management Overview
- 3.2 Organization Plan
- 3.3 Policies and Procedures
- 3.4 Maintenance Program
- 3.5 Resident Management Plan
 - 3.5.1 Management and Control of Demolition and Construction Activities
in Occupied Villages and Dwelling Units
- 3.6 Additional Plans and Processes
 - 3.6.1 Safety Overview
 - 3.6.2 Energy Conservation Program
 - 3.6.3 Deployment Plan
 - 3.6.4 Crisis / Disaster Management Plan
 - 3.6.5 Quality Management Plan
 - 3.6.6 Small Business Plan
- 3.7 Transition Plan and Schedule

APPENDIX G

OMB SCORING GUIDANCE

DACA31-01-R-0017

APPENDIX G
OMB SCORING GUIDANCE
DACA31-01-R-0017

1.0 SCORING DOD'S MILITARY HOUSING PRIVATIZATION INITIATIVES

Military Housing Privatization Initiative Authorities

The Military Housing Privatization Initiative (MHPI) provisions in Public Law 104-106 provide the Department of Defense (DOD) and the Military Services with many authorities that may be used to attract private capital investment and expertise for revitalizing and operating the stock of military housing. This statute defines the guidelines that the Office of Management and Budget (OMB) will use to determine the budgetary impact of DoD's use of these authorities.

Definition of OMB Scoring

OMB Scoring is defined as the quantification of a future / potential liability to the government as a result of a contractual obligation or agreement. OMB scoring, as mandated by the Credit Reform Act of 1990 and further refined in OMB Circulars A-11 and A-129, requires the government agency involved to obligate funds to cover the scoring determination prior to the closing of the contract / agreement. By obligating these funds up-front, the government is effectively setting aside, similar to an insurance premium, that amount determined to cover the down-stream liability in the event that liability occurs.

Scoring Determines Obligations to be Recorded

Each privatization agreement DoD enters into must be reviewed to determine if it must be scored for budget purposes. This review seeks to determine if an agreement should be scored and the cost that should be recognized and recorded as an obligation of DoD at the time that agreement is sent to the Congress for final approval prior to issuance of a Notice to Proceed (NTP). Sufficient appropriations must be available to cover the amount obligated for each agreement. The DoD, with OMB concurrence, will determine the amount of funds to be obligated to cover future costs associated with the use of the tools provided in the MHPI.

Direct Loans and Loan Guarantees

Two important financing tools available to DoD for housing revitalization efforts are direct loans and loan guarantees. Each provides a government subsidy that must be considered and accounted for in making financing decisions. The budget impact of using each of these authorities must be

estimated and sufficient funds obligated to cover the estimated cost to the government. The amount of obligations to be recorded for a direct loan or loan guarantee depends on the subsidy rate. The rate represents, in net present value terms, the cost of estimated defaults (net of recoveries) and interest rate subsidy, if any, over the life of the loan or guarantee. For example, if the subsidy rate is 25 percent, obligations of \$10 million would be recorded for a \$40 million loan or guarantee. Before the government can enter into an agreement for a loan or guarantee, appropriations sufficient to cover the subsidy cost of each project must be available in DoD's Family Housing Improvement Fund (FHIF).

The scoring for a direct loan has three components. First, the financing subsidy is derived by comparing the direct loan rate to the effective Treasury Rate computed from the "basket-of-zeros" as described below. Second, the economic risk is computed by spreading an economic risk factor over the first ten years of the loan term via a probability distribution. Lastly, the direct loan is evaluated against the base closure, downsizing and extended troop deployment probabilities and recoveries used for DoD credit authorities.

The scoring for a loan guarantee attempts to quantify the Government's obligation if the loan were to default and the guarantee were to become payable at any given time during the project term. The remaining balance of the loan is evaluated against the base closure, downsizing and extended troop deployment probabilities and recoveries used for DoD credit authorities.

Participation Test for Direct Loans and Loan Guarantees

For both on-base and off-base revitalization projects, substantial private sector risk is necessary to conform to the provisions of the Federal Credit Reform Act. Each housing privatization project that uses a direct loan or loan guarantee must meet the following risk or "participation" test: at least 20 percent of all resources for a project must be provided from private sources without government involvement. If a project does not pass the participation test, the full amount of a loan or guarantee will be recorded as an obligation of the government. This is especially critical for on-base projects, given the inherent governmental nature of any construction and federal use of projects built on federal land. Additional information for determining government and private sector participation is included at the end of these guidelines.

Additional Considerations for Direct Loans and Loan Guarantees

Loans that subordinate the government's position, but have fixed repayment schedules, are scored similar to first mortgages. The credit subsidy, however, may be higher because the government is not the first creditor to be

paid in case of default. A guarantee of bonds exempt from federal taxes will be recorded as an obligation equal to 100 percent of the amount of the guarantee.

Discount Rate for Direct Loan and Loan Guarantee Calculations

DoD should use the effective interest rate as computed by OMB's "basket-of-zeroes" discounting method. This is the rate required by the Federal Credit Reform Act to estimate the cost of credit programs for the budget. The "basket-of-zeroes" discounting method defines the present value of a series of payments as the value today of a collection of zero-coupon bonds that, at maturity, exactly match the cash flow observations.

Differential Lease Payments

Differential lease payments provide additional income stream to a housing provider. Use of this authority will be scored "up front", with the value of the total stream of payments under the commitment recorded as an obligation at the time a contract is finalized.

Income / Occupancy Guarantees

Income / occupancy guarantees are scored at 100% of the maximum exposure for the term of the guarantee.

Investments

If the DoD acquires part ownership of a corporation or limited partnership through the purchase of stocks, bonds, or other types of equity, an obligation will be recorded equal to the cash investment at the time a contract is finalized. That is, investments are scored at 100 percent.

Conveyance of Real Property

The DoD may convey property in exchange for housing or an equity investment in a corporation or limited partnership. There will be no OMB scoring impact.

Provision of Goods and Services

The DoD shall not provide goods or services normally paid for by a developer, homeowner, or tenant (e.g., utilities, maintenance, waste removal, pest control, snow removal, or roads for exclusive use in housing areas) as a subsidy to housing providers. When appropriate, the Department may provide goods and services, at cost, on a reimbursable basis, to housing providers or tenants.

Assignment of Service Members to Housing

The assignment of service members to housing on a mandatory basis is inconsistent with privatization. Moreover, mandatory assignments would reduce economic risk to the private sector and reduce incentives for private developers to build, operate and maintain quality housing. Any proposal to privatize DoD family housing should not include mandatory assignment to that housing. Mandatory assignments to housing, when combined with a loan guarantee for base closure, extended deployments, or downsizing, would effectively remove default risk and, therefore, would require the full face value of the loan to be counted as government participation.

OMB Review Process

OMB will work with the DoD Competitive Sourcing and Privatization (CS&P) Office prior to issuance of a Request for Qualifications (RFQ) and contract award, to review and approve/amend the Army's CS&P scoring determinations for each proposed project.

Scoring of the RFQ will involve two steps following the RFQ two-step process. In the first step of an RFQ, the Army makes a commitment to pay a fixed fee, \$350,000, for the developer's plan. The fixed fee for the plan should be scored before the RFQ is issued.

OMB will review the CS&P scoring determinations as quickly as possible, especially during the period immediately preceding final submittal of the CDMP to the Congress.

2.0 INTERPRETATION OF GOVERNMENT AND PRIVATE SECTOR PARTICIPATION

The factors that CS&P and OMB will consider federal government participation for RFQs include:

- 100 percent of any direct loan amount.
- Issuance of a loan guarantee that protects a lender only in case of default due to base closure, extended deployment, or downsizing. Then, 10 percent of the value (varies due to risk) of a first mortgage shall be considered as government participation. The participation percentage may vary, up or down, depending on the specific conditions that would trigger payment under such a guarantee.
- Cash investments.
- Differential lease payments.

- Income or occupancy guarantees.
- Income from conveyed assets prior to renovation.

The factors that CS&P and OMB will consider private sector participation include:

- Cash investments.
- Value of assets other than cash (excluding assets conveyed to private sector by the federal government)
- Portion of net income generated by new units used to fund construction and revitalization costs or capital improvements, or in the case of revitalized units, the portion of net income (after revitalization) used to fund construction and revitalization costs or capital improvements.
- 80 percent of the value of a first mortgage if the DoD issues a loan guarantee that protects a lender only in case of default due to base closure, extended deployments, or downsizing. The participation percentage may vary, up or down, depending on the specific conditions that would trigger payment under such a guarantee.

APPENDIX H
GLOSSARY OF SELECTED TERMS
DACA31-01-R-0017

APPENDIX H
GLOSSARY OF SELECTED TERMS
DACA31-01-R-0017

The Terms within this glossary are defined for purposes of this solicitation. If the definition of a term conflicts with general usage, the definition in this Appendix F or within the solicitation controls.

Advisors: Personnel who may assist the evaluators and provide their specialized, expert input regarding the strengths, weaknesses, proposal inadequacies, risks, and deficiencies in proposals. These advisors will not determine ratings or rankings of offerors' proposals.

Ancillary Supporting Facilities: Facilities related to military housing units, which include tot lots, community centers, housing offices, dining facilities, unit offices, and other similar facilities for the support of military family housing.

Audited Financial Statements: Financial statements of a company that have been professionally examined and verified by a Certified Public Accountant (CPA) to ensure fairness, consistency and conformity with Generally Accepted Accounting Principles (GAAP).

Basic Allowance for Housing (BAH): Represents the amount allocated to each service member to cover the cost of housing, utilities, and insurance. It is adjusted annually to reflect increases or decreases in the local market area cost of housing. It is also adjusted when the service member's rank changes.

Basket-of-Zeros: A discounting method, which defines the present value of a series of payments as the value today of a collection of zero-coupon bonds that, at maturity, exactly match the cash flow observations.

Cash Waterfall: A display that depicts the projected uses of project revenue, and the seniority and cost of those uses. The chart reflects the uses of the BAH revenue, in order of priority (i.e., operating expenses before loan repayment).

Clarifications: Limited exchanges, between the Government and offeror's, for the sole purpose of eliminating minor irregularities, informalities, or apparent clerical mistakes in the proposal. See FAR 15.306(a).

Comments: An observation that, had the weakness been addressed in a different manner, it would have added more value.

Communications: Exchanges between the Government and offerors after receipt of proposals, leading to establishment of the competitive range. This term is normally used to clarify adverse past performance information to which an offeror has not had a prior opportunity to respond. Communications may be conducted to enhance Government understanding of proposals, allowing reasonable interpretation of the proposal or to facilitate the Government's evaluation process. See FAR 15.306(b).

Community Development and Management Plan ("CDMP"): Business plan for the specific installation project that will set forth the terms of the contractor's long-term relationship with the Army.

Competitive Range: A range established by the Contracting Officer and approved by the Source Selection Authority that includes all of the most highly rated offerors / proposals that have met acceptability standards for the evaluation factors. Discussions must be held with all offerors determined to be in the competitive range. See FAR 15.306(c).

Completed Project: Construction or renovation is substantially concluded and occupancy has begun.

Contracting Officer: The only person with the authority to sign the contract, obligate government funds, and enter into, administer, and/or terminate a contract. See FAR 2.101.

Contractor: Also known as the development partner, i.e., an entity having a contract to provide specific services / products / deliverables. Also, the awardee of this contract.

Debt: Capital loaned, without an ownership interest, at an agreed upon interest rate for a determinable term of years.

Differential Lease Payments: Payments that provide additional income stream to a housing provider or entity (e.g., partnership, corporation).

Direct Loan: A loan that is made by the government to the contractor under the Military Housing Privatization Initiative (MHPI) authorities.

Discussions: Meeting with potential contractors that take place with all firms within the competitive range, tailored to each offeror's proposal, to maximize the Government's ability to obtain best value, based on the requirements and the evaluation factors set forth in the Request for Qualifications.

Equity: The portion of an ownership interest in an asset such as real property or securities that is net of the amount financed. The amount of cash or other tangible capital invested in a real property asset whose risk of return is solely dependent upon the financial success of the asset and which is typically not secured by a debt instrument.

Escrow: Money, securities, or other property or instruments delivered by one party into the hands of a neutral third party, to be held by the third party until the conditions of a contract are met, and then delivered to the ultimate recipient. Also, an account for payment of specific items, such as property taxes and insurance.

Evaluation Factors: Factors that will be considered in evaluating proposals tailored to the RFQ that have an impact on the source selection decision.

Evaluation Team: Evaluation Team (ET) will examine each offeror's submittal applying the evaluation factors contained in the RFQ and following the source selection plan. The ET will produce a summary of facts and findings required in further conduct of the evaluation process. The ET shall report to the Source Selection Authority.

First Mortgage Loan: A real estate loan that gives the mortgagee (lender) a primary lien against a specified piece of property. A primary lien has precedence over all other liens in case of default.

Fiscal Year: A continuous 12-month time interval used for financial reporting. It is also the federal budget cycle which starts on 1 October and ends on 30 September of each year.

Gap Financing: Financing for the difference between how much a project costs and how much a borrower has available to finance the project through equity and first mortgage loan.

Generally Accepted Accounting Principles (GAAP): A technical term encompassing conventions, rules, and procedures of accounting that are "generally accepted" and have "substantial authoritative support". Normally developed by agreement on the basis of experience, reason, custom, usage, and practical necessity, rather than being derived from a formal set of theories.

Ground Lease or Land Lease: A contract where an owner of land grants to another the right to possess and use that land for a specified period of time in exchange for valuable consideration.

Guaranty: An agreement to pay the debt or perform the obligation of another in the event the debt is not paid or obligation not performed.

Guaranteed Loan: A first lien mortgage loan made by an approved private sector lender, for which DoD guarantees payment to the lending institution if loan defaults are caused by specified events, including most importantly, base closure, downsizing, and extended deployments (collectively referred to as “guaranty threshold events”).

Guaranty Threshold Events: A base closure, downsizing, or extended deployments.

Hard Costs: In new construction, includes payments for land, labor, materials, improvements, and the contractor’s fees.

Joint Venture: An association of two or more firms or individuals to operate a single business entity for profit.

Loan: A written promise committing the borrower to pay the lender an agreed-upon amount of money either on demand or at a specified future date, with or without interest.

Military Housing Privatization Initiative (“MHPI”): The authorizing legislation for the military family housing privatization program. This legislation is found at title 10 of the United States Code, Section 2871 through 2885.

Office of Management and Budget (“OMB”): Part of the executive Office of the President that recommends and monitors federal programs and funding levels, develops and issues government-wide policy guidance on management concerns, and reviews proposed regulations. It is the governmental entity responsible for determining scoring implications.

Office of Management and Budget (OMB) Scoring: The quantification of a future / potential liability to the government as a result of a contractual obligation or agreement. OMB scoring, as mandated by the Credit Reform Act of 1990 and further refined in OMB Circulars A-11 and A-129, requires the government agency involved to obligate funds to cover the scoring determination prior to the closing of the contract / agreement. By obligating these funds up-front, the government is effectively setting aside, similar to an insurance premium, that amount determined to cover the down-stream liability in the event that liability occurs.

Operated or Managed: Includes without limitation -- leasing, marketing, lease renewals, rent collection, payment of expenses, cash receipts and disbursements, funding reserve accounts, performance of repairs and routine maintenance as well as scheduled capital improvements, establishment of

community governance structures, adherence statutory and regulatory requirements, and promotion of a pleasant living environment.

Ownership interest: Partner has contributed cash or other equity directly to the entity that controls the project and the risk of return of that amount contributed is directly affected by the success of the project.

Past Performance Data: Data submitted with the offeror's proposal, contractors' references, contractor report cards, survey data, or other data available to the source selection authority.

Privatization: The process of converting a publicly operated enterprise into a privately owned and operated entity.

Pro Forma Financial Statement: Financial statements showing what income, expenses, and net earnings are expected to occur based on assumed or anticipated facts.

Project's Lock Box: A payment structure that ensures funds designated for a particular use are indeed used for that purpose. Normally, the lock-box format is tied to the cash waterfall.

Proprietary Information: Data or information owned by a contractor that is not publicly available, and which may be used only with the permission of the owner.

Property Management: Operation, administration and superintendence of existing real estate properties.

Repayment Plan: An alternate repayment schedule that is agreed upon by project creditors as part of a loan default cure.

Scoring: See Office of Management and Budget (OMB) Scoring above.

Significant Weakness: A flaw in a proposal that appreciably increases the risk of unsuccessful contract performance.

Small Business Concern: A concern, including its affiliates, that is independently owned and operated and is not dominant in the field of operation in which it is bidding on government contracts. A small business concern must meet government criteria and size standards for its particular industry. See FAR 19.001.

Soft Costs: Outlays for architecture & engineering, interest, fees, appraisals, marketing, and third-party charges associated with real estate development.

Source Selection: A competitive procurement process where this award decision will be based on a detailed examination of the Statement of Qualifications, evaluation factors, and the oral presentations.

Source Selection Authority (SSA): The individual responsible for the proper and sufficient conduct of the entire source selection process, encompassing proposal RFQ, evaluation, selection, and contract award. The SSA approves the competitive range and, along with the Contracting Officer, makes the final selection of the source(s) for award and approves execution of the contract(s).

Source Selection Plan (SSP): A comprehensive plan that describes the approach and selection criteria for the evaluation and rating of the proposals and how the contractor will be selected.

Statement of Qualifications (“SOQ”): Written document submitted by an interested offeror in response to Section 4.3 of this RFQ.

Strength: A characteristic of an offeror’s proposal that meets and / or exceeds an element of the solicitation and contributes to the conclusion that the offeror can successfully accomplish the installation project.

Weakness: A characteristic of an offeror’s proposal that fails to meet an element of the solicitation and contributes to the conclusion that an offeror cannot successfully accomplish an installation project.

Zero-Coupon Bond or Deep Discount Bond: A bond with a coupon rate of zero percent (pays no explicit interest) whose face value is paid at maturity, it is called a zero-coupon bond. Ordinarily, such securities are not issued by the Treasury for maturities of longer than one year, but are indirectly available through the Separate Trading of Registered Interest and Principle of Securities (STRIPS) program which allows holders of eligible securities to separately trade coupon or principal payments in the secondary market and to combine them.

Welcome to the Past Performance Questionnaire for the Department of the Army (DA) Residential Communities Initiative (RCI) solicitation for Fort Bragg, NC, Fort Campbell, KY, Fort Stewart / Hunter Army Airfield, GA, and Fort Polk, LA. The purpose of this questionnaire is to gather information on offerors' past performance in the areas of quality, timeliness, cost control, business relations, and customer satisfaction.

APPENDIX I

PAST PERFORMANCE QUESTIONNAIRE

DACA31-01-R-0017

**APPENDIX I
PAST PERFORMANCE QUESTIONNAIRE
DACA31-01-R-0017**

1. Offeror Name:
2. Offeror Address:
3. Date Questionnaire Completed:
4. Your Name and Title:
5. Your Company Name and Address:
6. Your Company Phone Number:
7. Solicitation Number: DACA31
8. Most Relevant Function of Contract performed by Offeror:
 - Housing Development
 - Asset Management
 - Financial Services
9. Complexity of Work:
 - Difficult
 - Average
 - Simple
10. Contract Dollar Value:
 - < \$1,000,000
 - \$1,000,000 - \$10,000,000
 - > \$10,000,000
11. Contract Completion Date (Month and Year date)
12. Type and Extent of Work (what percentage of work performed by offeror):
 - 0 - 20 %
 - 21 - 40 %
 - 41 - 60 %
 - 61 - 80 %
 - 81 - 100 %

17. Of the offeror involved in the work, how would you rate their overall performance?

- Excellent
- Good
- Average
- Fair
- Poor

18. Do you have any reservations about doing business again with this firm?

- Yes
- No