

Headquarters U.S. Air Force

Integrity - Service - Excellence

Debunking Myths and Misconceptions about the Air Force Community Partnership Program



*“Military installations and local communities
partnering to achieve mutual value and benefit”*

14 June 2017



Agenda

- Introduction
- Air Force Community Partnership Program Fundamentals & Resources
- Myths and Misconceptions
- Questions and Closing

Questions

- Please submit questions through the chat feature in the AdobeConnect Room
- Questions will be reviewed at the end of the presentation

Please mute your line during the presentation

***Air Force Community
Partnership Program
Fundamentals & Resources***



AF Community Partnership (AFCP) Program

- Since January 2013, AFCP program has enabled 55 installations and communities to partner across a wide range of initiatives
- To date, identified 1,000+ win-win initiatives, signed 260+ agreements, garnered over \$42M in AF benefit and \$24M in community benefits
- PLUS...the Air Force and communities are building much deeper, more meaningful relationships producing immeasurable intangible rewards
- AFCP framework and tools 85% implemented...now focusing on large return on investment initiatives and initiatives with AF-wide applicability



Breaking Barriers ... Since 1947



Common Partnerships



Base Supplies & Services



Job Fair

Dependent Employment



Transition Assistance



Morale, Welfare, & Recreation Activities



Mutual Training



Small Arms Ranges



Emergency Response

Breaking Barriers ... Since 1947



AFCP Program Fundamentals

■ The AFCP Program Is

- A **framework** to match installation and community needs and resources to increase efficiency, reduce costs, and improve quality of life
- A **resource** for partnership education, training, toolkits
- A way to facilitate and spark brainstorming of partnership ideas and then fill the gaps

■ The AFCP Program Is Not

- The only way to formalize partnerships
- A way to circumvent existing authorities/approval processes
- A blanket authority or process to implement/sign agreements

The Air Force helps cultivate partnerships between installations and their communities.



AFCP Program Resources

- **Policy & Oversight**
 - AF Policy Directive (AFPD) 90-22 “AF Community Partnership Program”
 - Joint SAF/IEI & SAF/AQC memo on IGSA’s – 24 Aug 15
- **Meeting Support**
 - Initial Process Facilitation and Training (“Teach a Person to Fish”)
 - Ongoing Meeting Support (Quarterly Updates/Refresh)
- **Technical Reachback (SMEs and Coaching)**
- **APAN SharePoint Site**
 - Partnership Development Tools (e.g., Partnership Checklist)
 - AFCP IGSA Partnership Package
 - Frequently Asked Questions for IGSA’s
 - AFCP Quick Reference Guide
- **Continuing Training (e.g., Brownbags)**

Myths and Misconceptions



General Myths & Misconceptions

1. Misconception: “We have good meetings with our community, so we are okay”

Facts:

- **Don’t assume that communities understand your needs just because leaders hear supportive words at Chamber of Commerce luncheons**
- **Having meetings is good, but a meeting without some specific tasks focused on a common objective does not help achieve new results**
- **AFCP can add rigor and structure to a process to ensure the right people are at the table with the right information and resources**

**Identify ways to get to “Yes” by identifying resource requirements:
Time, Money, Manpower, Authority**



General Myths & Misconceptions

2. Myth: AFCP is a mandatory program that all bases must use

Facts:

- Partnering with communities has been going on for decades
- AFCP is a VOLUNTARY technical assistance program
- AFCP can help make partnering more dependable and repeatable
- We must all acknowledge that partnering will become more and more important as time goes on
- “Partnership” is as much a state of mind as it is a program



General Myths & Misconceptions

3. Misconception: AFCP is, above all, about saving money for the Air Force and leveraging communities for additional support

Facts:

- **Partnership agreements are predicated on seeking MUTUAL value for the base and community**
- **Shared resources should be balanced to benefit both the Air Force and communities**
- **Individual partnerships may benefit the Air Force more and some may benefit the community more – the overall effects, however, should serve both partners relatively equally**
- **The best partnerships increase the mission readiness of both the Air Force and our partners!**



General Myths & Misconceptions

4. Misconception: AFCP exists to increase the number of partnerships between bases and communities

Facts:

- Increasing the number of partnerships isn't the goal...
- Addressing the challenges brought on by declining resources for our bases and communities is the goal
- Partnerships are an effective way to attain this goal because bases and communities are very similar
- Partnerships allow us to leverage these similarities so we can improve the quality of life and organizational effectiveness of all involved, especially when faced with resource constraints
- Partnerships are a tool for achieving an outcome that can't be realized with existing resources or traditional approaches



General Myths & Misconceptions

5. Myth: “We will not save enough money to pursue working with the community on a specific item”

Facts:

- **A monetary value is important, but should not be the only decision point about which items to pursue**
- **We need to identify and pursue items with common value for both the base and local community.**
- **We don't know what values may be created until we fully explore the idea**
- **Sometimes we can even expand capabilities at no cost to either partner – the ultimate “win-win”**



General Myths & Misconceptions

6. Misconception: “The community would never want to do _____”

Facts:

- Has someone asked the community at the correct level/time?
- Do you really understand all of the community’s needs and capabilities?
- If one community organization doesn’t want to do something, does that mean that all community organizations don’t want to do it?



General Myths & Misconceptions

7. Misconception: Leadership Committees (LCs) exist to prioritize partnerships

Facts:

- **Prioritization is only one function of the LC**
- **The LC should build a sustainable partnering program by:**
 - **Embedding the partnership mindset in the DNA and daily thoughts of staff**
 - **Viewing partnerships as a tool for maximizing operational effectiveness and minimizing costs**
 - **Building relationships, not just negotiating deals**
- **The LC should maximize the value of each partnership by:**
 - **Engaging the right resources at the right time**
 - **Holding work groups accountable**
 - **Monitoring the value and benefit**



IGSA Myths & Misconceptions

IGSA BASICS:

Intergovernmental Support Agreements (IGSAs) - 10 USC 2679

- **IGSAs may:**
 - **Be entered into on a sole source basis**
 - **Be for a term not to exceed five years**
 - **Use wage grades normal for state or local government providing the service**
 - **Only be used when the provider already provides such services for its own use**
 - **Apply only those provisions of the FAR which best protect the interests of the Air Force (Aug 2015 SAF/IEI & AQC Memo)**
 - **Allow the Air Force to provide services to our partners**



IGSA Myths & Misconceptions

8. Misconception: AFCP is an IGSA-driven program that is focused primarily on high-dollar partnerships

Facts:

- **The program does target significant cost savings and IGSA's are an excellent means to achieve that**
- **Unfortunately, the “portfolio approach” to partnership prioritization is often overlooked – we need everything from quick wins to bold goals in the mix**
- **When applied appropriately the portfolio approach can actually help bases and communities get to those high-dollar savings even quicker**



IGSA Myths & Misconceptions

9. Myth: EVERY agreement generated through the AFCP Program MUST use the IGSA authority

Facts:

- **There are at least 22 other authorities that can be used, depending upon the circumstances**
- **Bases should engage contracting and legal early to help identify the best way to say “Yes”**
- **IGSA-based agreements may offer better flexibility, be more attractive to communities, and offer more benefits to the Air Force than other types of agreements**



IGSA Myths & Misconceptions

10. Myth: “IGSA” is a contract vehicle

Facts:

- **IGSAs may be used if the Secretary determines that the agreement will serve the best interests of the Air Force**
- **Once a base has concurrence from SAF/IEI to use an IGSA, it begins sole-source negotiations with a State or local government entity to implement the agreement using a Memorandum of Understanding (MOU)/Memorandum of Understanding (MOA) or FAR-based contract**
- **Keep in mind that while the FAR does NOT apply to agreements under the IGSA authority. Air Force policy calls for Contracting Officers to use their best judgement and include FAR clauses in agreements, particularly those in FAR Part 12**



IGSA Myths & Misconceptions

11. Myth: You have to get SBA to agree to release a contract from the 8(a) program before you can use IGSA to partner with a community

Facts:

- **IGSAs are exempt from the laws governing the award of Federal government contracts for supplies and services**
- **Therefore, an agreement under that authority is not subject to small business requirements contained in the FAR**
- **Bases should still consider impacts to their small business goals, and must document that during coordination in the IGSA Package using the Small Business Checklist**
- **This assures SAF/IEI that the base has considered impacts to its small business program prior to seeking IGSA approval**



IGSA Myths & Misconceptions

12. Myth: All of FAR Part 12 MUST be used on every IGSA-based agreement

Facts:

- **Air Force policy calls for contracting officers to use their best judgement and include FAR clauses in agreements, particularly those in FAR Part 12 (Aug 2015 AQC memo); GENERALLY this includes**
 - **52.212-3 – Offeror Reps and Certs (Contracting Officer may tailor)**
 - **52.212-4 – Contract Terms & Conditions (Contracting Officer may tailor)**
 - **52.212-5 – Terms & Conditions to implement Statutes & Executive Orders (EOs) (Contracting Officer may tailor)**
- **Other potential clauses: Wide Area Work Flow [(WAWF), the electronic invoicing process], ordering, options, physical access to an Air Force base, etc.**



General Myths & Misconceptions

13. Misconception: SAF level support ceases after the Tabletop Exercise

Facts:

- **On-the-ground AFCP facilitation support does become less frequent after the Agreements Workshop; however, the facilitation team and Program Management Office (PMO) are always available to installations and partnering communities that have questions or information requests**
- **The Partnership Broker remains engaged as long as needed, and can bring the Lead Facilitator and other support in as required**
- **The SharePoint site on APAN is also a great resource**
- **The program is about embedding partnership into the “organizational DNA” of partners**

Questions and Closing



Speaker Contact Information

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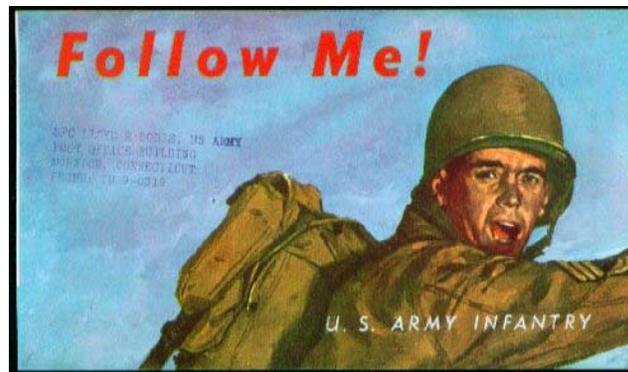


Vision and Goals... Potential for Shared Solutions

Practice the “Art of the Possible”

*Identify shared solutions to shared problems and
create a culture of collaboration*

Leadership is Key!



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Backup



AFCP Program Information

- AFCP Public Facing Web site (no password required)
 - <https://community.apan.org/wg/airforcepartnerships>
- AFCP SharePoint site (requires username and password)
 - <https://wss.apan.org/s/airforcepartnerships/>
- AFCP Program Director, Mr. Teran Judd, 703-692-1472

AIR FORCE COMMUNITY PARTNERSHIP PROGRAM

The Air Force Community Partnership program has been heralded by our Wing Commanders and community leaders as an ideal forum of exploring **win-win partnerships**.

In an effort to **"Make Every Dollar Count,"** the Air Force has made a concerted effort to **cultivate partnerships** between our installations and the local communities.

Since January 2013, the Air Force Community Partnership program has **inspired 53 installations** and **communities** to partner across a wide range of initiatives.

Beyond the tangible savings, the program **creates** an invaluable **forum** for fostering relationships and **promoting innovation**.

The **Air Force process** tapped into the intellectual capital and **innovative spirit** of installation and community leaders to find creative ways to accomplish the Air Force mission and **enhance communities**.

Installations and communities now have the framework and tools needed to finalize many of the **initiatives** identified to date, such as shared medical/EMT training, joint small arms ranges, and shared refuse management services.

Installations and their **communities** developed more than **1,000 initiatives**, and signed **200 agreements** that generated **\$39M in Air Force benefit** and **\$24M in community benefit**.

Without losing focus on fostering a partnership mentality across the Air Force, and while continuing to strengthen its foundation by building upon concepts under development, we are now turning our attention to **cultivate initiatives** that show significant **promise of large returns-on-investment** or have Air Force-wide application.

From **working** with local municipalities to sharing small/large weapons firing ranges and **sharing** ballfields, and golf courses, the potential to **save Air Force resources** while **strengthening relationships** with the community is huge.

The Air Force Community Partnership program will **transition** to the **Air Force Installation and Mission Support Center** by Fiscal Year 2018; Air Force Headquarters will retain policy responsibilities.

AFCP Program Web Sites
The AFCP program SharePoint site contains information about the program (Signed agreements, Toolkit/templates, Base resources, Installation meeting documents, Educational resources (briefings, articles, fact sheets, etc.), Site Index)

To Register For An Account
<https://wss.apan.org/s/airforcepartnerships/> or www.airforcepartnerships.org (only for use outside the AF firewall)

The AFCP New, Public Facing Web Page
<https://community.apan.org/wg/airforcepartnerships> (News, Success Stories, Frequently Asked Questions)



Directions for AFCP SharePoint Account

How to Register:

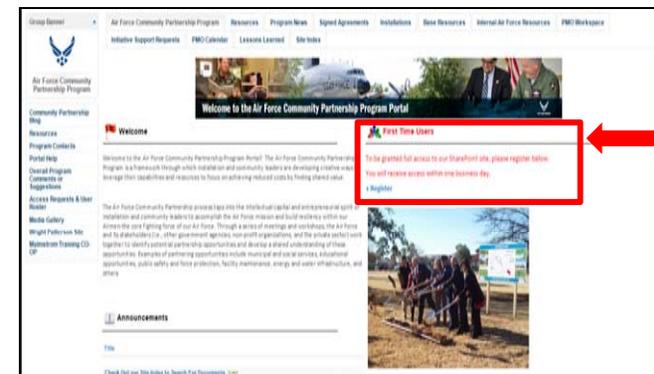
The process of establishing an account consists of two steps:

1. Create an APAN account:

- To register for an account, go to <https://wss.apan.org/s/airforcepartnerships>
- In the upper right hand corner of the site, click the green “**Create an Account**” button
- Enter your e-mail address as requested
- A validation e-mail will be sent to you from APAN Support. Follow the instructions provided in the e-mail to set up your account

2. Register on the site as a user:

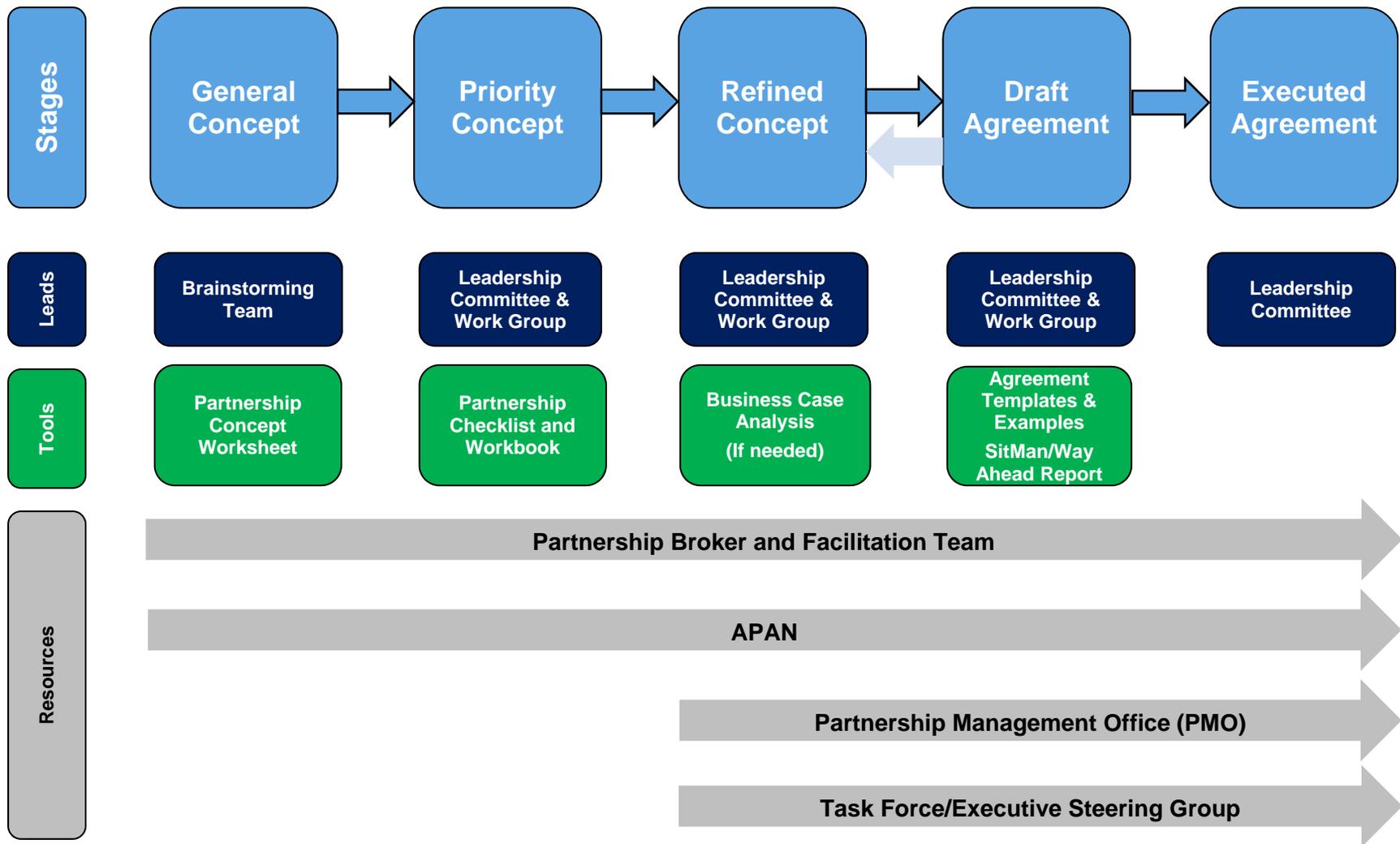
- After you have set up your account, log back into APAN(<https://apan.org/>). Cut and paste the link into your browser (<https://wss.apan.org/s/airforcepartnerships>) and hit Enter to go to the SharePoint site
- Register under First Time Users on the main page to be added as a user. Until you request access, you will only have limited access to content on the Welcome page. You will receive access within one business day



Hosted on All Partners Access Network (APAN), a web-based, non .mil collaboration platform developed to foster information and knowledge sharing between DOD and non-DOD entities

For any technical issues or questions, please contact: Marta Dunn, Knowledge Manager, SAF/IEI, Ctr; E-mail: dunn_marta@bah.com; Phone: 703.622.5581

Partnership Concept Evolution



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Commissary Donations Tinker AFB

- **Need/Requirement**
 - Better use of a valuable food waste stream
- **What resources does each partner provide**
 - Tinker AFB provides expired or nearly expired food to Regional Food Bank of Oklahoma
 - Regional Food Bank of Oklahoma, a charitable non-profit, provides food pick-up transportation
- **How does it work**
 - Defense Commissary Agency (DeCA) and Food Bank collaborate on letter of request to OSD Assistant Secretary of Defense for Readiness and Force Management for approval
 - Food Bank provides DeCA copy of tax exempt status
- **What value is created**
 - Community received 41,200 lbs of donated food which equated to 34,333 meals for a total of \$171,600 during the first 15 months
 - Reduces Tinker's landfill disposal tipping fee to save ~\$500/year
 - Vendors give the Commissary a partial refund for donated goods
 - Reduced risk of pests around Commissary dumpsters





Warrior Athlete Center of Excellence

Moody AFB

- **Need/Requirement**
 - **Rehabilitation for injured Airmen**
- **What resources does each partner provide**
 - **Valdosta State University (VSU) students (athletic trainers)**
 - **Moody AFB physical therapy department**
- **How does it work**
 - **Training Affiliation Agreement (TAA) allows senior students from Valdosta State's athletic-training department to be embedded with 23rd MDG physical-therapy on 15-week rotations in athletic training, injury prevention, and rehabilitation**
 - **AF will benefit from using the VSU trainee's clinical experience and performance, while ultimately contributing to the education preparation of future athletic trainers**
- **What value is created**
 - **Dedicated staff to support battlefield airmen**
 - **VSU athletic trainer students provided internship opportunity**
 - **16 VSU interns have now been through this program**



Sean Amos, a senior student at Valdosta State University, conducts post deployment physical evaluations at Moody Air Force Base, Ga., Feb. 21, 2014. (U.S. Air Force photo by Airman 1st Class Ryan Callaghan/Released)



Reduced Tipping Fees

Joint Base Andrews

- **Need/Requirement**
 - JB Andrews seeking to reduce cost while maintaining quality of service
- **What resources does each partner provide**
 - Prince Georges County gives JB Andrews a reduced tipping fee for a guarantee to deliver all JB Andrews refuse
 - The county receives additional 4000 tons / year of refuse and increased revenue
- **How does it work**
 - The reduced tipping fee is 25% below the rate now paid by JB Andrews (\$59/ton to \$45/ton)
 - Andrews modified their hauling contracts to direct haulers to a facility where tipping fees are a direct reimbursable therefore allowing JB Andrews to directly benefit from a lower tipping fee
- **What value is created**
 - The estimated annual cost saving is approximately \$56K.
 - Prince Georges County receives approximately \$180K/year or \$900K over the 5-year agreement



Landfill cell construction, Brown Station Road Sanitary Landfill



Wastewater Treatment Plant Operation Moody AFB

- **Need/Requirement**
 - More efficient water/wastewater treatment operations
- **What resources does each provide:**
 - Moody water and wastewater plants on base
 - Lowndes provides manpower, expertise, and equipment/supplies to operate the plants
- **How does it work:**
 - Moody establishes a sole-source service contract for operation and maintenance of the plant infrastructure; installation of an interconnection between the municipal and base water supply systems
 - Lowndes takes over operations and assumes responsibility for consumables and maintenance
 - Both share in cost of constructing the interconnection
- **What value is created:**
 - Moody estimates a \$210,000 annual savings
 - Lowndes County gains expanded customer base, service redundancy; avoids cost of building a plant





Tournament Fields

Joint Base McGuire-Dix-Lakehurst

- **Need/Requirement**
 - Community needed more soccer and lacrosse tournament fields
- **What resources does each partner provide**
 - JB McGuire-Dix-Lakehurst has an old, on-base parade ground which can be used to host large tournaments
 - Non-profit organization does all outreach and coordination necessary to organize tournaments
- **How does it work**
 - Interested parties apply for license with JB MDL
 - JB MDL approves license.
 - JB MDL/users prepare fields
 - AAFES provides food service
- **What value is created**
 - Estimate \$100K - \$125K in revenue for the fields and \$15K-\$17.5K in food/beverage concession revenue
 - Community gains additional capacity to meet demand

