



Army Community Partnership Program



Needs and Capacities Conference (NCC)

Fort Bragg, NC

25 June 2018

Toniann Fisher

John Broughton



Agenda

- 1:30 Welcome and Opening Remarks
- 1:40 Process Overview and Objectives
- 2:15 Round of Introductions
- 2:30 Workgroup Breakout
 - Education & Training
 - Emergency Services
 - Environmental
 - Family, Morale, Welfare, and Recreation
 - Public Works / Infrastructure
- 4:00 Workgroup Debrief
- 4:30 Next Steps / Closing Remarks

IMCOM Vision: Divest, Reshape, Invest

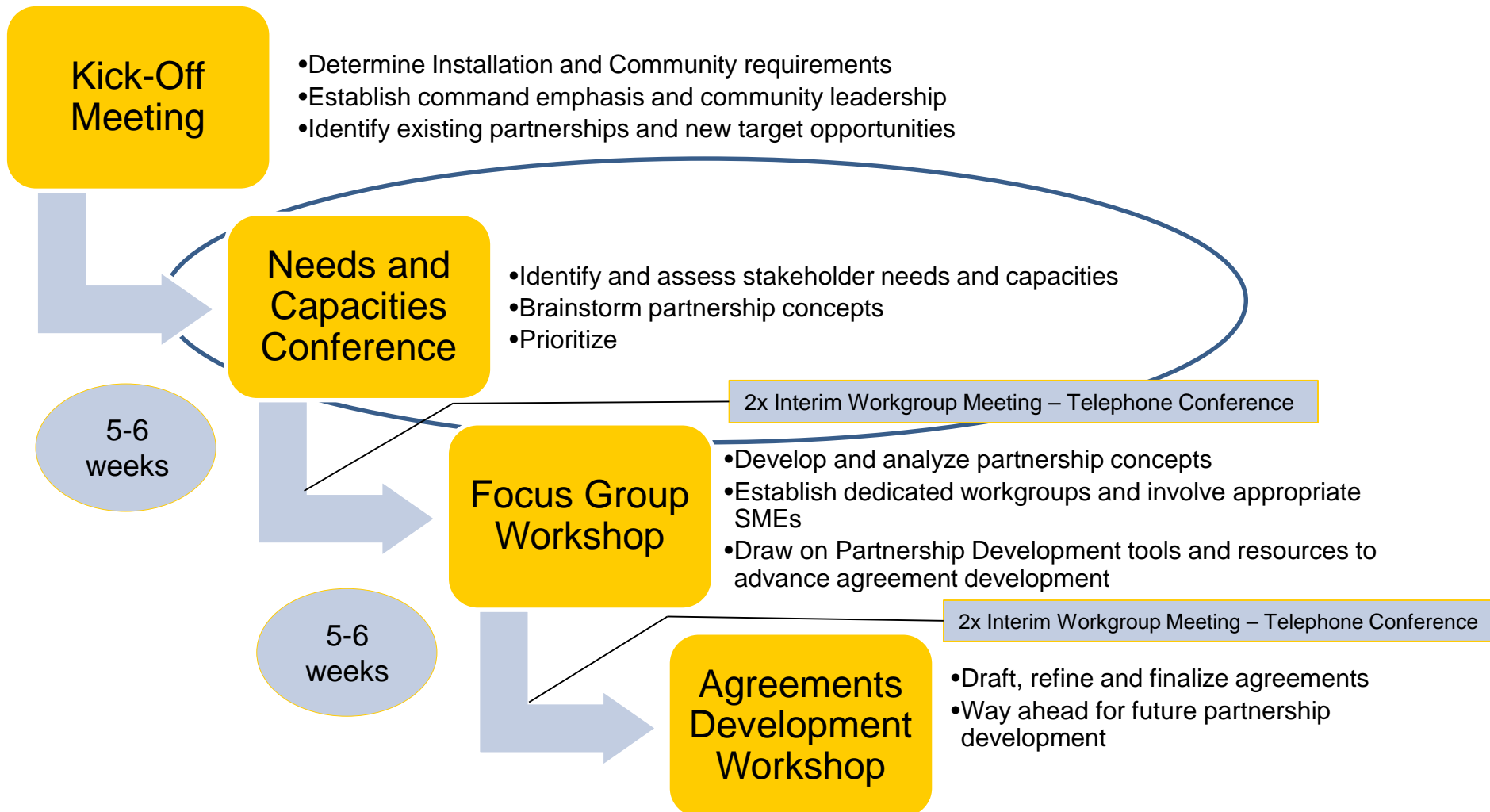
- Divest of unsustainable programs and reshape our resources to apply them to unfunded, higher priority requirements
- Create an understanding and awareness of opportunities and partnership authorities
- Promote and enhance Army readiness through strengthened community bonds
- Identify resources to help support partnerships
- Create new and innovative military-community partnerships

“We cannot do what we do inside the gates, without the support of the people outside the gates.”

- LTG Gwen Bingham,

Assistant Chief of Staff for Installation Management

ACP 4-Step Methodology: Introduction



Program Objectives and Outcomes

Objectives

- Identify cost savings/avoidance
- Strengthen existing relationships and create opportunities
- Leverage IGSA authorities that allow for sole source agreements on installation support services
- Update constraining policies, streamline inefficient processes, and focus on priorities and resources to meet local needs

Outcomes

- Take part in the partnership process
- Leverage partnerships to ensure mission readiness in an era of reduced resources
- Increase and develop new collaborations
- Find new ways to save money and resources

ACP Program Updates

- Identifying trends in contract efficiencies across installation shared support services portfolio
- Considering ways to maximize the fullest implementation of the IGSA authority through policy and legislative changes
- Generating positive momentum at the policy level regarding legislative and OSD policy changes to A-76
 - Clarifies restrictions on public-private competition
- Continued review of Delegation of Authorities
 - Landholding Commanders – for agreements with an annual value not to exceed \$1M

Authorities and Instruments

Intergovernmental Support Agreement (IGSA):

10 USC 2679

Lease/License/EUL:

10 USC 2667

Support Agreement:

DoDI 4000.19

Cooperative Agreement:

DoDI 3210.6

Community Agreement:

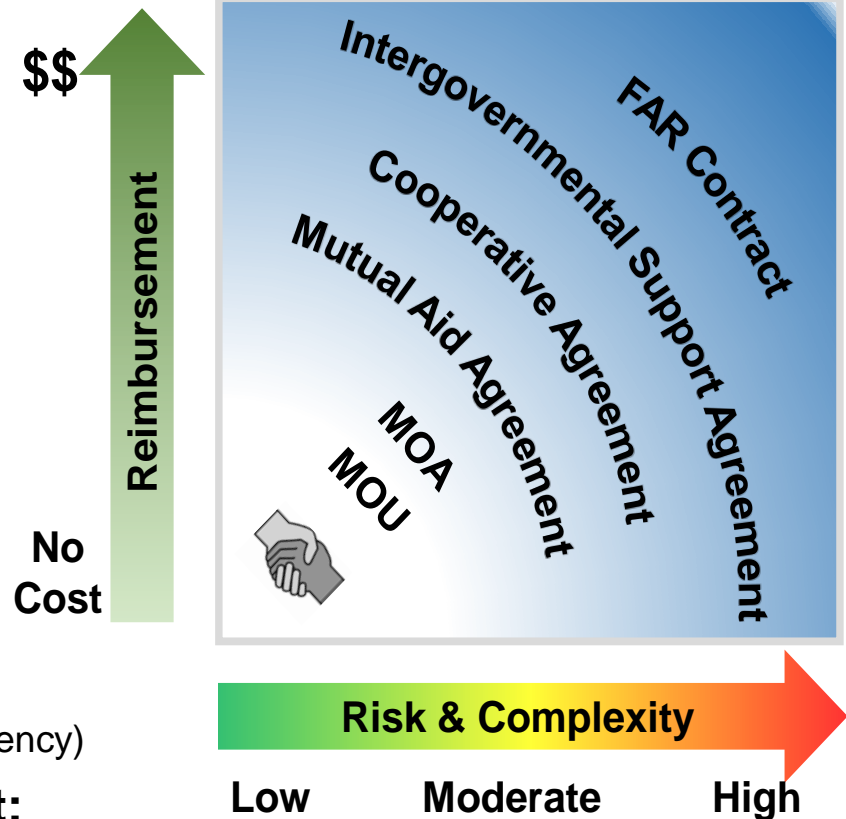
DoDD 1015.10

Mutual Aid Agreement:

DoDI 6055.06 (fire) and DoDI 6055.17 (emergency)

Utilities Privatization/Service Contract:

10 USC 2688, 2913, 2866



IGSA Evolution



10 Years

Presidio of Monterey

- Legislation to establish installation service partnerships
- Gold Standard led to pilot legislation

Authorized Municipal Services

- Refuse collection
- Recreation
- Facility M&R
- Library services
- Utilities

Two Implemented:

- Ft. Huachuca (Library Services)
- Ft. Gordon (Wastewater Treatment)

Intergovernmental Support Agreements

- Defined parameters
- Broadened partnership scope and opportunities

Clarification of IGSA Authorities

- Moved from Acquisitions to Real Property
- No FAR contract mandate
- IGSA defined as a separate, legal instrument

Extension of IGSA Agreement Term

- Increased IGSA agreement term limit from 5 to 10 years

10 USC 2679 – IGSA Authority

Installation-support services: intergovernmental support agreements - **Notwithstanding any other provision of law** governing the award of Federal government contracts for goods and services, the Secretary concerned may enter into an intergovernmental support agreement, on a **sole source basis**, with a State or local government to provide, receive, or share installation-support services if the Secretary determines that the agreement **will serve the best interests of the department by enhancing mission effectiveness or creating efficiencies or economies of scale, including by reducing costs.**

- The service must be pre-existing and any contract awarded pursuant to an IGSA shall have been awarded on a competitive basis.
- Not subject to Federal Acquisition Regulation (FAR)

“I want Garrisons to look for IGSA opportunities”
- LTG Dahl, IMCOM Commanding General,
FY18 Annual Command Guidance

Benefits of IGSAs

Aligns with SECDEF and SECARMY priorities of business reform

- Improves the way Army does business, including implementing priorities to make the Army more lethal, capable, and efficient

Emerges from an established business relationship between the Installation and local Government

- More than good neighbor partnerships – these are business relationships

Other Agreements (MOUs, MOAs, etc.) require authorities, but IGSAs are underpinned by the IGSA legislative authority itself

Provides FAR relief

- Fewer resources (manpower, time, funding) to implement and manage
- Installations can collaborate with local government on concept development

Provides another solution to resolve unmet requirements

- Leverage excess capacity and assets in one area to fill gaps in other areas

IGSA Local and Enterprise-wide Benefits

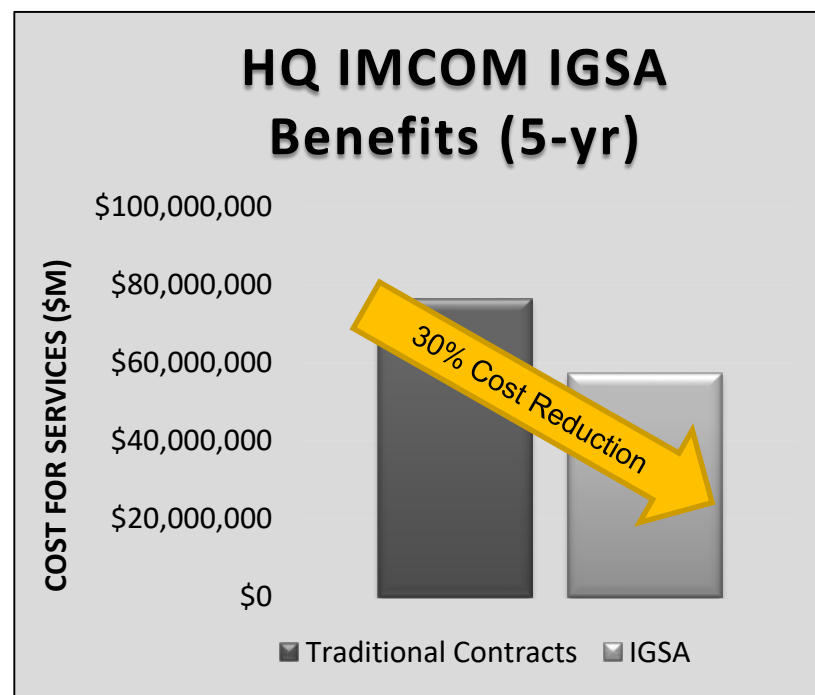
IGSA partnerships create a force multiplier by expanding current capacity and forging future capabilities (sustain / grow mission)

Recent legislative changes have energized Army Garrisons to pursue IGSAs

- Delegation of authority to (DASA) IHP ≤\$3M
- Delegation of authority to LHC ≤\$1M
- FY18 NDAA increased term limit from 5 to 10 yrs

IGSAs yield an average of 30% annual savings
(success-breeds-success)

- The IMCOM contract portfolio is approximately \$4.5B, estimating savings of \$250M - \$300M if only 25% of contracts were converted
- **23 Signed IGSAs and counting!**
 - Annual savings: ~\$7M
 - 5-yr savings: ~\$35M
 - 10-yr savings: ~\$70M
- **Over 60 IGSA concepts under development**
- Significant community benefits through cost savings and access to installation assets

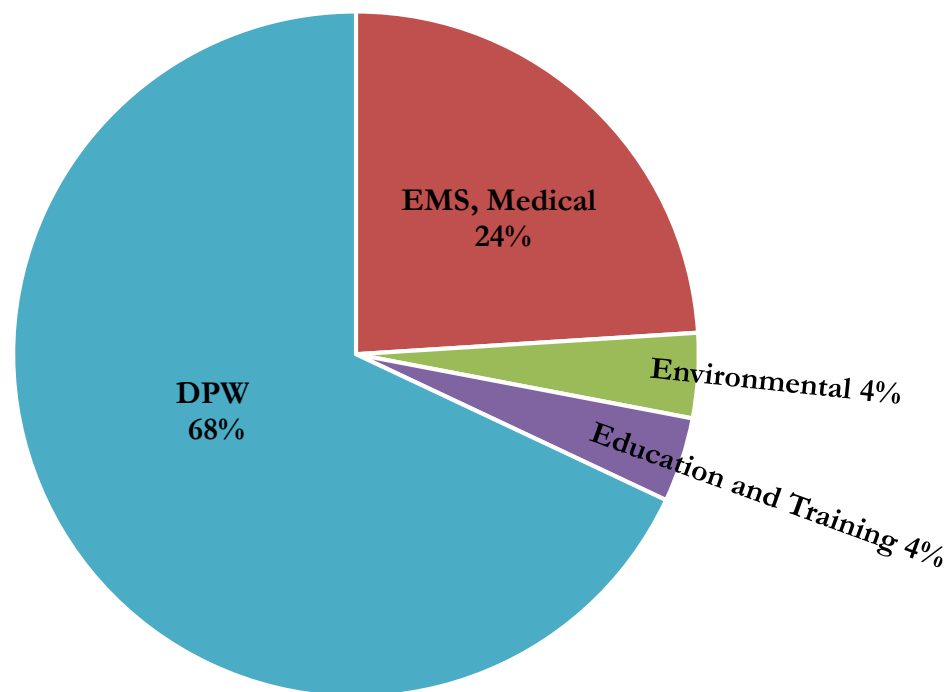


a/o June 2018

Potential Shared Services

- Facilities Maintenance
- Surfaced Area Maintenance
- Grounds Keeping
- Energy and Water Conservation Programs
- Refuse Collection
- Wastewater Treatment
- Custodial Services
- Library Services
- Environmental Monitoring
- Pest Control
- Tree and Vegetation Maintenance
- Fire Alarm Maintenance
- Ecological Monitoring (endangered species)
- Traffic Signal Maintenance
- Natural Resource Surveys
- Transportation Services
- Counseling
- Medical Services
- Recreational Services
- Bulk Supplies
- “Comprehensive Base Operations Services” (i.e. Presidio of Monterey)

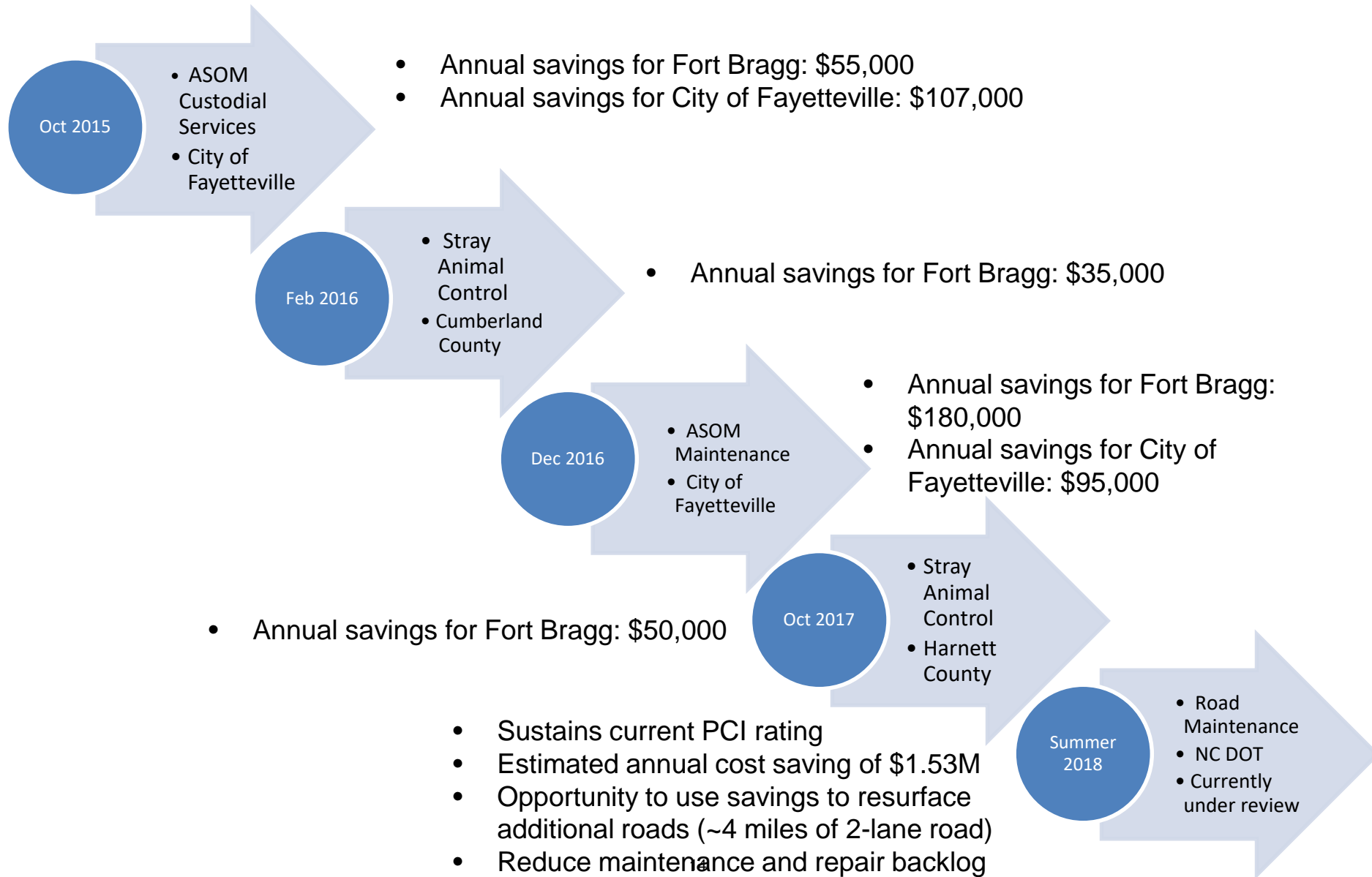
IGSAs by Functional Area



Represents 23 IGSAs in execution, 5 concepts pending approval, and 45 concepts under development.

a/o 6/4/2018

Fort Bragg's Success with IGSA's



Army Community Partnership Website

<http://partnerships.army.mil/latest.html>



Community Partnership Program

Legislation and Regulation ▾

News

Success Stories

Army Recognizes Outstanding Community Partnerships

WASHINGTON -- The Department of the Army announced today the winners of the 2017 Army Community Partnership awards. The awards will officially be presented at the Army Community Partnership Recognition Ceremony on Dec. 4, 2017, at 10:30 a.m. in the Hall of Heroes in the Pentagon, Washington, DC. | [Read More](#)

State of Support 2017

The establishment of state military affairs organizations may have peaked in 2015 when five states formed offices to focus on preserving their defense presence; no new organizations were created in 2016, the period covered by this edition of the survey. Still, the phenomenon remains relatively young, with almost half of the organizations participating in the survey coming into existence since 2011. | [Read More](#)

Public Works Digest

As a result of our fiscal uncertainty, the Army prioritizes today's readiness and accepts risk in modernization, infrastructure maintenance, and sustained end strength in the mid and long term. | [Read More](#)

Army Recognizes Community Partnerships that Saved Millions in Costs

WASHINGTON, D.C.--Fighting fires with civil partners, contracting city workers to save on

MORE STORIES

There's More than One to Forge a Partnership, Hammack Says

In a recent interview about the Intergovernmental Support Agreements (IGAs), Katherine Hammack, assistant secretary of the Army for installations, environment and environment, emphasized that other authorities also are available for installations and their neighbors to forge partnerships. | [Read More](#)

UPCOMING EVENTS

12 NOV

Florida Military Alliance
November 12-14, 2017

4 DEC

Army Community Partnership Recognition Ceremony

12 FEB

ADC Installation Forum
February 12-14, 2017

18 JUN

2018 Defense Community National Summit
June 18-20, 2018
Additional information follows.

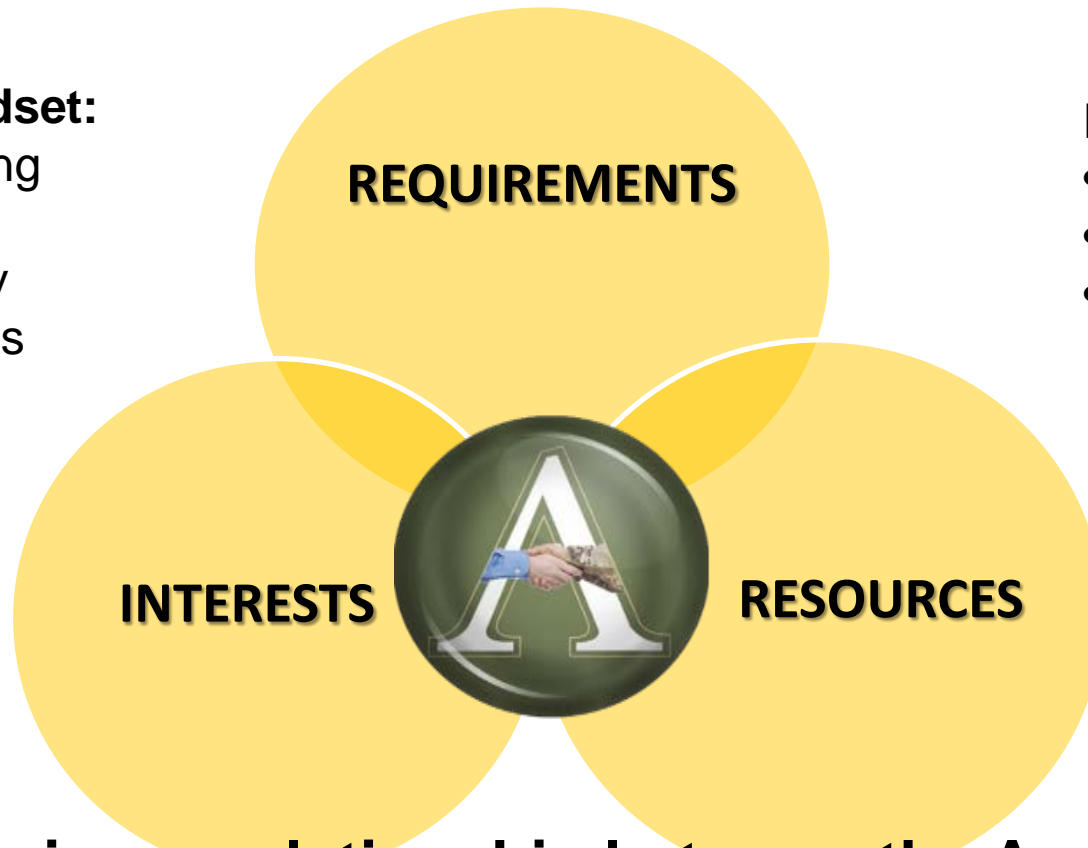
Requirements Driven Process

Shifting mindset:

- New thinking
- Consider Community Agreements First

Benefits:

- Mission
- ROI
- Scalable



Can a business relationship between the Army and the Community provide more efficient, cost-savings solutions to requirements or challenges?

ARMY COMMUNITY PARTNERSHIP Tool Guide

Decision Points

for **Determining
Partnership Tool**

Recommended Partnership Tool

Does the Proposed agreement require the exchange of anything of value, either monetary or in-kind?

N

MOU

Authority may vary

Will the Army use or obtain funds or in kind consideration as reimbursement?

Y

MOA

Will the Army use or obtain police, fire or emergency assistance from a municipal organization?

Y

**MUTUAL AID
AGREEMENT**

42 USC 5121-5206

Will the agreement involve payment or receipt with a State or Local government for installation support services?

Y

IGSA

10 USC 2679

Does the agreement allow for payment or in kind consideration for temporary use of real property (ex. once a week)?

Y

LICENSE

10 USC 2667

Decision Points

for **Determining
Partnership Tool**

Recommended Partnership Tool

Does the agreement allow for payment, possession, and control of real property for an extended period of time (ex. a year)?

Y

LEASE

10 USC 2667

Does the agreement transfer value from and require substantial Army involvement with a non-Federal entity to carry out a public purpose?

Y

**COOPERATIVE
AGREEMENT**

31 USC 6305

Does the agreement involve Army use of a community MWR facility?

Y

**COMMUNITY
AGREEMENT**

DoDI 1015.10

Does the agreement allow for consideration to the Army and for possession, and control of Army real property for an extended period of time (ex. 25 years)?

Y

EUL

Does the agreement involve a limited-source contract between the Army and serving utility for energy management services, efficiency improvements and demand-reduction services?

Y

**UTILITY ENERGY
SERVICE CONTRACT**

Does the agreement transfer Army utilities to a non-Federal entity and shift operation and maintenance responsibility to the entity?

Y

**UTILITY
PRIVATIZATION**

ARMY

COMMUNITY
PARTNERSHIP
AUTHORITIES

ASA IE&E concurrence is
required if it is
equal to or > than \$1M

4. DASA IHP APPROVAL

Reviewed and concurred by the Director,
Installation Services (DAIM-IS)

Forward to
DASA ISP

3. ACSIM PARTNERSHIP OFFICE

Staff for Endorsement or Approval

PO will forward to appropriate HQDA staff offices for review and concurrence. If annual execution value is (greater than) \$250K, but less than \$1M, the Deputy Assistant Secretary of the Army for Installations, Housing and Privatization (DASA IHP) approves. If annual execution value is (equal to / greater than) \$1M, DASA IHP requests assistant Secretary of the Army, Installation, Energy and Environment concurrence.

If equal to or <\$250K,
IMCOM Commanding
General Approves IGSA

Forward to
ACSIM Partnership Office

2. IMCOM / INSTALLATION DIRECTORATES

Staff for Endorsement or Approval

IMCOM IGSA Program Manager (PM) will forward to appropriate staff offices for review and to Installation Directorate for concurrent review and endorsement. If annual execution value of IGSA concept is (greater than) \$250K, IMCOM Deputy Commanding General forwards endorsed IGSA concept to ACSIM Partnership Office (PO) for review and endorsement to appropriate approval authority.

Forward to
IMCOM

1. INSTALLATION/PUBLIC PARTNER

Identify & Initiate IGSA Concept Proposal Development
Complete IGSA Concept packet (1,2,3)

EXECUTE IGSA

**APPROVAL MEMO WITH ANY
IMPLEMENTATION CAVEATS**



U.S. ARMY

IGSA

APPROVAL PROCESS

The IGSA approval process timeline will vary with each individual IGSA concept. On average, the installation should allow for 3-4 months for approval time. Each level of review and approval may require additional coordination, and may require modification of the IGSA concept packet. Details for each of the approval steps are outlined in the IMCOM Operations Order for IGSAs (18-103).



Possible Partnerships



- Bulk purchasing agreements (construction materials, road paving, road salt, etc.)
- Shared disaster recovery resources and facilities
- Joint training (police, fire, medical)
- Maintenance services
- Workforce training and certification
- Installation-university collaboration (interns, graduate studies, etc.)
- Family support services and programs
- Refuse and Recycling

** Note: this is a sample list of common partnership areas.*

NEEDS AND CAPACITIES DISCUSSION

Public Works, Environmental, Emergency Services & Qualified Recycling Program

- Sharing ranges & specialize training facilities with law enforcement agencies will increase utilization and possible shared maintenance agreements.
(3.2, P4 & \$, & Profile 2-5 (d)(e)(i))
- Increased range throughput will increase QRPA brass sales. *(\$)*
- Sharing will provide improved opportunities for soldiers and installation EMA employees to team up on installation protection functions and improve collaboration with partners through a coordinated mutual aid agreements (MAAs) operational approach. *(2.1-2.4)*



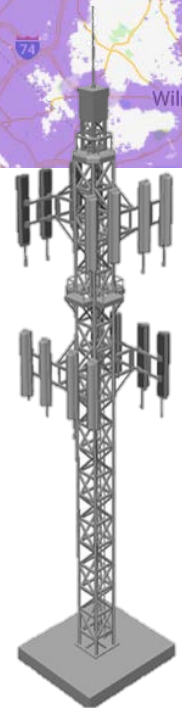
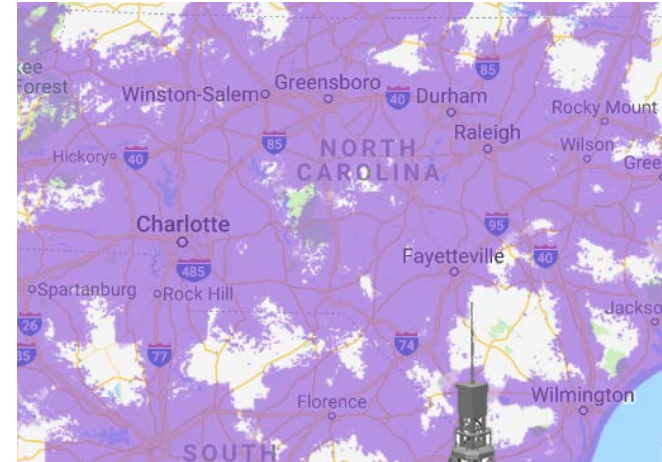
Public Works, Environmental, Emergency Services & Qualified Recycling Program

- Cooperation with state, local environmental agencies and public universities into their Integrated Natural Resources Management Plan and ACUB will greatly enhance range operation's ^(2.6.3) ability to certify compliance with DoD, Army and state environmental requirements.
- Partnering will assist DPW with range real property inventory and GiS data. ^(1.2)
- Partners could be eligible for continuing education credits or college credit, certifications and in some cases, stipends for internships. ^{(P4, 4.4 & Profile 5(a))}



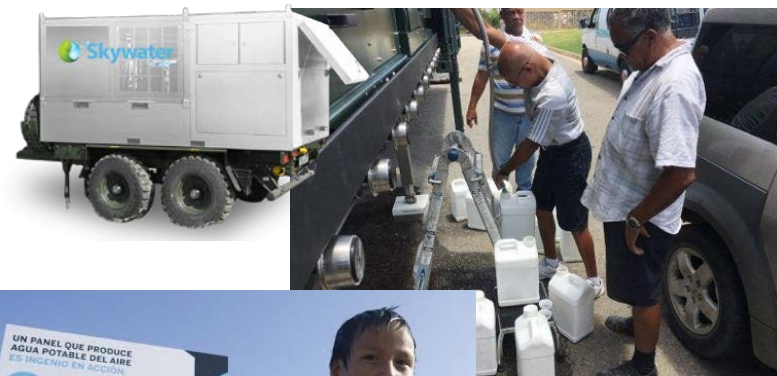
Public Works, Environmental, Emergency Services & Qualified Recycling Program

- Dependent on availability of range or installation space, consider partnering with cell phone tower providers to lease property to erect 200' cell towers (approx. 1k^{sf} per site), then lease tower space to various phone providers.
- These extremely small parcels can be an excellent revenue stream
- Allows the installation, state, county or local EMAs, through contract negotiations, to install emergency cell/microwave equipment on the towers w/a no-cost tower space lease. (2.4 & 3.4)



Public Works, Environmental, Emergency Services & Qualified Recycling Program

- Water resiliency^(1.3.2) is a major concern for the entire DoD.
- Consider partnering with local communities to co-purchase atmospheric water generators (AWG) to support soldiers on the range complex and their families on the installation, plus they can be deployed into the community during emergency situations.
- AWGs are equipped to generate between 200 - 5,000 GPD depending upon the size of the system @ 8¢/gal.
- Equipment can be mounted to a HUMVEE or Flatbed Truck or larger producing units in a MILCON project.



Workgroup Checklist

1. Introduce workgroup members
2. Appoint workgroup points-of-contact (installation and community representatives)
3. Set time, date, and location for interim workgroup meeting (conference call or in-person)
4. Discuss needs and capacities, and prioritize possible partnership concepts
5. Identify additional workgroup members

As Time Permits

1. Brainstorm partnership benefits and potential challenges
2. Assign tasks to complete before interim workgroup meeting

- **What are your mission requirements?**
- **What are your excess capacities?**
- **What problems are you trying to solve?**
- **What are your biggest challenges?**

[illegible]

Roles and Responsibilities

ACSIM Facilitation Team

- Guide the ACP program process through facilitation, involving critical stakeholders and subject matter experts
- Provide complete administrative support (e.g. invitations, meeting briefs and materials, agreement templates)

Installation and Community Workgroup POCs

- Guide workgroup discussions and encourage active involvement from installation and community members
- Act as the workgroup champion

Workgroups

- Brainstorm partnership initiatives, ensuring the correct stakeholders are actively participating in discussions
- Attend workgroup meetings and complete assigned tasks to ensure partnerships are drafted

Next Steps

Focus Group Workshop (FGW)

- Establish meeting date (August – Date TBD)
- Each workgroup will:
 - Conduct at least TWO interim meetings
 - Incorporate new stakeholders into the workgroup, as necessary
 - Prioritize and develop partnership initiatives based upon needs and capacities of members
 - Recognize feasibility, benefits, and challenges associated with each initiative

QUESTIONS

Facilitation Team Contacts

John Broughton | Lead Facilitator

jbroughton@siasolutions.com

540-809-3080

Toniann Fisher | Senior SME

tfisher@siasolutions.com

202-375-1344

Eric Gerritson | Support Facilitator

egerritson@siasolutions.com

334-233-6485

Darryll Peterson | Support Facilitator

dpeterson@siasolutions.com

443-768-5681

Mark Hanson | Support Facilitator

mhanson@siasolutions.com

612-751-4862

Chris Comulada, Base POC

PAIO

Chris.e.Comulada.civ@mail.mil

910-432-4703

Mavis Muldrow, Base POC

PAIO

mavis.m.muldrow.civ@mail.mil

910-432-1326