



**SUMMER 2021**

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# Message from the Director

## Welcome to the AFCP Program Summer Newsletter

As we roll into summer, we see many reasons to be grateful: increasingly large numbers of Americans are vaccinated, restrictions are lifting, and we feel a renewed enthusiasm for engaging with our partners.

We chose four exciting partnerships to share in this issue. First, read about how Fairchild AFB and Spokane County signed the first intergovernmental support agreement (IGSA) to share a facility. Next, we share the story of the first IGSA renewal: Moody AFB broke new ground by renewing an IGSA for the first time. Then, read about Altus AFB’s innovative approach to collaborating via the Department of Defense’s Readiness and Environmental Protection Integration Program. And finally, learn about two exciting collaborations between Hanscom AFB and MassChallenge, a network of startup accelerators.

Furthermore, we are pleased to present a new Ask the Expert section. Here, you will be able to learn from Dr. Carol Ann Bonds, a leader in the San Angelo, Texas community – home of Goodfellow AFB.

We are also excited to announce the publication of Department of the Air Force Policy Directive 90-22. This directive describes the purpose, mission, and objectives of the AFCP Program. You will also find a update on the popular Defense Community Infrastructure Program.

Next, there are two Association of Defense Communities (ADC) events later this year that we would like to keep on your radar: ADC Reconnect, which will allow us to catch up and share news in person for the first time in over a year; as well as the previously-announced Installation Innovation Forum.

Finally, we would like to congratulate the Air Force communities who were recognized this year by ADC as Great American Defense Communities: Great Falls, Montana – home to Malmstrom AFB and the Montana Air National Guard – and Altus, Oklahoma – home of Altus AFB. Our communities are invaluable partners and important champions of our Airmen, Guardians, and their installations. We are proud to have these two communities recognized as spectacular partners! Read more here:

<https://defensecommunities.org/gadc/>

Respectfully,

**TERAN L. JUDD**

*Director, Community Partnership & Encroachment*

# Partnership Spotlights

## Fairchild AFB Establishes Firing Range IGSA

Fairchild AFB, located in eastern Washington recently signed an IGSA with neighboring Spokane County for sharing a small arms firing range. The agreement is the first of its kind: This is the first instance in which the Department of the Air Force (DAF) and a local government will use an IGSA to jointly utilize facilities to benefit a military installation and a local government.

This innovative agreement represents the culmination of a multi-year effort to ensure that both Fairchild AFB's Airmen and the Spokane County Sheriff's Office have reliable access to an adequate range. The installation's existing firing range is intermittently closed due to environmental, safety, and operations and maintenance limitations and cannot support year-round training. Such uncertainty surrounding Airmen's ability to fulfill training requirements endangers mission readiness. The Spokane County Sheriff's Office was similarly in need of a quality range that would enable them to meet their training mandates.



*Representatives from Fairchild AFB, the Spokane County Sheriff's Office, and the Spokane County Board of Commissioners pose for a group photo on March 15, 2021, in Airway Heights, Washington. An event was held to sign a one-of-a-kind IGSA for the Spokane Regional Indoor Small Arms Range Partnership. (U.S. Air Force photo by Staff Sgt. Jesenia Landaverde)*

Following the establishment of this agreement, both Fairchild AFB and the Spokane County Sheriff's Office will have reliable access to an adequate firing range. Spokane County is constructing a new joint use indoor firing range consisting of 21 lanes on County property that is minutes away from Fairchild's main gate. The facility will be fully funded by the County and Fairchild will pay an annual fee over the term of the agreement to support the anticipated usage level. The range will provide facilities and features that will enhance all service branch training capabilities and skill sets.

The AFCP Program is thrilled to share this news, as IGSA's can be a great tool for facilitating forward-thinking partnerships like this.

## Moody AFB, Lowndes County are First to Renew an IGSA

Moody AFB made history several years ago for being the first DOD base to gain approval for an IGSA with a municipality for a utility operation. Now, the installation and its partner, Lowndes County, are planning to become the first to renew an IGSA.



*After several years of success, Moody AFB and Lowndes County are looking forward to renewing their IGSA. (Photo courtesy of Moody AFB.)*

Through this agreement, Lowndes County operates Moody AFB's water and wastewater treatment plants. The transfer of the two treatment plants' operations occurred on 31 October 2016. The five-year IGSA has run for over four years, and after experiencing significant success as a result of this arrangement, the partners are now planning to renew it.

The renewal determination memo was signed by the Wing Commander on 10 February 2021 and Moody AFB submitted their IGSA renewal package to the AFCP Program Management Office on 25 February 2021 for the 90 day notification period. Moody received their notice to proceed from SAF/IEIM on 19 March 2021 for a 10-year IGSA renewal. The two partners are currently finalizing negotiations and expect award of the IGSA by 30 June 2021.

As the DAF continues to encourage installations and communities to explore the use of IGSA's, the AFCP Program is very excited to share the news of the first IGSA renewal.

## Altus AFB REPI Partnership

Altus AFB is working with the City of Altus and other stakeholders to expand water sources and improve the quality and quantity of water in the region.

Ensuring the quality and supply of water to the installation has been a high priority for Altus AFB. To address this need, the base and the community came together to apply for the Department of Defense's (DOD's) Readiness and Environmental Protection Integration (REPI) Program, which protects these military missions by helping remove or avoid land-use conflicts near installations and addressing regulatory restrictions that inhibit military activities.

The partners successfully articulated that their uncertain water supply, as well as a threat from wind development, endangered mission readiness. Upon being accepted into the REPI Program, the partners received a \$400,000 grant to begin funding the purchase of easements over ground water aquifers in the region where wind development would also hinder Altus AFB radar coverage, simultaneously eliminating two threats to the mission. A year later, the partners received an additional \$320,000 from the REPI Program to secure additional rights. This was particularly exciting because it represented the first time a REPI grant has been awarded to ensure the access point for water sources is secure and to procure water rights for groundwater.

Participating in the REPI Program requires a community to share in the cost of a project by matching a percentage of the funds or by contributing "in kind" with the development of related infrastructure. The City of Altus contributed both matching funds and multiple water related projects, including upgrading the reverse osmosis system; upgrading the traditional water treatment system; rehabilitating an abandoned well field; adding a water blending station; installing many miles of new pipeline, and making reservoir improvements.

This collaboration represents an innovative approach to the REPI Program that will provide much-needed water quality and supply assurance to this Southwest Oklahoma region. To learn more about the DOD REPI Program, visit [www.repi.mil](http://www.repi.mil).

## Hanscom AFB Partners with MassChallenge

The DAF strives to be a global leader in collaborating with non-traditional partners to drive defense innovation at speed in support of the most critical national security challenges. In support of this goal, MassChallenge and the Air Force have entered into a two-year pilot via a partnership intermediary agreement with the Griffiss Institute, with support from Air Force Research Labs, to deliver two key programs for the Air Force: an accelerator called Air Force Labs and Banshee Training.



*MassChallenge representatives meet with Airmen from Hanscom AFB.  
Photo courtesy of Hanscom AFB.*

MassChallenge is a network of startup accelerators that do not take equity stakes in the companies with which they work. The accelerator and the training programs are led by the Digital Directorate; the C3I&N Directorate; the 66th Air Base Group, and the Cyber Resiliency Office for Weapons Systems Offices headquartered at Hanscom AFB.

Through Air Force Labs, MassChallenge provides support to the Air Force to seek high-growth, high-impact dual use startups with the potential to solve the nation's greatest security challenges. The approach uniquely connects startups with the private sector entities like corporations, investors, academia, and individual entrepreneurs, as well as with Air Force program offices to ensure market alignment and potential for scale. The program is designed to increase non-traditional participation in Small Business Innovation Research program and/or other funding opportunities. The partnership provides Air Force acquisition offices multiple avenues and options to bring forward emerging technologies from high-performing companies after a thorough vetting by MassChallenge experts.

The pilot program proved successful in 2020 when all 10 of the participating startups completed the program by submitting a Phase II proposal with at least one memorandum of understanding from an interested Air Force program. Eighty percent of the cohort was selected for a Phase II award and 60 percent of the cohort received funding. Industry partners call this effort an exceptional accelerator program that "[bridges] the communication gap" between DOD and industry.

MassChallenge also hosts the Air Force Banshee Training Program. With the objective of engaging Airmen in an innovation ecosystem, instilling a more entrepreneurial approach to problem solving developed through expert curriculum, and interactions with startup founders, Banshee's overall goal is to assist personnel with tools to remove the traditional barriers to collaboration and making impacts at speed. Participants are immersed in a fast-paced, deep dive curriculum with industry leaders and innovation experts over the course of the five-week program. During Banshee sessions, participants assigned

to cohorts refine tangible problem statements as they gain best practices and unique toolsets to utilize and bring back to their programs. The fourth Banshee session is scheduled to begin in July, and reunions with previous Banshee cohorts are envisioned.

These exciting collaborations will help ensure that the Air Force is ready to fly, fight, and win – providing airpower anytime, anywhere.

## Ask the Expert

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### Dr. Carol Ann Bonds, Civic Leader in San Angelo, Texas

Welcome to our “Ask the Expert” section, which features individuals from the DAF and the community who are leaders in the area of partnerships. This edition shines a spotlight on Carol Ann Bonds, PhD of San Angelo, Texas. Dr. Bonds retired as superintendent of San Angelo Independent School District (ISD) in August 2015 after eight years of service. She served as superintendent of Livingston ISD and Rogers ISD and has 35 years of combined service in education. Dr. Bonds is also a member of the DAF Chief of Staff’s Civic Leader Program, and previously participated in the Air Education Training and Command Program. Additionally, she is the former chair and a current member of the San Angelo Chamber of Commerce’s Goodfellow Air Force Base Military Affairs committee, and serves as a Texas Military Preparedness Commissioner.

In her leadership positions in the San Angelo community, Dr. Bonds has played a key role in fostering a thriving relationship between the San Angelo region and Goodfellow AFB. Goodfellow AFB doubled its number of partnership agreements in the last two years, and signed its first two IGSA’s, including DOD’s first IGSA for contracted quarters and meals. The base and the community have six ongoing workgroups. Moreover, this longstanding and holistic relationship allowed the San Angelo region to respond collaboratively to recent crises such as COVID-19 and a winter storm that impacted power and water availability.

Read on to learn from Dr. Bonds’ unique partnership perspective!

#### ***Why did your organization develop an interest in partnerships?***

The people in the City of San Angelo and Tom Green County have always been openly accepting and friendly to each other. The elected leaders, educational, business, organizational, and military leaders have historically helped each other in times of need. However, when public-private and public-public partnerships were announced, civic leaders immediately realized the incredible opportunity to accomplish mutually benefitting projects to improve the quality of life for civilians and military residents. The aspect that sold the concept was that the initial planning process would be facilitated by a trained partnership leader from the Air Force.

#### ***What successes have come from your collaborations?***

The true miracle of partnerships is that every partner has achieved major benefits from one or more of the collaboration’s formal agreements. Certainly, Goodfellow AFB has received some benefit from each agreement, but has also contributed something to each project. For example, due to the loss of mechanics to the oil fields, the city had a critical need for maintenance on their fire trucks. Fortuitously, Goodfellow AFB is home to the DOD Fire Academy and was able to help the city address this maintenance shortfall. In return, the city waived associated military fees for ambulance service on-base. These kinds of mutually-beneficial initiatives have resulted in yearly savings for both.

#### ***What is the most important aspect of partnerships?***

The most significant advantage that is being gained through these tight partnerships, is the trust that has been developed among them. The mutual dollar savings in challenging economic times is clearly a “win-win” for all. However, the fact that the leadership of all entities have unselfishly continued to meet and offer any piece of the project they are capable of contributing to the end project is a tribute to the foundation of integrity that was set by the trained Air Force facilitator.

# Policy Updates

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## DAF Policy Directive 90-22 Published

The DAF is committed to fostering mutually-beneficial partnerships that increase mission effectiveness, improve quality of life, and reduce costs. A key part of maintaining that commitment is ensuring Department policies are timely and relevant. DAF Policy Directive (DAFPD) 90-22 describes the purpose, mission, and objectives of the AFCP Program. The DAFPD, which replaces the previous version published in 2016, goes on to describe the roles and responsibilities of those involved in the AFCP Program – important information for anyone wishing to know more about AFCP Program’s primary stakeholders.

To learn more about the AFCP Program by reading the full DAFPD, please visit the Air Force E-Publishing site at [https://static.e-publishing.af.mil/production/1/saf\\_ie/publication/dafpd90-22/dafpd90-22.pdf](https://static.e-publishing.af.mil/production/1/saf_ie/publication/dafpd90-22/dafpd90-22.pdf)

## DCIP Update

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### The latest on this year’s Defense Community Infrastructure Program

The AFCP Program is thrilled that Congress funded the Defense Community Infrastructure Program (DCIP) for a second year. Last year’s pilot was enormously popular, and this year’s application process is expected to be similarly competitive. The fiscal year 2021 federal funding opportunity went out, and proposals were due via [Grants.gov](https://www.grants.gov) by 1700 PDT on 12 July. Staff from the DOD Office of Local Defense Community Cooperation (OLDCC) are available to answer questions, and the AFCP Program stands ready to support as needed.

To learn more about the program, view application instructions, and find resources like the 2 June pre-proposal webinar, visit the DCIP page on the OLDCC website at [OLDCC.gov](https://www.oldcc.gov).

## Upcoming Events

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### ADC Calendar of Events includes ADC Reconnect, IIF

The Association of Defense Communities (ADC) is excited to announce its first in-person event in over a year: ADC Reconnect. The two-day gathering, which will take place 20-21 July 2021 in Washington, DC, will allow a limited number of members to reconnect with each other and with DOD. ADC will follow all local, state, and federal guidance regarding gathering in-person – and strongly encourages attendees to get vaccinated. To learn more, please visit [www.defensecommunities.org/events](https://www.defensecommunities.org/events)



In addition, ADC plans to hold the next Installation Innovation Forum (IIF) in person from 1-3 November 2021 in San Antonio, Texas. IIF is a professional development forum designed to bring together installation leadership with their community counterparts and top industry experts to share ideas and learn about tangible ways to advance innovation at their base and community. Details will be announced as they become available on ADC’s event page, listed above.