



**YEAR-END 2021**

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# Message from the Director

## Welcome to the AFCP Program Year-End Newsletter

We blinked, and the year was over! The Air Force Community Partnership (AFCP) Program is proud to present our year-end newsletter.

2021 saw the continuation of the COVID-19 pandemic. It is worth stating that as the AFCP Program endures the impacts of COVID, we are constantly adapting. When travel is not possible, my team has been very successful in holding meetings via phone or video conferencing. And when we can travel, we have been thrilled to meet with our partners in person again.

In this issue, you can read about our recent event participation, including in the Association of Defense Communities' Installation Innovation Forum; International City/County Management Association annual conference; and the California Defense Communities Alliance's Next Generation Public Partnerships in California event.

In this edition, you will also find a summary of the AFCP Program's overall fiscal year 2021 performance. We are very proud of all that our partners accomplished in the face of persistent adversity. This was a particularly big year for intergovernmental support agreements (IGSAs), and we chose two to feature in our Partnership Spotlights. Finally, hear from Joint Base San Antonio's (JBSA) partnership point person, Mr. John Anderson, who discusses JBSA's blanket IGSA in our Ask the Expert section.

As always, please let us know how the AFCP team can support you and your collaborators!

Respectfully,

**TERAN L. JUDD**

*Director, Community Partnership & Mission Sustainment*

# AFCP's Year in Review

## Looking Back at the Program's Fiscal Year 2021 Performance

It is hard to believe that the AFCP Program has closed the books on another fiscal year (FY), and the calendar year is coming to an end. At this time, the AFCP Program wanted to take a look back at all the recent accomplishments by the installation and community leaders, and Program staff.



As the pandemic stretched on and affected another year's work, the AFCP Program was extremely proud of how well our partners persevered during FY21. To-date, the program has generated over \$145 million in cumulative return-on-investment and facilitated 496 agreements across 64 installations. Each and every installation and community is better off working together, and the AFCP Program is thrilled that partnerships have been formally incorporated across multiple regions.

Most of FY21's partnerships were in the category of education, showing how determined the Department of the Air Force (DAF) and community leaders were to minimize the pandemic's impact on students. One of these partnerships was Joint Base Charleston's collaboration with Trident Technical College, which supports science, technology, engineering, and math (STEM) programs in the region by utilizing a Department of Defense National Defense Education Program STEM award. Additionally, Wright-Patterson AFB established a local education council with local school districts to share information, discuss, solve issues and concerns, and develop opportunities to better support military families. The remainder of FY21's agreements were split evenly between categories such as civil engineering, training, transportation, and medical care. This kind of dedication and ingenuity helps create resilient communities that can weather adversity together.

The AFCP Program is also excited to report FY21 continued the trend of increased numbers in IGSA's executed. In FY20, a record five IGSA's were executed. An additional four IGSA's were signed in FY21, bringing the DAF total to 20. Promoting the use of IGSA's is a major goal for the DAF. See the Partnership Spotlights in the next section to get a full account of some of these exciting new agreements. The AFCP Program applauds installations and communities for taking advantage of these unique arrangements, especially during such a difficult and uncertain period of time.

## Partnership Spotlights

### Pittsburgh ARS Signs IGSA, Improving Training Options

The 911th Airlift Wing at the Pittsburgh Air Reserve Station (ARS) operates C-17 aircraft with requirements to conduct a prescribed number of short-field landings for aircrew readiness. Currently, this training is conducted in South Carolina, a two hour flight, and at training facilities in Delaware and New Jersey, both an hour flight from Pittsburgh. However, once alterations are made to infrastructure at nearby Youngstown ARS – which is home to the 910th Airlift Wing's C-130 mission – the 911th will be able to conduct their training at an existing short-field runway. In the interim, to accommodate day training, the Western Reserve Port Authority (WRPA) will resurvey the general aviation runway and repaint it conforming to military training dimensions. Additionally, for night training, placement of infrared lights by the WRPA staff allows C-17 aircrews to use Night Vision Goggles to land on a completely blackened, lights-out runway.

The recently signed IGSA between Pittsburgh ARS and the WRPA in Youngstown, Ohio allows for port authority staff to place modular runway lights that identify short-field boundaries. These lights permit C-17 short-field operations at a local regional airport versus flying to



*A C-17 Globemaster III, pictured here being serviced by an Airman assigned to the 911th Aircraft Maintenance Squadron at the Pittsburgh International Airport Air Reserve Station, Pennsylvania. (U.S. Air Force photo by Joshua J. Seybert)*

training bases hundreds of miles away. Additionally, for night training, placement of infrared lights by the WRPA staff allows C-17 aircrews to use Night Vision Goggles to land on a completely blackened, lights-out runway. Over the long-term, the agreement permits the WRPA to modify the runway with recessed lights and resurvey the existing runway to conform to daytime Air Force training configurations.

“This agreement allows our aircrews to fly to a regional airport 20 minutes away and conduct more training events,” Colonel John Robinson, 911th Airlift Wing Commander said. “Currently we fly to South Carolina, Delaware, and New Jersey, which requires more flight-time and fuel for training. This IGSA marks a great utilization of government resources, we are going to save millions of dollars in fuel costs and more efficient use of our aircrew’s time on training events,” he added.

Other exciting infrastructure projects are underway in the region. The 2018 Air Force Energy Analysis Task Force identified a deficit of suitable landing zones for C-17 operations in the Midwest and Northeast United States. The task force findings presented an opportunity for nearby 910th Airlift Wing at Youngstown ARS to increase the installation’s military value and the Federal Aviation Administration’s traffic-count for the regional airport by submitting a MILCON request to widen the existing short-field landing zone.

With such dedicated partners at work throughout the area, the AFCP Program anticipates many more successes ahead for this region!

## Grand Forks Executes Their First IGSA

Grand Forks Air Force Base (AFB) executed their first IGSA in fiscal year 2021, partnering with the City of Grand Forks to receive solid waste and recycling services. Under the terms of the agreement, the City collects the installation’s solid waste and recyclables. The City has organic capability for refuse, but uses a sub-contractor for recycling. This arrangement is advantageous not only because of the cost savings for the installation and increased capacity for the City, but it also demonstrates that IGSAs are a great enabler for future opportunities between Grand Forks AFB and the City of Grand Forks. The parties officially signed the IGSA on 17 May 2021, with an effective start date of 1 Sep 2021.

The IGSA exemplifies the long-standing, robust relationship between Grand Forks AFB and the City of Grand Forks!

# Ask the Expert

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## Mr. John Anderson, Joint Base San Antonio

In fall 2019, the Alamo Area Council of Governments (AACOG) and Joint Base San Antonio (JBSA) established a historic blanket IGSA, which facilitates a new level of ease and efficiency for contracting. Under this new agreement, JBSA has the flexibility to go directly to AACOG for installation goods and services through internal resources or their network of service providers. The agreement creates an important new source of revenue for the area. In return, the agreement leverages AACOG’s knowledge of the local market and existing relationships with vendors while consolidating the responsibility for coordinating disparate services onto one primary point of contact. The arrangement also benefits local vendors, who can contract through AACOG rather than the federal government to serve JBSA.

In this article, Mr. John Anderson, Executive Director of Community and Mission Integration for JBSA and the 502nd Air Base Wing shares his perspective on this exciting agreement.

### ***Why did your organization develop an interest in a blanket IGSA?***

That’s an excellent question with a very simple response, Innovation! As with every aspect of the Department of Defense, we had to start looking at all of our processes seeking ways to improve them. JBSA was seeking a broad, flexible agreement that allowed for an expedited award process and cost savings for goods and services to the installation. Working closely with the AACOG, we believed a different approach and opportunity existed using the framework already established by your standard IGSAs. We were fortunate that same spirit of innovation rested with the AFCP Program Management Office and after reviewing all of the options for streamlining the process, the end result was the approval for JBSA to explore a first-of-kind blanket IGSA.

### ***What did you hope to gain from establishing this unique agreement?***

Going after this type of agreement, our goal was to take all of the benefits of a standard IGSA, in terms of cost savings and speed of deliveries, and spread it across as many mission support services and goods as possible. The concept of “having more players on the team” makes the team stronger definitely applies here. Normally you view this concept as more people to share the work with, but it also applies to more savings to share with the team. We’ve experienced the expected savings

already with our first project completed on the blanket IGSA and definitely look forward to future savings as well as to seeing the results of the proposed pilot to provide a percentage of the savings back to the installations.

***What has been the most important aspect of establishing and executing this IGSA?***

Trust and partnership! The impact the IGSA has had on our installation is tremendous. Since the finalization of this first Department of the Air Force blanket IGSA in September 2019, we've seen incredible growth in an already unmatched partnership with our local defense community partners, which you would think as impossible with San Antonio known as "Military City USA" and our surrounding partners. The key to making this such a success for us was helping everyone (inside and outside the fence line) recognize the services provided by these agreements were more than just support services, but integral facets of accomplishing our operational missions, thereby building the partnership aspect into a "Wingman" relationship.

## Recent Events

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### AFCP is represented at ADC, ICMA, and California state events

Several members of the AFCP Program team attended the Association of Defense Communities' (ADC) Installation Innovation Forum, held 1-3 November in San Antonio. The AFCP Program extends thanks to the installation and community representatives who participated across two panels during the session. Department of the Air Force (DAF) installation leaders panel featured Col Richard Ward, JB San Antonio; Col. John Bocchieri, Pittsburgh ARS; Mr. Brian Thompson, Keesler AFB; and Mr. Joe Dingman, Travis AFB. This panel explored the question, "How do partnerships make it to the top of a leader's priority list?"



Speakers for the other DAF panel included Ms. Stephanie Grunze-Swanson, Goodfellow AFB; Ms. Jeree Grimes, Joint Base Langley-Eustis; Mr. Dan Rhoades, Robins AFB 21st Century Partnership; and Mr. Gray Bridwell, Abilene Chamber of Commerce. These panelists addressed the question, "How can we tie partnerships to mission?" The AFCP Program appreciate everyone who attended the DAF preconference session, especially those who asked great questions of the panelists.



The AFCP Program also recently participated in the annual International City/County Management Association (ICMA) annual conference. The conference is an occasion to share and get new ideas, strategies, resources, and solutions for managing local governments in today's complex environment.

This year, ICMA included a breakout session specifically on partnering with the

Department of Defense that featured a representative from each Department of Defense service, as well as from ADC. It was great to get to know ICMA's diverse members and share the DAF's perspective on public partnerships.

Additionally, AFCP Program staff attended California's Next Generation Public/Private Partnerships Conference held in two locations, Los Angeles and Sacramento. The two events provided staff with the opportunity to hear from our California installation and community leaders and again present alongside partnership program leaders from each service. AFCP Program staff loved the opportunity to spend time with our West Coast partners!