

# Partnership Playbook

*Tools to empower installations and communities to turn shared challenges into shared solutions*

Department of the Air Force

Assistant Secretary of the Air Force for Energy, Installations, and Environment

January 2022

# TABLE OF CONTENTS

<b>Introduction to the Playbook</b> .....	<b>2</b>
Summary of partnership categories.....	3
<b>Intergovernmental Support Agreements (IGSAs)</b> .....	<b>4</b>
Introduction to IGSAs .....	4
Quick Reference Table 1: IGSAs.....	9
<b>Services</b> .....	<b>10</b>
Introduction to Services .....	10
Quick Reference Table 2: Services Partnerships .....	14
<b>Education and Training</b> .....	<b>19</b>
Introduction to Education and Training .....	19
Quick Reference Table 3: Education and Training Partnerships .....	21
<b>Health and Public Safety</b> .....	<b>25</b>
Introduction to Health and Public Safety .....	25
Quick Reference Table 4: Health and Public Safety Partnerships .....	27
<b>Real Estate, Property, and Utilities</b> .....	<b>30</b>
Introduction to Real Estate, Property, and Utilities .....	30
Quick Reference Table 5: Real Estate, Property, and Utilities Partnerships .....	32

## INTRODUCTION

The Department of the Air Force (DAF) has a long tradition of harnessing the power of collaboration to increase mission capability, improve quality of life for our service members and their families, and save money – all while generating value for our partners. Since 2013, Air Force Community Partnership (AFCP) Program has dedicated its efforts to facilitating cooperation between DAF installations and the communities they call home. By optimizing both parties' intellectual capital and innovative spirit, these collaborations create efficiencies and improve capacity across the board.

A wide array of tools are available to facilitate collaboration between installations and communities. This Partnership Playbook is meant to provide a guide to these tools so that partners can use them appropriately, confidently, and fully. For your convenience, this introduction contains a summary of each category. See the category's specific chapter for a fuller explanation and examples. (Please note that while the listed partnership examples were successful, they may not be currently in effect. Contact the AFCP Program staff with questions or for more information.)

We hope you find this document useful in building your familiarity with the many partnership avenues that are available to you. Our program's goal is to empower installations and their community partners to develop robust, productive working relationships. That said, we understand that this list can be overwhelming; so, AFCP staff stand ready to assist throughout every step of the collaboration process. If you would like to talk with AFCP staff, please do not hesitate to reach out at [SAF.IECommunity.Partnership@us.af.mil](mailto:SAF.IECommunity.Partnership@us.af.mil).

Respectfully,

**Teran Judd**

Director, Air Force Community Partnership & Mission Sustainment

## SUMMARY OF PARTNERSHIP CATEGORIES

**What is an IGSA?** An intergovernmental support agreement (“IGSA” for short) is an agreement in which the DAF receives installation support services from a community partner, like a local or state government.

**What are services partnerships?** “Services” is a broad term that encompasses a wide array of initiatives. Services can be grouped into two broad categories: morale, welfare, and recreation (MWR), and services other than MWR.

**What are education and training partnerships?** Education and training partnerships allow installations and communities to meet various needs through collaboration – expanding their workforce’s skillset, increasing mission capability, and improving quality of life for families.

**What are health and public safety partnerships?** Installation and community leaders are charged with the important responsibility of ensuring the safety and well-being of their constituents. Collaborating to share resources, exchange information, and utilize each other’s expertise acts as a force multiplier – enhancing quality of life inside and outside the fence line.

**What are real estate, property, and utilities partnerships?** Every installation and community must tackle challenges relating to meeting infrastructure needs. Similarly, they must deliver quality reliable utilities. Subsequently, many partners have found success in addressing these challenges collaboratively.

## INTERGOVERNMENTAL SUPPORT AGREEMENTS (IGSAs)

### What is an IGSA?

IGSAs are agreements between the DAF installations and a state or local government to provide, receive, or share installation support services. Congress initially provided the authority for IGSAs in National Defense Authorization Act (NDAA) for fiscal year 2013 and official legislation can be found in 10 USC §2679. IGSAs have unique qualities including that services may be sole sourced to state and local governments, and that agreements may last up to 10 years and need not adhere to Federal Acquisition Regulation (FAR). However, all IGSAs must be in the best interests of the DAF. (Please note that IGSAs cannot be used to furnish security guard or fire-fighting functions.)

### How are IGSAs different from traditional contracts?

IGSAs are a unique and effective tool – which is why they get their own section in this Playbook. They aim to facilitate a streamlined process for collaborating with other public entities in specific circumstances. The Competition in Contracts Act (CICA) and the FAR govern traditional contracts, whereas those statutes and regulations do not bind IGSAs.

Furthermore, traditional contracts must comply with a subcontracting plan, are governed by established contract labor standards (i.e., Service Contract Labor Standards [formerly Service Contract Act]), and require a contract clearance – a write-up of the analysis of proposals received and source selection decision. Furthermore, federal government rules (Service Contract Labor Standards and FAR) require a formal process – for example, a Justification & Approval – for non-competitive procedures. Additionally, the Small Business Act outlines specific conditions under which competition is restricted to small businesses.

IGSAs focus on other objectives – like speed of execution or economies of scale – that are in the best interest of the government, but cannot be achieved through traditional contracting tools. IGSAs still must serve the interests of the DAF – and these flexibilities are not meant to avoid that. Rather, IGSAs are meant to facilitate a streamlined process for collaborating in very specific circumstances. Therefore, while contracting officers need not follow FAR requirements, certain terms and conditions must still be met to ensure that the IGSA provides value to the government. For example, IGSA flexibilities cannot be extended to subcontractors. Therefore, it must be determined that any subcontracts are awarded competitively.

### What would be an example of a successful IGSA?

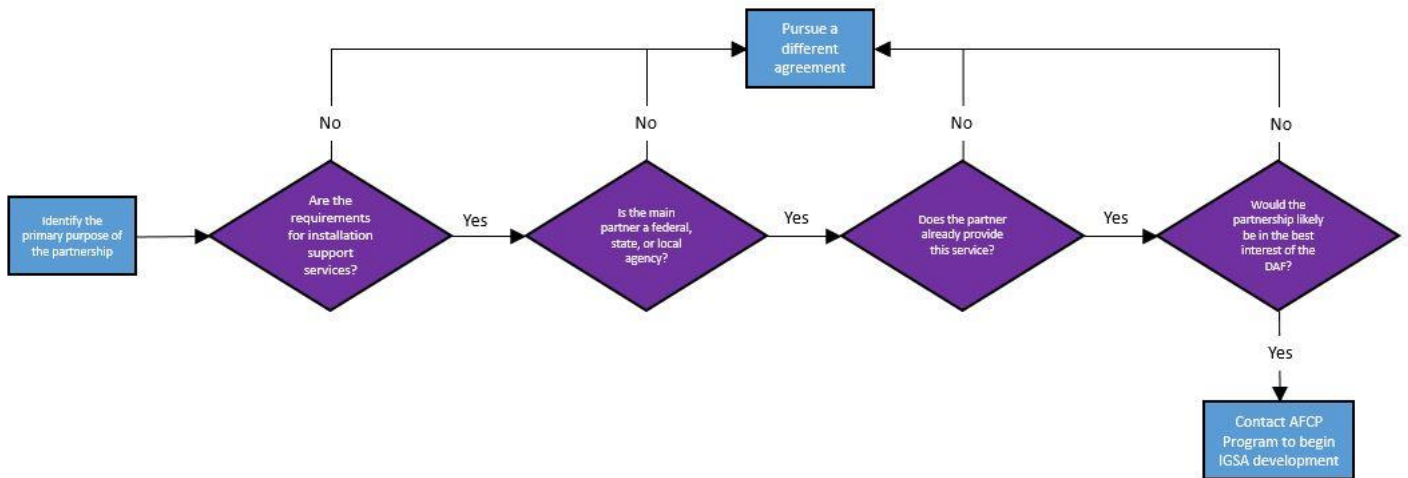
Examples of successful IGSAs include:

- *Moody AFB and Lowndes County Water, Wastewater Treatment Plant IGSA* – Under the terms of the arrangement, Lowndes County operates Moody's water and wastewater

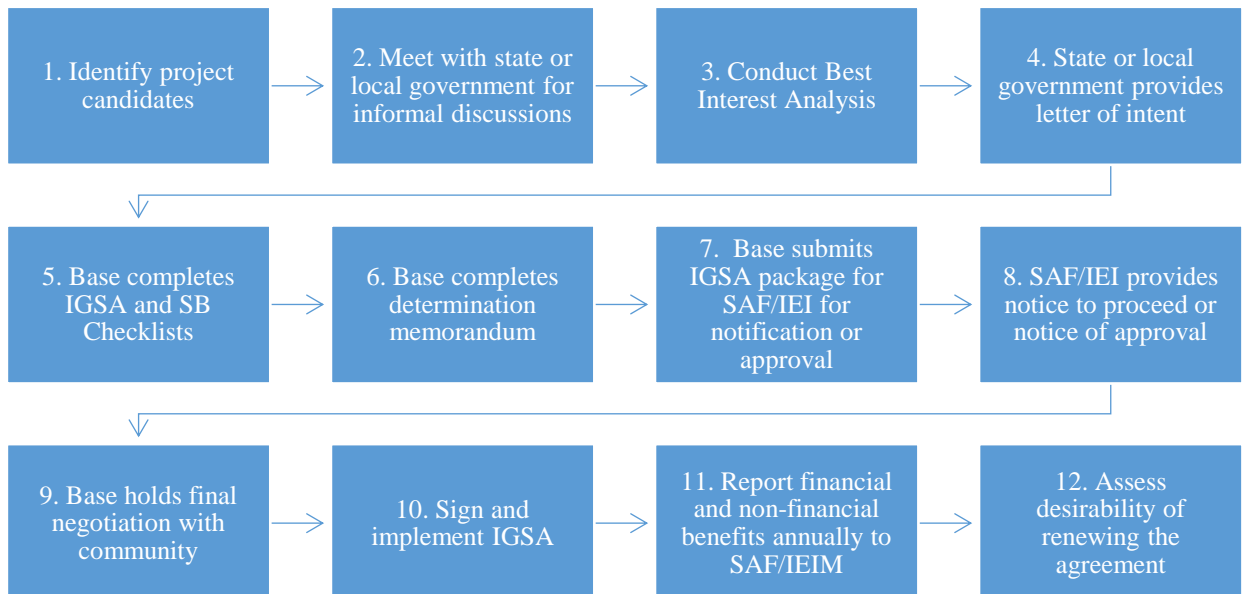
treatment plants. The agreement facilitated the alleviation of safety and environmental concerns by, for example, transitioning the method of chlorination from gas to liquid, and eliminating Moody's septic system. The agreement also improved the safety and operations of Moody's recreation area, called Grassy Pond. Through this IGSA, Moody tied Grassy Pond into the county system and eliminated the septic system at Grassy Pond, while outsourcing the servicing of the tanks to Lowndes.

- *MacDill AFB Advance Lifesaving Service IGSA* – MacDill AFB established an IGSA with the City of Tampa where the city provides the installation with licensed paramedics and a fully equipped advanced lifesaving ambulance for emergency medical response and patient transport. MacDill AFB receives these services consistent with the City's operating costs and reimburses the city each month.
- *Refuse Collection IGSA between Seymour Johnson AFB and the City of Goldsboro* – Seymour Johnson AFB and the City of Goldsboro signed an IGSA to provide refuse and recycling collection services on base. Under the terms of the agreement, the city provides the management, manpower, equipment, and vehicles to execute the base's refuse collection and disposal. In return, Goldsboro is able to increase the area it serves and receives additional annual revenue.
- *Altus AFB Grounds Maintenance IGSA* - The City of Altus and Altus AFB entered into an IGSA where the city maintains the grounds on base. Because of the partnership, Altus expects to see a significant annual cost reduction.
- *JB San Antonio Pavement Maintenance IGSA* - Through an IGSA between JB San Antonio and the City of San Antonio, the City is completing paving task orders on the base's properties, including potholes and road striping.
- *JB San Antonio Blanket IGSA*: JB San Antonio is using a Blanket IGSA for services with the Alamo Area Council of Governments that allows for an expedited award process for goods and services to the installation such as bulk purchases, vertical transportation equipment maintenance, fire suppression maintenance, and ambulance services. The intent is for the agreement to be broad, offering the greatest flexibility.

## Is an IGSA the right choice for me?



## How do I pursue an IGSA?



## **Where does the IGSA authority come from?**

10 USC § 2679 grants Service Secretaries the authority to enter into IGSA's with state and local governments to provide, receive or share installation support services. 10 USC §2679 and IGSA's were established through the FY13 NDAA as formal public-public partnerships agreements between DAF installations and their state or local governments for the provision, receipt, or sharing of installation support services. SAF has provided explicit support for exploring IGSA's. In December 2019, SAF/AQC and SAF/IEI signed a memorandum that clarified the nature of the IGSA authority, specified how these agreements are executed and administered, and actively encouraged contracting squadrons to consider local communities when conducting market research for installation support services.

## **What kind of money typically funds an IGSA?**

IGSA's typically utilize operation & maintenance funds. For further questions about funding an IGSA, reach out to AFCP Program Management Office staff at [SAF.IECommunity.Partnership@us.af.mil](mailto:SAF.IECommunity.Partnership@us.af.mil).

## **What is a blanket IGSA?**

A blanket IGSA allows a community partner to provide a suite of installation support services to the DAF through a single agreement. This provides an even greater degree of ease and speed in procuring these services.

The DAF's first blanket IGSA was signed in fall 2019, when the Alamo Area Council of Governments (AACOG) and Joint Base San Antonio (JBSA) established their historic blanket IGSA, which allows JBSA with the flexibility to go directly to AACOG for installation 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.

The two parties proved the efficacy of the concept through a previous IGSA in which AACOG coordinated the completion of a road-paving project. The project took only two months, compared to the eight months that such a project would typically take.



<b>Quick Reference Table 1: IGSAs</b>	
<b>Type of Initiative</b>	<b>Execution Guidance</b>
<b>INTERGOVERNMENTAL SUPPORT AGREEMENTS</b>	<p><b>Summary:</b> Originally established through the National Defense Authorization Act (NDAA) Fiscal Year 2013, intergovernmental support agreements (IGSAs) are agreements between DAF installations and a state or local government to provide, receive, or share installation support services. IGSAs have unique qualities including that services may be sole sourced to state and local governments, and agreements may last up to ten years and need not adhere to Federal Acquisition Regulation (FAR). However, IGSAs must be in the best interests of the DAF. (Please note that IGSAs cannot be used to furnish security guard or fire-fighting functions.)</p> <p><b>Coordination:</b> CONS, JA, CE Deputy Assistant Secretary of the Air Force (Installations)(SAF/IEI)</p> <p>As it the case with any IGSA, an IGSA Request Package submitted to SAF/IEI should contain:</p> <p>Request Memo</p> <ul style="list-style-type: none"> <li>- For non-delegated IGSAs, request approval of Secretarial Determination to enter into the IGSA</li> <li>- Includes primary elements or conditions upon which the determination rests</li> </ul> <p>Copy of eSSS</p> <ul style="list-style-type: none"> <li>- Comprises base-level CONS, JA, FM, or other coordinating offices</li> </ul> <p>Best Interest Analysis (BIA)</p> <ul style="list-style-type: none"> <li>- Demonstrates the IGSA will serve the best interests of the DAF by enhancing mission effectiveness or creating efficiencies or economies of scale, including by reducing costs</li> </ul> <p>Letter of Intent from a state or local government</p> <p><b>Authorities and Guidance:</b> 10 USC §2679 (see P.L. 112-239)</p> <p><b>Examples:</b> Moody AFB and Lowndes County Water/Wastewater Treatment Plant IGSA, Refuse Collection IGSA between Seymour Johnson AFB and the City of Goldsboro, Altus AFB Grounds Maintenance IGSA, JB San Antonio Pavement Maintenance IGSA</p>

## SERVICES

### What are services partnerships?

“Services” is a broad term that encompasses a wide array of initiatives. Services are grouped into two broad categories: morale, welfare, and recreation (MWR), and services other than MWR (or “non-MWR”).

MWR activities include childcare, outdoor recreation, arts and crafts, golf, and community programs. MWR initiatives are further subdivided into three categories: mission support activities, community support activities, and revenue-generating activities. Activities in these three groups have different funding sources and must adhere to different rules. (See below, “How does a service’s funding source impact partnerships?”)

Non-MWR activities include transition centers, job fairs or other types of employment assistance.

### What would be an example of a successful service partnership?

Examples of successful service partnerships include:

- *Ellsworth AFB Recreation and Wellness Center* – The South Dakota Ellsworth Development Authority secured a Defense Community Infrastructure Program grant for a new fitness center located walking distance from Ellsworth AFB’s main gate, fulfilling Ellsworth AFB’s need for a new fitness facility.
- *Goodfellow AFB Cressman Dining Facility* – San Angelo community partners and Goodfellow AFB leveraged the Defense Economic Adjustment and Assistance Grant program to facilitate a renovation project to improve a centralized student center that serves as a multi-use space.
- *JB San Antonio Salado Creek Greenway Trail* – JB San Antonio and the City of San Antonio collaborated to make repairs to the Greenway Trail System and bring new hiking and biking trails through a portion of JB SA-Fort Sam Houston.
- *JB Langley-Eustis Golf Course Scoreboard* – Through a certification, a private company provides tournament-style golf scoreboards at no cost; sells advertising space on the board; and shares a portion of the revenue with the installation.
- *Seymour Johnson AFB Multi-Sports Complex* – An enhanced use lease with the City of Goldsboro allowed for the development of a multi-sports complex on the perimeter of Seymour-Johnson AFB
- *Robins AFB Clergy Summit* – The Robins Ministerial Alliance partnered with a local union chapter to provide an on-call clergy team to respond to crisis counseling referrals.

## **Why should I consider a service partnership?**

The DAF continues to prioritize quality of life for Airmen and their families. Airmen are our greatest asset, and we aim to provide them and their families the opportunity to lead happy, healthy, and fulfilling lives. Similarly, community leaders work hard to ensure a high quality of life for their constituents. Moreover, there is often overlap, given that Airmen and their families may choose to live off base. Partnerships between installations and communities harness these synergies to augment and improve services. Partnerships are a great way to equalize quality of life offerings on and off base.

## **What should I keep in mind when pursuing service partnerships?**

As is the case with any partnership, parties should clearly articulate requirements and involve an interdisciplinary team of appropriate subject matter experts. Consider your needs, and then take care to communicate those to your potential partner. For example, are you looking to collaborate on a new fitness facility because your current facility lacks certain important amenities? Or because an installation anticipates an increase in the number of Airmen stationed there? The answer to these questions should be considered from the very beginning. To ensure clear communication and consistency, document requirements as they are identified.

Similarly, it is important to assemble the necessary expertise in order for any partnership to succeed. In the case of a service partnership, ensure that subject matter experts like the chaplain, security forces, judge advocates, contracting officers, services, and transition support are looped in from the start. Input from these stakeholders is vital to defining requirements, choosing the appropriate course of action, and implementing the partnership. Failing to involve them can lead to misunderstandings, delays, rework, or even the failure of the partnership.

## **What kinds of contracting tools support services partnerships?**

Services partnerships are facilitated through a wide variety of tools – including, but not limited to, memorandums of understanding (MOUs), memorandums of agreement (MOAs), certificates, and waivers. See this sections' Quick Reference Table for details.

## **How does a service funding source impact partnerships?**

Services are grouped into three categories (A, B, and C) based on their funding sources: Category A services receive appropriated funds. Category C services generate revenue and do not use any appropriated funds. Category B services use a combination of appropriated and non-appropriated funds. For questions regarding these categories and how they may impact your partnership, contact AFCP Program staff and/or your installation's Force Support Squadron or comptroller.

Please note that activities are funded with appropriated funds (APF) or non-appropriated funds (NAF) in accordance with AFIs 65-106 and AFMAN 34-201. See the table “Categories for MWR Activities” below for more information.

### **What is MyPers, and what should I use it for?**

MyPers is an Air Force Personnel System that the Services Center – part of AFIMSC – utilizes to process services-related items. MyPers allows you to submit any documents that are relevant to your services partnership and routes them to the appropriate subject matter expert (SME). The SME then ensures that your partnership follows current Air Force policy and guidance, and provides additional support. Furthermore, if a particular SME is unable to respond to a request, MyPers allows others to view the submission, ensuring that requests are responded to in a timely manner.

Use MyPers when pursuing MWR partnerships like fitness, arts and crafts, outdoor recreation, and lodging.

<b>CATEGORIES FOR MWR ACTIVITIES</b>		
<b>Categories</b>	<b>Activities</b>	<b>Fund Source</b>
<b>Category A (Mission Support Activities)</b>	Armed Forces Entertainment program overseas, gymnasium/fitness center/aquatic training/aerobic studios, general libraries, community center, parks and picnic areas, sports/athletics (self-directed, unit level, intramural), unit level programs and activities, Single Service Member Programs, Airmen and Family Readiness Center (A&FRC), isolated/deployed/free admission motion pictures, and common support services (NAF accounting office not related to resale, executive control and command supervision, procurement not related to resale, human resources office, marketing)	APF – 100%
<b>Category B (Community Support Activities)</b>	Child development centers, family day care programs, youth programs, recreation swimming pools, automotive skills development, arts & crafts, outdoor recreation programs (organized activities and undeveloped recreation areas), marinas without resale, equipment check out, recreation ticket and tour, amateur radio, government owned or leased riding stables, community programs, service member techno activities, directed outdoor recreation, entertainment (music and theater), bowling centers with less than 16 lanes, and sports competition above the intramural level	APF – Minimum 65%”
<b>Category C (Revenue Generating Activities)</b>	Clubs, golf courses, bowling centers with more than 16 lanes, marinas with resale or private boat berthing, equipment rental, aero clubs, rod and gun clubs, riding clubs, motorcycle clubs, parachute/sky diving clubs, snack bars, restaurants, catering, audio/photo clubs, amusement machine locations and centers, skating rinks, unofficial commercial travel services, Armed Forces Recreation Centers, cabins/cottages/cabananas/recreational guest houses/family camps, bingo, motion pictures (paid admissions), scuba diving, vehicle storage, aquatics center, supplemental mission support funds (such as USAF Academy Athletic Association Fund), and other resale operations that are related to the purpose and function of the MWR activity supported	NAF – 100%  (with some exceptions)

<b>Quick Reference Table 2: Services</b>	
<b>Type of Initiative</b>	<b>Execution Guidance</b>
<b>HOW TO ENGAGE THE AIR FORCE SERVICE CENTER</b>	<p><b>How to Submit a Case to AFSVC in MyPers</b></p> <p>MyPers provides Air Force, Force Support personnel the means to submit information to the Air Force Services Center. An example submission might be a request to Air Force Services (AF/A1S) for modification/waiver of policy/restrictions on use of MWR facilities and programs.</p> <p>Begin on the Air Force Portal start page.</p> <p>From the Quick Links (center column), select MyPers from the Top Portal Searches – you will automatically be logged-in.</p> <p>To the upper right of the MyPers start page (in the blue menu bar) click on “Resources for FSS.”</p> <p>The drop down menu will open, click on “Services.”</p> <p>To enter a case for Aero Clubs, Golf, Community Centers, Event Centers, Bowling, Auto Hobby, Arts and Crafts, Outdoor Recreation, Rod and Gun – click on “SVI Community.”</p> <p>To enter a case for Clubs, Fitness, Lodging, Dining Facilities, and Libraries – click on “SVO Sustainment.”</p> <p>A new page will open and follow the instructions to enter a new case. Fill in all required boxes: Subject, MAJCOM, Base, Category, Comment/Question.</p> <p>Attach all relevant documents.</p>
<b>SHARING LIBRARY RESOURCES – NO PUBLIC ACCESS (CATEGORY A)</b>	<p><b>Summary:</b> These partnerships are intended to extend the capacity of partner services in supporting community needs. The partnership will maximize resources and services for the benefit of the Air Force and the local community.</p> <p><b>Example:</b> Dyess AFB Library, Little Rock AFB Libraries, Tinker AFB Library Services, Hill AFB Library, Joint Base Charleston Library Services</p> <p><b>Coordination:</b> Base Legal, FSS, MyPers, AFSVC/SVP to coordinate with MAJCOM, AF/A1S</p> <p><b>Typical Instruments:</b> MOA, MOU</p> <p><b>Authorities and Guidance:</b> DoDI 1015.10 “Military Morale, Welfare, and Recreation (MWR) Programs,” (6 May 2011), AFI 34-101 (16 Apr 2019)</p>
<b>CHILDCARE</b>	<p><b>Summary:</b> Collaborations between installations and communities to improve childcare opportunities.</p>

	<p><b>Example:</b> Goodfellow AFB Improved Childcare Options, Hanscom AFB Childcare Effort</p> <p><b>Coordination:</b> Base Legal, FSS, MyPers, AFSVC/SVP to coordinate with MAJCOM, AF/A1S; AF/A1S must provide written approval</p> <p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> NDAA of 2000 sec. 584. “Support for Expanded Child Care Services and Youth Program Services for Dependents,” 10 USC § 1799 – “Child care services and youth program services for dependents: participation by children and youth otherwise ineligible”</p>
<p><b>PUBLIC USE/RENTAL OF OUTDOOR RECREATION EQUIPMENT (CATEGORY B AND C)</b></p>	<p><b>Summary:</b> These partnerships can include opening recreational areas to the public where they have access to things like hiking trails, basketball courts, volleyball courts, picnic sites, and playgrounds. Additionally, utilize outdoor equipment like boats, fishing gear, and cabin rentals. This fee structure is determined by the installation.</p> <p><b>Example:</b> Moody AFB Public Access to Grassy Pond Recreational Area</p> <p><b>Coordination:</b> Base Legal, FSS, MyPers, AFSVC/SVI to coordinate with MAJCOM, AF/A1S; A1S must approve waiver</p> <p><b>Typical Instruments:</b> Waiver</p> <p><b>Authorities and Guidance:</b> DoDI 1015.10 (6 May 2011), AFI 34-101 (16 April 2019)</p>
<p><b>CIVILIAN ACCESS TO CATEGORY C FACILITIES</b></p>	<p><b>Summary:</b> These partnerships can include opening Category C facilities to the public like clubs, golf courses, bowling centers with more than 16 lanes, marinas with resale or private boat berthing, equipment rental, aero clubs, rod and gun clubs, riding clubs, motorcycle clubs, parachute/sky diving clubs, snack bars, restaurants, catering, audio/photo clubs, amusement machine locations and centers, skating rinks, unofficial commercial travel services, Armed Forces Recreation Centers, cabins/cottages/cabanas/recreational guest houses/family camps, bingo, motion pictures (paid admissions), scuba diving, vehicle storage, aquatics center, supplemental mission support funds (such as USAF Academy Athletic Association Fund), and other resale operations that are related to the purpose and function of the MWR activity supported.</p> <p><b>Example:</b> Hanscom AFB Golf Course and Recreation Programs, JB San Antonio Golf Courses, Shaw AFB Golf Course, Travis AFB Golf Courses, Robins AFB Community Participation in Aero Club</p> <p><b>Coordination:</b> Base Legal, FSS, MyPers, AFSVC/SVI to coordinate with MAJCOM, A1S</p> <p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> AFI 34-101 (16 Apr 2019)</p>

<p><b>FOOD/ COMMISSARY DONATIONS TO LOCAL FOOD BANK</b></p>	<p><b>Summary:</b> The purpose of these agreements is to establish regular and approved collections of unsellable goods from the Commissary to be distributed to charitable organizations in the community.</p> <p><b>Example:</b> Tinker AFB and JB Andrews Commissary Food Donations</p> <p><b>Coordination:</b> Base Legal, Force support squadron, Defense Commissary Agency, AF/A1, the Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR) SAF/MR, OSD</p> <p><b>Typical Instruments:</b> Letter of intent between parties</p> <p><b>Authorities and Guidance:</b> 10 USC § 2485 – “Commissary stores: operation”</p>
<p><b>USE OF RESOURCE PERSONNEL TO PROVIDE RELIGIOUS PROGRAM REQUIREMENTS</b></p>	<p><b>Summary:</b> In situations where the wing chaplain is unable to provide for all of the religious program requirements, AFI 52-101, Section 3.7, authorizes the wing chaplain (or equivalent) to obtain resource personnel (example: non-Air Force religious personnel) that cannot be provided by the assigned Air Force Chaplain Corps personnel.</p> <p><b>Example:</b> Dyess AFB Chaplain Partnerships, Goodfellow AFB Shared Spiritual Support, JB Charleston Mutual Spiritual Support, Laughlin AFB Chaplains Partnerships</p> <p><b>Coordination:</b> Wing Chaplain, JA</p> <p><b>Typical Instruments:</b> DD Form 2088, Certificate of Ecclesiastical Endorsement (with a SOW)</p> <p><b>Authorities and Guidance:</b> DODD 1304.19 , Appointment of Chaplains for the Military Departments; DoDI 1300.17 , Accommodation of Religious Practices Within the Military Services, AFI 52-101 Chaplains, Planning and Organization</p>
<p><b>COORDINATION OF TRANSITION ASSISTANCE ACTIVITIES</b></p>	<p><b>Summary:</b> Air Force and local community organizations (government and nonprofit) provide services for veterans transitioning out of the service. The Air Force and interested community organizations can maximize their impact by sharing information and coordinating their activities to achieve mutual goals. Career training and job fairs are sample activities that could benefit from coordination by the base and local communities. Common training may cover topics such as resume building (federal &amp; civilian), salary negotiations, interview techniques, and awareness of assistance programs. Opportunities to improve the sharing of job openings and career internships may also exist. Potential partners could include local community colleges, universities, local governments, Chambers of Commerce, and nonprofits.</p> <p><b>Example:</b> Dover AFB Transition Summit, JB San Antonio Transition Summit</p>



	<p><b>Coordination:</b> Installation Airman &amp; Family Readiness Center (A&amp;FRC), Base Legal, Public Affairs; Security Forces if installation access needed</p> <p><b>Typical Instruments:</b> Depends on nature of activity. For example, hosting an open house would not necessarily need a written agreement. However, ongoing support activities requiring community presence on the base should at least be reflected in a license/permit or Memorandum of Understanding</p> <p><b>Authorities and Guidance:</b> DoDI 1332.35, Transition Assistance Program (TAP) for Military Personnel; AFI 36-3203, Service Retirements</p>
<p><b>USE OF VOLUNTARY SERVICES</b></p>	<p><b>Summary:</b> 10 USC §1588 and DoDI 1100.21 allow the Secretary concerned may accept voluntary services, including:</p> <ul style="list-style-type: none"> <li>○ Voluntary medical services, dental services, nursing services, or other health-care related services</li> <li>○ Voluntary services to be provided for a museum or a natural resources program</li> <li>○ Voluntary services to be provided for programs providing services to members of the armed forces and the families of such members, including: <ul style="list-style-type: none"> <li>• Family support programs</li> <li>• Child development and youth services programs</li> <li>• And many more</li> </ul> </li> </ul> <p><b>Example:</b> Goodfellow AFB Pet Therapy, Hill AFB Project Military Hunger Relief, Keesler Volunteerism, Toledo ANGB Boy Scout Ideas, Pittsburgh ARS Operation Santa Program</p> <p><b>Coordination:</b> Sponsoring/requesting Installation organization, base legal, Installation Commander. The Volunteer Logical Access Credential (VoLAC) should be requested through the MPF Customer Service Technical Advisor</p> <p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> 10 USC §1588 and DoDI 1100.21</p>
<p><b>APPLICATION OF “GUEST STATUS” RELATED TO PRIORITY USE OF CATEGORY A/B/C MWR ACTIVITIES</b></p>	<p><b>Summary</b> Guests are those otherwise not eligible to use Force resiliency and readiness programs, who are specifically invited and accompanied by an authorized person.</p> <p><b>Example:</b> JBER Youth Shotgun League</p> <p><b>Coordination:</b> FSS Squadron Commander, Base legal, Support Agreement Manager, Installation Commander</p> <p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> AFI 34-101 Air Force Morale, Welfare, and</p>

	Recreation (MWR) Programs and Use Eligibility (16 April 2019)
<b>BASE ACCESS FOR EDUCATIONAL INSTITUTIONS</b>	<p><b>Summary:</b> DoD Instruction 1322.25, "Voluntary Education Programs," allows educational institutions access to installations to provide programs, services, and education guidance to their students or to participate in sanctioned education fairs.</p> <p><b>Example:</b> Goodfellow AFB Basic Life Skills Training, Goodfellow AFB STARBASE program, Springfield ANGB Clark State Community College post-secondary education partnership</p> <p><b>Coordination:</b> ET&amp;S Chief, Base Legal, Installation Commander, MAJCOM</p> <p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> DoDI 1322.25 , Voluntary Education Programs; DAFI 36- 2670 , Total Force Development</p>

## EDUCATION AND TRAINING

### What are education and training partnerships?

Installation and community leaders are responsible for a variety of development needs: the professional development of employees, the education of dependents, required training for mission-critical skills.

Education and training partnerships allow installations and communities to meet these various needs through collaboration – expanding their workforce’s skillset, increasing mission capability, and improving quality of life for families. Successful partnerships have included joint law enforcement driving training, shared medical training, and collaborative community health classes.

### What are some examples of successful education and training partnerships?

Successful examples include:

- *Altus AFB Joint Law Enforcement Driver's Training* – Through an MOU, the Altus Police Department (APD) is able to utilize Altus AFB's north ramp and taxiway to conduct law enforcement driver's training while the Air Force receives free driver's training from the APD.
- *Davis-Monthan AFB Foreign Language Skills Partnership* – Through an MOU, the University of Arizona’s Critical Languages Program provides classes and tutoring to Airborne Cryptologic Language Analysts.
- *Laughlin AFB Magnet Elementary School* – The installation partnered with the San Felipe Del Rio Consolidate Independent School District to establish a magnet elementary school focused on science, technology, engineering, and math on base to serve kindergarten through fifth grades. The partnership addresses overcrowding in the local school district and provides alternative educational opportunities for military dependents.
- *Goodfellow AFB Defense Acquisition University (DAU) to MBA Credit Transfer Partnership* – Through an MOU, DoD personnel who have been awarded at least a Level II Certification under the Defense Acquisition Workforce Improvement Act can transfer DAU credits into Angelo State University’s MBA in management degree program.
- *JB Andrews EOD Training* – The National Institute of Standards and Technology (NIST) Robot Testing Facility and JB Andrews Explosive Ordnance Disposal (EOD) joined forces to allow the use of the NIST facilities to train EOD operators.

### Why should I consider an education or training partnership?

Installations and communities both have a rich array of education and training opportunities to offer a partner. Pooling resources ensures that these opportunities are fully utilized by opening them to a larger population.

**What should I keep in mind when pursuing an education or training partnership?**

Be sure to coordinate with the appropriate Air Force office(s) when pursuing education or training partnerships. (See Quick Reference Table 3.)

**Quick Reference Table 3: Education and Training**

<b>Type of Initiative</b>	<b>Execution Guidance</b>
<p><b>USE OF VOLUNTARY SERVICES (E.G. STUDENT VOLUNTEERS)</b></p>	<p><b>Summary:</b> Volunteer Service is limited to services performed by a student, with the permission of the institution at which the student is enrolled, as part of a program established for providing educational experience for the student.</p> <p><b>Examples:</b> JB Langley-Eustis Public Affairs Education Collaboration</p> <p><b>Coordination:</b> Sponsoring/requesting Installation organization, Judge Advocate (JA), Installation Commander. The Volunteer Logical Access Credential (VoLAC) should be requested through the Military Personnel Flight (MPF) Customer Service Technical Advisor</p> <p><b>Instrument:</b> MOA, MOU</p> <p><b>Authorities and Guidance:</b> 5 USC § 3111, Acceptance of volunteer service (see PL 95-454); DoDI 1100.21, Voluntary Services in the Department of Defense (see 10 USC § 1588), 5 CFR Part 308, Volunteer Service; AFMAN 17-1301, Computer Security</p>
<p><b>BASE ACCESS FOR EDUCATIONAL AND TRAINING PURPOSES</b></p>	<p><b>Summary:</b> Any educational institution can request installation access for permissible activities (to provide programs, services, and education guidance to their students or to participate in sanctioned education fairs).</p> <p><b>Example:</b> Wright-Patterson AFB Talent Pipeline program; Goodfellow AFB/Howard College TAA; JB Andrews STEM partnerships including Aerospace Summit, annual STEM event, and mentorship program.</p> <p><b>Coordination:</b> ET&amp;S Chief, Base Legal, Installation Commander, MAJCOM</p> <p><b>Instrument:</b> Written request and Voluntary Education Partnership MOU with DoD</p> <p><b>Authorities and Guidance:</b> DoDI 1322.25, Voluntary Education Programs; AFI 36-2670, Total Force Development</p>

<p><b>MEDICAL PROFICIENCY TRAINING</b></p>	<p><b>Summary:</b> Internships, externships, two-way exchanges, and other partnerships that promote medical education and proficiency training.</p> <p><b>Example:</b> Goodfellow AFB Angelo State University Nursing, Goodfellow AFB Doctor of Physical Therapy (DPT) Training, Youngstown-Warren ARS Medical Training Affiliation Agreement</p> <p><b>Coordination:</b></p> <ul style="list-style-type: none"> <li>• <u>Routine:</u> Medical Treatment Facility (MTF), Medical Law Consultants (MLCs), Air Force Medical Service/SG1</li> <li>• <u>Waiver:</u> AFLOA/JACC, SG1N, Consultants, SGJ, SG3, SG1</li> </ul> <p><b>Instrument:</b> Training Affiliation Agreement, MOU, MOA</p> <p><b>Authorities and Guidance:</b> AFD 44-1, Medical Operations; AFI 41-108, Training Affiliation Agreement Program</p>
<p><b>CLASSROOM TRAINING (TRAINING THAT DOES NOT INVOLVE PATIENT CARE)</b></p>	<p><b>Summary:</b> This type of training does not involve patient care. These partnerships involve sharing classes in, for example, Basic Life Support, Advanced Cardiac Life Support, and other lectures.</p> <p><b>Examples:</b> Pittsburgh ARS Continuing Medical Education, JB Charleston Train the Trainer Exchange, JB Maguire Dix Lakehurst Community Health Classes, Dover AFB Breast Cancer Prevention and Education</p> <p><b>Coordination:</b> Community medical representatives, Medical Group (MDG) leadership, Medical Law Consultants (MLCs) as needed. Integrate legal counsel early in the agreement process.</p> <p><b>Instrument:</b> Certificate, or Memorandum of Understanding</p> <p><b>Authorities and Guidance:</b> AFMAN 41-108, Training Affiliation Agreement Program; AFD 44-1, Medical Operations</p>
<p><b>INNOVATIVE READINESS TRAINING (OR, REALISTIC MILITARY TRAINING)</b></p>	<p><b>Summary:</b> Innovative readiness training (IRT) simulates combat environments to improve mission capability. Realistic simulations – for example, urban environments – may be difficult to simulate on federal property. These partnerships provide access to realistic training contexts.</p> <p><b>Examples:</b> Tinker AFB Joint Fire Fighter Training, Luke AFB Emergency Vehicle Operator’s Course, Travis AFB Law Enforcement Training, JBA Explosive Ordnance Disposal Robotic Training with NIST</p> <p><b>Coordination:</b> The approval authority and notification requirements are determined based on risk and the event categorization (see DoDI 1322.28). For example, the minor risk event category is approved at the first O-6 level command authority; and notification is provided to the first</p>

	<p>level general or flag officer command authority. It should be also noted that the approving official takes responsibility for any funding requirements (ex. equipment, supplies, etc.) as well as any liabilities (ex. broken equipment).</p> <p><b>Instrument:</b> MOA, MOU</p> <p><b>Authority and Guidance:</b> 10 USC § 8013, Secretary of the Air Force; DoDD 1322.18, Military Training; DoDI 1322.28, Realistic Military Training Off Federal Real Property</p> <p><b>Note:</b> DOD has a specific program devoted to IRT. For information on this program, visit <a href="https://irt.defense.gov">https://irt.defense.gov</a>.</p>
<p><b>ACCESS TO DOD TRAINING FOR CIVILIAN LAW ENFORCEMENT</b></p>	<p><b>Summary:</b> DoD Components may provide, subject to provisions of the DoDI, access to DoD Component property to Federal, State, and local civilian law enforcement officials to train either on their own or jointly with the DoD Component. This does not permit large-scale or elaborate DoD training, and does not permit regular or direct involvement of DoD personnel in activities that are fundamentally civilian law enforcement operations, except as otherwise authorized in the DoDI. However, it would allow for small-scale or specialized training by the parties. Support is usually "non-reimbursed." It is viewed as a training opportunity which "results in a benefit to the DoD element and/or the National Guard.</p> <p><b>Example:</b> Dover AFB Law Enforcement Training, Tyndall AFB Law Enforcement Driving Course, Luke AFB Emergency Vehicle Operator's Course</p> <p><b>Coordination:</b> Security Forces Squadron; Mission Support Group (MSG); Installation legal department</p> <p><b>Instrument:</b> MOA, MOU</p> <p><b>Authority and Guidance:</b> 10 USC § 375, Restriction on direct participation by military personnel; DoDI 3025.21, Defense Support of Law Enforcement Agencies; AFD 10-8, Defense Support to Civil Authorities; AFI 10-801 ,Defense Support of Civilian Law Enforcement (DSCA); AFI 31-118, Security Police Standards and Procedures</p>
<p><b>COLLABORATION BETWEEN DOD AND CIVILIAN FIRE DEPARTMENTS</b></p>	<p><b>Summary:</b> These partnerships can involve the exchange of knowledge of emergency response capabilities between the fire departments in support of contingency plans and establishment of common practice.</p> <p><b>Examples:</b> Tinker AFB Fire Fighter Ride-out Program</p> <p><b>Coordination:</b> Support Agreement Manager, Fire Chiefs, Wing/CC</p> <p><b>Instrument:</b> MOU</p>

	<b>Authority and Guidance:</b> 10 USC § 375, Restriction on direct participation by military personnel; DoDI 3025.21, Defense Support of Civilian Law Enforcement Agencies
--	--



## HEALTH AND PUBLIC SAFETY

### What are health and public safety partnerships?

Installation and community leaders are charged with the important responsibility of ensuring the safety and well-being of their constituents. Collaborating to share resources, exchange information, and utilize each other's expertise acts as a force multiplier – enhancing quality of life inside and outside the fence line.

### What are some examples of successful health and public safety partnerships?

Successful partnerships have included:

- *Goodfellow AFB Anti-Violence Programming with Concho Valley Rape Crisis Center* – Through an MOU, Air Force and civilian care providers, as well as education programs, share information and services.
- *Goodfellow AFB Communication Resiliency* – The installation and community partnered to improve the speed of interoperability and communication between Goodfellow AFB's emergency response force and local/county first responders to get to hazardous events.
- *JB Charleston E911 Center Consolidation* – Through an MOU, JB Charleston leverages the 911 and related system technologies used by Charleston County.
- *MacDill AFB Advance Lifesaving Service IGSA* – Under the terms of this agreement, the City of Tampa provides the installation with licensed paramedics and a fully equipped advanced lifesaving ambulance for emergency medical response and patient transport.
- *Fairchild Firing Range IGSA* – This agreement allows the installation and Spokane County to share a small arms range, enabling both Airmen and local law enforcement to fulfill training requirements.

### Why should I consider a health or public safety partnership?

Sharing the burden of creating safe and healthy environments creates valuable efficiencies. Furthermore, improving health and safety in the community benefits the base, and vice versa. Interoperability and communication between the installation and community are particularly important in this context. This is particularly true given that working with adjacent jurisdictions can present challenges, so collaboration is helpful. In fact, developing these kinds of relationships can lay the groundwork for effective responses to crises like the COVID-19 pandemic. Many of our installations and communities leaned on their strong preexisting relationships to weather the crisis.

**What should I keep in mind when pursuing a health or public safety partnerships?**

When partnering on such serious areas as health and public safety, it is important to address thoroughly concerns like risk and liability. Be sure to involve judge advocate staff from the beginning.

Always coordinate with the appropriate Air Force office(s) when pursuing health or public safety partnerships. (See Quick Reference Table 4.)

**Quick Reference Table 4: Health and Public Safety**

<b>Type of Initiative</b>	<b>Execution Guidance</b>
<b>Healthcare</b>	
<p><b>ON BASE AMBULANCE SERVICES PROVIDED BY A STATE OR LOCAL GOVERNMENT</b></p>	<p><b>Summary:</b> These agreements can provide licensed paramedics and a fully equipped advanced lifesaving ambulance for emergency medical response and patient transport.</p> <p><b>Example:</b> Goodfellow AFB Firetruck Maintenance &amp; Ambulance Service, MacDill AFB Advanced Lifesaving Service IGSA</p> <p><b>Coordination:</b> Security Forces Squadron, Medical Group, MSG, Logistics Readiness Squadron, Comptroller, JA, Wing Commander</p> <p><b>Typical Instruments:</b> MOA, IGSA</p> <p><b>Authorities and Guidance:</b> 10 USC § 2679 (for arrangements that utilize an IGSA); DoDI 4000.19, Support Agreements; AFI 25-201, Intra-Service, Intra-Agency Agreement Procedures</p>
<b>Public Safety</b>	
<p><b>USE OF AIR FORCE AND NON-AIR FORCE SMALL ARMS RANGES</b></p>	<p><b>Summary:</b> These partnerships can involve the joint use of a small arms range that benefits a military installation and a local government. It eliminates building duplicate facilities for each entity. These partnerships facilitate joint training, information sharing, and support law enforcement.</p> <p><b>Examples:</b> Fairchild AFB Firing Range, Goodfellow AFB Shared Firing Range, Luke AFB Range Use</p> <p><b>Coordination:</b> Security Forces Commander/Combat Arms Organizational Commander, Base Judge Advocate (JA), Wing/CC, SAF/IEI</p> <p><b>Typical Instruments:</b> MOA, MOU, IGSA, license</p> <p><b>Authorities and Guidance:</b> AFMAN 36-2655, USAF Small Arms and Light Weapons Qualification Programs; AFI 36-2654, Combat Arms Program</p>

<p><b>ANIMAL CONTROL</b></p>	<p><b>Summary:</b> These partnerships address stray animal control problems by ensuring the humane care, capture, and treatment of stray animals found on base.</p> <p><b>Examples:</b> JBSA Animal Control, Tinker Animal Control Partnership</p> <p><b>Coordination:</b> Base JA, Contracting Officer or Support Agreement Manager, Installation Commander, Security Forces Squadron, Integrated Pest Management Coordinator, Armed Forces Pest Management Board</p> <p><b>Typical Instruments:</b> MOA, MOU, IGSA</p> <p><b>Authorities and Guidance:</b> DoDI 4150.07, DoD Pest Management; Armed Forces Pest Management Board Technical Guide No. 37, Integrated Management of Stray Animals on Military Installations</p>
<p><b>USE OF NON-AIR FORCE CRIMINAL CONFINEMENT FACILITIES</b></p>	<p><b>Summary:</b> These partnerships seek a civilian confinement facility to incarcerate inmates and/or detainees serving sentences or pre-trial confinement, as needed. Local law enforcement may have the capability to house military inmates or detainees and sufficient staff supervision available for this purpose. The objective is to build a support network for confinement operations support.</p> <p><b>Example:</b> JBSA LE Confinement Support, Tinker AFB Detention Facility</p> <p><b>Coordination:</b> Security Forces, Base JA, Contracting Officer or Support Agreement Manager, Installation Commander</p> <p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> AFI 31-115, Air Force Corrections System</p>
<p><b>TRANSFER RECEIPT OF BASE 911 CALLS TO LOCAL COMMUNITY 911</b></p>	<p><b>Summary:</b> These partnerships leverage the 911 and related system technologies used by the local community. The partnership standardizes and streamlines processes for all emergency 911 calls. It creates a single, standardized answering process for 911 calls initiated on base and, if applicable, replaces multi-step processes. These partnerships increase interoperability with surrounding police, fire, and EMS and improve emergency response times.</p> <p><b>Example:</b> JB Charleston 911 Consolidation, Shaw AFB E911, Toledo ANGB 911 Calls, Goodfellow AFB Public Safety Answering Point Services</p> <p><b>Coordination:</b> Base JA, base civil engineer, installation commander</p>

	<p><b>Typical Instruments:</b> MOU, MOA</p> <p><b>Authorities and Guidance:</b> DoDI 6055.17, DoD Emergency Management (IEM) Program</p>
<p><b>MUTUAL AID AGREEMENTS FOR FIRE / POLICE / EMS</b></p>	<p><b>Summary:</b> Mutual aid agreements are common throughout DoD. From a partnership perspective, installations can enter agreements with a municipality(s) for coordinated emergency response. Collaboration procedures can be specifically documented, formalizing an integrated response for fire, law enforcement, or other emergencies. These agreements standardize jurisdiction arrangements, information sharing, and courses of action. Benefits include quicker response times, communication interoperability, and operational efficiencies.</p> <p><b>Examples:</b> Joint Base Langley-Eustis, Dover AFB</p> <p><b>Coordination:</b> SFS, Installation Fire Chief, Base JA</p> <p><b>Typical Instrument:</b> MOU, MOA, Letter</p> <p><b>Authorities and Guidance:</b> 42 USC § 1856a, Reciprocal fire protection agreements; 15 USC § 2210, Reimbursement for costs of firefighting on federal property; 44 CFR Part 151, Emergency Management and Assistance; AFI 32-2001, Fire Emergency Services Program</p>

## REAL ESTATE, PROPERTY, AND UTILITIES

### **What are real estate, property, and utilities partnerships?**

Every installation and every community must tackle challenges relating to meeting infrastructure needs. Similarly, they must deliver quality reliable utilities. Subsequently, many partners have found success in addressing these challenges collaboratively.

These kinds of efforts largely fall under the jurisdiction of offices like the DAF Civil Engineering Center (AFCEC). AFCEC has a strong working relationship with these offices, and will be happy to act as a liaison for partners pursuing these kinds of collaborations.

### **What are some examples of real estate, property, and utilities partnerships?**

Successful partnerships have included:

- *Seymour Johnson AFB Multi Sports Complex* – An enhanced use lease with the City of Goldsboro allowed for the development of a multi-sports complex on 62 acres of property on the perimeter of Seymour-Johnson AFB.
- *Moody AFB Wastewater Treatment Plant IGSA* - Through this agreement, Lowndes County operates Moody AFB's Water and Wastewater Treatment Plant.

### **Why should I consider a real estate, property, or utilities partnership?**

The need for these resources is universal: Not only does every installation have this need, but every community does, too. This kind of universal need can create the perfect opportunity for tackling shared challenges with shared solutions. For example, restrictive easements are designed to prohibit incompatible development, so they maintain the current use of parcels and encourage the successful use of other sites. They can be a cost-effective implementation tool for a community's growth management planning. Parcels with development easements preserve the character of the community and make new open space opportunities. Management of the easements by local partners is required, so communication is enhanced and local control is assured.

Furthermore, DAF installations and the communities that surround them are continually evolving. Long-term trends, as well as specific events like the COVID-19 pandemic, cause changes in military and civilian needs for physical infrastructure. Given these fluctuations, both sides could benefit from pooling resources and sharing solutions.

Finally, we all must face the reality that our physical infrastructure, our sources of energy, and our other utilities are more vulnerable than ever. Manmade events like the Colonial Pipeline cyberattack, as well as natural disasters like floods and storms, can have massive impacts that are felt inside and outside the fence line. This is especially true given that so many DAF civilians, Airmen, and their families live in surrounding communities. Catastrophes no longer affect an

installation or a community in isolation. Subsequently, whole regions need to work in concert to build mutually-resilience environments.

### **What should I keep in mind when pursuing a real estate, property, or utilities partnerships?**

Collaborating on these types of partnerships can be complex, and often involves many stakeholders. It will be especially important to articulate partnership needs, and identify stakeholders from the very beginning. Be patient as each interest group works through their own requirements, determines how they can contribute, and gets to “yes.”

Additionally, be sure to coordinate with the appropriate DAF office(s) when pursuing utilities partnerships. (See, “What are real estate, energy, and utilities partnerships?”)

### **What kinds of contracting tools support real estate, property, and utilities partnerships?**

Subject matter experts like AFCEC are well equipped to advise partners on the best acquisition strategy. Contact these offices (or request assistance via AFCP) for help with developing and executing a course of action.

Quick Reference Table 5: Real Estate and Property Partnerships	
Type of Initiative	Execution Guidance
<b>Real Estate and Property</b>	
<b>UTILIZING DAF REAL PROPERTY</b>	<p><b>Summary:</b> These partnerships allow outside entities to utilize DAF-owned real property.</p> <p><b>Examples:</b> Seymour Johnson AFB Multi Sports Complex, Ellsworth AFB Grazing Lease</p> <p><b>Coordination:</b> SAF/IEI, AFCEC/CIT, SAF/GCN, Base Real Property office; Wing Commander, AFCEC/CUI</p> <p><b>Instrument:</b> (For gifts) deed, gift offer letter, gift acceptance letter; (for temporary use of DAF real property) permit or license; (for lease of DAF real property) lease; (for possessory use of DAF real property) enhanced use lease</p> <p><b>Authority and Guidance:</b> 10 USC § 2601, General Gift Funds; AFI 51-506, Gifts to the Department of the Air Force from Domestic and Foreign Sources; AFI 32-9001, Acquisition of Real Property; 10 USC § 2667, Leases: non-excess property of military departments and Defense Agencies; Air Force Enhanced Use Lease Playbook on the Civil Engineer Portal; 10 USC § 8013, Secretary of the Air Force; AFI 32-9003, Granting Temporary Use of AF Real Property;</p>
<b>CIVILIAN USE OF DAF AIRFIELD</b>	<p><b>Summary:</b> These partnerships facilitate the use of DAF-owned airfields by civilian entities.</p> <p><b>Examples:</b> Westover ARB Westover Metropolitan Development Corporation Partnership</p> <p><b>Coordination:</b> Base airfield operations office, Wing/CC, approval authority level as defined by AFI 10-1001, the DAF Representative (AFREP) at the Federal Aviation Administration (FAA) Regional Office, HQ USAF (A3OJ)</p> <p><b>Instrument:</b> air field permit, joint use agreement</p> <p><b>Authority and Guidance:</b> AFD 10-10, Joint Use of Military and Civilian Flying Facilities (see 49 USC); 32 CFR Part 855, Civil Aircraft Use Of United States Air Force Airfields; AFI 10-1001, Civil Aircraft Landing Permits; AFI 10-1002, Joint Use Agreements For Military and Civilian Flying Facilities</p>
<b>USE OF NON-AIR FORCE AIR FIELDS (PURCHASE OF AVIATION FUEL AND GROUND SERVICES)</b>	<p><b>Summary:</b> Air Force planes often need to either purchase fuel or obtain ground services from commercial airfields. In many instances, the aircraft will remain on the commercial airfield for extended periods. In these situations, an MOU is appropriate.</p> <p><b>Coordination:</b> Mission Support Group Commander, Base JA, Base Financial Officer, Base Support Agreement Manager</p>



	<p><b>Instruments:</b> MOA</p> <p><b>Authority and Guidance:</b> 10 USC 8013 Secretary of the Air Force; AFI 11-253 "Managing Off-Station Purchase of Aviation Fuel and Ground Services (08/19/13)</p>
<p><b>USE OF GOVERNMENT VEHICLES</b></p>	<p><b>Summary:</b> There could be a number of reasons why an installation could utilize government-owned vehicles in a partnership context, including in support of community-sponsored events and obtaining qualified vehicle operators.</p> <p><b>Examples:</b> Joint Base San Antonio Wounded Warriors Shuttle</p> <p><b>Coordination:</b> Base Civil Engineer, Force Support Squadron, Logistics Readiness Squadron, Wing/CC, Base Vehicle Operations Supervisor, Installation Commander</p> <p><b>Instruments:</b> 10 USC 2679 (IGSA)</p> <p><b>Authority and Guidance:</b> Title 40 U.S.C. § 601-611, Motor Vehicle Pools and Transportation Systems; AFI 24-301, Vehicle Operations</p>
<p><b>READINESS AND ENVIRONMENTAL PROTECTION INTEGRATION (REPI) PROGRAM</b></p>	<p><b>Summary:</b> REPI, which is a DoD program, protects military missions by helping remove or avoid land-use conflicts near installations and addressing regulatory restrictions that inhibit military activities. The REPI program enables cooperative agreements with eligible entities to encourage compatibility of land uses on and off bases and addresses encroachment and sustainment challenges that have the potential to affect the DAF mission.</p> <p><b>Examples:</b> Buckley AFB Compatible Use Buffer Project/ Recreation Trails, Altus AFB Water Quality and Rights Partnership</p> <p><b>Coordination:</b> Base Real Property, Base Legal, Wing/CC, AFCEC/CIT, AF/A4C, SAF/GCN, SAF/IEI, DOD REPI Office</p> <p><b>Instruments:</b> Cooperative Agreement, Funding Authorization Document, Recorded Easement</p> <p><b>Authority and Guidance:</b> 10 USC § 2684a, Agreements to limit encroachments and other constraints on military training, testing, and operations; 31 USC § 1501, Documentary evidence requirement for Government obligations; 32 CFR Chapter 1 Subchapter C, DOD Grant and Agreement Regulations; DoDI 5545.02, DoD Policy for Congressional Authorization and Appropriations Reporting Requirements; DoDI 3200.16, Operational Range Clearance; DAFFD 10-2, Readiness; AFI 90-802, Risk Management; AFI 90-2001, Mission Sustainment</p>

<b>Utilities</b>	
<b>WATER/ WASTEWATER TREATMENT PLANT</b>	<p><b>Summary:</b> These partnerships facilitate the transfer of a water/wastewater treatment plants' operations.</p> <p><b>Examples:</b> Moody AFB Wastewater Treatment Plant IGSA</p> <p><b>Coordination:</b> An IGSA Package submitted by an installation to SAF/IEI. (See IGSA chapter for full details.)</p> <p><b>Instrument:</b> IGSA, contract</p> <p><b>Authorities:</b> 10 USC 2679 (IGSAs)</p> <p>As with other types of services, an installation can use FAR authority or 10 USC 2679 to procure the services of operating an on-base wastewater treatment plant and/or water supply system. Please note that providing such services is not the same as utility privatization under 10 USC 2688 (where ownership and operation of physical assets transfer outside of the federal government).</p>