Welcome!

Joint Engineer Training
2015 JETC
Conference & Expo

hosted by the Society of American Military Engineers

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Opportunities for Increased Efficiencies: Public-Public & Public-Private Partnerships

Moderator: Capt. Robert Harris, RA, USN, Director, Special Venture Acquisition, HQ NAVFAC

Speakers:
- Charles Lubeshkoff, Program Manager, Marstel Day, LLC
- Regan McDonald, P.E., LEED AP, F.SAME, Vice President, Atkins
- David Ross, Senior Program Advisor, Office of the Assistant Chief of Staff for Installation Management
Air Force Public-Public; Public-Private (P4) Partnerships

- Lt Col Chris Miller P.E., TXANG, SAF/IEI Partnership Broker
Shared Environment

- Reduced budgets & fiscal challenges
- Manpower cuts; hiring freezes; realignments
- Force structure changes and defense industry reductions
- Innovative partnerships-sparked by "new" legislation; "broadest authority seen in 30 years"
- Need to "Make Every Dollar Count," provide quality services, allocate risk, share value

This is NOT business as usual
AF and Local Community Leadership is key!

Bring AF leadership and resource support as Installation and Community leaders develop, prioritize and implement community partnership initiatives.

Practice the “Art of the Possible”

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

People closest to the mission are generating ideas in the “best interests of the Air Force”
AF Framework, Policy and Guidance

- Focused on supporting Installation and Community leaders
  - Cross-functional Task Force of subject matter experts address potential issues
  - AF Instruction (AFI 90-2201) in coordination

- Based upon a prototype AF process that empowers Installations and Community leaders by using a 7-step process
  - An analytical, methodical approach to achieve mutual understanding and create shared value
  - Foundation for enduring relationship to build partnership capacity

Set conditions to enable Installation and Community Leaders to see opportunities

Integrity - Service - Excellence
There are many DoD and Federal agency legal authorities that an installation can utilize for a partnership agreement

Lay out the initiative objectives first, then identify the tools to make it happen

This is not a solution looking for requirements; these are requirements looking for solutions
A Cross-functional Air Force Community Partnership Task Force, chaired by SAF/IEI helps guide efforts to identify and reduce potential AF-wide operating/service costs.

Members’ expertise assists you through the process:

- Air Operations
- Chaplain
- Communications
- Energy
- Health
- Installations
- Logistics
- Services
- Contracting
- Small Business
- Finance
- Legal
- Security
- Cost Efficiency
- Legislative Liaison
- Public Affairs
- Base Exchange
- DOD Schools
- Office of Economic Adjustment
- National Guard
- Reserve Affairs
Potential Cross-Functional Initiatives

- Airport operations and maintenance
- Shared use firing ranges (O&M/MILCON avoidance)
- Cooperative fire/police training, support & interoperability
- Cooperative medical training and initiatives
- Aircraft mechanic training
- University training of critical-need interns
- Many AF services-provided Airmen support programs
  - Youth programs/library ops
  - Shared golf course/athletic field operations
  - Community educational center (near front gate)
  - Shared food service facilities
- Waste management/recycling/pavements
- Environmental mitigation
- Energy Initiatives; Utility Energy Service Contracts (UESC)
- Data center/solar voltaic array EULs
- Shared waste water treatment facilities/other utilities
- Expanded community bus system
- Streamlined dormitory mail delivery
Partnerships provide communications forums to increase understanding and create cooperative, innovative environments.

Partnerships address shared interests or differing but complementary interests.

Partnerships leverage resources.

Partnerships create mutual value that is greater than what the partners could individually achieve.

“Contractual agreement” is being used in the broadest sense. Agreements could range from MOAs to formal contracts and include intergovernmental support and other cooperative agreements.
What is the Leadership Committee?

The Leadership Committee is the group of key decision makers for partnership activities at your location:

- **Purpose/role:**
  - Establishes priorities
  - Commits resources
  - Provide strategic vision
  - Champions the overall effort

- **Composition:**
  - Includes representatives from key stakeholder organizations (installation and community), can be all-inclusive or selective
  - Might evolve organically, might need help to formulate
AF Community Partnership Process

- Typically a 7-Step TTX Process: 6-8 months with quarterly updates

- The AF Community Partnership process is adaptable
  - Identify focus areas, partners, required meetings
  - Identify priorities and resource requirements
Exercise Objectives

Initial objectives:

1. Identify a network of existing and potential partners
2. Develop shared understanding of needs and resources of potential partners
3. Develop shared understanding of opportunities and challenges of potential partnerships
4. Identify the processes that enable each partner to use existing resources in a mutually beneficial agreement
5. Act on partnering opportunities that can be implemented immediately
6. Identify additional partnering opportunities for both short-term (less than two years out) and long-term implementation
Organization Profiles

- Organization
- Existing partnerships
- Organizational needs that may benefit from partnerships
- Organizational resources/capabilities that may benefit others
**Partnership Worksheet**  
**SAMPLE*** Ball Fields***SAMPLE

<table>
<thead>
<tr>
<th>Who is Involved?</th>
<th>What resources are involved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Installation</td>
<td>▪ Installation vacant land</td>
</tr>
<tr>
<td>▪ Community (town/city/municipality)</td>
<td>▪ Community and Installation Support</td>
</tr>
<tr>
<td>▪ Youth Athletic Associations (on/off base) - boys, girls, soccer, base ball</td>
<td>▪ Youth Athletic Associations Sponsorship</td>
</tr>
<tr>
<td></td>
<td>▪ Installation and Community assist w/field mx</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How does it work?</th>
<th>What value or benefits does it provide?</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Installation provides vacant land for the fields</td>
<td>▪ Vacant land into productive use</td>
</tr>
<tr>
<td>▪ Community lay out and prepare fields</td>
<td>▪ Expands number of practice and playing fields for youth leagues</td>
</tr>
<tr>
<td>▪ Fields mowed by the installation</td>
<td>▪ Support to youth of both Military and community families</td>
</tr>
<tr>
<td>▪ Athletic Associations keeps fields striped and cleaned</td>
<td>▪ Opens another installation door to the community</td>
</tr>
<tr>
<td>▪ Use of fields split between base leagues and town leagues</td>
<td></td>
</tr>
</tbody>
</table>

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**Integrity - Service - Excellence**
## Partnership Worksheet

### SAMPLE***Ball Fields***SAMPLE

<table>
<thead>
<tr>
<th>Next Steps</th>
<th>Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Coordinate meeting between Base and town leagues to discuss scheduling procedures</td>
<td>▪ Expand this partnership to include basketball facilities on base</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Questions</th>
<th>Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ How often will the fields be mowed by the installation?</td>
<td>▪ Maintaining public access to fields and ensuring security of the base</td>
</tr>
<tr>
<td>▪ When does the maintenance typically take place?</td>
<td></td>
</tr>
</tbody>
</table>
Partnership Concept Evolution

Stages
- General Concept (IPM)
- Priority Concept (MPM)
- Refined Concept (FPM)
- Draft Agreement (TTX)
- Executed Agreement (WAM)

Leads
- Brainstorming Team
- Leadership Committee & Work Group
- Leadership Committee & Work Group
- Leadership Committee & Work Group
- Leadership Committee

Tools
- Partnership Concept Worksheet
- Partnership Checklist and Workbook
- Business Case Analysis (If needed)
- Agreement Templates & Examples
- SitMan/Way Ahead Report

Resources
- Partnership Broker-Led Facilitation Team
- APAN
- Partnership Management Office (PMO)
- Task Force

Integrity - Service - Excellence
Air Force Community Partnership Program SharePoint Site Features:

- Blog to share our success stories, best practices, and solutions for overcoming challenges
- Signed agreements
- Case studies and templates
- Initiative news articles from installations in the program
- Base resources
- Installation meeting documents
- Educational resources (briefings, articles, fact sheets, etc.)
- Frequently Asked Questions

Go to: airforcepartnerships.org
How to Register for an Account

How to Register:

The process of establishing an account consists of two steps:

1. **Create an APAN account:**
   - To register for an account, go to: [airforcepartnerships.org](http://airforcepartnerships.org)
   - In the upper right hand corner of the site, click the green “Create an Account” button
   - Enter your email address as requested
   - A validation email will be sent to you from APAN Support. Follow the instructions provided in the email to set up your account

2. **Register on the site as an user:**
   - Proceed to [airforcepartnerships.org](http://airforcepartnerships.org)
   - Register under First Time Users on the main page to be added as an user. Until you request access, you will only have limited access to content on the Welcome page. You will receive access within one business day

For any technical issues or questions, please contact: Marta Dunn, Knowledge Manager, SAF/IEI, Ctr; Email: dunn_marta@bah.com; Phone: 703.622.5581
AF Community Partnership Program Update

- SAF/IE Commitment: This is an Enduring Requirement
  - Support installation and community leaders’ recurring meeting schedule
  - “Refresh” new leaders and staff every 2 years or as requested
- Participation
  - 48 installations/communities are in the program
- Initiatives
  - 57 implemented agreements; 250 actively being worked
  - 1000+ innovative ideas—“trigger” others; many with AF-wide applicability
  - Our collaboration website (APAN): Airforcepartnerships.org
- First Intergovernmental Support Agreements completed
- New FY15 NDAA, 10 USC 2679 facilitates State/local agreements—anticipate AF-wide use
- AF Community Partnership Program Blog released and active
Highlights of Program Results to Date

- Near completion
  - Moody AFB-Lowndes County: county to operate AF water/wastewater plants at lower cost; increased revenue/capacity to county (First IGSA/FAR contract!; pending award)
  - Hanscom AFB-Bedford: town to provide proactive salt brine application at lower cost to AF; increased safety and reduced environmental impacts (pending award)

- In work with Task Force
  - Joint Firing Ranges: shared cost between AFBs and local governments to construct new facility (O&M, lease, MILCON)
  - Working with Task Force members to develop templates: Joint Use Airfield, Water/Wastewater, Shared Golf Course, Transition Assistance, and Training

- Guidance/Templates
  - 10 USC 2679 Q&A; Engaging Industry paper
  - BCA outline/template
  - AFPD 90-22 (published Jul 14); AFI 90-2201 (under development)
  - Case Studies recently published on APAN: Charter Schools (22 Jan)
  - Charter template on APAN (Resources and Base Resources tabs)
Army Public-Public Partnerships

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Program Manager, Marstel Day, LLC

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Vice President, Atkins
Variety of Partnership Instruments

Real estate instruments: Lease, License, Enhanced Use Lease
Defining Success

Major objectives:

• Savings or cost avoidance for the Army
• Maintain & improve benefits for service members
• Strengthen meaningful ties with communities & strategic stakeholders

Successful outcomes include:

• Signed partnership agreements
• Improved pricing structures
• Expanded access to local, state & federal assets
• Positive political impact with members of congress
• Stronger bonds with the community
What’s the Target?

Agreements  
IGSAs

Savings  
Process
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The Process

1. Kick Off Meeting
   - Briefing to Installation or Site
   - Commencement of partnering process

2. Needs and Capacities Conference
   - Stakeholder introductions
   - Brainstorming
   - Identification of potential partnerships

3. Focus Group Workshop
   - Focused workgroup
   - Partnership assessment and analysis
   - Shortlist of partnerships

4. Agreements Development Workshop
   - Detailed examination
   - Expert involvement
   - Agreement drafts

FY15 Strategic Engagements:
Alabama ARNG; Florida ARNG; Fort Devens, MA; Camp Parks, CA
Successful Partnerships

- Shared disaster recovery resources
- Shared emergency operations centers
- Bulk purchase construction materials
- Medical services and medical training
- Library resource sharing
- Workforce training and certification
- Recreation and fitness facilities sharing
- Maintenance services
- Family support activities
- Water and waste water treatment
Lessons Learned

• Service must have the correct partnership approach and attitude
• It is not a one sided partnership
• Army generally needs partnerships more than communities
• Be sensitive to current partnerships and other relationships outside the fence
• Tempo and business protocol for meetings must be professional and to business standards
• To maximize partnership opportunities, Installations need a turn-key process with professional skills, techniques and manpower
• Follow up and stakeholder development is not mass marketing, but very personal
• Leadership engagement sets the tone
• Build momentum, use all available authorities, drive agreements to closure
• There are collateral benefits from the effort: relationships, trust
POC’s

Office of the Assistant Chief of Staff, Installation Management (OACSIM)

Ivan Bolden
Chief, Army Privatization and Partnerships

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Army Public Private Partnerships

David Ross
Senior Advisor, Army Privatization and Partnerships
Office of the Assistant Chief of Staff, Installation Management
21 May 2015
Providing a high quality housing and lodging experience for Soldiers and Families that is commensurate with those they are pledged to defend.
BACKGROUND - 1996, Army Family Housing had $7B un-funded renovation / 10,000-home deficit bills. 1998, Army started Residential Communities Initiative (RCI). 70% of homes in the Army inventory needed to be torn down or completely renovated.

- RCI Privatized over 86,000 homes:
  - New construction: over 33,000 homes completed
  - Major/Medium Renovation: over 27,000 homes completed
- Senior Enlisted/Officer Unaccompanied Privatized Housing (UPH):
  - New construction of 1,394 beds
  - Phase 2 of Bragg (198 beds) in construction
- First Junior UPH at Fort Meade – Planned for 816 rooms; in construction.
- Final Privatized Army Lodging group closed 1 May 13
  - Total of over 11,600 rooms
  - $1 Billion in construction
DELIVERED: 12 Holiday Inn Express® (HIE) brand hotels, a combined 2,027 hotel rooms

- 2010 - HIE on Fort Polk, LA
- 2010 - HIE on Fort Hood, TX
- 2011 - HIE on Fort Rucker, AL
- 2011 - HIE on Fort Sill, OK
- 2011 - HIE on Fort Hamilton, NY
- 2012 - HIE on Fort Wainwright, AK
- 2014 - HIE on Fort Buchanan, PR
- 2014 - HIE on Fort Leavenworth, KS
- 2014 - HIE on Joint Base San Antonio, TX
- 2014 - HIE on Fort Belvoir, VA

DELIVERED: 5 Candlewood Suites® (CWS) brand hotels, a combined 838 hotel rooms

- 2013 - CWS on Fort Riley, KS
- 2013 - CWS on Yuma Proving Ground, AZ
- 2014 - CWS on Fort Hood, TX
- 2014 - CWS on Joint Base San Antonio, TX
- 2014 - CWS on Fort Huachuca, AZ

Installations scheduled to transfer to PAL by FY16:

Fort Benning, 920 / 920 (*)
Fort Lee, 1138 / 1138 (**) 

Subject to PAL’s ability to purchase Army Lodging financial Obligations for new construction.

Total guest rooms originally conveyed: 13,780
Total guest rooms at end-state: 12,354

Current PAL locations: 39
Projected PAL locations by FY16: 41 (*)

Current Army Owned locations:
- CONUS: 4 locations (2,214 Guest Rooms)
- OCONUS: Germany, Italy, Korea (2,000 Guest Rooms)

Projected Army Owned locations by FY16:
- CONUS: 2 locations (83 Guest Rooms)
- OCONUS: Germany, Italy, Korea (2,000 Guest Rooms)
Privatization has allowed us to:

• We have built world class communities
• We have eliminated the Army backlog and deficit
• We have used our creativity and innovation with our partners to develop sustainable and supportable communities
• We have improved partnerships with local communities
• But most of all, it has allowed us to take care of military families, single soldiers, and support the Army’s missions
Questions?