



COMMUNITY PARTNERSHIP OPPORTUNITIES
TYNDALL AFB, FLORIDA

The Roosevelt Group

Report on Community Partnering for Tyndall AFB

Gulf Coast State College and The Roosevelt Group

8 April 2018

CONTRACT SUMMARY

Gulf Coast State College issued a purchase order on 28 Nov 2017 with The Roosevelt Group Blanket purchase order for consulting services commencing work on August 15, 2017.

Per the purchase order TRG was responsible for the following:

1. Provide baseline assessment report representing Bay County community partnership efforts to date.
2. Outline potential new community partnership opportunities and path forward.
3. Provide strategies to prioritize potential new projects.
4. Provide recommendations of best practices and defense communities
5. Provide outbrief to Tyndall AFB/community leadership as part of previous mission-related effort.

The Roosevelt Group's efforts to support the purchase order are outlined in the attached report.

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BACKGROUND

Gulf Coast State College contracted with the Roosevelt Group to help re-energize or “refresh” community partnership efforts with Tyndall AFB. The community partnering efforts had seemingly stalled as a result of changes in leadership both at the base and within the community after the initial AFCP meetings in 2014 and as a result of reduced Air Force funding of the AFCP program. Community and Installation leaders were well engaged and demonstrated considerable knowledge and understanding of how to partner and achieve mutual value and benefit.

The community has shown great interest in partnering with Tyndall AFB and beginning in 2014 they readily participated in the then new Air Force Community Partnership (AFCP) program meeting with installation leaders and generating 27 ideas that were eventually narrowed to 14 of which 6 were pursued for priority completion with 3 being completed or nearing completion prior to an initial “refresh” meeting held on September 25, 2017 with key Tyndall AFB leaders, followed by a meeting with the Mayor of the city of Parker. Follow on meetings were held at Tyndall AFB on January 9, 2018 and March 1, 2018. Summary of activities accomplished to support each of the required activities are outlined in the following pages.

The Roosevelt Group appreciates the opportunity to assist Tyndall AFB and the community to identify possible partnership opportunities.

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Activity 1: Provide baseline assessment report representing Bay County community partnership efforts to date.

Prior to initial meeting at Tyndall AFB, The Roosevelt Group team engaged with SAF/IEI Community Partnership team to review current policies and obtain status of Tyndall AFB initiatives. Obtained support of Mr Teran Judd, SAF/IEI AF Community Partnership lead to refresh the CP program at Tyndall AFB and cemented his participation in initial refresh meeting.

On September 25, 2017 Kathleen Ferguson and Steve Zander from The Roosevelt Group facilitated and participated in multiple meetings at Tyndall AFB. First meeting was brainstorming session. Attendees included Mr Glen McDonald, Gulf Coast State College and BDA member; Mr Teran Judd, SAF/IEI; Colonel Matthew Jefson, 325th MSG/CC and members of his staff; Colonel Brinker, 325th Maintenance Group CC and Colonel McKim, 325th Med Group CC and members of their staffs. Possible options discussed include refuse, recycling, CATM, Joint Emergency Responder Training, Commissary donations, ambulance services, and 5th generation low observable training. A meeting was also held with Colonel Hernandez, 325th FW/CC to understand his priorities and hear his vision for Tyndall AFB. We also discussed the need for Tyndall AFB to have a CP lead established. A final meeting was held with Mayor Musgrave from the City of Parker. We discussed the existing memorandums of understanding already in place for fire and police services. A final meeting was held with Mr Tom Neubauer and Glen McDonald to lay out next steps. During this session the SECAF's decision on MQ-9 beddown was not yet made. All recognized if this mission were to come to Tyndall the beddown would have to have the highest priority for resources.

October/November 2017: Obtained copies of Tyndall AICUZ, ICEMAP, engaged AFCEC Enhanced Use Lease office to ascertain issues on Tyndall's prior submissions. Integrated, reviewed and prioritized all community partnership initiatives identified.

All briefings for Sept 25, 2017 meeting are at Attachment 1.

Activity 2: Outline potential new community partnership opportunities and path forward.

January 9, 2018 meeting at Tyndall AFB. Attendees: Col Jefson, 325 MSG/CC, Ms Coleen Duffy, 325 MSG/CD, Lt Col Belina, 325 CES/CC, Others from 325 CES, Mr Glen McDonald, Gulf Coast State College, Ms Kathleen Ferguson, The Roosevelt Group, and Mr Brad McRee, SAF/IEI CP Broker.

Col Jefson indicated his desires more community partnerships, especially in light of the recent SECAF preferred alternative decision to bring the Air Force's new MQ-9 Wing to Tyndall AFB. This new mission is expected to bring 1,600+ active duty personnel to the base. Discussions focused on how Community Partnerships could support this new beddown.

Additional Items discussed included possibility of OEA grant funding available to assist with bed-down of the new wing and the potential for Enhanced Used Leases at two areas of the base.

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Brad McRee did a great job in discussing how the AFCP could assist with future partnerships and provided key documents to assist them in this way. One key takeaway: The base is interested in a partnership with DMV to put an office on base and requested assistance in getting information from Scott and Eglin on similar efforts.

A meeting later that day included Ms Ferguson, Mr McDonald, Brad McRee with Col Tim Dodge (CD for AFCEC at Tyndall). Discussed the second potential EUL site and oriented him to partnership efforts. Finally, the Base leadership plans to have an off-site for strategic planning on 8 Feb 2018 to lay out the future for Tyndall AFB.

All briefings for January 9, 2018 meeting are at Attachment 2.

Activity 3: Provide strategies to prioritize potential new projects.

Throughout the term of the project The Roosevelt Group team, Tyndall AFB leadership, AF Community Partnership facilitators and community leaders have recognized that the first priority moving forward must be to support the beddown of the MQ-9 at Tyndall AFB. The strategies moving forward must include consideration of the requirements and resources required to support the beddown, as informed by the Air Combat Command Site Activation Task Force results. Further, the prioritization of new projects must complement the Future Vision for Tyndall as described by the 325th wing Leadership and discussed at 8 Feb 2018 offsite.

Activity 4: Provide recommendations of best practices and defense communities.

There were two primary avenues provided to Tyndall AFB and the community to obtain best practices in community partnerships around the Air Force. First, TRG recommended the base leadership and community attend the Air Force Community Partnership event held in San Diego from 12 through 14 Feb 2018 in conjunction with the Association of Defense Communities Innovation Forum. Col Brian Laidlaw, 325th Vice Wing Commander, Colonel Matthew Jefson, 325th Mission Support Group Commander and Mr Glen McDonald, Vice President Strategic Projects and Economic Development, Gulf Coast State College all attended. The team heard, first hand, from the Air Force's Community partnership team as well as other military installations and communities on their successful initiatives. In addition, they were able to meet privately with Mr Richard Hartley, Principal Deputy Assistant Secretary of the Air Force for Installations, Environment and Energy, and Ms Jennifer Miller, Deputy Assistant Secretary of the Air Force for Installations. In that meeting, they were able to provide the Air Force an update on the community partnership efforts they are working on and that they were committed to the program. Secondly, they discussed thanked them for the recent AF announcement that Tyndall was the preferred alternative for the new MQ-9 Wing. Mr McDonald further offered the communities full support to enable this beddown and asked for their support to get the Environmental Impact Analysis under contract. The EIS must be final with a Record of Decision signed no later than Summer 2020 to not impact the authorization and appropriation of the anticipated FY2020 MILCON projects in support of the new wing.

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Secondly, Ms Colleen Duffy, Tyndall AFB Community Partnership lead, was also provided numerous handouts that included recommendation of best practices and defense communities. These documents included AFCP Quarterly Briefings, A report of AF Partnerships by Primary Use, Air Force Community Partnerships Success Stories Briefing, Air Force Community Partnerships One Pager Talking Points, Quick Reference Guide to Partnerships and Air Force Community Partnership Intergovernmental Support Agreement Partnership Package. Due to the size of these documents they are not provided as attachments. Many of them can be found at the Air Force Community Partnership website at <https://community.apan.org/wg/airforcepartnerships>.

Activity 5: Provide outbrief to Tyndall AFB/community leadership as part of previous mission-related effort.

On March 1, 2018 a Community Partner Executive Steering Group meeting was held at Tyndall AFB. Participants included Mr Fred Meurer, AFCP broker, Mr. Bill Dozier, Chairman of the County Commissioners; Mr. Glen McDonald, VP Gulf Coast State College; Mr. Neubauer, Chair of the Bay Defense Alliance; Col Hernandez, 325th FW/CC; Col Laidlaw, 325th FW/CV; Col Jefson, 325th MSG/CC; and, Ms. Colleen Duffy, the Deputy Director for Installation Support.

Colonel Hernandez, 325th Wing/CC demonstrated his commitment to the CP program and indicated a strong desire to complete a couple of quick wins to further energize the installation and community and demonstrate Leadership's support and ownership of the program. They understand that many of their currently identified projects are a heavy lift and will not be completed in one commander's assignment cycle, so they want to embed the partnership philosophy into the DNA of the Community and Installation. They believe that a "refresh" later in the Spring would be a key component for motivating and educating the new players about the AFCPP. They would like to schedule this event in late April or early May.

The Commander was very interested in the delegation of IGSA approval authority. Ms. Ferguson also reminded them of the Chief's innovation grants and how these dollars might be leveraged to further the Community Partnership program at Tyndall.

Short term, they identified two projects that all believed had a chance of being kick started before the next meeting. The first idea was to open a Florida DMV office on the installation. All believed that this could be accomplished at little or no costs with the base providing free space and the County providing the personnel. If the office is established outside the secure area, it could also provide a higher level of service to the community members. The second idea was to work with the University to offer business students the opportunity to study various NAF activities on the base and develop updated business plans. This was also felt to be an easy project to implement.

Other larger projects such as an all-weather sports field complex, were briefly discussed but we're generally tabled until the refresh meeting opportunity.

There were also discussions about the need for the Community to move forward with an OEA

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planning grant to better position the community's participation and support capabilities for the anticipated mission increase. Such an effort could also identify other potential development projects that would benefit the Base and the Community.

There was considerable frustration expressed on the continued delay of the EIS associated with the final basing decision of the MQ-9. Both the community and base leadership are going to try to put pressure on the Chain of Command responsible for completing the EIS to get it initiated and done without further delay. The delayed finish of the EIS could impact timeliness of both community and installation efforts to support the bed down.

All briefings for the March 1, 2018 meeting are at Attachment 3.

KEY NEXT STEPS:

1. Initiate planning to establish on base DMV office ASAP. Goal is to at least be able to announce initiation of the project but desire is to have a ribbon cutting for the project as part of the refresh kick off.
2. Initiate discussion with 4 year colleges reference the potential for Capstone projects. developing business plans for Non-Appropriated Fund activities.
3. Engage AFCEC on the MQ-9 EIS and closely monitor the schedule.
4. Schedule full CP refresh for late May.
5. Meet with Jim Holland, OSD Office of Economic Adjustment to initiate an OEA planning grant.
6. Determine siting and begin preliminary planning efforts for Enhanced Used Lease.

ATTACHMENT 1

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COMMUNITY PARTNERSHIPS

What are Partnerships?

- “Any agreement where two or more organizations agree to work together for mutual benefits, and invest in partnership relationship by sharing responsibilities, information, resources, risks and rewards”
- Partners work together to attain compatible goals that can't easily be obtained independently
- A partnership is not a mechanism for obtaining free resources or transferring risk from one partner to another

Types of Partnerships

- Public-to-public partnership-agreement between installation and a local, state or federal agency (ie., shared services; UESC)
- Public-private partnership-collaborative agreement between an installation and private entity (ie., ESPC, PPA, EUL)
- Regional partnership with 3 or more partners-installation has agreement with 3+ entities, public and/or private, within a large geographic area for mutual benefit (ie., land partnership agreement, emergency response)
- Privatization of Installation Services and Infrastructure (ie., utilities privatization and housing privatization)

RAND - Benefits of Partnerships

- Installations can take advantage of community expertise
- Save money through economies of scale
- Enhance quality of services
- Improve community cooperation
- Access additional capacity in resources, skills, expertise, facilities and infrastructure
- Improve strategic regional collaboration
- Improve government and community relations

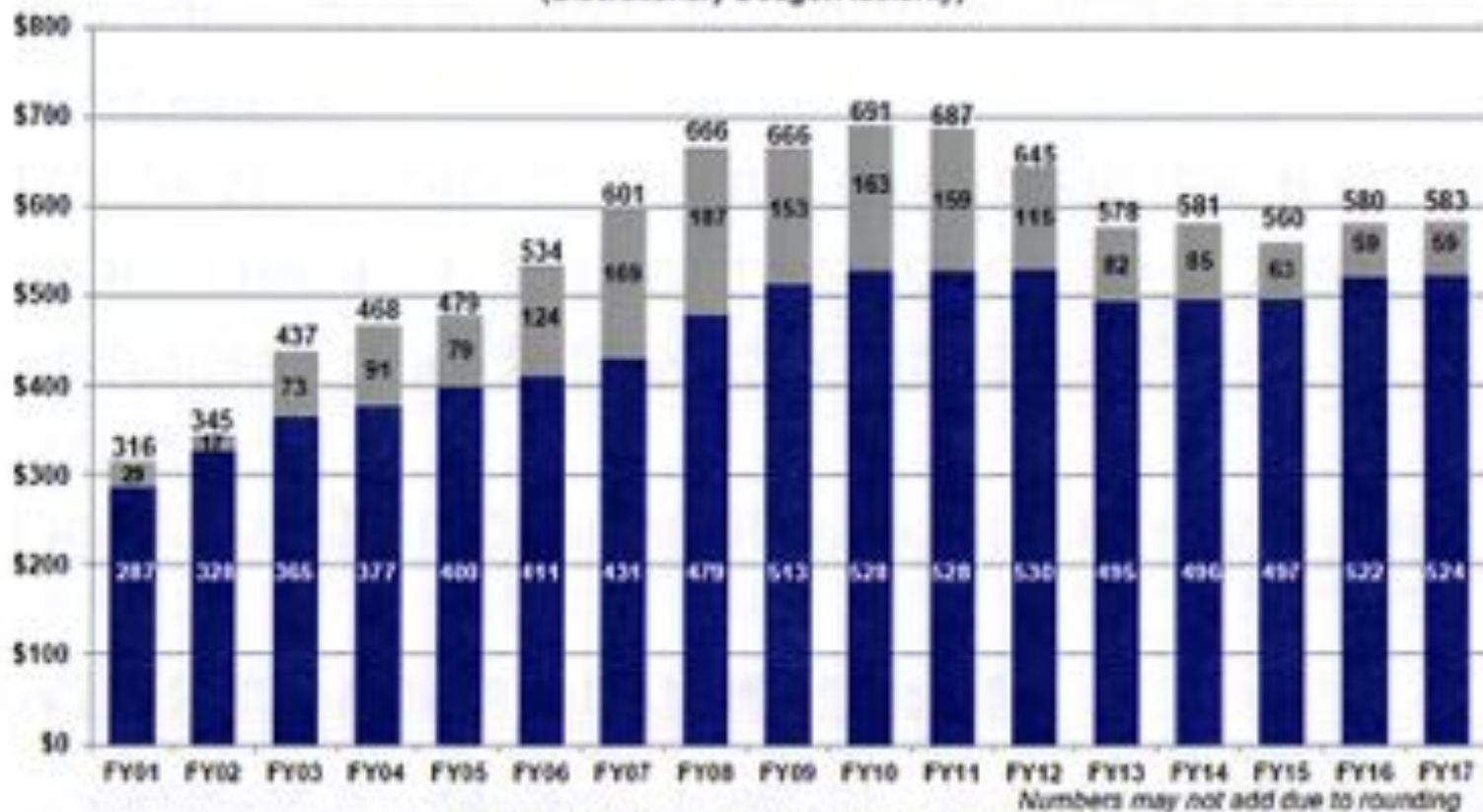
What is Driving Partnerships?

- Different global environment than when bases were built
- Reduced budgets & fiscal challenges
- Manpower cuts; hiring freezes; realignments
- Force structure changes and defense industry reductions
- Department and communities need to find ways to operate more efficiently
- Innovative partnerships—sparked by new Section 331 legislation

What is Driving Partnerships?

DoD Funding from 9/11 Through FY 2017 Request

(Discretionary Budget Authority)

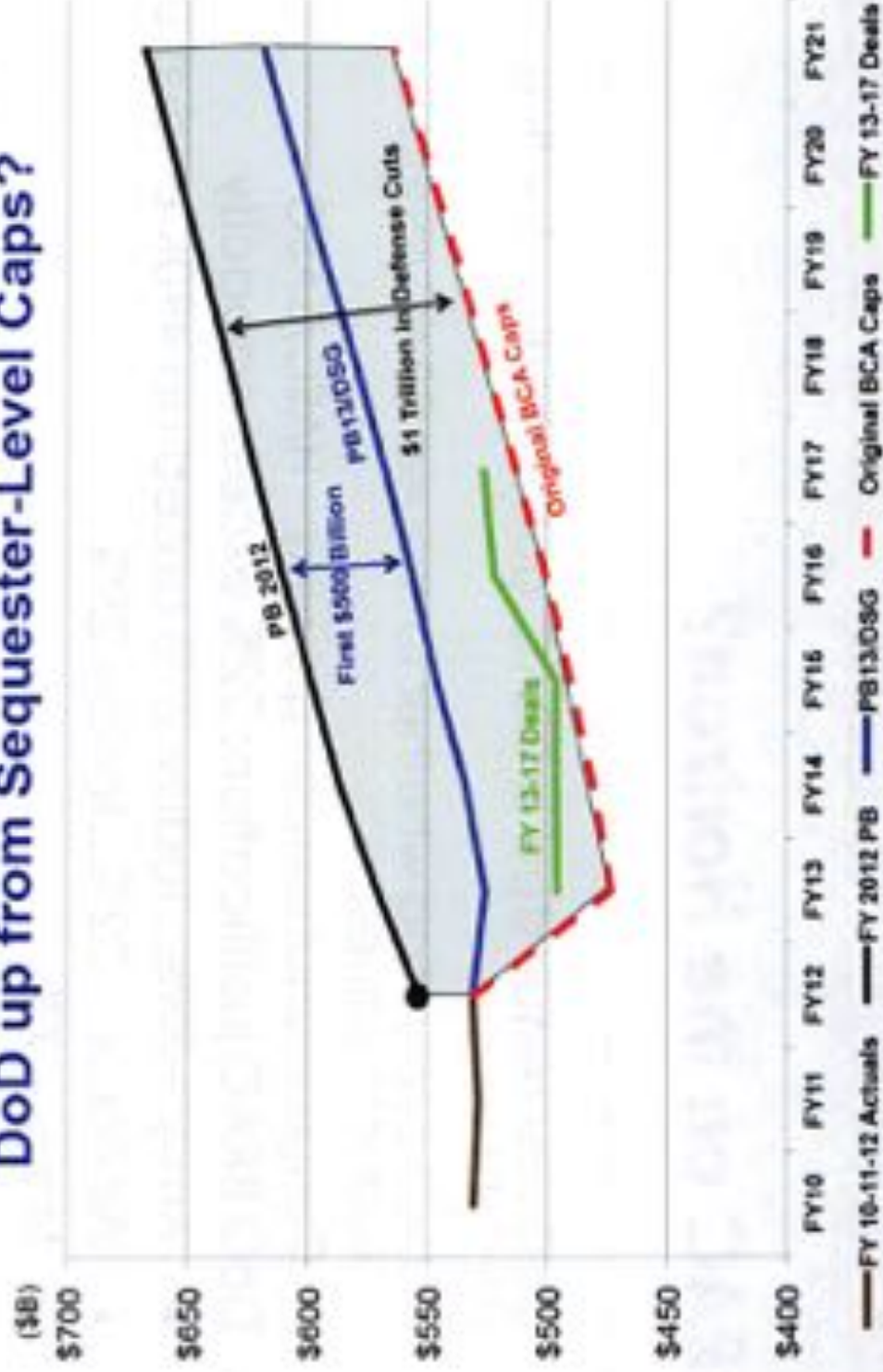


DoD Topline, FY 2001 – FY 2017

(Current Dollars in Billions)

What is Driving Partnerships?

How Have Budget Deals to date moved DoD up from Sequester-Level Caps?



BRAC on the Horizon?

- DoD has requested a BRAC authorization for five straight years
 - DoD evaluating whether to request BRAC round in FY18 Budget Request
 - Congressional support growing – HASC/SASC
- DoD BRAC justification: 22% excess capacity
 - Army – 33%...today 21% based on 490K end-strength
 - Air Force - 32%...today 25%
 - Navy – 7%
- Current budget environment demands a new round of BRAC focused on efficiencies and savings; Vice Chiefs support BRAC testimony 7 Feb 2017...savings plowed back into budget to fix other fiscal challenges

Why Are Partnerships Important?

- Partnerships can be win-win opportunities for the military installation and the communities
- Can reduce costs for all partners and enhance the mission
- They can strengthen relationships
- Allows organizations to come together to solve common problems and create efficiencies
- Enables leveraging of third party financing

Summary of Partnership Authorities

- Installation-support services - intergovernmental support agreements (10 U.S.C. 2679): authorizes sole-source partnerships with state and local governments for a variety of purposes
- Enhanced Use Leases (10 U.S.C. 2667) – Allows DoD organizations to lease non-excess property for non-defense uses in return for cash or in-kind services
- Energy Savings Contracts and Activities (10 U.S.C. 2913) – Allows DoD organizations to enter into agreements for shared energy savings services.
- Cooperative Agreement Authorities
 - 10 U.S.C. 2684(a) Management of Cultural Resources: Authorizes partnerships to address encroachment through purchase of land use rights
 - 15 U.S.C. 3710(a): Authorizes Federal laboratories to enter into cooperative research and development agreements (CRADA)
 - 31 U.S.C. 6305: Requires that a Cooperative Agreement (CA) be created when a federal agency transfers “a thing of value” to a state, local government, or other entity to carry out a public purpose
- DOZEN MORE: Power Purchase Agreements, Utilities Privatization, Readiness and Environmental Protection Initiative, Energy Savings Performance Contracts

AF Community Partnership Program

- DoD's most aggressive Service
- Started in 2013 – voluntary, sparked by new legislation and “making every dollar count”
- Simple rules
 - Base leadership on board
 - Community leadership on board
 - Follow the process
 - Shared value...not intended for communities to prop up installation
- HQ AF provides support to field; mitigates risk
- To date: nearly 60 installations/communities participating; 150 partnership agreements; \$50M benefit ; and, 1,000+ initiatives identified

“Leveraging military installation and local community capabilities and resources to reduce operating and service costs in support of the AF mission”

AF Vision and Goals

- Military and local community leadership is key
- Bring senior military 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
- VCSAF was great champion of the program for the Air Force

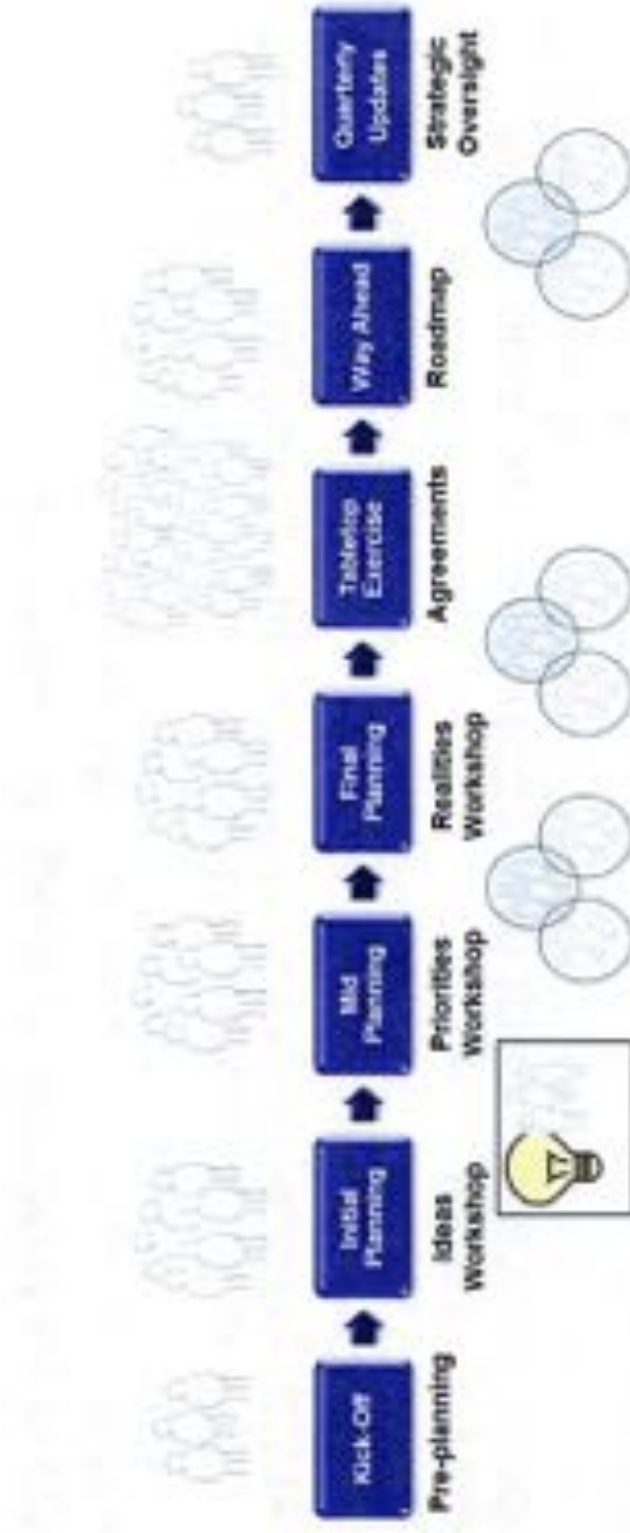
People closest to the mission are generating ideas in the "Best interests of the Air Force"

Air Force Community Partnership Process

- AF creates Partnership "Brokering Team" with installation and community leaders to facilitate collaboration
- Six meetings to identify potential partnership initiatives and identify mutual needs and capabilities...foundation for enduring relationship
- Once initiatives are "fleshed-out", experts help define the way forward—drive initiative priority
- At TTX, identify resource requirements, timing for resources, and who programs for each initiative
- Created a cross-functional Task Force of subject matter experts to address potential issues
- Do it! (or program for funding then do it)

"The process is simple, but gaining efficiency requires hard work"

AF Community Partnership Process



Typically a 7 step process that takes 6 to 8 months
with quarterly follow ups

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Examples of Partnership Opportunities

- Pavements
- Roads, snow removal
- Watershed mgmt / compliance
- Water supply
- Waste water treatment
- Solid waste mgmt / recycling
- Energy
- Encroachment/Compatible Land Use
- Equipment sharing
- Public transportation
- Shared golf course/athletic field operations
- Libraries
- Cooperative police and/or fire training support
- Emergency response via mutual aid agreements
- Shared use firing ranges
- Cooperative medical training
- Medical and mental health care
- Child protective services
- Education/universities
- Workforce development/job skills training
- Economic development
- Shared community educational centers
- Shared R&D facilities

Possible Stakeholders

- Local, state & federal governments (city managers, emergency management, and public works)
- Regional planning organizations
- Key tenant organizations
- Economic development organizations
- Education and university systems
- Non-governmental organizations
- Conservation organizations
- Union representatives
- Utility companies
- Community thought leaders (e.g., community alliances, chambers of commerce)
- Nonprofits
- Private sector experts (as appropriate)
- Medical institutions

Enhanced Use Leases (EULs) Examples

- Lease under-utilized land to 3rd party to augment base O&M and facility/MILCON needs
 - Grand Forks AFB: Grand Sky UAV Development
 - Nellis AFB: WWTP/Fitness Center
 - Eglin AFB: \$\$/Beach Ball Hotel
 - Hill AFB: Business Park/New Facilities

Enhanced Use Leases - Example

- 152 Room Hotel Resort
- Opened May 2014
- Land lease pays Eglin AFB \$\$\$ every year
- Test site validated and operational
- Savings to military: 1,500+ discounted room nights used
- Phase 2 hotel set to open Spring 2017



How Do You Do EUL? Engage AFCEC early!

Step 1: Assess real estate; vision of need

Step 2: Who is interested - private sector developers?

- Request for Interest

- Request for development concepts (to include market demand evaluation)

Step 3: Industry Day (if desired)

Step 4: Sole source or competitive determination

Step 5: Government RFP

- Award more than one EUL based on available land and needs

Step 6: Proposal evaluation & award

Step 7: Work details of EUL with HRO

**Time is the killer! Industry will lose interest if there is not a strong commitment;
12-16 month timeframe to award**

AFCP Brown Bag Series

- **Intergovernmental Support Agreements 101**, a relatively new vehicle available to partner with state and local government to provide/receive/share installation support services. Examples include refuse/recycling collection and disposal; utilities operation and maintenance; grounds maintenance; custodial services; pest control and provide an ability to sole-source.
- **Legal Aspects of Successful Partnership Agreements**, discussed how to draft a successful partnership agreement and what it entails. Addressed various authorities and what sections should be included in different types of agreements. Provided a starting point to pursue a partnership agreements.
- **Civil Engineer Partnerships**, discussed an array of initiatives that have been successfully implemented in the areas of Facilities, Training, Real Estate, and Operations & Maintenance. The Air Force continues to advance community partnership initiatives, demonstrating the wide-ranging possibilities and value these efforts play to both community and installation.
- **Ways to Leverage Underutilized Property**, focused on Outgrants and EULs. Real estate experts from the Air Force explained leasing processes and instruments that can be used for underutilized property. Additional case studies and examples were provided from concepts across the Air Force.
- **Morale, Welfare, and Recreation: How Bases and Communities are Working Together to Provide Better Services** (January 25, 11:00 EST), this class will share successful models of how the AF is opening its doors to community organizations, and also leveraging the use of its community partners to provide our Airmen and their families with morale, welfare, and recreation opportunities.
- **Register at <https://community.apan.org/wg/airforcepartnerships/p/training>**

Summary

- Even with potential budget increase and potential BRAC on horizon AF needs to find ways to reduce costs
- Industry and communities want to find "win/win" solutions
- Costs nothing to open dialogue and explore opportunities; you may not know what industry can do if you don't ask the question
- If you don't like it - you are not obligated to do it
- Talk to AFCEC
- Call Mr Teran Judd, AF Community Partnership lead in SAF/IE

Discussion

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Power Purchase Agreements

- Contract between the military (buyer) and electrical generator (provider) to deliver electrical energy to your base (5 to 30 year contract)
- Energy sources:
 - Baseload (gas turbine, combined heat and power, etc.)
 - Renewable (solar, wind, WTE, etc.)
- Offeror: generally not your utility company; however in regulated environments (i.e., utility monopolies) other providers work through the regulated utility

Power Purchase Agreements

- What is the “deal”?
 - On-base or near off-base
 - Distributed energy - grid independent
 - Sustainable & reliable
 - Green energy targets
 - At same or lower cost
 - Military becomes “commodity buyer”
 - Energy producer:
 - Designs, finances, builds, & MX facility
 - Assures cybersecurity
 - Upgrades system and security as needed

Power Purchase Agreements

- Why should you care?
- Reduces your energy costs and BOS
- Provides security and upgrades otherwise not affordable
- Grid becomes backup system - allows you to eliminate backup generators
- Can re-purpose your workforce
- Gives you stable energy costs for 30 years

Power Purchase Agreements

- 🏰 So how do you play?
 - 🏰 Commander interest and support makes the difference
 - 🏰 PPAs worked outside your direct chain
 - 🏰 Army Office of Energy Initiatives & Huntsville COE
 - 🏰 AF Office of Energy Assurance & AFCEC
 - 🏰 Navy REPO & NAVFAC
 - 🏰 REPO, OEI, & OEA seeking viable PPA candidates



Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|---|
| Emergency Management Task Force | <p>Partnership: The base is currently conducting joint training/exercises with county agencies through an informal agreement. The last full-scale exercise was a train derailment where 46 Tyndall responders imbedded with local responders to test standard operating procedures (SOPs). This initiative allows the base and county agencies to better understand the role each stakeholder plays, standardize common SOPs, and improve interoperability and communication.</p> <p>Partners: Tyndall AFB, County, City of Parker</p> <p>Timeline: Q3 - FY2018</p> <p>Next Steps: The next exercise will be a tabletop hurricane exercise in May 2017 at the Bay County EOC.</p> | <p>Installation:</p> <ul style="list-style-type: none">Provides for additional training opportunitiesPromotes better understanding of stakeholders' missions <p>Community:</p> <ul style="list-style-type: none">Provides for additional training opportunitiesPromotes better understanding of stakeholders' mission |
| Compatible Land Use Buffering for Mission Sustainability | <p>Partnership: The local community will assist compatible land use to protect the current and future Tyndall mission capability through zoning and purchasing of development rights.</p> <p>Partners: Bay County, Bay Defense Alliance, Trust for Public Lands, The Nature Conservancy, City of Parker, Tyndall AFB, Eglin AFB</p> <p>Timeline: Q4 - FY2020</p> <p>Next Steps: REPI funding received during 2015 was lost, because a private donor was not available. The initiative is temporarily on hold until the base's new Community Planner is hired.</p> | <p>Installation:</p> <ul style="list-style-type: none">Protects future mission growthImproves mission sustainability <p>Community:</p> <ul style="list-style-type: none">Protects environmental resources (e.g., local lake, oyster farm)Resolves safety concerns for potential incompatible development |



Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|--|
| Military Healthcare Provider/Nurse Competency Training | <p>Partnership: This partnership would provide medical training for military healthcare providers and nurses in the local community, and streamline the process for each military doctor/nurse having to be re-credentialed under State regulation. Opportunities in the community would enhance medical training for military providers as there is no emergency room in the medical clinic on base, and military providers do not routinely treat a wide range of illnesses. The partnership would provide a resource to assist local hospitals dealing with an estimated shortage of 12,000 healthcare providers in Florida.</p> <p>Partners: 325th Medical Group, Gulf Coast Hospital</p> <p>Timeline: Q4 - FY2018</p> <p>Next Steps: The base is analyzing how it can leverage the recent passage of Florida HB-941 to enhance mission requirements.</p> | <p>Installation:</p> <ul style="list-style-type: none">Separated members are more likely to practice medicine in the state of FLProvides both parties with liability protection and civilian credentialing for military medical personnelReduce overall training costs for Airmen <p>Community:</p> <ul style="list-style-type: none">Force multiplier for civilian hospital |



Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---|--|---|
| Veteran and Military Spouse Skill Set Data Base and Jobs Initiative | <p>Partnership: Tyndall AFB will partner with CareerSource to provide aggregate skillset data about transitioning veterans and military spouses to the Economic Development Alliance to attract aerospace, aviation and defense industry companies to the area. This partnership can have enterprise-wide applicability for the AF and broader DCO communities.</p> <p>Partners: Tyndall AFB, CareerSource Gulf Coast, Bay County Economic Defense Alliance, Eglin AFB and Hulbert Field</p> <p>Timeline: Q2 - FY2018; Ongoing with pilot project with monthly collection data from Tyndall, Eglin, and Hulbert Field</p> <p>Next Steps: The base is awaiting additional input from OSD.</p> <p>Background: Veteran's Re-employment team participated in OSD Transition Council meeting led by OSD Transition to Veterans Office (TVO). TVO is seeing Army and Navy participation to expand current pilot program scope to include Army and Navy personnel in NW Florida. Transition Program Representatives did not support extracting personnel data at the local level. Army and Navy currently support an OSD effort to obtain aggregate data from the Defense Manpower and Data Center. OSD TVO is exploring possible options.</p> | <p>Installation:</p> <ul style="list-style-type: none">Utilized grant to hire a technical consultant for data transfer requirementsImproves job opportunities for transitioning service members <p>Community:</p> <ul style="list-style-type: none">Local economic development by attracting new companies and industry to the areaIncreases professional workforce in local area |



Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---------------------------------------|--|---|
| Unmanned Aerial Systems Working Group | <p>Partnership: Tyndall has started to form a UAS Working Group with updates being briefed at the AFCP meetings. The goal is to continue training and projecting unrivaled combat air power without the interference of drones from the community. Community members need to be determined in order to be added to the UAS Working Group.</p> <p>Partners: Local airfields</p> <p>Timeline: Q3 - FY2018</p> <p>Next Steps: Completed draft of Tyndall policy and being routed for signature. Once approved will publicize to community. Once Tyndall works out base level policy, then will work with other airfields as a united front.</p> | <p>Installation:</p> <ul style="list-style-type: none">Supports mission readiness by ensuring UASs do not impact requirements <p>Community:</p> <ul style="list-style-type: none">Provides safe areas where drones are flyable. Keep community members safe |
| Recreation | <p>Partnership: Several areas are available on TAFB for potential use of privatized companies. Currently, the base needs to determine which plots of land are available for commercial use.</p> <p>Partners:</p> <p>Timeline:</p> <p>Next Steps: The base has identified plots of land for this EUL initiative (Crooked Island & Walker Bayou). The base is working with AFCEC to develop full package for Phase 0. A Data Call is scheduled to occur in April 2017.</p> | <p>Installation:</p> <ul style="list-style-type: none">Puts underutilized land and facilities back into productive reuse <p>Community:</p> <ul style="list-style-type: none">Additional recreational opportunities |



Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|--|--|
| Improved Traffic Flow for U.S. 98 through Tyndall AFB Agreement Type: Contract | <p>Partnership: This partnership will improve traffic flow leading to and through Tyndall AFB in a three phased project funded by Bay County and the Florida Department of Transportation. Phase 1: Implementation of a dynamic messaging sign to alert drivers of driving conditions, and provide Tyndall AFB and the County rapid response to road closures and emergencies. Phase 2: Adaptive Control will link traffic signals along Tyndall Parkway with the Bay County centralized traffic control. Phase 3: Continue the adaptive control traffic signals all the way up to the bridge from Tyndall AFB to the Navy Base allowing Bay County Transportation, in an emergency, to have remote control of the traffic signals.</p> <p>Partners: Bay County Traffic Management, Tyndall AFB, Florida Department of Transportation</p> <p>Implementation Date: 8/30/2015</p> | <p>Installation:</p> <ul style="list-style-type: none">• \$430K investment in primary access road to base entrances <p>Community:</p> <ul style="list-style-type: none">• Increased safety during emergency for Bay County Transportation through control of traffic signals <p>Improved daily traffic flow and ability to re-route traffic due to base activities</p> |



Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|--|
| Contract Between Military Medical Clinic in Panama City Agreement Type: Lease | Partnership: A lease enabling the 325 MDG to share space in the Gulf Coast Hospital in order to treat patients at a location downtown was signed by 325 FW/CV and Gulf Coast Medical Hospital. The lease ended on 8/2/16 and will not be renewed for this partnership. Partners: 325th Medical Group, Gulf Coast Hospital Implementation Date: 7/22/2015 | Installation: <ul style="list-style-type: none">Increased patient satisfaction by 5.4% over Military Treatment Facility rates100% of all respondents were satisfied with care Community: <ul style="list-style-type: none">Provides use of vacant space in local hospital and build relationships with community partners |

United States Air Force

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AF Community Partnership Program



*"Military installations and local communities
partnering to achieve mutual value and benefit"*

Mr. Teran Judd
SAF/IEI
September 2017

U.S. AIR FORCE



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AF Community Partnership (AFCP) Program

- Since January 2013, AFCP program has enabled 62 installations and communities to partner across a wide range of initiatives
- To date, identified 1,000+ win-win initiatives, signed 250+ agreements, garnered over \$42M in AF benefit and \$24M in community benefits
- PLUS...the Air Force and communities are building much deeper, more meaningful relationships producing immeasurable intangible rewards
- AFCP framework and tools 85% implemented...now focusing on large return on investment initiatives and initiatives with AF-wide applicability



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Shared Environment

- Reduced budgets & fiscal challenges
- Manpower cuts; hiring freezes; realignments
- Force structure changes and defense industry reductions
- Need to "Make Every Dollar Count," provide quality services, allocate risk, share value

1000+ Initiatives—300+ priority initiatives undergoing refinement and development

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Authorities

- Leverage new and existing authorities to identify potential partnership initiatives
- 10 USC 2679—enables intergovernmental support agreements with State and local communities
- 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



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IGSA Key Points

- Limited to State or local governments
- Ability to sole-source (w/o competition)
- May use wage grades normally paid by the State or local government
- May not exceed a term of five years
- Can only be used when the installation support service is already being provided by the State or local government for its own use
- Any contract awarded by a State or local government to provide an installation-support service pursuant to an IGSA must be made on a competitive basis
- As a matter of Air Force policy, IGSA's may be implemented by leveraging varying formats depending on certain factors
 - If using appropriated funds for payment = Contract (based on FAR)
 - If relying on in-kind consideration = Memorandum of Agreement
 - If no commitment of resources = Memorandum of Understanding



U.S. AIR FORCE

AFCP's Secretarial Approved Determinations

| Installation Support Service | Description | Installations |
|---|---|---------------|
| Winter Road Maintenance | 1. Town applies salt brine on base's roads | Hanscom AFB |
| | 2. Bulk purchasing of liquid de-icer | Peterson AFB |
| Pavement Marking | Base utilizes the manpower, equipment time, and materials at-cost from ADOT | Eielson AFB |
| Refuse Collection | 1. Base allows for on-base refuse pickup by the city | Altus AFB |
| | 2. Base and city share solid waste management and recycling services | Luke AFB |
| Power Pole Replacement | City performs on-call emergency pole replacement response and "as available" electric service training | Beale AFB |
| Training for Civil Engineers | Helps to improve the overall hands-on skill level of AF CE personnel for training such as electrical, water/wastewater, and emergency management training | Homestead ARS |
| Operation of Water/Wastewater Treatment Plant | County operates the installation's water/wastewater treatment plant | Moody AFB |

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Common Partnerships



Base Supplies & Services



Dependent Employment



Transition Assistance



Morale, Welfare, & Recreation Activities



Mutual Training



Small Arms Ranges



Emergency Response

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Luke AFB

Integrated Waste Management

- Partnership Need/Requirement
 - Reduces Luke AFB's refuse and recycling service costs
- Partnership Description
 - The Air Force approved an IGSA that allowed Luke AFB and the City of Glendale to share solid waste management and recycling services (does not include household waste)
- How the Partnership Works
 - The City of Glendale will provide the following services under the IDIQ: personnel, equipment, tools, material, vehicles, supervision, and transportation; monthly invoices for payment; and 90 gallon totes/roll-off container
 - The IDIQ is for a base year, plus four option years
- Partnership Benefits
 - Luke AFB estimates a \$60-65K/year cost savings
 - Contract cost stays in the local community

- ✓ Joined AFCP in FY15
- ✓ Location: Glendale, AZ
- ✓ Partner: City of Glendale
- ✓ Agreement Type: IGSA with IDIQ



For more information, please contact Ms. Valerie Berube: valerie.berube@us.af.mil



U.S. AIR FORCE

Moody AFB Wastewater Treatment Plant Operation

- Partnership Need/Requirement
 - Moody AFB desired to lower the operating costs for its contractor-operated water and wastewater treatment plants
- Partnership Description
 - The Air Force approved an Intergovernmental Service Agreement (IGSA) that allowed Lowndes County to operate Moody AFB's Water and Wastewater Treatment Plant located on base
- How the Partnership Works
 - Moody AFB established a sole-source service contract for operation and maintenance of the plant infrastructure
 - Lowndes County replaced the former contractor usability operations and assumed full responsibility for operation of the plants
 - The contract is for a base year, plus four option years
- Partnership Benefits
 - Moody AFB estimates a \$210K annual cost avoidance
 - Contract cost stays in the local community

- ✓ Joined AFCP in FY13
- ✓ Location: Valdosta, GA
- ✓ Partner: Lowndes County
- ✓ Agreement Type: Contract



For more information, please contact Mr. John Eunice: john.eunice.1@us.af.mil



Warrior Athlete Center of Excellence

Moody AFB

U.S. AIR FORCE

- **Need/Requirement**
 - **Rehabilitation for injured Airmen**
- **What resources does each partner provide**
 - **Valdosta State University (VSU) students (athletic trainers)**
 - **Moody AFB physical therapy department**
- **How does it work**
 - **Training Affiliation Agreement (TAA) allows senior students from Valdosta State's athletic-training department to be embedded with 23rd MDG physical-therapy on 15-week rotations in athletic training, injury prevention, and rehabilitation**
 - **AF will benefit from using the VSU trainee's clinical experience and performance, while ultimately contributing to the education preparation of future athletic trainers**
- **What value is created**
 - **Dedicated staff to support battlefield airmen**
 - **VSU athletic trainer students provided internship opportunity**
 - **16 VSU interns have now been through this program**



Sean Amos, a senior student at Valdosta State University, conducts post deployment physical evaluations at Moody Air Force Base, Ga., Feb. 21, 2014. (U.S. Air Force photo by Airman 1st Class Ryan Callaghan/Released)



U.S. AIR FORCE

Multi-Sports Complex Seymour Johnson AFB

- Need/Requirement
 - Sports fields at Seymour Johnson
- What resources does each partner provide
 - Seymour Johnson provides land
 - Goldsboro funds and oversees construction and O&M of complex
- How does it work
 - Multi-Sports Complex lease agreement that will see up to eight multi-use sports fields built
 - Goldsboro constructs ~\$600K 2,500 sf fitness center addition for Seymour Johnson
- What value is created
 - \$2.9M value returned to the AF
 - \$4M economic impact to Goldsboro
 - All SJAFB Airmen, civilians and their families gain free access to City sports complex



Map of new complex of up to 8 multi-use sports fields



Joint Emergency Responder Training

Travis AFB

U.S. AIR FORCE

- **Need/Requirement**
 - **Enhanced reoccurring training and certifications**
- **Resources provided**
 - **Community Emergency Responder training facilities**
 - **AF purchased modular units; Community to fund maintenance/repair**
- **How does it work**
 - **New modular units provide an urban training environment**
 - **Training flexible for schedules and numerous scenarios, to include: hostage situations, active shooters, casualty response and drug/bomb detection**
- **What value is created**
 - **Realistic training environment that affords integration opportunities with Security/Law Enforcement, Fire, Medical, and EOD communities; from both military and civilian agencies**
 - **AF saves \$10K/year in modular unit maintenance**
 - **AF enhances readiness for future deployments**



Modular units for training



U.S. AIR FORCE

Commissary Donations Tinker AFB

- **Need/Requirement**
 - Better use of a valuable food waste stream
- **What resources does each partner provide**
 - Tinker AFB provides expired or nearly expired food to Regional Food Bank of Oklahoma
 - Regional Food Bank of Oklahoma, a charitable non-profit, provides food pick-up transportation
- **How does it work**
 - Defense Commissary Agency (DeCA) and Food Bank collaborate on letter of request to OSD Assistant Secretary of Defense for Readiness and Force Management for approval
 - Food Bank provides DeCA copy of tax exempt status
- **What value is created**
 - Community received 41,200 lbs of donated food which equated to 34,333 meals for a total of \$171,600 during the first 15 months
 - Reduces Tinker's landfill disposal tipping fee to save ~\$500/year
 - Vendors give the Commissary a partial refund for donated goods
 - Reduced risk of pests around Commissary dumpsters





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Questions

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Enhanced Use Leases

Enhanced Use Leases (EULs)

- **EUL: Public-private partnership-collaborative agreement between an installation and private entity**
 - Lease under-utilized land to 3rd party to augment base O&M and facility/MILCON needs
- **Examples:**
 - Eglin AFB: Holiday Inn - Emerald Breeze Hotel
 - Grand Forks AFB: Grand Sky UAV Development
 - Hill AFB: Falcon Hill National Aerospace Park
 - Nellis AFB: Water Reclamation Facility
 - JB San Antonio Office Space
 - Seymour Johnson AFB: Fitness Facilities
 - 5 other projects (Solar)

Emerald Breeze Hotel – Eglin AFB

- 152 Room Hotel Resort
- Opened May 2014
- Land lease pays Eglin AFB \$\$\$ every year
- Test site validated and operational
- Savings to military: 1,500+ discounted room nights
- Phase 2 hotel set to open Spring 2017



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Grand Sky UAV Development - Grand Forks AFB

- Grand Forks Air Force Base is home to 319th Air Base Wing.
- The base's mission has been UAS-focused since 2011-- includes operation of RQ-4 Global Hawk, making it one of the nation's most important sites for the development of UAS technologies.
- Grand Sky has a unique collaborative relationship with the Grand Forks Air Force Base.
 - Through its Joint Use Agreement with the USAF and Grand Forks County, Grand Sky tenants have direct access to the 12,351-foot runway at Grand Forks Air Force Base.
 - Joint Use Agreement allows manned, unmanned and optionally manned commercial aircraft to utilize the runway, which allows for real-world situational testing.



Falcon Hill National Aerospace Park -Hill AFB



- Falcon Hill National Aerospace Park at Hill AFB is a 550 acre master plan development between USAF and Sunset Ridge Development Partners—began with EUL agreement signed 2008—considered first of its kind to be entirely market driven
- Benefit to AF: affordable infrastructure and synergy created by having contractors able to work on AF mission behind the fence
- AF land leased to developer allowed build and lease of commercial space.
 - Phase I: New Base Entry Control facility, new road from freeway to entrance, 150,000 sq ft facility for contractors inside fence. New Security Forces Facility with police station, Emerg Ops enter, Fire Dispatch Station
 - Phase II: 75,000 square-foot office building is expected to be completed in late summer 2017—to be leased by Lockheed Martin and other tenants.
 - Also, 10,000 Sq ft Retail space built outside the fence accessible to the public

Enhanced Use Leases (EULs)

Discussion

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Enhanced Use Leases (EULs)

| Enhanced Use Lease Project | Installations | Forecasted NPV at Closing |
|---|---------------------------------|---------------------------|
| Okaloosa County Waste Reclamation Facility | Eglin AFB, Florida | \$8,548,764 |
| Destin Emerald Coast Airport | Eglin AFB, Florida | \$5,850,893 |
| Falcon Hill Mixed Use Development | Hill AFB, Utah | \$88,281,197 |
| Water Reclamation Facility | Nellis AFB, Nevada | \$34,803,405 |
| Joint Base San Antonio Office Space | Joint Base San Antonio, Texas | \$47,113,560 |
| Emerald Breeze Hotel | Eglin AFB, Florida | \$18,398,210 |
| Luke Solar | Luke AFB, Arizona | \$3,077,915 |
| Grand Forks Mixed Use Development | Grand Forks AFB, North Dakota | \$26,520,222 |
| Fort Dix Solar | Joint Base McGuire, New Jersey | \$8,953,853 |
| Eglin Solar | Eglin AFB, Florida | \$1,017,408 |
| Seymour Johnson Recreational Use | Seymour Johnson, North Carolina | \$579,710 |
| Total Portfolio Value Forecasted Over Lease Term | | \$241,145,135 |

*From AFCEC Installation Division FY2016 Stakeholders Report

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Grand Sky UAV Development - Grand Forks AFB

- Grand Forks, ND, with 60,000 residents, serves as thriving economic center for Grand Sky tenants and their employees.
- North Dakota is a business-friendly state and is committed to maintaining its leading role within the UAS industry
- The state offers a variety of funding options and incentives for UAS-focused businesses and the industry enjoys staunch support at the state, county and local levels.
- Workforce: University of North Dakota houses an internationally renowned flight school--first university in the world to offer a UAS degree.
- Other higher education institutions in the area provide a variety of UAS-focused training programs, producing valuable workforce members for UAS industry members.
- Veterans of nearby Grand Forks Air Force Base offer additional potential employees with specific expertise in unmanned aircraft.
- Support Services
- Businesses ranging from electrical component manufacturers to machinists are available to provide support and the state's largest industries, agriculture and energy, offer ample opportunity for in-field process and technology testing.

How Do You Do EUL? Engage AFCEC early!

- **Step 1: Assess real estate; vision of need**
- **Step 2: Who is interested -Private sector developers**
 - **Request for Interest**
 - **Request for development concepts (to include market demand evaluation)**
- **Step 3: Industry Day (if desired)**
- **Step 4: Sole source or competitive determination**
- **Step 5: Government RFP**
 - **Award more than one EUL based on available land and needs**
- **Step 6: Proposal evaluation & award**
- **Step 7: Work details of EUL with HRO**

Time is the killer! Industry will lose interest if there is not a strong commitment;
12-16 month timeframe to award

Grand Sky UAV Development - Grand Forks AFB



- On 18 Feb 2015, the EUL site Development Lease was signed between AF and Grand Forks County
- On 30 March 2016 Through its Joint Use Agreement with the USAF and Grand Forks County, Grand Sky tenants gained direct access to the 12,351-foot runway at Grand Forks Air Force Base.
- The first official flight from Grand Sky Park using the Grand Forks AFB runway occurred on 28 July 2016.
- Joint Use Agreement allows manned, unmanned and optionally manned commercial aircraft to utilize the runway, which allows for real-world situational testing.

Headquarters U.S. Air Force

Integrity - Service - Excellence

New MQ-9 Wing Basing Candidates Congressional Brief



Ms. Jennifer Miller
SAF/IEI

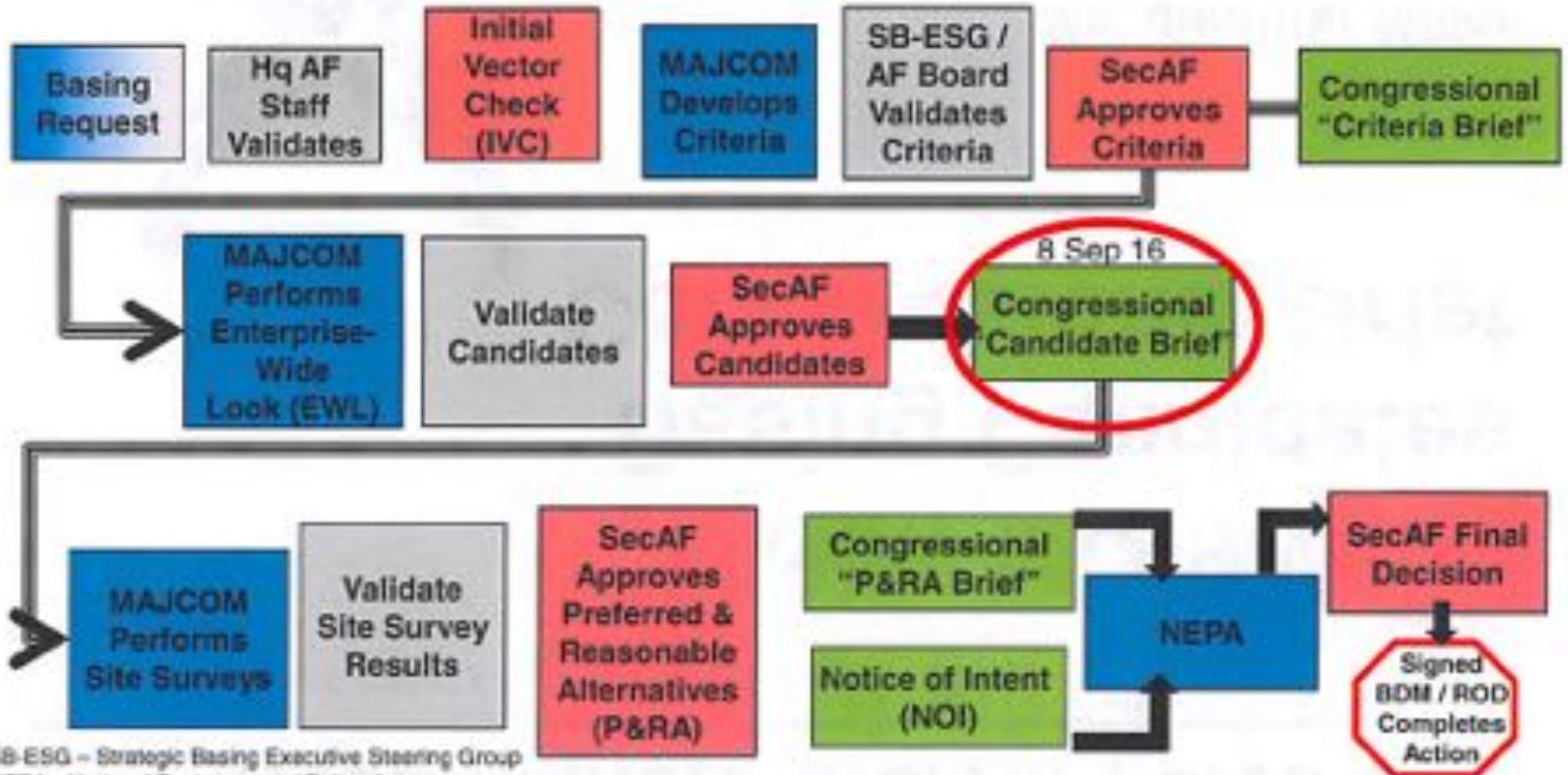
8 September 2016

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Standard AF Strategic Basing Process



SB-ESG - Strategic Basing Executive Steering Group
 NEPA - National Environmental Policy Act
 ROD - Record of Decision
 BDM - Basing Decision Memorandum

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Stage Setter

Purpose: Notify Congress of SecAF approved new MQ-9 Wing Base X and Base Y candidates

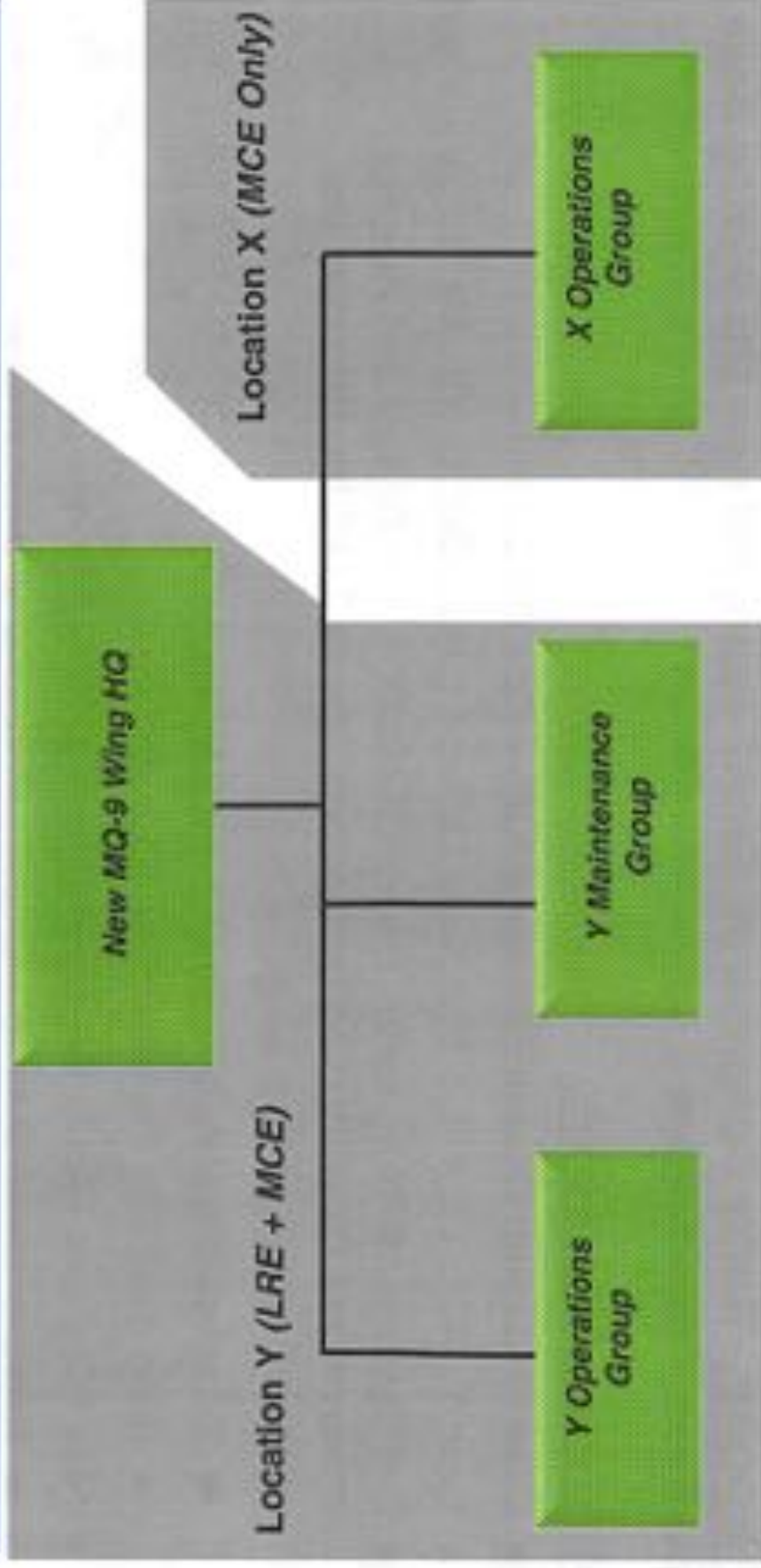
Strategic Narrative:

- Base X: Mission Control Element (MCE) + Ops Group
- Base Y: MCE, Launch & Recovery Element (LRE), Ops Group, Mx Group + Wg HQ
- 2nd Operational Wing meets one of COMACC's 143 Culture and Process Improvement Program (CPIP) objectives; meets 3 of 5 top RPA priorities
 - Stand up new MQ-9 wing
 - Establish capacity outside of current locations
 - Build dwell into the enterprise (Ops and Mx)
- New Wing also aids in the development of RPA Airmen
 - Expands home base relationships to include all mission sets
 - Expands access to training ranges with diverse environments



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New MQ-9 Wing Construct





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Base X (MQ-9 MCE Only) SecAF Approved Enterprise (24 Mar 16)

- **Enterprise** – Active Duty (AD) Air Force Base in CONUS/AK/HI that does not have an MQ-9 wing, but does have an AD Flying Wing or Group that performs at least one core RPA mission and / or is co-located with AD DGS

- 19 Installations

| | | | | | |
|----------------------------|--|--|---------------------------------|--|----------------------------------|
| Beale AFB 9 RW DGS 2 | Barksdale AFB 2 BW 608 AOC HQ AFGSC | Davis-Monthan AFB 355 WG 612 AOC | Dyess AFB 7 BW | Eielson AFB 354 FW | Ellsworth AFB 28 BW |
| Grand Forks AFB 69 RG | Hill AFB 388 FW | JBER 3 WG 611 AOC | JBLE 1 FW DGS 1 HQ ACC | JBPHH DGS 3 613 AOC | Minot AFB 5 BW |
| Moody AFB 23 WG | Mt Home AFB 366 WG | Offutt AFB 55 WG HQ STRATCCM | Seymour Johnson AFB 4 FW | Shaw AFB 20 FW 609 AOC AFCENT | Tyndall AFB 325 FW 601 AOC |
| Whiteman AFB 509 BW | | | | | |



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Base X (MQ-9 MCE Only)

SecAF Approved Criteria (24 Mar 16)

Enterprise — Active Duty (AD) Air Force Base in CONUS/AK/HI that does not have an MQ-9 wing, but does have an AD Flying Wing or Group that performs at least one core RPA mission and / or is co-located with AD DGS

Mission (45 pts):

- **Collocate with Active Duty Flying Wing/Gp that performs RPA core missions (35)**
 - Intelligence/Surveillance/Reconnaissance (ISR) (5)
 - Airborne Interdiction (AI) (5)
 - Close Air Support (CAS) (5)
 - Personnel Recovery (PR) (5)
 - Dynamic Targeting (DT) (5)
 - Strike Coordination & Reconnaissance (SCAR) (5)
 - Airborne Interdiction of Maritime Targets (AIMT) (5)
- **Collocate with Active Duty DGS and/or Geographic AOC and/or MAJCOM/COCOM (10)**
 - Collocate with Active Duty DGS (6)
 - Collocate with Active Duty Geographic AOC (2)
 - Collocate with MAJCOM/COCOM (2)

Cost (10 pts)

- **Area Construction Cost Factor (2)**
- **Area Locality Costs (8)**
 - BAH Rate (6) + GS Locality (2)

Capacity (35 pts):

- **Ops Campus Facilities & Support (14 points)**
 - SCIF Space PL-2 (61,000 sq ft) (6)
 - HQ/OSS/Simulator (22,000 sq ft) (2)
 - Admin/Training (9,000 sq ft) (2)
 - One Load bearing pad for 2 MGCS (1)
 - Commercial Power & HVAC to support (3)
- **Communications Infrastructure (16 points)**
 - External Base Comms Architecture (4)
 - Intra-Base Comms Architecture (4)
 - BOS Comm (NIPR/SIPR/Telephone) with 24/7 (4)
 - JWICS access with 24/7 support (4)
- **Base Support/Quality of Life (5 points)**
 - Medical, Dorms, Fitness, CDC, Dining (1 ea)

Environmental (10 pts)

- **Air Quality Standards (2)**
- **Environmental Impact (2)**
- **Incompatible Development (2)**
- **Encroachment (2)**
- **Land Use Controls (2)**

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Base X (MQ-9 MCE Only) Candidates

- Davis-Monthan AFB, AZ
- Moody AFB, GA
- Mountain Home AFB, ID
- Offutt AFB, NE
- Shaw AFB, SC



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Base Y (MQ-9 LRE + MCE)

SecAF Approved Enterprise (24 Mar 16)

- **Enterprise** AD AF installation in CONUS/AK/HI with $\geq 8,000$ ft runway that does not have an MQ-9 Wing

- 50 Installations

| | | | | | |
|---------------------------|--------------------------|----------------------------------|-----------------------------------|---------------------------------|---------------------------------|
| Altus AFB | Barksdale AFB | Beale AFB | Columbus AFB | Davis-Monthan AFB | Dover AFB |
| Dyess AFB | Edwards AFB | Eglin AFB | Eielson AFB | Ellsworth AFB | Fairchild AFB |
| Grand Forks AFB | Hill AFB | Hurlburt AFB | Joint Base Andrews-NAF Washington | Joint Base Charleston | Joint Base Elmendorf-Richardson |
| Joint Base Langley-Eustis | Joint Base Lewis-McChord | Joint Base McGuire-Dix-Lakehurst | Joint Base Pearl Harbor-Hickam | Joint Base San Antonio-Lackland | Joint Base San Antonio-Randolph |
| Kirtland AFB | Laughlin AFB | Little Rock AFB | Luke AFB | MacDill AFB | Maxwell AFB |
| McConnell AFB | Minot AFB | Moody AFB | Mountain Home AFB | Nellis AFB | Offutt AFB |
| Patrick AFB | Peterson AFB | Robins AFB | Scott AFB | Seymour Johnson AFB | Shaw AFB |
| Sheppard AFB | Tinker AFB | Travis AFB | Tyndall AFB | Vance AFB | Vandenberg AFB |
| Whiteman AFB | Wright-Patterson AFB | | | | |



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Base Y (MQ-9 LRE + MCE) SecAF Approved Criteria (24 Mar 16)

ENTERPRISE AD AF installation in CONUS/AK/HI with \geq 8,000 ft runway that does not have an MQ-9 Wing

MISSION (47 pts)

Training (38 pts)

- Training Infrastructure access within 200 nm: (20)
 - RPA allowable airspace (Restricted, Warning, (MOM/ATCAA with FAA COA) (6)
 - ASR 11 Radar (2)
 - Access to air-to-surface range (6)
 - Overwater airspace; for AIMT mission (Warning/Restricted) (6)
- Ability to train: (18)
 - Co-located Flying Wing/Gp in RPA Core Competencies (ISR, AI, CAS, PR, DT, SCAR) (6)
 - External Partner operation in RPA airspace/range (3)
 - VFR pattern compatible: (AM/PM operating hours) (5)
 - Ability to support 12 local lines per day (4)

Weather (9 pts) Meets minimum weather criteria:

- Icing – no icing conditions \geq 67% of time (3)
- Crosswinds < 15 knots \geq 80% of time (3)
- Ceiling/visibility \geq 1,500/3nm \geq 75% of time (3)

COST (10 pts)

- Area Construction Cost Factor: (2)
- Area Locality Costs: (8)
 - BAH Rate (6)
 - GS Locality (2)

CAPACITY (33 pts)

Operations Facilities & Support (6 pts)

- SCIF Space PL-2 (69,000 sq ft) (2)
- WG/GP/OSS/LR/Simulator (42,000 sq ft) (1)
- Admin/Training (9,000 sq ft) (1)
- One Load bearing pad for 2 MGCS (1)
- Commercial Power & HVAC to support (1)

Maintenance Facilities (6 pts)

- Hangars (131,000 sq ft) (2)
- GP/Storage/Support (110,000 sq ft) (2)
- Ramp for 18 MQ-9 (10,000 sq yards) (2)

Communication Requirements (16pts)

- External Base Comms Architecture (1)
- Intra-Base Comms Architecture (1)
- BOS Comm (NIPR/SIPR/Telephone) with 24/7 (1)
- JWICS access with 24/7 support (1)
- Available C-Band spectrum (12)

Base Support/Quality of Life (5 pts)

- Medical, Dorms, Fitness, CDC, Dining Facility (1 ea)

ENVIRONMENTAL (10 pts)

- Air Quality Standards (2)
- Environmental Impact (2)
- Incompatible Development (2)
- Encroachment (2)
- Land Use Controls (2)

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Base Y (MQ-9 MCE + LRE) Candidates

- **Eglin AFB, FL**
- **Shaw AFB, SC**
- **Tyndall AFB, FL**
- **Vandenberg AFB, CA**



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New MQ-9 Wing Way Ahead

- Winter 2016/2017 – SecAF approve Base X & Y Preferred and Reasonable Alternatives (P&RA)
- Summer/Fall 2017 – Base X SecAF final decision
- Winter 2017/2018 – Base Y SecAF final decision

ATTACHMENT 2



AGENDA

9 JAN 2018

- **MQ-9 Beddown**
 - **MQ-9 Environmental Impact Statement Schedule**
 - **Community Partnerships supporting beddown of MQ-9 Wing**
 - **Research OEA grants**
- **EUL Options**
 - **Goal to get Phase 0 submitted to AFCEC**
- **Refresh of CP Initiatives**
 - **AF Enterprise Wide Initiatives: trash, landscaping, pavements**
- **Way Ahead**



| Task Name | Start | Finish | Proposed Schedule Chg |
|--|---------------|---------------|-----------------------|
| 1 Notice to Proceed Task Order | Mon 1/15/18 | Mon 1/15/18 | |
| 2 Publish Notice of Intent (NOI) in Federal Register | Mon 2/12/18 | Mon 2/12/18 | |
| 3 Release Draft DCPAA for review | Mon 2/19/18 | Mon 2/19/18 | |
| 4 AF Review of Draft DCPAA | Mon 2/19/18 | Mon 3/5/18 | |
| 5 AF Comments on Draft DCPAA Due | Mon 3/5/18 | Mon 3/5/18 | |
| 6 Scoping Meetings | Thurs 3/22/18 | Mon 3/5/18 | |
| 7 Scoping Period | Mon 3/12/18 | Wed 4/4/18 | |
| 8 Prepare and Submit PDIS | Mon 3/12/18 | Mon 4/30/18 | |
| 9 AF Review of PDIS | Fri 5/4/18 | Wed 5/16/18 | |
| 10 AF Comments on PDIS Due | Wed 5/16/18 | Wed 5/16/18 | |
| 11 Onboard Review | Wed 5/23/18 | Mon 5/28/18 | |
| 12 Prepare and Submit Interim DES | Mon 5/28/18 | Mon 6/11/18 | |
| 13 AF Review of IDEIS | Thurs 6/14/18 | Thurs 6/21/18 | |
| 14 AF Comments on IDEIS Due | Thurs 6/21/18 | Thurs 6/21/18 | |
| 15 Prepare and Submit S&P DES | Fri 6/22/18 | Mon 7/2/18 | |
| 16 S&P DES Review | Thurs 7/5/18 | Mon 7/16/18 | |
| 17 AF Comments or Clearance on S&P Due | Mon 7/16/18 | Mon 7/16/18 | |
| 18 Edit, publish, and send DES copies to HAF | Tues 7/17/18 | Mon 7/23/18 | |
| 19 Distribute DES to CODELS, to public, and file w/OPA | Wed 7/25/18 | Mon 7/30/18 | |
| 20 EPA publishes NOA for DES in Federal Register | Wed 8/1/18 | Wed 8/8/18 | |
| 21 Public Comment Period | Wed 8/1/18 | Thurs 9/20/18 | |
| 22 Public Hearings | Fri 8/24/18 | Tues 9/4/18 | |
| 23 Assemble Comments and Produce PFES | Tues 9/4/18 | Tues 11/6/18 | |
| 24 AF Review PFES | Wed 11/7/18 | Fri 11/30/18 | |
| 25 AF Comments on PFES Due | Mon 10/29/18 | Mon 10/29/18 | |
| 26 Onboard Review PFES | Fri 11/2/18 | Mon 11/5/18 | |
| 27 Prepare and Submit IFES | Mon 12/10/18 | Fri 12/21/18 | |
| 28 AF Review IFES | Fri 12/21/18 | Fri 12/28/18 | |
| 29 AF Comments on IFES Due | Fri 12/28/18 | Fri 12/28/18 | |
| 30 Prepare S&P IFES | Fri 12/28/18 | Fri 1/4/19 | |
| 31 S&P IFES Review | Mon 1/7/19 | Mon 1/21/19 | |
| 32 AF Comments or Clearance on S&P Due | Mon 1/21/19 | Mon 1/21/19 | |
| 33 Edit, publish, and send IFES copies to HAF | Thurs 1/24/19 | Wed 1/30/19 | |
| 34 Distribute IFES to CODELS, to public, and file w/OPA | Fri 2/1/19 | Wed 2/16/19 | |
| 35 EPA publishes NOA for IFES in Federal Register | Fri 2/8/19 | Wed 2/13/19 | |
| 36 30 Day Waiting Period | Thurs 2/14/19 | Fri 3/15/19 | |
| 37 Earliest Record of Decision | Fri 3/15/19 | Fri 3/15/19 | |

Notional



Notes:

Blue-shaded areas indicate dates requiring SAF/E and ACC/CV approval to change

Yellow-shaded areas indicate document reviews

Green-shaded areas indicate proposed changes in the current schedule.



Bay Defense Alliance - Tyndall AFB

As of: 9/27/2017

Last Meeting: 9/26/17

Next Meeting: TBD



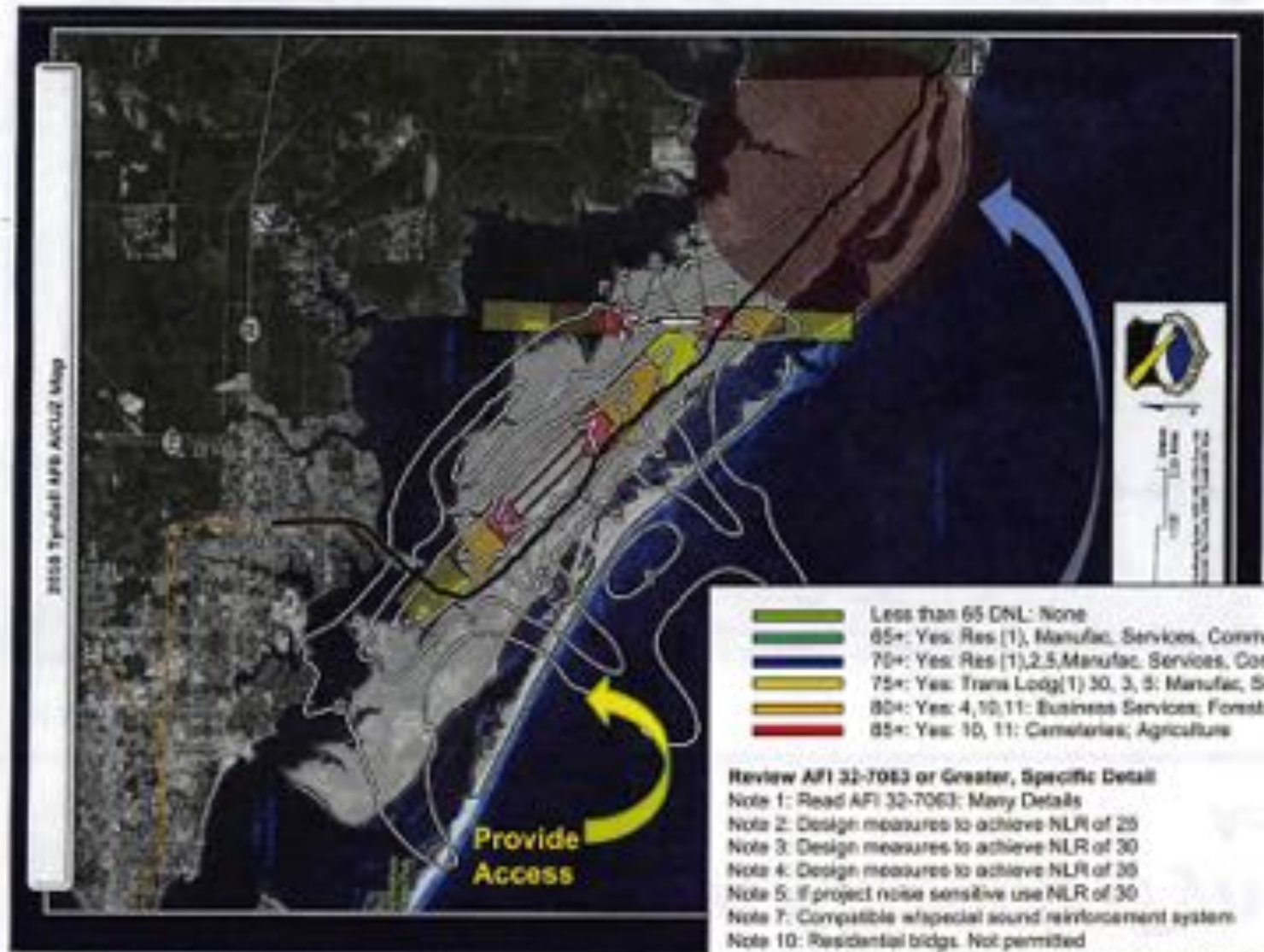


Bay Defense Alliance -Tyndall AFB

As of: 9/27/2017

Last Meeting: 9/26/17

Next Meeting: TBD



- █ Less than 65 DNL: None
- █ 65+: Yes: Res (1), Manufac. Services, Comm, Trans, Recrea
- █ 70+: Yes: Res (1),2,5,Manufac. Services, Comm, Transp, Recrea, Arena (7)
- █ 75+: Yes: Trans Lodg(1) 30, 3, 5; Manufac, Services, Comm, Transp
- █ 80+: Yes: 4,10,11: Business Services; Forestry, Fishing, Mining
- █ 85+: Yes: 10, 11: Cemeteries; Agriculture

Review AFI 32-7063 or Greater, Specific Detail
 Note 1: Read AFI 32-7063; Many Details
 Note 2: Design measures to achieve NLR of 25
 Note 3: Design measures to achieve NLR of 30
 Note 4: Design measures to achieve NLR of 30
 Note 5: If project noise sensitive use NLR of 30
 Note 7: Compatible w/special sound reinforcement systems
 Note 10: Residential bldgs. Not permitted
 Note 11: Outdoor activities not recommended; use hearing prot

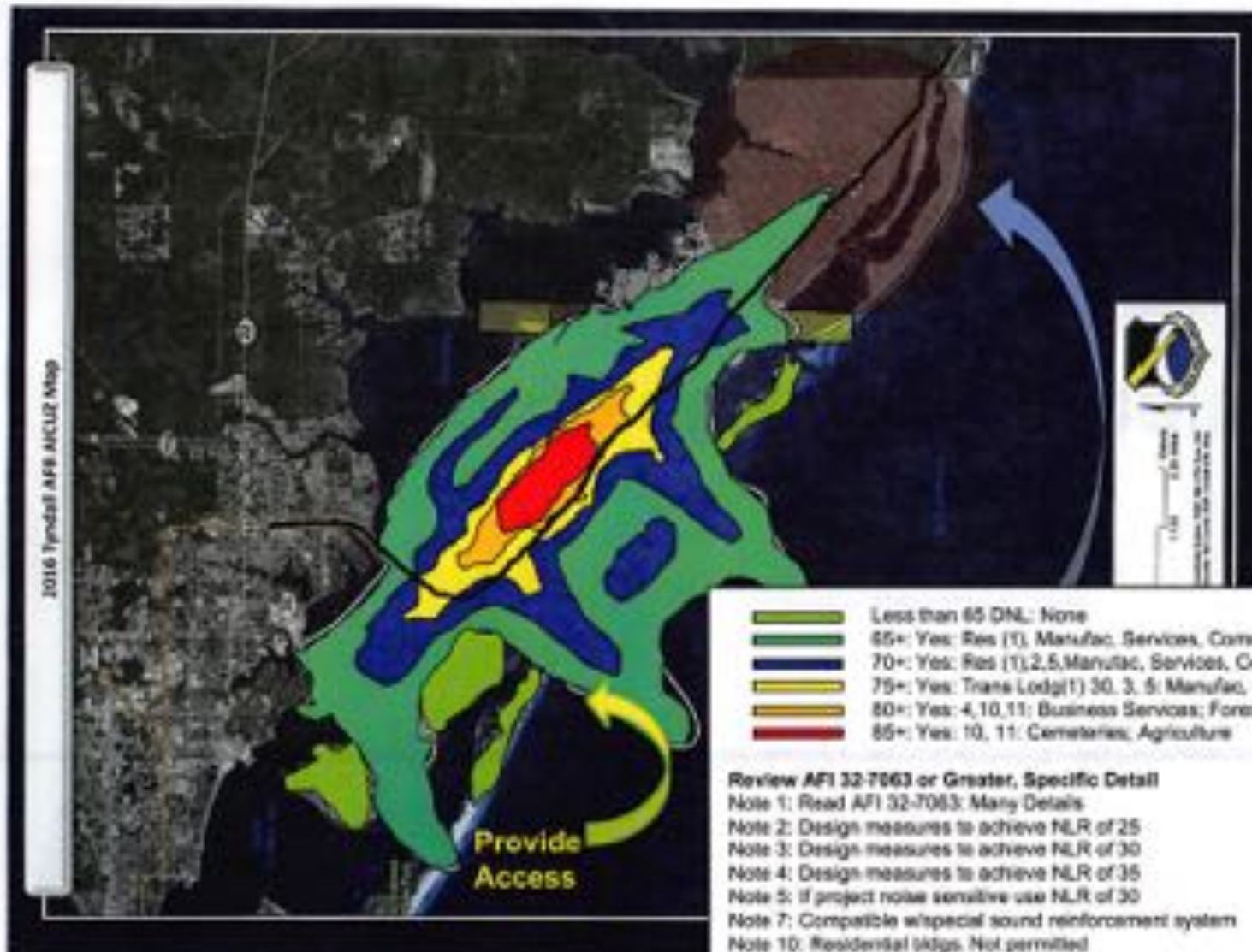


Bay Defense Alliance - Tyndall AFB

As of: 9/27/2017

Last Meeting: 9/26/17

Next Meeting: TBD



- Less than 65 DNL: None
- 65+: Yes: Res (1), Manufac, Services, Comm, Transp, Recrea
- 70+: Yes: Res (1),2,5,Manufac, Services, Comm, Transp, Recrea, Arena (7)
- 75+: Yes: Trans Lodg(1) 30, 3, 5; Manufac, Services, Comm, Transp
- 80+: Yes: 4,10,11; Business Services; Forestry, Fishing, Mining
- 85+: Yes: 10, 11; Cemeteries; Agriculture

Review AFI 32-7063 or Greater, Specific Detail
Note 1: Read AFI 32-7063: Many Details
Note 2: Design measures to achieve NLR of 25
Note 3: Design measures to achieve NLR of 30
Note 4: Design measures to achieve NLR of 35
Note 5: if project noise sensitive use NLR of 30
Note 7: Compatible w/special sound reinforcement system
Note 10: Residential bldgs. Not permitted
Note 11: Outdoor activities not recommended: use hearing prot



Completed Agreements



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|--|
| <p>Establish Satellite Military Medical Clinic in Panama City</p> <p>Agreement Type: Lease</p> | <p>Partnership: A lease enabling the 325 MDG to share space in the Gulf Coast Hospital in order to treat patients at a location downtown was signed by 325 FW/ICV and Gulf Coast Medical Hospital. The lease ended on 8/2/16 and will not be renewed for this partnership.</p> <p>Partners: 325th Medical Group, Gulf Coast Hospital</p> <p>Implementation Date: 7/22/2015</p> | <p>Installation:</p> <ul style="list-style-type: none">Increased patient satisfaction by 5.4% over Military Treatment Facility rates100% of all respondents were satisfied with care <p>Community:</p> <ul style="list-style-type: none">Provides use of vacant space in local hospital and build relationships with community partners |



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|--|--|
| Improved Traffic Flow for U.S.-98 through Tyndall AFB Agreement Type: Contract | <p>Partnership: This partnership will improve traffic flow leading to and through Tyndall AFB in a three phased project funded by Bay County and the Florida Department of Transportation. Phase 1: Implementation of a dynamic messaging sign to alert drivers of driving conditions, and provide Tyndall AFB and the County rapid response to road closures and emergencies. Phase 2: Adaptive Control will link traffic signals along Tyndall Parkway with the Bay County centralized traffic control. Phase 3: Continue the adaptive control traffic signals all the way up to the bridge from Tyndall AFB to the Navy Base allowing Bay County Transportation, in an emergency, to have remote control of the traffic signals.</p> <p>Partners: Bay County Traffic Management, Tyndall AFB, Florida Department of Transportation</p> <p>Implementation Date: 8/30/2015</p> | <p>Installation:</p> <ul style="list-style-type: none">■ \$430K investment in primary access road to base entrances <p>Community:</p> <ul style="list-style-type: none">■ Increased safety during emergency for Bay County Transportation through control of traffic signals <p>Improved daily traffic flow and ability to re-route traffic due to base activities</p> |



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---|---|---|
| <p>Emergency Management Task Force</p> <p>Emer Mgt</p> <p>Near Term</p> | <p>Partnership: The base is currently conducting joint training/exercises with county agencies through an informal agreement. The last full-scale exercise was a train derailment where 46 Tyndall responders imbedded with local responders to test standard operating procedures (SOPs). This initiative allows the base and county agencies to better understand the role each stakeholder plays, standardize common SOPs, and improve interoperability and communication.</p> <p>Partners: Tyndall AFB, County, City of Parker</p> <p>Timeline: Q3 - FY2018</p> <p>Next Steps: The next exercise will be a tabletop hurricane exercise in May 2017 at the Bay County EOC.</p> | <p>Installation:</p> <ul style="list-style-type: none"> Provides for additional training opportunities Promotes better understanding of stakeholders' missions <p>Community:</p> <ul style="list-style-type: none"> Provides for additional training opportunities Promotes better understanding of stakeholders' mission |



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---|---|---|
| Veteran and Military Spouse Skill Set Data Base and Jobs Initiative | <p>Partnership: Tyndall AFB will partner with CareerSource to provide aggregate skillset data about transitioning veterans and military spouses to the Economic Development Alliance to attract aerospace, aviation and defense industry companies to the area. This partnership can have enterprise-wide applicability for the AF and broader DOD communities.</p> <p>Partners: Tyndall AFB, CareerSource Gulf Coast, Bay County Economic Defense Alliance, Eglin AFB and Hulbert Field</p> <p>Timeline: Q2 - FY2018; Ongoing with pilot project with monthly collection data from Tyndall, Eglin, and Hurlburt Field</p> <p>Next Steps: The base is awaiting additional input from OSD.</p> <p>Background: Veteran's Re-employment team participated in OSD Transition Council meeting led by OSD Transition to Veterans Office (TVO). TVO is seeing Army and Navy participation to expand current pilot program scope to include Army and Navy personnel in NW Florida. Transition Program Representatives did not support extracting personnel data at the local level. Army and Navy currently support an OSD effort to obtain aggregate data from the Defense Manpower and Data Center. OSD TVO is exploring possible options.</p> | <p>Installation:</p> <ul style="list-style-type: none">Utilized grant to hire a technical consultant for data transfer requirementsImproves job opportunities for transitioning service members <p>Community:</p> <ul style="list-style-type: none">Local economic development by attracting new companies and industry to the areaIncreases professional workforce in local area |



Priority Concepts

Integrity - Service - Excellence



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---|---|--|
| Compatible Land Use Buffering for Mission Sustainability Operations Near Term | <p>Partnership: The local community will assist compatible land use to protect the current and future Tyndall mission capability through zoning and purchasing of development rights.</p> <p>Partners: Bay County, Bay Defense Alliance, Trust for Public Lands, The Nature Conservancy, City of Parker, Tyndall AFB, Eglin AFB</p> <p>Timeline: Q4 - FY2020</p> <p>Next Steps: REPI funding received during 2015 was lost, because a private donor was not available. The initiative is temporarily on hold until the base's new Community Planner is hired.</p> | <p>Installation:</p> <ul style="list-style-type: none">■ Protects future mission growth■ Improves mission sustainability <p>Community:</p> <ul style="list-style-type: none">■ Protects environmental resources (e.g., local lake, oyster farm)■ Resolves safety concerns for potential incompatible development |



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|--|
| <p>Training Agreement-- Military Healthcare Provider/Nurse Competency Training</p> <p>Education</p> <p>Near Term</p> | <p>Partnership: This partnership would provide medical training for military healthcare providers and nurses in the local community, and streamline the process for each military doctor/nurse having to be re-credentialed under State regulation. Opportunities in the community would enhance medical training for military providers as there is no emergency room in the medical clinic on base, and military providers do not routinely treat a wide range of illnesses. The partnership would provide a resource to assist local hospitals dealing with an estimated shortage of 12,000 healthcare providers in Florida.</p> <p>Partners: 325th Medical Group, Gulf Coast Hospital</p> <p>Timeline: Q4 - FY2018</p> <p>Next Steps: The base is analyzing how it can leverage the recent passage of Florida HB-941 to enhance mission requirements.</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ Separated members are more likely to practice medicine in the state of FL ■ Provides both parties with liability protection and civilian credentialing for military medical personnel ■ Reduce overall training costs for Airmen <p>Community:</p> <ul style="list-style-type: none"> ■ Force multiplier for civilian hospital |



Update

Tyndall AFB

As of: 9/12/2017

Last Meeting: RF: 4/5/2016

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---------------------------------------|---|---|
| Unmanned Aerial Systems Working Group | <p>Partnership: Tyndall has started to form a UAS Working Group with updates being briefed at the AFCEP meetings. The goal is to continue training and projecting unrivaled combat air power without the interference of drones from the community. Community members need to be determined in order to be added to the UAS Working Group.</p> <p>Partners: Local airfields</p> <p>Timeline: Q3 - FY2018</p> <p>Next Steps: Completed draft of Tyndall policy and being routed for signature. Once approved will publicize to community. Once Tyndall works out base level policy, then will work with other airfields as a united front.</p> | <p>Installation:</p> <ul style="list-style-type: none">Supports mission readiness by ensuring UASs do not impact requirements <p>Community:</p> <ul style="list-style-type: none">Provides safe areas where drones are flyable. Keep community members safe |
| Recreation | <p>Partnership: Several areas are available on TAFB for potential use of privatized companies. Currently, the base needs to determine which plots of land are available for commercial use.</p> <p>Partners:</p> <p>Timeline:</p> <p>Next Steps: The base has identified plots of land for this EUL initiative (Crooked Island & Walker Bayou). The base is working with AFCEC to develop full package for Phase 0. A Data Call is scheduled to occur in April 2017.</p> | <p>Installation:</p> <ul style="list-style-type: none">Puts underutilized land and facilities back into productive reuse <p>Community:</p> <ul style="list-style-type: none">Additional recreational opportunities |



Possible Initiatives



Wing CC



Bay Def All



Mayor





Base POCs

Tyndall AFB

As of: 9/27/2017

Last Meeting: 9/25/17

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|--|
| <p>Is there a way to leverage to obtain a Fishing Lodge?</p>  <div data-bbox="163 786 405 873" style="border: 1px solid black; padding: 2px; display: inline-block;">Real Est</div> <div data-bbox="163 889 457 977" style="border: 1px solid black; padding: 2px; display: inline-block;">Long Term</div> | <p>Partnership: Use Pontoon boats to shuttle back and forth XX XX XXXXXXXXXXXX.</p> <p>Partners: XXX</p> <p>Timeline: Develop Strategy Oct-Dec 17</p> <p>Next Steps: XX XX</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX <p>Community:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX |
| <p>How do we add a middle school / High School once MQ-9 is announced</p>  <div data-bbox="163 1256 443 1344" style="border: 1px solid black; padding: 2px; display: inline-block;">Ed - MWR</div> <div data-bbox="163 1360 405 1448" style="border: 1px solid black; padding: 2px; display: inline-block;">Real Est</div> <div data-bbox="163 1464 457 1552" style="border: 1px solid black; padding: 2px; display: inline-block;">Long Term</div> | <p>Partnership: Make it a RED HORSE project? XXXXXXXXXXXXXXXXXXXXXXX XX XXXXXXXXXXXXXXXXXXXX.</p> <p>Partners: XXX</p> <p>Timeline: Develop Strategy Oct-Dec 17</p> <p>Next Steps: XX XX</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX <p>Community:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXX |



Wing CC



Bay Def All



Mayor







Base POCs

Tyndall AFB

As of: 9/27/2017

Last Meeting: 9/25/17

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|--|---|--|
| <p>Is there a way to leverage the old Officers Club, build new Lodging building, open up waterway access near Small Arms Range</p> <p>  </p> <p>Real Est</p> <p>Long Term</p> | <p>Partnership: Use Pontoon boats to shuttle back and forth XX XX XXXXXXXXXXXX.</p> <p>Partners: XXX</p> <p>Timeline: Develop Strategy Oct-Dec 17</p> <p>Next Steps: XX XX</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX <p>Community:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX |
| <p>The indoor range is a catastrophe. Is there a way to build a new 300 yard range and partner with county / Mexico Beach</p> <p></p> <p>Real Est</p> <p>Long Term</p> | <p>Partnership: Make it a RED HORSE project? XXXXXXXXXXXXXXXXXXXXXXX XX XXXXXXXXXXXXXXXXXXXX.</p> <p>Partners: XXX</p> <p>Timeline: Develop Strategy Oct-Dec 17</p> <p>Next Steps: XX XX</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX <p>Community:</p> <ul style="list-style-type: none"> ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX ■ XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXX |



Wing CC



Bay Def All



Mayor





Base POCs

Tyndall AFB

As of: 9/27/2017

Last Meeting: 9/25/17

Next Meeting: N/A

| Partnership Initiative | Description | Benefit(s) |
|---|---|--|
| <p>Has flood control expertise that may be valuable to the Base Base may have planning expertise City could use</p>  <div data-bbox="180 781 474 867" style="border: 1px solid black; padding: 2px; display: inline-block;">Emerg Mgt</div> <div data-bbox="180 889 464 976" style="border: 1px solid black; padding: 2px; display: inline-block;">Near Term</div> | <p>Partnership: Police already respond across the bridge xxxxxxxxxxxxxxx xx Effecty of Federal Court House location xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx Partners: xxx Timeline: Develop Strategy Oct-Dec 17 Next Steps: xx xx</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx <p>Community:</p> <ul style="list-style-type: none"> ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx |
| <p>Ad Valorem Tax</p>  <div data-bbox="180 1317 411 1403" style="border: 1px solid black; padding: 2px; display: inline-block;">Real Est</div> <div data-bbox="180 1430 453 1516" style="border: 1px solid black; padding: 2px; display: inline-block;">Long Term</div> | <p>Partnership: Cannot adopt until property values return eliminating a \$38M 'hole' xxx xx Partners: xxx Timeline: Develop Strategy Oct-Dec 17 Next Steps: xx xx</p> | <p>Installation:</p> <ul style="list-style-type: none"> ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx <p>Community:</p> <ul style="list-style-type: none"> ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx ■ xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx |

Kathleen Ferguson

From: Kathleen Ferguson
Sent: Thursday, March 1, 2018 11:24 AM
To: store0521@theupsstore.com
Subject: <no subject>
Attachments: Tyndall march 1 2018.pptx; Tab 4 - EUL Brief Tyndall March 2018 - 2017v3.pptx

Kathleen I. Ferguson | Senior Advisor
The Roosevelt Group
500 N. Capitol St., NW | Suite 320 | Washington, DC 20001
Office: 202.469.3490 | Mobile: 703.608.1748 | trosevelt.com

ATTACHMENT 3

**TYNDALL AFB
COMMUNITY PARTNERSHIP
STEERING GROUP**

1 March 2018

AGENDA

- Air Force Community Partnership
- Tyndall 2030 Vision
- MQ-9 Wing and potential community impact plus up of an additional 1700 military personnel and their families; Office of Economic Adjustment Grants
- Re-energize the Community Partnership Steering Group

AF COMMUNITY PARTNERSHIPS

- Since January 2013, the AFCP program has inspired 62 installations and communities to partner across a wide range of initiatives
- The AFCP process has tapped into the intellectual capital and innovative spirit of installation and community leaders to find creative ways to accomplish the AF mission and enhance communities
 - Developed over 1,000+ initiatives, 300 undergoing refinement at any one time
 - Signed 270 agreements; Generated \$42M in AF benefit & about \$24M in community benefit; the Air Force has deeper and more meaningful relationships with communities
- Innovative initiatives include: community operation of a water/waste water treatment plant, construction/ maintenance of ballfields, refuse pick-up, grounds/pavement maintenance, and operation of Airmen support services like libraries, golf courses, and youth programs
- AFCP installations and communities now have the framework and tools to develop mutually beneficial partnerships with minimal guidance and oversight.

AF COMMUNITY PARTNERSHIP LESSONS LEARNED

- Leadership is KEY: Community Leaders and Installation Commanders need to be visible champions
- Build Relationships: Communities and Installations needs to work together to build partnerships
- Manage Expectations: Brainstorming is fun; executing them is hard work
- Portfolio of Initiatives: Develop a portfolio of initiatives; quick wins sustain momentum
- Overcome Obstacles: Build staff to establish continuity and bring in key stakeholders
- Ask for Help when Suck: Take advantage of resources!

TYNDALL 2030 VISION

TYNDALL SELECTED AS MQ-9 PREFERRED ALTERNATIVE

- HUGE! But not the final decision
- Environmental Impact Analysis must be completed before Record of Decision and final basing decision is made
- Community is KEY! Multiple opportunities for public input—scoping and review of Environmental Impact Statement and attending public hearing
- Approx 1700 military and their families...housing, schools, jobs
- Pursue Office of Economic Adjustment Grant... 10% matching; average grant \$300K to \$1M
- Many opportunities for community and AF to partner

WAY AHEAD

- Identify next steps
- Identify what is important
- Discuss organizational construct
- Review leadership group composition
- Identify high priority opportunities

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Enhanced Use Leases

Enhanced Use Leases (EULs)

- **EUL: Public-private partnership-collaborative agreement between an installation and private entity**
 - Lease under-utilized land to 3rd party to augment base O&M and facility/MILCON needs
- **Examples:**
 - Eglin AFB: Holiday Inn - Emerald Breeze Hotel
 - Grand Forks AFB: Grand Sky UAV Development
 - Hill AFB: Falcon Hill National Aerospace Park
 - Nellis AFB: Water Reclamation Facility
 - JB San Antonio Office Space
 - Seymour Johnson AFB: Fitness Facilities

2008 Tyndall AFB AICJ2 Map



Emerald Breeze Hotel – Eglin AFB

- 152 Room Hotel Resort
- Opened May 2014
- Land lease pays Eglin AFB \$\$\$ every year
- Test site validated and operational
- Savings to military: 1,500+ discounted room nights
- Phase 2 hotel set to open Spring 2017



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Grand Sky UAV Development - Grand Forks AFB

- Grand Forks Air Force Base is home to 319th Air Base Wing.
- The base's mission has been UAS-focused since 2011-- includes operation of RQ-4 Global Hawk, making it one of the nation's most important sites for the development of UAS technologies.
- Grand Sky has a unique collaborative relationship with the Grand Forks Air Force Base.
 - Through its Joint Use Agreement with the USAF and Grand Forks County, Grand Sky tenants have direct access to the 12,351-foot runway at Grand Forks Air Force Base.
 - Joint Use Agreement allows manned, unmanned and optionally manned commercial aircraft to utilize the runway, which allows for real-world situational testing.



Grand Sky UAV Development - Grand Forks AFB



- On 18 Feb 2015, the EUL site Development Lease was signed between AF and Grand Forks County
- On 30 March 2016 Through its Joint Use Agreement with the USAF and Grand Forks County, Grand Sky tenants gained direct access to the 12,351-foot runway at Grand Forks Air Force Base.
- The first official flight from Grand Sky Park using the Grand Forks AFB runway occurred on 28 July 2016.
- Joint Use Agreement allows manned, unmanned and optionally manned commercial aircraft to utilize the runway, which allows for real-world situational testing.

Falcon Hill National Aerospace Park -Hill AFB



- Falcon Hill National Aerospace Park at Hill AFB is a 550 acre master plan development between USAF and Sunset Ridge Development Partners—began with EUL agreement signed 2008—considered first of its kind to be entirely market driven
- Benefit to AF: affordable infrastructure and synergy created by having contractors able to work on AF mission behind the fence
- AF land leased to developer allowed build and lease of commercial space.
 - Phase I: New Base Entry Control facility, new road from freeway to entrance, 150,000 sq ft facility for contractors inside fence. New Security Forces Facility with police station, Emerg Ops enter, Fire Dispatch Station
 - Phase II: 75,000 square-foot office building is expected to be completed in late summer 2017--to be leased by Lockheed Martin and other tenants.
 - Also, 10,000 Sq ft Retail space built outside the fence accessible to the public

How Do You Do EUL? Engage AFCEC early!

- **Step 1: Assess real estate; vision of need**
- **Step 2: Who is interested -Private sector developers**
 - **Request for Interest**
 - **Request for development concepts (to include market demand evaluation)**
- **Step 3: Industry Day (if desired)**
- **Step 4: Sole source or competitive determination**
- **Step 5: Government RFP**
 - **Award more than one EUL based on available land and needs**
- **Step 6: Proposal evaluation & award**
- **Step 7: Work details of EUL with HRO**

**Time is the killer! Industry will lose interest if there is not a strong commitment;
12-16 month timeframe to award**

Enhanced Use Leases (EULs)

| Enhanced Use Lease Project | Installations | Forecasted NPV at Closing |
|---|---------------------------------|---------------------------|
| Okaloosa County Waste Reclamation Facility | Eglin AFB, Florida | \$6,548,764 |
| Destin Emerald Coast Airport | Eglin AFB, Florida | \$5,850,893 |
| Falcon Hill Mixed Use Development | Hill AFB, Utah | \$88,281,197 |
| Water Reclamation Facility | Nellis AFB, Nevada | \$34,803,405 |
| Joint Base San Antonio Office Space | Joint Base San Antonio, Texas | \$47,113,560 |
| Emerald Breeze Hotel | Eglin AFB, Florida | \$18,398,210 |
| Luke Solar | Luke AFB, Arizona | \$3,077,915 |
| Grand Forks Mixed Use Development | Grand Forks AFB, North Dakota | \$26,520,222 |
| Fort Dix Solar | Joint Base McGuire, New Jersey | \$8,953,853 |
| Eglin Solar | Eglin AFB, Florida | \$1,017,406 |
| Seymour Johnson Recreational Use | Seymour Johnson, North Carolina | \$579,710 |
| Total Portfolio Value Forecasted Over Lease Term | | \$241,145,135 |

*From AFCEC Installation Division FY2016 Stakeholders Report