

Partnering for Mission Accomplishment



*Civil-Military Partnerships:
government helping government*

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Purpose

- Community Collaboration
- Community Partnerships
- Creativity
- Examine the “Possible”



Commonality of Interests

- City Manager Objectives:
 - Serve their citizens (to include military)
 - Be cost effective
 - Keep their base open and mission effective
- Installation Commander Objectives:
 - Serve soldiers and families
 - Be cost effective
 - Accomplish Operational Mission



Installation and Community Missions

- Support, Train and Deploy the Forces
- Develop and Maintain Installations to Achieve Above
- Support the Families of the Forces



Rethink Joint Partnerships

- Service to Service
- Service to Inter-agency
- Service to Community



Impacts on Mission Capability

- Economics – Dollars/Consistency
- Demographics Work Force/Military Workforce
- Infrastructure on/off Installation-Encroachment
- Environmental Concerns/Climate Change
- National Priorities and Policies
- Health Care
- Dynamics of Multi-dimensional Change



Potential for Partnerships

- Environmental – Energy, Conservation, Encroachment
- Infrastructure Maintenance
- Infrastructure Development
- Infrastructure Sharing
- Service Consolidation
- Health Care
- Childcare



Potential for Partnerships

- Homeland Security
- Information Technology
- Workforce Development
- Housing
- Regional Planning
- Education



Potential Partners

- EAC – Policy Coordination
- Cities/Counties/States/School Districts/Installations
- Other Services – Joint Approach
- Joint Powers Agencies
- NGO's-EDF, Red Cross, Sierra Club, etc.
- Other Government organizations, NGA, NLC, NACO, ICMA, US Conference of Mayors



Installations 2030-A Web of Partnerships

- Maintain Mission Capability Through Regional Planning = Maintenance of Economic Impact
- JT Funding of Infrastructure to Implement Regional Plan
 - DoD
 - Local and State Governments
 - NGO



City Goal

Effectively support the DoD missions, operations, and personnel in Monterey's installations by providing quality facilities, housing, infrastructure and base support services, at the lowest cost.



Current Situation

- Military has insufficient budget to adequately maintain non-excess and excess infrastructure capacity
- New infrastructure capacity needed
- Base Closure Round did not totally solve the excess capacity issue
- Skilled workforce shortage
- Cities/Counties suffer similar budget and workforce issues



Available Tools

- DoD Philoshophy
- Sec 2667 - Lease Authority
- Special Legislation
- Commander Initiative & Patience
- Collaborating Community
- Concurrent jurisdiction
- FAR



Obstacles

- Bureaucracy
- FAR
- Police Prohibition
- Fire Protection
- A76 Process
- Commander Longevity
- OMB Scoring
- Competition Requirements

“Status Quo”

THE ENEMY TO BE DEFEATED!



Defeat the “Status Quo”

- Why?
- Show me the law!
- Show me the regulation!
- Show me the policy!



Defeat the Status Quo

- Change the law
- Change the regulation
- Change the policy
- Change the attitude



What Does the Customer Want?

The customer does not care who provides service as long as the service is quality, responsive and cost effective.



Philosophy

- There are no “Cookbook” solutions
- Tailor solutions to unique realities of each base
- **Expect Demand** local creativity



Need Family Quarters!

- Short 2,000+ houses
 - 300 units in 1st yr of 3 yr appropriation cycle
- Some families living in tents
- All volunteer Army/draft Army rules
- Building a Light Infantry Division
- Vacancy rates measured in hours



The Catalyst - A Tragedy

August 1984

- Army family member commits suicide
- If there was “one less to feed, things would be better”



The Slogans

“The Army takes care of its own”

“Be all you can be”



The Editorial View (part 1)

SAN FRANCISCO CHRONICLE, FRIDAY, OCTOBER 5, 1951

No Room at the Fort

THE SHAMEFUL LACK of decent, affordable housing for many military families at Fort Ord, and presumably at other bases around the country, cries out for correction.

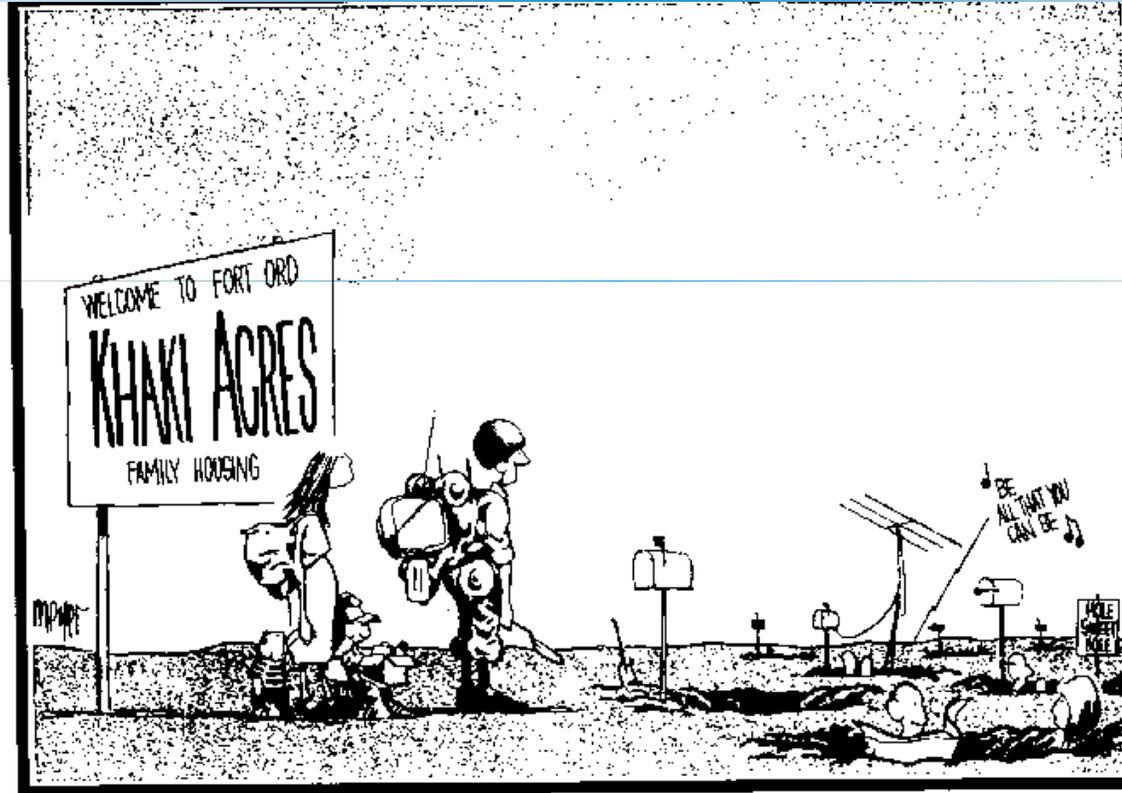
In yesterday's editions of The Chronicle, reporter Gary E. Swan told of Army families forced to live in tiny trailers or in off-base housing so expensive they must take out emergency loans or rely on bags of free food.

The Army, he pointed out, has changed from an outfit of young, single men housed in barracks into a service that now includes many families. At Fort Ord, the soldiers average more than two dependents each.

It is a problem the government must deal with as quickly as possible. Forcing military families to live like migrant workers just won't do.



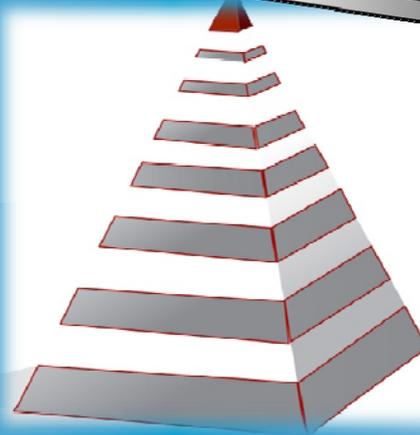
The Editorial View (part 2)



What do you do?

RESOURCES

HOUSING
NEEDS



- Take the heat?
- Program more appropriated houses?



Get Creative

Need

- Family Housing

Solution

- Use other people's \$



Section 2667 of Title 10 U.S. Code Leasing of Non-Excess Property

“... the Secretary is authorized to accept improvements, maintenance, protection, repair or restoration of the property by the lessee in payment of all or part of the consideration for the lease.”

10USC 2667 (b)(5)



Mobile Home Community



Sun Bay Resort



Savings Via Cost Avoidance

- **Soldiers Field**

 - Capitol Costs: \$410, 000

 - Annual O&M Costs: \$25,000

- **Presidio Historic Park**

 - Capital Costs: \$350,000

 - Annual O&M Costs: \$25,000

- **Child Care/Development Center**

 - Capital Costs: \$508,000

 - Annual O&M: \$40,000

- **Nature Preserve**

 - Capital Costs: \$15,000

 - Annual O&M: \$12,500



1993 BRAC Commission Findings

“It was apparent more efficient methods of base-operations support were not explored, specifically a consolidation with the Naval Postgraduate School also located in Monterey. In addition, other alternatives have not been explored, such as a commercial-activities contract with the local communities for base-operations.”

Excerpt from 1993 Defense Base Closure and Realignment Commission Report



1993 BRAC Commission Recommendation

“Consolidate base-operations support with the Naval Postgraduate School by inter-service support agreement. The Department of Defense will evaluate whether contracted base-operations support will provide savings for the Presidio of Monterey.”

Excerpt from 1993 Defense Base Closure and Realignment Commission Report



Special Legislation

- Sec 816 National Defense Authorization Act for FY95 Demonstration Project on purchase of fire, security, police, public works, and utility services from local government agencies - 8/12/94
- Senate Colloquy - Senator Nunn and Senator Boxer clarify intent of Sec. 816 to waive requirement for A76 Congressional Record - Senate - 9/5/95



Army Audit Agency Certified Success!

- For similar scope of work for a one year period, adjusted for inflation....
 - POM cost via JPA agreement was \$3,681,000
 - POM cost via ISSA with NSAMB was \$6,213,000
- \$2,532,000 cost savings, or 41% of the cost of the Navy ISSA!



AAA Comments...

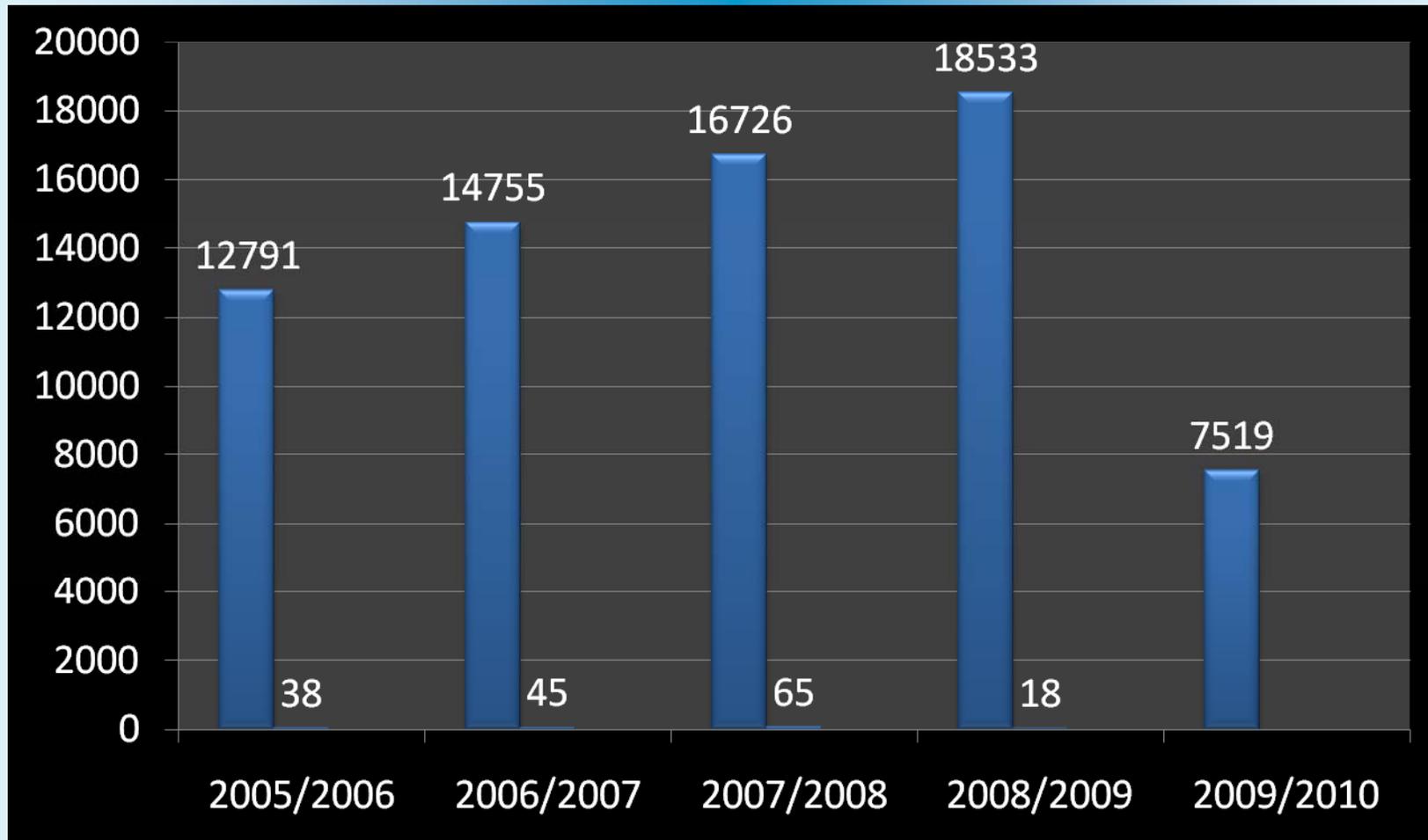
- *...Army has achieved significant savings...by contracting with the local Municipal Agency for some BASOPS services...*
- *...In addition to reduced costs...benefits include the quality and timeliness of services provided...*



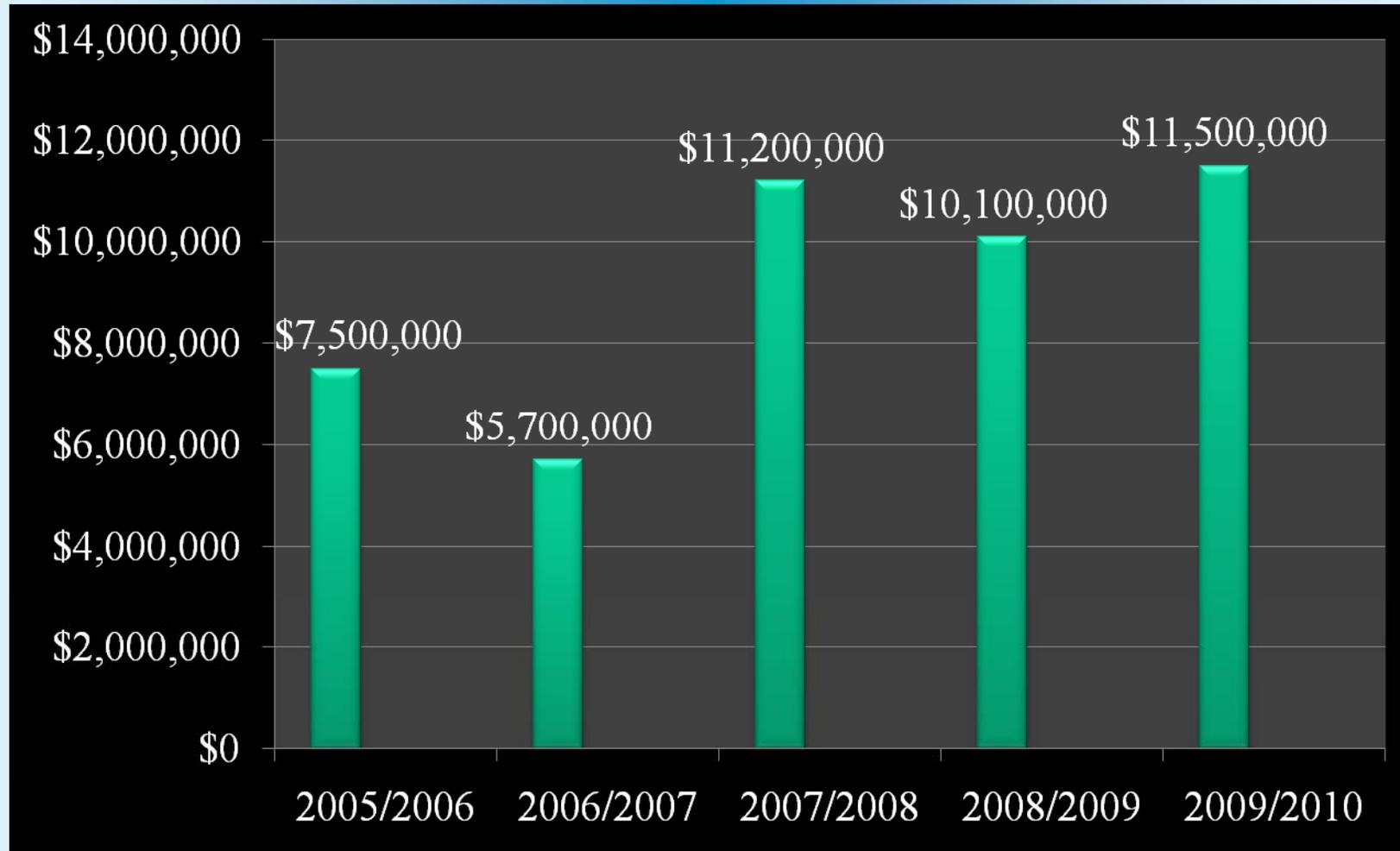
Work Order Volume

(scheduled work order and # of projects)

(Note: 2009/2010 not final numbers yet)

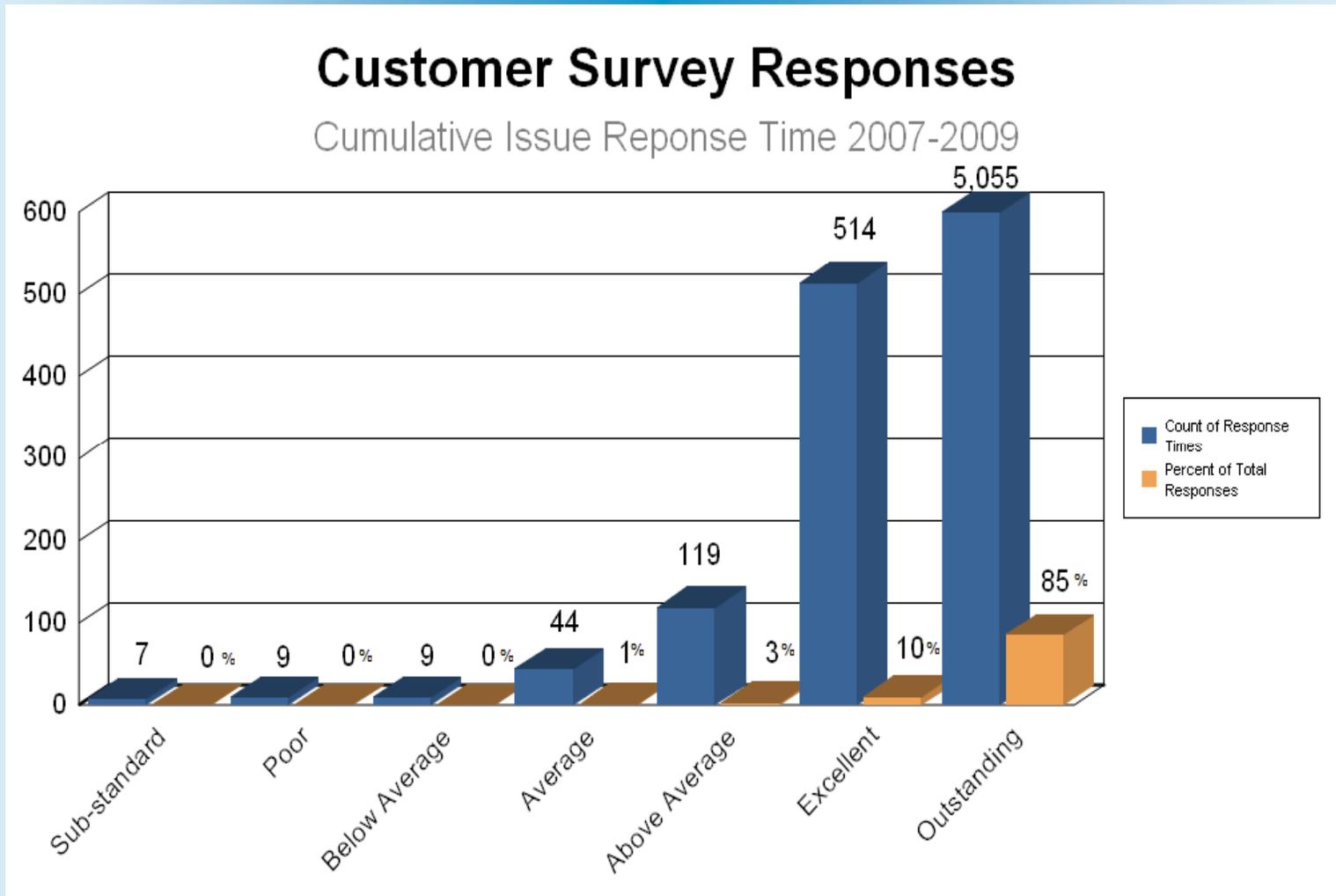


Annual Contract Volume (scheduled plus unscheduled)



Work Order Response Rates

(Review of Established Process and Procedures)



IMCOM Inspector General Sergeant
Major, Frantz Aubry

“The Presidio of Monterey has the
best barracks management
program I have seen in the Army.”

Lessons Learned

- Be Creative/Collaborative/Partner
- Manage Facilities as assets, not liabilities
 - Out-grant excess capacity
- Delegate to Local Commander
 - Authority
 - Forget the Cookie-Cutter
- Allow local Standards to prevail
- Performance contract language
 - Results
 - What to be done, not how



Touch Stones

- Each party must recognize and satisfy the needs of the other
- Don't move your "risk" to your partner
- Respect each other's situation



References

- Working with Local Governments: A Practical Guide for Installations
- Understanding and Coordinating with Military Installations: A Resource Guide for Local Governments
- Collaborative Land Use Planning: A Guide for Military Installations and Local Governments
- Working with State Legislators: A guide for Military Installations and State Legislators
- *these are available online at:*
www.denix.osd.mil/SustainableRanges



Professional Membership Suggestion

- Association of Military Communities (ADC)
202-822-5256 www.defensecommunities.org

