



**DEPARTMENT AIR FORCE POLICY
DIRECTIVE 90-22**

21 APRIL 2021

Special Management

**AIR FORCE COMMUNITY
PARTNERSHIP PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing web site at www.e-Publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication

OPR: SAF/IEIM

Certified by: SAF/IE
(Mr. John W. Henderson, P.E.)

Supersedes: AFPD90-22, 25 August 2016

Pages: 5

The Department of the Air Force Policy Directive provides policy and assigns responsibility to guide Department of the Air Force development and implementation of installation-community partnerships that focus on enhancing mission effectiveness, creating efficiencies or economies of scale, and improving quality of life on Department of the Air Force installations and neighboring communities, to include enabling Intergovernmental Support Agreements under Title 10 United States Code Section 2679. This publication applies to Department of the Air Force military members and civilian employees, organizations in the Department of the Air Force, Air Force Reserve, Air National Guard, and contractor support personnel. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Forms 847 from the field through the appropriate functional chain of command. Ensure all records generated because of processes prescribed in this publication adhere to Air Force Instruction 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include incorporation of the United States Space Force, references to Intergovernmental Support Agreement legislation and consolidation of roles and responsibilities for Department of the Air Force Headquarters.

1. Overview. This Department of the Air Force Policy Directive establishes the necessary overarching oversight/management foundation and policy to enable the Air Force Community Partnership Program.

2. Policy. The Air Force Community Partnership Program is a Department of the Air Force-wide initiative to develop, manage, oversee, and evaluate Department of the Air Force installation-community partnerships. The effective development, management, implementation, and evaluation of such partnerships supports the mission of the Department of the Air Force and partner communities and enhances mission viability and quality of life in alignment with the Secretary of the Air Force priorities for taking care of Airmen, Guardians, and their families. The Air Force Community Partnership Program focuses primarily on enhancing mission effectiveness, creating efficiencies or economies of scale, and improving quality of life for military members and their families while providing mutual benefit to an installation and its surrounding community. It is Department of the Air Force policy to:

2.1. Maximize the effectiveness of installation-community partnership program management through proactive and sustained leadership at all levels, informed by a mutual understanding of the potential efficiencies and economies of scale to be gained, risks to be reduced, potential long-term impact to the installation mission, and/or potential secondary and tertiary effects within programs, career fields, and/or impact to quality of life and Department of the Air Force culture. Leaders should consciously weigh all of these factors in considering undertaking programs or projects with the community since the length of any arrangement will likely exceed the tenure of an individual installation commander.

2.2. Ensure installation leaders have the necessary knowledge and tools to proactively identify and execute community partnership opportunities. Installation leaders, in coordination with stakeholders throughout the Department of the Air Force, should assess plans, decisions, and existing tools, including authorities, related to potential initiatives and implement installation-community partnerships.

2.3. Foster and encourage proactive engagement and collaborative relationships by Department of the Air Force offices with internal and external stakeholders; such relationships are of paramount importance to sustaining the Department of the Air Force's ability to conduct its mission. Successful partnerships require establishing and maintaining strong relationships between Department of the Air Force installations and identified stakeholders, including Airmen, Guardians, their families, other federal agencies, federally recognized tribes, installation tenants, state and local governments, nonprofit organizations, and the private sector. Community partnerships can result in formal agreements for services, supplies, resources, and/or support that are mutually beneficial. Community partnerships are grouped into two categories: public-public partnerships and public-private partnerships.

2.4. Leverage military installation and local community capabilities and resources to reduce operating and service costs (through cost avoidance and/or cost savings), mitigate risks, and/or enhance mission effectiveness in support of the Department of the Air Force mission, culture, and Comprehensive Airman Fitness. Pursuit of a particular initiative must be integrated with existing and potentially new programs including consistency with any applicable Department of the Air Force requirements and rest on a careful analysis as to the most advantageous course of action for the Department of the Air Force. Supporting actions include:

2.4.1. Assess plans, decisions, and existing tools, including authorities, related to potential installation-community partnership initiatives.

2.4.2. Proactively identify and engage with internal and external stakeholders, including other federal agencies, federally recognized tribes, small businesses, installation tenants, state and local governments, and non-profit organizations, to identify potential services and resourcing opportunities.

2.4.3. Identify cross-functional community partnership project implementation mechanisms and prioritization for resourcing.

2.4.4. Participate with installation, Major Command, Headquarters Air Force, and Headquarters Space Force functional lead(s) to identify, prioritize, and implement initiatives that meet Air Force Community Partnership Program strategic direction, goals and objectives.

2.5. In coordination with stakeholders, Headquarters Department of the Air Force functional lead(s) should identify and develop requirements for Air Force Community Partnership Program awareness education and training material. Products may include communication documents, education/training resources and curricula to increase awareness and understanding of Air Force Community Partnership Program issues and strategies, support installation and/or functional leads in implementing initiatives, and provide resources/tools for initiative implementation.

3. Roles and Responsibilities.

3.1. The Assistant Secretary of the Air Force for Installations, Environment and Energy:

3.1.1. Engages with functional managers to integrate Air Force Community Partnership Program concepts and tools (e.g., legal authorities, policy, process templates, and communication products) into Department of the Air Force cross-functional programs and publications.

3.1.2. Establishes Department of the Air Force-wide policy with regard to community partnerships.

3.1.3. Advocates for Air Force Community Partnership Program resources throughout the Department of the Air Force Program Objective Memorandum process.

3.1.4. Ensures implementation of community partnership actions in the Department of the Air Force are consistent with, complement, and/or enhance mission effectiveness, create efficiencies or economies of scale, and improve quality of life on and off the installation. Ensures actions achieve cost reduction and/or cost avoidance, reduce risk, and provide mutual benefit to an installation and its surrounding community.

3.2. Remaining Headquarters Department of the Air Force offices will:

3.2.1. Ensure Department of the Air Force publications written within their area(s) of responsibility support this Department of the Air Force Policy Directive, including identifying procedures necessary to address elements of this Department of the Air Force Policy Directive.

3.2.2. Provide overall management of their own subject-matter content consistent with this Department of the Air Force Policy Directive and applicable Department of Defense and Department of the Air Force policies.

3.2.3. Assist with identifying mechanisms for use by installations and the Air Force Community Partnership Program to develop and implement initiatives.

3.2.4. Provide implementation support and subject matter expertise for the Air Force Community Partnership Program, National Guard Bureau, Major Commands, Direct Reporting Units, Forward Operating Agency's and Air Force Installation and Mission Support Center capabilities, as well as at the installation level as appropriate, to support installation-community initiatives.

3.2.5. Provide guidance and subject matter expertise to ensure Air Force Community Partnership initiatives align with applicable laws, policies and guidance within each subject-matter area.

3.2.6. Lead enterprise-wide and/or high-priority Headquarters Department of the Air Force initiatives within their respective subject-matter areas as recommended by the Deputy Assistant Secretary of the Air Force for Installations.

3.2.7. Ensure that execution of Air Force Community Partnership initiatives within their control fully support Department of the Air Force mission needs and are consistent with Department of the Air Force leadership strategic direction and priorities.

3.2.8. Assess and evaluate Air Force Community Partnership Program impact(s) on their own subject-matter area/responsibilities on an initiative-specific or enterprise-wide basis.

3.2.9. Upon the request of the Assistant Secretary of the Air Force for Installations, Environment and Energy, the Principal Deputy Assistant Secretary of the Air Force for Installations, Environment and Energy, or the Deputy Assistant Secretary of the Air Force for Installations, designate a representative to participate in cross-functional groups.

John P. Roth
Acting Secretary of the Air Force

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Air Force Instruction 33-322, *Records Management and Information Governance Program* 23 March 2020

10 United States Code § 2679, *Installation support services: intergovernmental support agreements*

Adopted Form

Air Force Form 847, *Recommendation for Change of Publication*

Terms

Public-Public Partnerships—Intergovernmental relationships that enable the mutually beneficial provision of goods or services and the leveraging of resources and best practices.

Public-Private Partnerships—Agreements between military installations and the private sector (including either for-profit or not-for-profit entities) that enable the mutually beneficial provision of goods or services and the leveraging of resources and best practices..