

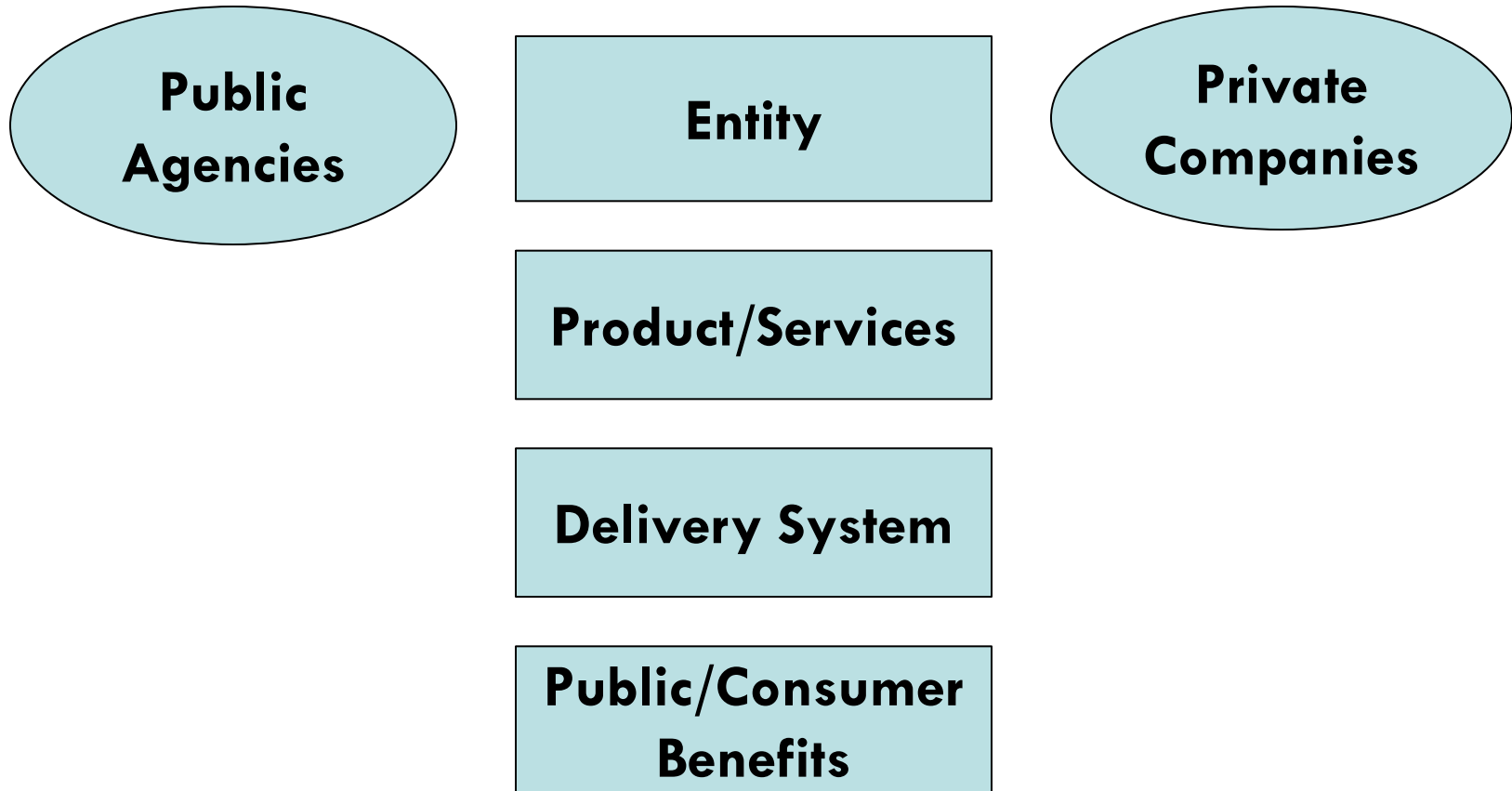


**Our Lands
& Waters
Foundation**

A Public Partnership with the
U.S. Army Corps of Engineers



***Creative Strategies for
Meeting the Financial Needs of
Public Recreation Programs
Partners Outdoors 2012***



Framing

**Public
Agencies**



Entity

Product/Services

Delivery System

**Public/Consumer
Benefits**

**Private
Companies**



US Fish and Wildlife Service Federal Duck Stamp Program



1934 was a time of the dust bowl and waterfowl populations were plummeting. Hunters joined with visionary conservationist J.N. Ding Darling and stated that they were willing to pay a revenue tax in order to legally hunt waterfowl as long as the revenues were used to secure wetlands for the National Wildlife Refuge System.

Since 1934, the sales of Federal Duck Stamps have generated more than \$800 million, which has been used to help purchase or lease over 5.3 million acres of waterfowl habitat in the U.S. These lands are now protected in the U.S. Fish & Wildlife Service National Wildlife Refuge System.

Ninety-eight cents of every dollar is used to conserve wetlands.

US Fish and Wildlife Service Federal Duck Stamp Program



Hunters

Conservationists

Collectors

Wildlife Observers

Refuge Visitors

Program Benefits:

Wildlife

Waterfowl aren't the only wildlife that benefit from the sale of these federal duck stamps because numerous other birds, mammals, fish, reptile, amphibian species that rely on the same habitat benefit from having this land conserved. They're spawning grounds for fish. Birds wade and feed in those wetland areas and nest there and it is also estimated that duck stamp dollars have helped provide habitat for one-third of nature's endangered and threatened species.

People

Helps to protect people against floods.

Helps to keep waterways clean.

People who like to go outdoors and enjoy recreational activities, bird watchers, fishermen, or hikers, duck stamp dollars benefit them indirectly.

US Fish and Wildlife Service Federal Duck Stamp Program

- Our mission is working with others to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.
 - Respect the vision
 - Research and respond to changes
 - Use occasions and events to educate the public
-

US Fish and Wildlife Service Federal Duck Stamp Program

Short List of Partners:

- U.S. Postal Service
 - Amplex Corporation
 - Federal Duck Stamp Artists
 - Ducks Unlimited
 - Bass Pro Shops
 - Friends of the Federal Duck Stamp
 - Every individual that purchases a Federal Duck Stamp
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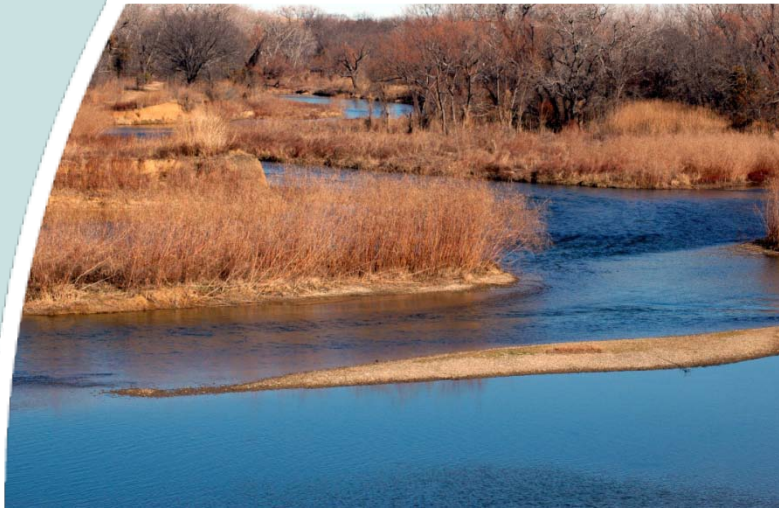
Our Lands & Waters Foundation

Cooperative Management of Corps Parks

Tom Burrell

President / CEO

Our Lands & Waters Foundation is a 501C3 organization that operates parks in Partnership with The United States Army Corps of Engineers.



**Our Lands
& Waters
Foundation**

A Public Partnership with the
U.S. Army Corps of Engineers

Problem

For years the Corps has had limited funds to maintain or improve the parks.

Potential solutions

- ▶ **Maintain all Parks in a Declining manner until they are closed.**
- ▶ **Reduce number of Parks and redirect O&M dollars to other areas**
- ▶ **Utilize Partnership Authorities-(Cooperating Association, Challenge Partnerships and subsequent Cooperative Management Lease(s))**

NOTE: The Corps never gives up management of the Parks. The Corps continues to manage and operate the Lake/Parks within Corps existing budget and jointly cooperatively manage the Corps parks with a Partner (OLWF).

Our Lands & Waters Foundation

“Cooperating Association Priorities”

- **Support Park Operations thru user fee collections**, OLWF pays for Gate Attendants, service/utility contracts, and minor repairs to enhance Corps facilities; increase visitor amenities; and expand OLWF support to include other lakes/regions
- **Market** the Corps Missions, increase public awareness and utilization of our parks and lakes.
- **Fundraising** to ensure our parks, lakes, waterways, and natural resources will remain open, maintained, and enhanced for present and future generations.
- **Planning For Future Development** - Establish viable OLWF support plans (parks, lakes, regions) and assist in planning development, and construction of new facilities.



**Our Lands
& Waters
Foundation**

A Public Partnership with the
U.S. Army Corps of Engineers

100% Corps Support!!

- Support Park Operations and services, produce revenue, and reinvest funds back into park premises -
 - Presently:
 - 8 - 12% OLWF Overhead
 - 13 - 17% Market, Fundraising, Increase Services/Renovation
 - ≥ 75% Manage Park Services Reinvestment to Corps Parks
 - **100% Corps Support!!!**
- **AS - Funding Develops:**
 - Obtains Sponsorships – Parks, brochures, capital projects
 - Paid Advertising – Radio, TV, Internet, etc.
 - Direct Mail – Social Media (most cost effective)
 - Produce “Targeted” brochure





Our Lands & Waters Foundation

A Public Partnership with the
U.S. Army Corps of Engineers

Headquarters Air Force Services Agency

Integrity - Service - Excellence

AF Services Nonappropriated Fund Financial Enterprise

U.S. AIR FORCE



**Mr John Flood
Chief, Sustainment & Community Services
HQ ACC Services**



AFSVA-Supported Worldwide Operations



U.S. AIR FORCE

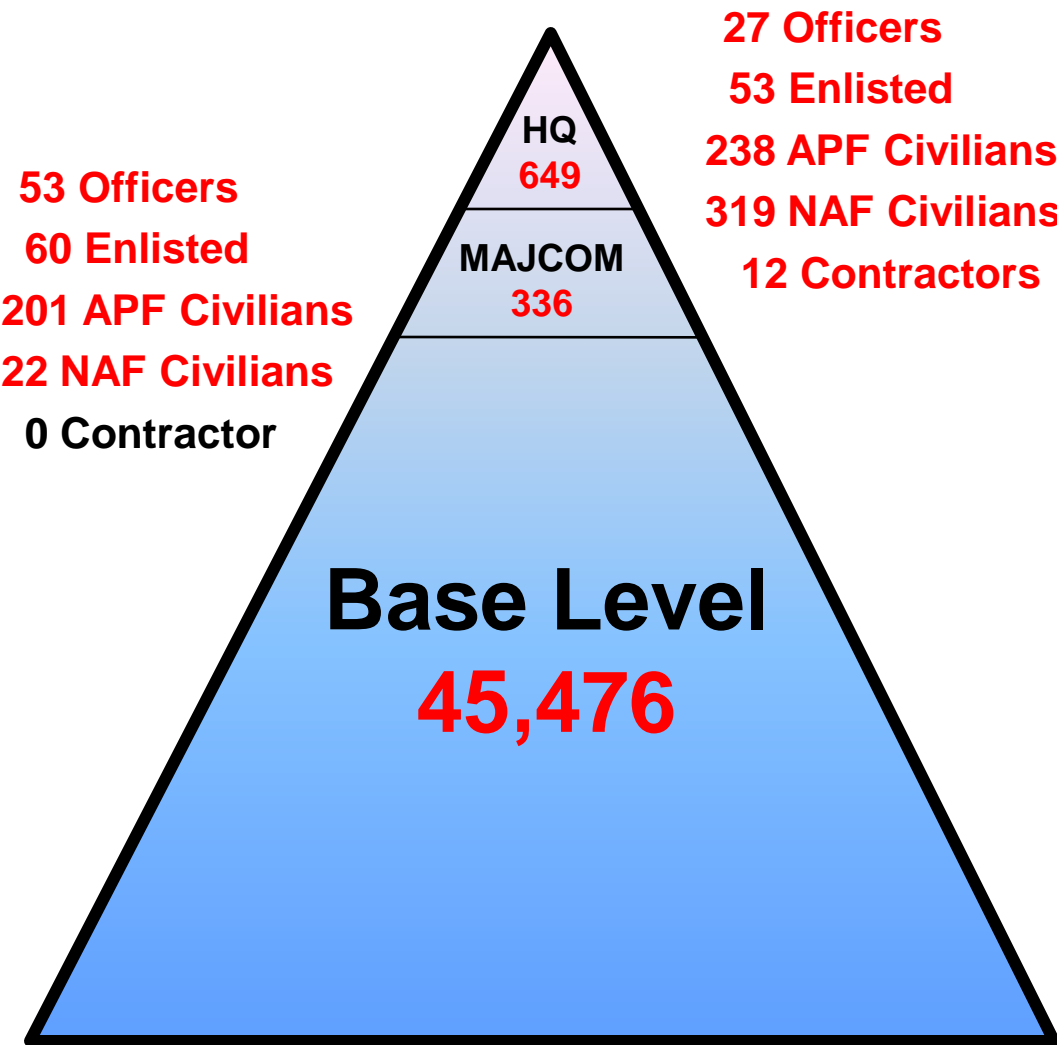
- Honor Guard
- 277 APF food service operations
- 88 Air Force Inns
 - 26K+ Lodging Rooms
 - 3.6K+ TLFs
- 130Tops in Blue Shows
- 77 community centers
- 84 youth centers
- 250 Child Development Centers and School-Age Programs
- 1,800 family child care homes
- **148 fitness operations**
- 64 arts and crafts centers
- 68 auto hobby centers
- 94 libraries
- 91 club operations
- **85 bowling centers**
- **67 golf operations**
- **21 aero clubs (250 aircraft)**
- **97 outdoor recreation operations**
- 77 info, ticket & travel programs
- 50 leisure travel operations
- **36 recreational shooting operations**
- World Class Athlete Program
- Air Force Marathon
- **7K+ military (AD, AFR, ANG)**
- **39K+ civilians (APF, NAF, Contract)**



U.S. AIR FORCE

Services Functional Community (FY 11)

46,460 Members
Worldwide in
Services Activities



182 Officers
 6,602 Enlisted
 6,733 APF Civilians
 23,600 NAF Civilians
 2,237 NAF Local Nationals
 6,122 Contractors

**98% of our positions
are at base level**



Sources of NAF Funds



U.S. AIR FORCE

INSTALLATION MWR FUNDS:

- **Proceeds from Sales of Goods and Services**
- **Revenues: Annual Greens Fees, Rental Income, etc.**
- **Interest**
- **Gaming Income (OCONUS only)**
- **AAFES Dividends**

AF MWR FUND:

- **Repayment of Capital Leases**
- **Interest/Dividends on Portfolio Yield**
- **Gaming Income**
- **AAFES Dividends**

LODGING FUND:

- **Room Revenues**
- **Interest**
- **Surcharge Assessment for TLF/VQ Construction**



\$1.3B Worldwide Enterprise



U.S. AIR FORCE

AF Employee Retirement Plan Trust	\$ 261.2
NAF Employee 401(k)	128.3
AF Financial Management Fund	291.7
BASE & MAJCOM Funds - \$231.2	
AF Central Funds - \$60.5	
AF MWR Fund	\$ 4.0
AF Base Capital Improvement Fund	339.6
AF Insurance Fund	135.2
AF Lodging Fund	<u>177.5</u>
	\$1,337.5



Investments in \$ Millions



AAFES Dividends



U.S. AIR FORCE

- **AAFES Dividend (Sales Store) Sharing Formula (based on military strength)**
 - 50% of profits to AAFES
 - 50% of profits to Army and Air Force
 - 62.4% to Army
 - 37.6% to AF
 - \$63.7M in FY11 AF dividends distributed by AFSVA three ways:
 - MAJCOM dividends (\$12.7M)
 - AF MWR (Central) Fund (\$31.5M)
 - Local dividends to Installations (\$37.0M)
 - **Supplemental dividends**
 - Additional income through MOAs – stays at bases
 - Telecommunications income (80%)
 - Class Six store income (97%)
 - **Total AAFES dividends = approx 2/3 of earnings**
-

Integrity - Service - Excellence



U.S. AIR FORCE

How NAFs Support Programs



CONGRESSIONAL MANDATE			POLICY
CAT A MWR	CAT B MWR	CAT C MWR	NOT CATEGORIZED
Mission Sustaining	Community Support	Revenue Generating	AS MWR PROGRAMS
Libraries Fitness Intramurals Community Ctr Picnic Areas	Arts & Crafts Outdoor Rec Child Dev Ctr Youth Ctr Tickets & Tours Bowling	Golf Clubs Pro Shops Aero Clubs Equipment Rental Cabins Marinas	Food Service Mortuary <div style="text-align: center;">  <p>FULL APF</p> </div> Lodging (APF & NAF as outlined in AFI 65-106)





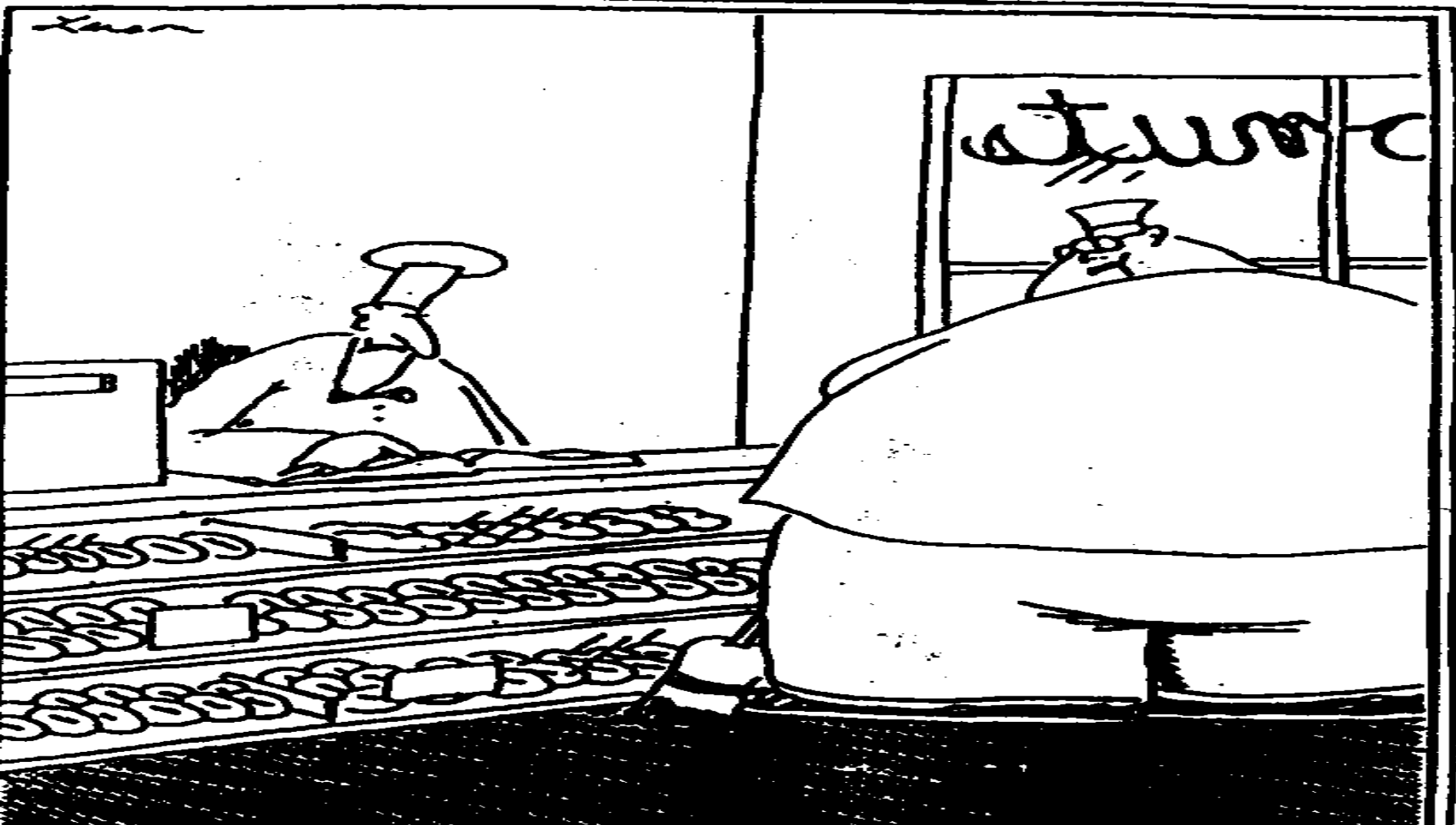
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Way Ahead



- **AF will centralize all Services (MWR) functions executed at 8 MAJCOMs (regional HQs) to San Antonio HQ—saves 100+ positions**
- **ID new “core” focus—pending CSAF approval**
 - **Regeneration—re-purpose existing spaces for multi-function space for Airmen directed regeneration programs @ low cost**
 - **Daily Life—give time back, quick access from work, enhance IT (WiFi w/ .com access), small relax/sitting spaces**
 - **Fitness—distributed mini-fitness, unstaffed, 24-hour access**
 - **Food—transformation to new delivery platform (campus style), more options—grab ‘n go, quick casual, cafes, satellites**
- **Cat C Activity Review--divest of money losers/low use...w/ like support in local community**

Integrity - Service - Excellence



“Well, Shoot. I just can’t figure it out. I’m movin’ over 500 doghnuts a day, but I’m still just barely squeakin’ by.”

Entity	Gross Revenue
Combined Federal Public Agencies Recreation Fees	\$260 M +/-
Comparable Companies	
<i>Spas:</i> Steiner Leisure Ltd.	\$620 M
<i>Resorts:</i> Great Wolf Resorts	\$284 M
<i>Theme Parks:</i> Cedar Fair L.P.	\$977 M
<i>Ski Resorts:</i> Vail Resorts	\$1.167 B
<i>Casinos:</i> Isle of Capri Casinos	\$ 1.005 B

Creative Strategies

Entity	<ul style="list-style-type: none">• Staffing Models• Budget Discipline (APF/NAF) & Transparency• Financial Leverage
Product/Services	<ul style="list-style-type: none">• Affinity/Passion• One Product Multiple Uses
Delivery System	<ul style="list-style-type: none">• Organizational Structure Redesign at “Corporate” and “Unit” Level
Public/Consumer Benefits	<ul style="list-style-type: none">• Increased Capacity to Deliver

“There's a way to do it better, find it.”

Resident of West Orange, New Jersey, 1879

P.S. His invention is phasing out this year