

**BY ORDER OF THE
SUPERINTENDENT**



**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 65-104**

2 NOVEMBER 2023

Financial Management

**UNITED STATES AIR FORCE
ACADEMY LEASING, LICENSING,
AND IN-KIND RENT
CONSIDERATIONS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 65-5, *Cost and Economics*. This publication prescribes and explains the United States Air Force Academy's procedures for approval, billing, collection, and reporting requirements, with respect to any and all in-kind consideration for leases of USAFA real property (land or facilities) to Non-Federal Entities in accordance with 10 U.S.C. § 2667, *Leases: non-excess property of military departments and Defense Agencies*; 10 U.S.C. § 9462, *Support of athletic programs*; 10 U.S.C. § 2695, *Acceptance of funds to cover administrative expenses relating to certain real property transactions*; 12 U.S.C. § 1770, *Allotment of space in Federal buildings or Federal land*; DoDI 4165.70, *Real Property Management*; DoD 7000.14-R (Financial Management Regulation), Vol 12, Chapter 14, *Transferring, Disposing, and Leasing of Real Property and Personal Property*; SAF/IEI Memorandum Air Force Policy Memorandum Establishing Distribution of Lease Consideration, May 11, 2012; SAF/IEI Memorandum, Estimating Fair Market Value of Air Force Real Property Transactions, May 21, 2012; SAF/IEI and AF/A7C Joint Memorandum, Obtaining Value from Outgrants, December 1, 2007; AFMAN 32-1061, *Providing Utilities to U.S. Air Force Installations*, and AFI 32-9003, *Granting Temporary Use of Air Force Real Property*. It also clarifies the roles and responsibilities of USAFA assigned, attached or affiliated personnel with respect to those procedures. This publication does not apply to the Air Force Reserve Command or the Air National Guard. The authorities to waive requirements in this publication are identified with a Tier (T-0, T-1, T-2, T-3) number following the compliance statement. See DAFMAN 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the

tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority. The waiver authority for non-tiered requirements in this publication is the Superintendent, United States Air Force Academy (USAFA/CC). USAFA/CC has been delegated responsibility for, and oversight over, 10 U.S.C. § 9462, *Support of Athletic Programs*, including leases and licenses to the Air Force Academy Athletic Corporation (AFAAC), valued at less than \$500,000 and for terms of less than one year in duration. Leases and licenses relating to 10 U.S.C. § 9462, *Support of Athletic Programs* valued over \$500,000 are approved by SAF/MR. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System. Contact supporting records managers as required for approval. Send comments and suggested improvements to this instruction on Department of the Air Force Form 847, *Recommendation for Change of Publication*, to the Director, Financial Management and Comptroller, United States Air Force Academy (HQ USAFA/FM) Org box via Non-classified Internet Protocol Router Network (NIPRnet) channels. This publication may not be supplemented without permission of the OPR. This instruction shall be reviewed no less than every 4 years per DAFMAN 90-161, *Publishing Processes and Procedures*.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include the addition of a new chapter relating to the Air Force Academy Athletic Corporation (AFAAC), updates of authorities (10 U.S.C. § 9462, *Support of athletic programs*) relating to the AFAAC throughout, and clarified duty titles, roles and responsibilities.

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Chapter 1

OVERVIEW

1.1. Authority. This instruction outlines the authority and procedures for real property outgrants, and related reimbursement and accounting, with an emphasis on In-Kind Consideration (IKC), at the United States Air Force Academy (USAFA).

1.2. Types of Real Property Outgrants. A lease of USAFA land or facilities to a Non-Federal Entity (NFE) provides the NFE exclusive use, possession, and control of land or facilities for the duration of the lease. Generally, a lease of USAFA land or facilities requires, as a matter of law, the NFE provide fair market value (FMV) consideration (rent) to the Air Force, either in the form of cash rent or IKC. A license of USAFA land or facilities to a NFE merely provides permission to the NFE to temporarily use or access the land or facilities, subject to the Air Force's unilateral discretion on the conditions, duration, and exclusivity of the permission given during the term of the license. A license is terminable at will and does not provide the NFE with exclusive possession or control of the land or facilities. Whether the NFE provides consideration for the license is a matter of policy, not law.

1.3. Applicability. The requirements outlined in this USAFAI apply to all USAFA-approved real property outgrants to NFEs (T-0). Refer to AFI 10-503, *Strategic Basing*, and coordinate with HQ USAFA/A58 if the request would result in a Basing Action.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. USAFA Superintendent (USAFA/CC). USAFA/CC has ultimate responsibility and oversight over the USAFA IKC program. Furthermore, USAFA/CC has been delegated responsibility for, and oversight over, 10 U.S.C. § 9462, *Support of Athletic Programs*, including leases and licenses to the Air Force Academy Athletic Corporation (AFAAC), valued at less than \$500,000 and for terms of less than one year in duration. Leases and licenses relating to 10 U.S.C. § 9462, *Support of Athletic Programs* valued over \$500,000 are approved by SAF/MR.

2.2. USAFA Vice Superintendent (USAFA/CV). USAFA/CV has responsibility for approving the prioritized proposed and IKC Reconciliation Listings, discussed in [Chapter 6](#) below. The USAFA/CV exercises oversight of the USAFA IKC program.

2.3. USAFA Headquarters Staff (HQ USAFA).

2.3.1. USAFA Director, Logistics, Engineering & Force Protection (HQ USAFA/A4) will review and coordinate on any facility improvements and changes to real property, prior to final approval, including any AFAAC-proposed facility improvements and changes to real property prior to USAFA/CV approval of the proposed IKC listing. HQ USAFA/A4 will perform quarterly reviews IAW the AFAAC Management Review (AMR) Policy Memo. (T-3)

2.3.2. USAFA Staff Judge Advocate (HQ USAFA/JA) will provide legal advice on all real property instruments, including applicability of this policy. (T-3)

2.3.3. USAFA Director of Financial Management and Comptroller (HQ USAFA/FM) will provide financial management policy oversight and guidance for the IKC program. (T-3)

2.3.4. USAFA Directorate of Strategic, Plans, Programs, and Requirements (HQ USAFA A5/8) AFAAC Program Manager (PM) will provide oversight of all AFAAC-related matters, including IKC. The PM includes updates on IKC, as appropriate, in the AFAAC Management Review.

2.3.5. USAFA Director of Operations and Analysis (HQ USAFA/A3/9) will provide overall event approval, and will coordinate with 10th Air Base Wing (10 ABW) for all events on base as outlined in USAFAI 36-3525, *USAFA Events Program Management*.

2.4. 10th Air Base Wing (10 ABW).

2.4.1. 10 ABW/CC is the approval authority for leases and licenses on the USAFA installation.

2.4.2. 10th Civil Engineering Squadron (10 CES) is responsible for tracking leases and licenses entered into with USAFA as well as IKC account values by different parties entered into leases and licenses. 10 ABW/CC is the approval authority for all events coordinated by HQ USAFA/A3.

2.5. USAFA Executive Director, Athletic Programs (USAFA/AD). (T-3).

2.5.1. Develops the USAFA/AD's prioritized proposed IKC list.

2.5.2. Timely coordinates with other agencies and ensures any IKC real property projects are presented at the USAFA Corporate Process. (T-0)

2.5.3. Coordinates with HQ USAFA/JA to ensure all real property outgrants are in compliance with applicable laws, regulations, and policies.

Chapter 3

GENERAL POLICY

3.1. Maintenance, Repair, and Liability.

3.1.1. Installation Commanders may require users to pay rent or reimburse the Air Force for services it provides, such as maintenance and repair (M&R), protection, or restoration of the outgrant property IAW AF policy. (T-0) Commanders must also ensure NFEs demonstrate sufficient financial responsibility to assume liability for loss or damage to Air Force real property and for third-party bodily injury and property damage. NFEs (or the real property end users) maintain sufficient insurance to cover liabilities associated with activities performed while executing a lease or licensing agreement. These fees can be waived by the Secretary of the Air Force (SecAF).

3.1.2. The USAF-AFAAC Master Lease and License and its implementing Facility Use Agreements (FUAs) and Facility Use Licenses (FULs) govern M&R, liability protection, and restoration of the outgrant property for AFAAC-related activities and uses.

3.1.3. Exceptions.

3.1.3.1. State, county, or local government agencies which may be prevented by state law from providing indemnification assurances. In such cases, consult with HQ USAFA/JA on potential alternate means for assuring assumption of liabilities (T-0)

3.1.3.2. IAW 10 U.S.C. § 9462 paragraph (f)(2), the SecAF delegated the authority to waive support service fees to SAF/MR (16 May 18) [Attachment 4](#).

3.1.3.3. SAF/MR delegated the authority to waive fees to the USAFA/CC, IAW 10 U.S.C. § 9462 paragraph (f)(2), and the revised SAF/MR delegation letter (16 May 18), which can be seen in [Attachment 4](#). The USAFA/CC has determined that all fees for support services will be provided to the AFAAC without charge where appropriate, from 16 May 18 until otherwise determined. The signed memorandum (12 Feb 20) waiving these fees can be seen in [Attachment 5](#).

3.1.3.4. When directed by SAF/MR, all support fees will be retroactively waived pursuant to SAF/MR Memorandum and IAW 10 U.S.C. § 9462.

3.1.3.5. For additional exceptions and requirements, refer to AFI 32-9003.

3.2. Logistical Support Services and Utilities.

3.2.1. For licenses and leases to NFEs (except AFAAC). Specific AFAAC guidance is outlined in [Chapter 5](#) of this instruction. The U.S. Government shall be reimbursed for logistical support, utilities, and services provided by the USAFA pursuant to Air Force Accounting and Finance Office (AFAFO) policy, AFMAN 65-605 Vol. I, *Budget Guidance and Technical Procedures*, Chapter 5, DODD 5500.7-R, *Joint Ethics Regulation*, para 3-211 "Logistical Support of Non-Federal Entity Events" and AFMAN 32-1061, Chapter 4. (T-0)

3.2.2. 10 CES will provide all NFEs an invoice for support within 30 calendar days after use of USAFA real property. All NFEs shall provide monetary payment for the reimbursable support within 30 calendar days of receiving the invoice for the support from 10 CES. All NFEs will submit payment for the reimbursable support services made payable to:

U.S. Treasury, and forwarded directly to:
10th Civil Engineer Squadron
ATTN: Funds Manager
8116 Edgerton Drive Suite 108
U.S. Air Force Academy CO 80840-2400

Chapter 4

GENERAL PROCESS

4.1. General Process. In general, leases and licenses are coordinated with the 10 ABW as depicted below. The leasing process outlines what all leases and licenses are required to do, while section 4.3 goes through the process if a party wishes to pay fees via IKC.

4.2. Leasing Process. For all Leases and Licenses with USAFA, the following process will be completed:

4.2.1. The party desiring to use USAFA facilities should contact HQ USAFA/A3O for event submission and initial coordination. HQ USAFA/A3O can be reached at usafa.events@afacademy.af.edu.

4.2.2. HQ USAFA/A3O will send the party desiring to conduct a lease or license with USAFA the USAFA Form 117, *Request for Short-Term Facility Use* to fill out according to USAFAI 32-9001, *Preparation and Use of USAFA Form 117, Request for Short-Term Facility Use*. The completed form will be submitted to the 10th Civil Engineer Squadron Installation Asset Management Property Flight (10 CES/CEIAP).

4.2.3. 10 CES will review the submission and determine accurate costs and prepare the license or lease along with a cost estimate for signature by the requestor.

4.2.4. 10 ABW/CC will review and sign the license incurring a legal agreement between USAFA and the initiating party.

4.2.5. Upon completion of the event tied to the lease or license, 10 CES will send the invoice (see [Attachment 2](#)) to the initiating party with actual costs incurred within 30 days of the end of the event. To be a good community partner and keep good business practices, USAFA will not bill a party for an event that occurred more than one year from current date.

4.2.6. The initiating party will review the invoice and pay as outlined in 3.2.2.

4.3. Payment Via In-Kind Consideration (IKC) Process. If the initiating party wishes to pay the fees to USAFA via IKC rather than paying as outlined in 3.2.2., the party will follow the following process:

4.3.1. The issuing party will fill out a request for IKC acceptance by the USAFA/CC by providing a Memorandum for Record (MFR) describing the IKC they intend to provide. This must be completed prior to execution of the lease or license. IKC must match or exceed the FMV (Fair Market Value) of rent required for the intended facility used.

4.3.2. After review and coordination, the USAFA/CC may sign a memo accepting the IKC.

4.3.3. Once the signed memo accepting the IKC is provided to 10 CES, 10 CES will credit the invoice by the amount listed on the signed IKC memo and, if applicable, close the license. The 10 CES will also send copies of the accepted IKC regarding the AFAAC to HQ USAFA/A8P AFAAC PM.

4.3.4. Due to the number of events and unnecessary administrative burden this process would cause, the AFAAC will use the IKC procedures outlined in [para 5.4](#) to reconcile its real property outgrant payments to the government.

4. Definitions. For the purpose of this instruction, in-kind consideration as rent is defined and implemented as follows:

4.1. In-Kind Consideration. Generally, at the option of the Air Force, the terms of a lease to a NFE may allow for the NFE to provide IKC in lieu of monetary rent as payment of part or all of the consideration for the lease. The total value of the consideration, whether monetary or IKC, or a combination of both, must at least equal the FMV of the Air Force real property leased to the NFE. [Attachment 3](#) provides guidance on FMV rates. 10 CES will obtain an appraisal every five years on facilities used in order to maintain current FMV rates. IKC constitutes rent and is separate and distinct from reimbursement by the NFE for logistical support services provided by the Air Force. (T-3)

4.2. Identification and Valuation of IKC. For all leases, except for leases to AFAAC, the 10 CES shall, prior to lease execution, complete the following: negotiate, identify, value, and specify the method and time for delivery of the IKC to be provided by the NFE lessee. The IKC list and estimated value of the IKC shall be coordinated with USAFA Financial Management (HQ USAFA/FM), HQ USAFA/JA, and the relevant Mission Element (e.g., USAFA Dean of Faculty (USAFA/DF) for proposed academic program support) and receive approval from the USAFA Vice Superintendent (USAFA/CV) or their designee, prior to the execution of a lease. For leases to the AFAAC, a rolling In-kind Contribution Listing (approved by USAFA/CV) will be maintained in the CE real property office and reconciled as required IAW [para 5.4](#) below.

4.3. According to 10 U.S.C. § 2667(b)(5) and (c) . The following types of IKC to be provided by the NFE lessee are considered acceptable for IKC as rent consideration:

- 4.3.1. Alteration, repair, or improvement of the property leased;
- 4.3.2. Maintenance, protection, alteration, repair, improvement, or restoration (including environmental restoration) of Air Force property or facilities;
- 4.3.3. Construction of new facilities for the Air Force;
- 4.3.4. Provision of facilities for Air Force use;
- 4.3.5. Provision or payment of utility services for the Air Force;
- 4.3.6. Provision of real property maintenance services for the Air Force; and
- 4.3.7. Provision of such other services relating to activities that will occur on the leased property as the Air Force considers appropriate.
- 4.3.8. For outgrant instruments, 10 USC 9462 authorizes the Air Force to also accept, as IKC; supplies, equipment, and services from the AFAAC for the support of the USAFA athletic programs.

Chapter 5

AFAAC LEASES AND LICENSES

5.1. Definitions. Definitions of AFAAC specific terminology used in this chapter is as follows:

5.1.1. Official USAFA-Sponsored (Institutional) Event is an event at USAFA that is planned or executed by USAFA. This includes, but is not limited to, USAFA Cadet Graduation, USAFA Summer Sports Camps, Parents' Weekend, and USAFA intercollegiate athletic sporting events. The AFAAC is a supporting agency to all USAFA Mission Directive (MD)-2 (Directorate of Athletics) events pursuant to FA7000-13-2-0015, AFAAC Cooperative Agreement.

5.1.2. AFAAC-Sponsored Revenue Generating Events are events at USAFA that are planned or executed solely by AFAAC or in association with non-USAFA organizations. This includes, but is not limited to: concerts, other entertainment events or exhibitions, and civic outreach activities supported by, but not directed by USAFA. These events support the Academy's civic outreach strategic priority, are non-USAFA intercollegiate (IC) sporting events, and may include events held in conjunction with USAFA-sponsored events. Minor revenue generating events will be issued a no-cost license. Major revenue generating events, and events which garner national interest or exposure will be issued a lease, where FMV will be assessed. See the USAF-AFAAC Master Lease and License agreement for additional details.

5.2. Annual AFAAC Events Forecast. Recurring annual AFAAC events (major or minor) shall be approved on an annual basis. USAFA/AD shall generate a list of official USAFA-sponsored events and AFAAC-sponsored revenue generating events a minimum 30 days prior to the beginning of the Academic Year (AY). This list will be submitted to HQ USAFA/A3O for event approval IAW USAFAI 36-3525 and 10 CES Real Property to initiate coordination and approval of an annual license.

5.2.1. USAFA/AD will provide the Events Forecast to HQ USAFA/A3O and 10 CES with courtesy copy to HQ USAFA/A4, 10 ABW/XP, 10th Security Forces Squadron, and the HQ USAFA/A8P AFAAC PM, for review, HQ USAFA/A3/9 event approval IAW USAFAI 36-3525, and preparation of the annual FUL. All other non-recurring event(s) will be coordinated separately and an approval of an FUL(s) or FUA(s) will be accomplished prior to the event.

5.3. FUL/FUA Preparation. 10 CES will be responsible for drafting the annual FULs and FUAs.

5.3.1. 10 CES will use the standard templates in the USAF-AFAAC Master Lease/License for all AFAAC outgrant real estate instruments (T-2).

5.3.2. 10 CES will use the Events Projection to produce the appropriate real property instrument. As a matter of policy, the goal is to consolidate as many related events as possible in one instrument, to reduce administrative burdens.

5.4. Reconciliation of AFAAC Licenses and/or Leases.

5.4.1. For AFAAC licenses and leases of USAFA real property: USAFA/CC may provide support services to the AFAAC without charge while the AFAAC conducts support activities at USAFA. The USAFA/CC has determined, IAW 10 U.S.C. § 9462 paragraph (f)(2), and the revised SAF/MR delegation letter (16 May 18), that all fees for support services will be

provided to the AFAAC without charge, from 16 May 18 until otherwise noted by change to this publication. "Support services" includes utilities, office furnishings and equipment, communications services, records staging and archiving, audio and video support, and security systems in conjunction with the leasing or licensing of property. (T-0) In cases where AFAAC reimbursement may be assessed, remittance will be provided to source appropriation from where the services were expensed, may be paid in-kind; and will not require the use of overtime for government civilian employees.

5.4.2. For AFAAC-Sponsored Revenue Generating Events, the default will be use of an FUL, with waiver of the FMV fee. It is permissible to generate one comprehensive annual FUL for all AFAAC-Sponsored Revenue Generating Events. Such FUL will address the facilities being used during the relevant event AY timeframe. Exhibit A to that FUL, Description of Licensed Premises, will consist of a table listing each event, location for the event(s) and the expected dates.

5.4.3. The exception to the presumptive use of an FUL, which would require use of an FUA with FMV, includes, but is not limited to, concerts, and exhibitions involving admission charges or ticket sales to event attendees, or events which garner national exposure or attention (e.g., professional sporting events, or use of USAFA facilities for training). Generally, such events include concession sales offered to all attendees, including, when not otherwise prohibited or inappropriate, the sale of alcoholic beverages. 10 CES shall consult with HQ USAFA/A4 and HQ USAFA/JA, on a case-by-case basis, to determine the propriety of utilizing an FUA.

5.4.4. 10 CES Real Property will staff FULs and FUAs for approval IAW SAF/MR delegation letter (16 May 18), on behalf of the Government, for approval by the 10 ABW/CC, or at the appropriate delegated level pursuant to 10 U.S.C. § 9462. Routing will include, at a minimum: HQ USAFA/A4, USAFA/AD, Operations and Analysis (HQ USAFA/A3/9), HQ USAFA/A8P AFACC PM, HQ USAFA/FM, and HQ USAFA/JA.

5.4.5. Post-Event Invoicing and Reconciliation. 10 CES Real Property shall be responsible for generating invoices to the AFAAC within 30 days of the last day of an event for reimbursable logistical support services and/or FMV fees. The AFAAC shall provide payment (cash or credited IKC) for such support and/or fees within 30 calendar days after 10 CES provides AFAAC the invoice. When IKC is used, the AFAAC will submit a credit memo to 10 CES, citing the CE invoice number, and amount to credit against the AFAAC's accrued IKC balance maintained in the CE real property office.

5.4.6. Support services, not defined by 10 U.S.C. § 9462 and desired by AFAAC will require AFAAC to contract with third party vendors, as the use of such government services not defined by 10 U.S.C. § 9462 are not authorized.

5.4.7. 10 CES may provide AFAAC with contact information on contractors that have provided similar support to USAFA for informational purposes and without endorsement. USAFA and contractor negotiated rates are proprietary information and will not be provided to AFAAC. AFAAC will be responsible to negotiate contracted rates without the support of USAFA.

5.4.8. Support services (for AFAAC-sponsored events only), not defined by 10 U.S.C. § 9462, provided to the AFAAC for which USAFA requires reimbursement must be consistent with

the requirements of the DoD Financial Management Regulations and Air Force Instructions affecting such transactions. See acceptable form of IKC consideration outlined in [para 4.4.3.8](#) for the purposes of reimbursement.

5.4.9. The AFAAC will provide a list of requested logistical support services to the 10 CES. Unless waived, 10 CES will specify the expected cost for the reimbursable support in the FUL or FUA. The United States shall not incur any liability, in contract or in tort from the provision of logistical support services to the AFAAC by the 10 ABW.

5.4.10. 10 CES will provide AFAAC an invoice for support within 30 calendar days after use of USAFA real property. AFAAC shall provide monetary payment for the reimbursable support within 30 calendar days after 10 CES provides AFAAC the invoice for the support. AFAAC payment for the reimbursable support services shall be made payable to:

U.S. Treasury, and forwarded directly to:
10th Civil Engineer Squadron
ATTN: Funds Manager
8116 Edgerton Drive Suite 108
U.S. Air Force Academy CO 80840-2400

5.5. IN-KIND CONSIDERATION (IKC) AS RENT (AFAAC).

5.5.1. For leases or licenses to the AFAAC, 10 U.S.C. § 9462(f)(1) authorizes the Air Force to also accept as IKC, supplies, equipment, and services from AFAAC to support USAFA's athletic programs. FMV IKC is accounted for differently than an accepted gift under the USAFA process and procedure. AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*, 15 April 2019, AFI 51-601_USAFASUP, *Gifts to the Department of the Air Force*, 25 April 2018, and USAFAI 51-601, *USAF Academy Management and Use of Gift Funds*, 6 July 2020, govern USAFA's gift process. FMV IKC is also accounted for differently from 2 CFR 200 and CA Program Income and Cost Share with respect to the federal assistance program.

5.5.2. To satisfy its rent obligation, the AFAAC may provide any of the types of IKC outlined in this instruction. AFAAC IKC pursuant to 10 U.S.C. § 9462 must support the athletic programs of the Academy. The AFAAC may also tender the performance of a Third Party's services as IKC. The USAFA/CV or his/her designee may approve any IKC proffered by the AFAAC in advance, in accordance with this instruction.

5.6. Identification and Valuation of IKC for Leases to AFAAC.

5.6.1. Annual IKC Listing. The USAFA/AD will develop an annual IKC Listing, which will be submitted and approved before the end of the Academic Year (AY). The IKC Listing may contain current or desired program needs, in the form of services, equipment, supplies or other support provided by the AFAAC (see [paragraph 4.4.3](#) for a complete list). The USAFA/AD will staff the annual IKC listing with HQ USAFA/JA, HQ USAFA/A5/8 AFAAC PM, HQ USAFA A4, AF Installation Contracting Center (OL AFA), 10 ABW, and HQ USAFA/FM. Respondents will have 21 business days to coordinate, after which the package will be submitted to USAFA/CV for approval.

5.6.2. In cases where facilities projects are involved, USAFA/AD will submit the Proposed IKC Listing to USAFA's Facilities Board Working Group (FBWG) for inclusion in USAFA's

approved facilities project list. Projects the AFAAC contemplates that the USAFA FBWG has not yet approved will not be considered as a valid IKC offer until they have been approved. This will require significant advance planning.

5.6.3. The Proposed IKC Listing must specify the estimated or actual market value of the services, equipment, supplies or other support; estimated time for delivery; and be supported by detailed documentation that will be maintained in the AFAAC's accounting records.

5.6.4. All items on the Proposed IKC Listing must be generally executable by the AFAAC within the current or upcoming AY. However, it is permissible for the accrual of IKC credits to be used for outgrant payments based on the AFAAC's event forecasts. In cases where historical billings are submitted to the AFAAC for prior year events, historical goods and services outlined in [para 4.4.3](#), which have been received by the athletic program but not yet treated as a gift or cost share within the cooperative agreement should be considered for IKC.

5.6.5. USAFA/CV will serve as final approval authority for all changes to the Proposed IKC Listing, including mid-year additions.

5.7. Academic Year Execution. Upon USAFA/CV approval, USAFA/AD will provide the AFAAC and 10 CES with the approved Proposed IKC Package for developing their IKC Payment Memos. USAFA/AD has the authority, throughout the AY, to accept any IKC from the AFAAC that the USAFA/CV approved on the Proposed IKC Listing. See [para 5.8.3](#) for any mid-year changes or additions to the Proposed IKC Listing. Under no circumstances will AFAAC IKC construction, modification or enhancements to USAFA real property occur prior to obtaining appropriate approvals.

5.8. Annual IKC Reconciliation Listing. The annual IKC Reconciliation Listing is an end-of-AY document that reflects IKC that the AFAAC actually provided throughout the AY. The IKC Reconciliation Listing is used to record and reconcile all IKC payments the AFAAC makes with appropriate details (lease number, event description, rent value, invoice date, payment due date, etc.) for audit and tracking all AFAAC IKC rent payments. USAFA/AD should include any IKC support the AFAAC provided to USAFA from the previously approved Proposed IKC Listing. Approved items for IKC will retain their market value until expensed.

5.8.1. Program Income and Credits. During coordination of the IKC Reconciliation Listing, USAFA/AD and the 10th Contracting Squadron Grants Officer will validate the IKC was not attributed to Program Income under the AF-AFAAC CA. USAFA/AD will also validate reconciled IKC was not accepted as a gift IAW AFI 51-506. 10 CES will ensure the reconciled IKC Listing is kept current and that only unused credits are accrued. Supporting documentation will be maintained by 10 CES and AFAAC for audit purposes.

5.8.2. The USAFA/AD will validate the market value of the IKC provided and staff the final IKC package to the USAFA/CV for approval.

5.8.3. Invoicing. 10 CES will invoice the AFAAC within 30 days after each executed lease or FUA. The AFAAC will remit the invoice to 10 CES using an In-Kind Payment Memo, copying USAFA/AD and HQ USAFA/A4 (in cases involving real property IKC) citing applicable invoice and lease number. 10 CES Real Property Accountable Officer (RPAO) will determine and annotate all deductions on the IKC Reconciliation Listing and confirm the reconciliation with USAFA/ADF and HQ USAFA/A8P AFAAC PM. In the event the AFAAC

exhausts all IKC credits in a given period, USAFA/AD may submit a supplement to the Proposed IKC Listing, as long as those items are approved using process listed above.

CASEY H. WYMAN, Lt Col, USAF
Director, Financial Management and Comptroller

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

10 U.S.C. §2667, *Leases: non-excess property of military departments and Defense Agencies*, 12 December 1980

10 U.S.C. §2695, *Acceptance of funds to cover administrative expenses relating to certain real property transactions*, 3 January 2012

10 U.S.C. §9462, *Support of athletic programs*, 28 October 2009

12 U.S.C. §1770, *Allotment of space in Federal buildings or Federal land*, 5 October 1994

AFMAN 32-1061, *Providing Utilities to U.S. Air Force Installations*, 15 July 2019

AFI 10-503, *Strategic Basing*, 13 October 2020

AFI 32-9003, *Granting Temporary Use of Air Force Real Property*, 23 October 2018

AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*, 15 April 2019

AFPD 65-5, *Cost and Economics*, 17 December 2018

DAFMAN 65-605 Volume 1, *Budget Guidance and Technical Procedures*, 30 March 2021

DAFMAN 90-161, *Publishing Process and Procedures*, 3 November 2020

DoD 7000.14-R, "Financial Management Regulation" (DoD FMR), Volume 12, Chapter 14; and Volume 4, Chapter 6, *Transferring, Disposing, and Leasing of Real Property and Personal Property*

DoDD 5500.7-R, Joint Ethics Regulation, para 3-211, *Logistical Support of Non-Federal Entity Events*

DoDI 4165.70, *Real Property Management*, 31 August 2018

USAF AI 32-9001, *Preparation and Use of USAFA Form 117, Request for Short-Term Facility Use*, 31 May 2022

USAF AI 36-3525, *USAFA Events Program Management*, 9 April 2019

USAF AI 51-601, *USAF Academy Management and Use of Gift Funds*, 6 July 2020

USAFAMD 1, *10th Air Base Wing*, 17 July 2018

Memorandum for all MAJCOM FOA DRU from SAF/IEI May 2012, *Establishing Distribution of Lease Consideration*, 11 May 2012

SAF/IEI and AF/A7C Joint Memorandum, *Obtaining Value from Outgrants*, 1 December 2007

SAF/IEI Memorandum, *Estimating Fair Market Value (FMV) of Air Force Real Property Transactions*, 21 May 2012

SAF/MR Memorandum, *Delegation of Authority Concerning the U.S. Air Force Academy Athletic Corporation (AFAAC)*, 6 December 2018

SFFAS No. 7, Accounting for Revenue and Other Financial Sources and Concepts for Reconciling Budgetary and Financial Accounting, 1 October 2001

Statement of Federal Accounting Standards (SFFAS) No. 4, Managerial Cost Accounting Standards and Concepts, 31 July 1995

Prescribed Forms

USAF Form 117, *Request for Short-Term Facility Use*

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF—Air Force

AFAAC—Air Force Academy Athletic Corporation

AFI—Air Force Instruction

AY—Academic Year

CA—Cooperative Agreement

CC—Commander

CV—Deputy Commander

DoD—Department of Defense

FBWG—Facilities Board Working Group

FMV—Fair Market Value

FUA—Facility Use Agreement

FUL—Facility Use Licenses

HAF—Headquarters Air Force

IAW—In Accordance With

IKC—In Kind Consideration

NFE—Non-Federal Entity

NIPRNet—Non-Classified Internet Protocol Router Network

FIGURE A2. SAMPLE INVOICE DOCUMENT

10 Civil Engineer Squadron						
CE Logistical Short Term Lease Cost						
Invoice Date: MMDDYYYY		Agreement/Invoice #:		USAF-AFA-XQPZ-XX-X-XXXX		
Requesting Organization/Company: AFAAC						
Event:						
Event Dates:						
Receiver POC/Address:						
Utility Types		Event Location	Number of Attendees	Utility Sales Rate (Non-Gov't)	Total Hours	Cost
Utilities	Water/Sewage	Falcon Stadium (Visiting Locker Room Toilet Usage (Set-up/Tear-down @ 10hrs per day x 16 days)		Yes		
Utilities	Water/Sewage	Falcon Stadium (Visiting Locker Room, Blue-Silver Bathrooms & Bathroom inside Gate 2 Toilet Usage) Support Staff working in around		Yes		
Utilities	Water/Sewage	Game Day (Capped at 46,692 Visitors) Entire Stadium		Yes		
Total Utility Cost (Non-Gov Rate):						\$ -
Fair Market Value (Special Funds Receipt Account 9751895700)						
Description of Leased Premises			Cash Payment (X)	In-Kind Consideration (X)	Cost	
Falcon Stadium Field and General Seating - \$9,500/day (1 Day)				X		
Blue Silver Lounge - \$1,500/Event (1 Day)				X		
Falcon Stadium Parking Lots including Overflow Parking Lots (1 Day)				X		
Skyboxes 1-8 (1 Day - \$650/Skybox Event)				X		
Skybox 9 (1 Day - \$950/skybox Event)				X		
Total Fair Market Value:						\$ -
Total Short Term Lease Cost:						\$ -
Total Utilities:						\$ -
Invoice Sent To: Air Force Academy Athletic Association			Verified By:			
2169 Fieldhouse Drive, Suite 217 U.S. Air Force Academy, CO 80840						
MAKE CHECKS PAYABLE TO: U.S. TREASURY			RPAO			
Send Cash or Check Payment To: 10 Civil Engineering Squadron Attn: Funds Manager 8120 Edgerton Drive, Suite 40 U.S. Air Force Academy, CO 80840						

Attachment 3

FIGURE A3. FAIR MARKET VALUE (FMV) RENT RATES

U.S. Air Force Academy - Athletic Facilities & Fields			
Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
Falcon Stadium			
Football Field	49000	Field Only - \$9,000/day; Field & General Seating - \$11,000/day	115
Blue & Silver Club & 2nd Level Seating Area		\$2,000 per event (5 hours)	126
Skybox's 1 - 8		\$700 per day	134
Skybox 9		\$1,000 per day	132
CADET FIELD HOUSE - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
Cadet Field House	2169		140
Ice Arena		\$300 per hour for ice time	145
Clune Arena		\$2,800 court only 8 hours; \$4,000 court & seating 8 hours; \$5,000 court & seating for admission event	151
Multi-Purpose Facility		\$215 per hour	158
Falcon Room		\$65 per hour	163
CADET GYMNASIUM - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
Cadet Gymnasium	2170		168
East/Center Gym - Basketball/Volleyball Courts		\$75/court/hour	174
West Gym Addition - Gymnastics Area		\$165/per 1.5 hour group event 10 to 15 guests; Additional \$40 one-time fee for any guests over 15	179
West Gym Addition - Fencing Area		Monthly Membership - \$110; Drop-in rate \$25/session; Hourly Gym Rental Event - \$165 per hour	183
Natorium		\$130 per hour	186
Water Polo Pool		\$75/hour	191
Tennis Courts		\$75 monthly membership fee; Hourly Rate per court (reserved) is \$20/hour peak time & \$14/hour off-peak; Guest pass \$15/hour	194
Racquetball Courts		\$20/hour drop-in; \$10/hour reserved members; Tournament rental 4 courts \$70 flat fee/first hour & \$30 each additional hour	199
Boxing Gym		Lower Gym \$50/hour; Upper Gym \$125/hour	201
HOLIDAY INDOOR PRACTICE FACILITY - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
Holiday Indoor Practice Facility	2164		
Indoor Field		\$325/Hour	205
ATHLETIC FIELDS - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
Athletic Fields			212
Falcon Field - Baseball Stadium	10075	\$120 per hour	215
Baseball & Softball Fields	10080, 10074, 10076	\$40 per hour	220
Soccer Stadium - Area 7	10078	\$200 per hour	224
Soccer Fields - Area 2 & 3	10064, 10067	\$65 per hour	229
Rugby Field - Area 4	10066	\$70 per hour	234
West Fields - Rugby/Flickerball Fields - Area 1	10063	\$60/hour Womens Rugby Field; \$50/hour Flickerball Fields	239
Tennis Courts - 10081	10081	\$12/hour/court	244
Cadet Outdoor Track & Field Complex	10085	\$1,200 per event	249
Lacrosse Stadium - 10077	10077	\$140 per hour	254
Football Practice Fields - Area 6	10069	\$70 per hour	259

U.S. Air Force Academy - Athletic Facilities & Fields			
Concluded Non-Academy Event Rental Rates			
VANDENBERG DORMITORY - Concluded Non-Academy Event Rental Rates			
Rental Component No.	Building #	Rental Rates	Page
<u>Vandenberg Dormitory</u>	2360		
Dorm Room		\$35 per person/per night	264
PARKING AREAS - Concluded Non-Academy Event Rental Rates			
Rental Component No.	Building #	Rental Rates	Page
<u>Parking Areas</u>			
Hourly Facility Rental & Small Group Event	---	No Additional Charge to Venue Rental Rate	
	271		
Medium to Large Group Event, 4 Hour or Greater Venue Rental		\$2.00/hour/space, \$20 daily maximum	
Large For-Profit Day or Weekend Event/Tournament		\$1,600/day (1st Day), \$1,000/Day (Each Additional Consecutive Day)	
JACK & VALLEY - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
<u>Jacks Valley Training Complex</u>			276
Basic Cadet Training Buildings/Dining Hall & Kitchen			278
	1079, 1071	\$150 per event per day	
Assault Course	10094	\$20 per person as a group rate	
Combat Arms Training & Maintenance (CATM)	10150,		282
	10151	\$12 per person civilian rate, \$10 per person military rate	
Confidence Course	10707	\$20 per person as a group rate	292
Field Engineering Readiness Laboratory (FERL)	1089, 1140-		287
Shower/Latrine Building & Hardback Huts	1156	\$50 per hut per night	
Land Navigation	No #		
Leadership Reaction Course	10706	\$20 per person as a group rate	292
Military Operations in Urban Terrain (MOUT)	10148	\$25 per person as a group rate	301
Obstacle Course	10094	\$20 per person as a group rate	292
Combatives Compound Training Area	10095	\$25 per person as a group rate	292
BOY SCOUT CAMP - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
Boy Scout Camp		\$100 per group per night and \$3.00 per person per night	308
CADET AREA TRAINING FACILITIES - Concluded Non-Academy Event Rental Rates			
Rental Component	Building #	Rental Rates	Page No.
<u>Arnold Hall</u>			313
Theater	2302	\$1,800 per event day	316
Ballroom	2302	\$200 per hour	319
<u>Polaris Hall (or, CCLD = Center for Character and Leadership Development)</u>			
Forum Assembly Area	2300	\$750 per event day	322
Seminar Rooms	2300	\$50 per hour per room	329
Stillman Parade Field	10710	\$250 per hour	333

Attachment 4

FIGURE A4. SAF/MR DELEGATION LETTER

(16 MAY 2018)



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330

16 MAY 2018

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR THE SUPERINTENDENT, U. S. AIR FORCE ACADEMY
THE DEPUTY CHIEF OF STAFF FOR MANPOWER, PERSONNEL AND SERVICES

FROM: Assistant Secretary of the Air Force (Manpower and Reserve Affairs)

SUBJECT: Delegation of Authority Concerning the U.S. Air Force Academy Athletic Corporation (AFAAC)

Reference: (a) Secretary of the Air Force Memorandum, *Establishment of the Air Force Academy Athletic Corporation and Delegation of Authorities under 10 U.S.C. 9362, Support of Athletic Programs*, 22 March 2017; and
(b) Assistant Secretary of the Air Force (Manpower and Reserve Affairs) Memorandum, *Delegation of Authority Concerning the U.S. Air Force Academy Athletic Corporation (AFAAC)*, 6 December 2016

This memorandum delegates authorities and provides direction concerning the Secretary of the Air Force's (SECAF) establishment of the AFAAC under 10 U.S.C. § 9362. This memorandum is effective immediately upon attachment of my signature and supersedes Assistant Secretary of the Air Force (Manpower & Reserve Affairs) Memorandum "Delegation of Authority Concerning the U.S. Air Force Academy Athletic Corporation (AFAAC)" dated 6 December 2016. Re-delegations of authorities made pursuant to that memo prior to the date of issuance of this delegation, however, remain effective insofar as such re-delegations are consistent with the terms of this memorandum and are not superseded by a new re-delegation.

As set forth in the referenced SECAF memorandum, the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) exercises overall Secretarial responsibility for the Air Force's relationship with the AFAAC and its establishment under 10 U.S.C. § 9362. The authority to establish the corporation has been exercised by SECAF, who retained all authority to appoint and remove Board members and to approve any amendment to the AFAAC Charter or Bylaws. The authority to accept gifts of funds, supplies, and services under 10 U.S.C. § 9362 has been delegated to the General Counsel of the U.S. Air Force (USAF) and the U.S. Air Force Academy (USAFA) Superintendent per the referenced SECAF memorandum. The authority to accept gifts of real property under 10 U.S.C. § 2601 shall be according to existing policy. All remaining programmatic authorities reside with SAF/MR.

The authority to initiate, identify requirements, provide programmatic oversight, direct operations implementing cooperative agreements and contracts between the AFAAC and the USAFA is delegated to the USAFA Superintendent. Provided, however, that all cooperative

agreements, or significant modifications thereto (including exercise of options), and FAR-covered contract actions that exceed the simplified acquisition threshold, are:

- Entered into in compliance with existing statutes, regulations, and policies;
- Approved by SAF/MR prior to execution; and
- Executed or approved by officials authorized to obligate the USAF under applicable regulations, policies, and delegations.

An agreement (contract or cooperative agreement) under this paragraph may, consistent with 10 USC 2260, authorize the AFAAC to enter into licensing, marketing, and sponsorship agreements relating to trademarks and service marks identifying the Academy; however, the terms and conditions of such agreements must remain within the parameters of the policy memorandum dated on the same date as this, *Policy on Corporate Sponsorship Advertisement by Air Force Academy Athletic Corporation (AFAAC) On or Using Government Property*, any modifications thereto, and use of Air Force trade and service marks must be consistent with licenses or other written authorities allowing the AFAAC to use, or permit others to use, such marks.

- Authority to negotiate such contracts and cooperative agreements is delegated to the Superintendent, USAFA.
- The Superintendent, USAFA, has authority to make determinations under 10 U.S.C § 9362(h)(2) whether (1) an agreement would reflect unfavorably on the ability of the Department of the Air Force, any of its employees, or any member of the armed forces to carry out any responsibility or duty in a fair and objective manner; or (2) that the use of the trademark or service mark would compromise the integrity or appearance of integrity of any program of the Department of the Air Force, or any individual involved in such a program.
- Consistent with DoDI 1000.15, *Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations*, actions shall be taken to “prevent the appearance of official sanction or support by the Department of Defense”. In particular, the AFAAC may not use the seals, logos, or insignia of USAFA or any other Air Force units on organizational letterhead, correspondence, titles, or in association with organizational programs, locations, or activities. Marks may be used by the AFAAC *only* insofar as they are carrying out functions (e.g., ticketing) for the Academy pursuant to the Cooperative Agreement, and shall include appropriate disclaimers on letterhead, business cards or other media so as not to possibly mislead members of the public to assume a non-Federal entity is an organizational unit of the Department of Defense. Specific uses associated with AFAAC activities under the Cooperative Agreement, and the need for appropriate disclaimers will be defined in a license or other authorizing document.

The authority to initiate, identify requirements, and provide programmatic oversight and approval for leases and licenses between the AFAAC and the USAFA is delegated to the USAFA Superintendent. Provided, however, that all executed and proposed leases and licenses are:

- Entered into in compliance with existing statutes, regulations, and policies;
- Approved by SAF/MR prior to execution by the USAFA Superintendent or Vice-Superintendent when the rental fair market value (FMV) exceeds \$500,000 or is for a period of one year or more;
- Elevated to AF/AIS and SAF/IEI prior to execution by the USAFA Superintendent or Vice-Superintendent, to resolve any dispute between local Morale, Welfare, and Recreation organizations and AFAAC concerning community support services at AFAAC revenue generating events; and
- Executed or approved by officials authorized to obligate the USAF under current lease and license regulations, policies, and delegations; and
- Reported in the quarterly AFAAC Management Review (PMR), and briefed at the General Officer Steering Committee for the USAFA following their execution.

Authority to provide support services to the AFAAC, without charge, in accordance with 10 USC 9362(f)(2), while the corporation conducts its support activities at the Academy is hereby delegated the Superintendent, USAFA so long as it falls within the following parameters:

- Support services that may be provided without charge (i.e. without reimbursement) for purposes of this delegation shall include only "support services" includes utilities, office furnishings and equipment, communications services, records staging and archiving, audio and video support, and security systems in conjunction with the leasing or licensing of property. The provision without charge of any other "support services" shall require SAF/MR approval. SAF/MR may, from time to time, make blanket determinations that other forms of support services may be provided without charge.
- Any such support services may only be provided without any liability of the United States to the corporation.
- Support services can only be provided within existing funds otherwise available to USAFA and may not require the use of overtime for government civilian employees.
- Support services provided to the AFAAC which Air Force has contracted-out to third parties, may not exceed the excess capacity of that third-party services contract. There is no authority granted or inferred herein for USAFA to scope a third-party contract in excess of its own mission needs. Best practice suggests the AFAAC establish its own separate contracts for these services.
- Support services to the AFAAC for which USAFA requires reimbursement must be consistent with the requirements of the DoD Financial Management Regulations and Air Force Instructions affecting such transactions.

The authority granted under 10 U.S.C. 9362 to transfer title to and ownership of assets and liabilities of the USAFA Nonappropriated Fund Instrumentality (NAFI) (the Air Force Academy Athletic Association (AFAAA)) served to provide initial resources to the AFAAC as contemplated. As a result, no further transfers are contemplated and any proposal to make a transfer in any amount under this authority will constitute an extraordinary action requiring SAF/MR's advance approval. Normal finance transactions from the NAFI under authority of the Cooperative Agreement shall not be affected by this limitation.

All *government personnel*, including the Superintendent, Vice-Superintendent, and Athletic Director, involved with or serving on the AFAAC Board of Directors shall receive tailored Federal ethics and conflict of interest training prior to executing their duties and annually thereafter by the employee's ethics counselor, usually USAFA/JA or SAF/GCA.

Both the USAFA Superintendent and AF/A1 will notify SAF/MR before taking action in any AFAAC-related matter identified as highly sensitive or having the potential for significant Congressional, media or public interest. The above authorities may not be further re-delegated. All direction provided by this memorandum and subsequent guidance will be incorporated into appropriate Air Force issuances. No delegation of authority under this memorandum shall include authority to provide notifications or reports to Congress.

An AFAAC Management Report (AMR) of transactions affecting the relationship between USAFA and the AFAAC shall be provided to SAF/MR, in written format, on a quarterly basis to SAF/MR at least two weeks in advance of scheduled meetings of each scheduled GOSC. The report shall include: the status of the Cooperative Agreement; AFAAC structure; AFAAC financials, AFAAC accomplishments and failures (if any); future plans/projections for USAFA agreements with the AFAAC (e.g. Cooperative Agreement modifications, extension, etc.; acceptance of gifts (under USAFA/CC, SAF/GC, and SAF/IE acceptance authorities); approvals of contract actions; executed and projected real property leases and licenses; Air Force support to the AFAAC (both reimbursable and non-reimbursable); and authorizations/licenses for the AFAAC to enter into licensing, marketing and sponsorship agreements relating to trademarks and service marks identifying the Academy. It shall also identify actions for which SAF/MR approval will be necessary, actions referred to SAF/MR since the previous report, as well as other items requested by SAF/MR or deemed appropriate by USAFA/CC for a management review. Following submission of the written report, selected data will be reported to the GOSC and/or Executive Steering Group (ESG) as directed by SAF/MR.



SHON J. MANASCO
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)

Attachment 5

FIGURE A5. USAFA/CC SUPPORT SERVICE FEE WAIVER

(12 FEBRUARY 2020)

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE ACADEMY

12 February 2020

MEMORANDUM FOR 10 ABW/CC

FROM: USAFA/CC

SUBJECT: Determination on Charges for Support Services Provided on Air Force Academy
Athletic Corporation (AFAAC) Leases and LicensesReferences: (a) 10 U.S.C. § 9462, *Support of Athletic Programs*
(b) SAF/MR Memorandum dated 16 May 18, Subject: *Delegation of Authority
Concerning the U.S. Air Force Academy Athletic Corporation (AFAAC)*

1. Pursuant to paragraph (f)(2) of reference (a) and in accordance with reference (b), I have determined it is appropriate and in the best interests of the United States Air Force to provide support services without charge to the AFAAC when entering into leases or licenses with the United States Air Force Academy. This determination remains in effect from 16 May 18 until otherwise rescinded.
2. The term support services includes utilities, office furnishings and equipment, audio and video support, communications services, records staging and archiving, and security systems in conjunction with the leasing or licensing of property. The provision without charge of any other "support services" shall require SAF/MR approval. Any such support services may only be provided without any liability of the United States to the corporation.
3. Any questions concerning the waiver of such support services should be directed to USAFA, Plans and Programs Directorate, A8P, AFAAC Program Manager, 719-333-3092.

A handwritten signature in black ink, appearing to read "Jay B. Silveria".

JAY B. SILVERIA
Lieutenant General, USAF
Superintendent