

(UNCLASSIFIED)

ARMY STAFFING FORM For use of this form, see DA Memo 25-52; the proponent agency is AASA.		1. TRACKING NUMBER HQAMC-211123-4B38 122021-055		2. TODAY'S DATE (YYYYMMDD) 20211217		3. SUSPENSE DATE (YYYYMMDD) 20211227																																					
4. LEAD STAFF AGENCY AMIM-PWL		5. SUBJECT Intergovernmental Support Agreements (IGSA) Concept: USAG Fort Hood Stray Animal Services																																									
6. ROUTING: (ECC USE ONLY) Initial Date		ECC POC (Initial)		ECC (Rank, Name, Phone No.)		DIR, ECC (Initial)																																					
<table border="1"> <tr><td></td><td>SA</td><td></td><td></td></tr> <tr><td></td><td>CSA</td><td></td><td></td></tr> <tr><td></td><td>USA</td><td></td><td></td></tr> <tr><td></td><td>VCSA</td><td></td><td></td></tr> <tr><td></td><td>AASA</td><td></td><td></td></tr> <tr><td></td><td>DAS</td><td></td><td></td></tr> <tr><td></td><td>SMA</td><td></td><td></td></tr> <tr><td></td><td>DUSA</td><td></td><td></td></tr> <tr><td></td><td>VDAS</td><td></td><td></td></tr> </table>			SA				CSA				USA				VCSA				AASA				DAS				SMA				DUSA				VDAS			COMMENTS:					
	SA																																										
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7. ORIGIN: Requirement from - ☐ SA ☐ CSA ☐ USA ☐ VCSA ☒ Staff Initiated ☐ OSD ☐ Congress ☐ CJCS/JS ☐ Other _____ Meeting/Forum/Other:																																											
8. WHAT IS IN THIS PACKET? TAB A: IMCOM Memo TAB B: Fort Hood IGSA Stray Animal Control TAB C: RSCA																																											
9. ACTION SEEKS SENIOR LEADER ☒ Signature ☒ Approval ☐ Guidance ☐ Information Only ☐ Other _____ Recommendation Recommend IMCOM Commanding General review and sign IGSA memo at TAB A to senior leader:																																											
10. KEY AREAS IMPACTED: ☒ Funding ☐ Equipment ☐ Personnel ☐ Training ☐ Strategy ☐ Policy ☐ Congressional ☐ Legal ☐ Other _____																																											
11. KEY POINT(S) THE SENIOR LEADERS SHOULD GET FROM THIS ACTION: ■ USAG Fort Hood proposes to partner with the City of Killeen for stray animal services currently procured by USAG Fort Hood via a service contract. ■ This IGSA partnership will result in an estimated average cost savings of \$234,361 annually to the Garrison.																																											
12. ADDITIONAL INFORMATION: - The Fort Hood Senior Commander, LT Gen. Robert P. White, MCoE, Commanding General concurred with this IGSA Concept.																																											
13. SENIOR LEADER/DECISION/COMMENTS: APPROVED _____ DISAPPROVED _____ NOTED _____ SEE ME _____ COMMENT _____																																											

(UNCLASSIFIED)

14. LEAD AGENCY STAFF COORDINATION		LEAD STAFF AGENCY: AMIM-PWL	TRACKING NO.: HQAMC-211123-4B38 122021-055
TITLE	INITIAL	TYPE OR PRINT NAME	DATE (YYYYMMDD)
G4		For Gregory S. Kuhr, SES (D/G4, Sherene R. Dorazio)	20211217
COS		Brad Hinson, COL - <i>Approved in TMT</i>	21 Dec 21
DCG		OMAR J. Jones, MG - <i>Approved in TMT</i>	3 Jan 21
EDCG		J. Randall Robinson, SES - <i>Approved in TMT</i>	22 Dec 21
PRINCIPAL ONLY		Douglas M. Gabram, LTG, CG	4 JAN 21
ACTION OFFICER (Signature) (Name/Title/Phone No./Email/Office Symbol)		BLACKALLANSON.HUNTER.1401622221 Digitally signed by BLACKALLANSON.HUNTER.1401622221 Date: 2021.12.06 10:29:27 -0500 Anson Blackall, IMCOM G4 972-948-8207, anson.h.blackall.civ@army.mil, AMIM-PWL	20211206
SACO (Signature) (Name/Title/Phone No./Email)			

RECOMMENDATION FOR STAFF PRINCIPAL:

Recommend IMCOM CG review and sign IGSA memo at TAB A

15. STAFF COORDINATION

CONCUR	NON-CONCUR	AGENCY	NAME (TITLE, LAST NAME)	PHONE (XXX) XXX-XXXX	DATE (YYYYMMDD)	REMARKS
		OGC				
		OTJAG				
☐	☐					
☒	☐	IMCOM	SJA, Randolph	(210) 466-0895	20211130	No Legal Objection.
☒	☐	ID-R	McHugh, Michael	(910) 570-6537	20211130	
☒	☐	IMCOM	G4 C/Log Div, Douglas	(210) 466-1710	20211123	
☒	☐	IMCOM	G8 C/RMO, Thompson	(210) 466-0867	20211206	
☒	☐	IMCOM	G4 C/CM Br, Morris	(210) 364-1447	20211123	
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16. REMARKS BY ECC:



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
2405 GUN SHED ROAD
JOINT BASE SAN ANTONIO FORT SAM HOUSTON, TX 78234-1223

AMIM-PWL (5b1)

4 January 2022

MEMORANDUM THRU U.S. Army Installation Management Command (IMCOM), IMCOM Directorate – Readiness, Building 8-1808, 4700 Knox Street, Fort Bragg, NC 28310

FOR Commander, Headquarters, United States Army Garrison, Fort Hood, Fort Hood, TX 76544-5002

SUBJECT: Intergovernmental Support Agreement (IGSA) Approval Memorandum

1. Reference USAG Fort Hood, AMIM-HDP-B, memorandum, (Intergovernmental Support Agreement (IGSA) Concept: U.S. Army Garrison Fort Hood: Stray Animal Services), Undated (Encl).
2. Approval granted to enter into the referenced IGSA between USAG Fort Hood and the City of Killeen in accordance with 10 U.S.C. § 2679. The IGSA allows USAG Fort Hood to collaborate with the City of Killeen for stray animal services support. This IGSA partnership will result in an estimated average cost savings of \$234,361 annually to the Garrison.
3. Approval granted to the USAG Fort Hood Commander to sign a non-Federal Acquisition Regulation based agreement on behalf of the Army to receive these services on terms and conditions consistent with those presented for purposes of obtaining IMCOM approval of this IGSA. The installation's legal support staff will review the IGSA prior to the USAG Commander signing to ensure it is legally sufficient and consistent with the terms of this approval.
4. Garrison will forward a copy of the executed IGSA to the Installation Management Command IGSA Program Manager, Mr. Richard Morris, within 180 days of approval date.
5. HQ IMCOM POC for this action is Mr. Richard Morris, (210) 364-1447, or email: richard.l.morris56.civ@mail.mil.

DOUGLAS M. GABRAM
Lieutenant General, U.S. Army
Commanding

Encl

CF:
Commanding General, MCoE



**DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT HOOD
FORT HOOD, TEXAS 76544-5002**

AMIM-HDP-B (20-005)

**MEMORANDUM THRU Director, U.S. Army Installation Management Command- *BLM*
Readiness (AMIM-REA-ZA), 4700 Knox Street, Building 8-1808, Fort Bragg, NC 28310**

**FOR Deputy Commanding General, U.S. Army Installation Management Command
(AMIM-PWH), 2401 Gun Shed Road, Building 2261, Joint Base San Antonio, Fort Sam
Houston, TX 78234**

**SUBJECT: Intergovernmental Support Agreement (IGSA) Concept: U.S. Army Garrison
Fort Hood: Stray Animal Services**

**1. Reference IMCOM OPORD 20-005, IMCOM Intergovernmental Support Agreement
(IGSA) Program, 27 January 2020.**

**2. Scope: Fort Hood will partner with the City of Killeen for the provision of services
relating to the capture and confinement of stray animals, which are currently obtained
through a service contract.**

**3. Objectives: Pursue a partnership with the City of Killeen to realize both financial
savings and administrative/operational efficiencies in the capture and confinement of
stray animals on the Fort Hood Installation.**

**4. Discussion: Currently, Fort Hood obtains stray animal services via a FAR-based
service contract executed through the Mission Installation Contracting Command
(MICC). The current contract includes capture and confinement, operation of the on-
post stray animal facility, adoptions, vaccinations, and some limited veterinary services.**

**a. Fort Hood proposes to obtain these services using a 10-year (base plus 9 years)
IGSA that will offer financial savings and operational efficiencies.**

**b. The Performance Work Statement (PWS) will detail the service agreement
between the City of Killeen and Fort Hood. The PWS will include items such as facility
operations, response times, adoption and return-to-owner procedures, and limited
veterinary care.**

**c. The City of Killeen, as the service provider, will operate the on-post stray animal
facility, respond to service calls, and capture stray domesticated animals. Fort Hood will
provide an IGSA-Manager (IGSA-M) and an IGSA Technical Representative (IGSA-TR)
that will perform duties as outlined in IGSA OPORD 20-005.**

AMIM-HDP-B (20-005)

SUBJECT: Intergovernmental Support Agreement (IGSA) Concept: U.S. Army Garrison Fort Hood: Stray Animal Services

5. Benefit Analysis:

a. This IGSA will reduce the cost of stray animal services on Fort Hood by approximately \$2.5M over the course of 10 years, and will provide opportunities for efficiencies resulting from the partnership between the City and the Installation.

b. The IGSA will resolve the issue of contractually allowing a service provider to hold an animal for greater than 72 hours. Under the IGSA, Fort Hood transfers the responsibility of the animal to the City of Killeen after 72 hours.

c. Response times for service calls and after-hours response will not be impacted.

d. These benefits will result in overall improved administration of the service requirements and reduce costs.

6. Risk Analysis: If the IGSA is not approved, then Fort Hood will continue to use a FAR-based contract. Fort Hood will adhere to the 72-hour confinement limitation, and the cost of handling the animals after that period will add to the existing cost of the contract.

7. The point of contact for this memorandum is Jill Alexander, (254) 288-2422, or jill.m.alexander.civ@army.mil.

2 Encls

1. IGSA Coversheet

2. COA Determination



CHAD R. FOSTER

COL, AR

Commanding

Enclosure 1 IGSA Coversheet

INTERGOVERNMENTAL SUPPORT AGREEMENT (IGSA) COVERSHEET This document is intended to support the auditability of the IGSA program at installation and HQ IMCOM levels.	
Preparer's Initials	Questions/Procedures
JMA	1. Installation and Partners: Fort Hood and City of Killeen
JMA	2. Is the proposed function currently executed by the Army via contract? ☒ Yes ☐ No 2a. Identify the type of contract with a checkmark: (8(a) Set-Aside and A-1 contracts require coordination which notifies stakeholders Army is pursuing an IGSA IAW DA EXORD and Title 10 Section 2679. NOTE A-1 coordination conducted at HQ IMCOM ☐ 8(a) Set-Aside ☐ AbilityOne ☒ Other ☐ 8(a) Coordination Completed 2b. Contract award date: 01 July 2017 2c. How many option years remain? • No option years remain; contract is in 4 th option period. 2d. Contract expiration date: • 30 June 2022 2e. Current annual cost of the contract: • \$1,176,361.56 2f. Current Contract Number: • W91151-17-C-0047
JMA	3. Has this function ever been performed by a Department of the Army Civilian? ☐ Yes ☒ No 3a. When was the last time this work was performed (year)? N/A
JMA	4. Length of IGSA (Not to exceed 10-years): 10 year
JMA	5. Annual IGSA cost: On average - \$942K annually, ranging from \$808K to \$1.2M per year.
JMA	6. Estimated annual savings from transition to IGSA: \$234,361.00 on average
JMA	7. Estimated cost reduction percentage: 20%
JMA	8. Estimated cost avoidance (if any): Euthanasia costs estimated at \$100.00 per animal.
JMA	9. Services provided: Stray Animal Capture and Confinement.
JMA	10. Has the installation Senior Commander concurred with the IGSA Concept Packet? ☒ Yes ☐ No
JMA	11. IGSA Manager and Technical Representative (TR) (Name, title, email and phone): IGSA-M, Jill Alexander, Chief Business Operations and Integration, jill.m.alexander.civ@army.mil, 254-288-2422. IGSA-TR, Sean Goodwin, Chief Municipal Services Branch, sean.d.goodwin.civ@army.mil, 254-287-5118

Enclosure 2 Course of Action Determination

1. Constraints of Analysis:

a. Facts:

(1) Fact 1: City of Killeen is a municipality that currently offers stray animal capture and confinement services.

(2) Fact 2: Fort Hood currently obtains stray animal services through the use of an existing Federal Acquisition Regulation (FAR)-based contracting vehicle.

(3) Fact 3: The current contract allows animals to be held for longer than 3 days.

(4) Fact 4: The use of an IGSA will reduce costs over a multi-year period and will resolve the 3-day confinement limitation using a FAR contract.

b. Assumptions:

(1) Assumption 1: The Directorate of Public Works will continue to be responsible for stray animal response on Fort Hood.

(2) Assumption 2: Veterinary services and animal throughput will remain consistent with historical values.

(3) Assumption 3: Revising the contract language to hold animals for no more than 3 days will not reduce overall contract costs.

2. Courses of Action (COA):

a. COA 1 (Status Quo): Do Nothing. Continue with FAR-based contract.

(1) Attribute of COA: Costs will continue to exceed \$1M annually.

(2) Attribute of COA: Performance Work Statement will need to be re-written to handle animals after 72 hours in confinement.

(3) Total Period of Performance Cost of COA: Not to Exceed \$12,100,000.00.

b. COA 2: Implement IGSA Concept.

(1) Attribute of COA: Fort Hood partners with the City of Killeen to capture and care for stray animals.

(2) Attribute of COA: Annual costs will decline.

(3) Total Period of Performance Cost of COA: Not to Exceed \$10,000,000.00.

3. Selection Criteria and Decision Matrix: In accordance with 10 U.S.C. 2679, an IGSA is determined to be in the best interest of the Service (Army) by enhancing mission effectiveness, creating efficiencies, creating economies of scale, and by reducing costs. These benefits translate into four (4) selection criteria factors that will be analyzed through the COA determination matrix exercise.

a. IGSA Selection Criteria Factors:

1. **Efficiencies:** Creates an efficiency or economies of scale.
2. **Service Cost:** Reduces cost of service.
3. **Quality of Life:** Improves quality of life for Soldiers and Families.

b. COA Determination Matrix:

Evaluation Criteria	Weight	COA 1 (Status Quo)		COA 2 (IGSA)	
		Rating	Score*	Rating	Score*
Efficiencies	25.0%	3	0.75	2	0.50
Cost	50.0%	5	2.50	1	0.25
Quality of Life	25.0%	3	0.75	2	0.50
Score	100%	4.0		1.25	
• Scoring - Individually scored per criteria within the COA produces the preferred COA. • A weight factor is provided per criteria. • A Rating (1-5) provided as: • 1-Excellent; 2-Good; 3-Fair; 4-Poor; 5-Worse • This is a scoring matrix not a ranking. • Score is (Weight factor X Rating) • Lowest IS BEST					

4. Detailed cost comparison: Please see below Course of Action Determination cost comparison.

Cost Comparison			
Supplies / Services	COA 1 (Contract)	COA 2 (IGSA)	Delta
	\$1,176,361.56	\$942,000.00	\$234,361.00
Total	\$1,176,361.56	\$942,000.00	\$234,361.00

5. Recommendation: The IGSA between the City of Killeen and Fort Hood is clearly in the best interest of the Army, Fort Hood, and the surrounding community. As mentioned, the IGSA will provide cost efficiencies and a valuable partnership with the community, thus the recommendation is to implement the transition from a FAR-based contract to an IGSA.