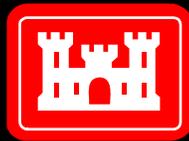


**US Army Corps
Of Engineers**



**US Army Corps
Of Engineers**

**Partnership
Program 101**

Partnering Authorities

- ❖ **Engineering Regulation and Pamphlet 1130-2-500**
 - ❖ **Cooperating Associations**
(Chapter 9)
 - ❖ **Volunteers**
(Chapter 10)
 - ❖ **Contributions**
(Chapter 11)
 - ❖ **Challenge Partnership**
(Chapter 12)

Partnering Authorities

Which one do I use?

- ❖ **Does an organized group want to assist in broad goals such as natural resources management, interpretation, visitor service activities?**
 - ❖ **Cooperating Associations** (Chapter 9)
 - ❖ **Challenge Partnership** (Chapter 12)
- ❖ **Is an individual or group offering their services?**
 - ❖ **Volunteers** (Chapter 10)
- ❖ **Is an individual or group offering to give us something?**
 - ❖ **Contributions** (Chapter 11)

Cooperating Associations

- ❖ refers to a legal entity
- ❖ organized under state law
- ❖ which enjoys a nonprofit tax-exempt status under Internal Revenue Service codes - 501(c)(3)
- ❖ operates under the terms of a cooperative agreement with the Corps

Cooperating Associations

- ❖ free-standing corporate entities with boards of directors
- ❖ purposes and abilities consistent with their boards and objectives
- ❖ some associations work in single areas
- ❖ others are involved in various areas achieving multiple tasks

Cooperating Associations

- ❖ an opportunity for projects to provide expanded program funding to support project purposes
- ❖ can collect dues
- ❖ operate bookstores on-site
- ❖ purchase equipment and materials for use at Corps projects

Cooperating Associations

- ❖ conduct and/or fund programs
- ❖ fund volunteer recognition events
- ❖ develops partnerships with communities and improves communication among local constituencies

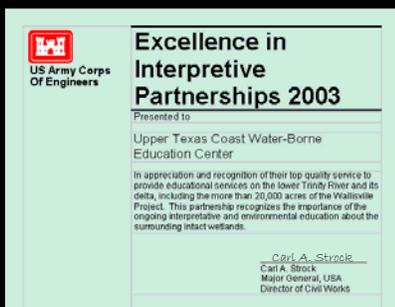
The Corps currently has 32 cooperating associations

Cooperative Agreement

Refers to the agreement between a cooperating association and the Corps that defines the functions and responsibilities of each party to the agreement.

Excellence in Interpretive Partnerships Award

To recognize outstanding contributions to interpretive and/or environmental education efforts by a cooperating association



Awarded every two years.

Upper Texas Coast Water-borne Education Center is the 2004 winner.

Volunteers

In 2004, the Corps 48,806 volunteers contributed over 984,989 hours of work with an estimated value of over \$17.6 million.

Volunteers

- ❖ **park and campground hosts**
- ❖ **staff visitor centers**
- ❖ **conduct programs**
- ❖ **clean shorelines**
- ❖ **restore fish and wildlife habitat**
- ❖ **maintain park trails and facilities**
- ❖ **operate government owned or leased vehicles**

Volunteers

- ❖ produce products at off-site locations
- ❖ sell permits
- ❖ collect money
- ❖ work in the district performing tasks in various offices/elements

Cannot:

- ❖ create policy
- ❖ enforce regulations

Volunteers

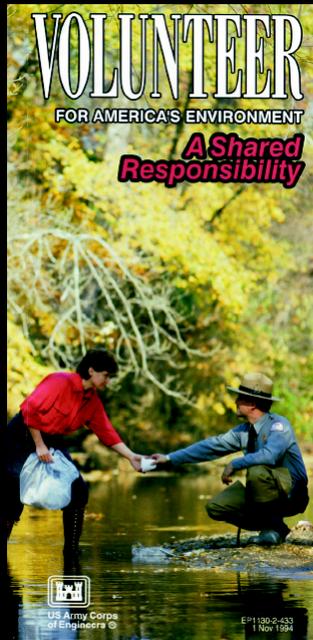
- ❖ receive protection for personal liability under the Tort Claims Act
- ❖ entitled to first aid and medical treatment for on-the-job injuries under the Federal Employees Compensation Act
- ❖ other compensation could include:
 - ❖ reimbursement of out-of-pocket expenses
 - ❖ a free campsite
 - ❖ personal safety equipment

Volunteers

- ❖ **Corps projects can recruit:**
 - ❖ **their own volunteers locally**
 - ❖ **use the National Volunteer Clearinghouse at:**
 - ❖ **800-VOL-TEER (800-865-8337)**
 - ❖ **<http://www.orn.usace.army.mil/volunteer/>**

Volunteers

- ❖ **Applicants under 18 must have parental or legal guardian consent**
- ❖ **Students who wish to volunteer for college credit must have an agreement between the Corps and the school**



Volunteers

- ❖ Volunteer brochure
- ❖ Volunteer poster
- ❖ Volunteer Handbook (EP 1130-2-429)
 - ❖ To assist volunteer program managers in preparing volunteer management plans and to provide procedures for administering effective volunteer programs.

Rethink Volunteers

- ❖ Recreation choice
- ❖ Creates advocacy
- ❖ Creates connection
- ❖ Supports learning
- ❖ Energizes donors
- ❖ Is good stewardship
- ❖ Is a leisure choice

Challenge Partnerships

Are used to provide opportunities for non-federal public and private groups and individuals to contribute to and participate in the operation and/or management of recreation facilities and natural resources at Corps projects.

Challenge Partnerships

- ❖ **Do not confuse these two:**
 - ❖ **Traditional Cost Sharing**
 - ❖ PL 89-72
 - ❖ **Challenge Cost Sharing**
 - ❖ PL 102-580
- ❖ **A full description of the two can be found on the NRM Gateway**

Challenge Partnerships

- ❖ Do not confuse these two:
 - ❖ Traditional Cost Sharing
 - ❖ PL 89-72
 - ❖ Challenge ~~Cost Sharing~~ *Partnerships*
 - ❖ PL 102-580
- ❖ A full description of the two can be found on the NRM Gateway

Traditional Cost Sharing

- ❖ PL 89-72
- ❖ Fixed % (Normally 50%)
- ❖ Rigid roles
- ❖ Can accept real estate
- ❖ Sponsor operates
- ❖ Cost share for any business recreation function
- ❖ Program Management has lead

Challenge Partnerships

- ❖ PL 102-580
- ❖ Flexible rate determined by mutual agreement
- ❖ Flexible roles
- ❖ Cannot accept real estate
- ❖ Corps operates
- ❖ Cost share for only and natural resources
- ❖ Operations has lead

Traditional Cost Sharing

- ❖ Formal contract
- ❖ Corps \$ year by year
- ❖ Work accomplished over several fiscal years
- ❖ Cost share only with non-federal governmental entities
- ❖ Normally with only one sponsor sponsors

Challenge Partnerships

- ❖ Flexible agreement
- ❖ Funds must be available in advance from operating funds
- ❖ Work generally during one fiscal year
- ❖ Cost share with non-federal governmental and private entities
- ❖ May involve multiple on the same work activity

CECC-G Bulletin No. 02-12, Challenge Partnership

- ❖ Agreements entered into using this authority are not cooperative agreements as that term is used in the Federal Grant and Cooperative Agreement Act of 1977
- ❖ They are not subject to the DOD regulations governing cooperative agreements, including the requirement for execution by a certified grants officer
- ❖ Although Section 225 uses the term “cooperative agreement,” it involves a type of transaction not covered by the FGCAA

CECC-G Bulletin No. 02-12, cont'

- ❖ District Commanders are responsible for the approval and execution of challenge partnership agreements that involve projects solely within their districts
- ❖ Approval of agreements involving a total cost of less than \$200,000 may be delegated to the Chief of Operation
- ❖ Approval of agreements involving a total cost of less than \$25,000 may be delegated to the Operations Manager

Recognition of Partners

Is encouraged as a way to express appreciation and acknowledge support

- ❖ Ensure it is done in a tasteful manner
- ❖ Is appropriate to the amount of support given
- ❖ Avoid suggestion of advertising or endorsement
- ❖ Coordinate with Office of Counsel

Our customers have spoken. They have said:

- ❖ You've got great people in the Corps and we love working with them.
- ❖ But your processes are daunting; we don't understand them.
- ❖ You don't partner like a partner.
- ❖ When we deal with one part of the Corps, it is not like dealing with another part.
- ❖ We are frustrated.

We hear their concerns and are committed to creating a partnership culture.

Partnership PDT

SWD	Jeff Boutwell	NWD	Greg Miller
SPD	Chris Gallagher	MVD	Richard Otto
SAD	Mike Hosey	NAD	Cori Brown
POD	Mike Lee	LRD	Gene Davis
HQ POC	Debra Stokes		
HQ SMEs	Susan Nee, OC		
	Janice Howell, RE		

Joint Ventures – Partners in Stewardship



- ❖ Partnership conference in Los Angeles, November 2003
- ❖ First time the 7 land management agencies co-convened an effort of this kind
- ❖ One-stop networking between the federal government and partners
- ❖ Over 1,600 participants

“Too often we think of a partnership as a handout instead of a handshake.”



The Seven Land Management Agencies

- ❖ U.S. Army Corps of Engineers
- ❖ U.S. Forest Service
- ❖ National Park Service
- ❖ Bureau of Indian Affairs
- ❖ Reclamation
- ❖ Bureau of Land Management
- ❖ U.S. Fish and Wildlife Service



Partnership Pledge

- ❖ Join together to discuss common issues and implement solutions to create a seamless system of services.
- ❖ Share information and knowledge on developing and expanding partnership efforts.
- ❖ Create an interagency partnership roundtable that will work towards building partnership capacity.

The Definition of a Partnership

- ❖ **Is a handshake, not a hand out**
- ❖ **Is part of our culture**
- ❖ **Combines individual strengths to accomplish the mission**
- ❖ **Fosters relationships, common goals and working together**

The Definition of a Partnership

- ❖ **Builds constituency and broad-based community support**
- ❖ **Leverages resources to meet challenges and improve opportunities**
- ❖ **Partnerships are a smart way of doing business**

The Partnership Philosophy

The U.S. Army Corps of Engineers plays a key role in shaping the future of our Nation's water resources. Our partners are essential in making this happen. We recognize that partnerships must flow in both directions. Cooperation and collaboration is the key to innovative solutions to meet a diversity of need. When we put our heads together, we can find answers far better than anything we can think of ourselves.

Partnership Talking Points

- ❖ **The Corps is strongly committed to providing the best services and facilities we can within the scope of available resources. Funding for programs, aging infrastructure, and increasing customer demand will always be a challenge.**
- ❖ **It builds constituency and broad-based community support.**
- ❖ **It is a handshake, not a handout.**

Partnership Talking Points

- ❖ Our partnering initiative will seek to expand the role of non-federal entities in serving the public. Through partnerships, we can develop innovative ways to overcome our challenges and improve our opportunities on public lands.
- ❖ A successful partnership culture fosters relationships, common goals and working together.

Partnership Business Card

A graphic of a business card with a white background and a black border. It features the US Army Corps of Engineers logo (a red square with 'HEAD TO HEAD' in white) and the text 'Our Partnership Philosophy' and a paragraph of text.

 **Our Partnership Philosophy**
US Army Corps
of Engineers.

The U.S. Army Corps of Engineers plays a key role in shaping the future of our Nation's water resources. Our partners are essential in making this happen. We recognize that partnerships must flow in both directions. Cooperation and collaboration is the key to innovative solutions to meet a diversity of needs. When we put our heads together, we can find answers far better than anything we can think of by ourselves.

Partnership CD



- ❖ A tool to deliver our partnership message
- ❖ Talks about the programs and why an individual or group would like to get involved
- ❖ Interactive with the public side of the NRM Gateway

Partnership Checklist

- ❖ Defining the partnership
- ❖ Work plan and agreement
- ❖ Implementation
- ❖ Milestones in planning and implementation process

Challenge Partnership Handshake Program

2004 - distributed \$100,000 to 10 projects out of over 50 applications

Improved program by:

- ❖ creating electronic application
- ❖ starting process earlier
- ❖ working to eliminate barriers

Challenge Partnership Handshake Program 2005

Lake Okeechobee, Florida
Greer's Ferry, Arkansas
Old Hickory, Tennessee
Lake Shelbyville, Illinois
Lake Ouachita, Arkansas
Rivers Project, Illinois
W. Kerr Scott, North Carolina
Alabama Rivers, Alabama
Philpott Lake, Virginia
Lake Sakakawea, North Dakota
The Dalles, Oregon

What can you do?

- ❖ Find more ways to work with our partners.
- ❖ Think of innovative ways to showcase our partners.
- ❖ Post more success stories on the NRM Gateway.

Partnerships

- ❖ Make sure you and your partner understand each others' expectations.
- ❖ Use the right authority for the right partnership.
- ❖ Communicate, communicate, communicate.
- ❖ Recognize your partner and the good work that you do.

Partnership Tools

- ❖ Business card
- ❖ Philosophy and talking points
- ❖ CD
- ❖ APPL/USACE workshop
- ❖ PDT
- ❖ NRM Gateway
- ❖ Partnership checklist

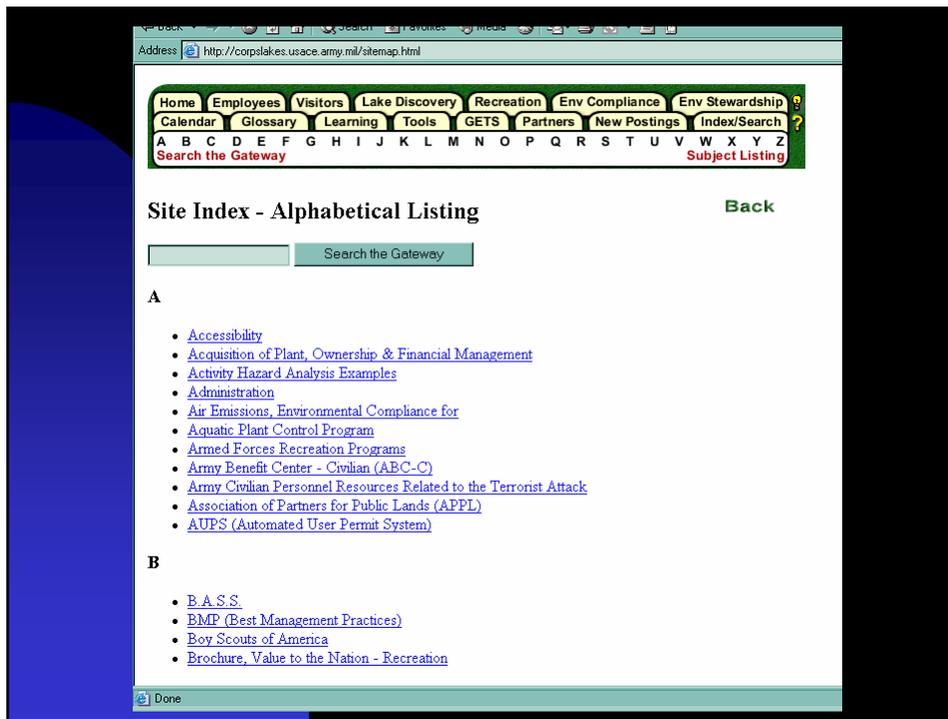
The screenshot shows a web browser window with the address <http://corpslakes.usace.army.mil/>. The main heading is "Natural Resources Management Gateway" in a large, red, serif font, with the tagline "to the future . . ." below it. A small "NRM Gateway Logo" is positioned under the heading. A navigation bar contains links for "Home", "Employees", "Visitors", "Glossary", "Calendar", "Index/Search", and "New Posting?". Below the navigation bar, there are links for "U.S. Army Corps of Engineers", "Engineer Research and Development Center", "Environmental Lab", and "Warning".

Welcome

The Army Corps of Engineers is the steward of the lands and waters at Corps water resources projects. Its [Natural Resources Management \(NRM\) Mission](#) is to manage and conserve those natural resources, consistent with ecosystem management principles, while providing quality public outdoor recreation experiences, to serve the needs of present and future generations.

The Gateway
My Participation
Using This Site

Internet



NRM Gateway

<http://corpslakes.usace.army.mil>

Natural Resources Management Gateway
to the future...

Partnerships
Headquarters POC

In managing recreation and natural resources, it is often necessary that agencies work together with neighbors and local communities - in everything from wildlife protection and habitat improvement to recreational facility enhancements and customer service. The U.S. Army Corps of Engineers is no exception to this rule and welcomes the regard of present and future partners who share common goals and interests in our resources. It is no secret that many of our most valuable resources, such as endangered species, do not recognize human or property boundaries. Additionally, funding and labor resource shortages affect all levels of government and society. Partnering can avoid unnecessary duplication of effort, provide for the pooling of scarce resources, and promote coordinated, focused, and consistent mutual efforts to resolve common problems and missions in a united effort that best benefits all concerned. The bottom line: **partnering is smart business.**

The Natural Resources Management Branch in Headquarters continues to explore potential concepts for public-private partnerships in recreation and natural resources management. The objective of such partnerships is to help leverage the limited resources for these business areas through involvement of the private sector.

Joint Ventures - Partners in Stewardship Conference
2004 APPL Annual Convention

• At a Glance	• NRM Partnerships
• Policy & Procedures	• National Partners
• Program Summary	• Partners in Action
• How To	• Watershed Management
• Training	• Stakeholders
• Frequently Asked Questions	• Good Enough to Share
• References	• Lessons Learned
• Partnership CUI	• Project Delivery Team

Types of Partnerships

• Challenge Partnerships Program	• Contributions Program
• Cooperative Assessment Program	• Volunteer Program

NRM Gateway

- ❖ Single access point to the NRM Program
- ❖ Institutional knowledge
- ❖ Best way to keep-up
- ❖ Accessible by all employees
- ❖ Smart Book

Visitor Assistance
NRM SmartBook - Points of Contact

Select a Topic Area

Select by Office Search

[E-mail: All | District & Division Only](#) [Instructions](#)
[Print Friendly Version](#)

NRM Gateway

- Technical Coordinator: Bonnie Bryson
- Subject Matter Expert: Charles Burger
- [Gateway Visitor Assistance Site](#)

Headquarters

POC	Office Symbol
Stephen B. Austin	CEMP-SWD

Division POCs

Division	Office Symbol	POC
Great Lakes & Ohio River Division	CELRD-P-P-DST-HN	Michael A. Loesch
Mississippi Valley Division	CEMVD-ET-OO	Joe Sigrest
Northwestern Division	CENWO-OD-TN	Rick Moore
South Atlantic Division	CESAD-CM-OC	Jonathan Davis
South Pacific Division	CESPD-CM-O	Phil Turner



“Friends of Rathbun Lake”



How to Convey Information to Your Community

“Friends of Rathbun Lake” Meeting

- ❖ **Started in 2000**
- ❖ **“Friends of the Lake Meeting” is an annual event (not an organization)**
- ❖ **Facilitate communications**
- ❖ **Has evolved from a formal meeting into an informal social gathering**

Purpose of “Friends of Rathbun Lake” Meeting

Facilitate communications between

- ❖ **Corps and federal, state and local governments**
- ❖ **Corps and stakeholders**
- ❖ **Corps and congressional staff**
- ❖ **Congressional staff and stakeholders**
- ❖ **Different congressional staffs**

How Did We Get Started?

- ❖ Multi-step process
- ❖ Develop individual relationships
 - ❖ Congressional staff
 - ❖ Stakeholders
 - ❖ State senators and representatives
- ❖ Identify participants for meeting
- ❖ Plan event

Congressional Connection

- ❖ Senator Grassley-R
- ❖ Senator Harkin-D
- ❖ Congressman Leach-R
- ❖ Congressman Boswell-D



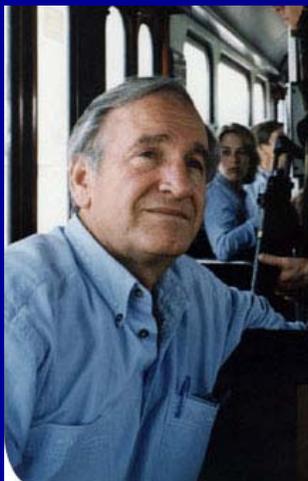
Know How They Fit In the Big Picture

Senator Chuck Grassley (R)

- ❖ US Senator Since 1980
- ❖ Only working family farmer in Senate
- ❖ Chairman of Finance Committee
- ❖ Ag Committee
- ❖ Judiciary Committee
- ❖ Budget Committee
- ❖ Co-sponsor S-728 WRDA
- ❖ Visits all 99 counties annually



Senator Tom Harkin (D)



- ❖ US Senator since 1984
- ❖ Prior - US House for 10 years
- ❖ Navy Pilot
- ❖ Ranking D Ed Appropriations
- ❖ Ranking D Subcommittee for Agriculture, Nutrition, Forestry
- ❖ Author 1990 A.D.A.
- ❖ Energy and Water Appropriations
- ❖ Co-sponsor S 728 WRDA
- ❖ Defense Appropriations

Congressman Jim Leach (R)



- ❖ US Congress since 1976 (2nd District)
- ❖ Committee on International Relations (East Asia/Pacific)
- ❖ Chairman Emeritus Financial Services
- ❖ Understands the Corps

Congressman Leonard Boswell (D)



- ❖ Retired Army Lt. COL
- ❖ Iowa Senate 1984 –1996
- ❖ US Congress since 1996 (3rd District)
- ❖ Permanent Select Committee on Intelligence
- ❖ Transportation/Infrastructure Subcommittee
- ❖ Terrorism/Homeland Security Subcommittee

Rules for Making Congressional Contact

- ❖ OPMs may initiate contact with congressional staff in your state
- ❖ OPMs may not make direct contact with DC staff (unless the DC staff initiates the contact)
- ❖ OPMs may not lobby for funds or assistance but may provide information
- ❖ Report all congressional contacts to Operations Division chief (Kansas City District Policy)

How to Contact Congressional Staff

- ❖ Contact congressional staff office in your state at:
 - ❖ <http://www.senate.gov/>
 - ❖ <http://www.house.gov/>

Congressional Staff

- ❖ **Invite assigned staff person to the lake**
- ❖ **Brief on operations of the project**
- ❖ **Tour facilities**
- ❖ **Discuss upcoming “Friends Meeting”**
- ❖ **Follow-up**

Stakeholders

Definition:

- ❖ **Organizations**
- ❖ **Individuals**
- ❖ **State agencies**
- ❖ **Other federal agencies**
- ❖ **Elected officials that have a vested interest in your project**

Stakeholders are Derived From Our Authorized Purposes

- ❖ Recreation
- ❖ Fish and wildlife resources
- ❖ Water supply
- ❖ Flood damage reduction
- ❖ Water quality releases
- ❖ Navigation

Identified Rathbun Lake Stakeholders

- ❖ NRCS
- ❖ Iowa Department of Natural Resources
- ❖ Iowa State University
- ❖ R C & D (USDA)
- ❖ Rathbun Land and Water Alliance
- ❖ Rathbun Regional Water Association
- ❖ USGS
- ❖ Rathbun Snow Riders
- ❖ Rathbun Bird Club
- ❖ Trail riders
- ❖ Rathbun Yacht Club
- ❖ Chambers of Commerce
- ❖ On-lake businesses
- ❖ Area tourism businesses
- ❖ Iowa Department of Tourism
- ❖ Governor's staff
- ❖ 6 soil & water conservation districts
- ❖ Iowa Department of Agriculture & Land Stewardship
- ❖ Farm Bureau
- ❖ Economic development orgs.
- ❖ Cities
- ❖ County supervisors
- ❖ Rathbun Lake Association
- ❖ Destination Resort Park Steering Committee
- ❖ Rathbun Lighthouse Society
- ❖ Campers
- ❖ Fishermen
- ❖ Boaters
- ❖ Hunters
- ❖ Birdwatchers

Involve Your Stakeholders

- ❖ **Meet with groups**
- ❖ **Meet with leadership**
- ❖ **Identify common goals and objectives**
- ❖ **Communicate importance in overall operation of the project**
- ❖ **Look for ways to partner/synergize**
- ❖ **Establish points of contact**
- ❖ **Discuss upcoming “Friends Meeting”**

State Senators and Representatives

- ❖ **Identify contact information from state website**
- ❖ **Invite state senators and representatives for a lake tour/briefing**
- ❖ **Discuss upcoming “Friends Meeting”**

Invitation List

- ❖ **Congressional staffers** (Start here)
- ❖ **State representatives, senators**
- ❖ **County government officials**
- ❖ **Governor's staff**
- ❖ **State agency directors as appropriate**
- ❖ **Utilities**
- ❖ **Lake association**
- ❖ **Chambers of Commerce**
- ❖ **Leaders of organizations with current projects**

Establish Meeting Location

- ❖ **Fish hatchery**
- ❖ **Conference facility**
- ❖ **Restaurant**
- ❖ **Marina**
- ❖ **Houseboat**

Follow a Format

- ❖ **Attendees give brief update**
- ❖ **Allow for questions**
- ❖ **Allow for socializing**

Follow-up is critical

Outcomes of “Friends” Meeting

- ❖ **Stakeholders - meet the congressional staff**
- ❖ **Congressional staff - hear lake issues first hand from the stakeholders**
- ❖ **Congressional staff - gain understanding of the diverse functions and needs of the project and its stakeholders**
- ❖ **State and local officials - explain impacts of a federal lake on their area**
- ❖ **Special projects - receive attention**

Support for Project Activities

- ❖ Operation and maintenance
- ❖ Recreation improvement projects
 - ❖ Recreation facility modernization
 - ❖ Honey Creek Resort State Park
 - ❖ Rathbun Lake Lighthouse Visitors Center
- ❖ Environmental projects
 - ❖ Section 1135 Program
 - ❖ Section 206 Program

Excellent Congressional Support

- ❖ Senator Grassley
- ❖ Senator Harkin
- ❖ Congressman Leach
- ❖ Congressman Boswell



**For more information and
insight on this topic, contact:**

**Bill Duey, Operations Project
Manager at Rathbun Lake**