

**US Army Corps
Of Engineers**

Partnership Program Overview

Partnership Definition

- ❖ **A partnership IS:**
 - ❖ **A written agreement between the parties.**
 - ❖ **Mutual interest in, mutual benefits from, or mutually desired goals of a common objective related to the mission of the agency.**
 - ❖ **Appropriate legal authority.**

Partnership Definition

- ❖ **A partnership IS:**
 - ❖ Consistent with agency plans, policies and priorities.
 - ❖ Of evident public benefit.
 - ❖ A realistic timeframe with sufficient lead time to acquire funding, materials and necessary approvals.

Partnership Definition

- ❖ **A partnership is NOT:**
 - ❖ Conflict of interest or appearance of conflict of interest or preferential treatment of one entity over another.
 - ❖ Endorsement of commercial products, services or entities.

Partnership Definition

- ❖ **A partnership is NOT:**
 - ❖ Circumvention of applicable legal requirements in areas such as:
 - ❖ procurement
 - ❖ personnel or labor laws
 - ❖ printing, publishing or audiovisual production
 - ❖ issuance of special use permits
 - ❖ Marketing or promotion of partners except for recognition of the contribution.

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)

Partnering Authorities

Which one do I use?

❖ 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
- ❖ 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 entity with a board 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.

Kaskia - Kaw Rivers Conservancy is the 2006 winner.

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

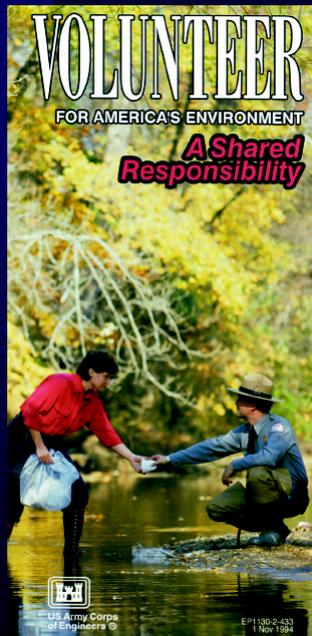
- ❖ receive protection for personal liability under the Federal Tort Claims Act
- ❖ entitled to first aid and medical treatment for on-the-job injuries under the Federal Employees Compensation Act
- ❖ other compensation could include:
 - ❖ reimbursement of out-of-pocket expenses
 - ❖ a free campsite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

- ❖ 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.

Volunteers

In 2005, the Corps 51,000 volunteers contributed over 1,288,500 hours of work with an estimated value of over \$22 million.

Rethink Volunteers

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

Challenge Partnerships

Provides 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~~ Partnership
 - ❖ 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 function
- ❖ Program Management has lead

Challenge Partnerships

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

Traditional Cost Sharing

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

Challenge Partnerships

- ❖ Flexible agreement
- ❖ Funds must be available in advance from operating funds
- ❖ Work generally accomplished during one fiscal year
- ❖ Cost share with both non-federal governmental and private entities
- ❖ May involve multiple sponsors 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, Challenge Partnership, 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**

Partnership Advisory Committee

- ❖ LRD – Mark Wilmes
- ❖ MVD - Richard Otto
- ❖ NAD - Cori Brown
- ❖ NWD - Greg Miller
- ❖ POD – Vacant
- ❖ SAD - Mike Hosey
- ❖ SPD - Chris Gallagher
- ❖ SWD - Jeff Boutwell
- ❖ EC – Vacant
- ❖ RLAT - Don Dunwoody
- ❖ SAT - Vacant
- ❖ SME - Susan Nee
- ❖ SME - Janice Howell

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



Joint Ventures - Partners in Stewardship



- ❖ Conference in November 03
- ❖ Signing ceremony with 7 agency heads
- ❖ Pledged commitment to working together to advance partnerships and find solutions to common problems
- ❖ Corps is a member of Interagency Cooperative Conservation Team

Roundtable and Workgroup

- ❖ LTG Strock and the heads of the other federal land management agencies
- ❖ Workgroup supports the Roundtable
- ❖ Provide a seamless system of services



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.**
- ❖ **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



**US Army Corps
of Engineers®**

Our Partnership Philosophy

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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

- ❖ Established to provide incentive to projects to use partnering initiatives
- ❖ To encourage local organizations to become a partner
- ❖ \$125,000 for 2007

Challenge Partnership Handshake Program 2006

- ❖ Waco Lake, TX
- ❖ Lucky Peak Dam, ID
- ❖ Pine Flat Lake, CA
- ❖ Carlyle Lake, IL
- ❖ Rend Lake, IL
- ❖ Dierk's Lake, AR
- ❖ Melvern Lake, KA
- ❖ Beaver Lake , AR
- ❖ Bay Model Visitor Center, CA
- ❖ Raystown Lake, PA
- ❖ Pine Flat Lake, CA
- ❖ Cape Cod Canal, MA
- ❖ Eau Galle Lake, WI
- ❖ B. Everett Jordan, NC
- ❖ Blue Marsh Lake, PA
- ❖ Tenn Tom Waterway, MS

What can you do?

- ❖ Find more ways to work with our partners.
- ❖ Think of innovative ways to showcase our partners.
- ❖ Share your successes and lessons learned.

Partnerships

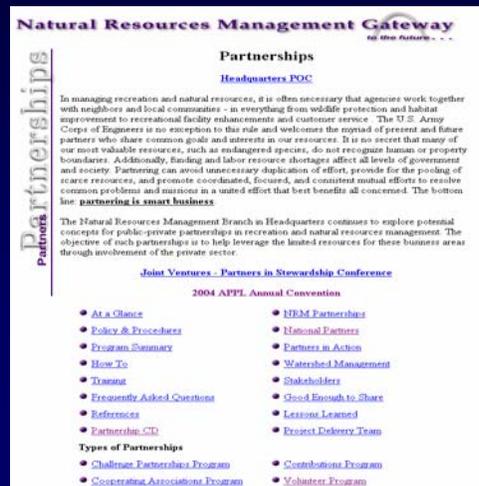
- ❖ Make sure you and your partner understand each others' expectations.
- ❖ Use the right authority for the right partnership.
- ❖ Communicate, communicate, communicate.
- ❖ Recognize your partner and the good work that you do.

Partnership Tools

- ❖ Business card
- ❖ Philosophy and talking points
- ❖ CD
- ❖ APPL/USACE workshop
- ❖ Partnership Advisory Committee
- ❖ NRM Gateway
- ❖ Partnership Checklist
- ❖ Transition Letter

NRM Gateway

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



The screenshot shows a webpage titled "Natural Resources Management Gateway" with the tagline "to the future...". The main heading is "Partnerships" with a sub-heading "Headquarters, POC". The text explains that in managing recreation and natural resources, it is often necessary for agencies to work together with neighbors and local communities. It mentions that the U.S. Army Corps of Engineers is no exception to this rule and welcomes the myriad of present and future partners who share common goals and interests in our resources. It also notes 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 duplications 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](#)
- [Policy & Procedures](#)
- [Ecosystem Summary](#)
- [How To](#)
- [Training](#)
- [Frequently Asked Questions](#)
- [References](#)
- [Partnership CD](#)

Types of Partnerships

- [Challenge Partnerships Program](#)
- [Cooperative Associations Program](#)
- [NRM Partnerships](#)
- [National Partners](#)
- [Partners in Action](#)
- [Watershed Management](#)
- [Stakeholders](#)
- [Good Enough to Share](#)
- [Lessons Learned](#)
- [Project Delivery Team](#)
- [Contributions Program](#)
- [Volunteer Program](#)

NRM Gateway

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