

Partnership Advisory Committee Charter January 2016

The Chief of the Natural Resources Management (NRM) Community of Practice, Operations Division, USACE, has appointed a permanent committee to expand the role of non-federal entities in serving the public through partnerships to develop innovative ways to overcome challenges, improve opportunities on public lands, and leverage resources. The NRM Partnership Advisory Committee (PAC) exists to encourage a partnership culture and to assist districts and projects in developing that culture. The committee supports the efforts of all NRM personnel by:

1. Forming, strengthening, and fostering relationships to accomplish our missions by actively collaborating with customers and stakeholders to build a better partnering environment.
2. Developing and providing training to Corps NRM staff to build and improve internal partnering competencies.
3. Providing current guidance and historical examples of sustainable partnering efforts on the Corps of Engineers Gateway <http://corpslakes.usace.army.mil/partners/partners.cfm>
4. Shaping the direction of the NRM partnership program by setting annual priorities, goals, and developing new programs and tools.

The committee will achieve the above stated support through assisting in the evaluation of USACE partnership authorities, regulations, interpretations, culture and institutional knowledge, and comparing them to other federal agencies. These evaluations will result in recommendations to HQUSACE to streamline processes and achieve a cohesive, consistent, and understandable program for USACE personnel and their stakeholders.

ER/EP 1130-2-500, Chapters 9, 10, 11, 12 and Appendices P, Q, R, T and U provide guidance to establish partnerships with government agencies and private organizations to assist the Corps in achieving multiple tasks and providing expanded program funding to support project purposes.

This document defines the goals and objectives of the committee, the mode of its operation, and the tasks it will undertake. Appendix A lists the names, addresses and telephone numbers of the current committee chair and members.

Natural Resources Management
Partnership Advisory Committee (PAC) Goals

The goals of the PAC are to assist in the establishment and support of a partnership program that will:

1. Increase **partnership knowledge** at all levels among NRM and external stakeholders
2. Build **partnering capacity**
3. Target **funding**
4. Recommend improvements to the **legal authorities** to assist the partnering processes
5. Support the **National Recreation Strategy**.

PAC Objectives and Action Items

Goal #1 - Increase partnership knowledge at all levels among NRM and external stakeholders

1. Educate the internal NRM community.
 - a. Host Partnership 101 and additional program specific webinar training each year.
 - b. Provide updated partnering guidance on the Gateway
 - c. Develop a culture that promotes and supports relationship/trust building.
 - d. Participate in district conferences to provide access to PAC resources. This would help identify projects interested in, and needing help with building and sustaining partnerships.
 - e. Lead two NRM Partnership PROSPECT Courses each fiscal year.
 - f. Promote the inclusion of partnering philosophies into career development planning.
 - g. Meet with district and field staff to identify challenges, issues, areas for improvement, and collaboratively develop recommendations and solutions.
2. Educate external stakeholders.
 - a. Participate in regular meetings with the Corps Foundation and other partner organizations.
 - b. Develop additional National MOU's to promote partnering with the COE.
 - c. Maintain statistical data on partnerships for distribution.
 - d. Create promotional materials to encourage new partnerships via the Corps Lakes website, NRM Gateway, and printed materials.
 - e. Select key partners to meet and develop plans to execute at lake level.

Goal #2 - Build partnering capacity

1. Encourage development of friends groups, cooperating associations, and similar organizations
 - a. Provide guidance to internal NRM community to establish Cooperating Associations
 - b. Provide guidance to the Corps Foundation and other partners on how to partner with COE

- c. Provide assistance to lake projects with participating stakeholders interested in establishing a cooperating association.
- 2. Identify partnership funding resources
 - a. Review success stories and history of Corps and other organization's partnership development.
- 3. Provide updated guidance and successful partnership examples using the Gateway for communication.
- 4. Partnership Wizard in OMBIL
 - a. Encourage participation at project level through regular reminders in advance of deadlines.
 - b. Provide annual OMBIL Webinar training.
- 5. Continue annual Excellence in Partnership award program and seek opportunities for other award/recognition programs such as the National Volunteer Award.

Goal #3 - Target Funding

- 1. Endorse incentives for field implementation of partnerships.
 - a. Continue funding for the Handshake Program.
 - b. Make recommendations to ERDC, the RLAT and SAT to reward projects active in partnership programs in the budgetary process.
- 2. Identify and leverage resources (federal, state, local, and private).
 - a. Support legislation to fund partnership projects as requested.
 - b. Communicate grant programs for partnership projects.
 - c. Investigate alternative funding opportunities.
 - d. Share best practices.

Goal #4 - Recommend improvements to the legal authorities to assist the partnering processes

- 1. Identify and retain legal counsel as a member of the PAC.
- 2. Aid in the analysis of existing authority and policy.
 - a. Help identify impediments to successful partnering.
 - b. Provide assistance to the NRM community in using existing authorities;
 - c. Recommend changes and additions to those authorities that prevent our ability to partner in innovative ways
 - d. Suggest legislative language needed to effect these changes.
- 3. Support simplification of the partnering process.
 - a. Help to create commonly accepted definitions of authorities, agreements and processes.

- b. Suggest ways to streamline forms and agreement templates to provide equal benefits to stakeholders as well as USACE entities.

Goal #5 - Support National Recreation Strategy

1. Increase use of internal and external partnerships with states, counties, communities, private and non-profit organizations and businesses, to provide recreation services to the public (2.1.)
 - a. Develop “Friends” group framework and strategy that responds to unique Corps water recreation opportunities and challenges (2.1.b)
 - b. Develop advocacy strategy that includes involvement with national level association(s) and/or foundation(s) (2.1.e).
 - c. Invite Corps Natural Resources Education Foundation or consider establishment of an additional national/regional Corps recreation foundation(s) to assist those projects without non-profit partners to provide operational and management support (2.1.f.).
2. Leverage appropriated dollars through grants, sponsorships and philanthropy (2.3.).
 - a. Identify funding opportunities that are within present authority (federal highway road program), sustainability/environmental grant programs (2.3.a).
3. Strengthen relationships with military installations and support organizations to meet the needs of both military families and the recreating public to foster use of Corps facilities by active duty, retired and reserve military veterans and families (2.4.).
4. Implement an official PROSPECT Course on “Partnerships” (4.1.e.).

PAC Structure

The committee shall consist of one subject matter expert (SME) from each division. Additional SMEs will be added as necessary. Each division representative shall be evaluated by the committee and the proponent for rotating off the committee following a term of 5 years (see Appendix A). A chairperson of the committee will be elected by the committee for a 2 year term or earlier if a vacancy occurs. The chair may serve for one additional 2 year term if the team elects them. The committee will include subject matter experts to use as resources from Contracting and Office of Counsel. The proponent shall be the Senior Policy Advisor for Partnerships and act as the liaison between the PAC and HQUSACE and other HQUSACE elements.

Committee vacancies are reported to the proponent, along with a recommendation of specific credentials (e.g. OPM, specialist, field level, district level, division level, etc.) required to fill the vacancy in order to maintain or expand the diversity of the committee as appropriate. Committee vacancies are approved by the Chief of NRM, HQUSACE from nominations submitted by the MSCs, based on the recommendation of the proponent and the PAC. Transfer of committee members outside of the division they represent when originally appointed will result in the end of their service to the committee.

PAC Operation

Subject to the availability of funds, HQUSACE will provide funding for travel and per diem costs for the members of the PAC to attend committee meetings. HQUSACE will also provide development costs for partnership tools approved by the PAC and HQUSACE for development. Funds will be transferred to the committee chair for distribution at the beginning of each fiscal year.

The committee shall establish an annual work plan (see Appendix B). The development of work plans shall be coordinated with HQUSACE by the Senior Policy Advisor for Partnerships. The PAC will meet when necessary but at least twice a year. The plan is to have one meeting to discuss PAC annual work plan and other pertinent topics and another meeting to present the Excellence in Partnership annual award and revise goals as necessary. PAC members will spend the majority of time at each member's permanent duty station corresponding by telephone and via email. It is expected that each committee member will spend on average 12 hours per month (outside of the week long meetings) completing duties for the PAC. Each member of the PAC shall also assist in teaching one PROSPECT class per year.

The committee shall schedule its own meetings as needed to provide input to HQUSACE on specific issues and work plans. The committee will develop its own meeting agendas, select locations for meetings and establish sub-committees as it sees fit. All such actions will be coordinated with the Senior Policy Advisor for Partnerships.

The committee shall coordinate all reports, minutes, recommendations, etc. with the Senior Policy Advisor for Partnerships.

PAC Chair

The committee chair tasks and activities include:

1. Develop annual work plans in coordination with other committee members and the Senior Policy Advisor for Partnerships.
2. Delegate member to prepare minutes of meetings and routine reports. Coordinates comments and suggestions from other committee members. Disseminate final copy to committee members, HQUSACE and coordinates posting to the NRM Gateway partnership pages.
3. Conduct meetings and teleconferences.
4. Conduct all committee business in accordance with charter guidelines and existing policies and procedures.

5. Assist committee members and sub-committees to focus on work plans and group tasks. Communicates regularly with the Senior Policy Advisor for Partnerships regarding activities of the committee.
6. Prepare actions for disbursement of funds to organizational units of committee members and funding activities. Assist with funds transfers associated with these activities.
7. Coordinate the scheduling and develop agendas to conduct monthly meetings.
8. Function as a neutral facilitator for committee members.

HQUSACE PAC Proponent

The proponent shall be the Senior Policy Advisor for Partnerships and act as the liaison between the PAC, RLAT, SAT, and HQUSACE. The proponent fulfills a function critical to the smooth operation and success of the committee. It is, therefore, imperative that the proponent attend all full PAC meetings and teleconference calls. Among other duties, the proponent will perform the following tasks and functions:

1. Work with PAC Chair to develop budget for operating the committee.
2. Advise the PAC of current HQUSACE policy regarding issues that are discussed at meetings and teleconference calls.
3. Discuss PAC recommendations with the Chief of the NRM and provide feedback to the committee. This includes directives for additional action, status reports of actions taken in response to committee recommendations and issues to be addressed by the committee.
4. Review all draft PAC meeting minutes, bulletins, user forms, annual work plans, and final draft submissions to the NRM Gateway, etc., and provide comments back to the committee.
5. Coordinate actions of the PAC with appropriate HQUSACE organizational entities (e.g. Office of Counsel, Real Estate) as well as support laboratories (ERDC/IWR) in a timely manner.
6. Act as the HQUSACE coordinator for any draft regulations or policies that the PAC is requested to act on.
7. Act as the USACE NRM partnership liaison at interagency meetings and report back to the committee results of actions that will affect committee work products or efforts.
8. Be an internal champion for human and finance resource needs, regulatory changes required, and legal improvements necessary to improve the partnering capabilities of the Corps of Engineers.

Appendix A*
PAC Members

Division/District	POC	PAC term	Phone Number
Great Lakes & Ohio River Division	Allison Walker	2015-2020	615-736-7988
Mississippi Valley Division	Stacy Sigman	2014-2019	501-767-2101
North Atlantic Division	Allen Gwinn- Chair	2010-2016 2015-2016	814-658-6810
Northwestern Division	Heath Kruger	2016-2021	816-389-2183
South Atlantic Division	Miriam Fleming - Secretary	2012-2017	251-690-3004
South Pacific Division	Taylor Johnson	2015-2020	209-772-1343
Southwestern Division	Titus Hardiman	2011-2016	501-324-5899

Business Line	Liaison	Phone Number
Recreation	Scott Strotman	202-761-0036
Environmental Stewardship	Jeff Krause	814-641-3957
RLAT	Kent Dunlap	918-669-7408
SAT	Brent Cossette	402-995-2712
Environmental Compliance	John Coho	202-761-4722

Proponent/Subject Matter Experts	POC	Phone Number
Headquarters	Heather Burke	503-808-4313
Office of Counsel	Susan Greenwood	202-761-0913
Real Estate	Laura Norman	202-761-0023

*Updated October 2015

Appendix B Annual Work Plan

		CY 2016 Work Plan																				
Action Items		Owner(s)		Goals					Time Line													
				Knowledge	Capacity	Funding	Policy	Rec Strategy	January	February	March	April	May	June	July	August	September	October	November	December		
1	Handshake	Allen/Heath	X		X			Ongoing							Ongoing			Ongoing				
2	Gateway Updates	Everyone	X	X				Ongoing							Ongoing			PRIMARY				
3	Integrate with water safety team for partnerships	Heather		X			X	Ongoing							Ongoing			Ongoing				
4	Corps Foundation Involvement	Heather	X	X			X	Ongoing							Ongoing			Ongoing				
5	OMBIL	Allison		X																		
6	Biannual MSC teleconferences	Everyone	X	X		X	X															
7	EiP Award	Miriam		X																		
8	Volunteer Award	Miriam	X	X		X																
9	Partnership 101 webinar	Stacy / Miriam	X	X		X																
10	Volunteer Policy webinar	Titus	X	X																		
11	Handshake webinars	Allen	X	X																		
12	Coop Association Webinar	Taylor	X	X		X																
13	OMBIL webinar	Allison	X	X																		
14	WRRDA Webinar	Heather				X																
15	Military partnerships webinar	Miriam	X	X			X															
16	Coop Agreement Process Team	Heather	X	X	X	X		Ongoing							Ongoing			Ongoing				
17	Coop Association Guide & Toolkit	Titus/Stacy/Taylor	X	X		X																
18	ER/EP Update	Heather	X	X		X		As required with new authorities														
19	PROSPECT Class	Everyone	X	X	X	X	X															
20	Update contributions policy	Everyone	X	X	X	X	X															

PAC 5 Year Work Plan					
Action Items	Goals				
	Knowledge	Capacity	Funding	Policy	Rec Strategy
Training Course Execution	X				
MOU development	X				
Handshake funding increase			X		
Legislation support			X		
Funding alternatives			X		
Legal authorities impacts				X	
Partnering authority consistencies				X	
Assist CNREF expanding role		X			
Templates				X	
Update Charter Annually					