

# Introduction to the NRM Partnership Program

## Partnerships in NRM PROSPECT Course



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# History of the NRM Partnership Program

“Let me tell you a little story about how we came to be...”



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# 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
- Demonstrated the Chief's commitment to partnering



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# The Seven Land Management Agencies

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



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

**-General Strock**



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# Outcomes of JVP

- The Corps of Engineers as a community recognized the value of partnering at all levels and in all business lines
- Stakeholder listening sessions were conducted
- Created HQ senior partnership position (Debra Stokes)
- Partnership Advisory Committee established in October 2003 to evaluate existing policies, authorities and develop new strategies
- Redefined “Partnership”



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# 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** are the keys 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.



**Partnerships are a smart way of doing business.**



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# Partnership Advisory Committee 2004

PAC 2009 – Raystown

LRD – Gene Davis

MVD - Richard Otto (Retired)

NAD - Cori Brown (Retired)

NWD - Greg Miller (Retired)

POD - Mike Lee (Retired)

SAD - Mike Hosey

SPD - Chris Gallagher (Would really like to retire)

SWD - Jeff Boutwell



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# Partnership Advisory Committee Strategies

- Policy - Revise regulations and develop legal primer
- Authorities - Legislative package modeled after other federal agencies authorities
- Training - APPL Workshop
- Incentives-Handshake funding
- Interagency collaboration team



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# Issues And Challenges

- Reduced funding, aging infrastructure and increasing customer demand
- Lack of clear policy guidance and poor decision making processes
- Lack of institutional knowledge
- Lack of basic authorities available to other land management agencies
- Inconsistency of interpretation of policies between districts and offices within the districts specifically with OC, RE etc.



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# What is a Partnership?

- A relationship where people work together to achieve goals
- Voluntary collaboration working toward a common objective related to the agency/partner's mission
- Combines individual strengths to solve problems
- Builds consensus and broad-based community support



- Leverages funds and resources to meet challenges and improve opportunities
- Appropriate legal authority, consistent with agency policies



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# What is a Partnership?



- They may be formal or informal.
- Can be as simple as a contribution of materials, services, or funds (It is NOT a lease, license, or contract)
- Partnerships grow and change with time.



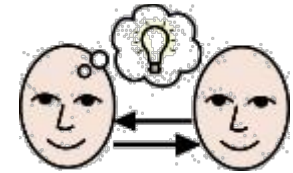


# PARTNERSHIP

"You give me half the fish, and I tell my Mom to let you live."

# What's the Big Deal About Partnerships?

- Avoid unnecessary duplication of effort and promote coordinated efforts to resolve common challenges
- Partnerships are not only important, they are a necessity!
- Agency culture needs to promote partnering as a part of the management model and encourage training for staff.
- FY 17 Rec/ES budget = ~\$369 million. Without sustainable cost-effective partnerships => Decrease in services and amenities and degradation of natural resources
- FY 16 partnerships reported in OMBIL: 1,393 partnerships (plus 279 co-partners) with a total value of \$59.8 million
- 45,104 Corps volunteers contributed 1,562,328 hours of work with a value of \$37 million



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# Partnership Connection to the Recreation Strategic Plan

- Partnerships show up in all four Goals, with heavy focus in Goal 2 and are mentioned in 29 action items (approx. 1/3)
- Ensure access to water resources and quality outdoor recreation opportunities through new authorities and increased partnerships.
- Recreation Strategy action items in progress:
  - Working with Office of Counsel on consistent policies
  - Strengthening military partnerships – Military pass program, CAST Take a Warrior Fishing program, employment of Wounded Warriors
  - Engaging the Corps Foundation
  - Building partnership competencies at all levels – NRMG pages, PROSPECT class, webinars: Please spread the word!



# Building the Partnership Paradigm

- Be proactive. Don't wait until you need something from someone.
- Attend local community events and make personal invitations to potential partners.
- Partnerships are not “free.” They take time and effort to cultivate, and require a foundation built on trust to be successful.
- Where there is a will, there is a way.
- Partnerships are about getting to yes and finding ways to get things done.





# Principles for Success

- Partnerships should be treated like a marriage.



- Establish clear expectations of roles and responsibilities at the beginning of the relationships to avoid future trials and tribulations.
- Get to know your partners as people 1st. Build that into the process.

- Use processes such as master plan development as an opportunity to collaborate.



- Federal partners often excel in planning, whereas private partners often excel at implementation.



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# Principles for Success

- Engage partners in budget decisions such as park closures, reduced services, etc. Run the scenarios and see how they can help before the final decisions are made. (Rushmore night programs, Arizona Memorial boat tours)



- Never pass up a good catalyst.
- Don't reinvent the wheel. Use the Gateway and the PAC team to find out if someone has done what you'd like to do.
- Share the resources and rewards.
- For a successful partnership, think of volunteers as investors who expect a return on the value they provide.

# Partnership Challenges 2017



- What our partners say:
  - “Your processes are daunting and 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.”
- Our current authorities do not fully support two-way partnering.
- Support elements such as Office of Counsel (OC), Contracting, and Resource Management often adopt very conservative approaches.
- Decreasing funding=> less staff => less time to foster relationships with current or potential partners

# Partnering Authorities/Guidance

- **WRDA 1992: Sec 203 (33 USC 2325) and Sec 225 (33 USC 2328), PL 98-63 (33 USC 569c):** Authority to accept contributions, volunteers, and set up Challenge Partnership Agreements
- **31 USC 1535, 41 USC 501, 31 USC 6301, 7 USC 2814, WRDA 2000: Sec 213 (33 USC 2339), WRRDA 2014: Sec 1031(b), 10 USC 2358:** Authorities to enter into agreements for services with other federal agencies (Economy Act), cooperative agreements for noxious weed management, education/training, research & development with universities, and agreements with Indian tribes
- **ER/EP 1130-2-500, Partners and Support, Chapter 9 (Cooperating Associations), Chapter 10 (Volunteers) –replaced by WRRDA 2014 Implementation Guidance 12 Aug 2016, Chapter 11 (Contributions), Chapter 12 (Challenge Partnerships, formerly called Challenge Cost Share)**



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# New Partnering Authorities

## WRDA 2016 – Section 1001: Youth Service and Conservation Corps Organizations

- Amends WRDA 2000 Section 213 (33 USC 2339)
- Added language: “The Secretary, to the maximum extent practicable, shall enter into cooperative agreements with qualified youth service and conservation corps organizations for services relating to projects under the jurisdiction of the Secretary and shall do so in a manner that ensures the maximum participation and opportunities for such organizations.”
- Does not actually provide any new authority. Just provides more emphasis on use of youth conservation corps.
- Does not come with any new funding stream.
- Implementation guidance will be developed later this year.



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# New Partnering Authorities

## WRDA 2016 – Section 1155: Management of Recreation Facilities

- Amends WRDA 1992 Section 225 (33 USC 2328) Challenge Partnership Program
- Added language:
  - Collection of fees: The Secretary may allow a **non-Federal public entity** that has entered into an agreement to collect user fees for the use of developed recreation sites and facilities, whether developed or constructed by that entity or the Department of the Army.
  - Use of visitor reservation services: The non-Federal public entity may use, to manage fee collections and reservations, any visitor reservation service that the Secretary has provided for by contract or interagency agreement.



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# New Partnering Authorities

## WRDA 2016 – Section 1155: Management of Recreation Facilities (cont.)

- Added language (cont.):
  - Use of fees: The non-Federal public entity that collects the user fees may retain up to 100 percent of the fees collected, and shall use any retained amount for operation, maintenance, and management activities at the recreation site at which the fee is collected.
  
- Implementation guidance is currently being developed.
  
- Until official implementation guidance has been approved by the ASA (CW), Corps staff cannot share their own interpretation of the statute or provide draft policy and procedures to the public.
  
- Note: Please have patience with the process. WRRDA 2014 implementation guidance took 2 years to go into effect.

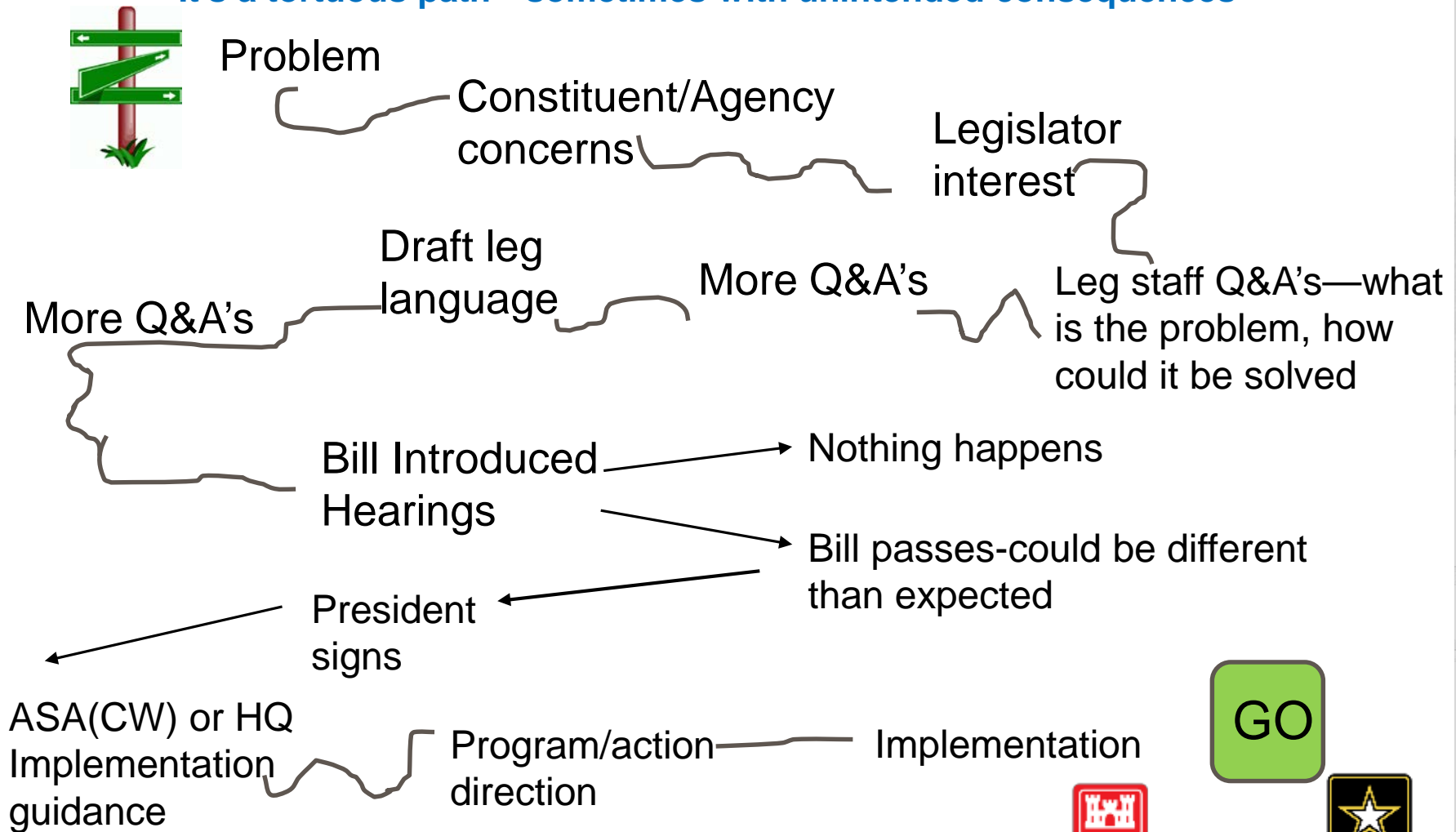


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# How Do We Get New Laws & Authorities For Programs?

It's a tortuous path—sometimes with unintended consequences



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# 7 USACE Authorized Partnership Types: Choosing the Right Tool for the Job

NOTE: Sometimes, more than one type of agreement will work for your partnership. The length, complexity and extent of the project or partnership should drive the choice of agreement tool/partnership type

- **Economy Act Agreements:** Agreements for services and/or supplies with other federal agencies which are only used when goods/services can't be provided as conveniently or cheaply by commercial contract
- **Cooperative Agreements:** Agreements the Corps to transfer money or a thing of value to a partner for services and/or supplies. USACE authority for cooperative agreements is limited to specific types.
- **Cooperating Associations:** Tax-exempt non-profit, free-standing corporate entities with boards of directors, set up through a cooperating association agreement



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# Partnership Types

- **Challenge Partnerships:** Agreement with non-Federal public and private entities on facilities and natural resources maintained at full Federal expense
- **Memorandums of Understanding/Agreement (MOU/MOA):** “Agreement to agree” but does not obligate funds. MOA establishes legal terms that will be included in a support agreement/reimbursable order to follow
- **Volunteer Agreements:** Allow the Corps to accept services of volunteers for a variety of natural resources work with the exception of law enforcement and policy-making
- **Contributions Program:** Simplest form of partnership. Acceptance of money, materials, or services from groups and individuals for environmental stewardship, restoration, and recreation





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# Natural Resources Management Gateway

to the future . . .

- Home
- Visitors
- Lake Discovery
- Recreation
- Env Compliance
- Env Stewardship
- Partners
- News/Events
- People
- Forums
- Learning
- GETS
- Tools
- New Postings
- Submit
- Index/Search

## How To Develop a Partnership

[Step 1](#)  
[Assess Situational Needs](#)



[Step 2](#)  
[What Kind of Partnership is Right for You?](#)



[Step 3](#)  
[Budget Development and Financing](#)

Partnerships  
How To



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## Step 2 - What Kind of Partnership is Right for You?

[Back](#)

District Commanders are responsible for approval/execution of most partnering agreements. However, this authority can be delegated to the Chief of Operations or the Operations Project Manager through a delegation of [authority memo](#). The Corps of Engineers has a number of authorities and programs that allow it to provide work or funds or accept work or funds from Federal, State, Tribal, or non-Federal entities. The following list includes the partnership types within our authorities.

**[Challenge Partnerships](#)** – The Corps can enter into agreements to accept funds, materials, and services from non-Federal public and private entities to provide for operation and/or management and development of recreation facilities and natural resources at water resource development projects, where such facilities are being maintained at full federal expense. This program allows the Corps to accept services or funds in the above circumstances; it does not permit the Corps to reimburse for services. The contributed resources are combined with regular project resources to accomplish work within current authorities and contained in the annual or five-year plan in the approved operational management plan. (33 U.S.C. §2328; [EP 1130-2-500, Chapter 12](#); [ER 1130-2-500, Chapter 12](#)).

**[Cooperating Associations](#)** – The Corps may enter into cooperative agreements with tax-exempt, non-profit organizations that volunteer services to the Corps. Cooperating associations are used to accomplish such broad goals as natural resource management, interpretation and visitor service activities at Corps civil works projects, fee-owned lands, and other areas for which the Corps has administrative and management responsibilities. ([EP 1130-2-500, Chapter 9](#); [ER 1130-2-500, Chapter 9](#)).

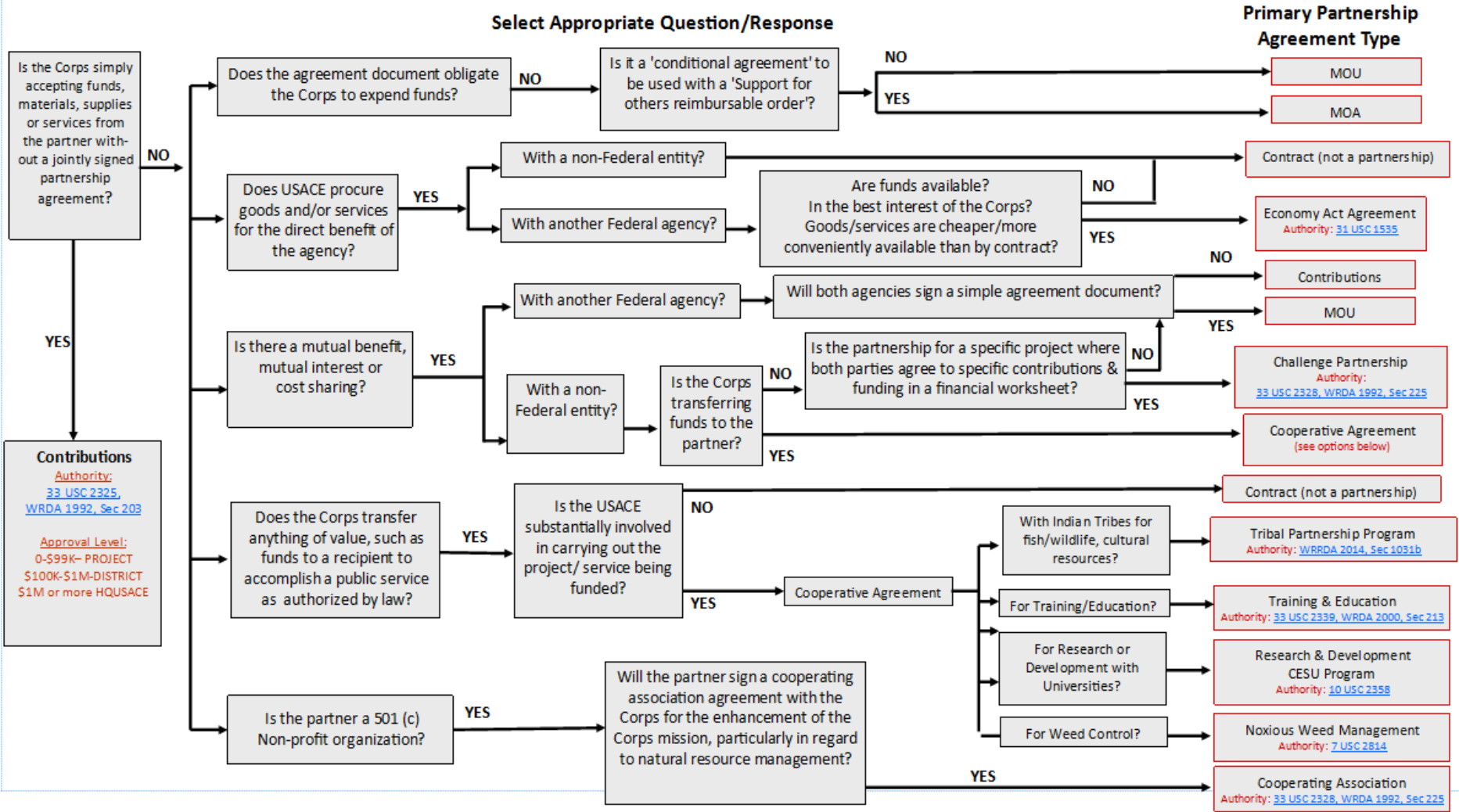
**[Volunteers](#)** – The Corps is authorized to accept the services of volunteers to carry out any Corps activity except policy-making or law enforcement. Volunteer agreements allow the Corps to accept the services of volunteers and to provide for their incidental expenses. (33 U.S.C. §569c; [ER 1130-2-500, Chapter 10](#); [EP 1130-2-500, Chapter 10](#); [EP 1130-2-429](#)).

**[Contributions Program](#)** – The Corps is authorized to accept contributions of cash, funds, materials, and services from persons, including governmental entities but excluding the project sponsor, in connection with carrying out a water resources project for environmental protection, restoration or recreation. Contributions must be used for work items within current authorities and contained in an approved annual five-year operational management plan. A contributions plan serves as the agreement for this program. Note: Real estate cannot be accepted under this program. (33 U.S.C. §2325; [EP 1130-2-500, Chapter 11](#); [ER 1130-2-500, Chapter 11](#)).

**[Memoranda of Understanding \(MOU\)/Memoranda of Agreement \(MOA\)](#)** – These are “agreements to agree” which coordinate the Corps’ authorized activities with another entity. MOUs often state common goals and nothing more. Thus, MOUs do not contemplate funds transfers and should usually include language that states something similar to: “This is not a funds obligating document; by signing this agreement the parties are not bound to take any action or fund any initiative.” They may be used to run a program a certain way so that it functions better with the program of a sister agency, for example.

# USACE NRM Partnership Agreement Decision Tree

(for Recreation and Environmental Stewardship Partnerships)



# USACE NRM Partnership Agreements - Flow of Money/Contributions

(for Recreation and Environmental Stewardship Partnerships)

USACE ← \$\$\$ to us

## Contributions

(anyone except the project sponsor)

Authority:

[33 USC 2325](#)

[WRDA 1992, Sec 203](#)

## Challenge Partnerships

(non-federal entity)

Authority:

[33 USC 2328](#)

[WRDA 1992, Sec 225](#)

## Cooperating Association

(non-profit entity)

Authority:

[33 USC 2328](#)

[WRDA 1992, Sec 225](#)

USACE → \$\$\$ to partner

## Cooperative Agreement for Weed Management

(any State Agency)

Authority:

[7 USC 2418](#)

## Cooperative Agreement for Research & Development CESU Program

(Universities)

Authority:

[10 USC 2358](#)

## Cooperative Agreement with Indian Tribes for fish, wildlife, water quality, cultural resources

(Indian Tribes)

Authority:

[WRRDA 2014, Sec 1031b](#)

USACE → \$\$\$ to partner

## Cooperative Agreement for Training/Education

(non-federal or non-profit)

Authority:

[33 USC 2339](#)

[WRDA 2000, Sec 213](#)  
amended by [WRRDA 2014, Sec 1047\(e\)](#)

USACE ↔ \$\$\$ both ways

## Economy Act

(federal agency)

Authority:

[31 USC 1535](#)

## NRM Partnership Agreement Approval Levels

This document is intended to provide a brief overview of available partnership authorities and approval requirements.  
Corps personnel should coordinate all proposed agreements with their Office of Counsel.

Agreement Type	Authority	Special Considerations	\$ Value	Signature*
Contribution	<a href="#">33 USC 2325, Sec 203 of WRDA 1992</a>	Acceptance level based on \$ value	< \$2,500: Any staff member \$2,500 to < \$100K: Manager \$100K to < \$1M: District NRM and OC \$1M or >: HQUSACE OC, NRM, DCW <small>*Reference 2008 Contributions, Fundraising and Recognition Reference Guide, Sections 5.2 and 5.3</small>	No agreement to sign. District Contributions Plan provides authorization.
Challenge Partnership	<a href="#">33 USC 2328, Sec 225 of WRDA 1992</a>	Signature based on \$ value	\$25K or <: delegable to OPM > \$25K to \$200K: delegable to Ops Chief > \$200K: District Commander <small>*Reference ER 1130-2-500, Ch 12-2.k</small>	District Commander unless delegated to Operations Project Manager and/or Chief of Operations per ER 1130-2-500. Agreements involving projects in more than one district must be approved by MSC Commander or their delegate.
Cooperating Association	<a href="#">33 USC 2328, Sec 225 of WRDA 1992</a>	A moratorium is currently in place for cooperative agreements and associated leases that allow CAs to collect and retain fees for use of Corps facilities. <small>*Reference CECW Memo dated 12 September 2013.</small>	N/A	Agreements that do not involve fee collection/retention may be approved by District Commanders. Until further guidance is issued, all agreements involving fee collection/retention for use of Corps facilities must be approved at HQUSACE.
Economy Act	<a href="#">31 USC 1535</a>	Agreements w/ DoD entities	N/A	District Commander <small>*Reference FR 1140-3-1, para. 6.</small>
		Agreement w/ non-DoD agencies where the Corps is the servicing agency	N/A	MSC Commander unless delegated to District Commander. <small>*Reference FR 1140-1-211, para. 8.</small>
		Agreements w/ non-DoD agencies where the Corps is the ordering agency	N/A	SES or General Officer. <small>*Reference DoD FMR Vol. 11A, ch. 3, para. 030304.</small>
Memorandum of Understanding (MOU)	No explicit authority required. MOUs are non-binding agreements that do not commit either party to do anything. However, the Corps must have authority to perform the activities or carry out the intentions referenced in an MOU.	Level of signature depends on complexity of agreement and level of partner signature	N/A	OPM, Operations Chief, District Commander or higher official - depends on which authority is cited (if any) and/or level of signature at partner organization. Agreements with regional or national implications should be coordinated with affected MSCs and HQUSACE.

<b>Memorandum of Agreement (MOA)</b>	Authorities vary. MOAs are used to document binding agreements between parties based on specific statutory authority (e.g., Economy Act agreements).	Depends on authority	Depends on authority	Depends on authority
<b>Volunteer</b>	<a href="#">33 USC 569c</a>	Delegation memo on file	N/A	District Commander unless delegated. <i>*Reference 12 Aug 2016 CECW-CO Memo: Implementation Guidance for Section 1047(d) Services of Volunteers of the Water Resources and Reform Development Act (WRRDA) of 2014, PL 113-121</i>
<b>Cooperative Agreement - Noxious Weed Management</b>	<a href="#">7 USC 2814</a>	All cooperative agreements must be signed by a certified grants officer, regardless of \$ value. The authority for who can enter into the cooperative agreements varies depending on the specific law.		ASA (CW) has authority to enter into the agreement. Grants Officer signs the agreement.
<b>Cooperative Agreement-Educational/Training Activities</b>	<a href="#">33 USC 2339, Sec 213 of WRDA 2000 as amended by Sec 1047(e) of WRRDA 2014</a>			District Commander has authority to enter into the agreement. Grants Officer signs the agreement. <i>*Reference 31 Aug 2015 CECW-CO Memo: Implementation Guidance for Section 1047(e) Training and Educational Activities of WRRDA 2014, PL 113-121 and Delegation Memos to all District Commanders</i>
<b>Cooperative Agreement -with Indian Tribes for fish/wildlife, water quality, cultural resource protection</b>	<a href="#">WRRDA 2014, Section 1031(b)</a>			Director of Civil Works has authority to approve district MOAs and delegate authority to Division and District Commanders to enter into cooperative agreements. District Grants Officer signs the agreement. <i>*Reference 03 August 2016 CECW-P Memo: Implementation Guidance for Section 1031(b) of the Water Resources Reform and Development Act (WRRDA) of 2014, Cooperative Agreements (CAs) With Indian Tribes</i>
<b>Cooperative Agreement-Collaborative Research &amp; Development (CESU Program)</b>	<a href="#">10 USC 2358</a>			Director of Army lab has authority to enter into the agreement. Grants Officers who have received delegated authority sign the agreement.

\*Note: Signature levels listed are national standards. District Commanders have the authority to set stricter standards within their command. Check with your District Office of Counsel for further guidance.



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# Resources: NRM Gateway

<https://corpslakes.ercd.dren.mil/partners/partners.cfm>

## Partnerships

[Headquarters POC](#)

[Partnerships Pages Quick-finder Index](#)

In today's financial environment PARTNERING is an essential tool that allows the U.S. Army Corps of Engineers to effectively manage recreation and environmental resources. In order to successfully meet our recreation and stewardship missions, and to foster shared values, vision, and a sense of ownership it is imperative that we work together with state governments, Native American tribes, private/public organizations, local communities, and other partners to maintain or advance programs from wildlife protection and habitat improvement to recreational facility enhancements.

Partnering helps to pool scarce resources, to promote coordinated, focused, and consistent mutual efforts to resolve common problems and missions, and to avoid unnecessary duplication of effort. The NRM Program has embraced this reality and is committed to fully exploring the potential development of new public-private partnerships to leverage limited appropriated funds and human resources.

This page will help you determine the [right tools for your partnerships](#), [find the right training to expand your knowledge](#), and [learn from the successful efforts of your peers](#). You will find answers to longstanding questions and discover how to effectively utilize important partners such as the [Corps of Engineers Natural Resources Education Foundation](#). The bottom line: **partnering is smart business.**

### Partnership Types: [Which is right for you?](#)

- [Challenge Partnerships Program](#)
- [Handshake Partnerships Program](#)
- [Contributions Program](#)
- [Cooperating Associations Program](#)
- [Memoranda of Understanding/Agreement \(MOU/MOA\)](#)
- [Volunteer Program](#)
- [Economy Act Agreements](#)
- [Cooperative Agreements](#)

### How To:

- [Policy & Procedures](#)
- [Training](#)
- [Grants/Alternative Funding Sources](#)
- [Partnership Advisory Committee](#)
- [Division & District POCs](#) 
- [Partnerships in OMBIL](#)
- [FAQs](#)
- [News / Current Issues](#)
- [Good Enough to Share](#)
- [Partnership Outreach Sheet](#)

# Sharing the Challenge

Partnership Opportunities with the U.S. Army Corps of Engineers



BUILDING STRONG®



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## Why Partner with the Corps?

The U.S. Army Corps of Engineers manages some of the most cherished lakes, rivers and lands near your communities and towns. Communities are proud of their special place in our parks. Many of our partners and visitors comment that they grew up near a Corps lake, or they spend as much time as they can in a particular Corps park. Great family memories are created during a boating, fishing, camping trip, or after a quiet day of hiking or biking on one of our many trail systems. These experiences are important in strengthening families and communities. Our parks also have significant economical impact, with visitors spending upwards of \$18 billion on trip expenses and durable goods annually. With the help of our partners, we can provide more service to the public than without you by our side.

By partnering with us, you will have a hand in helping manage our lakes and rivers for your customer's benefit. The American public loves our Corps lakes. How much is an opportunity or special moment worth? How much would someone be willing to pay to see an elk run across the valley ahead of them, watch their granddaughter catch her first fish, or share family stories around the campfire? People are willing to spend money to see or experience something they cannot see or experience anywhere else. Sharing these values as part of your marketing strategy makes sense. Partnering with the Corps will bring large exposure to your organization, with 370 million people visiting a Corps lake each year.

*What our partners say: "Partnering with the Corps allows our organization to accomplish so much more than we could ever do alone. The expertise, vision and leadership that the Corps brings to the table provides a strong foundation for any project we're working on together." Dan River Basin Association*

## The Corps Story

- As the leading federal provider of recreation, one out every ten Americans visits a Corps lake.
- Park visitation exceeds all other federal agencies.
- Manage 12 million acres of land and water
- Visitors spend nearly \$18 billion on trip expenses and durable goods annually, resulting in 500,000 jobs
- 422 lakes in 43 states hosting 38% of all fresh water lake fishing
- 4,000 recreation sites of which 80% are within 50 miles of a metropolitan area
- 101,000 campsites, 3,800 boat ramps, 5,000 miles of trails

## Partnering Benefits

- Increases public relations and a general feeling of goodwill toward your organization
- Strengthening the environmental, social and economic health of communities
- Helping conserve America's natural places for future generations
- Potential market branding to reach out to new customers
- Increases employee or staff well-being as they recreate in our parks
- Enjoyment of being in a park environment while helping serve others
- Our recreational and land management programs are diverse and the partnership opportunities are varied



## Partner Spotlights



Raystown Lake had the potential to be a mountain bike destination, but it took a partnership between the Corps, the Friends of Raystown Lake and the International Mountain Biking Association to turn this vision into a reality. The Friends of Raystown Lake raised funds and leveraged volunteers to build the trails and other infrastructure around the lake. Together with the community, other partners and with IMBA's technical assistance, the agency and the local group built 30 miles of trails. From the \$800,000 initially invested, the project generated \$2 million of local economic stimulus in the first year alone.

Patients undergoing extended medical treatment in the Little Rock area now have an affordable and peaceful place to stay in a beautiful setting along with their families thanks to the University of Arkansas for Medical Sciences. UAMS provided \$90,000 to build six dedicated campsites specifically for medical care patients in the park. "UAMS is very pleased to partner with the U.S. Army Corps of Engineers to make these campsites available for patients," said UAMS Chancellor I. Dodd Wilson, M.D. "We are very appreciative of the support and compassion the Corps has shown in helping make this possible."



Paralyzed Veterans of America has been partnering for years with the Chena River Lakes project in Alaska to hold special moose hunts for veterans. Companies such as Ruger, Leopold Optics and Savage Arms also participate by sponsoring hunters' travel expenses. Over time, the need for special housing became evident and resulted in the design and construction of an accessible hunting cabin. The "Wheeling Hunter" cabin provides hunters and volunteers the ability to assemble, mobilize, eat and rest during the annual veteran moose hunt. It is primarily used by members of our military who have serious mobility impairments and are confined to wheelchairs. The cabin offers a great interpretive opportunity and chance to promote the Corps, our partners and our volunteers. It showcases our commitment to the military community and goal to make public lands accessible to everyone.

## Corps Recreation Values and Roles

- Providing places for people and water to meet.
- Providing safe and accessible recreation opportunities and educating the public on how to play in and around water.
- Protecting resources for present and future generations to use and enjoy.
- Supporting healthy communities through access to outdoor activities for the community, military and general public.
- Continuing to maintain a geographic distribution of recreation opportunities throughout the country.



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How to Partner: For additional information on partnership opportunities visit <http://corpslakes.usace.army.mil>. You may also contact your local USACE Office or the USACE National Partnership Coordinator: [Heather.D.Burke@usace.army.mil](mailto:Heather.D.Burke@usace.army.mil)





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**SPECIAL  
POINTS OF  
INTEREST:**

- New Handshake Program winners announced
- Soar with the Corps and the Audubon Society
- See a Handshake project at work
- Learn about a nursery for striped bass
- What's buzzing with a Boy Scout pollinator project?
- Okaw Valley Schools gain new skills
- Volunteer recognitions
- Paddling trash pickup
- 2016 OMBIL Statistics

# Bridging the Gap

VOLUME 1, ISSUE

JANUARY 2017

## Congratulations to Handshake Program Winners!

Congratulations to the FY 17 Handshake Partnership Program funding recipients: Big Hill Lake, Caesar Creek Lake, Coralville Lake, Raystown Lake, Rend Lake, Shelbyville Lake, Surry Mountain Lake, Table Rock Lake and Tioga Hammond / Cowanesque. These nine projects come from seven Corps districts within four divisions. Collectively, these projects will improve recreation opportunities and facilities for all visitors, providing access for land

and water-based recreation, connecting communities to outdoor opportunities, protecting and conserving natural resources, enhancing our environmental stewardship mission, increasing public awareness of the value of water resources, and engaging federal, state, and local partners in a shared vision. To accomplish these goals, the projects involve 45 partners who have pledged more than \$308,000. These Handshake Partnership Program

funding recipients demonstrate the continued success of our field projects working with their stakeholders and local communities to accomplish great projects. For more information regarding the Handshake Program, please visit Handshake page on the NRM Gateway at <https://corpslakes.erdcdren.mil/employees/handshake/> or contact your division Partnership Advisory Committee member.

## The Yosemite Area Audubon Society Soars with Eastman and Hensley Lakes

By Alyson Strickland

In early 2012, the Yosemite Area Audubon Society, working under the national MOU between the Corps and the National Audubon Society, began a long-term program to build, install, and monitor nest boxes in multiple counties in central California including breathing life into the nest box programs at both Eastman and Hensley Lakes. The first year of the program focused on American Kestrels. Since 2013 the program has expanded to include barn owls, wood ducks, Western bluebirds, tree-swallows and ash-throated flycatchers. Many nests have shown

to be used by multiple species at one time.

One of the big success stories is based on the songbird boxes that



**Baby Tree Swallows:  
"Pinkies"**

are along a section of fence line on the Hensley Lake property line. In the Buck Ridge Recreation Area, 12-15 boxes are

currently being used by tree swallows and ash-throated flycatchers. In addition, several other nest boxes located at the Buck Ridge Group Shelter area include 58 tree swallow nests, of which 57 nests were discovered to accommodate 148 fledging birds. In the same location, 10 ash-throated flycatcher nests are home to 22 fledging young. These numbers are essentially a 90% increase in bird activity within that area. The Yosemite Area Audubon Society has played a vital role in increasing the bird activity at both Hensley and Eastman Lakes.

PAC team newsletter:  
issued twice each year



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# Corps Lakes Gateway

US Army Corps of Engineers

[www.CorpsLakes.us](http://www.CorpsLakes.us)

Your gateway to fun at Corps Lakes!



Select a State ▼

Select a Corps of Engineers Lake ▼

Select an Activity ▼

Search

370 million visits

## Partnerships in Natural Resources Management



Our Nation's lakes, rivers, and parks need you! Imagine yourself creating new recreation opportunities, improving and creating trails, preserving history, protecting wildlife, caring for the environment, ensuring healthy watersheds, expanding learning opportunities, or improving accessibility.

Each year, the Army Corps of Engineers partners with thousands of individuals and organizations on recreation and environmental projects to enhance our nation's natural resources. We are proud of our broad range of existing partners and eagerly seek to expand mutually beneficial relationships with others.

Examples of Successful Partnerships ▼

National Partners with the Corps of Engineers ▼

# Resources: Volunteer Clearinghouse

<http://www.corpslakes.us/volunteer/>



[HOME](#) > [MISSIONS](#) > [CIVIL WORKS](#) > [RECREATION](#) > [VOLUNTEER CLEARINGHOUSE](#)

## Volunteer Resources

[Volunteer Clearinghouse](#)

[Volunteer Opportunities](#)

[Volunteers in Action](#)

[Contact Us](#)

[Submit a Listing](#)

## Useful Links

[Water Safety](#)

[Corps Lakes Gateway](#)

[USACE Natural Resources](#)

[Education Foundation](#)

## Volunteer Clearinghouse

Welcome to the U.S. Army Corps of Engineers Volunteer Clearinghouse. The Corps of Engineers, which is the steward of almost 12 million acres of land and water, offers many volunteer opportunities to care for recreation facilities and natural resources.

The Volunteer Clearinghouse serves the Corps of Engineers nationwide to link potential volunteers with Park Rangers at lakes and waterways that need them. The clearinghouse provides information about the volunteer program and directs people to the point of contact, usually a Park Ranger, at the lake or location of interest.

Callers should be ready to provide information about their interests, talents, dates available and locations they may want to volunteer.

Corps Park Rangers, serving as volunteer coordinators, can also use the Volunteer Clearinghouse to help find volunteers. Volunteer coordinators that need volunteers can send their volunteer vacancies to the Clearinghouse to be listed on the website.

Volunteer opportunities include:

- Campground Host

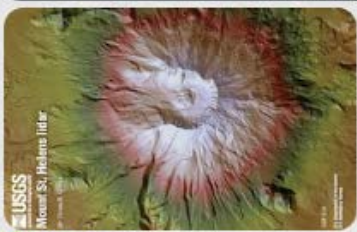
# Resources:

## [www.Volunteer.Gov](http://www.Volunteer.Gov)



U.S. Army Corps of Engineers- Youghiogheny River Lake, PA  
Volunteers assist park rangers with wood duck box surveys

### Featured Opportunities



**USGS The National Map Corp - Volunteer Map Editor**  
The US Geological Survey (USGS) is recruiting volunteers to collect and update USGS geographic data. Similar to how other online crowdsourcing cartographic applications allow anyone to collect, edit, and use geographic data through an online map editor, the USGS has developed an online editor customized to our data needs that allows volunteers ....[view more](#)

[View Next](#)

### Find a Volunteer Opportunity

Keywords

City  State

Agency

Interests

Housing/Amenities

Recent Postings

### Events Calendar

March 2015						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

### Find Opportunities by State



### Links



# PAC 2017

- Allison Walker - LRD  
(LRN District Office)
- Jason Knight– SWD  
(SWT District Office)
- Heath Kruger– NWD  
(Kansas City District)
- Stacy Sigman- MVD  
(Lake Ouachita)
- Taylor Johnson- SPD  
(New Hogan Lake)
- Miriam Fleming – Chair- SAD  
(Carters Lake)
- Ron Woodall –NAD  
(West Hill Dam)
- Heather Burke – HQ



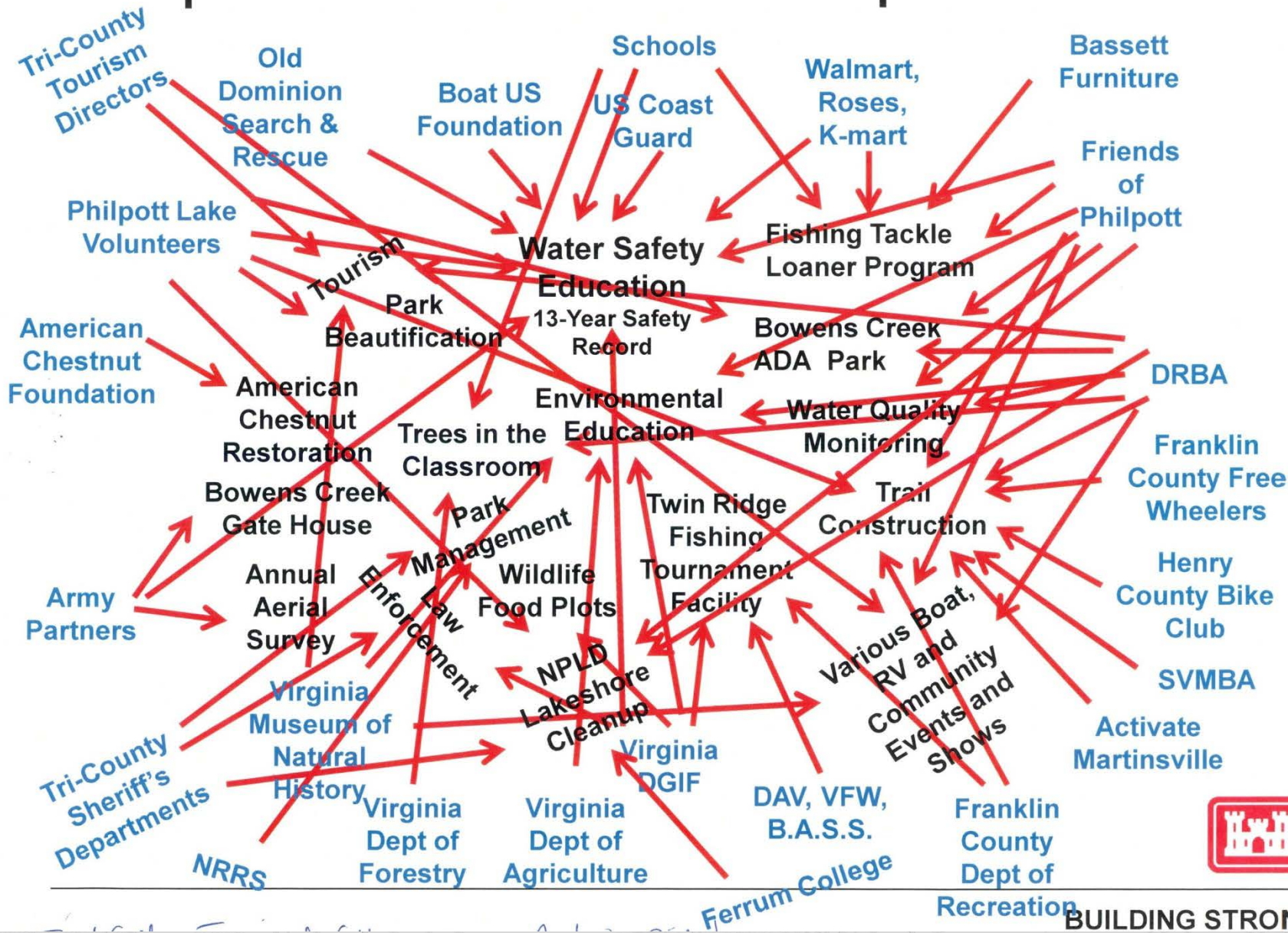
\*\* Jason Knight and Ron Woodall not shown in photo



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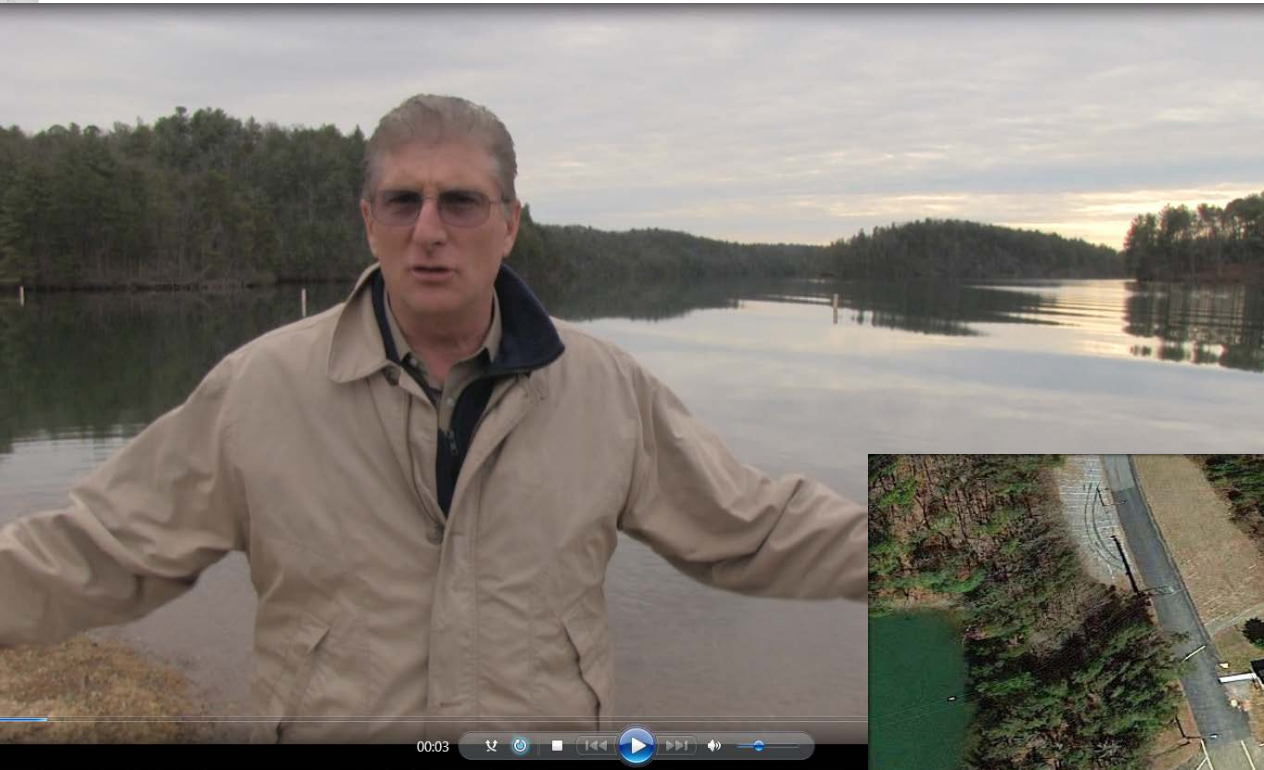


# Philpott Lake Partnership Flow Chart





# Philpott Lake Partnership Success



Twin Ridge Park  
Fishing Tournament  
Facility



- \$50,000 from local tourism council
- Led to selection by FLW for college fishing tournament
- Estimated value to local economy = \$500,000 return on investment

# Philpott Lake Partnership Success

You Tube   <https://www.youtube.com/watch?v=cGAQaREwD>



0:19 / 0:30       

# Recap Questions

What is the ER/EP that pertains to partnerships?

1130-2-500



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# Recap Questions

All of the following statements are principles of partnership success except:

- a. Ensure good communication
- b. Always adopt a shared vision
- c. Always ensure equal monetary benefit from partner
- d. Leave your ego and control at the door



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# Recap Questions

What is the simplest form of partnership?

Contribution



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# Recap Questions

Which of the below is the most utilized USACE partnership type?

- a. Challenge Partnership
- b. Contributions
- c. Cooperative Agreements
- d. MOUs/MOAs



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# Recap Questions

What is the most important step you can take to avoid pitfalls with your partner?

- a. Only meet with your partner twice a year
- b. Assume your partner understands your mission and vision
- c. Respect the right to disagree
- d. Tell them one thing and do another



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# Recap Questions

Of the following partner motives which is the most desirable that the Corps is looking for:

- a. For the love of their local project
- b. Exclusive use of group facility
- c. Community service requirement
- d. To gain positive political influence



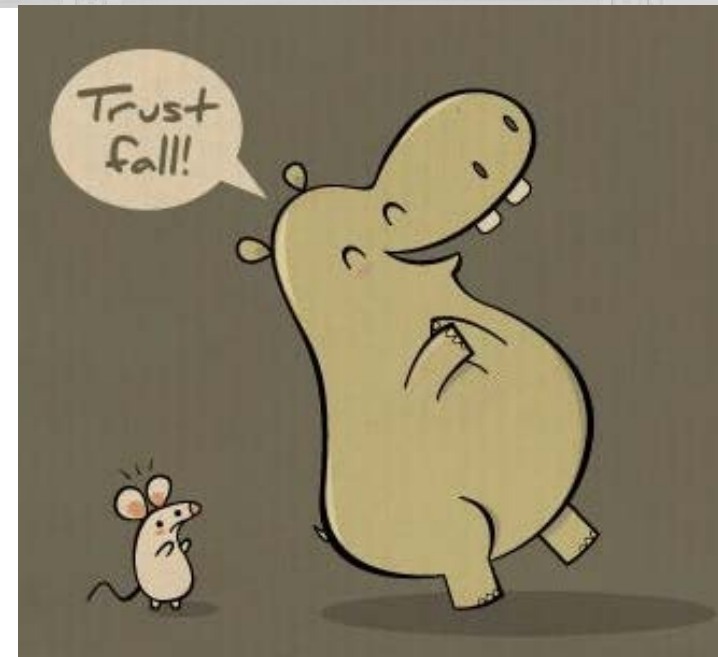
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# Review

- Partnerships are all about relationships, trust, and communication.
- They take an investment of time and commitment, and require flexibility to adapt to change.
- There are 7 types of partnerships used by the Corps: Contributions, MOU/MOAs, Challenge Partnerships, Economy Act, Cooperative Agreements, Cooperating Associations, Volunteers
- Although leases, licenses, and contracts may be used as instruments in addition to a partnership agreement, they are NOT partnerships themselves.
- You probably have more partnerships than you realize.





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