## HANDSHAKE PARTNERSHIP PROGRAM

This Outdoor Classroom was made possible through a Handshake Partnership Agreement belween the US Army Corps of Engineers, Audubon Center at Riverlands, and Wild Ones St. Louis Chapter.













#### **Program History/Purpose**



- Program originated in 2004
- HQUSACE dedicated pot of money set aside as an incentive for field sites to develop partnerships and use partnership authorities to the maximum extent.
- Awardees of the Handshake funding are selected through a competitive process.
- Encourages community engagement
- Promotes mutually beneficial activities
- Requires a formal Challenge Partnership Agreement to achieve a mutually beneficial project (not just two people informally shaking hands)



Falls Lake

\*\*\*This is NOT a grant or granting program, although it looks very similar. It is an internal partnership stimulator.



## **Eligibility**



- Handshake funds are administered through a challenge partnership agreement.
- The authority for the challenge partnership program
  provides opportunities for <u>public</u>, <u>private and non-Federal</u>
  groups and individuals to contribute to and participate in the
  operation and/or management of RECREATION
  FACILITIES and NATURAL RESOURCES at Corps water
  resource development projects.
- EP 1130-2-500, Chapter 12
- All Handshake Partnerships must have a Challenge Partnership Agreement, but not all Challenge Partnership Agreements are part of the Handshake Program.





Barren River Lake



## Challenge Partnership and the Handshake Program [FFF]





#### **Basics**



- Corps facilities and resources <u>maintained at 100% Corps expense</u>
- Agreement with a non-federal public or private entity
- Within current spending authorities and in approved OMP
- FY 25 funding amount = \$125K
- \$25,000 maximum individual request
- FY 25 Incentive Points: TBD
  - This lake/river project has never received Handshake funding. (100 pts)
  - This lake/river project's Handshake application includes a NEW partner that the lake/river project has never worked with before. (50 pts) Be prepared to list who this partner is.
  - This lake/river project's Handshake application includes a Tribal partner. (200 pts) Be prepared to list who this partner is.





## **Corps Foundation Bonus**



**AMERICA'S LAKES AND WATERWAYS** 

- The Corps Foundation is a non-profit, 501(c) (3) dedicated to supporting USACE Recreation and Natural Resources Management programs. As an added incentive, the Corps Foundation will provide a \$5,000 bonus to one selected Handshake Project.
- This bonus funding is in addition to and separate from Handshake funds provided by USACE Headquarters
- The Corps Foundation bonus will be provided to the selected Handshake Project through one of the following ways.
  - The Corps Foundation purchases items specified in the handshake project proposal that the \$5,000 bonus
    funds will be used for. The project will provide the vendor information, website, ordering form, etc. filled out and
    ready for the Foundation to pay with a credit card.
  - The Corps Foundation gives money to one of the partners identified in the Handshake project to purchase the items specified for the \$5,000 bonus.
  - The Corps Foundation provides a check/cash directly to the winning project. Donations will need to be
    processed through the Treasury and RM to set up an account to use the funds at the project. Coordination on
    the Corps Foundation Bonus funds will occur after the Handshake Projects are selected.



## Investment (FY 04 – FY24)



Handshake Funds: \$ 3,696,640

(205 project recipients)

**Corps Offices:** \$ 3,420,336

**Partners:** \$ 10,296,763

Total: \$ 17,410,239

\*59% has been contributed by 747 total partners







## **Most Handshake Awards**







• Raystown – 9	last won 2021
• Allatoona - 6	last won 2021
<ul> <li>Mark Twain – 6</li> </ul>	last won 2021
Shelbyville - 6	last won 2023
• Rend – 6	last won 2024
• Carlyle – 5	last won 2020
• Philpott – 5	last won 2021
• Mendocino – 4	last won 2015
• W Kerr Scott - 4	last won 2016
• Blue Marsh – 4	last won 2020
• Waco – 4	last won 2019





## **Highest Total Value, Highest Partnership Value**



SWL - Norfork Lake 2009
Expansion of the Trans - Ozark Trail
Total Value - \$777,500
Handshake Funds - \$ 10,000
Corps Funds \$143,000
Partner Total \$634,500







## **Project Examples: Trails**



- Chestatee Canoe Trail and Launch (SAM Lanier 2004)
- West Alabama Birding Trail (SAM Black Warrior 2011)
- Interpretive Trail (MVK DeGray 2011, 2016)
- Fitness Trail (NAB Tioga-Hammond 2017)
- Orange Oswald Climber Access Trail (LRH Summersville 2019)
- Trail Improvements (NAB Raystown 2020)
- Highlander Mtn Bike/Hike Trail (LRL Barren River 2021)
- Environmental Adventure Trail (MVS Mark Twain 2021)
- Wetland Loop Trail & Viewing (LRH Clendening 2022)
- Grand Trunk Trail (NAE East Brimfield 2008)





**Thurmond Lake** 

#### Summersville Lake Climbing Partnership: <a href="https://vimeo.com/474696297">https://vimeo.com/474696297</a>









A Corps, an Alliance & a Partnership (4:01)

More from NRAC

Autoplay next video



A Corps, an Allian...



#### **Project Examples: Recreation**



- Buffalo Valley Stream/Fishing Access (LRN Center Hill 2010)
- Fishing Tournament Center (SAW Philpott 2011)
- Campground Environmental Ed Pavilion (LRP Tionesta 2013)
- Natural Playscape (MVR Red Rock 2014)
- ORV Park Improvements (NWK Milford 2016)
- Community Picnic Shelter, ADA improvements (LRE Soo Locks 2018)
- Archery Range (MVR Saylorville 2019)
- Mtn Bike Skills Park (NAP Blue Marsh 2020)
- Tailwater Access (LRP Berlin 2021)
- Disc Golf Course (SWF Wright Patman 2022)



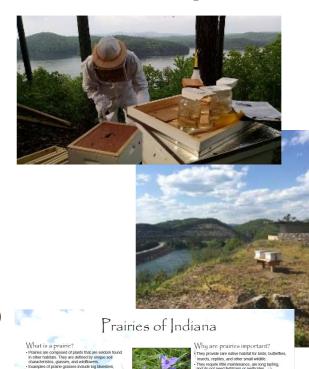




#### **Project Examples: Environmental Stewardship**



- Feral Cat Population Management (NAE Cape Cod 2006)
- Shoreline Erosion/Trail Stabilization (NAP Blue Marsh 2010)
- Pine Barren Restoration (NAE Mansfield Hollow 2023)
- Wildlife Management Area Model (SPN Mendocino 2015)
- Turtle Habitat Restoration (NAE Edward MacDowell 2015)
- Fisheries Habitat Enhancement (MVS Carlyle 2016)
- Honey Bee Hives and Pollinator Garden (SAM Carters 2018)
- Prairie Restoration (LRC Salamonie 2015)
- Flower Garden (NAE Surry Mountain 2017)
- Invasive Species Portable Wash Station (NAP Beltzville 2022)





## Mississippi River Project Office:



Bald eagle signs and artificial perch structures https://www.youtube.com/watch?v=mylYvkj9ZQo





#### **Project Examples: Accessibility**

- Universally Accessible Picnic Sites (MVR Coralville 2007)
- Accessible Watchable Wildlife Trail (LRP Kinzua 2008)
- Sunset Trail Pond Accessibility (NAB Jennings Randolph 2009)
- Wheelchair Access to Waterfall (NAE Tully 2010)
- Island Creek Disabled Veterans Boat Dock (SAW JH Kerr 2010)
- ADA Pond and Pier (MVK Ouachita 2013)
- ADA Fishing Pier, Boat Dock, Duck Blind (MVS Kaskaskia 2015)
- Accessible Hunting Blinds (MVS Wappapello 2015)
- ADA Accessible Fishing Pier Relocation (SAS Thurmond 2021)
- ADA Fishing Dock and Fish Habitat (NWK Perry 2022)







#### **Project Examples: Interpretation**



- NW Discovery Water Trail Guide (NWP/NWW 2004)
- Environmental Education Center (SAW W Kerr Scott 2010)
- Russian River Coho Salmon Documentary (SPN Sonoma 2011)
- Eagle Nest Project (SWF Waco 2013)
- Interpretive Gardens (MVP Cross Lake 2015)
- Outdoor Education Area (NWK Stockton 2016)
- Outdoor Classroom (MVS Carlyle Lake 2020)
- Amphitheater (MVS Rivers Project 2020)
- Modernizing Interpretation through Technology (SAM Carters 2021)
- Lock Model Preserve the Past, Present the future (LRE Soo Locks 2021)







## **Project Examples: Safety**



- Severe Weather Warning System (MVS Rend 2006)
- Regional Life Jacket Loaner Initiative (SAD 2009)
- Lucky Peak Mutual Aid Radio Repeater (NWW Lucky Peak 2010)
- Water Trail Mile Marker Signs (LRP Loyalhanna 2016)
- Hiking Trail Emergency Stations (LRN Cordell Hull 2021)















#### **Applications**

- Application NRM Gateway Partnership Page https://corpslakes.erdc.dren.mil/employees/handshake/handshake.cfm
  - MS Word form
  - Example Applications
- May submit multiple applications but each lake project may receive funding for only one Handshake project
- Recipients are not required to sit out a year before applying again. However, must submit mandatory reports from previous year's funding and enter data in CWBI-OPS before eligible for current funds.



## **Time Line**



Application Period Begins	June
Application Deadline	30 Sep
Recipients Announced	Nov/Dec
Agreement Deadline	31 Jul
Expend Funds	1 yr from receipt of HQ funds
<ul> <li>funds transmitted to District/Project via FAD</li> </ul>	



## **Start Early**

- September may seem like a long way off, but it will come quickly.
- Determine your project
- Work with prospective partners
- Identify needs and each partner's contribution
- Is the Handshake Program the right fit?



**Smithville Lake** 



Lake Okeechobee



# It is very important when completing a Handshake Application to **READ and FOLLOW** the Application Instructions.

There are point deductions if not.



# A good application includes a thorough description about:

- The partners
- The project
- The overall benefit of the partnership





Clearly addresses each evaluation criteria (6) in concise paragraph.

It must tell us why the proposed project is valuable. Don't assume we already know.

Must include maps, plans, photos, conceptual drawings of the proposed project.



## **Handshake Project Summary Statement**

- Describe the partnership and the work to accomplish
- The summary is limited to 1,500 characters. The total description should be no longer than three pages.
- Include the basic who, what, when, where, how.
- Outline concisely:
  - Who will accomplish each task
  - Are there...
    - New facilities
    - Renovations to existing facilities
  - Research
  - Visitor services
  - Educational or interpretive products created





## Handshake Funding Cost Breakdown



- Clearly spell out what the Handshake funding will be used for
- Detail materials, supplies, contracts, etc that will be purchased.







## Handshake Program/ Challenge Partnership Exercise



The goal is to be able to help you hone your skills in planning and writing a challenge partnership project. At the end of this exercise, you should have a good start on a future Handshake application in a later exercise.

Brainstorm – 15 min

#### Challenge Partnership Project Exercise

	I. Brainstorm			
Developing a Proposal for Your Own Project/District				
Name of Lake or Project:				
Pai	Partnership Project to be undertaken:			
1.	Potential Partners:			
2.	How does this project int	terest, involve, or benefit the partner(s)? What's in it for them?		
3.	Summary statement of P	artnership Project:		



#### **Brainstorm**



- On your Challenge Partnership Project Exercise sheet, fill in the name of your lake, the title of your proposed partnership project, and potential partners that you might work with.
- Develop a summary statement outlining YOUR plan to work with your partners for your proposed project.
- The first sentence should say exactly what you are doing.
- You will use this sheet in a later Handshake exercise; Think of the context as it pertains to a proposed Handshake funded project.



#### **Application Evaluation Criteria**

Specifically address how the project will meet the six evaluation criteria

- O&M Impacts
- Partnership Value
- Recreational Benefit
- Environmental Stewardship Value
- Communication and Education Value
- Supporting Diversity, Equity, Inclusion and Access Goals

Projects that can show benefits in multiple categories compete better.







## **Scoring**

- Each application is evaluated and scored 1 -10 for each criteria, then weighted.
  - O&M Impacts (12.5%)
  - Partnership Value (20%)
  - Recreational Benefit (20%)
  - Environmental Stewardship Value (20%)
  - Communication and Education Value (15%)
  - Diversity, Equity, Inclusion, Access (12.5%)
- Maximum score for each application is 200 points per evaluator (usually 8 evaluators).







#### **Scoring**

- Each PAC member evaluates all applications and submits scores to coordinator.
- Scores are combined to get total score (1,600 max).
- Bonus points are added
- Applications that do not meet the guidelines outlined in the instructions will have points deducted from their final score.
- Projects are ranked in the order of total score.
- Funds are disbursed according to ranking and amount requested.
- It is possible that the lowest ranked funded project will not receive all of requested funds.





#### Criteria #1: O&M Impacts

What is the life span of the product and the benefit to the Corps? How will it improve efficiencies or be more sustainable? Will old/outdated facilities be removed or replaced through this partnership, resulting in reduced O&M costs or no net O&M gain?

What is long term benefit of the project?

How long do you estimate it will be around?

What is long term cost?

Will there be on-going maintenance required?

By whom?

Will the project be removed or closed if maintenance is required but not funded?

Longer term benefit and less O&M compete better





#### **Criteria #2: Partnership Value**

What is the significance of the partner's contribution to the project (e.g. critical partner, matching dollars, materials, in-kind services, etc.)?

This category evaluates both the value of the partner and the value of their contributions.

More partners compete better because there is a stronger partnering benefit and more potential contribution.

The higher proportionately the value of the partner is to USACE, the more attractive the application.

Higher % of partner contribution competes better Significance of partner to the project competes better





#### Criteria #3: Recreational Benefit



Does the project improve the overall recreation experience for the project's users? Does it provide opportunities for various user types?

What experiences are created?

Who benefits?

Are there multiple user groups?



The more diverse and multi-functioning the recreation experience can be, the better the application will score.









## Criteria #4: Environmental Stewardship Value



How does the project contribute to the natural world, and the improvement of the Corp's natural and/or cultural resources?

Topics that usually score well in this category:

Pollinator projects

Invasive species control

Aquatic & fisheries habitat improvements

Wildlife habitat improvements

**Trails** 

Research



Improvements to the natural environment usually score better







#### **Criteria #5: Communication and Education Value**



Does the project increase public understanding of the Corps and its missions through interpretation, outreach, education and public information?

It is important to show the effort in education
It is important to show the impact of the efforts
Is it interactive or is everything static?

Explain how the benefits of the project are conveyed to the public and how the project improves the USACE image.





#### Criteria #6: Diversity, Equity, Inclusion, Access

Describe how this project will support diversity, equity, inclusion, and/or access goals to provide quality recreation experiences which includes a safe and healthful environment for a diverse population where all are welcome and encouraged to participate.

Does the project include a partner from the Together Outdoors directory of grassroots groups that have led the push for outdoor inclusion and work with under-represented communities?

Please describe specifically how your project with include disadvantaged or traditionally marginalized/nature deprived community users.



Lake Shelbyville ADA Fishing Pier



Red Rock Lake Naturescape Playground



## **Application Guidelines**



#### **Application Suggestions:**

- Project diversity is good, but not required.
- Follow the instructions on length:
  - Max of 1,500 characters on summary statement
  - Max of 3 pages of narrative and
  - Max of 4 pages of drawings/ photos/ maps/ plans
- Provide the information in an easy to read, easy to find format.





#### **Program Basics**

- No <u>required</u> % matching contribution by partners
- Partner's contributions = cash, volunteer services/labor, materials, supplies
  - Reference ER & EP 1130-2-500 Ch 11
  - Make sure to include all contributions made by partners on the application
  - Proposals with higher % of partner contribution and participation usually compete better



#### **Program Basics**

- Handshake funds must be spent via the same processes as any other appropriated funds; in accordance with contracting laws, FAR, DFAR, and AFAR, and all other regulations.
- Projects must consider NEPA requirements that may be necessary prior to beginning work on the Handshake project
- Cannot "Give" Handshake Funds to partners
  - The Corps does not have granting authority
- Handshake funds cannot be spent to fund permanent Corps positions (labor) or travel





#### **Managing Expectations**

Realistic view of the opportunity

FY 24: 8 applications (6 selected)

FY 23: 11 applications (7 selected)

FY 22: 17 applications (6 selected)

FY 21: 22 applications (13 selected)

FY 20: 16 applications (9 selected)

FY 19: 11 applications (6 selected)

FY 18: 18 applications (7 selected)

FY 17: 15 applications (9 selected)

FY 16: 23 applications (16 selected)

FY 15: 33 applications (13 selected)



Prior to applying, discuss with partners what you will do if project is not selected Go ahead with project using more local office and/or partner funds Agree on a scaled down version Identify funding from other sources, ie Corps Foundation grants Try a different project Cancel project



## **Submitting Application**



#### **Application Deadline:**

Close of Business 30 September 2024

Application packages must be coordinated with District and Division offices prior to being submitted and must be sent from the Division coordinator via e-mail to Phil Manhart, Phil.J.Manhart@usace.army.mil. (217) 774-3951 x7010



#### **Reporting Requirements**



If you are selected as a Handshake funding recipient, please note that there are quarterly updates and final reporting requirements.

4	А	В	C
1	Facility Name:	Mark Twain Lake	
2	Project Title:	Environmental Adventure Trail	
3	Funding Year:	FY2021	
4	Date Funding Received:	17-Jun-21	
5	Amount of Funding Received:	\$19,000.00	
6	Handshake Funds Spent:	\$0.00	
7			
8	Due date	Funds Remaining	Status description:
9	4/15/2021	\$19,000.00	Currently coordinating the development of the Challenged Partnership Agreement with partners. Anticipated completion and submission will be June 1, 2021
10	6/15/2021	\$19,000.00	Received program funds from HQ. Site survey on-going
11	9/15/2021		
12	1/15/2022		
13	4/15/2022		
14	6/15/2022		Environemental Compliance requirements completed November 2021.
15			Trees designated within corridor felled by March 1, 2022.
16			Stumps and tree debris removed (75% of total) by July 1, 2022.
17			Task Order for site grading and tread placement currently being prepared. Awaiting RFP from contractor. Will execute \$19,000 funding.
			Coordinated with partners for site amenities and
18			interpretive features. Reviewing plans.
19			Stockpiling materials for tread surface in August 2022.
20			Anticipate beginning of task order execution by September 1, 2022.
21			
22	9/15/2022		Site survey performed for placement of drainage structures completed.
23			Stockpiling of materials for tread surface on-going
24			Task Order issued for the site grading and tread placement. Anticipate execution in the Fall of 2022. \$19,000 obligated.
			Antioipate execution in the rail of 2022. 913,000 obligated.

#### Handshake Partnership Program Final Project Close-Out Report

▲ 1. Fiscal Year Selected as Winning Project:	
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2. Name of Corps Project/Lake:

3. District / Division of Corps Project/Lake:

4. Handshake Project Name:

5. Amount of Handshake Funds remaining: \$\_\_\_\_\_

6. What has been accomplished? Please provide photographs; before, during, and after!:

	Total
Handshake Program Funding Amount	S
Local Corps Office Funds (total expended on labor, materials, contracts, etc.)?	s
(total displaces on moon, materials, contacts, cre.).	
Partner's Contributions (total value of funds, goods, services, volunteer hours, etc.)	
Partners Name	Total Value of Contributions
1	S
2	\$
3	\$
4	\$
5	\$
6	\$
7	\$
8	\$
9	\$
10	\$

#### 6. Handshake Program Recipient Feedback

Please take this opportunity to provide feedback on all aspects of the Handshake Program and the Challenge Partnership Agreement authority. Your productive comments are important to the ongoing improvement of the program. Make sure to let us know how the Handshake funds have benefited your efforts to initiate and/or strengthen your partnerships.

#### 7. Handshake Summary:

Please also include a separate newspaper type article describing the project and the benefit to the Corps of Engineers and to the public as a result of this partnership project. Examples can be found on the gateway under Handshake Success Stories.



#### **Example Closeout SITREP**





#### HANDSHAKE PARTNERSHIP SUCCESS STORY (PART 1 OF 3)

LITTLE ROCK DISTRICT, SOUTHWESTERN DIVISION

WHO: USACE, Little Rock District, Operations Division; Pulaski County Public Works (PCPW); Quail Forever; and the University of Arkansas Corporative Extension Service

WHAT: Handshake Partnership Agreement

WHEN: March 2020 - Present

WHERE: David D Terry - Damsite 6 West

Park

#### WHY:

- Installation of new restroom
- Restoration of pollinator habitat
- Improvement of wildlife habitat

WHAT'S NEXT: Later in the spring and summer, another survey will be done to see which plants regenerate and the team can determine the level of restoration that will be required to complete the pollinator portion of this partnership agreement.





#### Summary:

On 15 February 2022, the installation of a \$53,000 restroom began at David D Terry - Damsite 6 West Park. The cost of the new restroom was a split between SWL and Pulaski County Public Works (PCPW) with PCPW funding \$27K. This is the result of a Handshake Partnership agreement between SWL, Pulaski County Public Works, Quail Forever and the University of Arkansas Corporative Extension Service. This mission was undertaken by Natural Resource Specialist, Brittany Seidel, who initiated the conversation with the partners and completed the partnership application during the application period in September 2019. She received notification that her application was funded for \$25,000 in March 2020 and work got off the ground. This partnership also includes restoration of pollinator habitat and improvement of wildlife habitat (continued on next slide).



#### **Q/A From Previous Classes**



What happens if your project is selected, but your partner can't come up with their funding? The handshake funds are returned and likely offered to the next highest scoring applicant

What if cost of project is less than expected?

The unused funds are returned. Handshake funding can only be used for the stated project.

How long do you have to expend your funding? 1 year

Can the Corps project contribution consist of labor only? Yes

Can you use a different partner if your original partner falls through? Yes

Where can the funds be spent?

Only on Corps lands and waters operated and maintained by the Corps

Can I give the Handshake funds to the partner to spend?

No, only the Corps can use the Handshake funds



#### Handshake Program Gateway Page



#### Handshake Program

#### **Headquarters Partnership POC**

The Handshake Program offers a source of seed money to Corps installations for worthwhile partnership projects. The intent of this program is to initiate new, or enhance existing recreation and natural resources management opportunities. The objective is to provide an incentive to Corps projects to utilize partnering initiatives to their fullest potential. In addition, this funding is intended to encourage local organizations to partner with the Corps to construct, operate, and/or maintain local partnering projects. The Handshake Program is a way for the Corps to demonstrate our recognition that partnerships flow in both directions (i.e. partnerships are a "handshake," not a handout). Corps leadership has demonstrated their commitment to a partnership culture by establishing this program.

PLEASE NOTE: At this time, USACE has no authority or mechanism to give a non-federal partner funds. Contact your district partnering POC or division Partnership PDT member if you have questions concerning this issue.

Questions about this program should be directed to Philip Manhart, Handshake Program POC at 217-774-3951 x7010

#### 2023 Application

Final Report Form Template

- Announcement Memo
- FY23 Handshake Application Webinar 15 June 1100 EDT, 12 July 1300 EDT, 25 August 1500 EDT
- Instructions
- Application Form To save, select SAVE after clicking link
- o Handshake Program Fact Sheet
- o Challenge Partnership Agreement Template
- Handshake Fund Execution
  - Applications and Agreements

News/Current Issues

Success Stories

#### Handshake Program Recipients

- Spreadsheet of Handshake Recipients 2004 -Current
- Recipient Memos 2004 Current

#### Handshake Program Applications and Agreements

#### Trails

#### 2011:

- BWT <u>Application/Agreement</u> Alabama birding trail development, brochure, website
- Carlyle <u>Application/Agreement</u> River walk 1.5 mile multi-use trail with accessible fishing pier
- DeGray <u>Application/Agreement</u> Onemile Interpretive geology trek and multiuse trail
- Ouachita <u>Application/Agreement</u> 16 mile extension of Vista Trail
   2012
- Hartwell Lake <u>Application/Agreement</u> -Mountain bike trail facility improvements
- Lost Creek Lake <u>Application/Agreement</u> - Nature trail signs
- Rathbun Lake <u>Application/Agreement</u> -Trail rehabilitation
- Stockton Lake <u>Application/Agreement</u> -Multi-use trail (1.6 mile)/ parking lot construction 2013:
- Caesar Creek Lake
- Application/Agreement Fitness trail

  Mark Twain Lake
- Application/Agreement Campground/VC connector trail

#### Environmental Stewardship

#### 2011:

- Allatoona <u>Application/Agreement</u> -American chestnut restoration
- Shenango River <u>Application/Agreement</u>
   American chestnut re-introduction
- Francis E Walter <u>Application/Agreement</u>
   Borrow area habitat restoration
   2012
- Gull Lake <u>Application/Agreement</u> -Invasive species wash station
   2013:
- Fort Peck Lake <u>Application/Agreement</u> -Aquatic invasive species prevention
- Lake Red Rock <u>Application/Agreement</u> -Fish habitat improvement rearing pond construction
- Raystown Lake <u>Application/Agreement</u> -Wildlife and Bird Watering/Pond rehabilitation
- · Smithville Lake Application/Agreement
- Aquatic habitat enhancement/fish structures

#### 2014

- New Hogan <u>Application</u>/<u>Agreement</u> -Recycling program development
- Allatoona Lake <u>Application/Agreement</u> -Osprey platform construction
- Kaw Reservoir <u>Application/Agreement</u> -Archaeological research project
- · Carr Creak I aka Application/Agreement





## **QUESTIONS?**

