



What's Covered In This Class



Day 1:

- Introduction to the Partnership Program – history of program, general overview of the partnership types, principles for success, tools and resources
- Exploring the NRM Gateway Partnership pages (Class exercise)
- How to accept contributions and donations
- What are MOUs and MOAs? What's the difference?
- Challenge Partnerships



The screenshot shows the 'Partnerships' page of the Natural Resources Management Gateway website. The page features a green navigation bar with links for Home, Visitors, Lake Discovery, Recreation, Env Compliance, Env Stewardship, and Partners. Below the navigation bar, the page title is 'Partnerships' with sub-links for 'Headquarters POC' and 'Partnerships Pages Quick-finder Index'. The main content area contains introductory text about the importance of partnering in the current financial environment and a list of partnership types and resources. A vertical sidebar on the left side of the page is labeled 'Partnerships'.

Partnership Types: Which is right for you?

- Challenge Cost Sharing Cooperative Management Program
- Challenge Partnerships Program
- Contributions Program
- Cooperating Associations Program
- Cooperative Agreements
- Economy Act Agreements
- Handshake Partnerships Program
- Memoranda of Understanding/Agreement (MOU/MOA)
- Partnership Agreement Decision Tree
- Volunteer Program

How To:

- Corps Photo Album for Partnerships
- Division & District POCs
- FAQs
- Good Enough to Share
- Grants/Alternative Funding Sources
- News / Current Issues
- Partnership Advisory Committee
- Partnerships in NRM Assessment OMBIL
- Policy & Procedures
- Training



What's Covered In This Class



Day 2:

- Handshake Program (Class exercise)
- Learn how to work with non-profit and for-profit organizations
- Cooperating Associations
- Challenge Cost-Sharing Cooperative Management Agreements
- Grants – How do you find and apply for them?
- Economy Act Agreements
- Cooperative Agreements





What's Covered In This Class



Day 3: FIELD TRIP!!!! WHOOHOOOO!!!

Corps Foundation – What they are doing to help the Corps





What's Covered In This Class



Day 4:

- Volunteer Program
- Military partnerships
- University and school partnerships
- Water safety partnerships
- Special events with partners

- NRM Assessment... a necessary evil 🤪
- How to build partnerships in your community
- Putting principles and tools into action (Class exercise)
- Wrap-up, post test, evaluations



INTRODUCTION TO THE NRM PARTNERSHIP PROGRAM

PROSPECT Session #3
Seattle District
August 8 - 11, 2022



US Army Corps
of Engineers®



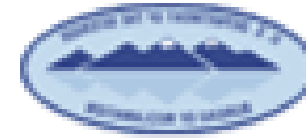
History of the NRM Partnership Program



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



2003 Joint Ventures: Partners In Stewardship



- First time the 7 land management agencies co-convened an effort of this kind
- Demonstrated the Chief's commitment to partnering and recognized the value of partnering at all levels and in all business lines
- 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"



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

-General Strock





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.



US Army Corps of Engineers



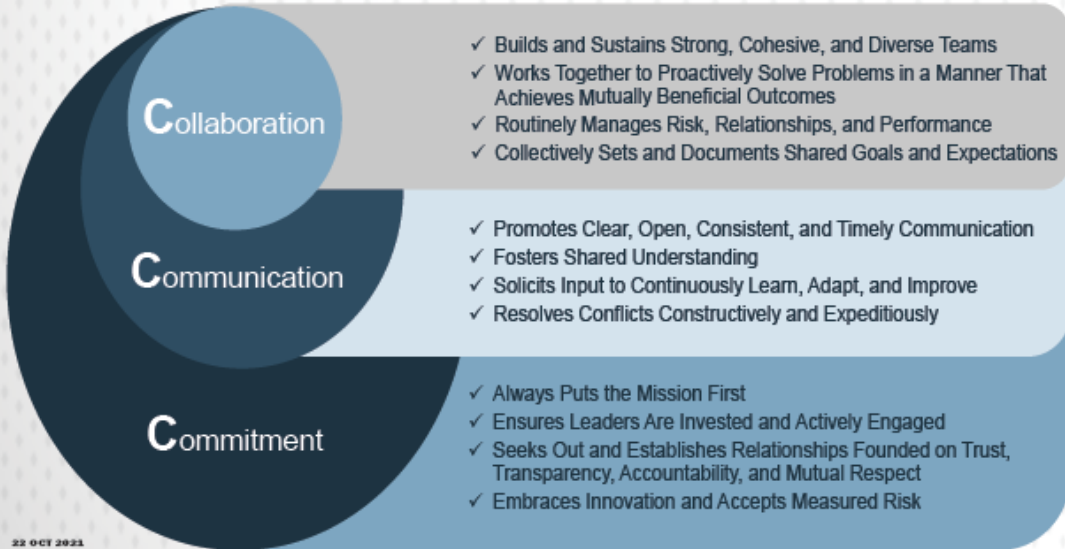
U.S. Army Corps of Engineers Partnering Philosophy

“Committed to working together with partners to accomplish the mission and build enduring relationships through trust, transparency, and shared values.”

- Lt. Gen Scott Spellmon

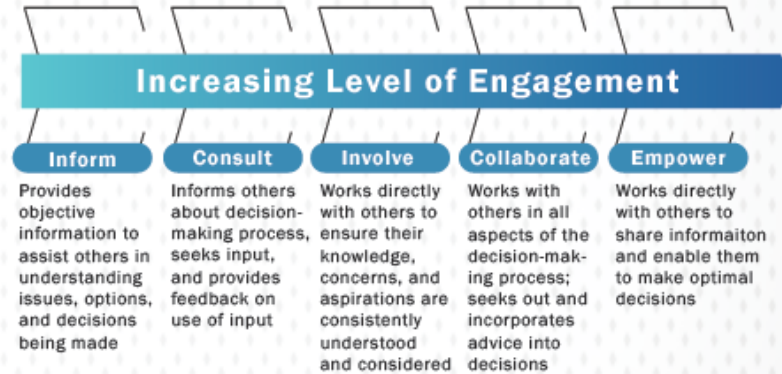
Sound partnerships require proactive engagement at all echelons of the organization and the embracement of a partnering mindset which embodies a set of behaviors rooted in three interdependent and mutually supportive elements: Commitment, Communication, and Collaboration.

3C's of Successful Partnering



Relationship Spectrum

Each partnering relationship is unique and exists along a spectrum with transactional relationships at one end and strategic relationships on the other. Where these relationships fall along that spectrum and the extent of collaboration are influenced by the type of partnership, maturity of the relationship, and commitment towards partnering.



“We must always strive to maximize partnering outcomes to enable the safe delivery of quality projects that are on time and within budget.”

- Lt. Gen Scott Spellmon



What is a Partnership?


- A mutually beneficial 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



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.
- Within a successful partnership, all parties both provide and receive benefits.





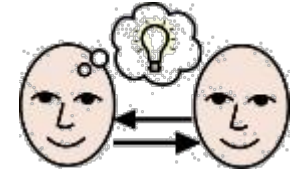
PARTNERSHIP

"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 22 Rec/ES budget = ~\$423M (\$292 Rec/\$131 ES) Without sustainable cost-effective partnerships => Decrease in services and amenities and degradation of natural resources
 - FY 21 partnerships reported in NRM Assessment: 3,422 partnerships (35% increase from FY 20) with a total value of \$111.8 million
 - 18,274 Corps volunteers contributed 1.56 million hours of work with a value of \$44.5 million





Partnership Connection to the NRM Strategic Plan



NATURAL RESOURCES MANAGEMENT PROGRAM

STRATEGIC PLAN

2021 - 2031

- Partnerships show up in three of the four Goals, with heavy focus in Goal 4 (Program Delivery)
- Communication: Engage stakeholders, elected officials, partners, and local communities at all levels to build awareness of the NRM program and achieve win-win opportunities.
- Resourcing: Explore opportunities to broaden partnering authorities and prioritize budget packages that utilize partnership contributions for gained efficiencies.
- Program Delivery: Foster Partnerships and Interdisciplinary Collaboration



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.



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, the PAC team, and your fellow classmates 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.



Partnering Authorities/Guidance



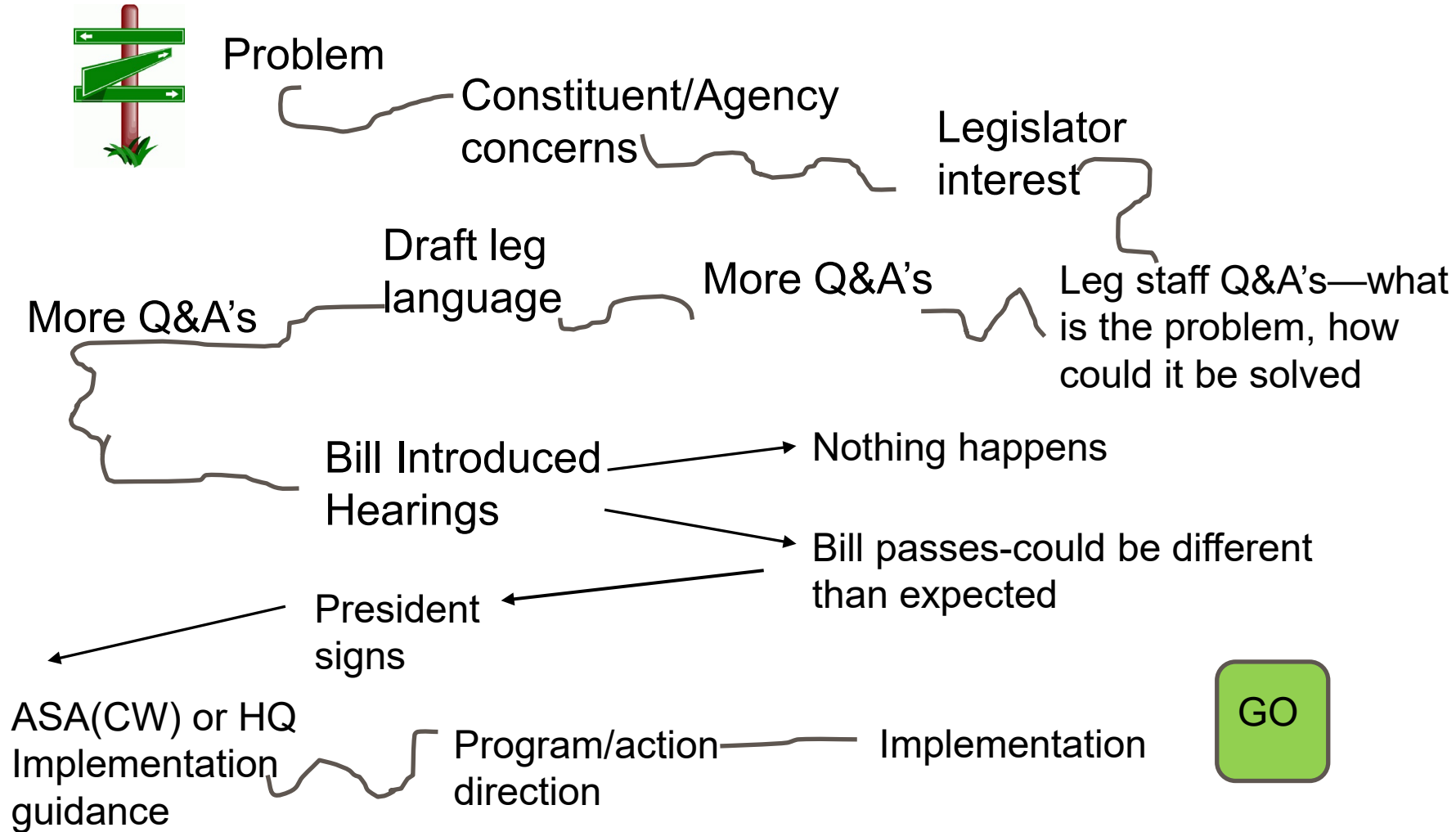
- **WRDA 2016: Sec 1155, WRRDA 2014: Sec 1047d, WRDA 1992: Sec 203 (33 USC 2325) and Sec 225 (33 USC 2328), PL 98-63 (33 USC 569c):** Authority to accept contributions, volunteers, set up Challenge Partnership, and Challenge Cost-Share Cooperative Management Agreements
- **31 USC 1535, 41 USC 501, 31 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)

(These chapters are currently undergoing update with the goal of pulling them out to create a separate ER for NRM Partnerships and Volunteer policy guidance)



How Do We Get New Laws and Authorities for Programs?

It's a tortuous path—sometimes with unintended consequences





Authorized NRM Partnership Types: Choosing the Right Tool for the Job



NOTE: Sometimes, more than one type of agreement will work for your partnership.

- **Economy Act Agreements:** Agreements for services and/or supplies with other federal agencies
- **Cooperative Agreements:** Agreements where the Corps transfers money or a thing of value to a partner for services and/or supplies. 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
- **Challenge Partnerships:** Agreement with non-Federal public and private entities on facilities and natural resources maintained at full Federal expense



NRM Partnership Types



- **Challenge Cost Sharing Cooperative Management Agreement:** Agreement with non-Federal public entities to cooperatively manage and collect/retain fees 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



Regulations and Policies



A partnership does not allow the Corps to circumvent applicable legal requirements in areas such as:

- Procurement
- Personnel or labor laws
- Printing, publishing or audiovisual production
- Issuance of special use permits
- Real estate licenses and leases
- Fiscal responsibility
- Environmental regulations

Bottom Line: Regulations and Policies
MUST BE FOLLOWED !



NOTE: It is just as important to build good relationships and trust with your internal partners/ support staff such as Office of Counsel, Resource Management, Contracting, Real Estate, etc. These staff members are essential to have on board when developing partnership agreements. Engage them early and often!



US Army Corps of Engineers ®

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

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

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. [Click here for a Partnership Agreement Flow Chart](#)

Challenge Cost Sharing Cooperative Management Agreements - The Corps may enter into agreements with non-Federal public entities for the purpose of cooperatively managing public recreation areas, where fees may be collected and retained by the partner for reinvestment at the site at which the fees are collected. ([WRDA 2016, Sec 1155, Implementation Guidance for Section 1155 of WRDA 2016, Management of Recreation Facilities](#))

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 USC §2328, WRDA 1992, Sec 225; EP 1130-2-500, Chapter 12; ER 1130-2-500, Chapter 12](#)).

Cooperating Associations – The Corps may enter into 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. ([33 USC §2328, WRDA 1992, Sec 225; 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; Implementation Guidance for Section 1047\(d\) of WRRDA 2014](#)).

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, WRDA 1992, Sec 203; 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.

MOAs, on the other hand, often establish common legal terms that will be read into every Support for Others reimbursable order that follows. MOAs do not obligate any funds of themselves but they establish the terms for future service and cite one of the appropriate authorities to do so.

Economy Act Agreements – The Economy Act of 1932, ([31 U.S.C. 1535](#)), authorizes an agency to place orders for goods and services with another Federal agency (or a major organizational unit of an agency). It can be used when: 1) funds are available, 2) the head of the ordering agency determines that it is in the best interest of the government, and, 3) the head of the ordering agency decides that ordered goods or services cannot be provided as conveniently or cheaply by contract with commercial enterprise. These must be shown by a Determination and Findings (D&F), prepared by the ordering agency. The performing agency must be able to provide the goods or services in-house or by contract, and parties should verify under Part 8 of the FAR that the responsibility for this good or service is not assigned to another agency of the Federal government.

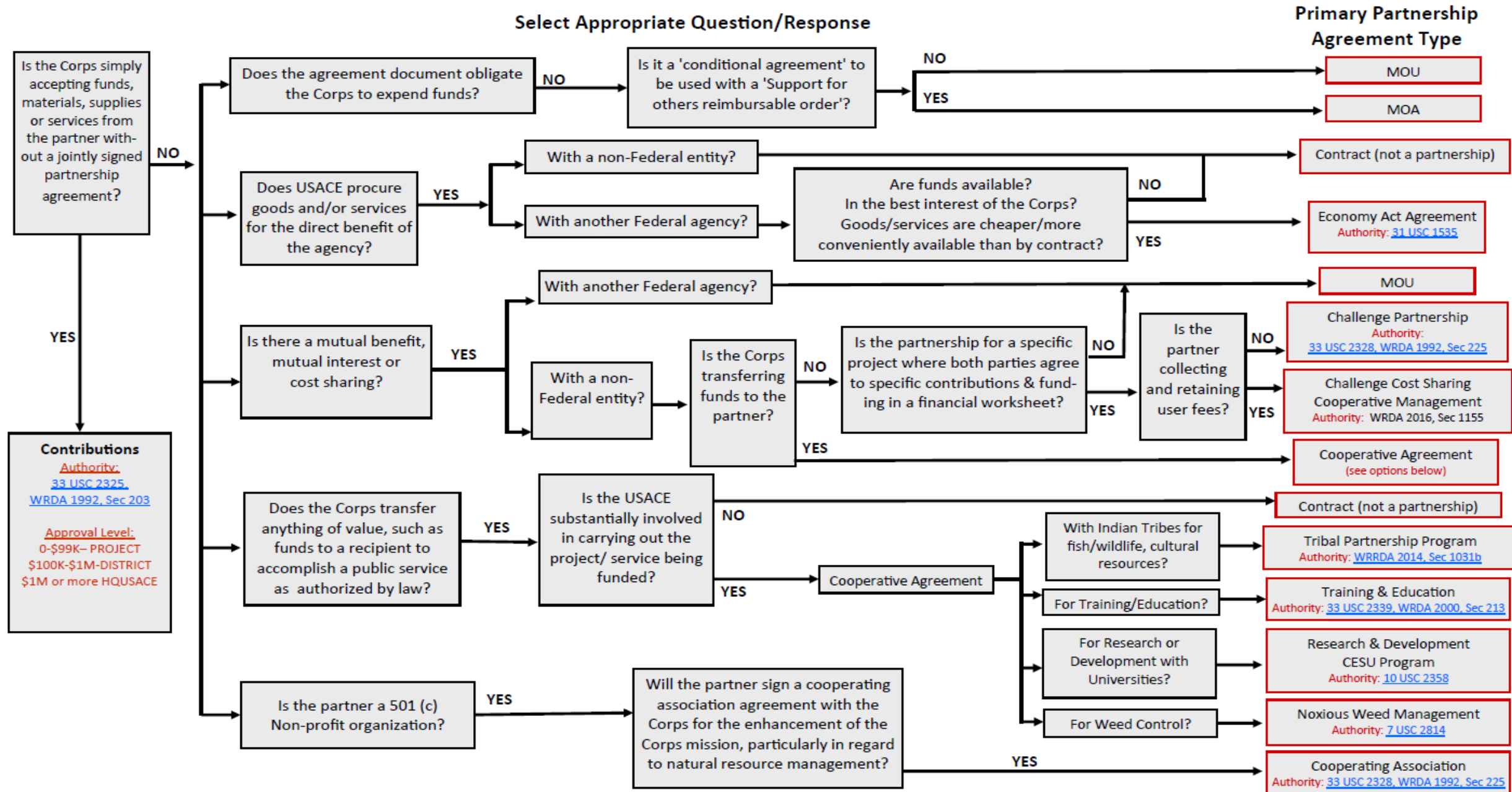
The Economy Act cannot be used for partnerships with non-federal entities, and is only used with federal agencies when another more specific transfer authority is not available. When entering into an Economy Act agreement with a non-DoD entity, the Corps must enter into an agreement by which the ordering agency agrees to pay all costs.

Cooperative Agreements for Educational and Training Activities – The Corps may enter into cooperative agreements with non-Federal public and nonprofit entities for natural resources conservation or recreation management work that furthers training and educational opportunities. ([33 U.S.C. §2339, WRDA 2000, Sec 213](#)).

Cooperative Agreements for Management of Undesirable Plants on Federal Lands - The Corps may enter into cooperative agreements with State agencies to coordinate the management of undesirable plant species on Federal lands. This integrated management system can include education, preventative measures, physical or mechanical methods, biological agents, herbicide methods, cultural methods, and general land management practices such as manipulation of livestock or wildlife grazing strategies or improving wildlife or livestock habitat. ([7 USC 2814](#))

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 us

**Challenge Cost Sharing
Cooperative Management**
(non-federal entity)

Authority:
[33 USC 2328 WRDA 1992, Sec 225](#)
amended by WRDA 2016, Sec 1155

USACE → \$\$\$ to partner

**Cooperative Agreement for Research
& Development CESU Program**
(Universities)

Authority:
[10 USC 2358](#)
[WRDA 1996](#)

**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\(e\)](#)

**Cooperative Agreement
for Weed Management**
(any State Agency)

Authority:
[7 USC 2418](#)

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	33 USC 2325, Sec 203 of WRDA 1992	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 *Reference 2008 Contributions, Fundraising and Recognition Reference Guide, Sections 5.2 and 5.3	No agreement to sign. District Contributions Plan provides authorization.
Challenge Partnership	33 USC 2328, Sec 225 of WRDA 1992	Signature based on \$ value	\$25K or <: delegable to OPM > \$25K to \$200K: delegable to Ops Chief > \$200K: District Commander *Reference ER 1130-2-500, Ch 12-2.k.	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.
Challenge Cost Sharing Cooperative Management	WRDA 2016, Sec 1155		N/A	District Commander *Reference 30 Mar 2018 CDOW-CD Memo: Implementation Guidance for Section 1155, Management of Recreation Facilities, of the Water Resources Development Act (WRDA) of 2016, PL 114-322.
Cooperating Association	33 USC 2328, Sec 225 of WRDA 1992	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. *Reference CDOW Memo dated 13 September 2018.	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	31 USC 1535	Agreements w/ DoD entities	N/A	District Commander *Reference ER 1160-3-1, para. 6.
		Agreement w/ non-DoD agencies where the Corps is the servicing agency	N/A	MSC Commander unless delegated to District Commander. *Reference ER 1160-1-211, para. 8.
		Agreements w/ non-DoD agencies where the Corps is the ordering agency	N/A	SES or General Officer. *Reference DoD FMR Vol. 11A, ch. 3, para. 030304.
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.



Memorandum of Agreement (MOA)	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
Volunteer	33 USC 569c	Delegation memo on file	N/A	District Commander unless delegated. <small>*Reference 13 Aug 2014 CEOW-CD Memo: Implementation Guidance for Section 1047(d) Services of Volunteers, of the Water Resources and Reform Development Act (WRRDA) of 2014, Pl. 112-121.</small>
Cooperative Agreement - Noxious Weed Management	7 USC 2814	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.
Cooperative Agreement-Educational/Training Activities	33 USC 2339, Sec. 213 of WRDA 2000 as amended by Sec.1047(e) of WRRDA 2014			District Commander has authority to enter into the agreement. Grants Officer signs the agreement. <small>*Reference 30 Aug 2015 CEOW-CD Memo: Implementation Guidance for Section 1047(e) Training and Educational Activities, of WRRDA 2014, Pl. 112-121 and Delegation Memos to all District Commanders</small>
Cooperative Agreement -with Indian Tribes for fish/wildlife, water quality, cultural resource protection	WRRDA 2014, Section 1031(b)			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. <small>*Reference 03 August 2016 CEOW-P Memo: Implementation Guidance for Section 1031(b) of the Water Resources Reform and Development Act (WRRDA) of 2014, Cooperative Agreements (CAc) With Indian Tribes</small>
Cooperative Agreement-Collaborative Research & Development (CESU Program)	10 USC 2358			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.*



Resources: NRM Gateway

<https://corpslakes.erdcdren.mil/partners/partners.cfm>

Partnerships

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?](#)

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- [Volunteer Program](#)

How To:

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



U.S. Army Corps of Engineers Partnership Opportunities

Why Partner with the Corps?

Benefits of Partnering with the Corps

- Potential for national exposure by partnering with a federal agency
- Variety of partnering opportunities because of the Corps' diverse missions
- Potential market branding to reach out to new customers
- One of the nation's leading federal providers of recreation
- We manage more than 400 lake and river projects equaling more than 12 million acres of land and water in 43 states.
- Our parks have significant economic impact, with visitors spending upwards of \$10.7 billion on trip expenses, strengthening the environmental, social and economic health of communities.
- 5,000 recreation sites with more than 93,000 campsites, 3,700 boat ramps, 7,800 miles of trails, of which 90% are within 50 miles of a metropolitan area

Connecting with the Corps

The U.S. Army Corps of Engineers manages some of the most cherished lakes, rivers and lands near your cities and towns. Communities are proud of their special place in our parks. Great family memories are created during a boating, fishing, camping trip, or after a quiet day of hiking or biking on one our many trail systems. These experiences are important in strengthening families and organizations. Our parks also have significant economic impact, with 250 million visits per year supporting 180,000 jobs in communities near Corps lakes.

With the help of our partners, we can provide more service to the public than without you by our side.

To find out more about partnering with the Corps please visit: <https://corpslakes.ercd.dren.mil/visitors/partners.cfm>.



Partner Spotlight

The Corps Foundation assists by partnering with a wide range of organizations including local Friends groups, private individuals and businesses to support educational activities which enhance our visitor's experiences.

To learn how you can work with our national foundation, visit the Corps Foundation website: <http://corpsfoundation.org>



Connecting with Communities

Natural Resources Management Excellence in Partnership Award: General Wehr, Colonel Mitchell, and Mary Coulombe presented the Excellence in Partnerships Award to the Okaw Valley School District for their partnership with Lake Shelbyville in Illinois. Over 300 middle and high school students, project partners, teachers, and elected officials were present for the award. The school district leases land from the project which provides a learning environment for the students in land and water stewardship, recreation, and facility maintenance and operations. Businesses in the local communities donate materials, equipment, and financial support. This partnership was started with Corps Handshake program seed funds which are matched by the partner, and in this case significantly exceeded. This award is sponsored by the Corps Foundation.



Okaw Valley students planting trees at Lake Shelbyville.

\$400,000 Grant from Birkenfeld Trust Provides Major Upgrades to Support Visitor Education at the Hiram M. Chittenden Locks

Colonel John Buck, Seattle District Commander, acknowledges the single largest gift nationally to a Corps of Engineers facility. Jim Adams of Discover Your Northwest and Rich Deline of the Corps Foundation, two non-profits supporting visitor education at the Locks, accept the check from Claire Bishop of the C. Keith Birkenfeld Memorial Trust. The funds will be used to renovate and update the fish ladder exhibits and viewing area.



A Final Note

In a time of decreasing federal funding, America's lakes and waterways are at risk of reduced access, eliminated programs, and closures. By partnering and working together, we can help maintain and improve programs and facilities and keep these treasured resources healthy and vibrant.



Partnering with the Corps information sheet



US Army Corps of Engineers®

Cape Cod Canal

BRIDGING THE GAP

Volume 6

Issue 1

March 2022

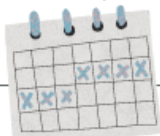
2022 Handshake Program Recipients

The Handshake Program offers a source of seed money to USACE lakes/rivers for worthwhile partnership projects. The intent of this program is to enhance existing recreation opportunities and natural resources by providing an incentive to USACE projects to utilize partnering initiatives to their fullest potential by combing funding from local USACE projects and their partners to benefit the public.

Six projects selected for 2022 Handshake funding are:

- Beltzville Lake - Invasive species portable wash station
- Clendening Lake - Wetland loop trail and viewing area
- John Martin Reservoir - Tamarisk removal and habitat restoration
- Perry Lake - ADA fishing dock and fish habitat
- Shenango River Lake - Hiking trail/bridge improvements (Photo left)
- Wright Patman Lake - Disc golf course

For more information regarding the Handshake Program, please visit the Handshake page on the NRM Gateway or contact your division Partnership Advisory Committee member. ■



Mark Your Calendars!

Have you attended the PROSPECT Partnerships in NRM class yet? If not, sign up for one of our classes:

- ✓ FY 23 Session 1: Philadelphia District Office, Philadelphia, PA. May 1 - 4, 2023
- ✓ FY 23 Session 2: Lake Shelbyville, Shelbyville, IL. July 17 - 20, 2023
- ✓ FY 23 Session 3: Summersville Lake, Summersville, WV. September 11 - 14, 2023

Reminder: April 17 - 23, 2022 is National Volunteer Week

This is a great opportunity to recognize the collective impact of volunteer service to the USACE NRM program. National Volunteer Week can be used to offer up new volunteer opportunities, identify and thank volunteers who lend their time, talent and voice to make a difference in their communities. ■

About Bridging the Gap

'Bridging the Gap' is an electronic publication produced biannually by the U.S. Army Corps of Engineers Partnership Advisory Committee (PAC). The purpose of this newsletter is to provide information about partnerships and volunteer program around the country. For more information, or to submit stories for future editions, contact your PAC representative.

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Partnership Newsletter:



SPD Partnership Spotlight: The Bay Model (Sausalito, California) | Page 6

Chris Gallagher, Park Manager, San Francisco Bay Model, San Francisco District

Every day when I sit down at my desk, I am greeted with two cards: one entitled 'Permission Slip' from Chief of Engineers General Flowers (2000-2004) and the other is 'The Five Defining Points of a Partnership' from Chief of Engineers General Strock (2004-2007).

The 'Permission Slip' asks: Is it good for my customer? Is it legal and ethical? Is it something I am willing to be accountable for? If so, don't ask for permission, you already have it - JUST DO IT! The second card was developed in the first years of the Partnership Advisory Committee. Early in his tenure, General Strock was in a meeting with our federal lands partners where he defined a partnership as a handshake, not a handout (the origin of the Handshake program's name). Below this powerful phrase, the card goes on to list five defining points of a partnership:

- Partnerships are part of our culture.
- Partnerships combine individual strengths to accomplish the mission.
- Partnerships foster relationships, common goals and teamwork.
- Partnerships build constituency and broad-based community support.
- Partnerships leverage resources to meet challenges and improve opportunities.

I mention these two small, but significant documents because they are two sets of guiding principles that have helped me navigate new and existing partnerships. The Bay Model is not a typical USACE project. We are not a lake with traditional recreation opportunities (swimming, campgrounds, etc.). The Bay Model is a large visitor center that tells the story of the San Francisco Bay and the San Francisco District. Our unique location and mission lend to an excellent partnership capacity and invites equally unique collaborative opportunities. Three examples of the Bay Model's distinctive partnerships are our partnerships with a local sea kayaking company (Sea Trek), a water-specific environmental education organization (Call of the Sea) and a local chapter of the California Native Plant Society.

Sea Trek is a local Sausalito sea-kayaking company that has been an institution for over 30 years. In May 2014, they were forced to find a new location for their business but knew they could not afford the sizable increase in rent to remain in Sausalito. After hearing of their situation, I approached my Chief of Operations and asked about the possibility of re-locating their operation to the Bay Model. He gave it some considerable thought and replied, "If you think you can do it, go ahead". After Sea Trek got over the initial shock of being approached by the government as a partner, the rest went rather smoothly. I worked with our district offices (Office of Counsel, Real Estate, Contracting, etc.) to make the transition and coordinated with the base yard to reposition some of the USACE vessels on the docks to make room for the kayaks. By October 2014, we had new neighbors and created a lasting partnership dedicated to fun and safe recreation on the water. >

FY21 Volunteer Program Accomplishments



18,274

TOTAL VOLUNTEERS



\$44.5 M

TOTAL VALUE OF VOLUNTEER HOURS

1,559,839

TOTAL VOLUNTEER HOURS SERVED

(Equivalent to 750 FTEs)



76%

PROJECTS USING VOLUNTEERS

Photo Above: Bay Model kayak rentals.

(A great way to find out more about our outstanding partners and volunteers!)


We need your stories!



Resources: Corps Lakes Photo Album



<https://corpslakes.erc.dren.mil/visitors/album.cfm?Option=View&Id=0&Activity=Volunteers>

 **Corps Lakes Photo Album**
 US Army Corps of Engineers
 Take a virtual trip of our lakes:
[Corps Lakes Gateway](#) > [Corps Photo Album - How to get photos added?](#)

Volunteers

Select a Corps of Engineers Lake Select an Activity




Photo by: Mary Margaret Lewis

USACE Volunteers in Action- 1st Place




Photo by: Eric Haskell

USACE Volunteers in Action- 2nd place




Photo by: Robert Carr

USACE Volunteers in Action- Honorable Mention






Photo by: Mindy Cory

Volunteers in Action - 2nd place



Bardwell Lake



Bardwell Lake





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Select a State

Select a Corps of Engineers Lake

Select an Activity

Search

370 million visits

Partnerships in Natural Resources Management

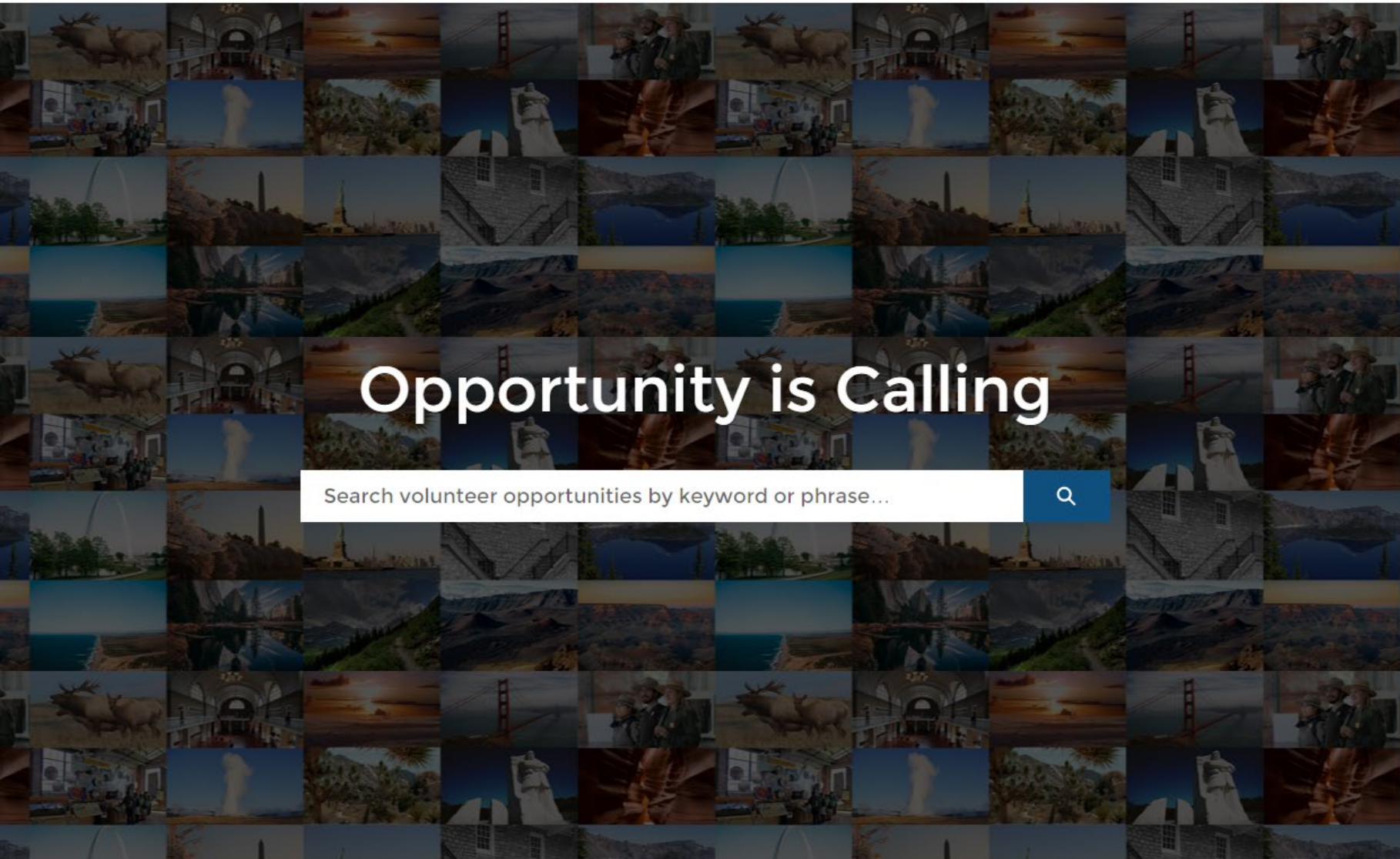


Our Nation's lakes, rivers, and parks need you! Imagine yourself creating new recreation opportunities, improving and creating trails, preserving history, protecting wildlife, caring for the environment, ensuring healthy watersheds, expanding learning opportunities, or improving accessibility.

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



Opportunity is Calling

Search volunteer opportunities by keyword or phrase...



Resources:
www.Volunteer.Gov

Latest Opportunities



Resources:
www.workamper.com/



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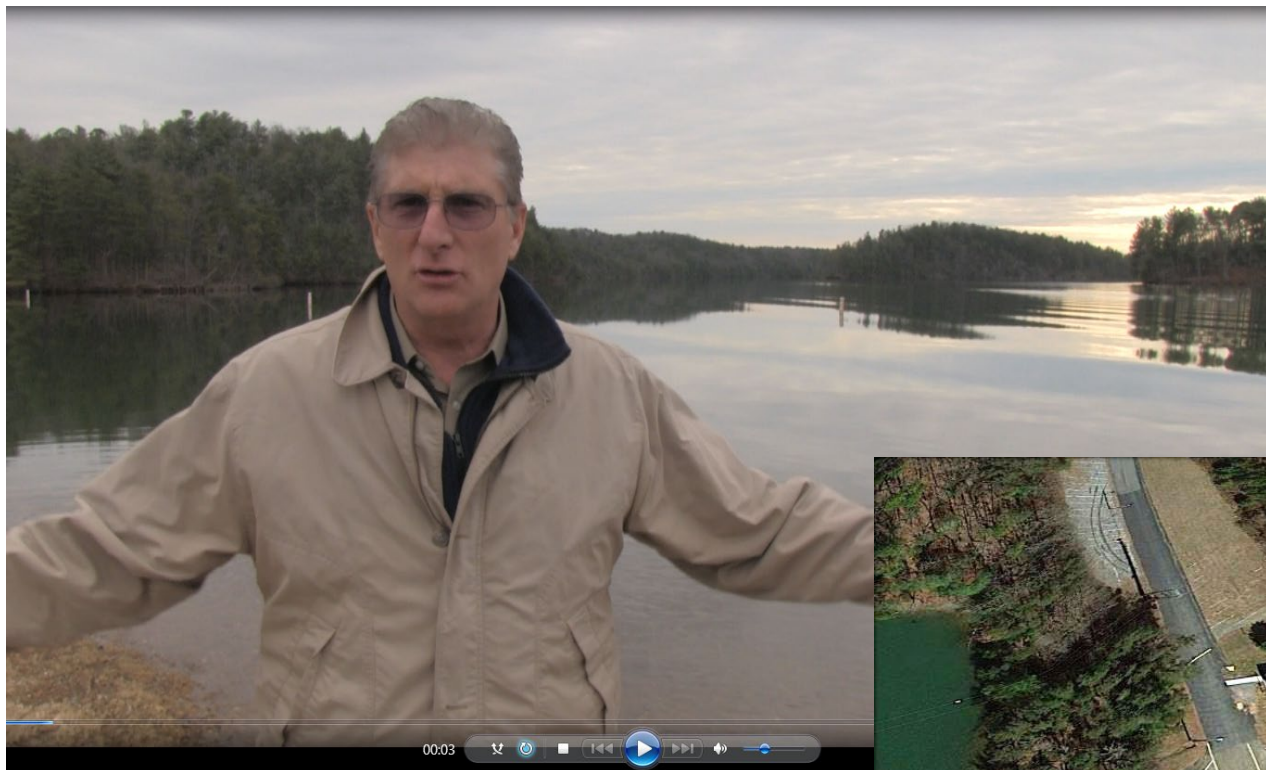
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Philpott Lake Partnership Success



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

https://www.youtube.com/watch?v=cGAQaREwD_o





Review

- Partnerships are all about relationships, trust, and communication.
- They take an investment of time and commitment and require flexibility to adapt to change.
- Types of partnerships used by the Corps NRM program:
Contributions, MOU/MOAs, Challenge Partnerships,
Challenge Cost Sharing Cooperative Management Agreements,
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.

