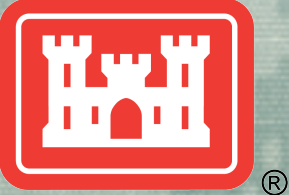


Challenge Partnerships

Partnerships in NRM
PROSPECT Course



US Army Corps of Engineers
BUILDING STRONG

A man with a mustache, wearing a light blue polo shirt, is looking down at his hands in a gym setting. He appears to be holding something small and is looking intently at it. The background shows gym equipment and other people, though they are out of focus.

**She said she was in a Challenge
partnership with me on facebook**

**so I guess you could say things
are getting pretty serious**

Authorities

- 33 USC 2328, Water Resources Development Act of 1992, Section 225
 - Section 225 of this law authorized the Secretary of the Army to enter into cooperative agreements with 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 Federal expense.
 - This also authorized the Secretary of the Army to accept contributions of funds, materials, and services from non-Federal public and private entities.



Note:

- Challenge partnership agreements are NOT cooperative agreements as that term is used in the Federal Grant and Cooperative Agreement Act of 1977, 31 U.S.C. 6305 (FGCAA), nor are they subject to the DOD regulations governing cooperative agreements, including the requirement for execution by a certified grants officer.
- Although Sec 225 of 33 USC 2328 uses the term “cooperative agreement”, it involves a type of transaction not covered by the FGCAA. A cooperative agreement under the FGCAA involves transfer of funds (or other items) from the Federal Government to a non-Federal entity.
- Conversely, a challenge partnership agreement involves the acceptance of funds, materials, and services by the Federal Government



Policy and Procedures

- ER/EP 1130-2-500, dated 27 December 1996 revised 1 June 2006
Project Operations - Partners and Support (Work Management
Guidance and Policies)

Chapter 12, Challenge Partnerships

- ▶ Appendix U, Sample Challenge Partnerships Agreement
This applies for both Appendices U and T. In 2002, the name of the Challenge Cost sharing Program was changed to the Challenge Partnership Program. Until the regulation is updated, the examples cannot be changed. When drafting one of these documents, please replace the word "Cost sharing" with "Partnership"



Differences Between Traditional Cost Sharing and Challenge Partnerships

Traditional Cost Sharing	Challenge Partnerships
PL 89-72	PL 102-580*
Fixed % (Normally 50%)	Flexible rate determined by mutual agreement
Rigid roles	Flexible roles
Can accept real estate from sponsor	Cannot accept real estate from partner
Sponsor operates	Corps operates
Cost share for any business function	Only Recreation & Natural Resources
Program management has lead	Operations has lead
Formal contract	Flexible agreement
Corps \$ year by year	Funds must be available in advance from operating funds. Way to stretch available funds.
Work accomplished over several fiscal years	Work generally accomplished during one fiscal year
Cost share only with non-Federal governmental entities	Cost share with non-Federal governmental and private entities
Normally with only one sponsor	May involve multiple sponsors on the same work activity

* Water Resources Development Act of 1992 (Public Law 102-580) Oct. 31, 1992 (33U.S.C. 2328) Section 225. Challenge Cost-Sharing (renamed Challenge Partnerships) program for the management of recreation facilities.

- (a) **In General.** The Secretary is authorized to develop and implement a program to share the cost of managing recreation facilities and natural resources at water development projects under the Secretary's jurisdiction.
- (b) **Cooperative Agreements.** To implement the program under this section, the Secretary is authorized to enter into cooperative agreements with non-Federal public and private entities to provide for operation and management of recreation facilities and resources where such facilities are being maintained at complete Federal expense.
- (c) **Contributions.** For purposes of carrying out this section, the Secretary may accept contributions of funds, materials, and services from non-Federal public and private entities. Any funds received by the Secretary under this section shall be deposited into the account in the Treasury of the United States entitled "Contributions and Advances, Rivers and Harbors, Corps of Engineers (8662)" and shall be available until expended to carry out the purposes of this section.



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How to Keep your Office of Counsel Happy

- Involve Office of Counsel early in the process.
- Always know the answer to your question before asking!
- Make sure you include copies of sections of the ER, EP, and PL that pertain to any questions they may have.
- Remember, attorneys are like every one else: They can not remember everything. Take the opportunity to remind them of what they already know.
- Don't go with gut feelings, go with the regulations!



What is a Challenge Partnership?

- It's an agreement between the government and a private organization or business and other non-federal agencies.
- Challenge Partnership agreements can be made with international partners.
- CP agreements can be made with public/private entities.
- Not as rigid as traditional cost sharing.
- Also not to be confused with Project Cooperation Agreements



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What can a Challenge Partnership do?

- Help you accomplish any task that is part of your 5-year Operations Management Plan (OMP)
- Leverage resources normally not considered under typical operations due to budget constraints.
- Foster a sense of community among your project and the surrounding community.



Richard B Russell/Outdoor Dream Foundation Hunting Blinds



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Who to Partner with:

- Consider your goals
- Who shares your vision?
- Who has the time, energy and resources to commit?
- What's in it for them?
- Once you have the answers to the questions above, look at your users and community.



How to Create a Challenge Partnership Agreement

- Check the NRM Gateway
- Templates are posted
- The agreement needs to be signed at the appropriate level
 - *(Reference ER 1130-2-500, Ch 12-2.k)
 - \$1 - \$25,000: Operations Project Manager (\$25k or less)
 - \$25,001 - \$200,000: Chief of Operations (\$200k or less)
 - \$200,001+: District Commander (Over \$200K)



Challenge Partnerships Successes



Lake Lanier and BASS: Little Hall Fishing Tournament Complex

- Pre-CPA: Popular tournament fishing site with inadequate facilities
- Post-CPA: Sheltered pavilion, 3 fish holding tanks with water pumped aeration, seating for 150 spectators, a large courtesy mooring dock, a leader board, and a display area for tournament sponsors and vendors.
- The Corps was able to construct this new facility by accepting more than \$30,000 worth of building materials from various donors.
- Donors are acknowledged at the site on the tournament leader board and also on stamped bricks.



Challenge Partnerships Successes

Dworshak Dam and Reservoir: Training Assistance Program

- CPA with Juvenile Correction Center (JCC)- Lewiston, ID
- JCC provides a Trail Crew Maintenance Training Program
- Corps provides materials for improvement projects such as benches, bridges, tools, and logistical support
- JCC provides a Trail Crew Maintenance Training Program
- Corps provides materials for improvement projects such as benches, bridges, tools, and logistical support to deliver materials.
- Program provides participants the opportunity to learn specific outdoor skills and environmental awareness while providing the community with a valuable service.
- Training opportunities: CPR, map and compass skills, GPS



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Challenge Partnerships Successes



John H. Kerr Reservoir Kayak/ Canoe Launch

- CPA Roanoke River Basin Association
- Also involved VA Tourism Corporation, veterans organizations, and donations from private businesses and state grant funds.
- CPA provided design and construction of accessible canoe/kayak launch in the tailrace area, interpretive signs, and parking access



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Challenge Partnerships Successes

Lewisville Lake Wildlife Management Area

- CPA with City of The Colony, TX
- Pre-CPA: Illegal and destructive mowing, ATVs, dumping. Private use. Difficult access for enforcement
- Post-CPA: New trail, easier monitoring, citizen appreciation, Trail Rangers
- CPA gave City management authority on Corps land. City adopted fees for mowing/irrigation permits, monitors shoreline, plants trees with mitigation money. City manages Trail Ranger program.



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Challenge Partnerships Successes



Carlyle Lake Multi-User Trail

- CPA City of Carlyle, IL DOT, IL Department of Natural Resources
- Series of challenge partnership agreements and DOT grants. Connected City of Carlyle trails with Corps property.
- CPA provided for trail planning, surface improvements, interpretive displays, signs, benches, bike racks, accessible fishing pier



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How to Develop an Agreement:

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 ?

Partnerships

[Headquarters POC](#)

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](#)
- [Partnerships in OMBIL](#)
- [FAQs](#)
- [Cooperative Management of Corps Parks](#)
- [Training](#)
- [Grants/Alternative Funding Sources](#)

- The hard part has been done for you!

- Check the NRM Gateway website

- Look at the Partners tab



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Don't Reinvent the Wheel

- Review the existing boilerplate agreement
- Tailor it to fit your District or Division
- Send it to your Office of Counsel for review
- Get it signed and distributed to the parks
- Inform the other rangers and staff at your project about what you have the authority to do!



Review

True or False:

Challenge Partnership Agreements (CPAs) can only be done with non-Federal entities.

True



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Review

True or False:

Challenge Partnership Projects can be completed on Corps' lands or on leased lands.

FALSE

Challenge Partnership projects can only take place on Corps fee-owned lands and waters where such facilities are being maintained at Federal expense (not on standard recreation lease areas).



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Review

- Who is authorized by ER 1130-2-500 to sign a CPA at the following value thresholds?

\$1 - \$25,000 Operations Project Manager (\$25k or less)

\$25,001 - \$200,000 Chief of Operations (\$200k or less)

\$200,001+ District Commander (Over \$200K)



Review

True or False:

CPAs can only be made with American based organizations/companies.

False



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Review

What is the limit to the number of partners allowed on a Challenge Partnership Agreement?

There are no limits to the number of partners allowed on a CPA.



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Review

True or False:

Challenge Partnership Agreements require a 50/50 match with the partner.

False

The former “Cost Sharing” program required a match but the current Challenge Partnership Program does not require a set matching amount.



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Review

Is a Challenge Partnership Agreement and the a Handshake the same?

No. A CPA is the agreement where two or more partners agree to accomplish a project together. The Handshake Program is an incentive program where the HQ offers seed money to encourage partnering. A Handshake Project usually requires a CPA but not all CPA's are Handshake Projects.

