

Partnership Scenario Answer Key

1. Joint Management:

- For many years, Missouri Department of Conservation (MDC) had a license for lands designated for fish and wildlife management in the master plan at a Corps lake.
- In the early 90's they canceled the license due to a lack of funding.
- In 2010, MDC approached the Corps with a proposal to jointly manage the lands.
- Specifically they wanted to be involved in the planning (five year program of work).
- They also would like to assist and coordinate in obtaining cooperative grant funding available to states such as State Wildlife Diversity Funds, Missouri Bird Conservation Initiative (MoBCI), National Wild Turkey Federation Superfund, and Quail Unlimited Habitat Incentives.
- They would provide technical assistance for habitat enhancement projects as needed.
- They would like their game agents to enforce State regulations concerning off-road vehicle on Corps fish and wildlife lands.

1. Do we have authority to enter into this partnership? If not, why?

Yes. Mostly accepting services and money through grants.

2. Is this a partnership the Corps may be interested in? **Yes**

a. If yes, what type of a partnership or agreement is necessary?

- **License to MDC if they have an active management role again and get the grants to manage.**
- **Coop agreement for law enforcement if we are paying them for services, otherwise an MOU**
- **Could just be a Contribution**

3. What are the benefits and risks of this partnership to the Corps and to the Partner?

Benefits to Corps: Good relationship with state could lead to other work. Grant money could lead to more projects. Value of technical assistance. Possibly free law enforcement that we don't have the staff for

Benefits to Partner(s): Meets their mission. Get back in and help what they started

Risks to Corps: _Grants might not come through. Blurred lines of authority/jurisdiction need to be clearly spelled out in an agreement. Increased usage to area could have environmental impacts.

Risks to Partner(s): Same as Corps

4. Who would internally need to sign this agreement? **Real Estate for license, Colonel and Grants Officer for coop agreement. Don't know the value of the contribution, so the review level could vary depending on \$ value.**

5. What form of recognition could be used for this partnering activity? **Signs at wildlife area, press releases, social media, time lapse photos of habitat improvements**

2. Multiple Partners Development Project:

- This is a three-way partnership between the Corps of Engineers, an All-Terrain Vehicle Association and a motorcycle dealership.
- The purpose of the partnership is to erect a new vault toilet, renovate trails and construct a sediment retention area for a designated ATV area.
- The Corps will provide all plans and specifications and work direction as needed.
- The ATV Association will provide labor associated with the construction activities.
- A construction company, Ajax Company, willingly became the project sponsor, eager to support the local community. The company agreed to apply for grants to the State Recreation Trails program and to finance the purchase of materials to be reimbursed from grants.
- The total cost of the partnership project is \$375,000.

1. **Do we have authority to enter into this partnership? If not, why? Yes, assuming it's on Corps property**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If yes, what type of a partnership or agreement is necessary?**

- **Challenge Partnership or Contribution**
- **Volunteer agreement for ATV club**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner? Benefits to Corps: New facilities. Environmental improvements. No cost to Corps except time. Increased visitation. ATV training area. Positive public image.**

Benefits to Partner(s): ATV association gets nice facilities. Ajax gets recognition and sales.

Risks to Corps: Long term O&M- who is going to do it? Degradation over time from increased use. Ajax motives? Commercialization?

Risks to Partner(s): Risk to Ajax if they don't get the grant... would there be expectations for reimbursement? Need to clearly spell that out up front.

4. **Who would internally need to sign this agreement? District Engineer. Volunteer coordinator.**

5. **What form of recognition could be used for this partnering activity? Ribbon cutting ceremony. Workshops on safe riding, news releases. Video on You Tube**

3. Joint Operation of Center:

- This is a partnership to jointly operate an interpretive center located on Corps property.
- The partnership is between the Corps of Engineers, the U.S. Fish and Wildlife Service and a non-profit 501c(3) organization.
- Both Federal agencies will provide staffing and the non-profit will provide financial support through grants and contributions.
- The Corps will provide funding for O&M and approximately half of the exhibits costs.
- The USFWS will provide approximately half of the exhibit costs.
- The non-profit will provide volunteers and operate a concession/gift store.
- The total cost of this is \$1.2M.

1. **Do we have authority to enter into this partnership? yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If yes, what type of a partnership or agreement is necessary?**

- **Cooperating Association agreement**
- **Lease for occupancy of center/sales**
- **MOU between all partners**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**
Benefits to Corps: Top notch VC. Extra expertise from FWS. Sales from bookstore will attract more visitors. Donations from coop assn

Benefits to Partner(s): FWS gets a nice facility and a coop assn. CA gets to meet their mission to help the resource, and make some money.

Risks to Corps: Unpredictable federal budgets. Need clear layout of who does what. Association longevity

Risks to Partner(s): Same as Corps.

4. **Who would internally need to sign this agreement? DE for all. RE for lease**

5. **What form of recognition could be used for this partnering activity? Newsletters, website, grand opening, special events and tours, joint logos on all outreach materials and signs**

4. Park Modernization:

- This is a partnership with the West Central Community Action Agency (WCCAA) for the provision of park modernization services. The Community Action agency is a quasi-public organization.
- The WCCAA furnishes supervised work crews that are paid by a governmental grant to stimulate the local economy.
- The work crews furnish their own equipment to accomplish routine park development and improvement work.
- The Corps provides the statement of work, technical specifications, project locations, and dates the work is to be performed.
- The Corps will reimburse the agency at a pre-negotiated cost which is lower than a typical contract price, because the program utilizes a State grant for job training.

1. **Do we have authority to enter into this partnership? If not, why? Maybe**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking? Might just be a standard contracting action. Not sure what 'quasi-public' would be**

b. **If yes, what type of a partnership or agreement is necessary? Need more info. Could use a cooperative agreement for training if there is substantial involvement by the Corps**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner? Benefits to Corps: Get park improvements. \$ savings**

Benefits to Partner(s): Employ local people, build skills

Risks to Corps: What happens if the grant falls through? Need to have an out clause in the contract or coop agreement if that happens. Longterm sustainability?

Risks to Partner(s): Fulfilling their agreement, meeting the scope of work

4. **Who would internally need to sign this agreement? Contracting/grants officer, DE**

5. **What form of recognition could be used for this partnering activity? Press releases, thank letter, certificates of appreciation, signage**

5. GIS Database:

- The USDA Forest Service and the Corps would like to cooperate in developing a GIS database for the Lost Creek Lake project in the Rogue River Basin.
- The Corps managers and Forest Service personnel will jointly develop a plan to prepare the GIS database.
- The Forest Service will research and gather existing data and the Corps will identify data needs.
- The Forest Service will compile the data and produce GIS maps and associated data fields.
- The Corps will provide consultation and review of the data as needed.
- The Corps will reimburse the Forest Service for their labor costs of no more than \$20,000.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary? Economy Act/
MOA/Support agreement**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**

Benefits to Corps: Economize efforts, get the work done for both agencies. Forest Service is doing most of the work.

Benefits to Partner(s): Same as Corps, labor funding, property to use

Risks to Corps: Different GIS standards, timing, quality and accuracy of data

Risk to partner: Same as Corps

4. **Who would internally need to sign this agreement? DE and RM, OC**

5. **What form of recognition could be used for this partnering activity? Jointly produced materials and recognition online in database**

6. Museum Displays:

- The National Great Rivers Museum was authorized as a regional visitor center by WRDA 1992, with \$2.5M in appropriations to construct the building
- Partnering donors were necessary to provide exhibits.
- The interpretive prospectus included suggestions for twenty-five interactive exhibits, theater presentations, a gift shop, and a classroom.
- The Meeting of the Rivers Foundation was created to initiate a fund-raising campaign for the exhibits.
- Both parties agreed to cost share this 50/50.

1. **Do we have authority to enter into this partnership? If not, why? **yes****

2. **Is this a partnership the Corps may be interested in? **Yes****

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Cooperating association agreement**
- **Contribution, or MOU, or Challenge Partnership**
- **Recommend CPA due to the cost share aspect**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**
Benefits to Corps: **Corps gets exhibits and someone to run special programs and provide staff/volunteers**

Benefits to Partner(s): **Meets their mission**

Risks to Corps: **If no donors = no exhibits. Donor messaging might not match the Corps. Need to line out agendas, missions, and agree on the story**

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? **DE****

5. **What form of recognition could be used for this partnering activity? **Co-logos on all materials, connection of websites, groundbreaking ceremony. Involvement of schools, volunteer party sponsored by coop assn. Donor wall****

7. Multiple Partner Wetland Complex:

- The Corps of Engineers will work jointly with the Pennsylvania Game Commission, Ducks Unlimited (DU), and the U.S. Fish and Wildlife Service to establish two separate 10-acre wetland complex projects on mitigation lands located on Corps fee title land.
- The purpose of the partnership is to collaborate for the protection, restoration, and management of wetlands.
- Local groups will provide labor for design and planting.
- The Corps will provide permits, materials, seed and labor.
- The Pennsylvania Game Commission will provide the design
- Ducks Unlimited will provide funding for heavy equipment
- The total project cost is \$22,000.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Challenge Partnership with state and Ducks Unlimited**
- **MOU with FWS or Contribution (not sure what they are actually offering from the info provided)**
- **Volunteer agreement**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**
Benefits to Corps: Corps gets wetlands mitigation requirement fulfilled

Benefits to Partner(s): PGC and DU get hunting area. FWS meets wildlife mission.

Risks to Corps: Not sure who the local groups are... Any one party could bow out and others would have to take over. May cost more due to construction/E&D needs

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? OPM since < \$25k**

5. **What form of recognition could be used for this partnering activity? Signs, opening ceremony, special hunt events for DU members, partner logos**

8. Multi-use Trail Management:

- This is a partnership between the Triangle Rails to Trails Conservancy, North Carolina Wildlife Resources Commission, North Carolina Department of Transportation, North Carolina Horse Council, and the Corps to manage the American Tobacco Trail (ATT)
- The ATT extends 23 miles along an inactive railroad line, passing through portions of Durham, Chatham, and Wake Counties.
- Five segments of the trail (3 miles total) and two trailhead facilities are located on Federal property under the management of the Corps.
- The Corps will collaborate with Wake, Durham and Chatham counties and the NC Wildlife Resources Commission to operate the portions of the trail on Federal property.
- NCDOT's has a railway corridor easement on Federal property.
- Congressman Price has sponsored legislation to provide Federal funding for portions of the trail in all three counties.
- The total project cost is \$1.4M

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes/Maybe- what is each party providing? Who is handling the funds?**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **License to NCDOT**
- **MOU- Corps can spend funds on our 3 mile portion, but not the other 20 miles**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**

Benefits to Corps: Shared trail management. More eyes on the trail. Better facilities by pooling resources. Linking communities, multiple partner buy-in

Benefits to Partner(s): Same. County tourism

Risks to Corps: Jurisdiction issues, who does what

Risks to Partner(s): Failure to get funding. Competing user groups?

4. **Who would internally need to sign this agreement? Can be done at any level.**

Might want the DE to sign due to the complexity and Congressional involvement.

5. **What form of recognition could be used for this partnering activity? Big opening ceremony, signs, brochures, websites, articles, special hike led by rangers**

9. Cave Access:

- This is a partnership between the Missouri Department of Conservation (MDC) and the Corps to construct a gate system at one of the caves on project lands to restrict human access.
- The cave is licensed to MDC, but the license does not cover responsibility to protect endangered species (this is still the Corps' responsibility).
- The Corps lacks the expertise to design the gate and would like to enlist the expertise of the America Cave Gating Association.
- The cost for the design consultation and construction supervision project is estimated at \$10,000.
- The partnership between the Corps and MDC is to jointly fund the consultation and supervision on a 50-50 split.
- Both agencies intend to share in hired labor to complete the construction.
- The Corps will furnish the materials.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **License to MDC**
- **Contract with ACGA**
- **Challenge Partnership with MDC**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**

Benefits to Corps: MDC and Corps meet their missions

Benefits to Partner(s): _____

Risks to Corps: Some unanswered questions... How much labor? How much for materials. Need more info

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? RE for the license. Depends on the CPA value, but likely OPM level**

5. **What form of recognition could be used for this partnering activity? Signage at cave.**

10. Archaeological Data Recovery:

- This is a partnership that involves the Kansas City District, the Kansas State Historical Society, and the Kansas Anthropological Association to conduct additional archaeological data recovery investigations at Kanopolis Lake.
- Over 185 volunteers will participate in the excavations.
- The Kansas State Historical Society will contribute the professional services of three staff archaeologists.
- This partnership will make it possible to recover significant data from portions of the site endangered by looters and riverbank erosion.
- The total project cost is \$17,000.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking? Might want some erosion control added to prevent further looting opportunities**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Volunteer agreement**
- **Contribution**
- **Possible MOU or Challenge partnership if Corps puts in funds. Safer to do CPA since digging in fee title land**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner? Benefits to Corps: Professional services that we don't have. Lots of volunteer help.**

Benefits to Partner(s): Field experience for volunteer archaeology students, college credits

Risks to Corps: Archaeological resources, looting by volunteers... might want background checks. Untrained volunteers could do more harm than good

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? OPM, but DE would be recommended due to sensitive resources and information. Look at district policy for tribal issues and coordination with district archaeologist.**

5. **What form of recognition could be used for this partnering activity? Low key until after the fact, or at least make it general so it doesn't pinpoint the location. Could give free camping to volunteers. Artifacts in visitor center.**

11. Wetland Development:

- This is a partnership between the Corps and Clay County to build a wetland at Smithville Lake.
- The Corps will provide all plans, specifications and materials.
- The conservation agency will provide a contract to supply equipment and labor to construct the wetland and then operate and maintain the wetland structures for several years to make sure it functioning correctly.
- Total project cost is \$85,000.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Challenge Partnership or MOU**
- **Lease/license**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**
Benefits to Corps: Corps saves on contract costs, equipment, labor, O&M.
Improvements and protection of the resource

Benefits to Partner(s): Meets the mission of the conservation agency

Risks to Corps: Construction plans could fall through. County might not get their \$

Risks to Partner(s): Budget shortfalls

4. **Who would internally need to sign this agreement? Chief of Operations**

5. **What form of recognition could be used for this partnering activity? Media outlets, awards, social media, signs**

12. Hot Air Balloon Event:

- It is the third annual balloon event at the Corps Lake.
- The local cooperating association is the special event host.
- They have been approached by a sponsor who will fund half the special event in exchange for being able to hand out flyers to all the campers for the week prior and put up their banners at the event.
- As a side note they asked if they could also sell some of their apparel and gift cards during the event.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Probably**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Coop association agreement**
- **Special use permit with sales option**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**
Benefits to Corps: Increased visitation and exposure to our facilities

Benefits to Partner(s): \$ maker for the association and sponsor

Risks to Corps: Need to make sure the sponsor is vetted. Limit advertising. Not sure about the fliers the week before. Need to have oversight.

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? DE for the association. OPM for the special use permit.**

5. **What form of recognition could be used for this partnering activity?**

13. Trail Signage and Brochures:

- This partnership is between the Portland District and Cascade Pacific Resource and Development Area, Inc. to support of brochure printing and signage on the Oregon Cascades Birding Trail.
- The trail extends more than 1000 miles and includes more than 100 key birding sites, including several at Corps lakes in the Willamette Valley.
- A color brochure will be developed, printed and widely distributed at airports, car rental agencies, and other tourist venues, and is also available through the Internet.
- The total project cost is \$11,000.

1. **Do we have authority to enter into this partnership? If not, why? Possibly. Need more info.**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking? Depends on what kind of other partners are involved. Need to have key messages and goals consistent with ours. Cultural/environmental sensitivity of site**

b. **If yes, what type of a partnership or agreement is necessary?**

- **MOU**
- **Contribution**
- **Challenge partnership if on our lands**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner? Benefits to Corps: Free brochure? Design, outreach, more visitors**

Benefits to Partner(s): Connect/links to partners

Risks to Corps: Need to be able to review the message. Signs need cultural clearance to post.

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? Need more info**

5. **What form of recognition could be used for this partnering activity?**

14. History of Pike's Peak:

- This partnership is to commemorate the expedition Zebulon M. Pike, who first sighted the famous peak which now bears his name: Pike's Peak.
- Historic journals place this first sighting on lands that are now a part of John Martin Reservoir, owned by the U S Army Corps of Engineers, and leased to the Colorado Division of Wildlife for Wildlife Management.
- Plans are being made to celebrate the sighting with the placement and dedication of a monument and sighting scope.
- A brochure commemorating the bicentennial anniversary is being developed.
- The total project cost is \$9,500.

1. **Do we have authority to enter into this partnership? If not, why? Not sure. If the area is leased to the state. Who is paying for this? Not enough info.**

2. **Is this a partnership the Corps may be interested in? Maybe**

a. **If not, what do you tell the party asking? They have full management and responsibility for the recreation program. Not sure why we need to be involved.**

b. **If yes, what type of a partnership or agreement is necessary? MOU possibly. Not an MOU because it's on leased land.**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner? Benefits to Corps: Don't really see how this benefits the Corps or what is needed from us.**

Benefits to Partner(s): _____

Risks to Corps: _____

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement?**

5. **What form of recognition could be used for this partnering activity?**

15. Marketing Program:

- The Corps is planning to participate in a partnership to increase overnight visitation to nine Corps lakes through marketing efforts targeting visitors who use the recreational businesses surrounding the lakes.
- The marketing device will be a brochure.
- The marketing program will emphasize overnight accommodations such as resorts, motels, cabins, and camping.
- The Georgia Department of Industry, Trade and Tourism makes available grants for development of innovative marketing activities that will attract visitors to the State.
- Several local convention and visitor bureaus (CVB's) have agreed to develop proposals and make application for funding under this program.
- The partnership will develop a joint marketing piece to be used as a promotional tool for all who partner on the project.
- The total cost of the project after the grant is \$900.

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Challenge partnership**
- **Contribution**
- **MOU with SE tourism**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**
Benefits to Corps: Increased visitation and exposure. Marketing by professionals. Shared costs

Benefits to Partner(s): More locations to promote to get more tourist \$ to the area

Risks to Corps: Lack of control over the message and scope. Grant could fall through.

Risks to Partner(s): _____

4. **Who would internally need to sign this agreement? OPM most likely**

5. **What form of recognition could be used for this partnering activity?**

16. Road Maintenance Cost Share:

- Officially and historically the Corps has maintained the road across the dam at Rathbun Lake.
- The Corps has requested funding to overlay the road for 8 years and it has not received funding.
- The county has offered to share costs in the project using State funding.
- They would like to administer the contract since they will be contracting the adjoining sections of the road.
- The total project cost is \$8.4 M

1. **Do we have authority to enter into this partnership? If not, why? Yes**

2. **Is this a partnership the Corps may be interested in? Yes**

a. **If not, what do you tell the party asking?**

b. **If yes, what type of a partnership or agreement is necessary?**

- **Contribution, MOU, or Challenge Partnerships**
- **Contract?**
- **Need more info as to who is providing the funds**

3. **What are the benefits and risks of this partnership to the Corps and to the Partner?**

Benefits to Corps: Save on contracting costs and time. Get the road paved. Potential for Federal Highways funding/ERFO program.

Benefits to Partner(s): County gets a nice road too.

Risks to Corps: Contract falls through and work doesn't get done

Risks to Partner(s): They have to come up with the funding

4. **Who would internally need to sign this agreement? Most likely the DE. Depends on how much the partners are contributing and what agreement type is selected**

5. **What form of recognition could be used for this partnering activity? Similar to all of the others**