

Introduction to the NRM Partnership Program

Partnerships in NRM
PROSPECT Course



®

US Army Corps of Engineers
BUILDING STRONG®

History of the NRM Partnership Program



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



Joint Ventures: Partners in Stewardship



- Partnership conference in Los Angeles, November 2003
- First time the 7 land management agencies co-convened an effort of this kind
- One-stop networking between the federal government and partners
- Over 1,600 participants
- Demonstrated the Chief's commitment to partnering



The Seven Land Management Agencies

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



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



Outcomes

- The Corps of Engineers as a community recognized the value of partnering at all levels and in all business lines
- Stakeholder listening sessions were conducted
- Created HQ senior partnership position (Debra Stokes)
- Partnership Advisory Committee established in October 2003



Partnership Program Status 2004

- Lack of understanding of the value of partnering at all levels
- Stakeholder listening sessions
 - “Agency culture is bureaucratic and self-serving”
 - “Processes are daunting”
 - “Corps does not partner like a partner”
- Established national committee to evaluate existing policies, authorities and develop new strategies
- Redefined “Partnership”



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.

Partnership Advisory Committee 2004

PAC 2009 – Raystown

- LRD – Gene Davis
- MVD - Richard Otto (Retired)
- NAD - Cori Brown (Retired)
- NWD - Greg Miller (Retired)
- POD - Mike Lee
- SAD - Mike Hosey
- SPD - Chris Gallagher (Would really like to retire)
- SWD - Jeff Boutwell



Partnership Advisory Committee Strategies

- Policy - Revise regulations and develop legal primer
- Authorities - Legislative package modeled after other federal agencies authorities
- Training - APPL Workshop
- Funding - Non-appropriated funding source for multi-year efforts
- Incentives-Handshake funding, special items tag, performance measures
- Interagency collaboration team



Issues and Challenges

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



Authority Needs

- Expand challenge partnership authority to include leased lands.
- Allow USACE to advance a percentage of funds or other resources to promote broader participation in cost share partnerships.
- Broad authority “to provide assistance to, and to cooperate with, federal, state and public and private agencies and organizations” for mission related purposes.
- Authorize the cooperative production of educational and interpretative program materials with interpretive associations.
- Permit and prescribe conditions for expending funds outside (but directly related to) fee owned lands.



What is a Partnership?

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



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



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.
- Partnerships are not about doing more with less, but doing more with more partners.

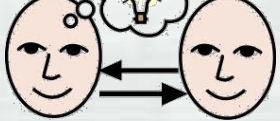






PARTNERSHIP

"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 15 Recreation budget = \$252 million. Without sustainable cost-effective partnerships => Decrease in services and amenities and degradation of natural resources
- FY 13 partnerships reported in OMBIL: 1,089 partnerships with a total value of \$50.8 million 
- 51,368 Corps volunteers contributed 1,593,452 hours of work with a value of \$35.3 million 

Partnership Connection to the Recreation Strategic Plan

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



Building the Partnership Paradigm

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



Principles for Success

- Partnerships should be treated like a marriage.



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

- Learn the art of collaboration. 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

Key skills = Trustworthiness, 2 way communication, conflict resolution



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Principles for Success

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



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



Partnership Challenges 2014



- What our partners say:
 - ▶ “Your processes are daunting and we don’t understand them.”
 - ▶ “You don’t partner like a partner.
 - ▶ “When we deal with one part of the Corps, it is not like dealing with another part.”
 - ▶ “We are frustrated.”

- Our current authorities do not fully support two-way partnering.

- Districts are not consistent in policy interpretation.

- Support elements such as Office of Counsel (OC), Contracting, and Resource Management often adopt very conservative approaches.

- Decreasing funding=> less staff => less time to foster relationships with current or potential partners



Partnering Authorities/Guidance

- **WRDA 1992: Sec 203 (33 USC 2325) and Sec 225 (33 USC 2328), PL 98-63 (33 USC 569c):** Authority to accept contributions, volunteers, and set up Challenge Partnership Agreements
- **42 USC 1856a, 41 USC 501, 31 USC 6301, WRDA 2000: Sec 213 (33 USC 2339), WRDA 1998: Sec 11, WRDA 1996: Sec 310, WRDA 1976: Sec 120:** Authorities to enter into cooperative agreements for fire protection, education/training, environmental conservation, research/development, and law enforcement services
- **ER/EP 1130-2-500,** Partners and Support, Chapter 9 (Cooperating Associations), Chapter 10 (Volunteers), Chapter 11 (Contributions), Chapter 12 (Challenge Partnerships, formerly Challenge Cost Share)
- **Executive Order 13352,** 26 Aug 2004, Facilitation of Cooperative Conservation: Orders agencies to work together to meet conservation goals



New Partnering Authorities

WRRDA 2014 – Section 1047

- (b) Cooperative Management- Authorizes cooperative agreements for cooperative management at Corps lakes with State or local governments where recreation areas are adjacently located
- (c) Use of Funds- Allows the use of Corps funds to support activities carried out by State, local, tribal, public or private nonprofit entities to enhance recreation opportunities. Transfer of funds would be through a cooperative agreement
- (d) Services of Volunteers- Expands on definition of ‘incidental expenses’ for volunteers
- (e) Training and Educational Activities- Changes Sec 213a of WRDA 2000 to include training/educational activities off Corps lands
- National PDT currently developing implementation guidance. Will also develop training and updated ER/EP chapters



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

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

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



7 USACE Authorized Partnership Types

- **Challenge Partnerships:** A type of cooperative agreement with non-Federal public and private entities on facilities and natural resources maintained at full Federal expense
- **Memorandums of Understanding/Agreement (MOU/MOA):** “Agreement to agree” but does not obligate funds. MOA establishes legal terms that will be included in a Support for Others 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 geared toward environmental stewardship, restoration, and recreation





US Army Corps of Engineers

Natural Resources Management Gateway

to the future . . .

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Partnerships
How To

How To Develop a Partnership





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

[Back](#)

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

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

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

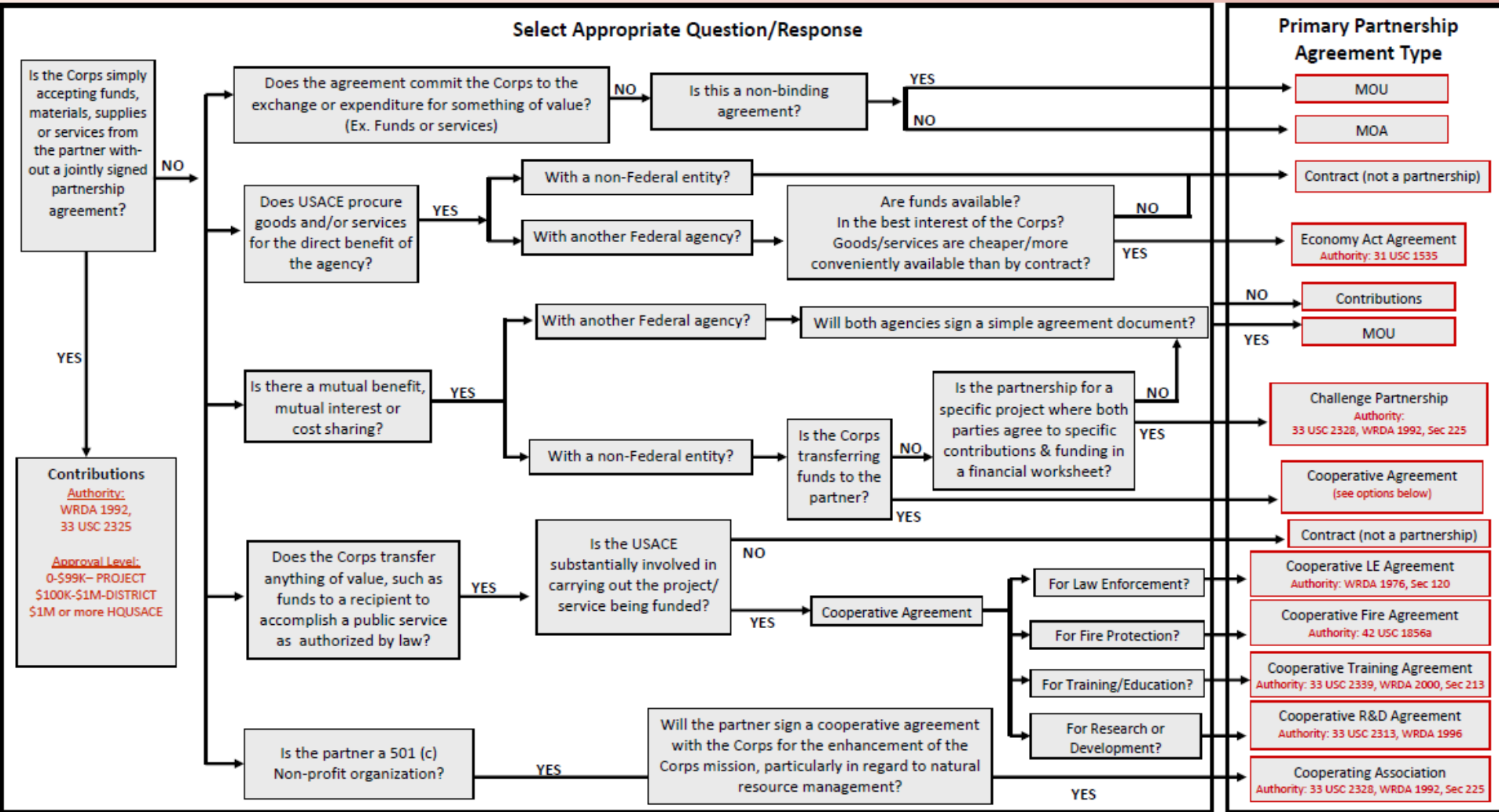
Volunteers – The Corps is authorized to accept the services of volunteers to carry out any Corps activity except policy-making or law enforcement. Volunteer agreements allow the Corps to accept the services of volunteers and to provide for their incidental expenses. (33 U.S.C. §569c; [ER 1130-2-500,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

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

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

USACE NRM Partnership Agreement Decision Tree

(for Recreation and Environmental Stewardship Partnerships)



Resources: NRM Gateway

<http://corpslakes.usace.army.mil/partners/partners.cfm>

Partnerships

[Headquarters POC](#)

[Partnerships Pages Quick-finder Index](#)

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

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

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

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

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

How To:

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

Sharing the Challenge

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



US Army Corps of Engineers®

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Why Partner with the Corps?

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

The Corps Story

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

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

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

Partnering Benefits

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



Partner Spotlights



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

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



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

Corps Recreation Values and Roles

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



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





Corps Lakes Gateway

US Army Corps of Engineers

www.CorpsLakes.us

Your gateway to fun at Corps Lakes!



Select a State ▼

Select a Corps of Engineers Lake ▼

Select an Activity ▼

Search

370 million visits

Partnerships in Natural Resources Management



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

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

Examples of Successful Partnerships ▼

National Partners with the Corps of Engineers ▼



Partnering with the U.S. Army Corps of Engineers

Resources: Volunteer Clearinghouse

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



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US Army Corps of Engineers

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Volunteer Resources

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[Volunteer Opportunities](#)

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Useful Links

[Water Safety](#)

[Corps Lakes Gateway](#)

[USACE Natural Resources](#)

[Education Foundation](#)

Volunteer Clearinghouse

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

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

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

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

Volunteer opportunities include:

- Campground Host

Featured Opportunities

Participating Agencies



Position:
Black Canyon Campground—
URGENT NEED
Santa Fe National Forest

Address:
Española Ranger District, Black Canyon
Campground, Santa Fe, NM 87501

Contact:
Jennifer Sublett jsublett@fs.fed.us
505-753-7331

Dates:
3/26/2012 - 11/1/2012

Activities: Campground Host **Suitable For:** Adults

Record Date: 6/4/2012 **Difficulty Level:** Average

Opportunity Description:

Spend your time in beautiful Santa Fe National Forest up in the mountains! The Santa Fe National Forest covers 1.6 million acres in the heart of north central New Mexico. Within the forest's borders are lush meadows, miles of conifer trees, and a dormant volcano with a 15-mile wide crater (Valles Caldera National Preserve). Visitors can enjoy camping, fishing, hiking and many other outdoor recreation activities. Residents can maintain their traditional and cultural uses of the national forest and forest products. The highest point in the SFNFF is the summit of Truchas Peak located in the Peecos Wilderness 13,103 feet. At the lowest altitude, the SFNFF is 6,000 feet.

This campground is one of the most popular in the area AND is highly sought after for campground hosting.

The campground was completely renovated in 2006, and re-opened in 2007 with all new facilities. There are 36 sites, half are reservable through Recreation.gov, and half are first come first serve. All sites have a table, grill pit, and tent pad. Most sites will accommodate an RV in sizes ranging from 22' to 60'. There is a new water system, there are vault toilet, and bear resistant trash bins. Campsites do not have sewer or electric hookups. There is a NM State Park (Hyde Memorial State Park) immediately adjacent to the campground, and there are many other recreational opportunities nearby.

Participating Agencies



Position:
Camp Hosting
Greenbrier State Park

Address:
21945 National Pike
Boonstony, MD 21719

Contact:
Mary Jo Barbes
mbarbes@dcv.state.md.us
301-791-4655

Dates:
4/1/2012 - 10/31/2012

Activities: Campground Host **Suitable For:** Adults

Record Date: 3/2/2012 **Difficulty Level:** Not Difficult

Opportunity Description:

The Camp Host Program at Greenbrier State Park is very important to us. It is an extension of our work team and our best contact with campers. There are many benefits to hosting here. By working 20 hours a week, you camp for free in a beautiful setting and become part of our family. Water, sewer and electric are all included. We also provide you with a golf cart and private laundry facilities.

As a camp host, you would introduce yourselves to the campers, clean the sites, touch up the bathrooms, organize weekend activities for the campers, and assist the staff when needed.

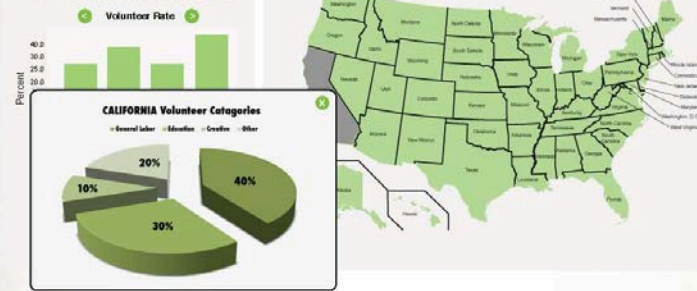
We recognize how important camp hosts are to our operation. You make people feel welcome. A host can turn a negative experience into a positive one.

Resources:

www.Volunteer.gov

Volunteer Statistics 1 Event

NATION WIDE VOLUNTEER STATS



Find a volunteer opportunity

keyword agency
 city state zip

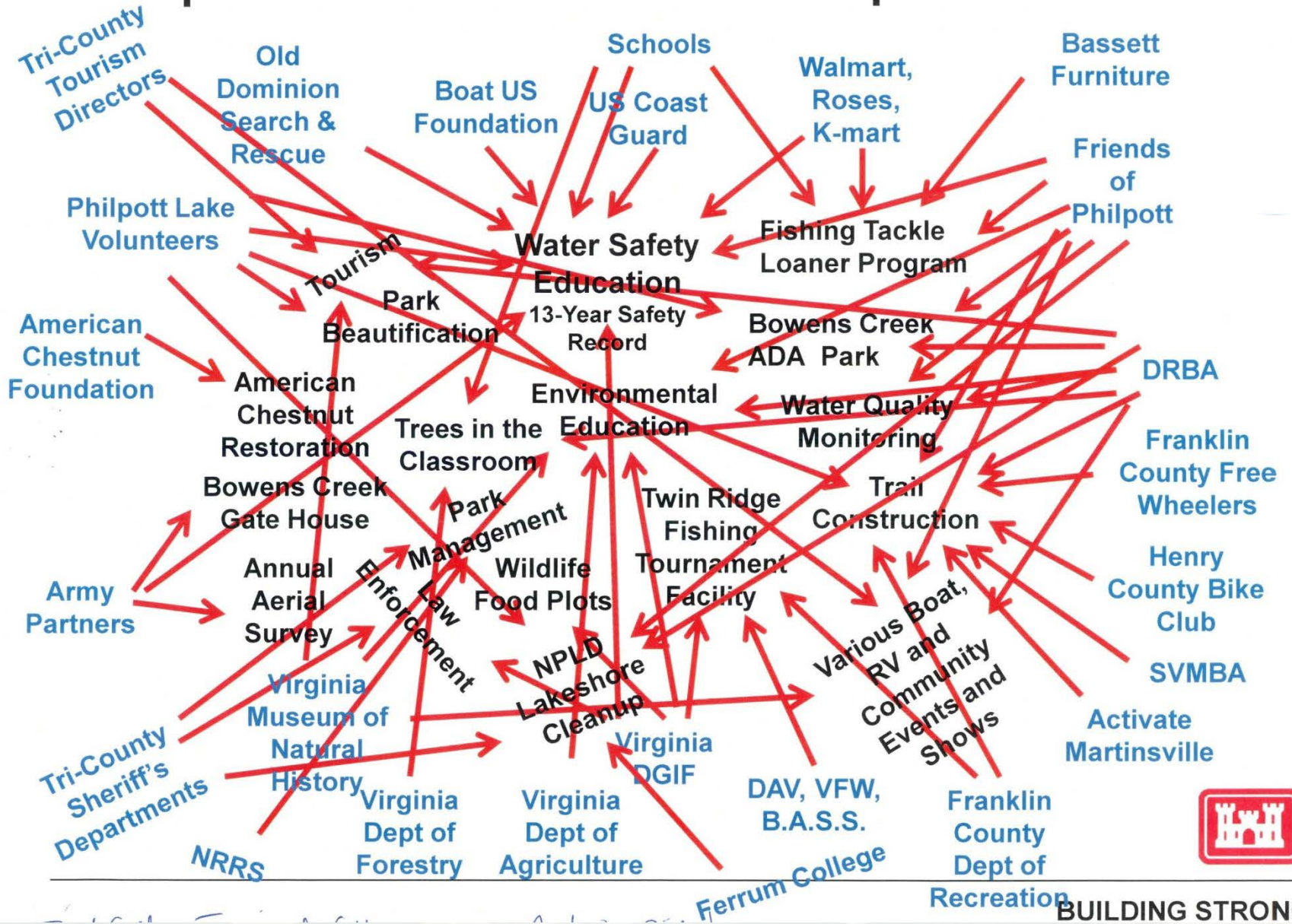


PAC 2014

- Heather Burke – USACE- HQ
- Chris Rapenchuk – Chair - LRD
- Titus Hardiman – SWD
- Stacy Sigman - MVD
- Sara Jones - SPD
- Miriam Fleming – SAD
- Alana Mesenbrink – NWD
- Allen Gwinn - NAD



Philpott Lake Partnership Flow Chart



Philpott Lake Partnership Success



Recap Questions

What is the ER/EP that pertains to partnerships?

1130-2-500



Recap Questions

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

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



Recap Questions

What is the simplest form of partnership?

Contribution



Recap Questions

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

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



Recap Questions

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

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



Recap Questions

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

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



Review

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

