

**Partnership PDT
Washington Meeting Minutes
January 21 and 22, 2004**

Attending:

Jeff Boutwell, SWF, PM
Greg Miller, NWK
Dick Otto, MVP

Cori Brown, NAB
Phillip Brown, LRN
Mike Hosey, SAW

Chris Gallagher, SPN
John Breiling, NWP
Debra Stokes, HQ

21 January 2004

1. This was the team's first meeting. All introduced themselves and expressed their thoughts about what the team should accomplish. Debra Stokes, HQ proponent, noted that she will act in this role under 2012 in addition to her duties as a member of the MVD RIT.

There was a discussion on whether additional members to the team were needed and it was suggested that subject matter experts (SME) from Resource Management, Contracting, Real Estate, Environmental, and as well as a Corps stakeholder/partner could be included.

Team members hopes and expectations:

- a. Reduce the bureaucracy and inflexibility of our present partnership methods.
- b. Investigate authorizing legislation, particularly funding regulations that prevent us from using more innovative partnering methods.
- c. Conduct a better marketing campaign, both internal and external, for the Corps and what we do.
- d. Clarify the use of logos on products and publications, both public and private.
- e. Create tools and guidance for the field level on partnering methods.
- f. Provide partnership training through tools such as "web casting."
- g. Make it as easy as possible for the field to partner. Use written documents and avoid the unofficial "handshake" deals that can lead to problems. (Handshake deals are agreements without formal documentation to avoid bureaucratic red tape).
- h. Change the Corps culture with regards to partnering. Become less risk adverse.
- i. Stop replacing O&M budget funding with partnership funding. Partners may not wish to participate unless they can see added value.
- j. Cultivate buy-in from each district's chief of Operations.
- k. Borrow from the experience and success of others. Study US Forest Service and NPS partnering processes and adapt for our use if possible.
- l. Avoid the commercialization of our partners.
- m. Use caution in advertising success.
- n. Request use of the seed money initiative as a multi-year effort.
- o. Emphasize the NRM Gateway as the main source of partnership information.
- p. Show results quickly.
- q. Ensure everyone understands ethics rules regarding donations and fund raising.
- r. Make sure the field is aware of grant funds that are available such as the TEA-21 funding for trails.

s. Find out the results from the customer comments that were compiled by Scott Jackson at the Joint Ventures: Partners in Stewardship Conference in Los Angeles.

2. **PDT Charter.** The team reviewed its charter for possible additions and changes. The following changes were agreed to:

a. A. Background:

(1) Add “partnerships are a handshake, not a handout” and that “Partnerships are to enhance and not replace O&M funding.”

(2) Review ER/EP 1130-2-500, Chapter 10, Volunteers as well as ER/EP 1130-2-540 Natural Resources and 550 Recreation.

(3) Review Real Estate ERs for licenses and leases information.

(4) Add members of SMEs from RM, RE, Contracting, PAO as well as a member from a nationwide stakeholder organization to provide insight on new policy and guidance developed by team.

b. B. Mission:

(1) In addition to researching Corps authorities, the policies and guidance of other agencies should be examined. The PDT will also research stakeholders and other non-governmental organizations’ policies and guidance.

c. C. Functions:

(1) The PDT will address authority problems.

(2) The PDT will develop recommendations for training.

d. D. Work Location:

(1) The team will meet no *less* than twice a year.

3. The team then conducted a brainstorming session and developed a list of 27 action items to accomplished. These were classified into what could be accomplished in the short term (up to six months) and in the long term (from six months to one or more years). These are listed as Appendix A.

4. George Tabb, Chief of Natural Resources Management Branch, met with the team and gave an overview of how things will be set up under the 2012 reorganization. He said he had many unanswered questions of his own but stated that he was going to be very aggressive in making the reorganization work for the NRM community. Whatever his responsibilities were to be, he wants to ensure the viability of his position for those who will follow him. He emphasized that the seed money needs to be spent in this FY and that we need to show successes and benefits from the initiative this year.

5. Mike White, Chief of Operations, stopped by and the team gave him an overview of what it had accomplished to that point. He stated that what the team was doing was very important in meeting the Corps’ mission and said that all aspects of the program are subject to review and change. The team should adopt the position that policy should not restrict growth of the program. The team should embrace the philosophy that it has the permission to pursue all

partnerships that are not specifically prohibited by law. Naysayers must prove that it is against the law, not policy. He suggested that the team contact Tom Fleeger (CoP POC for the OMs) and his team in NWD. Mike emphasized the key words “incentive for cultural change” and asked how was the team going to build incentives into the partnership process. He then spoke about the new ReRAMP Program and the Use Fee Demonstration Program.

6. The team then developed talking points to be used by Mr. White at the upcoming Operations Managers Course to be held in February.

The meeting adjourned for the day at 1700 hours.

22 January 2004

1. The team brainstormed on what the talking points should be and while doing this, a short-term idea came up to develop a business card that defines what a partnership is on one side and gives the Corps’ Partnership Philosophy on the other. This card could easily be distributed to all Corps personnel and to our customers and stakeholders.

2. The team developed a time line for each of the 1st Tier short term action items (to be accomplished before March 14th) and assigned taskers. The 2nd tier short term and long term action items were also assigned to be accomplished at a later date.

3. MG Strock, Director of Civil Works, stopped by and reiterated the importance of the mission of the PDT and that nothing was sacred. He was pleasantly surprised when the team presented him with a prototype of the partnership card.

4. After the general’s visit, the team reviewed the agenda for the Corps’ partnership workshop scheduled for the Association of Partners for Public Lands Conference to be held in St. Louis in March. This will also be the location of the team’s next meeting.

The meeting adjourned at 1630 hours.

Appendix A. Brain Storming Session

- Review John Brieling's Partnering Handbook draft.
- Review all Corps regulations pertaining to Partnerships.
- Develop material explaining how to utilize TEA-21 grant funding.
- Rectify the upfront funding issues.
- Determine if other agencies partnership authorities be used
- Investigate partnership training opportunities.
- Explore marketing campaign.
- Explore the possibility of establishing a congressionally authorized foundation.
- Develop tool to evaluate the effectiveness of a partnership.
- Streamline the partnership process.
- Develop seed money programs.
- Update the Gateway page.
- Learn from others, look at other agency's models.
- Clarify use of Corps logos on material paid for by partners.
- Identify partnership competencies.
- Integrate OM Course with DE Course.
- Fix partnership printing issues.
- Fix partnership contracting issues.
- Identify stakeholders.
- Identify new Partnership PDT subject matter experts.
- Add ethics page to Gateway.
- Determine the ethics and authority for fundraising.
- Clarify policy on specific rules using real life examples.
- Determine if we need partnering authority that we don't have?
- Identify a method for policy change.
- Develop stakeholder comment card questions.