



DEPARTMENT OF THE ARMY  
U.S. ARMY CORPS OF ENGINEERS  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

S: 19 September 2003

CECW-ON

SEP - 3 2003

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS  
AND DISTRICT COMMANDS

SUBJECT: Partnership Program Delivery Team

1. The U.S. Army Corps of Engineers Vision Statement includes "revolutionizing effectiveness" as a goal. Specifically, the goal statement is that "dramatic improvement in performance and customer satisfaction will be achieved through best business practices, bold process reengineering and innovative use of technology."
2. To accomplish this goal in the area of partnerships, a project delivery team (PDT) will be created to evaluate and develop the best national strategy for the creation of partnerships at the project level. The PDT will use the initial guidance provided by HQ to establish the program and will serve as a resource to assist in the development of partnerships for all interested Major Subordinate Commands (MSCs).
3. The Corps needs the assistance of its field team members in two ways. First, an overall manager (Partnership PDT Manager) for this effort is needed. The ideal candidate should have experience in working with cooperative associations, local non profits, and/or local/State governments; experience in managing long term efforts; and experience in managing both people and financial resources. Second, we need a team of qualified individuals to assist the Partnership PDT Manager in accomplishing the tasks.
4. I ask that you nominate one team member from your MSC to serve as Partnership PDT Manager and one team member to serve on the Multidiscipline PDT. I have enclosed a copy of the team's charter. This should be used as a guide in recommending individuals for these positions.
5. Please provide your nominations for the Partnership PDT Manager and the Multidiscipline PDT to HQUSACE (CECW-ON) by COB 19 September 2003. My point of contact for this effort is Ms. Debra Stokes, Natural Resources Management Branch, who can be reached at (202) 761-7769.

FOR THE COMMANDER:

Encl

MICHAEL B. WHITE  
Chief, Operations Division  
Directorate of Civil Works

## **Partnership Project Delivery Team Charter**

A. Background: The Corps Vision Statement includes “revolutionizing effectiveness” as a goal. Specifically the goal statement is “dramatic improvement in performance and customer satisfaction will be achieved through best business practices, bold process reengineering and innovative use of technology.” This goal will be applied to Corps partnership practices.

1. ER/EP 1130-2-500, Chapters 9, 11, 12 and Appendices P and Q provide guidance to establish partnerships with government agencies and private organizations to assist the Corps in achieving multiple tasks and providing expanded program funding to support project purposes.

2. Partnerships leverage project resources. For example, contributions from a non-profit organization to a project can be used in addition to the allocated O&M budget and will not be considered augmentation of funds. These contributions can be used for such things as the purchasing equipment and materials for Corps projects, funding of volunteer recognition events, and for the protection, improvement, restoration, rehabilitation, or interpretation of natural resources, environmental features, recreation areas and facilities, or cultural resources. Partnerships can also assist the Corps with conducting and funding programs for such things as improving accessibility for disabled persons, providing water safety handouts, rehabilitating existing facilities, maintaining trails, and improving wildlife habitat. Forming these associations also fosters relationships with communities and improves communication among local constituencies.

3. The Corps will establish a project delivery team (PDT) to assist projects and field entities in using our partner authorities. The PDT will operate under the direction of HQUSACE CECW-ON. The PDT will be made up of one team member from each MSC and may include individuals with specific expertise in partnering issues.

4. The PDT will be a multidiscipline field team with expertise and backgrounds in Corps partnerships. It will be lead by a project manager (selected from the nominees submitted by the divisions) and will report to the Senior Policy Advisor for Partnerships. Members of the PDT can come from any level including district and the project. Field participation is encouraged and team members will be selected for their creativity and on the ground successes in related activities.

### B. Mission:

1. The mission of the project manager is to oversee and manage all activities of the PDT. The focus of the project manager will be on achieving an orderly and successful outcome of the PDT

2. The mission of the PDT will be to evaluate and develop the best national strategy for the creation of partnerships at the project level. The PDT will research the partnership policies and guidance of other agencies and recommend additions to enhance the Corps program. The PDT will make specific recommendations for improvements to the Corps partnership program, recommend future direction of the program, and provide additional guidance to be included in Corps ERs and EPs.

C. Functions: The PDT will perform the following functions:

1. A project manager will be named (by HQUSACE) to represent the team in dealing with the PDT and others.

2. Develop an overall time line (schedule) and cost estimate for the work outlined below for the approval of the Senior Policy Advisor for Partnerships.

3. Develop national guidance for the implementation of partnerships at the project level. Build more consistency throughout the Corps on the implementation of partnerships. Evaluate and analyze current partnership strategies used throughout the Corps and use this information to help create the national policy.

4. Research the partnership policies and guidance of other agencies such as the USDA Forest Service and the National Park Service and use this information to improve the Corps partnership policies.

5. Recommend changes to the current guidance on the Corps Partnership Program.

6. Develop strategies for alleviating roadblocks that reduce our partnering capabilities. Recommend legislative fixes as appropriate.

7. Conduct periodic IPRs to communicate PDT progress.

8. Provide material and updates to the NRM Gateway and other Corps websites.

9. Explore ways to use OMBL for the purposes of tracking partnerships, partner contact information and statistical information.

10. Develop a team of Corps employees who can act as "consultants" for partnership programs for the use of districts that lack or have limited expertise in this area. These "consultants" will perform work for districts on a reimbursable basis.

11. The team will review this charter at its first meeting to ensure it adequately covers the purpose and expected goals of the group.

D. Work Location: The PDT will meet as necessary but no more than twice a year. The majority of time will be spent at each team member's permanent duty station corresponding by telephone and via email.

E. Funding: Funding for travel, per diem and development costs for the members of the PDT will be provided by HQUSACE.

CECW-ON

SUBJECT: Partnership Program Delivery Team

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