

National Partnership Project Delivery Team
Minutes of Team Meeting
January 21 and 22, 2004
Washington, D.C.

The Project Delivery Team met at Headquarters on January 21 and 22, 2004. In attendance was Jeff Boutwell, PM, SWF; Debra Stokes, HQ, Greg Miller, NWK; Phillip Brown, LRN; Mike Hosey, SAW; Cori Brown, NAB; Chris Gallagher, SPN; Richard Otto, MVP and John Breiling, NWP.

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0800 Hours: After an introduction, each team member gave a short overview of their thoughts and questions about what they thought the team should accomplish and how we should get there. Questions were raised about where the Team will reside under 2012. In response to these questions, Debra Stokes responded that she is the Team's Headquarters' proponent and will continue in this role in addition to being on the MVD RIT.

Other comments of note by the Team:

- Add members or at least SME's from RM, Contracting, Real Estate, Environmental, and as well as a Corps stakeholder.
- Reduce the bureaucracy and inflexibility of our present partnership methods.
- Investigate authorizing legislation, particularly funding regulations that prevent us from using more innovative partnering methods.
- Conduct a better marketing campaign, both internal and external, for the U.S. Army Corps of Engineers and what we do.
- Clarify the use of logos on products and publications, both public and private.
- Create tools and guidance for the field level on partnering methods.
- Provide partnership training through tools such as "web casting".
- Make it as easy as possible for the field to partner. Avoid the "handshake" deals (Handshake deals are partnerships agreements without formal documentation to avoid bureaucratic red tape).
- Change the Corps culture with regards to partnering. Become less risk adverse.
- Stop replacing O&M budget funding with partnership funding. Partners may not wish to participate unless they can see added value.
- Cultivate buy in from each District's Chief of Operations.
- Borrow from the experience and success of others. Study Forest Service and NPS partnering processes and adapt to Corps.
- Avoid commercialization of our partners.
- Use caution in advertising success.
- Request use of the seed money initiative as a multi-year effort.
- Emphasize the NRM Gateway as the main source of partnership information.
- Show results quickly.
- Ensure everyone understands ethics rules regarding donations and fund raising.

- Make sure the field is aware of grant funds that are available such as TEA-21 Grant Funding for trails.
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The Team was also interested in the customer comments that were being compiled by Scott Jackson, ERDC-EL-MS, at the Joint Ventures Conference in Los Angeles.

The Team then reviewed the its Charter for possible additions and changes.

In A. Background:

- Add “partnerships are a handshake, not a handout” and that “Partnerships are to enhance and not replace O&M funding”.
- Review Chapter 10, “Volunteers” of ER /EP 1130-2-500 as well as ER/EP 1130-2-540 Natural Resources and 550 Recreation.
- Review Real Estate ERs for licenses and leases.
- Add members of SMEs from RM, RE, Contracting, PAO as well as a member from a nationwide stakeholder organization to review and provide input on new policy and guidance developed by team.

In B. Mission:

- In addition to researching the Corps’ policies and guidance of other agencies, the PDT will also research stakeholders and other non-governmental organization’s policies and guidance.

In C. Functions:

- The PDT will address authority problems.
- The PDT will develop recommendations for training.

In D. Work Location:

- The team will meet no *less* than twice a year.

The Team then conducted a brainstorming session to come up with ideas for what needs to be accomplished. We generated a list of 27 action items. The Team then classified the ideas into what could be accomplished in the short term (6 months) and in the long term (one or more years). These are listed as Appendix A.

George Tabb, Chief of Natural Resource Branch, met with the Team. He gave an overview of how things will be set up under the 2012 reorganization. He said he had many unanswered questions of his own. He 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 insure the viability of his position for those who will follow him. He emphasized that 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.

Mike White, Chief of Operations, visited with the Team. We gave him an overview of what we had accomplished to that point. He stated that what the Team was doing was very important in meeting the Corps’ mission. He said that all aspects of the program are subject to review and change and that the Team should adopt the position that policy should not restrict growth of the

program. We should embrace the philosophy that we have 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 we contact Tom Fleeger and his Team in NWD. Mr. Fleeger is the CoP person for the OMs. He emphasized the key words “incentive for cultural change” and asked how are we going to build incentives into the partnership process. Mr. White then briefed the Team on the new RAMP Program and the Use Fee Demonstration Program.

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.

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0800 hours.

One of the short-term ideas was to develop a 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.

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 to Team members. The 2nd Tier Short Term and The Long Term action items were also assigned to team members to be accomplished later dates.

Major General Strock, Director of Civil Works, visited the Team. MG Strock 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 copy of the Partnership Card.

After the general’s visit, the Team reviewed the agenda for the Corps’ Partnership Training that was to take place at the Association of Partners for Public Lands Conference that will be held in St. Louis in March. This will be the location and date 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.
- Can other agencies partnership authorities be used?
- Investigate partnership-training opportunities.
- Explore marketing campaign.
- Explore the possibility of establishing a Congressional authorized foundation.
- Develop tool to evaluate effectiveness of a partnership.
- Streamline partnership process.
- Develop seed money programs.
- Update Gateway page.
- Learn form 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.
- Fundraising- ethics and authority.
- Policy clarification on specific rules using real life examples.
- Do we need partnering authority that we don't have?
- Identify a method for policy change.
- Develop stakeholder comment card questions.