

# Working Effectively in Partnerships



# What Do We Mean by Partnerships?

**Partnership** - a relationship where people work together to achieve goals that are meaningful to all parties.

Federal policy defines partnerships as:

*“arrangements that are voluntary, mutually beneficial, and entered into for the purpose of mutually agreed upon objectives.”*

## And why bother ....?

- Attract more and **diverse** partners at the table
- **Better** decisions
- Broaden the **public understanding and commitment** to a cause
- Increase **connectivity to the resource** -- a sense of purpose and ownership
- Develop **common ground** on contentious issues and improve levels of trust
- Draw upon **new resources** to implement decisions

# Partnerships

Partnerships are a **billion dollar** program

In fiscal year 2006:

\$573,000,000 in Forest Service funds

+\$355,000,000 in cooperator contributions

\$928,000,000 toward Forest Service goals

# A Sampling of Partnership Tools

**Procurement (contract):** Instrument used to procure a good or service for the direct benefit of the agency

**Grant:** Federal financial instrument used to stimulate or support a recipient's activity for the public good. Government IS NOT substantially involved

**Cooperative Agreement:** Federal financial instrument used to stimulate or support a recipient's activity for the public good. Government IS substantially involved

# Common Forest Service Agreements

- Cooperative Fire Protection, Law Enforcement, and Forest Roads Agreements
- Interagency Agreements
- **Memoranda of Understanding**
- **Collection Agreements**
- **Volunteer Agreements**

# Memorandum of Understanding



- To document a **framework for cooperation** between the FS and other parties for carrying out their separate activities in a coordinated and mutually beneficial manner
- Only used when nothing of value is to be transferred/exchanged
- There are no specific authorities for an MOU

# Collection Agreements

- **Acceptance of money, equipment, property, or products** by the FS to carry out a purpose authorized by law (public benefit)
- Funds (cash or check) may be advance or reimbursement and are voluntarily provided
- No conflict of interest or appearance of endorsement
- Also includes Gifts, under the Gifts Act



# Volunteer Agreements

- Completed with **each** volunteer to document service
  - *agreements for 'Individual' or 'Sponsored'*
- Agreement authorizes reimbursement for incidental expenses
- Agency can enter into **Challenge Cost Share** with partner organizations to mobilize volunteers on behalf of agency

# Common Partnership Agreements

## Other Mutual Benefit or Partnership Agreements

- **Participating**
- **Challenge Cost Share**
- **Joint Venture**
- **Cost Reimbursable**



# Participating Agreements



- **Cooperatively performed, mutually beneficial** projects with public/private organizations
- **Forest Protection** (fuels, insect/disease, tree planting, erosion control, land restoration, etc.)
- Reimbursable or advance
- **Match** can be cash, real or personal property and/or in-kind contributions. Need not be dollar-to-dollar
- **Wyden authorities** can apply

# Challenge Cost-Share Agreements

- Cooperate with other parties to develop, plan and implement projects that are mutually beneficial to involved parties but **enhance Forest Service activities**
- **Contributions are commensurate with the benefit received.** If FS receives 75% of the benefit, FS contributes up to 75% of funds
- Only on Federal lands
- No advance allowed

# Stewardship Contracts/Agreements

- Opportunity to restore National Forest System lands with partners
- Partner may be a business or non-profit organization
- Ability to allow contractors to utilize materials
- Can include large or small areas



# Federal Financial Assistance

## Grants

when **no substantial involvement** is expected between Federal Agency and recipient

## Cooperative Agreements

when **substantial involvement** is expected

# Resources

## Forest Service National Partnership Office

Capacity building

Tools and guides

Coordination of policies and initiatives

Partnership network

**202.205.1055**

# Resources

## Partnership Resource Center

Appropriate policies

Funding sources

Training

Partner list

Publications

[www.partnershipresourcecenter.org](http://www.partnershipresourcecenter.org)



## PARTNERSHIP GUIDE

- Grants & Agreements
- Contracts
- Conduct and Ethics
- Success Stories
- How to build relationships
- Understanding nonprofits
- Volunteers

[www.partnershipresourcecenter.org/resources/partnership-guide](http://www.partnershipresourcecenter.org/resources/partnership-guide)

# Training Modules



## **100-series**

Collaboration 101

## **200-series**

Collaboration 200

Meeting Objectives through Partnerships 201

Developing a Partnership 202

Partnership Authorities and Instruments 203

Partnership Conduct and Ethics 204

Understanding Nonprofits and the NFF 205

## **300-series**

Partnership and Collaboration Tools 303

**check online AGLEARN or DOI-LEARN**

# Thank You!!

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