

Working Effectively in Partnerships



Managing By Network Training
February 2010

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
<u>+\$355,000,000</u>	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 and Cooperative Agreements

- **Grants** - when **no substantial involvement** is expected between FS and recipient
- **Cooperative Agreement** - when **substantial involvement** is expected

National Partnership Office

202.205.1055



- Capacity building
- Tools and guides
- Coordination of policies and initiatives.
- Partnership network

Partnership Resource Center

www.partnershipresourcecenter.org

- Appropriate policies
- Funding Sources
- Trainings
- Partner list
- Publications





PARTNERSHIP GUIDE

- How to Build Relationships
- Understanding Nonprofits
- Volunteers
- Contracts
- Grants & Agreements
- Conduct and Ethics
- Success Stories

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

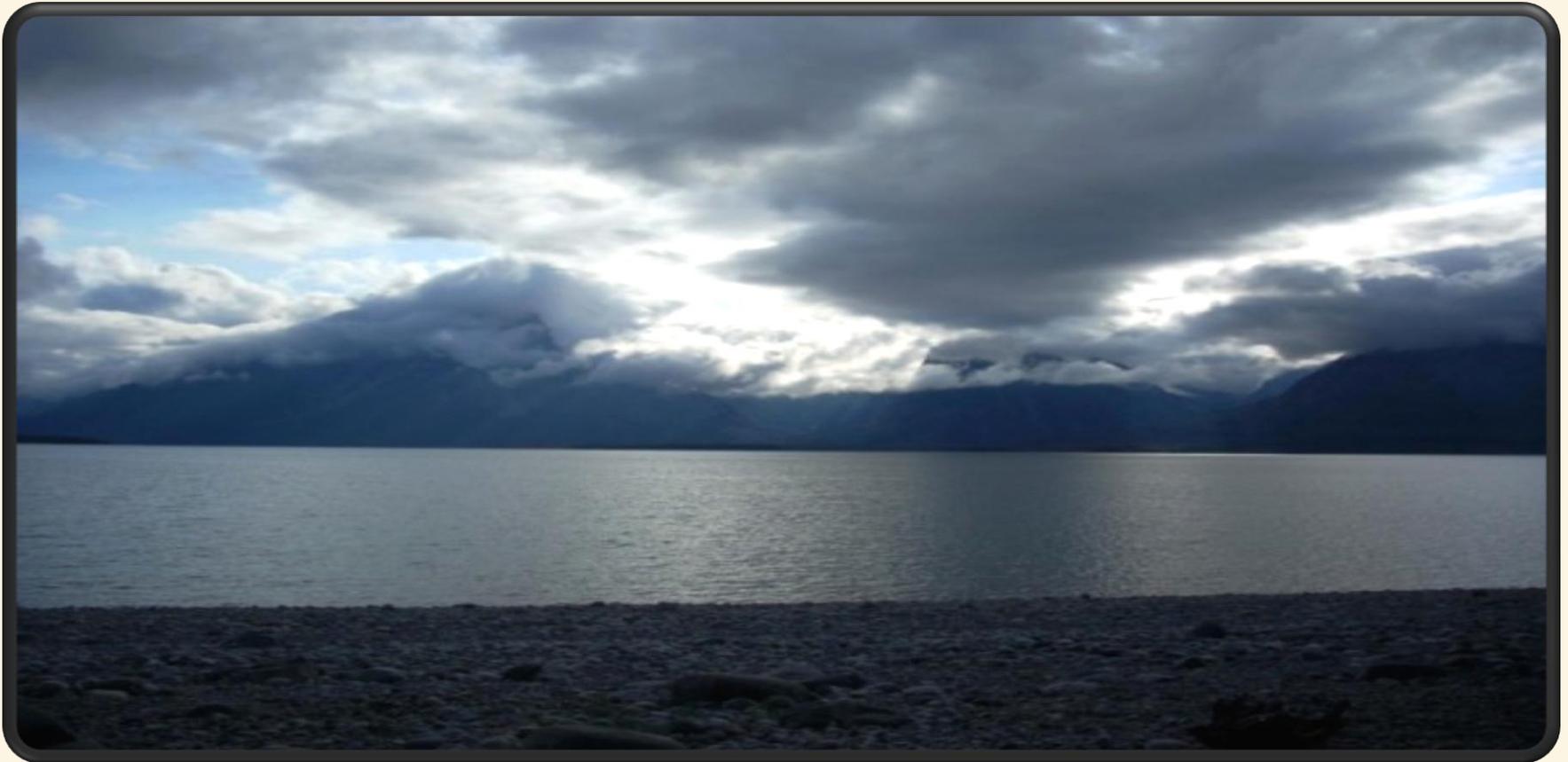
300-series

Partnership and Collaboration Tools 303

Available Online and on AGLEARN



THANK YOU!!



Andrea Bedell Loucks

202.205.8336

abloucks@fs.fed.us