




Partnerships come in many shapes and sizes. When there is mutual benefit, people come together to accomplish common objectives.

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## Course Objectives

- Describe and discuss different types of partnerships
- Identify various ways to achieve objectives through partnerships

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Meeting Objectives Through Partnerships 201

This module will:

- Describe some examples of different types of partnerships, and
- Identify how these different partnerships can help achieve mutual objectives

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## A Sampling of Partnership Tools

- Friends Group
- Interpretive Association
- Place-based Coalitions
- Cost-share partner
- Grass Reserve or Grassbank
- Stewardship Contract
- Interagency Agreements
- Joint Venture with University
- Wyden Authority
- Volunteers

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Meeting Objectives Through Partnerships 201

First, let's talk about how different types of partnerships are helping various forest service units achieve common objectives. A sampling of partnerships are listed here....

## Friends Groups

- Usually a place-based non-profit organization
- Purpose is to support a place or activities
- Has unique by-laws or charter
- Can organize and train volunteers
- Can raise funds to be donated to the agency
- Can be advocates for activities, agency, purpose, or collaboration



San Geronio Wilderness Association

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Friends Groups can provide an army of talented people and access to resources to achieve objectives. Here are their common characteristics:

- They are non-profit groups who usually have an interest in a specific area or resource
- Their purpose is to assist or support resource management efforts. For example, they may be Friends of Sandia Mountain or Friends of Fort Mason.
- Their by-laws or charter identify their purpose and interests
- Well-developed Friends Groups can organize and train volunteers. They are how people in a community can become involved in resource management.
- They can raise funds that are contributed to the unit
- The more they know about us the more they can help. They can be our best cheerleaders.

**NOW, GIVE ME AN EXAMPLE OF AN EFFECTIVE FRIENDS GROUP**

## Interpretive Association

- Non-profit organization
- Purpose is interpretation and environmental education
- Can locate IA employee in Forest Service office
- Can sell items related to their purpose
- Can provide a portion of funds collected to agency units under agreement

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Interpretive Associations have been around for a long time and their role is changing. They:

- Are a non-profit organization
- Whose purpose is to interpretation and environmental education- things we often are not able to do
- They can locate an employee in a Forest Service Office depending on their agreement
- Currently they are limited in the items they can sell but that could change with pending legislation
- Usually their agreement with the agency includes the percentage of their proceeds that will be provided to specific units

**NOW, GIVE ME AN EXAMPLE OF AN EFFECTIVE INTERPRETIVE ASSOCIATION**

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## Community/Place-based Coalitions

- Can be formal or informal
- Shared interest and objectives
- Can be watershed, community, or other area
- Can include agencies, tribes, universities, state and local government, non-profits, and business.
- Can share resources, build support, solicit and receive grants, and collaboratively plan.

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Place-based Coalitions can be powerful alliances and partners. They:

- Could be formal or informal (no written agreement)
- Share common interests or objectives
- Could be state-wide, a watershed, a river, or any other area
- Can include various agencies, tribes, state or local government, non-profits, or others. Usually there is a “spark plug” in a community that bring people together for a cause.
- Can share resources, build support for actions, solicit and receive grants and hopefully build consensus for a plan or action.

**CAN YOU GIVE ME AN EXAMPLE OF AN EFFECTIVE PLACE-BASED COALITION?**

## Cost-Share Partner

- Can provide funds or other resources for a common objective
- Each party contributes something
- Could be non-profit, government, educational institution, tribe, individual or business
- An agreement is usually necessary to document contributions and objectives



Buck Rock Foundation

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Cost-Share Partners are common in the wildlife and fisheries program areas, but they aren't limited to just wildlife. These partners:

- Can provide funds or other resources to achieve a common goal
- Contributes something of value as a match for the agency contribution – this does not have to be 50/50 match!
- Can be any of the entities listed here
- Require a written instrument (agreement) because funds or resources are committed to a specific objective or action.

**LET'S HEAR ABOUT YOUR EXAMPLE OF AN EFFECTIVE COST-SHARE PARTNERSHIP**

## Grass Reserve or Grassbank

- May include various parties including agency, grazing association, non-profit organization, and other agencies
- Objective is to improve national forest system lands one allotment at a time
- An area is provided for permitted cattle to graze while improving federal lands
- An opportunity to build a coalition among diverse interest groups

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Unlikely partnerships can be developed around Grass Reserves. Ranchers and conservation organizations often come together toward a common goal- to improve the condition of our national forests and grasslands. These Grass Reserves:

- Can include ranchers, environmentalists, agencies, universities, and other non-profits
- The objective is to provide an area for permitted cattle to graze while their allotment is improved through prescribed fire, restoration treatments, or range improvements.
- This is an opportunity to bring together groups who are not common allies. It is a win/win solution for ranchers and conservationists.

Example: Valle Grande Grassbank is on the Santa Fe NF. It began in 1997 in response to an opportunity when a permittee was selling a 500 acre allotment. The opportunity was to alter management on the recently vacated allotment presented itself. Ford Foundation, The Nature Conservancy and a host of others gathered with the Forest Service, Conservation Fund and Northern Mexico Stockmen to explore the opportunity to improve NFS lands. Now the group has transferred the management of this allotment to the Quivera Coalition.

**DOES ANYONE HAVE AN EXAMPLE OF AN EFFECTIVE GRASSBANK?**

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## Stewardship Contract

- 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

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The Stewardship contracts are a way to provide a constant supply of material while achieving national forest system objectives. These contracts:

- Allow us to work with for-profit or non-profit organizations to accomplish goals.
- We can select contractors based on best-value rather than lowest price. We can also reduce our costs by providing materials to contractors
- These contracts are normally multi-year contracts and they can be large areas (multiple forests) or small areas.

Example: Largest stewardship contract to date is in R3 – covers 250 thousand acres over a 10 year period to enable industry to develop local forest product industries, provide for the restoration of the forests, and create local jobs.

**NOW, LET'S HEAR YOUR EXAMPLE OF AN EFFECTIVE STEWARDSHIP CONTRACT**

## Interagency Agreements

- Used with federal agencies
- Helps meet common objectives more efficiently and effectively
- Share funds and/or resources (including employees)
- Can work across agency boundaries
- Can require a written agreement



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Interagency agreements are the best way to take advantage of common agency skills or resources. We can be more effective when we share resources, and here is how:

- This is limited to federal agencies
- Agencies can share funds or resources
- It allows us to work across boundaries on common objectives
- In many cases it requires a written agreement and many authorities are available for these agreements

**HOW ABOUT AN EXAMPLE OF AN EFFECTIVE INTERAGENCY AGREEMENT (other than firefighting)**

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## Joint Venture

- Non competitive agreement with any entity or individual, in agricultural research, and teaching
- Often used with Universities
- All parties must contribute at least 20 percent of the estimated total cost of the research, or teaching activity

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Joint venture agreements are a good way to work with universities on common objectives. The advantage of these agreements are:

- They are non-competitive agreements
- Universities can help us achieve common objectives like National Visitor Use Monitoring or data collection.
- Each party contributes at least 20% of the cost of the agreement.

These agreements lend credibility to our work and provide the “staffing” that we often lack.

**DOES ANYONE HAVE AN EXAMPLE OF AN EFFECTIVE JOINT VENTURE PROJECT?**

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## Wyden Authority

- Allows expenditure of Forest Service funds off national forest system lands
- Projects must benefit the fish, wildlife, and other resources on National Forest lands within an affected watershed
- May be used to improve collaborative efforts
- Can partner with any entity or individual

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Wyden Authority is the one most commonly used to work off National Forest System lands. There are some specific requirements that must be met and they are, "*projects that benefit the fish, wildlife, and other resources on National forest lands within an affected watershed.*"

- These are great for collaborative watershed groups, plans and projects.
- Any entity can be included under this authority.

**DOES ANYONE HAVE AN EXAMPLE OF AN EFFECTIVE WYDEN AGREEMENT PROJECT?**

## Volunteers

- Volunteers may be individual or groups
- Authorized by volunteer agreement
- Many types of volunteer projects
- Some are trained and supervised, others will need training and supervision
- People want to help us because they care about the land and resources




Girl Scouts, National Trails Day

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Many of us have worked with volunteers in the past but a strong volunteer program can add the equivalent of 10 permanent employees to your workforce. Volunteers:

- Are authorized under an individual or group agreement
- They can be for an hour, a day, a month or available when needed for the next 10 years.
- You can find volunteers that come with their own training and supervision but often we provide those services.
- You will find volunteers because they care about what we do and where we work. We have something that many people love, so they want to help out.

**OK, NOW GIVE ME YOU ALL TIME BEST EXAMPLE OF AN EFFECTIVE VOLUNTEER PROJECT**

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**Exercise:  
Now Your Team Goes  
to Work**

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1. Break into groups
2. I'll assign a common objective to each group (see next slide)
3. Describe the various ways you could accomplish the objective through partnerships

**Be as specific as possible- who might be partners?**

**Ask Yourself and Others:**

*"Who cares about this area, forest, or watershed?"*

*"Who cares about clean water, wildlife, hiking, history, or another activity or value?"*



## Exercise Project Objectives:

- Fuels reduction
- Invasive species eradication
- Wilderness management
- Project planning
- Watershed management
- Forest Plan revision

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You may add other objectives that are pertinent to your location and interests.

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**What types of partnerships did your group develop and with whom?**




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Give each group time to describe their partnerships and partners.

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**Did your group consider the following....?**



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Here is a comprehensive list that might be considered when you are trying to meet these objectives...

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## Fuels Reduction\*

- Place-based coalitions
- Other agencies
- Cost-share with non-profit, business, local government, university, tribe, or ?
- Friends Group
- Stewardship Contract
- Joint Venture with university

\*For a comprehensive list go to:  
<http://www.partnershipresourcecenter.org/resources/imp-tools/index.php>

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Here is an activity dear to our hearts. Think about the ones we've covered already that are listed here. We're talking about involvement in collaborative planning, data collection, analysis, implementation and multiparty monitoring. Who specifically might have an interest in these objectives and activities?

A nice tool that was developed to identify ALL the possible partnership tools for fuels management is located on the Partnership Resource Center. It identifies which authorities can be used in specific situations. The website address is listed here...

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## Invasive Species Eradication

- Grassbank
- Cost-share with non-profit, government, business, tribe, or ?
- Friends Group
- Interagency Agreement
- Place-based coalitions
- Volunteers

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Here's another good one that affects many of us. We've listed some familiar partnership tools, but there may be others interested in this activity or objective.

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## Wilderness Management

- Interpretive Associations
- Cost-share agreements
- Friends Groups
- Grassbank
- Place-based coalition
- Interagency Agreements
- Joint Venture with University



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So many people are interested in our wilderness areas- we often forget to ask for their help. The list here identifies some possible partnerships to help. What could an interpretive association do, or a cost-share agreement with a conservation group?

Who else might be interested?

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## Project or Area Planning

- Friends Group
- Interagency Agreement
- Place-based coalitions
- Cost-share partner
- Joint Venture with University
- Volunteers

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Think of a watershed plan or a campground construction. Who might have an interest and how could they get involved in the process?

Give some examples of how a joint venture with a University could help with project planning.

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## Watershed Management

- Wyden Authority
- Friends Group
- Grassbank
- Place-based coalitions
- Cost-share Partner
- Joint Venture with University
- Interagency

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Consider that our watersheds may not always be entirely on national forest system lands. How could a place-based coalition become involved with watershed management? How about an interagency agreement?

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**You are only limited by  
our authorities and  
your imagination**



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If you think about it, **we** are the biggest barrier to partnerships and it may be our limited experience and imagination. Our authorities can sometimes be a challenge, but if the partnership legislation passes, that will make the process easier.

The bottom line is people want to be involved in the work that we do. It's their national forests. If we don't invite them and make it easy for them to become involved, we will never be able to manage these lands effectively.

Our limited resources (funding and people) are not enough, but with the involvement of all the people who love the land and resources, we can actually serve people and protect the land.



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**And of course, friends and family who graciously donated pictures of their loved ones!**



## Looking for More Training? Here's a complete list of modules.

- Partnerships and Collaboration 101
- Collaboration 200
- Meeting Objectives Through Partnerships 201
- Developing a Partnership 202
- Partnership Authorities and Instruments 203
- Partnership Conduct and Ethics 204
- Understanding Nonprofits and National Forest Foundation 205
- Partnership Administration 301
- Step by Step Partnership Administration 302
- Partnership & Collaboration Tools 303