

What I Wish I Knew Back Then...
Guidance from Seasoned Partnership Coordinators

Partnership Network Peer Learning Session
March 22, 2011

Hosted by: National Partnership Office

Facilitated by: National Forest Foundation

Presenters:

- **Steve Kratville**, Northern Region, Partnerships, Conservation Education & Special Projects (sjkratville@fs.fed.us)
- **Carol Cole**, Sawtooth NRA Partnership & Outreach Coordinator (cjcole@fs.fed.us)
- **Susan Alden Weingardt**, Rocky Mountain Region Partnership Liaison (salden@fs.fed.us)

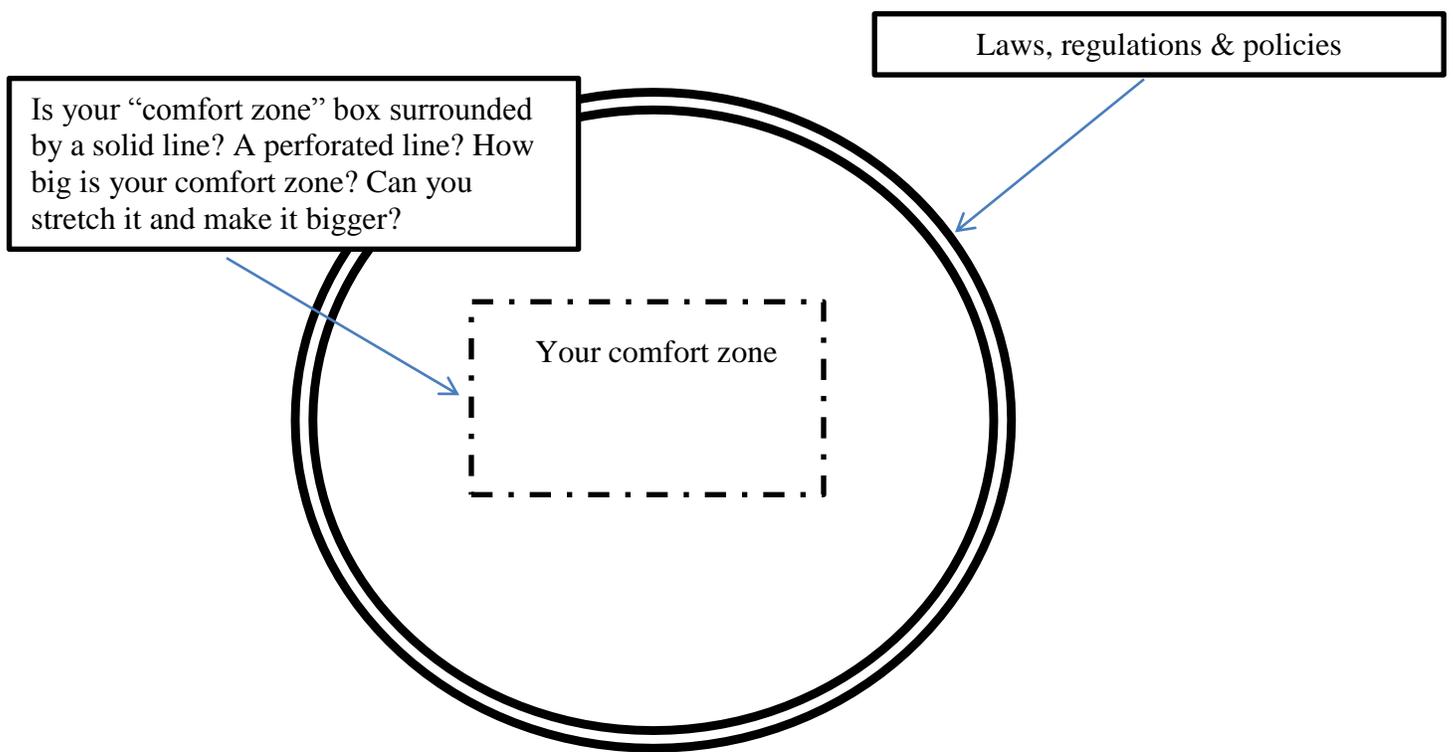
Steve Kratville:

- Know the authorities
- Engage and involve Grants & Agreement Specialists early and often
- TOOL: [Governing by Network](#) by Stephen Goldsmith and William Eggers
 - No single entity has all of the knowledge
 - Build relationship skills
 - Find a mentor – inspiration of [Brian O’Neill](#), NPS Superintendent of Golden Gate National Parks
 - There should be “upward” mentoring as well as “downward” mentoring – younger people have social media and other skills from which the older generation can benefit
 - Build a support system and a team to help you create a vision
- Focus on desired outcomes: building a constituency for public lands
- Stay the course to enable personal resilience in the face of bureaucratic challenges
- Show up – be consistent and follow through on your commitments
- Have fun and celebrate

Carol Cole:

- Current role of a partnership coordinator
 - Facilitating, helping support others build effective partnerships and collaboration rather than doing it all ourselves
- New paradigm in the FS: Working with partners isn’t another thing to do, it’s the WAY we do our work.
- TOOLS:
 - **Partnership Resource Center** - www.partnershipresourcecenter.org
 - **Partnership Guide, Capacity Assessment Tool, and “Handover Memo”**
www.partnershipresourcecenter.org/resources/tools/index.php
 - **Forest Service Partnership & Collaboration Training Modules-**
www.partnershipresourcecenter.org/resources/training/collaborative-training/
 - **National Forest Foundation** – www.nationalforests.org and <http://nationalforests.org/conserve/programs/westcan>
 - **Association of Partners for Public Lands** - www.appl.org
 - **NPS Community Toolbox** - www.nps.gov/nero/rtcatoobox
 - **Corporation for National & Community Service - Resource Center**
www.nationalserviceresources.org/effective-practice#effprac-by-topic
 - **US Army Corps of Engineers Natural Resource Management Gateway**
<http://corpslakes.usace.army.mil/partners/action.cfm>

- Avoid potholes
 - Resist nay-sayers and rumors
 - Get beyond the “STP” (same ten people, or same three partners); stretch beyond the usual suspects whenever possible
 - Remember that things, especially relationships, take time
 - Plan for continuity
- The ART of Working with Partners
 - Communicate, communicate, communicate!
 - Share the spotlight
 - Dance all the steps
 - Work through the “red tape” - don’t let it stop you
 - Celebrate successes
- Work on thinking outside the box!



Susan Alden Weingardt – *Partnership Street Smarts*:

- Get clarity on your roles as a partnership coordinator (below is a description of Susan’s roles)
 - Advice & Consultation
 - Information Sharing
 - Training
 - Partner Engagement
 - Facilitation
 - Increasing the “Top of the Line”
 - Region-wide and State-wide Initiatives
- You need a connection with and access to your line officer
- Who cares about your work?
 - Forest Service

- Line officer
- Public
- Natural resources
- Individuals with whom you have a personal connection
- Think about the handshake vs. the handout
 - True partnership is meeting, exchanging, and working together - not a one-way street
 - Partnerships aren't about money
 - Have to be in it for the long run
- Find comfort in the grey area
- Make lots of friends
 - Serve as a convener
 - Who's missing? Who else cares about this?
 - Relationships are everything
- Become a Learning Culture
 - Recognize local wisdom
- Brian O'Neill's 21 success factors for partnerships (attached)
 - Brian said: "If we do it ourselves, we have failed. Why? Because we have failed to engage the talents, the passion, and the wisdom of the broader community."

Discussion:

- Need to go beyond "the table" and build informal community networks, not only rely on formal partnership structures
- Meet people for a cup of coffee or on-site – go to where they are to build relationships
- How to measure partnerships beyond the number of agreements or dollars
 - New business rules include accounting for partnership accomplishments (cautionary note that this can lead to cuts because of leveraged dollars)
 - Some new developments in how OMB is measuring partnerships
 - Some suggestions to develop stories/anecdotes that can be useful to illustrate the benefits of partnerships/collaboration in different settings/applications

Other Tools and References:

- www.nonviolentcommunications.com (Marshall Rosenberg)