

Building Partnership Capacity

Partnerships in NRM PROSPECT Course



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"Trails need to be reconstructed. Please avoid building trails that go uphill."



"Escalators would help on steep uphill sections."

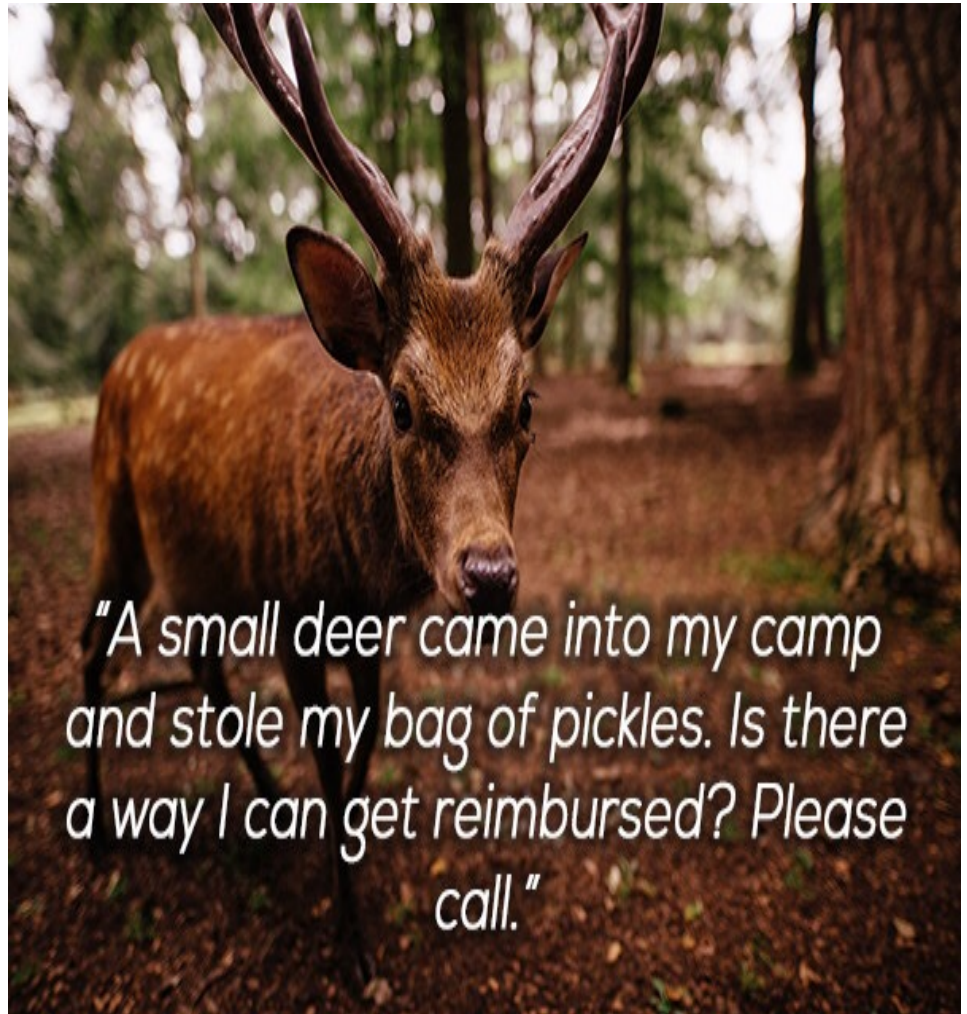


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"The coyotes made too much noise last night and kept me awake. Please eradicate these annoying animals."



"A small deer came into my camp and stole my bag of pickles. Is there a way I can get reimbursed? Please call."



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"Trails need to be wider so people can walk while holding hands."

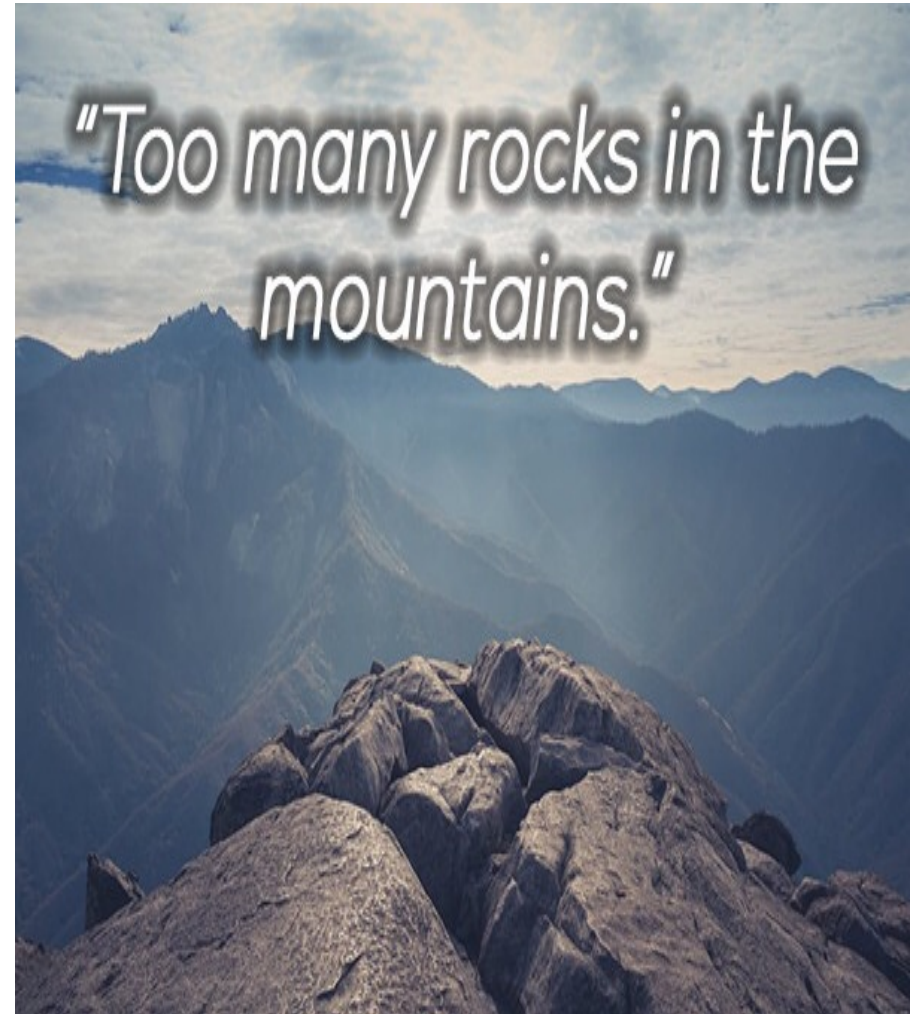


"A McDonald's would be nice at the trail head."



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"Too many bugs and leeches and spiders and spider webs. Please spray the wilderness to rid the area of these pests."



Why ????

Should we take these comments seriously?



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KEY REASONS TO BUILD PARTNERSHIP CAPACITY

Audience

- The changing demographic makeup will also change the makeup of the outdoor participant. Partnerships will help the Corps make that transition.

Generational

- Partnerships are a service business. The reason we partner is to provide a better service to our visitors or a better service to the natural resources.

Population

- The community dynamic surrounding USACE Projects is changing, Partnerships will be crucial to help stabilizing impacts of this change.



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Internal Capacity Building

- ❖ The Corps' Culture
 1. By nature, we try to control everything... we need to loosen up!
 2. Embrace private/public partnerships

- ❖ Integrate into NRM Business Lines
 1. Build relationships internally with Office of Counsel, Real Estate, Resource Management, Planning, and Operations early in the process
 2. Strengthen interagency relationships
 3. Consistency between districts (sharing)

- ❖ Training
 1. NRM Gateway as an up-to-date resource
 2. Partnership webinars, Public Lands Alliance, PROSPECT 328
 3. Best practice sharing





Keys to Internal Success

Not “Can I” but “How can we?” – the art of possible

Don’t reinvent the wheel – internal trust

Know existing authorities and benefits of partnerships

Cultivate the “profession” of partnership



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External Capacity Building

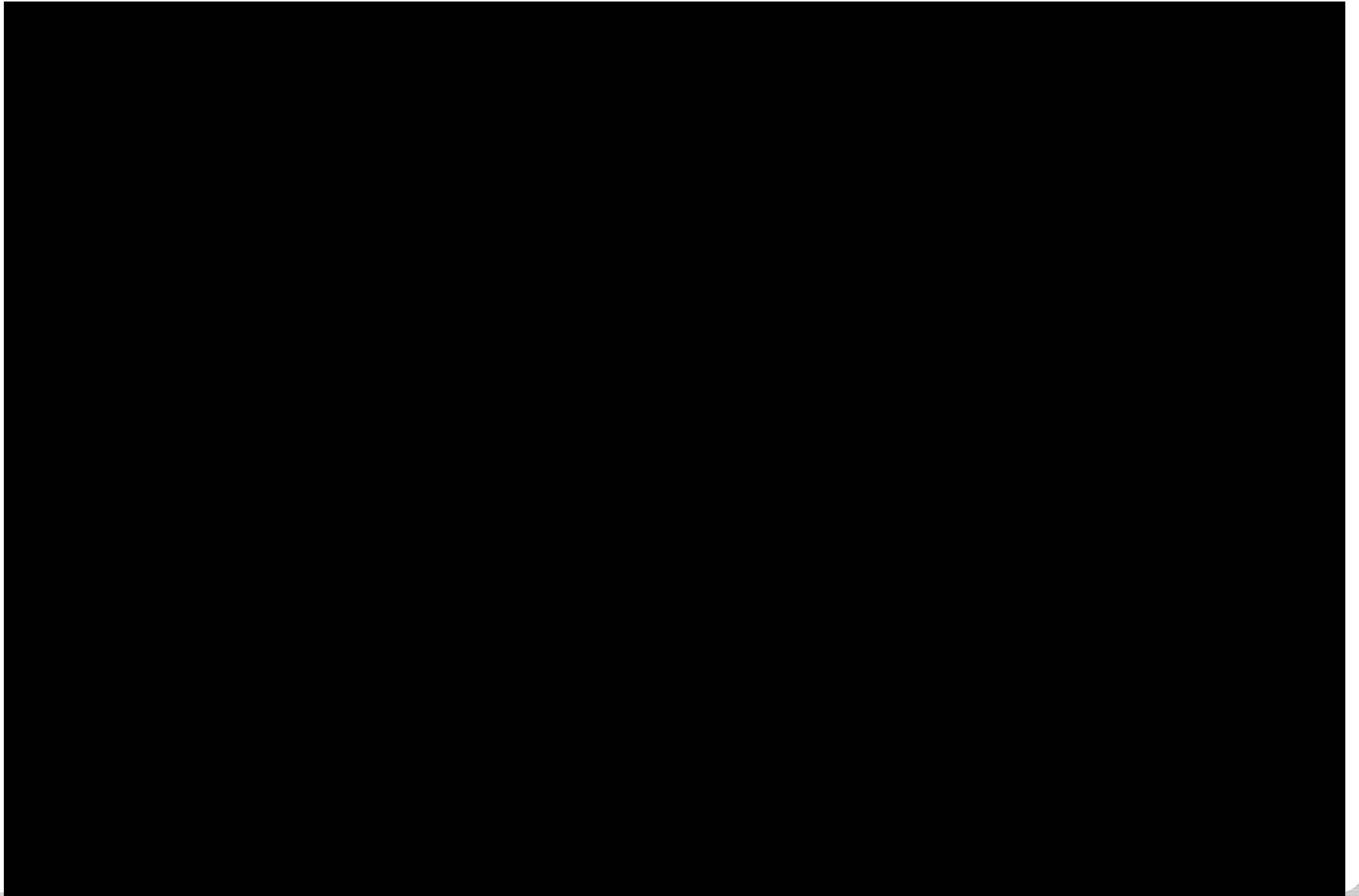
Finding partners and managing partners takes WORK!



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External Capacity Building



External Capacity Building – Why do Organizations and Individuals Give?

1. Because they are asked!
2. They are thanked.
3. They share values, goals, and mission.
4. They see the need and benefits working together.
5. They are involved.
6. Others are giving (time, \$, expertise, goods/services)
7. They trust the organization and the representative.
8. The project will be a model.
9. There is an urgency.



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External Capacity Building

Where do I start??

Get Blank Piece of Paper –
Let's Brainstorm!



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Finding the Right Partner

Start by identifying gaps and managing expectations:

1. List 3 things that you (the Corps) bring to the table and 3 things your partners bring.
2. List 3 qualities that you are looking for in a partner.
3. List 3 things you or the partner needs but don't have.
4. What are you or your partners not allowed to do?

	USACE	Partner # 1	Partner #2
Got It			
Qualities to look for			
Need It			
Can't Do It			

Community Engagement

Who can be my partners?

Where do I look?



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Community Engagement

- ❖ Local chamber of commerce or visitor bureau
- ❖ Volunteers
- ❖ People who use the parks
- ❖ Get involved in your community
- ❖ Current national partners – list on NRM Gateway
- ❖ Tradeshows, conventions...where people with similar interests gather
- ❖ Community leaders
- ❖ Non-profits or for-profits in the area
- ❖ Who I know or someone I know who might know someone (network). Invite 10 people to invite 10 friends/partners each



Exploring New Partners

- ❖ In the next 2 minutes, write down 5 partner relationships you have or will build.
- ❖ Take another 2 minutes to list at least one interest that the Corps shares with the potential partner.
- ❖ Compare with you neighbor and share your ideas.

Potential partner	Shared interest

Making The Pitch

- ❖ What motivates the potential partner?
 - ❖ What is your main motivation for reaching out?
 - ❖ Why is this beneficial?
 - ❖ Are you speaking their language?
 - ❖ Are you fostering trust?
1. Identify one of the potential partners.
 2. Spend 5 minutes developing a pitch
 3. Share your pitch with the person next to you (1 minute)
 4. Get feedback (2 minutes)
 5. Then switch.



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Timing

Comes in three ways:

- **Partnership longevity**
 - Have a plan for how long the partnership will last.
- **Timing of setting up the partnership**
 - How busy is the partner? (June vs. November)
 - “I can’t deal with that right now...”
- **Finding the catalyst**
 - Never pass up a good catalyst.



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Questions to Ask

1. What do you need from your partner/what do they need from you?
2. What is your potential partner's sustainability?
3. What are your respective expectations about time commitment?
4. What happens if you can't work it out?
5. What is their reputation or standing in the community?
6. What questions does your potential partner have for you?



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Key Ingredients for Success

Flexibility & Creativity



Partners Motivations & Incentives



Politically Astute



Celebrate and Share Credit



**Open Communication
& Transparency**



Staff Partnering Skills & Diversity



Act Decisively



Constant Nurturing & Evaluation



Developing and Sustaining

- ❖ Formal agreements
- ❖ Make it work attitude to get over hurdles
- ❖ Honor commitments – long term trust always wins in building partnerships
- ❖ Find wins – even if small and celebrate them
- ❖ Invite other partners if possible – it can help both parties
- ❖ Don't just talk when you need something
- ❖ Honest communication and expectations
- ❖ Have fun!



Final Word...

“If you’re not at the table, you’re on the menu.”

- Sally Jewel, Former U.S. Secretary of the Interior



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Questions?



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