

Introduction to the NRM Partnership Program

Partnerships in NRM
PROSPECT Course



US Army Corps of Engineers
BUILDING STRONG®



History of the NRM Partnership Program



"Let me tell you a little
story how we came to
be....."



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Joint Ventures: Partners in Stewardship



- Partnership conference in Los Angeles, November 2003
- First time the 7 land management agencies co-convened an effort of this kind
- One-stop networking between the federal government and partners
- Over 1,600 participants
- Demonstrated the Chief's commitment to partnering



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The Seven Land Management Agencies

- | | |
|--------------------------------|----------------------------------|
| ▪ U.S. Army Corps of Engineers | ▪ Bureau of Reclamation |
| ▪ U.S. Forest Service | ▪ Bureau of Land Management |
| ▪ National Park Service | ▪ U.S. Fish and Wildlife Service |
| ▪ Bureau of Indian Affairs | |



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“Too often we think of a partnership as a handout instead of a handshake.”



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Outcomes

- The Corps of Engineers as a community recognized the value of partnering at all levels and in all business lines
- Stakeholder listening sessions were conducted
- Created HQ senior partnership position (Debra Stokes)
- Partnership Advisory Committee established in October 2003



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Partnership Program Status 2004

- Lack of understanding of the value of partnering at all levels
- Stakeholder listening sessions
 - “Agency culture is bureaucratic and self-serving”
 - “Processes are daunting”
 - “Corps does not partner like a partner”
- Established national committee to evaluate existing policies, authorities and develop new strategies
- Redefined “Partnership”



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The Partnership Philosophy

The U.S. Army Corps of Engineers plays a key role in shaping the future of our Nation's water resources. Our **partners are essential** in making this happen. We recognize that partnerships must **flow in both directions**. **Cooperation** and **collaboration** are the keys to innovative solutions to meet a diversity of need. When we put our heads together, we can find answers far better than anything we can think of ourselves.



Partnerships are a smart way of doing business.

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Partnership Advisory Committee 2004

PAC 2009 – Raystown

- LRD – Gene Davis
- MVD - Richard Otto (Retired)
- NAD - Cori Brown (Retired)
- NWD - Greg Miller (Retired)
- POD - Mike Lee
- SAD - Mike Hosey
- SPD - Chris Gallagher (Would really like to retire)
- SWD - Jeff Boutwell



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Partnership Advisory Committee Strategies

- Policy - Revise regulations and develop legal primer
- Authorities - Legislative package modeled after other federal agencies authorities
- Training - APPL Workshop
- Incentives-Handshake funding, special items tag, performance measures
- Interagency collaboration team



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Issues and Challenges

- Reduced funding, aging infrastructure and increasing customer demand
- Lack of clear policy guidance and poor decision making processes
- Lack of institutional knowledge
- Lack of basic authorities available to other land management agencies
- Inconsistency of interpretation of policies between districts and offices within the districts specifically with OC, RE etc.



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Authority Needs

- Expand challenge partnership authority to include leased lands.
- Allow USACE to promote broader participation in cost share partnerships.
- Broad authority “to provide assistance to, and to cooperate with, federal, state and public and private agencies and organizations” for mission related purposes.
- Permit and prescribe conditions for expending funds outside (but directly related to) fee owned lands.



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What is a Partnership?

- A relationship where people work together to achieve goals
- Voluntary collaboration working toward a common objective related to the agency/partner's mission
- Combines individual strengths to solve problems
- Builds consensus and broad-based community support
- Leverages funds and resources to meet challenges and improve opportunities
- Appropriate legal authority, consistent with agency policies



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What is a Partnership?

- They may be formal or informal.
- Can be as simple as a contribution of materials, services, or funds (It is NOT a lease, license, or contract)
- Partnerships grow and change with time.



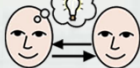


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PARTNERSHIP

"You give me half the fish, and I tell my Mom to let you live."

What's the Big Deal About Partnerships?

- Avoid unnecessary duplication of effort and promote coordinated efforts to resolve common challenges 
- Partnerships are not only important, they are a necessity!
- Agency culture needs to promote partnering as a part of the management model and encourage training for staff.
- FY 16 Recreation budget = \$261 million. Without sustainable cost-effective partnerships => Decrease in services and amenities and degradation of natural resources
- FY 14 partnerships reported in OMBIL: 1,233 partnerships with a total value of \$55.7 million 
- 48,200 Corps volunteers contributed 1,494,051 hours of work with a value of \$33.7 million 

Partnership Connection to the Recreation Strategic Plan

- Partnerships show up in all four Goals, with heavy focus in Goal 2 and are mentioned in 29 action items (approx. 1/3)
- Ensure access to water resources and quality outdoor recreation opportunities through new authorities and increased partnerships.
- Recreation Strategy action items in progress:
 - ▶ Working with Office of Counsel on consistent policies
 - ▶ Strengthening military partnerships – Military pass program, CAST Take a Warrior Fishing program, employment of Wounded Warriors
 - ▶ Engaging the CNREF to develop an alliance of cooperating associations
 - ▶ Building partnership competencies at all levels – NRMG pages, PROSPECT class, webinars: Please spread the word!



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Building the Partnership Paradigm



- Be proactive. Don't wait until you need something from someone.
- Attend local community events and make personal invitations to potential partners.
- Partnerships are not "free." They take time and effort to cultivate, and require a foundation built on trust to be successful.
- Where there is a will, there is a way.
- Partnerships are about getting to yes and finding ways to get things done.



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Principles for Success

- Partnerships should be treated like a marriage. 
- Establish clear expectations of roles and responsibilities at the beginning of the relationships to avoid future trials and tribulations.
- Get to know your partners as people 1st. Build that into the process.
- Use processes such as master plan development as an opportunity to collaborate. 
- Federal partners often excel in planning, whereas private partners often excel at implementation.



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Principles for Success

Key skills = Trustworthiness and 2-way communication



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Principles for Success

- Engage partners in budget decisions such as park closures, reduced services, etc. Run the scenarios and see how they can help before *the final decisions are made.* (Rushmore night programs, Arizona Memorial boat tours)



- Never pass up a good catalyst.
- Don't reinvent the wheel. Use the Gateway and the PAC team to find out if someone has done what you'd like to do.
- Share the resources and rewards.
- For a successful partnership, think of volunteers as investors who expect a return on the value they provide.



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Partnership Challenges 2015

- What our partners say:
 - ▶ "Your processes are daunting and we don't understand them."
 - ▶ "You don't partner like a partner."
 - ▶ "When we deal with one part of the Corps, it is not like dealing with another part."
 - ▶ "We are frustrated."
- Our current authorities do not fully support two-way partnering.
- Districts are not consistent in policy interpretation.
- Support elements such as Office of Counsel (OC), Contracting, and Resource Management often adopt very conservative approaches.
- Decreasing funding=> less staff => less time to foster relationships with current or potential partners



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Partnering Authorities/Guidance

- **WRRDA 2014: Sec 1047d, WRDA 1992: Sec 203 (33 USC 2325) and Sec 225 (33 USC 2328), PL 98-63 (33 USC 569c):**
Authority to accept contributions, volunteers, and set up Challenge Partnership Agreements
- **WRRDA 2014: Sec 1047c and e, 42 USC 1856a, 41 USC 501, 31 USC 1535, 31 USC 6301, WRDA 2000: Sec 213 (33 USC 2339), 15 USC 3710a, 33 USC 2313, 10 USC 2358:**
Authorities to enter into cooperative agreements for fire protection, recreation opportunities, education/training, research and development
- **ER/EP 1130-2-500, Partners and Support, Chapter 9** (Cooperating Associations), Chapter 10 (Volunteers), Chapter 11 (Contributions), Chapter 12 (Challenge Partnerships, formerly Challenge Cost Share)



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New Partnering Authorities/Guidance

WRRDA 2014 – Section 1047

- (b) Cooperative Management- cooperative agreements for cooperative management at Corps lakes with State or local governments for exchange of goods/services
 - *Determined that the final language in the law did not provide enough authority to actually do this. Did not address fee retention on Corps constructed facilities where we are sharing costs of management. Led to more questions than answers.*
- (c) Use of Funds- Allows the use of Corps funds to support activities carried out by State, local, and tribal governments, public or private nonprofit entities to enhance recreation opportunities.
 - Transfer of funds would be through a cooperative agreement following the guidelines of the Federal Grants and Agreements Act and the DOD Grants and Agreements Regulations.



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New Partnering Authorities/Guidance

WRRDA 2014 – Section 1047

- (d) Services of Volunteers- Expands on definition of 'incidental expenses' for volunteers
 - Policy memo supersedes Chapter 10 of ER/EP 1130-2-500
 - Specifies the authority to spend appropriated funds for clothing, lodging, transportation, and subsistence meals.
 - Expanded definition/reimbursements for travel to include POV, public transportation, trains, planes.
 - Expanded definition of lodging to include mobile homes, trailers, RVs, campers, cabins, hotel rooms, apartments, campsites
 - Expressly authorizes construction of volunteer campsites
- (e) Training and Educational Activities- Changes Sec 213a of WRDA 2000 to include training/educational activities off Corps lands
 - Implementation guidance approved by ASA, 31 Aug 2015
 - All districts now have delegated authority to implement



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7 USACE Authorized Partnership Types: Choosing the Right Tool for the Job

NOTE: Sometimes, more than one type of agreement will work for your partnership. The length, complexity and extent of the project or partnership should drive the choice of agreement tool/partnership type

- **Economy Act Agreements:** Agreements for services and/or supplies with other federal agencies which are only used when goods/services can't be provided as conveniently or cheaply by commercial contract
- **Cooperative Agreements:** Agreements the Corps to transfer money or a thing of value to a partner for services and/or supplies. USACE authority for cooperative agreements is limited to specific types.
- **Cooperating Associations:** Tax-exempt non-profit, free-standing corporate entities with boards of directors, set up through a cooperating association agreement



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7 USACE Authorized Partnership Types


- **Challenge Partnerships:** A type of partnership agreement with non-Federal public and private entities on facilities and natural resources maintained at full Federal expense
- **Memorandums of Understanding/Agreement (MOU/MOA):** “Agreement to agree” but does not obligate funds. MOA establishes legal terms that will be included in a support agreement/ reimbursable order to follow.
- **Volunteer Agreements:** Allow the Corps to accept services of volunteers for a variety of natural resources work with the exception of law enforcement and policy-making
- **Contributions Program:** Simplest form of partnership. Acceptance of money, materials, or services from groups and individuals geared toward environmental stewardship, restoration, and recreation



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Partnerships: How To Develop a Partnership

 **Natural Resources Management Gateway**
to the future . . .

Home Visitors Lake Discovery Recreation Env Compliance Env Stewardship Partners
News/Events People Forums Learning GETS Tools New Postings Submit Index/Search ?


How To Develop a Partnership

Partnerships
How To

[Step 1](#)
[Assess Situational Needs](#)


[Step 2](#)
[What Kind of Partnership is Right for You?](#)

[Step 3](#)
[Budget Development and Financing](#)



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US Army Corps
of Engineers

Natural Resources Management Gateway

to the future . . .

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Partnerships

Step 2 - What Kind of Partnership is Right for You? Back

District Commanders are responsible for approval/execution of most partnering agreements. However, this authority can be delegated to the Chief of Operations or the Operations Project Manager through a delegation of [authority memo](#). The Corps of Engineers has a number of authorities and programs that allow it to provide work or funds or accept work or funds from Federal, State, Tribal, or non-Federal entities. The following list includes the partnership types within our authorities.

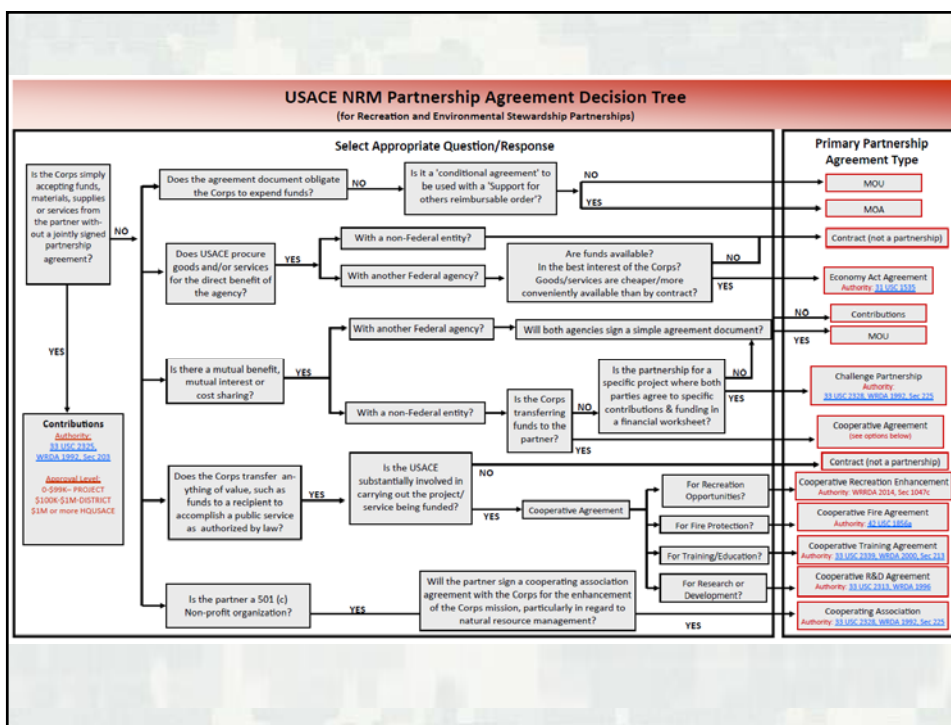
Challenge Partnerships – The Corps can enter into agreements to accept funds, materials, and services from non-Federal public and private entities to provide for operation and/or management and development of recreation facilities and natural resources at water resource development projects; where such facilities are being maintained at full federal expense. This program allows the Corps to accept services or funds in the above circumstances; it does not permit the Corps to reimburse for services. The contributed resources are combined with regular project resources to accomplish work within current authorities and contained in the annual or five-year plan in the approved operational management plan. (33 U.S.C. §2328; [EP 1130-2-500, Chapter 12](#);
[ER 1130-2-500, Chapter 12](#)).

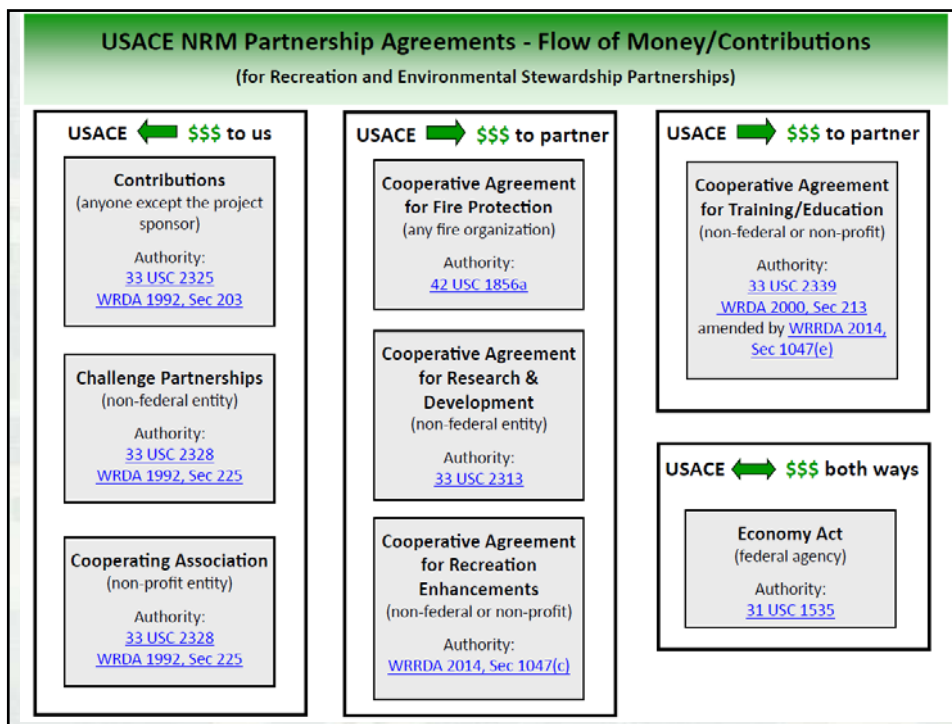
Cooperating Associations – The Corps may enter into cooperative agreements with tax-exempt, non-profit organizations that volunteer services to the Corps. Cooperating associations are used to accomplish such broad goals as natural resource management, interpretation and visitor service activities at Corps civil works projects, fee-owned lands, and other areas for which the Corps has administrative and management responsibilities. ([EP 1130-2-500, Chapter 9](#); [ER 1130-2-500, Chapter 9](#)).

Volunteers – The Corps is authorized to accept the services of volunteers to carry out any Corps activity except policy-making or law enforcement. Volunteer agreements allow the Corps to accept the services of volunteers and to provide for their incidental expenses. (33 U.S.C. §569c; [EP 1130-2-500, Chapter 10](#); [EP 1130-2-500, Chapter 10](#); [EP 1130-2-429](#)).

Contributions Program – The Corps is authorized to accept contributions of cash, funds, materials, and services from persons, including governmental entities but excluding the project sponsor, in connection with carrying out a water resources project for environmental protection, restoration or recreation. Contributions must be used for work items within current authorities and contained in an approved annual five-year operational management plan. A contributions plan serves as the agreement for this program. Note: Real estate cannot be accepted under this program. (33 U.S.C. §2325; [EP 1130-2-500, Chapter 11](#); [ER 1130-2-500, Chapter 11](#)).

Memoranda of Understanding (MOU)/Memoranda of Agreement (MOA) – These are "agreements to agree" which coordinate the Corps' authorized activities with another entity. MOUs often state common goals and nothing more. Thus, MOUs do not contemplate funds transfers and should usually include language that states something similar to: "This is not a funds obligating document; by signing this agreement the parties are not bound to take any action or fund any initiative." They may be used to run a program a certain way so that it functions better with the program of a sister agency, for example.





Resources: NRM Gateway

<http://corpslakes.usace.army.mil/partners/partners.cfm>

Partnerships

Partnerships

[Headquarters POC](#)

[Partnerships Pages Quick-finder Index](#)

In today's financial environment PARTNERING is an essential tool that allows the U.S. Army Corps of Engineers to effectively manage recreation and environmental resources. In order to successfully meet our recreation and stewardship missions, and to foster shared values, vision, and a sense of ownership it is imperative that we work together with state governments, Native American tribes, private-public organizations, local communities, and other partners to maintain or advance programs from wildlife protection and habitat improvement to recreational facility enhancements.

Partnering helps to pool scarce resources, to promote coordinated, focused, and consistent mutual efforts to resolve common problems and missions, and to avoid unnecessary duplication of effort. The NRM Program has embraced this reality and is committed to fully exploring the potential development of new public-private partnerships to leverage limited appropriated funds and human resources.

This page will help you determine the right tools for your partnerships, find the right training to expand your knowledge, and learn from the successful efforts of your peers. You will find answers to longstanding questions and discover how to effectively utilize important partners such as the [Corps of Engineers Natural Resources Education Foundation](#). The bottom line: **partnering is smart business**.

Partnership Types: Which is right for you?

- [Challenge Partnerships Program](#)
- [Handshake Partnerships Program](#)
- [Contributions Program](#)
- [Cooperating Associations Program](#)

- [Memoranda of Understanding/Agreement \(MOU/MOA\)](#)
- [Volunteer Program](#)
- [Economy Act Agreements](#)
- [Cooperative Agreements](#)

How To:

- [Policy & Procedures](#)
- [Training](#)
- [Grants/Alternative Funding Sources](#)
- [Partnership Advisory Committee](#)
- [Decision & District POCs](#)

- [Partnerships in OMBIL](#)
- [FAQs](#)
- [News / Current Issues](#)
- [Good Enough to Share](#)
- [Partnership Outreach Sheet](#)

Sharing the Challenge

Partnership Opportunities with the U.S. Army Corps of Engineers

Partner Spotlights

Karenwe Lake had the potential to be a recreation lake destination, but it took a partnership between the Corps, the Friends of Karenwe Lake and the International Rowing Federation to turn the vision into a reality. The Friends of Karenwe Lake raised funds and leveraged volunteers to build the lake and other infrastructure around the lake. Together with the community, other partners and with DRA's technical assistance, the agency and the local group built 80 miles of trails. From the \$500,000 initially received, the project generated \$1 million of local economic stimulus in the first year alone.

Patients undergoing extended medical treatment in the Little Rock area now have an affordable and peaceful place to stay as a beautiful setting along with their families thanks to the University of Arkansas for Medical Sciences. UAMS provided \$100,000 to build an dedicated campus specifically for medical care patients in the park. "UAMS is very pleased to partner with the U.S. Army Corps of Engineers to make these campuses available for patients," said UAMS Chancellor L. David Wilson, M.D. "We are very appreciative of the support and compassion the Corps has shown in helping make this possible."

Providence University of America has been partnering for years with the Chappaqua Lake project in Idaho to build special needs homes for veterans. Companies such as Roper, Leppold Optics and Range Arms also participate by sponsoring housing and expenses. Over time, the need for special housing has been reduced and resulted in the design and construction of an accessible housing unit. The "Wheeling Warrior" cabin provides housing and enhances the ability to assemble, maintain, use and test during the annual summer season here. It is primarily used by members of our military who have serious mobility requirements and are confined to wheelchairs. The cabin offers a great temporary opportunity and chance to promote the Corps, our partners and our volunteers. It showcases our commitment to the military community and goal to make public lands accessible to everyone.

Corps Recreation Values and Roles

- Providing places for people and water to meet.
- Providing safe and accessible recreation opportunities and educating the public on how to play in and around water.
- Providing recreation for people and organizations to use and enjoy.
- Supporting healthy communities through access to recreation activities for the community, military and general public.
- Continuing to maintain a geographic distribution of recreation opportunities throughout the country.

Why Partner with the Corps?

The U.S. Army Corps of Engineers manages some of the most cherished lakes, rivers and lands near your communities and homes. Communities are proud of these special places in our parks. Many of our partners and citizens understand that their lives are better with a Corps lake, or they spend as much time as they can in a park. Corps parks. Our family members are counted during a holiday, birthday, wedding, or after a quiet day of fishing or hiking on one of our many trail systems. These experiences are important in strengthening families and communities. Our parks also have significant recreational impact, with visitors spending upwards of \$11 billion on trip expenses and durable goods annually. With the help of our partners, we can provide more services to the public than without you by our side.

The Corps Story

- As the leading federal provider of recreation, one out every five Americans visits a Corps lake.
- Park visitors receive all volunteer support.
- Manage 12 million acres of land and water.
- Visitors spend nearly \$11 billion on trip expenses and durable goods annually, resulting in 100,000 jobs.
- 622 lakes in 41 states holding 11% of all fresh water.
- Lake fishing.
- 4,000 recreation sites of which 80% are within 10 miles of a metropolitan area.
- 250,000 campsites, 3,000 boat ramps, 5,000 miles of trails.

Partnering Benefits

- Increases public relations and a great feeling of goodwill toward your organization.
- Strengthening the environmental, social and economic health of communities.
- Helping conserve America's natural places for future generations.
- Potential media coverage to reach out to new customers.
- Increases employee or staff well-being as they recreate in our parks.
- Experience of being in a park environment while helping some citizen.
- Our recreational and land management programs are diverse and the partnership opportunities are varied.

What your partners say: "Partnering with the Corps allows our organization to accept in-kind services that we could not do alone. The expertise, vision and leadership from the Corps brings to the table provides a strong foundation for any project we're working on together." *Donna Brown, Lake Recreation*

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Corps Lakes Gateway

Your gateway to fun at Corps Lakes!

www.CorpsLakes.us

Select a State | Select a Corps of Engineers Lake | Select an Activity | Search

370 million visits

Partnerships in Natural Resources Management

Our Nation's lakes, rivers, and parks need you! Imagine yourself creating new recreation opportunities, improving and creating trails, preserving history, protecting wildlife, caring for the environment, ensuring healthy watersheds, expanding learning opportunities, or improving accessibility.

Each year, the Army Corps of Engineers partners with thousands of individuals and organizations on recreation and environmental projects to enhance our nation's natural resources. We are proud of our broad range of existing partners and eagerly seek to expand mutually beneficial relationships with others.

Examples of Successful Partnerships | National Partners with the Corps of Engineers

<http://corpslakes.usace.army.mil/visitors/partners.cfm>

Resources: Volunteer Clearinghouse

<http://www.corpslakes.us/volunteer/>

The screenshot shows the homepage of the US Army Corps of Engineers Volunteer Clearinghouse. At the top, there is a banner with the Corps of Engineers logo and the text "HEADQUARTERS". Below this is a navigation bar with links: HOME, ABOUT, BUSINESS WITH US, MISSIONS, LOCATIONS, CAREERS, MEDIA, LIBRARY, and CONTACT. A breadcrumb trail reads: HOME > MISSIONS > CIVIL WORKS > RECREATION > VOLUNTEER CLEARINGHOUSE.

The main content area is divided into two columns. The left column, titled "Volunteer Resources", contains links to: Volunteer Clearinghouse, Volunteer Opportunities, Volunteers in Action, Contact Us, and Submit a Listing. Below these are "Useful Links" for Water Safety, Corps Lakes Gateway, and USACE Natural Resources Education Foundation.

The right column, titled "Volunteer Clearinghouse", contains a welcome message: "Welcome to the U.S. Army Corps of Engineers Volunteer Clearinghouse. The Corps of Engineers, which is the steward of almost 12 million acres of land and water, offers many volunteer opportunities to care for recreation facilities and natural resources." It then explains the clearinghouse's purpose: "The Volunteer Clearinghouse serves the Corps of Engineers nationwide to link potential volunteers with Park Rangers at lakes and waterways that need them. The clearinghouse provides information about the volunteer program and directs people to the point of contact, usually a Park Ranger, at the lake or location of interest." It also provides instructions for callers and coordinators, and lists volunteer opportunities.

The screenshot shows the homepage of Volunteer.gov. At the top, there is a logo for "Volunteer.gov" with the tagline "America's Natural and Cultural Resources Volunteer Portal". Social media links for Twitter and Facebook are also present.

The main content area features a large image of a U.S. Army Corps of Engineers volunteer working on a tree. Below the image is a caption: "U.S. Army Corps of Engineers- Youghiogheny River Lake, PA. Volunteers assist park rangers with wood duck box surveys." To the right of the image is a "Find a Volunteer Opportunity" search form with fields for Keywords, City, State, Agency, Interests, Housing/Amenities, and Recent Postings. There are "Search" and "Reset" buttons.

Below the search form are three sections: "Featured Opportunities" (with a link to "USGS The National Map Corps- Volunteer Map Editor"), "Events Calendar" (showing a calendar for March 2015), and "Find Opportunities by State" (with a map of the United States). There is also a "Links" section with a link to "Record your Volunteer Time".

At the bottom of the page, there is a "Our Partners" section with logos for various organizations, including the USGS, and a "BUILDING STRONG" logo.

PAC 2016

- Allison Walker - LRD
(LRN District Office)
- Miriam Fleming – SAD
(SAM District Office)
- Stacy Sigman- MVD
(Lake Ouachita)
- Alana Mesenbrink – NWD
(Libby Dam)**
- Titus Hardiman – SWD
(SWL District Office)
- Heather Burke – HQ
- Allen Gwinn – Chair - NAD
(Raystown)
- Taylor Johnson- SPD
(New Hogan Lake)

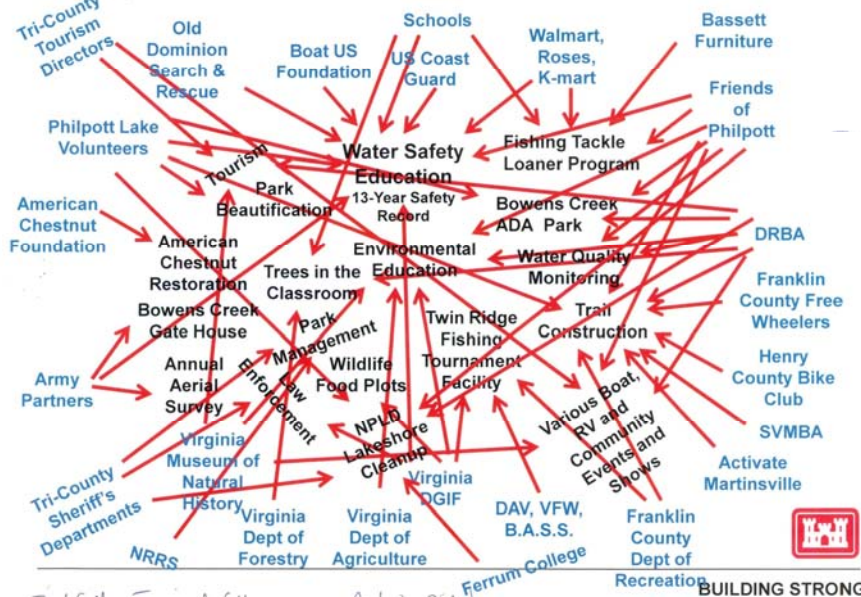


**Seeking new NWD rep at end of the year

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Philpott Lake Partnership Flow Chart



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Philpott Lake Partnership Success



Philpott Lake Partnership Success

YouTube

https://www.youtube.com/watch?v=cGAQaREwD_o



Recap Questions

What is the ER/EP that pertains to partnerships?

1130-2-500



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Recap Questions

All of the following statements are principles of partnership success except:

- a. Ensure good communication
- b. Always adopt a shared vision
- c. Always ensure equal monetary benefit from partner
- d. Leave your ego and control at the door



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Recap Questions

What is the simplest form of partnership?

Contribution



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Recap Questions

Which of the below is the most utilized USACE partnership type?

- a. Challenge Partnership
- b. Contributions
- c. Cooperative Agreements
- d. MOUs/MOAs



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Recap Questions

What is the most important step you can take to avoid pitfalls with your partner?

- a. Only meet with your partner twice a year
- b. Assume your partner understands your mission and vision
- c. Respect the right to disagree
- d. Tell them one thing and do another



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Recap Questions

Of the following partner motives which is the most desirable that the Corps is looking for:

- a. For the love of their local project
- b. Exclusive use of group facility
- c. Community service requirement
- d. To gain positive political influence

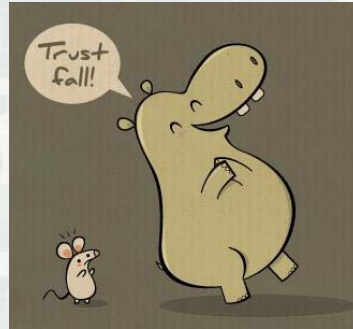


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Review

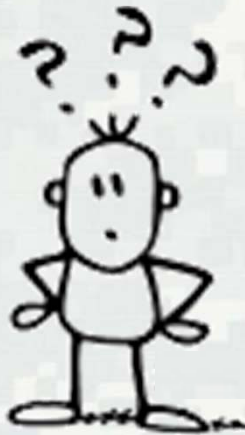
- Partnerships are all about relationships, trust, and communication.
- They take an investment of time and commitment, and require flexibility to adapt to change.
- There are 7 types of partnerships used by the Corps: Contributions, MOU/MOAs, Challenge Partnerships, Economy Act, Cooperative Agreements, Cooperating Associations, Volunteers
- Although leases, licenses, and contracts may be used as instruments in addition to a partnership agreement, they are NOT partnerships themselves.
- You probably have more partnerships than you realize.



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Questions



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