Building Effective Partnerships

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Dedicated to enhancing the ability of governments and organizations to provide environmental programs and services in fair, effective and financially sustainable ways

Serving EPA Region 4

EFC Network: http://www.epa.gov/efinpage/efcn.htm
Session Agenda

• Discuss the importance of building partnerships as a part of sustainable finance

• Review partnership examples from tribes

• Introduce the concept of asset mapping
What aspects of your work lend themselves well to partnerships?

What aspects do not?
Why Partnerships?

• Increased money, obviously. But that is not the only benefit

• Other benefits
  – In kind contributions of time, equipment, etc.
  – Expertise
  – Political Clout
  – Legitimacy of the effort
Partnerships with Other Public Agencies

What other public agencies give to partnership

- Clout
- Access to target markets
- Technical expertise
- Access to distribution channels

What other public agencies get from partnership

- Support for agency mission and goals
- Increased resources
- Increased visibility
- Technical expertise

## Partnerships with Non Profit Sector

<table>
<thead>
<tr>
<th>What nonprofits give to partnership</th>
<th>What nonprofits get from partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical expertise</td>
<td>Increased resources</td>
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<tr>
<td>Talent</td>
<td>Increased visibility</td>
</tr>
<tr>
<td>Local networks</td>
<td>Technical expertise</td>
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<tr>
<td>Volunteers</td>
<td>National networks and contacts of the public agency</td>
</tr>
<tr>
<td>Credibility</td>
<td>Support for agency mission and goals</td>
</tr>
<tr>
<td>Access to distribution channels</td>
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<tr>
<td>Advocacy</td>
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Partnerships with the Private Sector

What private sector gives to partnership
• Cash
• In kind services
• Products
• Access to distribution channels
• Access to customers
• Increased visibility for communications
• Advocacy
• Volunteers

What private sector gets from partnership
• Technical expertise
• Increased brand preference
• Increased sales
• Community goodwill
• Social impact
• Increased employee attraction, retention, and satisfaction

Difficulties & Risks of Partnerships

- Public/Public
  - Multiple layers of bureaucracy

- Public/Non-Profit
  - Non-Profit may not have many resources

- Public/Private:
  - Cynicism about motives of private sector

Difficulties & Risks of Partnerships

• General Risks
  – Time consuming
  – Require compromise
  – Potential for negative publicity if one partner does something bad

Marketing Approach to Effective Partnerships

- Start by developing a list of resources your agency needs to meet your goals
- List out possible partners who are interested in your mission
- Approach potential partners to find out more about their priority social issues, and listen to their business needs

Marketing Approach to Effective Partnerships

- Share your priorities, and find out which ones are most appealing to the potential partner

- Submit a proposal to potential partners with several possible initiatives (plus what you are not willing to offer—i.e, endorsing a company)

- When partners say yes, work with them on an implementation plan

Marketing Approach to Effective Partnerships

- Offer to handle as much of the administrative work as possible
- Assist in measuring and reporting outcomes
- Recognize the partner in the way preferred by the partner (within reason, of course)

Some Examples
Tribes and EPA (or any funder)

• You should think about all of your funders as partners. They provide you money, and in return you help them meet their program goals and objectives.
Table 1 Responsible Parties and Roles for Plan Implementation

<table>
<thead>
<tr>
<th>Project Personnel</th>
<th>Title</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ed Naranjo</td>
<td>Director, Goshute Environmental Protection Department</td>
<td>Oversees all Tribal activities associated with the Wetland Program Plan</td>
</tr>
<tr>
<td>Clell Pete</td>
<td>Environmental Technicians, Goshute Environmental Protection Department</td>
<td>Responsible for field activities associated with implementing the Wetland Program Plan, such as delineations, assessments, and restoration project work</td>
</tr>
<tr>
<td>Lorenzo Hooper</td>
<td>Environmental Protection Department</td>
<td></td>
</tr>
<tr>
<td>Janis Gomes</td>
<td>EPA Region IX Project Officer for the Goshute Tribe</td>
<td>Provides EPA’s role in advising and overseeing EPA’s portion of the Wetland Program Plan</td>
</tr>
<tr>
<td>Suzanne Marr</td>
<td>EPA Region IX Wetlands Program</td>
<td>Provides EPA’s role in reviewing and approving the Wetland Program Plan</td>
</tr>
</tbody>
</table>
Robinson Rancheria of Pomo Indians
Clear Lake Hitch Project

- Project to protect the habitat of the Clear Lake Hitch, a culturally significant fish

- Partners included other tribes who contributed staff time, scientific data, and equipment to help meet the plan developed by Robinson Rancheria
Yurok Tribe’s Wetland Restoration

- Yurok Tribe Wetland Program (part of Environmental Program) partners with the Tribe’s Fisheries Program and Watershed Restoration Department to protect salmonids and other native fish.
Tribes and states share financial resources

• Example: Mescalero Apache Tribe and the State of New Mexico
States and tribes share knowledge and information

- Example: Mashantucket Pequot tribe and Connecticut
Importance of Local Governments

“Local governments implement the broadest range of regulatory, public works, and other programs of any level of government and have more influence over land uses (and to a lesser extent water uses) than any other level of government.”

Partner with local governments

- Example: Robinson Rancheria of Pomo Indians & Lake County, CA
Partner with local governments

- Example: Grand Traverse Band of Ottawa & Chippewa Indians and Grand Traverse County
Partner with Land Conservation Groups

• Example: The Nature Conservancy partners the Klamath Tribes

To find your tribal contact: http://www.nature.org/contactus/contact/
Partner with Universities

• Example: Saint Regis Mohawk Tribe & SUNY-Buffalo, Cornell University and Clarkson University
Partner with Technical Assistance Providers

• Example: Kalispel Tribe and Ducks Unlimited
Partner with Foundation Funders

• Ethno-botany work
  – Example: Hualapai Tribe & the Christensen Fund
Torres-Martinez Tribe
Salton Sea Restoration

• Funding Partners

Building TM Pilot Wetlands
Approximately $3,000,000 to date

• BOR – Engineering - $325,000
• US EPA NPS Funds – Construction Costs $1,400,000
• US EPA CWA 106 – Monitoring –various years
• State of CA 319 – Construction Costs $550,000
• State of CA Prop 13 funds- Monitoring $250,000
• US EPA 104(b) Funds – Inventory/Delineation of reservation
• BIA 630 Water Resources -Match
• Private Funding other sources - $25,000 for other things
Part of Salton Sea's desolate shore made into a lush oasis

One woman created a wetlands Eden with more than 135 bird species. Officials hope it's a microcosm of what will happen when state's restoration plan gets off the drawing board.

By David Kelly
Los Angeles Times Staff Writer
February 26, 2008

THERMAL, CALIFORNIA – A few careless words, the snap of a branch and a scene of bucolic splendor became utter chaos. Clouds of nesting birds exploded from trees and evening sunlight filtered through leaves and twigs. Birds stirred from water refuges. Eagles...
Incorporate Partnerships into Your Program Plans

State and Tribal Wetland Program Plans: http://water.epa.gov/type/wetlands/wpp.cfm
Salt River Pima-Maricopa Indian Community
Voluntary Restoration & Protection

TABLE 5.2 Summary of Program Partners & Anticipated Roles

<table>
<thead>
<tr>
<th>Partners</th>
<th>Anticipated Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPNR Water Quality Program</td>
<td>Collaborate on water quality issues.</td>
</tr>
<tr>
<td>EPNR Range Management</td>
<td>Collaborate on plants and animal species surveys.</td>
</tr>
<tr>
<td>SRPMIC Engineering &amp; Construction Services</td>
<td>Provide guidance and information on irrigation practices and maintenance as well as providing field equipment as needed.</td>
</tr>
<tr>
<td>SRPMIC Public Works Department</td>
<td>Provide assistance with waste management, groundwater information, equipment operators and manpower, and other areas.</td>
</tr>
<tr>
<td>SRPMIC Cultural Resources Department</td>
<td>Collaborate on planting and harvesting of culturally significant plants as well as plant surveys.</td>
</tr>
<tr>
<td>U.S. Army Corps of Engineers</td>
<td>Continued collaboration on the design of the Va Shliy’ay Akimel Restoration Project, an ecosystem restoration project along the Salt River.</td>
</tr>
<tr>
<td>The City of Mesa</td>
<td>Continued collaboration on the design of the ecosystem restoration project along the Salt River as directed by Council.</td>
</tr>
<tr>
<td>Arizona Game and Fish</td>
<td>Continue collaboration on the NestWatch program which monitors the Southwest Desert Nesting Bald Eagles during their annual breeding season and pursue opportunities to increase habitat restoration.</td>
</tr>
<tr>
<td>US Fish &amp; Wildlife Service</td>
<td>Pursue opportunities to conduct plant and wildlife surveys.</td>
</tr>
<tr>
<td>Scottsdale Community College, Center for Native &amp; Urban Wildlife</td>
<td>Pursue opportunities to conduct plant and wildlife surveys.</td>
</tr>
<tr>
<td>Arizona State University, Central Arizona Chapter for the Society of Conservation Biology</td>
<td>Pursue opportunities to conduct plant and wildlife surveys.</td>
</tr>
<tr>
<td>Arizona Department of Environmental Quality (ADEQ)</td>
<td>Provides state wetland monitoring and assessment activities and upstream information for the Salt and Verde Rivers as well as biocriteria monitoring.</td>
</tr>
<tr>
<td>Inter Tribal Council of Arizona, Inc. (ITCA) Ft. McDowell Yavapai Nation (upstream neighbor along the Verde River)</td>
<td>Provide opportunity to present program and project findings and results to other Indian Nations. Continue collaboration of monitoring and assessment activities along the Verde River.</td>
</tr>
</tbody>
</table>

April 2011
Fort Belknap Indian Community

“Northern Leopard Frogs are abundant in this watershed and this species is identified as threatened in the western Montana, which we will intend to develop Partnerships and collaboratively work with tribal, state and federal agencies to strategize how to preserve the species and manage effective control measures that ensure their survival.”
Chippewa Cree
Sweetgrass Reintroduction

“Project partners will include: Dr. Joe Elliott, Tara Luna, CCT Natural Resources Department, Cultural Resources Department, local Tribal plant specialists and National Fish Wildlife Federation”
New Mexico’s Multi State Agency Program

### Program Development Activities for WETLANDS REGULATORY PROGRAM Core Element

**Overall Objective:** Promote the use of new and proven methods to protect and restore wetlands by regulated project proponents.

<table>
<thead>
<tr>
<th>Activity</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Partners</th>
<th>Activity Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain and improve the State’s wetlands resources through development of sufficient mitigation ratios when mitigation is the only option.</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td></td>
<td></td>
<td>ACOE</td>
<td>ACOE</td>
</tr>
<tr>
<td>Utilize regulatory programs like the Certification of Dredge and Fill under CWA Section 401 that provide mechanisms for regulation of wetlands activities.</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>ACOE</td>
<td>SWQB 401 Cert Program and SWQB Wetlands Program</td>
</tr>
<tr>
<td>Explore the feasibility, find sites and sponsors of In Lieu Fee Programs and Mitigation Banks</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>ACOE, Agency and NGO Roundtables</td>
<td>ACOE</td>
</tr>
<tr>
<td>Participate and refine the process for reporting wetland activities under CWA §§303(d) and 305(b).</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>Agency Wetlands Roundtable</td>
<td>SWQB and SWQB Wetlands Program</td>
</tr>
<tr>
<td>Develop and improve ordinances and jurisdiction that protect wetlands/riparian areas/ buffer.</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>☒</td>
<td>Santa Fe County, other local agencies</td>
<td>NGO roundtable</td>
</tr>
<tr>
<td>Develop procedures at the state or local level that will ensure that isolated wetlands are protected from impacts.</td>
<td>☒</td>
<td>☒</td>
<td></td>
<td>☒</td>
<td></td>
<td>County governments, local governments, watershed groups</td>
<td>SWQB Wetlands Program</td>
</tr>
<tr>
<td>Develop a tracking process to track wetlands gains and losses from a variety of activities that either impact or restore wetlands</td>
<td>☒</td>
<td>☒</td>
<td></td>
<td>☒</td>
<td></td>
<td>NGO Roundtable, consultants, watershed groups</td>
<td>SWQB Wetlands Program</td>
</tr>
</tbody>
</table>
Who are your partners?

Who *should be* your partners?
Using Asset Maps to Build Better Partnerships
Source: Kretzmann & McKnight, *Building Communities from the Inside Out*
Building an “Asset Map”

• How does an asset map work?
  – Select a project or aspect of work to fund
  – Identify current and potential collaborators
  – List what assets each collaborator would bring to your project
  – List what assets your program can offer to the collaborator
Sustainable Finance Process

• Know the projects you want to pay for
• Seek out all appropriate federal funding
• Combine federal money with funds generated at the state/tribal level
• Collaborate with other units of government
• Partner with non-governmental organizations
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Questions?

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