

THE PARTNERSHIP LIFE CYCLE

The Florida National Scenic Trail Example

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The Partnership Life Cycle: The Many



The Partnership Life Cycle: The Many

Entering the Partnership

The first stage is in finding and matching the right combination of partners for a business entity. This stage provides the foundations of business success (or failure).

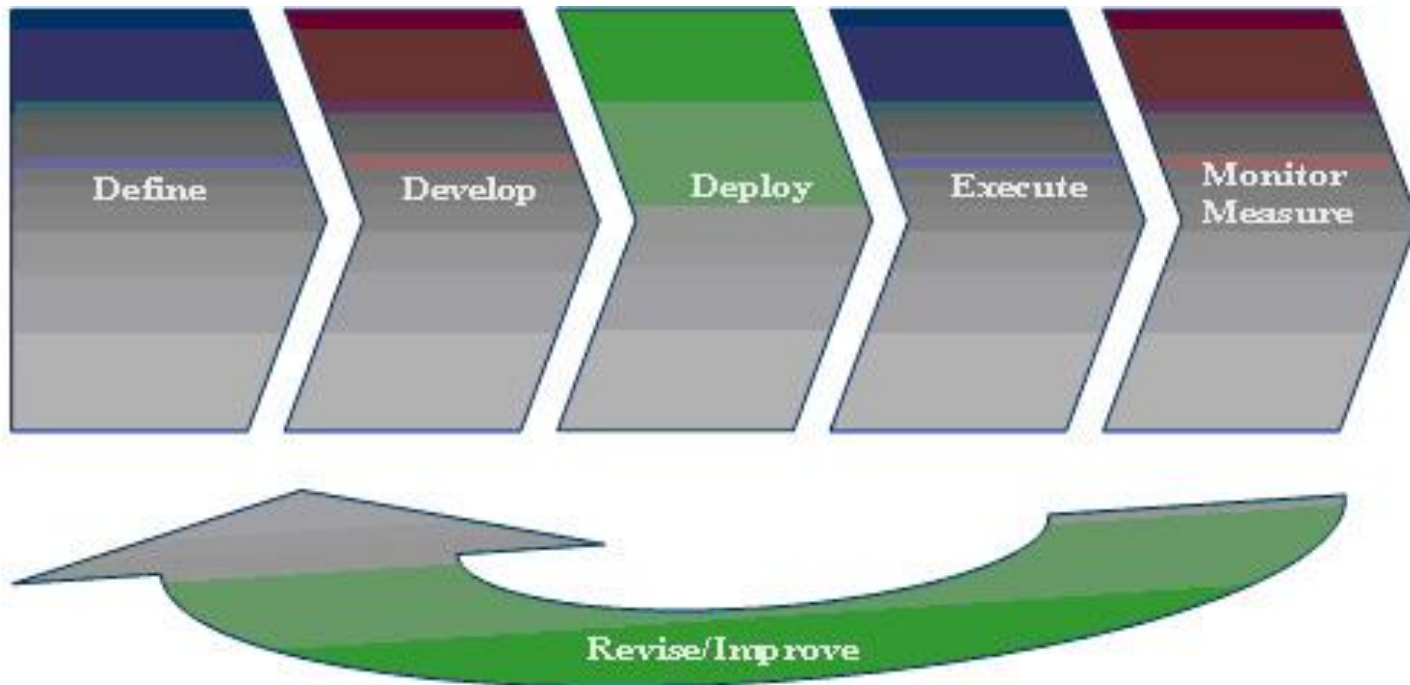
Managing the Partnership

The next stage involves the on-going management of partnership relationships and how these relationships develop as the business changes and, perhaps, grows in size and complexity.

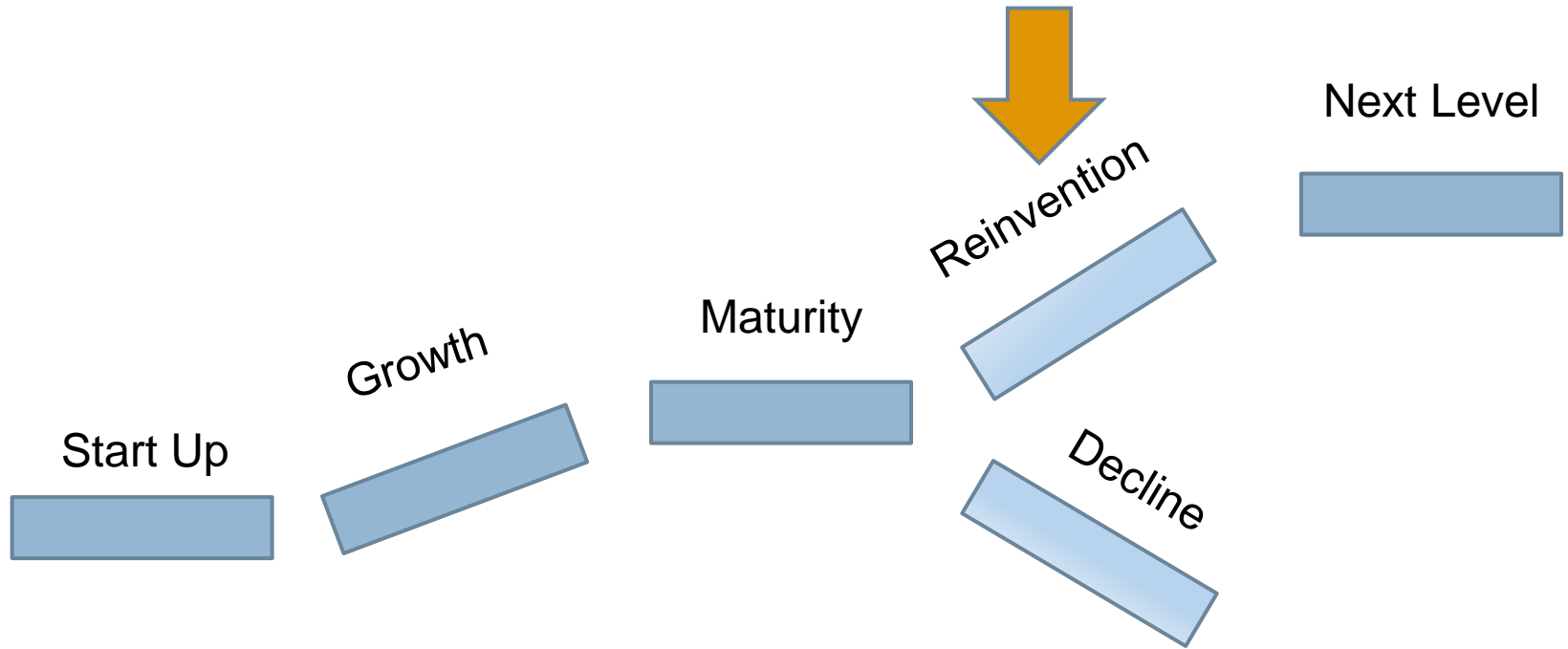
Exiting the Partnership

The final stage is concerned with how the partners exit the partnership and, particularly, whether this is carried out amicably or litigiously.

The Partnership Life Cycle: The Many



The Partnership Life Cycle: The Model for Change



Source: Conservation Impact

Background: National Trails



The National Trail System



The National Trail System Act

The Congress recognizes the valuable contributions that volunteers and private, nonprofit trail groups have made to the development and maintenance of the Nation's trails. In recognition of these contributions, it is further the purpose of this Act to encourage and assist volunteer citizen involvement in the planning, development, maintenance, and management, where appropriate, of trails.

Background: The FNST



The Florida Trail Association

- Formed in 1966
- Primary Advocate for NST Designation, 1983
- Volunteer stewards build and maintain both the trail tread and the trail community to this day
- Acted as liaison to land managers when FS was unable to support full time administrator

Background: The FNST

The U.S. Forest Service

- Congressionally designated federal administrator
- Responsible for meeting NTSA requirements, inter-agency coordination in the planning, construction, maintenance and long term protection of the FNST
- Significant gaps between program managers until 2005



FNST Partnership Model: Decline



- Model documented through
 - Memorandum of Understanding
 - Challenge Cost Share Agreement
- 60 – 85% of funding delegated to FTA
- Roles changed significantly from year to year → foundation documents did not
- Challenges over time:
 - Unclear roles and responsibilities
 - Majority of funding to a single partner w/o shared priorities
 - Model does not engage land managers or other partners

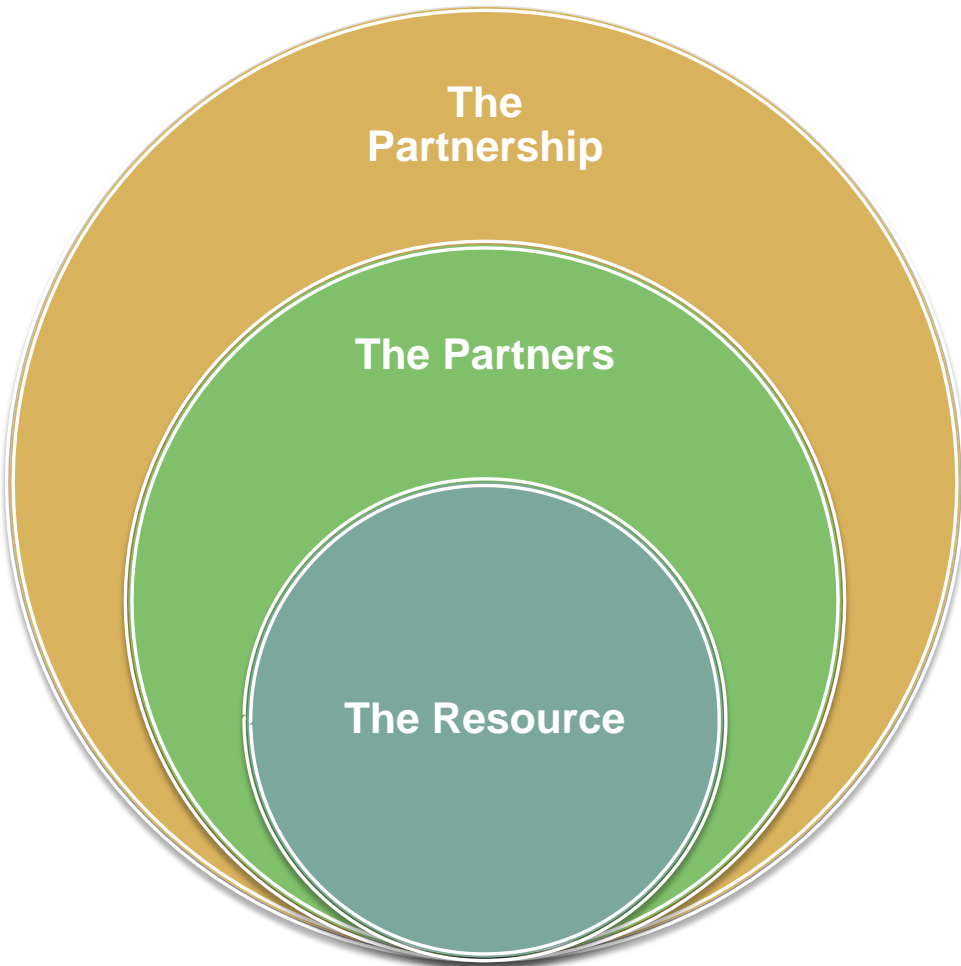
Decline to Reinvention

4 Key Steps to Partnership Reinvention

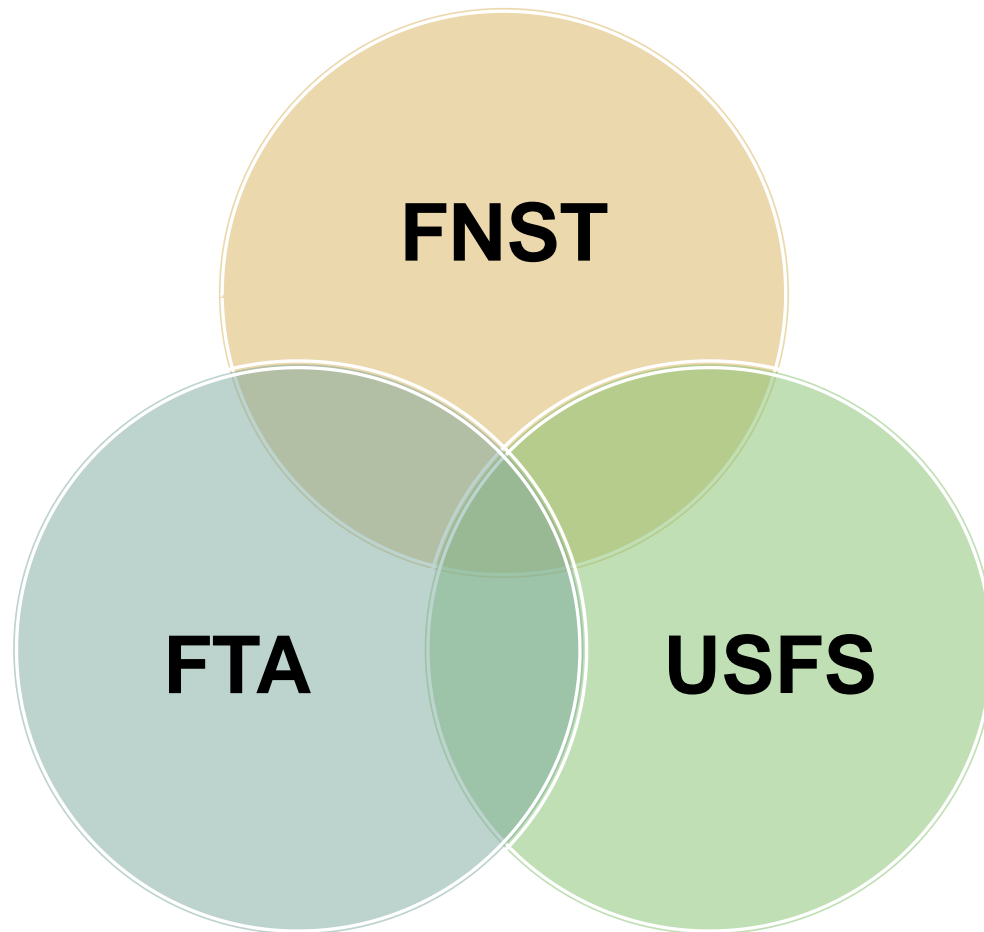
1. Understand the Need for Change
2. Refocus the Partnership on the Resource
3. Agree upon Strategic Goals and Objectives
4. Refine Partnership Structure to meet new goals and objectives → Roles & Responsibilities



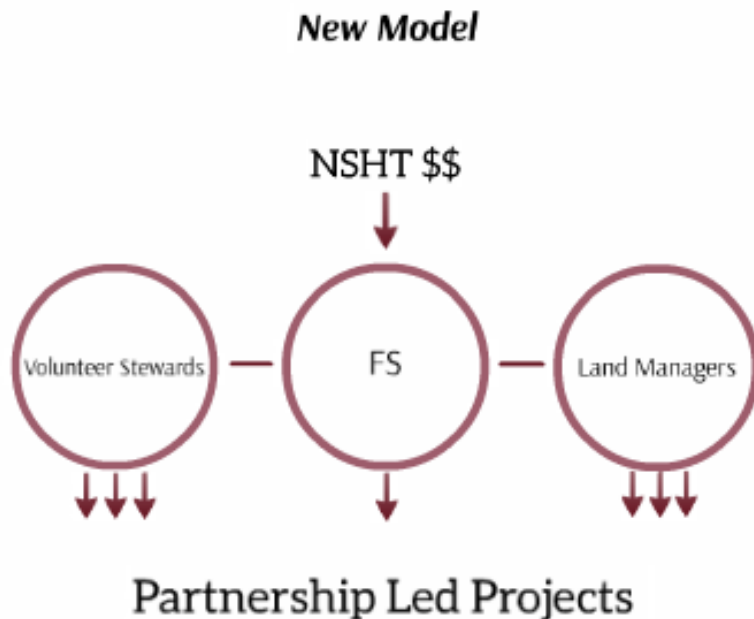
Tools for Reinvention



Tools for Reinvention



Reinventing the Partnership Model



- No longer a dual partnership model
- Model documented through
 - Memorandum of Understanding
 - Challenge Cost Share Agreements
- Budget Breakdown:
30% Volunteer Steward, 30% FS Admin 40% Land Managers
- 5 Year work plans allow for changing conditions, roles and responsibilities
- Immediate benefit of increasing the number of partner led projects on the ground

New FNST Model in Action



- **FNST Coalition** of land managers and partners
 - Bi-annual meetings

- **5-Year Strategic Plan** (multi-agency)
 - Clear strategies and objectives
 - Annual deliverables

- **New MOU** with FTA
 - Under development

Benefits of the New Model

- Most **engaged statewide community** of partners in the FNST's history
- Leveraging greater than a **2:1 match** in partner resources
- Year 3 of strategic plan – **each FNST Coalition member** is actively **contributing to plan goals**
- Number of interagency projects has risen **4X**



Challenges of the New Model

- Significant changes to the underlying FTA-FS partnership including
 - ▣ Funding cut 50% from historical high
 - ▣ Change in role from decision maker → resource advisor
 - ▣ No longer advises in all functions (remember venn diagram)
- Changing a plan on paper is easy, changing a course of action on the ground takes time
- Not all FNST partners are equally engaged

