

BLM Partnerships for a Purpose

Purpose

To develop and implement a strategy for enhancing the Bureau of Land Management's (BLM) capacity to manage public lands and deliver services for the American people. Given our current challenges and the proven success of effective partnerships, Oregon/Washington BLM will seek and strategically utilize partners and volunteers.

Introduction

As leaders, we are facing challenges resulting from budget constraints and workforce demographics. In addition, it is often difficult to accomplish priority work due to controversy related to land management activities. Lastly, we are faced with a need to develop a future workforce which reflects the face of the public we serve.

Benefits

Partnerships have proven to be an effective means of leveraging resources among cooperating organizations, improving working relationships, fostering trust, and recruiting a future workforce. Some examples include:

- Accomplish more than we can alone
- Avoid litigation by engaging collaborative efforts
- Able to recruit and retain a diverse workforce
- Build pride of community stewardship
- Find solutions to conflicts

Framework

To achieve this strategy we will focus on the following goals:

Goal 1: Enhance our ability to accomplish priority work

Goal 2: Develop relationships to seek support for BLM programs

Goal 3: Recruit a workforce that is diverse

Utilizing the framework identified in this strategy will help us meet the land management and organizational outcomes targeted in the State Director's priorities, for example Restore Initiative, Recreation Strategy, and the Recruitment Strategy.

Vision

- To extend the capacity of Oregon/Washington BLM to accomplish mission-critical work through a variety of enhancement opportunities.

Guiding Principles

- All partnerships shall be value-added for both parties. The investment of time and resources must result in mutual benefits for the BLM and the partner or volunteer that meet/or exceed that investment.
- Local partnerships shall be reviewed and expanded to state or landscape levels, when fiscally feasible.
- All partnerships shall be initiated through a Memorandum of Understanding or other written agreement that spells out the expected outcome of the partnership, the contributions and commitment by each party, and the periodic monitoring and evaluation of the partnership effectiveness.
- Oregon/Washington BLM will explore non-traditional partnerships.

General Roles and Responsibilities

- **Key Staff:** Explore and utilize existing and non-traditional partnerships and volunteers to get priority work completed, enhance effective outreach/support, and/or expand recruiting opportunities, to supplement in-house or contract workforce.
- **Managers:** Adhere to the Guiding Principles. Say “no” when costs exceed benefits (both tangible and intangible).
- **OSO Lead:** Along with a team of District Representatives, conduct a periodic review of ongoing partnerships, opportunities and effectiveness. Provide an evaluation of the partnership “program” to the State Leadership Team (SLT) with any recommendations on changes to the Partnership Strategy and/or guidance.
- **Program Leads:** State and district leads will identify work needs that go beyond internal capacity, utilizing State Director priorities, common needs across jurisdictions, help determine the scale, and potential partners.
- **Partners:** Provide resources, expertise, and connections to the public and communities of interest to help achieve BLM’s priorities as well as their own.

Partnerships include:

Youth groups, non-profit organizations, educational institutions, environmental groups, industry groups, recreational and special interest groups, other federal, state, local and tribal governments, corporations, volunteers and individuals.

Definition

“A cooperative venture between two or more parties who leverage resources to accomplish a mutually beneficial project or move in a mutual direction consistent with the BLM mission.”

This strategy is accomplished by implementing action items tied to each goal. These are outlined below:

Goal #1 Seek high value partnerships that augment BLM's delivery of priority work					
Objective		Action Item	How	Who	When
A.	Compile and prioritize opportunities for strategic use of partnerships and funding sources.	<p>1. Oregon/Washington managers identify strategic land management program priorities and target areas to focus.</p> <p>2. Recreation Strategy Team to identify strategic recreation management program priorities and target areas to focus.</p> <p>3. Develop a Partnership Catalog and periodically monitor and evaluate it.</p> <p>a) Include a listing of ready projects/opportunities consistent with SD priorities, outcomes of the Leadership Forum, Land Use Plans, and the goals of this strategy (start with BPS, Challenge Cost Share, AWP, PTA, and Service First).</p> <p>b) Include a list of partner and funding organizations. Request existing and potential partners to identify their capacity to provide deliverable services/ contributions, include this data in catalog.</p>	<p>1. Utilize Oregon/Washington Leadership Forum as the venue.</p> <p>2. TBD</p> <p>3. a/b) Develop and send out Instruction Memorandum to Field Offices requesting identification of ready projects/opportunities and additional needs for partners and funding sources; b) Use existing sources and interviews; c) Organize by type and geographic area and make available both as a workbook and on the internet.</p>	<p>1. Restore OR/WA Team</p> <p>2. Recreation Team</p> <p>3. OSO Public Affairs, OSO Resources, OSO Budget</p>	<p>1. January 2008</p> <p>2. TBD</p> <p>3. Coordinate with budget – consistent with budget cycle.</p>

		<p>c) Include partnership type and geographic area.</p> <p>4. Incorporate partnerships into routine work planning (i.e. Annual Work Plan, Challenge Cost Share, and Strategic Fund priorities).</p>	<p>4. Provide partnership/volunteer information in PTA General Directives and other budget tools.</p>	<p>4. OSO/District Budget and Program Leads</p>	<p>4. Coordinate with budget – consistent with budget cycle.</p>
B.	<p>Minimize appropriated funds – work together to find funding</p>	<p>1. Research and identify sources of potential funds (grants, special initiatives, foundations) other than partners and agency.</p> <p>2. Pull together and make available information related to training, funding sources, how to's, templates/examples, contact lists, links to existing resources – DOI, WO BLM, Forest Service, NPS, FWS.</p>	<p>1. A Face-to-face meeting will be held to develop a listing of key partner and funding organizations (that meet: Goal1A3(b), Goal1B1, Goal2A2, Goal2B1, Goal3A2, Goal3B1), including hosted workers and past, expanded, or non-traditional.</p> <p>2. Conduct research and compile existing information from above teams. Make information available both on the internet and hardcopy.</p>	<p>1. 1-3 staff per District/Division, (may include Field Managers, Community Planners, Public Affairs, Volunteer Coordinators, EEO Coordinators, Resource Specialists.</p> <p>2. OSO Lead and Forest Service Lead, with review and input from above teams and other key field/state office staff.</p>	<p>1. January 2008</p> <p>2. January 2008</p>
C.	<p>Meet the needs of communities</p>	<p>1. Seek input from key communities and community organizations as part of the development of:</p> <p>Partnership Catalog (A1); Funding sources (B1); Priorities for implementation.</p>	<p>1. a) Develop a framework/ direction to follow/expectations; b) Based on framework, issue IM to seek feedback/input; c) Listen and implement appropriate outcomes.</p>	<p>1. a) SLT sub-group; b) State Director (Communications); c) District Managers and Field Managers.</p>	<p>1. Fall 2007- Winter 2007/2008</p>

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Goal #2 Develop relationships and seek support for BLM programs					
Objective	Action Item	How	Who	When	
A.	Promote understanding/ acceptance/ support for on-going programs	<p>1. Develop and prioritize outreach messages.</p> <p>2. Investigate and document potential partners to support our information/communication needs by increasing public awareness through:</p> <ul style="list-style-type: none"> • Assisting in developing or contributing to collaboration • Engaging in innovative public involvement practices • Targeting diverse audiences/communities 	<p>1. Develop and prioritize outreach messages to be used when meeting with partners, events, and other public opportunities. (themes and target audiences)</p> <p>- Medford District provides example and each district office develops their own.</p> <p>- State office consolidates district messages to develop statewide outreach messages.</p> <p>2. A Face-to-face meeting will be held to develop a listing of key partner and funding organizations (that meet: Goal1A3(b), Goal1B1, Goal2A2, Goal2B1, Goal3A2, Goal3B1), including hosted workers and past, expanded, or non-traditional.</p>	<p>1. Each District and State Office Public Affairs, with approval from the State Director.</p> <p>2. 1-3 staff per District/Division, (may include Field Managers, Community Planners, Public Affairs, Volunteer Coordinators, EEO Coordinators, Resource Specialists.</p>	<p>1. Winter 2007/2008</p> <p>2. January 2008</p>

		<ul style="list-style-type: none"> Performing environmental conflict resolution 			
B.	Work together to find funding to implement or support mutual goals and BLM programs	<ol style="list-style-type: none"> 1. Research and identify sources of potential funds (grants, special initiatives, foundations) other than partners and agency. 2. Pull together and make information available related to training, funding sources, how to's, templates/examples, contact lists, links to existing resources – including DOI, WO BLM, Forest Service, NPS, FWS. 3. Consider use of the Strategic Fund as a BLM funding source to capitalize on an opportunity. 	<ol style="list-style-type: none"> 1. A Face-to-face meeting will be held to develop a listing of key partner and funding organizations (that meet Goal1B1, Goal2A2; B1 and Goal3A2; B1), including hosted workers and past, expanded, or non-traditional. 2. Conduct research and compile existing information from above teams. Make information available both on the internet and hardcopy. 3. Develop and implement a process for making these funds available. 	<ol style="list-style-type: none"> 1. 1-3 staff per District/Division, (may include Field Managers, Community Planners, Public Affairs, Volunteer Coordinators, EEO Coordinators, Resource Specialists. 2. OSO Lead and Forest Service Lead, with review and input from above teams and other key field/state office staff. 3. State Budget Team 	<ol style="list-style-type: none"> 1. January 2008 2. January 2008 3. Winter 2007/2008
C.	Meet the needs of communities	<ol style="list-style-type: none"> 1. Seek input from key communities and community organizations to promote the concept of shared stewardship for land management and the delivery of: 	<ol style="list-style-type: none"> 1. a) Develop a framework/direction to follow/expectations; b) Based on framework, issue IM to seek feedback/input; c) Listen and implement appropriate outcomes. 	<ol style="list-style-type: none"> 1. a) SLT sub-group; b) State Director (Communications); c) District Managers and Field Managers 	<ol style="list-style-type: none"> Fall –Winter 2007/2008

		<ul style="list-style-type: none"> • Priority programs • Environmental education • Key messages • Public participation • Public expectations 			
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Goal #3 Invest in BLM's Future Workforce					
Objective		Action Item	How	Who	When
A.	Utilize partner organizations with the capacity to help recruit a future workforce that is diverse.	<p>1. In all our outreach/ environmental education/youth programs with partners, include the topic of and exposure to mission-related careers.</p> <p>2. Identify existing and potential (non-traditional and traditional) youth work organizations at both the regional and local levels and include in Partnership Catalog (Goal 1, A1).</p> <p>3. In conjunction with the Three-</p>	<p>1. a) Highlight in AWP and diversity action plans; b) Identify marketing tools to be developed.</p> <p>2. A Face-to-face meeting will be held to develop a listing of key partner and funding organizations (that meet: Goal1A3(b), Goal1B1, Goal2A2, Goal2B1, Goal3A2, Goal3B1), including hosted workers and past, expanded, or non-traditional.</p> <p>3. TBD</p>	<p>1. a) OSO Communications, EEO; b) HR Specialist, EEO Coordinator, Recruitment Team member, Visual Information Specialist, Marketing Specialist.</p> <p>2. 1-3 staff per District/Division, (may include FMs, Community Planners, Public Affairs, Volunteer Coordinators, EEO Coordinators, Resource Specialists.</p> <p>3. HRMC</p>	<p>1. a) At appropriate budget cycle; b) TBD</p> <p>2. January 2008</p> <p>3. TBD</p>

		<p>Year Recruitment Strategy, identify appropriate partnership groups to assist with recruitment efforts.</p> <p>4. Provide information to managers to improve awareness and understand how to utilize partner organizations regarding STEP, Executive Orders, Outstanding Scholar Program and the Federal Career Intern Program at the high school level as a means to provide field experience.</p>	<p>4. Incorporate the use of partners into Human Resource’s hiring authority awareness trainings. Can be delivered as part of the mandatory supervisory training.</p>	<p>4. HR and EEO</p>	<p>4. On-going</p>
B.	<p>Work together to leverage funding to implement recruitment programs</p>	<p>1. Research and identify sources of potential funds (grants, special initiatives, foundations, etc.).</p> <p>2. Pull together and make available information related to training, funding sources, how to’s, templates/examples, contact lists, links to existing resources – DOI, WO BLM, Forest Service, NPS, FWS.</p> <p>3. Consider use of the Strategic Fund as a BLM funding source to capitalize on an opportunity.</p>	<p>1. A Face-to-face meeting will be held to develop a listing of key partner and funding organizations (that meet: Goal1A3(b), Goal1B1, Goal2A2, Goal2B1, Goal3A2, Goal3B1), including hosted workers and past, expanded, or non-traditional.</p> <p>2. Conduct research and compile existing information from above teams. Make information available both on the internet and hardcopy.</p> <p>3. Develop and implement a process for making these funds available.</p>	<p>1. 1-3 staff per District/Division, (may include FMs, Community Planners, Public Affairs, Volunteer Coordinators, EEO Coordinators, Resource Specialists.</p> <p>2. OSO Lead and Forest Service Lead, with review and input from above teams and other key field/state office staff.</p> <p>3. State Budget Team</p>	<p>1. January 2008</p> <p>2. TBD</p> <p>3. TBD</p>
C.	<p>Meet the needs of communities</p>	<p>1. Seek input from key communities and community organizations to</p>	<p>1. Identify, by type and location across the state, which groups we</p>	<p>1. HR/EEO</p>	<p>1. a) At next regularly</p>

	<p>of potential future employees, emphasizing under-represented groups</p>	<p>help in the development of:</p> <ul style="list-style-type: none"> • Group expectations • Opportunities and programs • Training needs 	<p>are going to contact/target.</p> <p>a) Each district/state office to provide a list of under-represented groups that have a strong presence in their community; b) Pull together a team, similar to the recruitment team, to go to these locations and groups and have a dialogue; c) Develop an action plan to implement themes for this goal.</p>	<p>a) EEO with field coordinators; b/c) EEO office request nominations through a State Director IM</p>	<p>scheduled conference call (after approval of final strategy); b) In time to develop a schedule for implementation in first half of FY 2008 – summer; c) to be completed by March 2009.</p>
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