

Cooperating Association Liaison Skill Building

January 22-26, 2018

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: December 6, 2017

To: Supervisor

From: Debbie L. Fredricks, Chief
Training Section
California State Parks

Subject: Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Ensure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work. You can assist with capturing the full value of the training by taking the following steps:

Prior to Training

1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace.
3. Support the employee's use of the training at the work place.

Three Months Following Training

1. Supervisor evaluates the effectiveness of the training on the employee's job performance and login to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Debbie L. Fredericks
Training Section Chief

Attachment
cc: Participant

TABLE OF CONTENTS

Formal Training Guidelines	1
Program Attendance Checklist/Pre-Training Assignment.....	5
Post-Training Assignment	6
Agenda.....	7
Program Outline	9
Program Purpose and Performance Objectives	10
Map	20

***Mission Statement
Training Section***

***The mission of the Training Section is to improve
organizational and individual performance and
productivity through consulting, collaboration,
training, and development.***

TRAINING SECTION STAFF

Debbie L. Fredricks.....	Training Section Chief
Ann D. Slaughter	Mott Training Center Manager
Jack Futoran	EMS and LFG Training Coordinator
Jeff Beach.....	Training Consultant
JD Dinnauer.....	Training Consultant
Dave Galanti	Training Consultant
Karyn Lombard	Training Consultant
Sara M. Skinner	Training Consultant
Jason Smith	Academy Coordinator
Jeremy Alling	Cadet Training Officer
Matt Cardinet	Cadet Training Officer
Raymund Nanadiego	Cadet Training Officer
Lisa Anthony	Program Coordinator
Edith Alhambra	Assistant Program Coordinator
Alex Franck.....	Assistant Program Coordinator
Jessica Kohls.....	Assistant Program Coordinator
Nate Steffen.....	Assistant Program Coordinator
Pamela Yaeger	Assistant Program Coordinator

THE MISSION

of the California State Parks is to provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.



FORMAL TRAINING GUIDELINES

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources.
3. **TRAVEL:** Arrange your travel to and from the training site through your District or Office. (No reimbursement for travel expense – including per diem costs – will be approved for travel not specifically authorized in advance by the District Superintendent). Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6. The Mott Training Center does not have the capability to provide transportation to/from Monterey Airport.

The cost of your travel (airfare, mileage, rental car, etc.) is paid by your District or Office **to** and **from** the location of training.

4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 11:00 a.m. on the date of departure. The Department provides your room and board expenses at the Mott Training Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. Advise the Training Consultant no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in housing. In the event of an emergency, staff must know your room assignment; therefore, you may not switch rooms without staff approval. Overnight guests are not allowed. Quiet hour is 10:00 p.m.
5. **ENROLLMENT OR HOUSING CANCELLATION POLICY:** To cancel participation in a course, the participant must have their District Superintendent or Section/Office Manager send an email to the Training Specialist assigned to the course requesting to remove the participant. If you do not need lodging or must change or cancel your reservation for lodging, you must contact the Mott Training Center or Training Consultant assigned to the course at least 2 weeks prior to your date of arrival. Lodging, registration, and associated fees will be charged to the employee's District or Section/Office if a training cancellation is received with less than two weeks' notice.

The Mott Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.

6. MEALS: Meals will be provided, semi-cafeteria style, from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:15 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, contact the Training Consultant Sara M. Skinner to request the Asilomar Dietary Restriction form no later than two weeks prior to the course start date. The Training Consultant will forward the form to the appropriate Asilomar Conference Grounds staff.

In order to assist participants with limited mobility, Asilomar provides a shuttle to and from the dining hall. Contact either Asilomar staff upon check-in, or Mott Training Center staff upon your arrival, for instructions on arranging a transport.

7. CLOTHING: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, not including optional items, will be worn daily by all uniformed employees during formal training sessions **unless otherwise specified in the Program Attendance Checklist**. Non-uniformed employees shall wear apparel normally worn on the job. Appropriate attire includes apparel suitable for professional office dress. It does not include such items as shorts, t-shirts, tank tops, or sandals.

Because we are on the conference grounds with many other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

8. **ALCOHOLIC BEVERAGES:** Participants shall not possess or consume alcoholic beverages in common areas (living room) while on the Asilomar Conference Grounds unless provided and hosted by Concessionaire ARAMARK.
9. **SMOKING:** Smoking is not permitted in the Mott Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
10. **TRAINING CENTER:** The Mott Training Center is located on Asilomar Conference Grounds, part of Asilomar State Beach. The Conference Grounds are operated for our Department by a concessionaire, and all lodging and food services are provided to us by employees of the concessionaire. Constant efforts are made to maintain a sound, harmonious working relationship between the Department and concessionaire. None of us can expect preferential treatment for any reason and, as a departmental employee, you will be expected to join in our continuing effort toward an effective relationship with each Asilomar concession staff member. On occasion, non-departmental groups may be staying in the same lodges. It is imperative that you represent the Department well on and off duty.
11. **REGISTRATION:** When you arrive at Asilomar Conference Grounds, proceed directly to the front desk at the Asilomar Administration Building for your dining room tickets. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.
12. **COURSE LEADERS:** The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
13. **TRAINING SECTION STAFF:** Sara M. Skinner is your Training Consultant and has been assigned the responsibility for your training group. That staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Section Staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Training Section Staff will do all within their power to make your training experience pleasant and meaningful.
14. **TRAINING MATERIALS:** May be made available to you at both your unit and the Mott Training Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Copies of DAM and DOM will be available to you for self-study. Bring your own pens and pencils.

15. ATTENDANCE: Regular attendance is a critical course requirement and your participation is important to the success of this training. An absence of more than 10% of the course hours constitutes grounds for dropping a participant from the course. The Department Training Officer may modify this requirement based upon participant knowledge level and/or the portion of the course missed. All absences, except those of an emergency nature, must be approved in advance by the Training Consultant.
16. VEHICLES: All vehicles should be parked in the lots adjacent to the Mott Training Center. Any questions regarding use of a State vehicle while at the Mott Training Center should be discussed with your supervisor prior to your departure for training, or with your Program Coordinator while at the Mott Training Center.
17. BICYCLES: If you bring your bicycle, store it in the bicycle shed next to the Mott Training Center. Bicycles may not be brought into any building nor chained to lamp posts, trees, etc. The Mott Training Center has a limited number of bicycles available for your use. Prior to your use, you are required to complete a safety inspection and sign a waiver which is posted in the bicycle shed.
18. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Limit those calls to your breaks.
19. FAX: The Mott Training Center's FAX number is (831) 649-2824.
20. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call the Center at (831) 649-2954. Calls after 5:00 p.m. or during weekends should be made to (831) 372-8016, Asilomar Conference Grounds, and the caller should tell the switchboard operator you are with a California State Parks training group. **Note: There are no longer pay telephones outside of the Mott Training Center. There are pay telephones located at the Asilomar Administration Building.**
21. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments.
22. RECREATION: Facilities available on grounds include a heated swimming pool, pool tables, and a volleyball court. The Monterey area offers horseback riding, golf, tennis, racquetball, deep sea fishing, and many historical landmarks and scenic sights to explore.
23. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.
24. COFFEE BREAK REFRESHMENTS: Will be available throughout each session. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Bring your own coffee cup.

PROGRAM ATTENDANCE CHECKLIST / PRE-TRAINING ASSIGNMENTS

To assist you in your preparation for formal training session at the William Penn Mott Jr. Training Center, the following list is provided:

- _____1. Read the Cooperating Association Liaison Skill Building program syllabus prior to your arrival at the Mott Training Center.
- _____2. Arrange your travel through your Unit/District Office.
- _____3. Complete the following pre-training assignments:
 - Read and be familiar with the Cooperating Associations standard contract.
 - Read the PRC 513 Guidelines.
 - Read the 21 Partnership Success Factors by Brian O'Neil.
 - Come prepared with a real-life sticky situation that the group will help problem-solve.
 - Bring the latest financial statements.
- _____4. Bring the following with you to training:
 - Program syllabus
 - Proper field uniform required as noted in the Formal Training Guidelines, Number 7, Clothing, on page 2 of this syllabus.
 - Reusable coffee mug, refillable water bottle, notepaper, pens, and pencils

If you have any questions or need assistance, contact Training Consultant Sara M. Skinner at (831) 649-2961 or Sara.Skinner@parks.ca.gov.

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee.

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Section in providing a return on the investment the Department has on training.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

January 22-26, 2018

Monday

January 22

1600 REGISTRATION: *Check-in at the Asilomar Administration Building* All

Tuesday

January 23

Partnerships in Real Life, For Better or Worse

0800-0905 Welcome / Orientation Skinner
0905-1020 Class Introductions / Expectations Rogowski/Bellah
(break inc'l) Partnerships in Real Life: Round-Table Discussion of Goals, All
Successes, and Challenges
1020-1030 BREAK
1030-1100 Program Authority/Walk Through Contract / Resources Schlussler/Papke
1100-1110 BREAK
1110-1200 Non-Profit Board Governance – Tips for CAL Holmes
1200-1300 LUNCH
1300-1315 Resources Available to Nonprofits Rogowski/Widera
1315-1600 Equipping Cooperating Associations to Raise Funds for Parks Widera
(breaks inc'l) • How can CAL Support Fundraising Efforts
• Fundraising Theory and Best Practices
• Effective Donor Communications
1600-1700 Problem-Solving, Round 1 Groups 1-2

Wednesday

January 24

Fundraising and Planning in Partnership

0800-0815 Day 1 Review - Course Goals and Objectives Rogowski/Bellah
0815-0900 Department Updates DeWall/Ketterer
0900-1200 Capital Campaigns and Project Management Bellah/Lynch
(breaks inc'l) • How to Balance Donor Needs with DPR Process Jaromay/
• Setting Expectations with Cooperating Association Leadership Rogowski
• Donor Recognition
• Legal Authority / Donor Agreements
1200-1300 LUNCH
1300-1400 Planning in Partnership: Point Lobos Success Story Patterson

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

January 22-26, 2018

Wednesday

January 24

Fundraising and Planning in Partnership

1400-1410	BREAK	
1410-1450	CAL Roles and Responsibilities	Bellah
1450-1500	BREAK	
1500-1550	Financial Compliance and Reporting	Rogowski/TBD
1550-1600	BREAK	
1600-1700	Problem-Solving, Round 2	Groups 3-4

Thursday

January 25

Relationships in Partnership

0800-0815	Day 2 Review - Course Goals and Objectives	Rogowski/Bellah
0815-1200	Effective Group Leadership	Earl
(breaks inc'l)	<ul style="list-style-type: none">• Dealing with Difficult Personalities / Situations• Finding the Value in Negotiation• Communicating Effectively to Coop Leadership	
1200-1300	LUNCH	
1300-1400	Effective Group Leadership, Con't	Earl
1400-1410	BREAK	
1410-1500	Influencing Positive Change: Marshall Gold Success Story	Smith
1500-1510	BREAK	
1510-1600	Taking Charge of the Partnership	Falat
1600-1700	Problem-Solving, Round 3	Groups 5-6

Friday

January 26

Expanding Partnerships to Leverage Goals

0800-0815	Day 3 Review - Course Goals and Objectives	Rogowski/Bellah
0815-0905	Cooperating Associations and Volunteers	Clark
0905-0915	BREAK	
0915-1005	Leveraging Additional Partnerships	Zucker
1005-1015	BREAK	
1015-1120	Ask the Partnerships Office	Rogowski/Zucker/ Clark
1120-1130	BREAK	
1130-1200	Evaluations / Conclude	Skinner

COOPERATING ASSOCIATION LIAISON SKILL BUILDING

HOURS

PROGRAM OUTLINE

Partnerships in Real Life, For Better or Worse

8.0

Class Introductions / Expectations
Partnerships in Real Life
Program Authority/Contract/Resources
Nonprofit Board Governance – Tips for CAL
Equipping Cooperating Associations to Raise Funds for Parks
Problem-Solving, Round 1

Fundraising and Planning in Partnership

8.0

Department Updates
Capital Fundraising Campaigns and Project Management
Planning in Partnership
Cal Role and Responsibilities
Financial Compliance and Reporting
Problem-Solving, Round 2

Relationships in Partnership

8.0

Effective Group Leadership
Influencing Positive Change: Marshall Gold Success Story
Taking Charge of the Partnership
Problem-Solving, Round 3

Expanding Partnerships to Leverage Goals

4.0

Cooperating Associations and Volunteers
Leveraging Additional Partnerships
Ask the Partnerships Office

TOTAL..... 28

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

OVERALL COURSE LEARNING GOALS AND OBJECTIVES

Purpose: By the close of the session, the participants will

1. Describe the organization of, legal authority for, and policy parameters governing the Department's Cooperating Association Program (CAP) and how this longstanding and highly successful community partnership program can best support parks stewardship at the local and statewide level.
2. Identify the dynamics of effectively working with a cooperating association and strategies for setting and achieving shared goals.
3. Demonstrate techniques that can be implemented by the CAL to create a more productive, sustainable, and rewarding partnership effort.

Learning Objectives: By the close of the session, the participant will

1. Describe current laws, policies and guidelines governing the CAP and how they apply to their partnership with the Department.
2. Describe the roles and responsibilities between the paid staff and volunteers of California State Parks (CSP) and a local cooperating association.
3. List the skills, traits and interpersonal techniques a cooperating association liaison (CAL) needs to have in order to achieve an effective working relationship with a cooperating association.
4. Identify the basics of nonprofit fundraising and be able to apply that knowledge to increase philanthropic effectiveness of the cooperating association.

SESSION LEARNING OBJECTIVES

Welcome / Orientation

Purpose: General orientation and introduction to attendance procedures, meals, lodging, and other details of the Mott Training Center.

Learning Objectives: By the close of the session, the participant will

1. Review the Training Center guidelines applicable to attending the program.
2. Prepare to participate fully in class activities.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

4. Presented with an overview of the Cooperating Association Liaison Skill Building course.

Partnerships in Real Life, For Better or Worse

DAY 1 Review Course Goals and Objectives

Purpose: Review the materials covered on day one. Introduce first, second and third days of class instruction.

Learning Objectives: By the close of the session, the participant will

1. Describe the class content for the first day of class.
2. Describe what the class will be covering on the remaining class days.

Class Introductions / Expectations

Purpose: Build trust and teamwork within the class through understanding the contributions that each person brings to the class.

Learning Objectives: By the close of the session, the participant will

1. Have the opportunity to participate in a communication exercise.
2. Receive a better understanding of the class participant's expectations for the course.

Partnerships in Real Life

Purpose: Identify challenges and successes to the partnerships represented in the class in order to present potential solutions.

Learning Objectives: By the close of the session, the participant will

1. Gain potential solutions to challenges from other participants, over the three-day course.
2. Identify common challenges and helpful solutions to those challenges.
3. Strengthen the interpersonal connections among the CAL in order to build a network of support.

Program Authority/Contract/Resources

Purpose: Understand the major elements of the Cooperating Associations Program contract and how this document structures and outlines the overall relationship.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

Learning Objectives: By the close of the session, the participant will

1. Describe the authority for cooperating associations.
2. Receive an overview of key elements about the contract and where to find them
 - Roles and responsibility of partners
 - Program variety
 - Donor recognition
 - Financial reporting
 - Annual planning
 - Retail
 - Park staff support of partnership
 - Special events/permits
 - Insurance
 - Financial records
 - DPR reporting of use of funds
 - Property use
 - Logo/licensing
 - Termination
3. Demonstrate how to find helpful tools and resources online, in the manual, or through the services of the Partnerships Office.

Nonprofit Board Governance – Tips for CAL

Purpose: Strengthen knowledge of nonprofit boards and board governance in order to help assess an organization's partnership success.

Learning Objectives: By the close of the session, the participant will

1. Identify the legal structure of a nonprofit public benefit corporation.
2. Describe how all-volunteer organizations function differently than organizations with staff.
3. Describe what associations need from California State Parks to operate.
4. List nonprofit leadership positions and duties.
5. Identify how nonprofit leadership differs from state leadership regarding chain of command, decision-making, budgeting, etc.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

6. Demonstrate how CAL can be most effective when reporting at board meetings.

Equipping Cooperating Associations to Raise Funds for Parks

Purpose: Using practical examples, provide insight and direction regarding fundraising and gaining support for parks.

Learning Objectives: By the close of the session, the participant will

1. Describe how to plan for any fundraising activity.
2. Explain the difference between earned income (membership, events, sales) and fundraising.
3. Demonstrate the importance of communications to donors and prospective donors on project priorities.
4. List basic fundraising concepts (ability/interest/linkage, donor stewardship, fundraising vehicles, etc.).
5. Explore tools associations can use for donor recognition and engagement (walls, events/experiences, etc.), consistent with the Donor and Sponsor Guidelines.
6. Describe how nonprofits leverage and increase donations (moves management, donor pyramid, and other tools to encourage upgrading gifts).
7. Create an action plan for advancing philanthropy in the partnership.

Problem-Solving, Round 1

Purpose: Facilitate peer problem-solving to common partnership challenges. Specific challenges will be identified for the course in the third session.

Learning Objectives: By the close of the session, the participant will

1. Practice utilizing available resources to address common challenges.
2. Present potential solutions to peers.
3. Work collaboratively to develop a personal 'bank' of potential solutions.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

Fundraising and Planning in Partnership

DAY 2 Review Course Goals and Objectives

Purpose: Review the materials covered on day one. Introduce the second day of instruction.

Learning Objectives: By the close of the session, the participant will

1. Describe the class content for the second day of class.
2. Describe what the class will be covering on the remainder of the course.

Department Updates

Purpose: Disseminate information from DPR headquarters to field staff.

Learning Objectives: By the close of the session, the participant will

1. List recent policy changes, activity, or other information from leadership.
2. Receive encouragement and affirmation in their role as liaison to partners.

Capital Fundraising Campaigns and Project Management

Purpose: Equip CAL with skills to manage large fundraising campaigns in partnership.

Learning Objectives: By the close of the session, the participant will

1. Describe the legal authority to raise funds for capital outlay projects, including donor agreements.
2. Differentiate between PRC 513 vs. other nonprofit partnership authority.
3. Describe the legal authority of the cooperating association to manage elements of the project process (e.g. commissioning designs, funding versus managing a contractor).
4. Demonstrate the importance of planning for projects and documenting the partnership roles and responsibilities, as well as making the time for the partnership project.
5. Describe how to manage expectations of the donors, and how to communicate with and support the association to do the same for their donors.
6. Recognize capacity within the district and the association in order to be successful.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

7. Identify best practices as liaison between the district and association, using examples in the Capital District.
8. Practice using planning and communication tools.

Planning in Partnership

Purpose: Equip CAL with the leadership skills to guide the association through annual planning process.

Learning Objectives: By the close of the session, the participant will

1. Describe the importance of planning as partners and setting mutual goals.
2. List tips for moving association towards planning, if no planning exists.
3. Describe the process for approvals from both partners' perspectives, in different scenarios.
4. Practice with tools can aid in the planning process.

CAL Role and Responsibilities

Purpose: Understand recent laws and policy that form the sideboards of the CAP.

Learning Objectives: By the close of the session, the participant will

1. Describe where to find guidelines and policy for: cash handling, marketing and branding, incompatible activities, and conflicts of interest.
2. Describe legal issues surrounding gifts of state funds and state work being done by non-state employees.
3. State the authority and responsibility of the CAL function.
4. Identify the importance of using the special event process with cooperating associations.

Financial Compliance and Reporting

Purpose: Strengthen CAL knowledge of nonprofit financial statements, legal and contractual compliance, and walk through the revised 973 form.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

Learning Objectives: By the close of the session, the participant will

1. Describe their cooperating association's financial reports to an inexperienced person.
2. Learn how to identify and take action around potential financial problems.
3. Describe the state and federal compliance for nonprofit corporations.
4. Identify the revised DPR 973 reporting form.

Problem-Solving, Round 2

Purpose: Facilitate peer problem-solving to common partnership challenges. Specific challenges will be identified for the course in the third session.

Learning Objectives: By the close of the session, the participant will

1. Practice utilizing available resources to address common challenges.
2. Present potential solutions to peers.
3. Work collaboratively to develop a personal 'bank' of potential solutions.

Relationships in Partnership

DAY 3 Review Course Goals and Objectives

Purpose: Review the materials covered on day two. Introduce the third day of class instruction.

Learning Objectives: By the close of the session, the participant will

1. Describe the class content for the third day of class.
2. Describe what the class will be covering on the final class day.

Effective Group Leadership

Purpose: Explore the necessary components to maintain a successful ongoing relationship between a cooperating association and DPR, and learn what to do if the relationship becomes difficult.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

Learning Objectives: By the close of the session, the participant will

1. Describe CAL role in guiding/influencing/assisting with: fundraising, board development, governance, advocacy, and correcting unprofessional behavior.
2. Describe the role of well-planned orientations and meaningful communications in producing a great relationship.
3. Identify specific components in building trust and commitment.
4. Practice tips for how to work with difficult personalities/situations.
5. Demonstrate skills in facilitating mutual value in negotiations.

Influencing Positive Change: Marshall Gold Success Story

Purpose: Learn how to affect and influence change in the partnership.

Learning Objectives: By the close of the session, the participant will

1. Use the example of leadership at Marshall Gold Discovery SHP to understand the process and what was necessary to change the dynamics of the partnership.
2. Describe the “art” of relationship management.

Taking Charge of the Partnership

Purpose: Present options that CAL may utilize to address and correct the concerns.

Learning Objectives: By the close of the session, the participant will

1. Identify potential problem areas, such as blurring roles and responsibilities.
2. Describe several potential ways to address and correct concerns.
3. Identify the importance of proactively and preventatively addressing issues that may become a problem in the future.
4. Feel confident in how to present the potential concern to district or headquarters management in order to get their support for correction.
5. Describe the “science” of relationship management.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

Problem-Solving, Round 3

Purpose: Facilitate peer problem-solving to common partnership challenges. Specific challenges will be identified for the course in the third session.

Learning Objectives: By the close of the session, the participant will

1. Practice utilizing available resources to address common challenges.
2. Present potential solutions to peers.
3. Work collaboratively to develop a personal 'bank' of potential solutions.

Expanding Partnerships to Leverage Goals

Day 4 Review Course Goals and Objectives

Purpose: Review the materials covered on day three. Introduce the fourth day of instruction.

Learning Objectives: By the close of the session, the participant will

1. Describe the class content for the third day of class.
2. Identify factors for increasing cooperating association capacity.

Cooperating Associations and Volunteers

Purpose: Aid CAL with tools to maximize volunteer support in the park unit(s).

Learning Objectives: By the close of the session, the participant will

1. Explain the authority of the VIP program.
2. Explain how to maintain separation of roles between the VIP program and cooperating associations.
3. Identify how volunteers can enhance park/district goals.
4. Identify how to recognize cooperating association volunteers and new DPR policy.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 7

Leveraging Additional Partnerships

Purpose: Equip CAL to work with other partners in the district, including concessionaires.

Learning Objectives: By the close of the session, the participant will

1. List how concession agreements function.
2. Describe how multiple partnerships can contribute to the park unit or district objectives.
3. Describe how to encourage cooperation among cooperating associations and concessionaires.
4. Describe the “Good Faith Effort” regarding product sales and selection.

Ask the Partnerships Office

Purpose: Provide CAL an opportunity to ask questions and get answers regarding any partnership-related situation.

Learning Objectives: By the close of the session, the participant will

1. Have their partnership-related questions answered by subject matter experts.
2. Learn from colleagues and grow in knowledge of policy, procedure, or practice.

Training Center, 837 Asilomar Blvd., Pacific Grove, CA 93950

