

# Cooperating Association Liaison Skill Building

December 9-12, 2013

Training Syllabus



William Penn Mott Jr. Training Center



# Memorandum

**Date:** November 25, 2013

**To:** Supervisor

**From:** Theresa Bober, Department Training Officer  
Training Section  
Department of Parks and Recreation

**Subject:** Employee Attendance at Formal Training  
Cooperating Association Liaison Skill Building Group 5

An employee from your office will soon be attending the formal training program described in the attached. Please insure 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 and review the due date of the Post-Training Evaluation form.
3. Support the employee's use of the training at the work place.

### Prior to Three Months Following Training

1. Employee after discussion with the supervisor login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
2. 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.

Attachment

cc: Participant

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### ***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

Theresa Bober ..... Department Training Officer  
Chuck Combs ..... Office Manager / Training Specialist  
Sara M. Skinner ..... Training Specialist  
Dave Galanti ..... Training Specialist  
Karyn Lombard ..... Training Specialist  
Matt Cardinet ..... Cadet Training Officer  
Connie Breakfield ..... Field Training Program Manager  
Pamela Yaeger ..... Assistant Program Coordinator  
Edith Alhambra ..... Assistant Program Coordinator  
Rogers Williams..... Program Assistant

## 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**

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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. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)

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 (air fair, 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 10:00 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. Please advise the Training Specialist no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in Asilomar 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 in the buildings unless registered beforehand at the front desk in Asilomar's Administration Building. Quiet hour for lodge living areas is 10:00 p.m.

**Please note: You may be assigned a room at a motel while attending training. If so you may be asked to present a valid credit or debit card while checking in to your room. Many motels require a credit card to cover charges incurred such as telephone calls, damages to rooms and/or furnishings, fees to clean rooms that have been smoked in that are not designated as smoking rooms, etc. Please be prepared to handle this appropriately.**

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 you must cancel your reservation for lodging, you must contact the Mott Training Center or Training Specialist assigned to the course at least 72 hours 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 72 hours notice.

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

6. OFF-GROUNDS ACCOMMODATIONS: When authorized to stay off-grounds by the Department Training Officer, the Mott Training Center will pickup the cost of your room and meals at the current DPR Asilomar rate. If you stay off grounds

and have meals on grounds, the Mott Training Center will authorize only what the Department pays Asilomar for lodging.

7. 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, notify the Asilomar Chef at 831-372-8016 no later than one week before your scheduled arrival.

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

8. 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.

9. ROOM SAFES: Two safes have been installed in each of the lodge rooms used by the Mott Training Center (Live Oak, Tree Tops, and Deer Lodge). These safes are a type that allows the user to input their own combination of numbers to facilitate opening and closing. The Mott Training Center has a master key for emergency entry. Safes are to be left in the open position when checking out of your room.
10. WEAPONS: Weapons are permitted in rooms under the following conditions. Authorized firearms and magazines stored while at the Mott Training Center shall be in a safe condition and stored in one of the following locations: your room safe in Live Oak, Tree Tops, or Deer Lodge, one of the Mott Training Center's safes in the Whitehead Room or secured in your vehicle.
11. 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.
12. SMOKING: Smoking is not permitted in the Mott Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
13. 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.

14. **REGISTRATION:** When you arrive at Asilomar Conference Grounds, go directly to the front desk at the Asilomar Administration Building for your room key and dining room ticket. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.
15. **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.
16. **TRAINING SECTION STAFF:** Sara M. Skinner is your Training Specialist 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.
17. **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.
18. **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 Specialist.
19. **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.

20. 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.
21. MAIL: Mail forwarded to you during your time at the Center should be addressed to you in care of:

Department of Parks and Recreation  
WILLIAM PENN MOTT JR. TRAINING CENTER  
P. O. Box 699, Pacific Grove, CA 93950

22. 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. Please limit those calls to your breaks.
23. FAX: The Mott Training Center's FAX number is (831) 649-2824.
24. 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. **Please Note: There are no longer pay telephones outside of the Mott Training Center. There are pay telephones located at the Asilomar Administration Building.**
25. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments.
26. RECREATION: Facilities available on grounds include a heated swimming pool, ping-pong and 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.
27. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor. See "Program Attendance Requirements" in this syllabus.
28. COFFEE BREAK REFRESHMENTS: Will be available throughout each session. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Please bring your own coffee cup.



## PROGRAM ATTENDANCE CHECKLIST

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 and understand the program syllabus prior to your arrival at the Mott Training Center.
- \_\_\_\_\_ 2. Complete the following pre-training assignments:

### **Pre-Training Assignments:**

- Read and be familiar with the Cooperating Associations standard contract and the PRC 513 Guidelines.  
[http://www.parks.ca.gov/?page\\_id=22338](http://www.parks.ca.gov/?page_id=22338)  
  
and the  
  
Cooperating association contract  
<http://www.parks.ca.gov/pages/735/files/cooperating%20association%20standard%20agreement%2010-28-2013.pdf>
- Read the 21 Partnership Success Factors by Brian O'Neill.  
[http://www.parks.ca.gov/?page\\_id=22339](http://www.parks.ca.gov/?page_id=22339)
- Read "Best Practices on One Page" by Marianne Philibin.
- Bring a copy of your association newsletter and annual or strategic plan to share.

- \_\_\_\_\_ 3. Arrange your travel through your Unit / Office.
- \_\_\_\_\_ 4. Uniforms are required for this program as noted in the Formal Training Guidelines, No. 8, Clothing, on page 3 of this syllabus.
- \_\_\_\_\_ 5. Bring a reusable coffee cup, refillable water bottle, alarm clock, pens, and pencils.

If you have any questions or need assistance, contact Training Specialist Sara M. Skinner at (831) 649-2961 or [Sara.Skinner@parks.ca.gov](mailto: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. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

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 5**  
**December 9-12, 2013**

**Monday**  
**December 9**

1500- REGISTRATION: *Check-in at the Asilomar Administration Building* All

**Tuesday**  
**December 10**

**Roles and Responsibilities – Cooperating Association Program**

0800-0900	Welcome / Orientation / Course Overview	Skinner
	Course Learning Goals and Objectives	Breece
0900-1000	Class Introductions / Expectations	Breece
1000-1100	Department Updates – Park Operations Program Value	Pozzi/Lehman
1100-1200	Evolution of the Cooperating Associations Program	Mott
1200-1300	Lunch	
1300-1400	Program Authorities, Policy, Guidelines Overview	Breece
1400-1500	Contract Overview / Reporting	Breece
1500-1600	CAL Challenges	Kramer/Mott
1600-1700	Role of the CAL / Resources and References for Success	Kramer/Mott

**Wednesday**  
**December 11**

**Promoting Effective Partnerships**

0800-0815	Day 1 Review – Course Goals and Objectives	Breece
0815-1030	Nonprofit 101 – Laws, Guidelines, Best Practices	Wildera
1030-1200	Maximizing Productivity – Partner Perspectives	Wildera
1200-1300	Lunch	
1300-1400	Raising Funds and Friends – Building Park Support	Lewis/All
1400-1500	CAL Dollars and Sense – Raising and Spending Money	Kramer/Mott
1500-1600	Structuring Effective Relationships / Breaking Barriers	Kramer/Mott
1600-1700	Brian O’Neil’s 21 Success Factors for Partnerships	Breece

**Thursday**  
**December 12**

**CAL Strategies for Success / Leadership Development**

0800-0815	Day 2 Review – Course Goals and Objectives	Breece
0815-1030	CAL Perspectives – Sharing Lessons Learned	Panel
	Rebuilding Trust – Gold Discovery Park Association	McReynolds
	A Million \$ Gift – Crossing the Philanthropy Goal Line	Lewis
	Recovering from a Tailspin – Mountain Parks Association	Hammack
1030-1130	Class Learning Activity – CAL Skills and Knowledge	Kramer
1130-1200	Evaluation and Adjournment	Skinner

**PROGRAM OUTLINE**

<b>Roles and Responsibilities – Cooperating Association Program.....</b>	<b>8</b>
Welcome / Orientation / Course Overview .....	
Department Updates – Park Operations Program Value.....	
Evolution of the Cooperating Associations Program .....	
Program Authorities, Policy, Guidelines Overview .....	
Contract Overview / Reporting .....	
CAL Challenges .....	
Role of the CAL / Resources and References for Success .....	
<b>Promoting Effective Partnerships.....</b>	<b>8</b>
Nonprofit 101 – Laws, Guidelines, Best Practices.....	
Maximizing Productivity – Partnership Perspectives .....	
Raising Funds and Friends – Building Park Support.....	
CAL Dollars and Sense – Raising and Spending Money .....	
Structuring Effective Relationships / Breaking Barriers .....	
Brian O’Neill’s 21 Success Factors for Partnerships .....	
<b>CAL Strategies for Success / Leadership Development.....</b>	<b>4</b>
CAL Perspectives – Sharing Lessons Learned .....	
Rebuilding Trust – Gold Discovery Park Association.....	
A Million \$ Gift – Crossing the Philanthropy Goal Line.....	
Recovering from a Tailspin – Mountain Park Association.....	
Class Learning Activity – CAL Skills and Knowledge.....	
<b>TOTAL HOURS.....</b>	<b>20</b>

## **COOPERATING ASSOCIATION LIAISON SKILL BUILDING**

### **COURSE LEARNING GOALS AND OBJECTIVES**

Purpose: 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. Gain further insight in to the dynamics of effectively working with a cooperating association and strategies for setting and achieving shared goals.
3. Learn techniques which can be implemented by the Cooperating Association Liaison (CAL) to create a more productive, sustainable, and rewarding partnership effort.

Learning Objectives: By the close of the class the participant will

1. Describe current laws, policies and guidelines governing the CAP and how they apply to their partnership with the .
2. Identify the roles and responsibilities between the paid staff and volunteers of California State Parks (CSP) and a local cooperating association.
3. Describe the skills, traits and interpersonal techniques a (CAL) needs to have in order to achieve an effective working relationship with a cooperating association.
4. Identify success factors available to bring resources to an association and increase effectiveness between the cooperating association and CSP.

### **SESSION LEARNING OBJECTIVES**

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. Be prepared to participate fully in class activities.
3. Be presented with an overview of the Cooperating Association Liaison Skill Building course.

## **CLASS INTRODUCTIONS / EXPECTATIONS**

Purpose: To 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 experience.

## **DEPARTMENT UPDATES – PARK OPERATIONS PROGRAM VALUE**

Purpose: To hear the Deputy Director's perspectives on the State Park System operations and the Cooperating Associations Program.

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

1. Describe the importance the Director places on the Cooperating Associations Program.
2. Define the role of a CAL.
3. Ask questions of the Deputy Director

## **EVOLUTION OF THE COOPERATING ASSOCIATIONS PROGRAM**

Purpose: To provide background on the history of the cooperating association program.

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

1. Describe the purpose of the cooperating associations program.
2. Describe the changes in cooperating association policy and programs in the last twenty years.
3. Describe the current cooperating association policies.

## **COOPERATING ASSOCIATIONS PROGRAM AUTHORITY**

Purpose: To help participants understand the current nature and structure of the Cooperating Associations Program (CAP).

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

1. Describe the roles of government, the private sector, and the nonprofit sector.
2. Describe legal roles and relationships between volunteers, associations, and CSP.
3. Describe the major laws, policies, and guidelines governing the CAP.
4. Describe the CAP evolution, history, and authority.
5. State the authority and responsibility of the CAL function.

## **CONTRACT OVERVIEW / REPORTING**

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

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

1. Describe where to find the standard contract on the DPR website.
2. Describe the major components of the contract.
3. Describe the major “referenced documents” in the contract.
4. Understand important issues regarding association contracting with non-state vendors.
6. Define the relationship between the contract and MOUs.
7. Describe the major contract themes regarding:
  - a. Sales Items
  - b. Publications
  - c. Property Use
  - d. Intellectual Property
  - e. Termination

## **CAL CHALLENGES**

Purpose: To help CAL’s understand techniques for managing difficult interpersonal and inter-organizational issues.

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

1. Describe the CAL's role in directing/influencing/assisting with: fundraising, board development, governance, advocacy, and correcting unprofessional behavior.
2. Describe how can the CAL can be an effective representative of the District and CSP to the association.
3. Identify techniques for inspiring an association to understand and follow CSP policies and guidelines.
4. Describe characteristics that should be considered when selecting a new CAL.

## **ROLE OF THE CAL / RESOURCES AND REFERENCES FOR SUCCESS**

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. Recognize a shared staffing and shared supervision relationship and describe the ways to prevent or authorize such a relationship.

## **DAY 1 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 first day of class.
2. Describe what the class will be covering on the second day of class

## **NONPROFIT 101, LAWS, GUIDELINES, BEST PRACTICES**

Purpose: To understand the similarities and differences between for-profit and nonprofit organizations.

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



1. Identify the component parts of a nonprofit organization (NPO).
2. Describe the differences between a cooperating association and a NPO.
3. Describe the official and unofficial reporting requirements affecting cooperating associations.

## **MAXIMIZING PRODUCTIVITY – PARTNER PERSPECTIVES**

Purpose: To understand techniques and methods of working together with associations that produce shared accomplishments.

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

1. Describe several factors necessary to maintain and enhance the relationship with the association.
2. Describe what a CAL can do to help encourage a board to be more effective.
3. Describe how a CAL can inspire the cooperating association to “think bigger” and be more involved in sophisticated fundraising to support interpretive and educational programs.
4. Describe the positive and negative aspects of a growing cooperating association.
5. Describe how an economy of scale may be gained when two or more associations work on joint projects.

## **RAISING FUNDS AND FRIENDS – BUILDING PARK SUPPORT**

Purpose: To understand the policies and sideboards that shape how money may be raised and spent in a cooperating association relationship.

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

1. Identify appropriate and inappropriate ways for raising money in conjunction with a cooperating association.
2. Describe the major differences between the CAP and the Concessions Program.
3. Identify appropriate ways cooperating association money may be spent.

## **CAL DOLLARS AND SENSE – RAISING AND SPENDING MONEY**

Purpose: Using practical examples provide insight and direction regarding sales, 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 retail sales and fundraising.
3. Describe practical techniques and tools for retail sales, membership, and interpretive events.
4. Describe tools and techniques to increase sales through appropriate selection, display, and merchandise.
5. Develop a program to increase membership in an association.
6. Gain insights and techniques and describe some perils and pitfalls in increasing underwriting and community support for special events.

## **STRUCTURING EFFECTIVE RELATIONSHIPS / BREAKING NEWS**

Purpose: To explore the necessary components to maintain a successful ongoing relationship between a cooperating association and a CAL.

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

1. Describe the role of well-planned orientations and meaningful communications in producing a great relationship.
2. Identify specific components in building trust and commitment.
3. Describe how to involve the association in decision-making processes.
4. Describe strategic restructuring and how it can make association relationships more effective.

## **BRIAN O'NEILL'S 21 SUCCESS FACTORS FOR PARTNERSHIP**

Purpose: To review the partnership success factors

Learning objectives: By the close of the session the participant will

1. Name at least five partnership success factors
2. Identify how to apply those factors in their relationship with cooperating associations.
3. Identify strategies for improving the state park- cooperating association relationship.

## **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 final day of class

## **CAL PERSPECTIVES – SHARING LESSONS LEARNED**

Purpose: To review examples of successful cooperating association/department relationships.

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

1. Identify strategies for improving cooperating association/department relationships.
2. Identify techniques for communicating and creating partnerships.
3. Identify the characteristics of collaborative relationships.

## **CLASS LEARNING ACTIVITY CAL SKILLS AND KNOWLEDGE**

Purpose: To provide practical examples of how to be an effective CAL and create a collaborative relationship with your cooperating association

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

1. Identify strategies for improving cooperating association/department relationships.
2. Identify techniques for communicating and creating partnerships.
3. Identify the characteristics of collaborative relationships.

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

