

State of California . The Natural Resources Agency . CA State Parks

Cooperating Association Liaison Skill Building

December 9-12, 2014

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: November 26, 2014

To: Supervisor

From: Theresa Bober, Department Training Officer
William Penn Mott Jr. Training Center
Department of Parks and Recreation

Subject: Employee Attendance at Formal Training
Cooperating Association Liaison Skill Building Group 6

An employee from your office will soon be attending the formal training program described in the attached. Please 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 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.

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

Attachment
cc: Participant

TABLE OF CONTENTS

Formal Training Guidelines	1
Program Attendance Checklist.....	6
Pre-Training Assignments	6
Post-Training Assignment	7
Agenda.....	8
Program Outline	9
Program Objectives.....	10
Map	18

***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
Ann D. Slaughter Office Manager
Connie Breakfield Field Training Program Manager
Sara M. Skinner Training Specialist
Dave Galanti Training Specialist
Karyn Lombard Training Specialist
Matt Cardinet Cadet Training Officer
Travis Gee Cadet Training Officer
Pamela Yaeger Assistant Program Coordinator
Edith Alhambra Assistant Program Coordinator
Lisa Anthony 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 the 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 participate 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). You should be able to print a copy of the syllabus to bring with you to class. 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 through your District Office. No reimbursement for travel expense – including per diem cost – 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 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 12:00 noon 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 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.

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. 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 or must change or cancel your reservation for lodging, you must contact the Mott Training Center or Training Specialist 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 Training Section 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 absorb 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. 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. **It does not include such items as shorts, t-shirts, tank tops, or sandals.**

Because we are on the 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 DPR employees in the 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 presentation, and provide a level of expertise difficulty to match.
16. **TRAINING SECTION STAFF:** Sara M. Skinner is your Training Specialist and has been assigned responsibility for your training group. 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:** Materials may be made available to you at both your unit and the Training Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook may be issued to you at the training session for notes and convenience in handling materials. Bring your own pens, pencils, etc.
18. **ATTENDANCE:** Regular attendance is a critical course requirement and your participation is important for 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 (except for POST RBC) 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
PO 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. 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. **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, 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, these 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. Be sure to have read and understood the Cooperating Association Liaison Skill Building syllabus prior to your arrival at the Mott Training Center.
- _____ 2. Arrange your travel through your Unit/District Office.
- _____ 3. Uniforms are required for this program as noted in the Formal Training Guidelines, No. 8, Clothing, on page 3 of this syllabus.
- _____ 4. 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
 - Read the 21 Partnership Success Factors by Brian O'Neill.
http://www.parks.ca.gov/?page_id=22339
- _____ 5. Bring the following with you to training:
- Program syllabus.
 - Foul weather gear (due to the possibility of rain during this time of year).
 - Coffee cup, reusable water bottle, paper, pens, pencils, and alarm clock.

If you have any questions or need assistance, contact Training Specialist 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 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 Center in providing a return on the investment the Department has on training.

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 6

December 9-12, 2014

Tuesday

December 9

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

Wednesday

December 10

Partnership Parameters: Examining Cooperating Association Management

Fundamentals

0800-0900	Welcome / Orientation	Skinner
	Course Overview / Introductions	Breece
0900-1030	Department Updates – Park Operations	Cahill
	Concessions Program – Guidelines for CALs	Montejo
1030-1100	Program Authority / Evolution / History	Breece
1100-1200	Cooperating Association Program – Contracts and Reports	Breece
1200-1300	Lunch	
1300-1400	CAL Role and Responsibilities / Effective Leadership	Jones/Kramer
1400-1500	Creating Partnership Success / Teambuilding	Jones
1500-1700	Partnership Model – A Case Study in Best Practices National Park Service	Murray

Thursday

December 11

Partnership Productivity: Exploring Cooperating Association Performance

Factors

0800-0815	Day 1 - Review - Course Goals and Objectives	Breece
0815-1000	Non-Profit Board Governance – Tips for CALs	Holmes
1000-1100	Partner Perspective - Mountain Parks / Central Coast	Holmes/Golden
1100-1200	Partnerships on the North Coast	Bomke
1200-1300	Lunch	
1300-1500	Parks Forward – Maximizing Partnership Opportunities	Szalay
1500-1600	CAL Dollars and Sense – Raising and Spending Money	Kramer
1600-1700	CAL Challenges – Problem Solving Strategies Brian O'Neil's 21 Success Factors for Partnerships	Kramer/Jones Breece

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 6

December 9-12, 2014

Friday

December 12

Partnership Planning: Expanding Cooperating Association Capacity

Building

0800-0815	Day 2 - Review - Course Goals and Objectives	Breece
0815-1100	CSP Foundation – Public Survey	Verardo/Widera
	Effective Partnerships – Hints for CALs	Widera
1100-1130	CAL Quiz – Team Challenge	Kramer/Breece
1130-1200	Evaluation and Adjournment	Skinner

COOPERATING ASSOCIATION LIAISON SKILL BUILDING GROUP 6

<u>PROGRAM OUTLINE</u>	<u>HOURS</u>
Partnership Parameters:	8
Examining Cooperating Association Management Fundamentals	
Welcome / Orientation.....	
Course Overview / Introductions, Department Updates – Park Operations.....	
Concessions Programs – Guidelines for CALs	
Program Authority / Evolution / History.....	
Cooperating Association Program – Contracts and Reports.....	
CAL Role and Responsibilities / Effective Leadership.....	
Creating Partnership Success / Teambuilding	
Partnership Model – A Case Study in Best Practices - National Park Service	
Partnership Productivity:	8
Exploring Cooperating Association Performance Factors	
Non-profit Board Governance – Tips for CALs.....	
Partner Perspective – Mountain Parks / Central Coast	
Partnerships on the North Coast	
Parks Forward – Maximizing Partnership Opportunities.....	
CAL: Dollars and Sense – Raising and Spending Money	
CAL Challenges – Problem Solving Strategies, Brian O’Neil’s Success Factors for Partnerships.....	
Partnership Planning:	4
Expanding Cooperating Association Capacity Building	
California State Parks Foundation – Public Survey.....	
Partnerships – Hints for CALs	
CAL Quiz – Team Challenge.....	
TOTAL HOURS.....	20

COOPERATING ASSOCIATION LIAISON SKILL BUILDING

COURSE LEARNING GOALS AND OBJECTIVES

Purpose: By the close of the course the participant will

1. Identify 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. Obtain further insight in to the dynamics of effectively working with a cooperating association and strategies for setting and achieving shared goals.
3. Describe 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 course the participant will

1. Describe current laws, policies and guidelines governing the CAP and how they apply to their partnership with the Department.
2. Identify 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 success factors available to bring resources to an association and increase effectiveness between the cooperating association and CSP.

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 course 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.

Partnership Parameters: Examining Cooperating Association Management Fundamentals

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 course 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

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 course 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 receive the Assistant Deputy Director's perspectives on the State Park System operations and the Cooperating Associations Program.

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

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

Concession Program – Guidelines for CALs

Purpose: To provide insight and direction regarding concessions and their relationship to cooperating associations.

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

1. Describe the advantages of a concession.

2. Explain the role of concessions and how they work with cooperating associations.
3. Identify the differences between a concession operation and cooperating association operation.

Cooperating Associations Program Authority/Evolution

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

Learning Objectives: By the close of the course 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. State the authority and responsibility of the CAL function.
5. Describe the current cooperating association policies.

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 course 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. List the important issues regarding association contracting with non-state vendors.
5. Describe the major contract themes regarding:
 - Sales Items
 - Publications
 - Property Use
 - Intellectual Property
 - Termination

Cal Role and Responsibilities / Effective Leadership

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

Learning Objectives: By the close of the course 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.

Creating Partnership Success / Teambuilding

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 course 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.

Partnership Model – A Case Study in Best Practices

Purpose: Provide practical examples of bay area national park partnerships.

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

1. Describe the types of Bay Area partnerships.
2. Explain the advantages of these partnerships.
3. Describe the lessons learned in developing partnerships.
4. Describe the elements of a successful partnership.

Partnership Productivity: Exploring Cooperating Association Performance Factors

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 course 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

Non-Profit Governance

Purpose: To strengthen knowledge of nonprofit boards and board governance in order to help assess an organization's fundraising readiness

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

1. Understand the importance of solid board structure to fundraise.
2. Break down the basic responsibilities of a board.
3. Explore best practices of successful boards.

Partnership Perspective – Mountain Parks / Central Coast / Pine Ridge

Purpose: Using practical examples to provide insight into how California State Parks can be a better partner for cooperating associations.

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

1. Describe what associations need from California State Parks to operate.
2. Explain how communication and planning are important tools for partnerships.
3. Describe the elements that make up a successful cooperating association/state park relationship.
4. List some of the lessons learned in cooperating association/state park partnerships.

North Coast Partnerships

Purpose: Provide practical examples of successful partnership between National and State Parks on the North Coast.

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

1. Describe the how the National and State Parks collaborate on operations.
2. Explain the advantages of these partnerships.

3. Describe the lessons learned in developing partnerships.
4. Describe how communication and planning are critical to the partnership.

Parks Forward – Maximizing Partnership Opportunities

Purpose: Provide insight into the results of the Parks Forward study and recommendations for California State Park partnerships.

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

1. Describe what the Parks Forward Commission discovered about California State Park partnerships.
2. Explain the necessity of partnerships.
3. Describe how partnerships will shape California State Parks in the future.
4. Describe the plans for developing partnerships.

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 course 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.

CAL Challenges

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

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

1. Describe the CAL's role in directing/influencing/assisting with: fundraising, board development, governance, advocacy, and correcting unprofessional behavior.
2. Know techniques for inspiring an association to understand and follow CSP policies and guidelines.
3. Describe CAL selection criteria.

Brian O'Neil's 21 Success Factors for Partnerships

Purpose: to review the partnership success factors.

Learning objectives: By the close of the course 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.

Partnership Planning: Expanding Cooperating Association Capacity Building

Day 3 - Review Course Goals and Objectives

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

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

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

CSP Foundation – Cooperating Association Survey

Purpose: Provide insight into the results of the California State Parks Foundation cooperating association survey.

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

1. Describe the cooperating association survey.
2. Explain the results of the survey.

3. Describe the lessons learned from the cooperating association survey.
4. Describe the recommendations for developing cooperating association capacity.

Effective Partnerships – Hints for CALs

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

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

1. Describe several factors necessary to maintain and enhance the relationship with the association.
2. Describe how CAL can 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.

Class Quiz – Team Challenge

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 course 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

