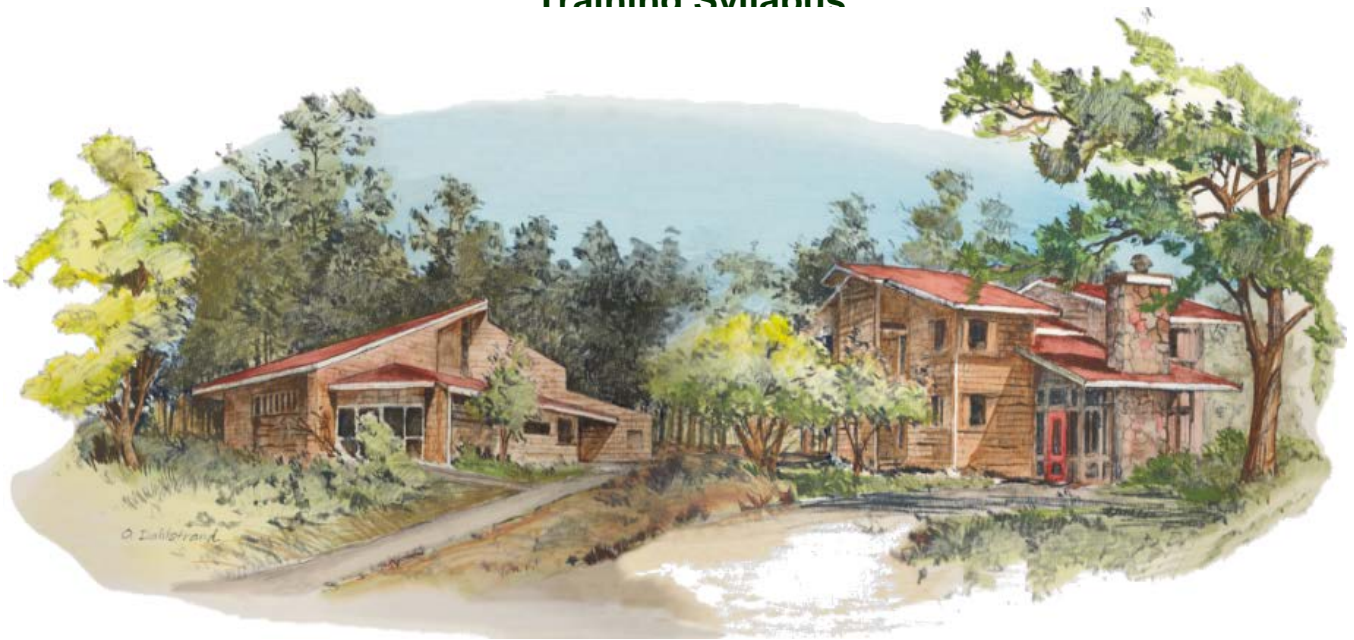


Partnership Skill Building

April 18-22, 2016

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: March 30, 2016
To: Supervisor
From: Debbie Fredericks, Department Training Officer
Training Section
California State Parks
Subject: Employee Attendance at Formal Training
Partnership Skill Building Group 21

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.
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 meets with employee to discuss the evaluation.

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



Debbie Fredricks
Department Training Officer

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

Debbie Fredricks..... Department Training Officer
Ann D. Slaughter Mott Training Center Manager
Jack FutoranEMS and LFG Training Coordinator
Dave Galanti Training Specialist
Kenney Glaspie Training Specialist
Karyn Lombard Training Specialist
Sara M. Skinner Training Specialist
Jason Smith Academy Coordinator
Matt Cardinet Cadet Training Officer
Jeremy Alling Cadet Training Officer
Lisa Anthony Program Coordinator
Edith Alhambra Assistant Program Coordinator
Alex Franck..... 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 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) and on the Parks and Recreation website under the Learning/Training Section. 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 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 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 Specialist, 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, contact Training Specialist Sara M. Skinner to request the Asilomar Dietary Restriction form no later than two weeks prior to the start date. The Training Specialist 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.

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.
28. 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. Be sure to have read and understood the Partnership Skill Building 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:
 - Review your cooperating association Standard Agreement (213).
 - Bring your cooperating association annual report.
 - The following reading assignments will be emailed to participants as separate documents:
 - Findings and Recommendations of Partnerships Committee - Final Draft - 021
 - Partnership Success Factors 3-1-12
 - 1 Contract Module I Introduction Final
 - 2 Contract Module II Definitions, Roles and Relationships Final
 - 3 Contract Module III Exhibit A Sales Final
 - 4 Contract Module IV Good-Faith Effort Final
 - 5 Contract Module V Joint Administrative Responsibilities Final
 - 6 Contract Module VI Business Operating Standards Final
 - 7 Contract Module VII Contract Maintenance Final
- _____ 4. Uniforms are not required for this program as noted in the Formal Training Guidelines, No. 8, Clothing, on page 3 of this syllabus.
- _____ 5. Bring the following with you to training:
 - Program syllabus.
 - 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.

PARTNERSHIP SKILL BUILDING GROUP 21 AGENDA

April 18-22, 2016

Monday

April 18

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

Tuesday

April 19

0800-0810	Mott Training Center Welcome and Instructions	Skinner
0810-0930	Course Overview and Introductions	Breece/Doyle
0930-1030	Welcome to Partnership Skill Building Training	Amann
1030-1200	Cooperating Association and California State Parks: Roles and Responsibilities	Breece
1200-1300	<i>Lunch</i>	
1300-1330	Thinking like a Partner; Insights into Park Operations	Falat/Dice
1330-1630	Creating a Vision Together: Strategic Planning at Anza-Borrego Desert State Park	Rogowski/Falat/Dice
1630-1700	Creating a Plan for Working Together	Breece/Doyle

Wednesday

April 20

0800-0900	Communicating With Your Partner – Strategies for Successful Partnerships	Doyle
0900-1000	Collaboration in Action: The Friends of Sutter's Fort Success Story	Mealoy
1000-1200	Nonprofit Governance: Meeting the Requirements of Nonprofit Management	Holmes
1200-1300	<i>Lunch</i>	
1300-1400	Non-profit Management Fundamentals: Successfully Managing a Nonprofit in a State Park	Doyle/Mealoy/Marcell
1400-1500	Putting on Your Business Owner Hat: Applying Business Basics to your Organization	Marcell
1500-1600	Strategic Planning and Stakeholder Engagement – Are We Delivering Results for our Communities? Lifecycle of a Nonprofit, Where Does your Organization Fit In? Nonprofit Organization Building Blocks	Marcell/Doyle
1600-1700	Sales/Merchandising	Breece/Doyle

PARTNERSHIP SKILL BUILDING GROUP 21 AGENDA

April 18-22, 2016

Thursday

April 21

0800-0900	Keys to a Successful Partnership	Prokop
0900-1200	Fund Raising/Marketing Collaboration	Widera
1200-1300	<i>Lunch</i>	
1300-1400	State Parks (SP) Foundation Partnership Support	Trivisonno/Widera
1400-1630	Principles of Collaboration	Jackman
1630-1700	Understanding your Partner: Learning your Partner's Expectations	Doyle/Breece

Friday

April 22

0800-0900	Developing a Cooperative Relationship	Doyle/Linkem
0900-1000	Refocusing your Vision the Point Lobos Foundation Visioning Visioning	Bilz
1000-1130	Transformation Team Perspective on Partnership	McCormick
1130-1200	Review, Concluding Exercise, Evaluation, and Adjourn	Breece/Doyle

PARTNERSHIP SKILL BUILDING

<u>PROGRAM OUTLINE</u>	<u>HOURS</u>
Overview and Conclusion.....	3.0
Welcome and Instructions	
Course Overview and Introductions	
Welcome to Partnership Skill Building Training	
Concluding Exercise	
Working with Partners.....	17.0
Roles and Responsibilities of Cooperating Association and California State Parks	
Thinking like a Partner	
Creating Vision Together	
Creating a Plan for Working Together	
Communicating With Your Partner Creating Partnership Success	
Collaboration in Action	
State Parks (SP) Foundation Partnership Support	
Principles of Collaboration	
Understanding Your Partner	
Developing a Cooperative Relationship	
Refocusing your Vision	
The Transformation Team Perspective on Partnerships	
Management.....	8.0
Non-Profit Governance	
Partnerships that Work	
Non-profit Management Fundamentals	
Putting on your Business Owner Hat	
Strategic Planning and Stakeholder Engagement	
Lifecycle of a Nonprofit	
Keys to a Successful Partnership	
Fundraising and Marketing	
TOTAL HOURS.....	28

PARTNERSHIP SKILL BUILDING
PROGRAM PURPOSE AND LEARNING OBJECTIVES

MOTT TRAINING CENTER WELCOME AND INSTRUCTIONS

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. Participate fully in class activities.
2. Be presented with an overview of the Cooperating Association Liaison Skill Building course.

COURSE OVERVIEW AND INTRODUCTIONS

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. Receive a better understanding of the class.
2. List the major sections and elements of the class.

WELCOME TO PARTNERSHIP SKILL BUILDING TRAINING

Purpose: To hear the Assistant 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. Define the importance the Director places on the Cooperating Associations Program.
2. Describe changes in the Department such as Parks Forward and Operating Agreements and the budget.

3. Ask questions of the Assistant Deputy Director

ROLES AND RESPONSIBILITIES OF COOPERATING ASSOCIATION AND CALIFORNIA STATE PARKS

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 purpose of the cooperating associations program.
2. Describe the current cooperating association policies.
3. Describe legal roles and relationships between volunteers, associations, and CSP.

THINKING LIKE A PARTNER

Insights into Park Operations

Purpose: To provide partners with a better understanding of California State Parks' budgeting and project management process.

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

1. Describe the basic budgeting process for California State Parks.
2. Review the fundamental regulations CSP is required to follow.
3. The project management process CSP employs to complete projects.

CREATING VISION TOGETHER

Strategic Planning at Anza-Borrego Desert State Park

Purpose: To develop an understanding of the theory and practice of strategic planning and vision setting between cooperating associations and state parks.

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

1. State how strategic planning drives board development and fundraising.
2. State what a shared vision/mission is and why it is valuable.

3. Describe factors to consider in initiating a strategic planning effort.
4. Describe the process for developing and maintaining a shared vision/mission between a cooperating association and state park district.
5. Describe how to ensure that a strategic plan is implemented and not left on the shelf.
6. Describe how a strategic plan may be used in board recruitment, to smooth-out working relationships; and assist with organizational assessments.

CREATING A PLAN FOR WORKING TOGETHER

Purpose: To practice strategic planning.

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

1. Initiate the framework for a strategic plan between your cooperating association and state parks.
2. Initiate a shared vision/mission statement.
3. Develop a plan for involving the board and the association in the planning process.

COMMUNICATING WITH YOUR PARTNER CREATING PARTNERSHIP SUCCESS

Purpose: To provide practical examples of how to create a collaborative relationship.

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

COLLABORATION IN ACTION

The Friends of Sutter's Fort Success Story

Purpose: To highlight a successful joint restoration project at Sutter's Fort.

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

1. Identify the challenges associated with funding projects.
2. Identify methods for planning and completing projects.
3. Identify strategies for successful joint project completion.

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 session the participant will

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

PARTNERSHIPS THAT WORK

Purpose: To provide examples of effective partnerships. To explore the best practices and necessary components to maintain successful ongoing relationships with an association.

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

1. List some of the principles for effective partnerships.
2. Identify examples of how to collaborate on goals and projects.
3. Identify specific components in building trust, commitment and respect.
4. Identify challenges behind partnerships and how to resolve them.
5. Review partnership models from the North Coast Redwoods and Angel Island.

NON-PROFIT MANAGEMENT FUNDAMENTALS

Purpose: To review the practices and principles for managing a cooperating association.

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

1. List the stages of a nonprofit organization.
2. Describe how to manage a nonprofit organization.
3. Demonstrate some of the principles for motivating a board and providing direction to an organization.

PUTTING ON YOUR BUSINESS OWNER HAT

Purpose: To learn how to apply business basics to our nonprofit organizations.

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

1. Describe how revenue generating is key to business survival.
2. Demonstrate how to build building business lines and diversifying revenue streams.
3. Identify how to create sustainability for nonprofit operations

STRATEGIC PLANNING AND STAKEHOLDER ENGAGEMENT

Purpose: To discuss methods for engaging community in becoming stakeholders.

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

1. Describe the importance of stakeholder engagement.
2. Describe how to engage stakeholders in your cause.
3. List best practices for developing community support.

LIFECYCLE OF A NONPROFIT

Purpose: To introduce the lifecycle of a nonprofit.

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

1. List the stages of a nonprofit organization.
2. Review nonprofit organization building blocks.

2. Identify examples of unique partnerships CSPF supports.
3. Identify how the CSPF aids the cooperating association through the Technical Assistance Center.

PRINCIPLES OF COLLABORATION

Purpose: To review practices and principles for building partnership collaboration and trust.

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

1. Identify barriers to collaboration.
2. Identify techniques for improving communication.
3. Identify steps for building a collaborative partnership.

UNDERSTANDING YOUR PARTNER

Learning Your Partner's Expectations

Purpose: To identify barriers and bridges in parks/coop relationships.

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

1. Identify three steps state parks can take to improve communication and trust.
2. Identify three steps cooperating associations can take to improve communication and trust.
3. Identify practices that the most successful partnership employ.

DEVELOPING A COOPERATIVE RELATIONSHIP

Lessons in communication and collaboration from Sierra District

Purpose: To identify barriers and bridges in parks/coop relationships.

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

1. Identify three steps state parks can take to improve communication and trust.
2. Identify three steps cooperating associations can take to improve communication and trust Identify practices that the most successful partnership employ

REFOCUSING YOUR VISION

The Point Lobos Foundation Visioning Process

Purpose: To identify the value in developing a joint vision.

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

1. Identify signals that the partnership is not functioning smoothly.
2. Identify a process for developing a joint vision.
3. Identify resources for aligning priorities.

THE TRANSFORMATION TEAM PERSPECTIVE ON PARTNERSHIPS

Purpose: To review the future of partnerships as envisioned by the Transformation Team.

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

1. Identify the research employed to review current partnership status.
2. Identify key partnership challenges in California State Parks.
3. Identify the CSP plan for partnerships

CONCLUDING EXERCISE

Purpose: To review key course objectives.

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

1. Review key course learning objectives.
2. Identify three steps state parks and cooperating associations can take to improve their program when they return home.

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

