

Welcome to Atlanta



Cooperating Associations Partnerships for a New Century

June 13 – 15, 2017

Stan Austin
National Park Service - Southeast Regional Director





Introduction

Training Goals and Objectives

Sheri Forbes

National Park Service

Acting Chief of Interpretation, Education, and Volunteers





Collaboration

Cooperating Associations and National Park Service work together to provide meaningful and relevant experiences to the visitors of America's national parks.





How We Work Together - Examples

NPS and Associations work together to:

Staff the visitor center info desk and sales area
Host joint seasonal training
Plan the role of the association in visitor services
Attend association board meetings
Meet with other park partners to clarify roles
Interpret policy and develop guidance
Plan and co-host partnership training

My Career Path:

- *Interpreter*
- *Supervisor*
- *Park Chief*
- *Park Chief*
- *Partner Liaison*
- *Regional Chief*
- *WASO Chief*





Our Partnership

The Cooperating Association and National Park Service partnership is among the most valued and enduring of relationships.





Training Goals

Develop professionally and be a good partner

Leverage resources to achieve our mission

Adapt to a quickly evolving world so parks stay relevant

Advance together to meet the changing needs of new audiences

Goal of NPS Interpretation: To inspire the public to share in the stewardship of our nation's natural and cultural heritage.





Training Objectives

Best practices to make the most of the CA-NPS relationship

Cultural competencies for working with nonprofit partners

How to apply new directives and policy guidance

How to use tools and approaches for effective partnering





Our Hosts and Sponsors

Florida National Parks Association

Great Smoky Mountains Association

National Park Service

Eastern National

THANK YOU!





Cooperating Association Partnerships for a New Century

Let's begin!



Introductions – 10 minutes

- One person at each table is in charge of this exercise.
- Select one item from your wallet, purse, backpack, etc. that represents you/your personality and place it in the bag on the table.
- Once everyone at the table has placed an item in the bag, the person in charge will remove an item.
- The owner will introduce themselves and explain why they chose to place that item in the bag.
- Continue until all items are removed and everyone is introduced.
- All work is by table, not the entire room.



Mission and Purpose of Cooperating Associations

Kevin Kissling

Eastern National, President & CEO

Monique VanLandingham

Servicewide Cooperating Association Program Manager



Purpose

- Support the educational, scientific, historic, and interpretive activities of the NPS.
- Provide services and expertise that go beyond the abilities, financial capabilities, or other restraints of the NPS.
- Skillset includes expertise in retail, marketing, product development, technology, and non-profit business management.



Mission

- CA's are mission driven not-for-profit organizations.
- Each have their own unique organizational structures, responsibilities and skill sets.
- Aid to park supports educational and interpretive services of the NPS.



History & Today

- Yosemite Museum Association in 1923
- Today, more than 60 CA's
- Interpretive products, then and now
- Interpretive services
- Follow the mission, not the money



Heart of the Mission Continues; We Adapt

- Technology evolves
- Visitor preferences change
- New parks are established
- The essence of the partnership endures





“...Most Special and Enduring Partners...”

- Nearly all Parks Have a Cooperating Association Partnership
- Cooperating Associations and NPS share the same space
- NPS and Association staff work hand in glove
- CAs support interpretive, educations, scientific, and historical programs
- Extends the park experience – take the park story home





What's Next?

- Associations will continue to be a vital extension of our parks' interpretation and education operations, and will increasingly take on other roles
- Shrinking NPS workforce = increasing reliance on partners
- Accountability is in ascendance
- “Change is the only constant”





What's New in Reference Manual #32?

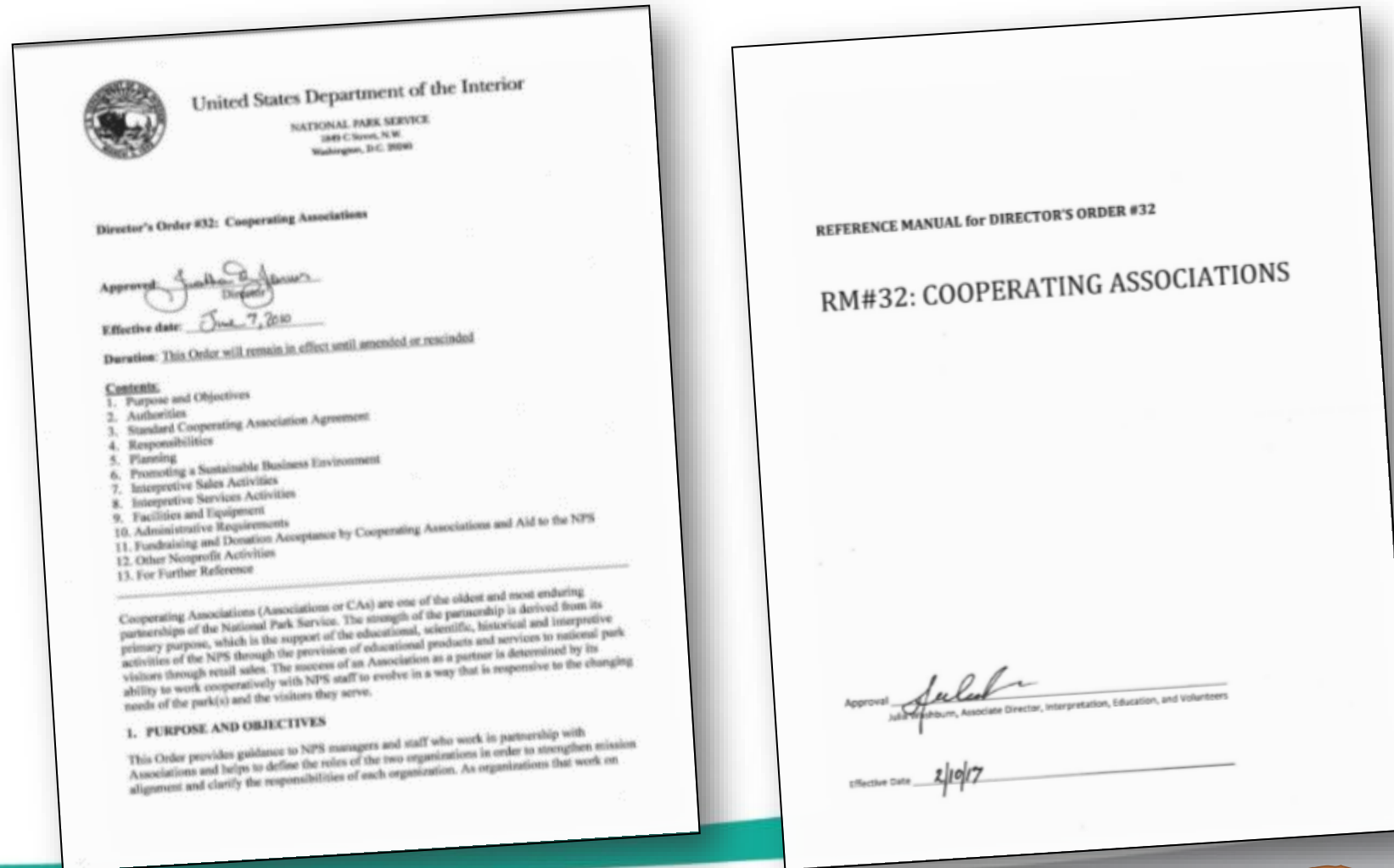
Sheri Forbes

National Park Service

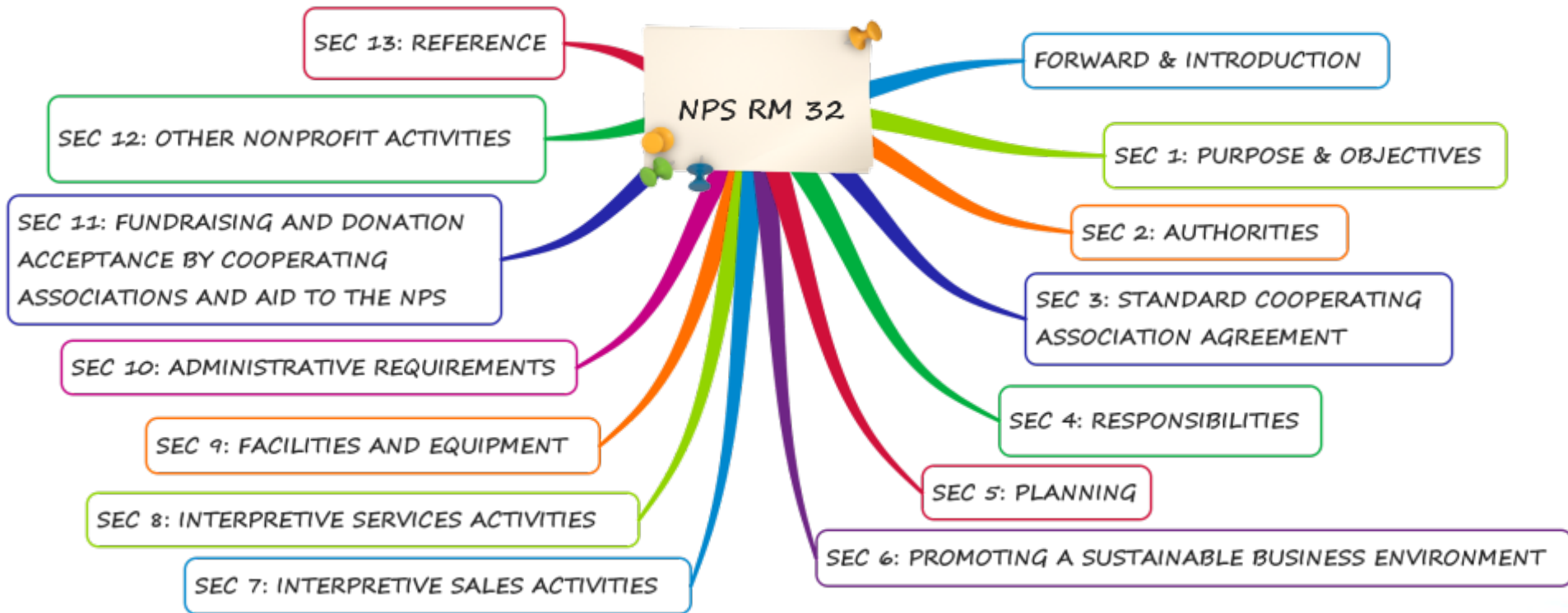
Acting Chief of Interpretation, Education, and Volunteers



RM-32 is based on DO-32



Sections in RM-32





Tone and Intent

FORWARD & INTRODUCTION

This revised document reflects the intent of National Park Service Interpretation and Education to:

- *incorporate an expansive view of audiences and partners*
- *enhance our strategic alignment with Cooperating Associations to develop wide and diverse product lines*
- *embrace risk and effect change to accomplish our shared mission*





Partnership Language

FORWARD & INTRODUCTION

Word Counts: 2003 2017

Collaboration	6	40
Communication	4	27
Partnership	46	67
Cooperation	9	20
Together	5	16

“The importance of this collaboration is reflected ...”

“Superintendents manage and foster the partnership on a daily basis...”

...facilitates communication, cooperation, and collaboration...

“The hallmark of this enduring partnership is a shared vision, and it is most successful when founded on trust, open communication, and mutual respect.”





Primary Role of CA

SEC 1: PURPOSE & OBJECTIVES

- The primary role of Cooperating Associations is to support interpretation and visitor services through the production and sale of books and other materials and products.
- Cooperating Associations may also serve other functions in support of the NPS as long as these functions are performed under appropriate legal instruments.





Yup, We're Authorized

SEC 2: AUTHORITIES

Authority to Approve and Terminate a Cooperating Association Agreement

- Within a Region... Regional Director
- Multiple Regions... For an Association that serves park areas in more than one region, authority resides with the Director





Standard CA Agreement

SEC 3: STANDARD COOPERATING
ASSOCIATION AGREEMENT

- The Standard Cooperating Association Agreement is the legal basis for the partnership between the Service and each Association.
- Activities performed by Associations that are not addressed in the Agreement must be independently authorized through separate permits, contracts or cooperative agreements, as appropriate.





Better Communication

SEC 4: RESPONSIBILITIES

Communicate Park Goals, Priorities, and Expectations:

- ✓ The Regional Director or his/her designee (i.e. the Superintendent) is expected to meet with the Association's board and its executive director as often as is appropriate to ensure a high quality partnership and coordinated activity to meet joint goals.
- ✓ In addition to attending an Association's board meetings, the Superintendent will meet with Association management at least once per year.





Annual Dialogue

SEC 4: RESPONSIBILITIES

Superintendents are expected to meet with Association management at least once per year, and should include other appropriate NPS staff.

Topics to address:

- Evaluation - every 5 years
- Problem Resolution – as needed
- Scope of Sales - revise if necessary
- Park Operating Plan – revise annually
- Priority Setting





Interpretation Planning

SEC 5: PLANNING

- Superintendents should involve Associations and other partners in short-term and long-range visitor experience and interpretation planning
- Planning should be based on the vision and goals in *Achieving Relevance in Our Second Century*, the current strategic plan for NPS IE&V





Park Partner Planning

SEC 5: PLANNING

- Coordinated planning in parks with a Cooperating Association and Concessions
- Planning should take into consideration their roles, unique responsibilities, and agreement/contract rights
- Do the same with the park Educational Institute and Friends Group





Business Environment

SEC 6: PROMOTING A SUSTAINABLE BUSINESS ENVIRONMENT

While the NPS cannot guarantee the profitability of an Association, it is dedicated to promoting a sustainable business environment. This means that the NPS will:

- Provide reasonably stable and reliable conditions in which Associations can operate effectively
- Communicate NPS operating plans that may affect Associations
- Encourage innovation and new product lines within the scope of sales
- Be sensitive to sound Association business practices
- Streamline processes





Review of Products

SEC 7: INTERPRETIVE SALES ACTIVITIES

Product Selection and Approval ~ A collaborative event!

- A major benefit of having a park partnership is the ability to bring a variety of strengths to the table
- The NPS's primary function in approving products should be to evaluate the interpretive and educational content
- The NPS should not be involved in price setting, evaluating aesthetics, or determining other product details
- The park is responsible for coordinating the timely review of sales items by appropriate subject matter specialists, for Superintendent approval





Visitor Information

SEC 8: INTERPRETIVE SERVICES ACTIVITIES

Providing Visitor Information

- The Standard Cooperating Association Agreement authorizes Associations to provide visitor information and informal interpretation services when it is incidental to retail sales
- Park should provide basic orientation and information to Association employees to assist with their visitor interaction





Formal Interpretation

SEC 8: INTERPRETIVE SERVICES ACTIVITIES

If the Long Range Interpretive Plan calls for formal interpretation provided by Association employees:

- The park and the Association will negotiate a General Agreement for Interpretation and Education Services
- The park provides guidelines, standards, and interpretive training to Association employees who perform this work





Key Financial Data

SEC 10: ADMINISTRATIVE REQUIREMENTS

In addition to the annual financial report submitted to the Servicewide Cooperating Association Coordinator:

- Associations will make available key financial data semi-annually for each park in which they operate upon the request of the Superintendent.
- Multi-park Associations with central and support offices must report central office cost center expenses related to NPS operations and have a system to account for non-park specific expenses and revenues.





Fundraising and Donations

SEC 11: FUNDRAISING & DONATION ACCEPTANCE
& AID TO THE NPS

While not the primary purpose of a Cooperating Association, the NPS may authorize an Association to fundraise. Fundraising activities must comply with *DO-21, Donations and Philanthropic Partnerships*.

When the NPS accepts funds from an Association, it will use reasonable efforts to provide timely completion of the funded project and will account for funds expended.





Other Non-Profit Activities

SEC 12: OTHER NONPROFIT ACTIVITIES

Functions that will likely require a separate legal instrument, contract, agreement, or permit include:

- Engaging in philanthropic fundraising and serving as a friends group
- Conducting education programs, seminars, field schools, and institutes
- Operating reservation systems and collecting park fees
- Conducting site tours and living history programs and collecting fees
- Sponsoring special events not open to the public
- Providing concession services





For More Information

SEC 13: REFERENCE

Many other Director's Orders help provide further guidance for working with Cooperating Associations.

Appendices will be developed, added to RM-32, and posted on the NPS Policy page of InsideNPS





**The Park Service cooperates with partners to
extend the benefits of natural and cultural
resource conservation and outdoor recreation
throughout the country
and the world.**

Bridging NPS and Nonprofit Cultures

Kim Sikoryak

Interpretive Consultant

Jim Sutton

Florida National Parks Association - Executive Director



Beverage Break Sponsored by:



Keeping Partnerships on Track

Kim Sikoryak
Interpretive Consultant



Lunch Sponsored by:





We Need our Guests to Survive

How Prioritizing Guest Comfort Changed our Institution



Katrina A Stacy
Associate Curator of Education, Worcester Art Museum





Worcester Art Museum (Worcester, MA)



Words Matter

- Lobby ➡ **Welcome Center**
- Visitor Services ➡ **Guest Services**



Before



During



After



Why Should Guests Come?

- What have they given up to be with us?
- Free isn't free – Time matters more than money



A Focus on Guest Amenities

- Bathrooms
- Navigation
- Food
- Parking



Example: *Ritz Carlton standards*

The Credo

- The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.
We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience. The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

Motto

- At The Ritz-Carlton Hotel Company, L.L.C., "We are Ladies and Gentlemen serving Ladies and Gentlemen." This motto exemplifies the anticipatory service provided by all staff members.



THE RITZ-CARLTON



Example: *Ritz Carlton standards*

Steps Of Service

- A warm and sincere greeting.
- Use the guest's name. Anticipation and fulfillment of each guest's needs.
- Fond farewell. Give a warm good-bye and use the guest's name.



THE RITZ - CARLTON



Internal Communication

- Staff Buy-in is key
- Constant and consistent customer service initiatives + training
- *Communication, communication, communication*



MAURICE BRAZIL PRENDERGAST American, Low Tide, Beachmont, about 1902-4
Watercolor over graphite and coal on off-white wove paper (off view)

WAMBassador daily brief

Friday, May 26, 2017

Quote of the Day: "Develop an attitude of gratitude, and give thanks for everything that happens to you, knowing that every step forward is a step toward achieving something bigger and better than your current situation." – Brian Tracy

Customer Service Basic of the Day: "Merely satisfying customers will not be enough to earn their loyalty. Instead, they must experience exceptional service worthy of their repeat business and referral. Understand the factors that drive this customer revolution." – Rick Tate

Safety / Security and Building Services: Report any safety hazards to Protective Services ext.4346 and maintenance issues to Building Services using Maintrequest@worcesterart.org

Tours

10-11 Mason Road School, gr 1 (group I) (60)
10-11 Mason Road School, gr 1 (group II) Studio 100, 101 & 102
11-11.30 Mason Road School – Lunch (Studios & Conference Room)
11-12 Holy Name High School Faculty/Staff (40)
11.30-12.30 Mason Road School, gr 1 (group II) (60)
11.30-12.30 Mason Road School, gr 1 (group I) Studio 100, 101 & 102
12.30-1.30 May Street School – gr 4 (48)

Activities

11-5 Helmutt on the Move
2:30-3:30 Art Carts: Family Fun – Arms and Armour, Medieval Gallery

Special Events

3:30-5:00 Ceremony Practice
My Quach & Andrew McDonald
Renaissance Court

WEATHER FORECAST

Rain - 56°



We all have problems. How can these be guest wins?







Accessibility Initiatives Create a Sense of Neighborhood Welcome

- Financial Accessibility
- Physical Accessibility
- Intergenerational Accessibility
- Intellectual Accessibility







By the Numbers

- Attendance Increase
- Culture Shift
- Work to do



Connect

Worcester Art Museum

Katrina Stacy, Associate Curator of Education



@WorcesterArt



@WorcesterArtMuseum



Worcester Art Museum



Cooperating Association Management and Accountability

Promoting a Sustainable Business Environment

Claudia Schechter
Independent Consultant

Tom Richter
National Park Service, Midwest Regional Chief of Interpretation and Education



NPS Director's Order #32, Cooperating Associations

- Provide stable and reliable conditions for effective operations
- Practice regular and timely communication
- Encourage innovation and new product lines
- Streamline operational processes
- Support sound association business practices
- Inform visitors about the association

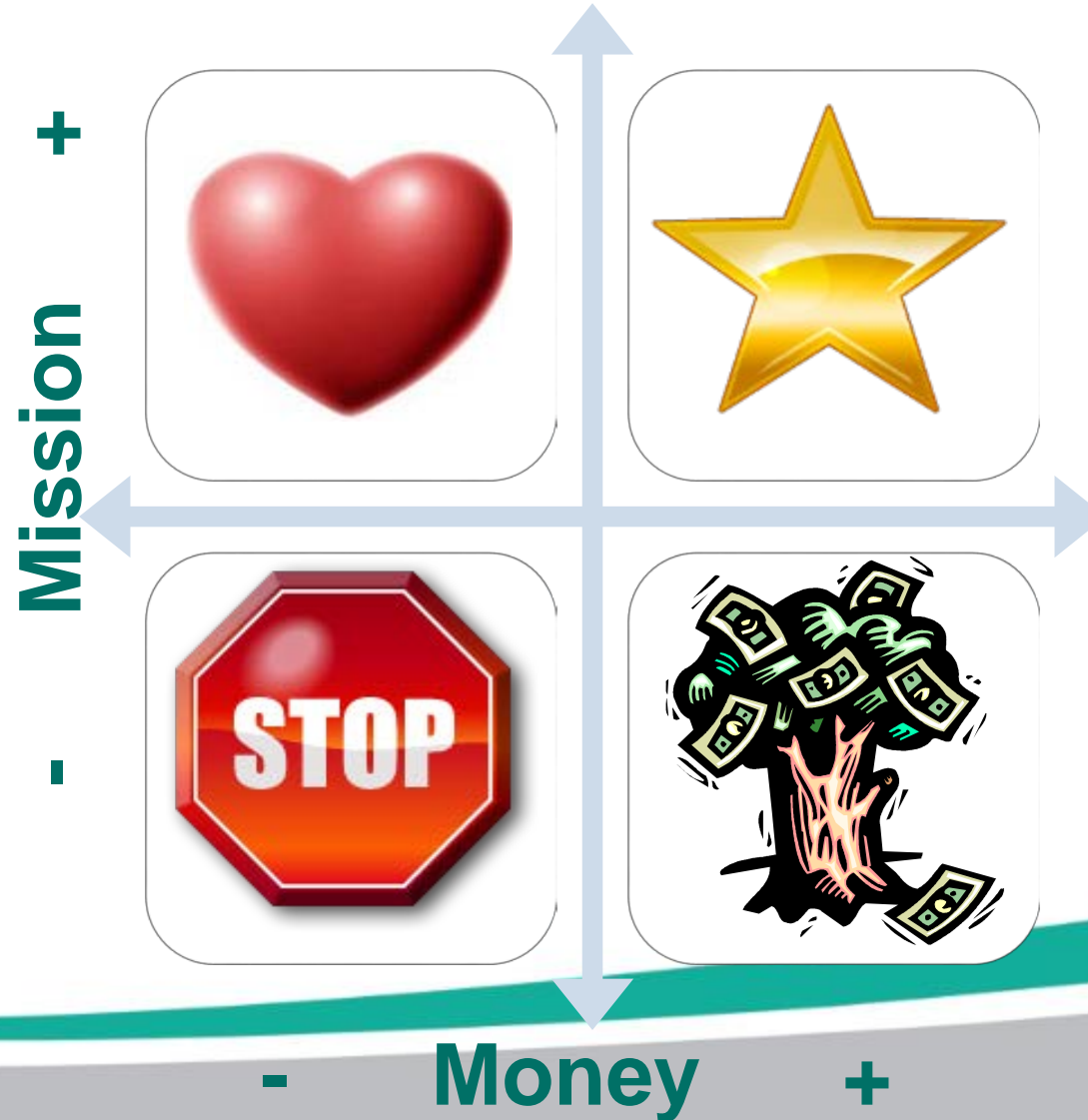


NPS Resource Manual #32, Cooperating Associations

Section 6, Pages 39-42



The Matrix Map: Mission vs. Money



Where the money goes...



- 46¢ Cost of Inventory

- 24¢ Program/Selling Payroll, Taxes & Benefits
(18¢ Salaries + 6¢ Taxes & Benefits = 24¢)

- 10¢ Other Program/Selling Expenses
- 10¢ Management & General Expenses
- 10¢ Net Income





Promoting a Sustainable Business Environment

Breakout Session

- Parks that partner with Eastern National
- All Eastern National staff

Remain in the
Tango Ballroom

- Parks with all other Cooperating Associations besides EN
- All other Cooperating Association

Move to Bravo
Meeting Room

- Regional office guests

Choose your
own Adventure



Beverage Break Sponsored by:



Annual Operating Plans

Tom Richter

National Park Service, Midwest Regional Chief of Interpretation and Education

Megan Cartwright

Eastern National – Director of Retail



Objective and Agenda

- Purpose and value of developing Annual Operating Plans
- Guidance from RM-32
- Elements that should be included in Plans
- Using Plans to chart past performance and long term goals
- Current draft of Plans template
- Practicum Session – develop sample Plan



Purpose and Value of Annual Operating Plans

- Supports a shared vision of success
- Identifies annual priorities
- Establishes roles and commitments
- Documents Association use of park facilities, utilities, and vehicles
- Anticipates special events and facility projects
- Promotes ongoing communication



Directors Order 32

Cooperating Associations

4.2.3 Communicate Park Goals, Priorities and Expectations

Other Communication. The superintendent or the superintendent's designated staff will also meet with the Association at least annually to do the following:

Revise the Scope of Sales, if necessary.

Prepare a park operating plan that addresses hours of operation, Association and NPS staffing as it pertains to Association activities, facility and equipment assignments, new operating procedures, housing assignments, etc.



Reference Manual for Director's Order #32 Cooperating Associations

Section 4: Responsibilities

Park Cooperating Association Coordinators

Works together with the Association to prepare a documented operating plan that addresses hours of operation, Association and Service staffing for Association operations, NPS facilities and equipment available to the Association, operating procedures, and any housing assignments to the Association. The operating plan is subject to the Superintendent's approval.



Elements of an Annual Operating Plan

- Planning – roles of Executives
- Use of Space and Property – roles of Managers
- Operations oversight – roles of Supervisors
- Daily Operations – roles of Front line staff
- Ongoing Communication - All



Elements of an Operating Plan

- Annual Priorities
- Roles and Responsibilities
- Safety Protocols
- Business Interruption Plans
- Special Events/Programming
- Non-retail business opportunities and agreements



Practicum Session

- Sample Operating Plan: **Imaginary Land NHP**
- Draft your park plan
- Share your results





Share Your Results

- Was the template easy to use?
- Where would you pull the information needed to complete the plan?
- Were there any categories that were missing?
- What attachments would you add to your annual operating plan?
- When will you begin working on your Annual Operating Plan?
- How long do you think it will take to complete the plan?
- Other feedback?



Day 1: Wrap Up

Meredith McClatchy
Eastern National – Director of Human Resources



Day 2: Morning Recap and Reflection

Meredith McClatchy
Eastern National – Director of Human Resources



3 Bags of Gold

Meredith McClatchy
Director of Human Resources



You have been given 3 bags of gold coins

- Each gold coin weighs 1 pound

One of the bags of gold coins is fake

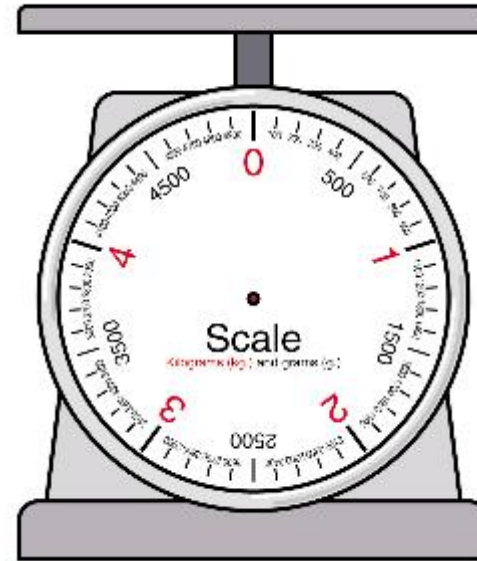
- Each fake gold coin weighs 1 pound, 1 ounce



You have a scale but can only use it once.

How do you determine which bag of gold is fake?

You have 10 minutes to figure it out!



Did you get the answer?



Answer:

You separate the bags

- **You pull one gold coin from bag one**
- **You pull two gold coins from bag two**
- **You pull three gold coins from bag three**



You have 6 gold coins to weigh



Answer:

You place the 6 gold coins on the scale
If the 6 coins weigh:

- 6.1 pounds, the first bag of gold coins is fake
- 6.2 pounds, the second bag of gold coins is fake
- 6.3 pound, the third bag of gold coins is fake

Do you get the answer?



What did this exercise teach us?

- Get creative and work together to solve challenges!

Let's face it:

- We will face tough challenges
- We will have limited resources

But:

If we work together and think creatively,
we will find the solution!



NPS Policies: Roles and Responsibilities

Monique VanLandingham

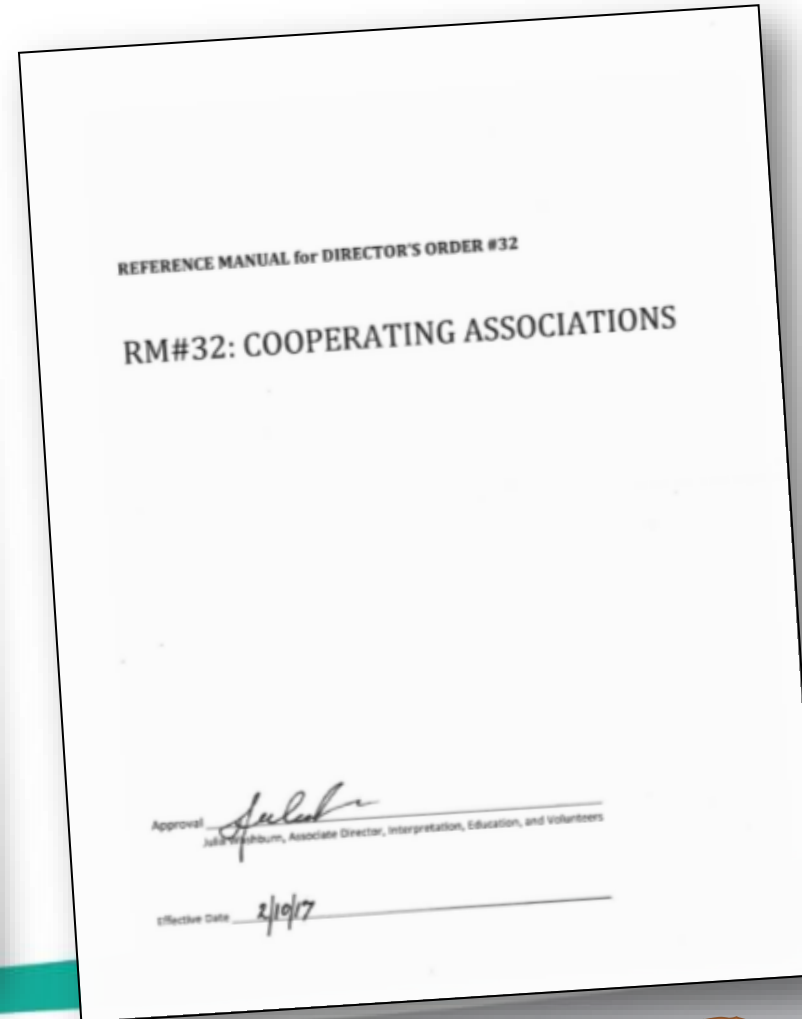
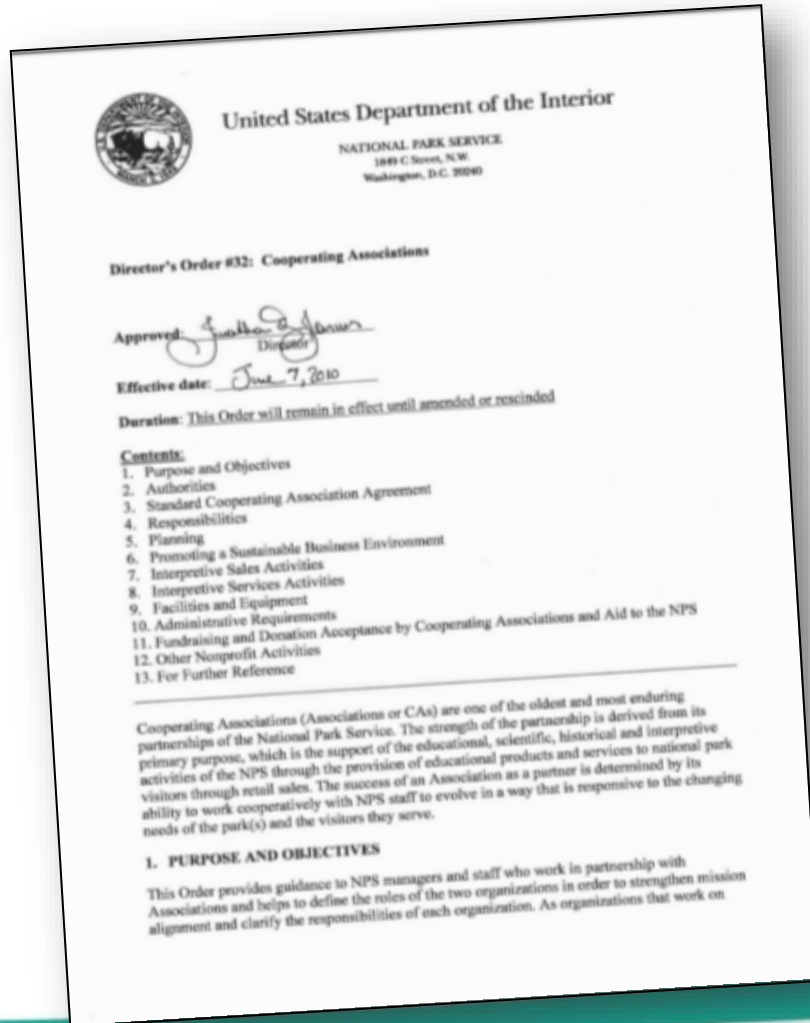
National Park Service - Servicewide Cooperating Association Program Manager

Ann McCormick

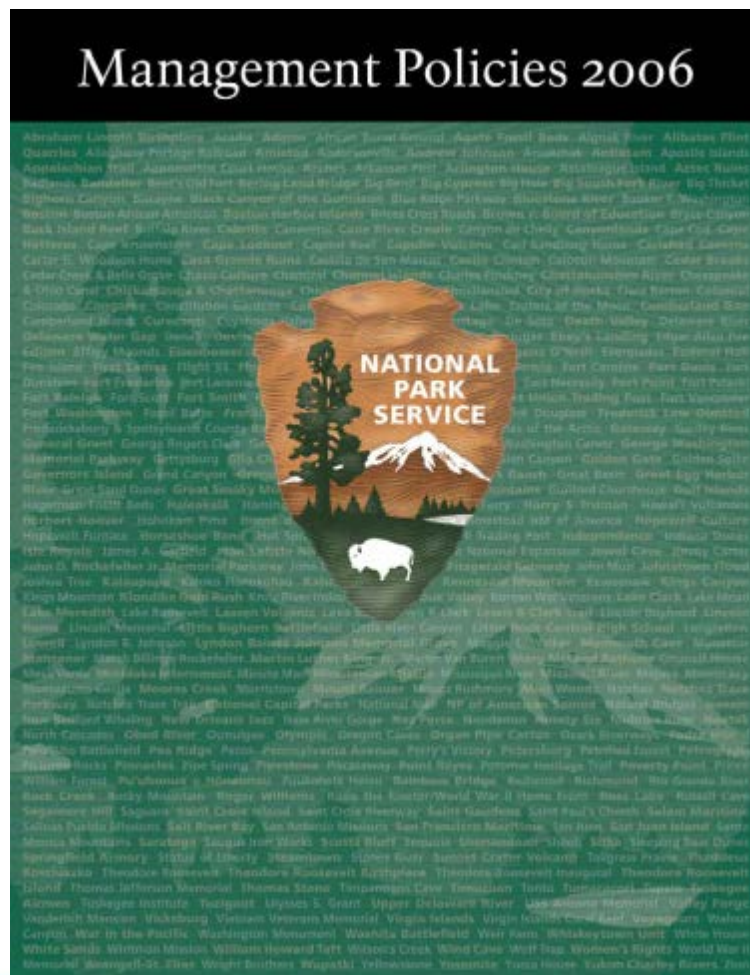
Director/Business Manager Carver Birthplace Association



The 32s



Level 1 Policy



5.2 Level 1 (Management Policies)

5.2.1

The NPS publication Management Policies sets the framework and provides the foundational policies for management of the national park system.

5.2.2

Between official revisions or updates, Management Policies may be amended through Director's Orders.





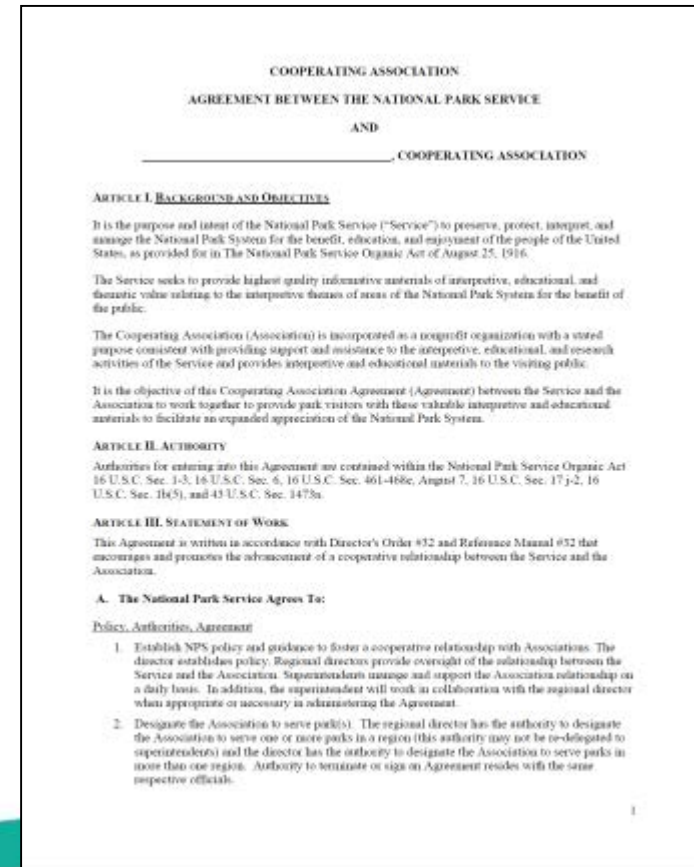
What do Management Policies say about Cooperating Associations?

- The NPS will ...“nurture its relationship with nonprofit organizations that support park programs.”
- CAs “enhance the interpretive story allow visitors to explore interests, and enables them to take the park story home...”
- Associations may offer “appropriate and approved interpretive services that support but do not supplant ...services offered by NPS.”



Standard Cooperating Association Agreement

- Standard across the service – signed by all associations
- Legal basis for the partnership between NPS and associations
- It is not a contract, and it does not require an Agreement Technical Representative.





Different strokes

- “Nonprofit partners can do anything that isn’t against the law; government employees can only do something if there is a law.”
- “To legally enter into a partnership, the Department must have both statutory authority and appropriated funds (or non-appropriated funds, when applicable) to be available for the partnership activity.”





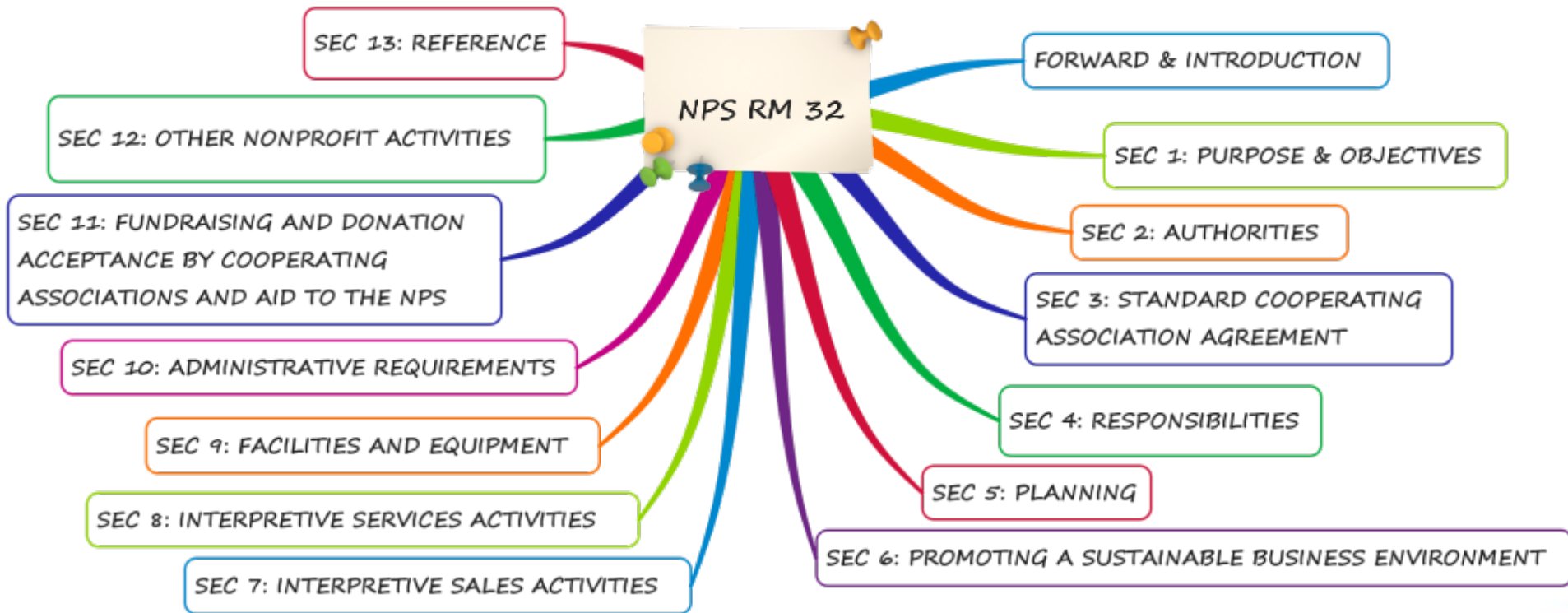
DOI Office of Inspector General

Primary Audit Questions:

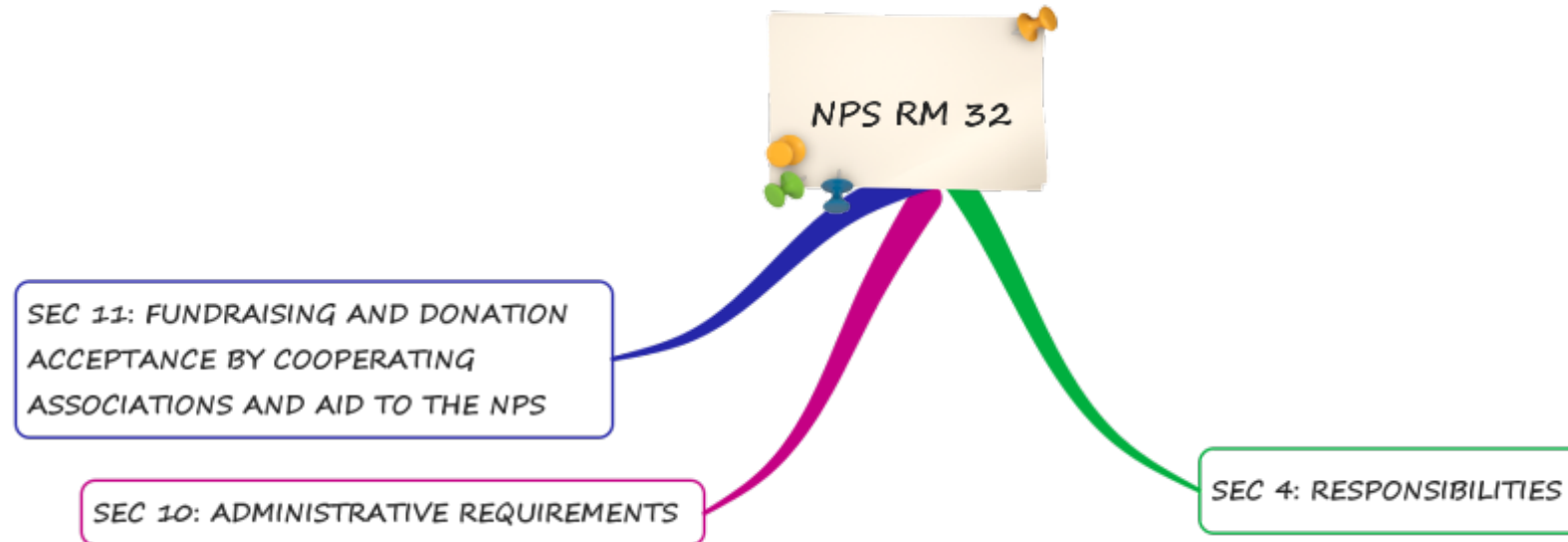
- How do Cooperating Associations account for and report donations and revenue sharing from retail operations for individual parks?
- What is the process for parks to request funds from their Cooperating Association(s) and how are funds distributed?
- What NPS controls are in place to ensure that funds provided by Cooperating Associations are used for their intended purpose?



Sections in RM-32



Sections in RM-32





Who does what?

- Who reviews and approves aid-to-park requests by the park point of contact?
- Who assures that donated funds are being spent toward achieving clearly defined park goals?
- Who undergoes an annual audit or other financial assessment?





Who does what? (Continued)

- Who makes the final decision on aid to the park?
- Who has to abide by IRS requirements?
- Who has fiduciary responsibility for the cooperating association?



George Washington Carver NM

Ann McCormick

*Director/Business Manager
Carver Birthplace Association*





What's Ahead?



- Cooperating Associations are updating their own procedures
- WASO offices of Partnership and Philanthropy &
Interpretation Education and Volunteers: RM 21
- Regional Offices Regional protocols (PW)
- Partnership Portal
- OIG recommendations (?)



Interpretive Products and Retail Store Design

Stacy Madalena

Assistant Director of Retail, Eastern National

Julianna Haviv

Product Development Manager, Eastern National





Overview

- What's new in retail store design
- What's new in product
- Interpretive product round table discussion
- Wrap up



What's New In Store Design and Merchandising?

- Embraces site themes
- Enhances the visitor experience
- Showcases the merchandise
- Increases sales which increase donations





Gulf Islands National Seashore

BEFORE THE AGENCY IMPROVEMENT





Store front





Creative Merchandising



Salem Maritime NHS Waite and Peirce



Interpretive Themes

- Salem Maritime history
- International trade, commerce
- 16th – 20th century history of Essex National Heritage Area
- Natural history of harbors and rivers
- National Park Service
- Privateering
- Revolutionary War, War of 1812
- Economic independence
- Regional cultural and natural resources





Waite and Peirce





Innovative design and merchandise







Castillo De San Marcos NM



Passport to Your National Park



- Bestselling product
- All sites carry Passport book
- Dedicated display area will increase sales
- Add other NPS products



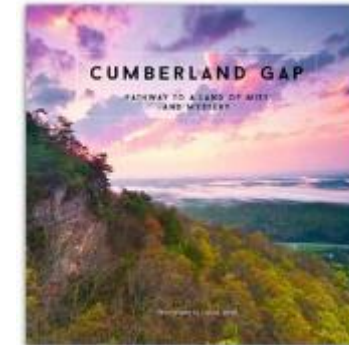
Interpretive Designs and Products

Benjamin Franklin Museum



What's New In Product?

- Publications
- Layers of a strong assortment:
 - Centrally developed collections, and total company initiatives.
 - Site specific development.
 - Locally sourced product.





Centralized Processes and Product Development

- Strategy for centralizing our product development and buying processes.
 - Category Management
 - Thinking strategically about our assortments
 - Universal item collections
- Where does a centralized collection originate from?



America's National Parks Apparel Program

- Started with a need for vendor consolidation and streamlining of processes.
- Strictly made in the USA, private label apparel.
- Produced by 5 carefully selected core vendors committed to their local communities and employees.
- Allows us to leverage our total company volume for better pricing and quality, while still developing products for individual sites.



Find Your Park

- Started with a campaign from the NPS.
- Made decisions based on product sales results from Centennial.
- Created a generic collection that can go to all parks, and then layered in site specific items for high volume stores.
- Incorporated #findyourpark onto kids' items.



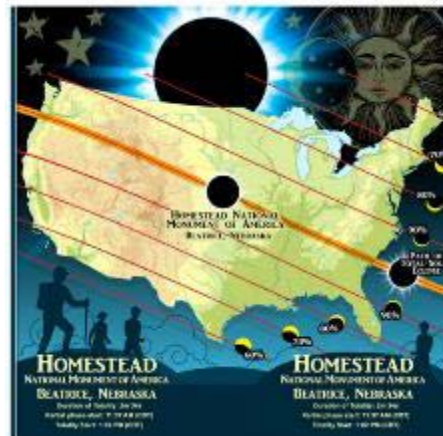
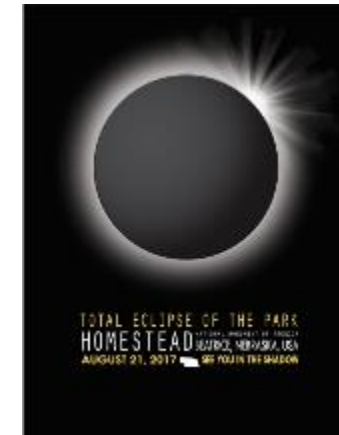
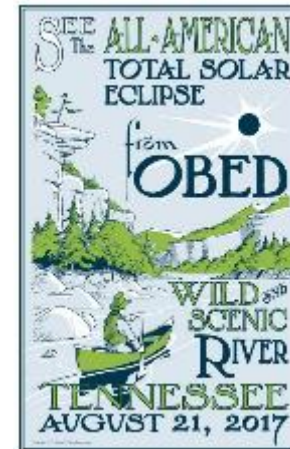
United States WWI Centennial

- Started with the release of a new publication.
- Created an assortment of commemorative items using images from the book.
- Partnered with creative for a custom display and sign.
- Created an in store promotion to push sales of the book.
- Process can be easily replicated for new publications going forward.



Solar Eclipse

- Started with an event.
- Biggest assortment for Homestead, but there will be a product presence at other parks in the eclipse path.
- Early communication and collaboration for park events is the key to developing an impactful and cohesive assortment.



Site Specific Development

- Lantern Press Collections
- Streamlined the development process, but kept content site specific.
- Identifying key words and images for the site.
- Using the same imagery to develop an entire collection makes a impactful display that is easy to merchandise.



Site Specific Replica Development

- The key is communication and collaboration!
- Reach beyond the usual commemorative items.
- Consider these:
 - Exhibit items
 - Important tools or clothing used
 - Animals and wildlife
 - Plants and foliage
 - Toys and kid's items
 - Pattern and print throughout the park
 - Home products
 - Personal care
 - Scent
- Bring the story to the sales floor with interpretive signs and visual merchandising aids.



- The icing on the assortment.
- Creates a connection to the local community and heritage.
- Should be used for food, crafts, art, personal care, home items, and replicas.
- Should not be used for apparel or centralized high volume categories.





Interpretive Product Round Table





Wrap Up



Beverage Break Sponsored by:



Scope of Sales Statements

Melissa English-Rias

NPS - Interpretive Specialist, Southeast Region

Megan Cartwright

Eastern National – Director of Retail



Objective and Agenda

- Purpose and value of Scope of Sales Statements
- Guidance from RM-32
- Sample Scope of Sales templates
- Case Study – Natchez NHP
- Practicum Session



Purpose and Value of Scope of Sales

- A strategic planning document critical to the development of a sales line that meets the needs of the public, association and the park unit.
- Conveys the overall mission of the association and its relationship/partnership with the park unit.



Guidance from RM-32

Section 4 Responsibilities

4.3.2 Communicate Park Goals, Priorities and Expectations.

- Other Communication. The Superintendent or the Superintendent's designated staff will also meet with the Association at least annually to do the following:

Revise the Scope of Sales, if necessary.

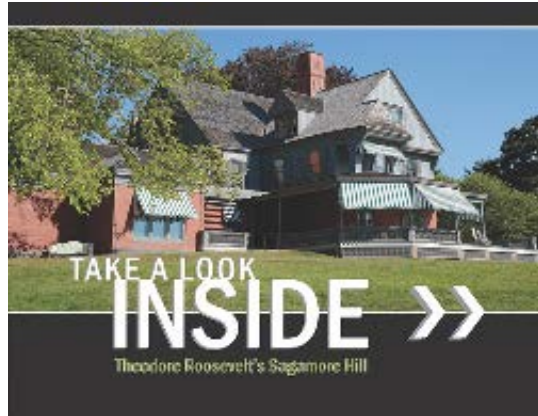


Case Study – Sagamore Hill NHS

- Home closed for renovations 2012-2014; re-opened July 2015
- Collaboration NPS and EN Management teams 2015-2016
- Scope of Sales – revised in 2017
- Interpretive themes expanded
 - Sagamore Hill's history as a working farm
 - Conservationism at Sagamore Hill



Case Study – Sagamore Hill NHS



- FY 2016 Results: +87% over 2011
- Average Sale increased by \$2/transaction
- FY 2017 YTD: +28.2% over PY



Case Study – Natchez NHP

- Partnership Agreement between City of Natchez and Eastern National
- Scope of Sales – revised in 2015
- Opened new store in Spring 2016
- Interpretive themes
 - Antebellum South, Victorian culture
 - Natchez History – Tricentennial event
- FY 2016 Results: 93% over 2015 annual sales;
- Average Sale +\$5/transaction
- FY 2017 YTD: +34% over 2016





Practicum Session

- Review current Scope of Sales statement for relevancy and accuracy
- Strategic Evaluation Process
 - Product Types and Price Points
 - Themes and Audiences
- Designate reasonable cycle for revisiting Scope of Sales statement (annually, following long range planning)
- Designate owners for review/revise



Lunch/Practicum Rotation

- Group 1: Lunch dismissal begins at 11:00am
- Group 2: Lunch dismissal begins at 11:20am
- Group 3: Lunch dismissal begins at 11:40am
- Group 4: Lunch dismissal begins at 12:00pm
- All Return to Tango Ballroom for Report Out at 1:00pm





Share your results

- How current/relevant is your Scope of Sales?
- When will you review and update next?
- Who will be the owners throughout this process?
- What product needs did you identify?
- What new, innovative product development opportunities should you consider?



Sales Item Approval Process

Linda Lutz-Ryan

NPS - Chief of Interpretation and Education, National Capital Region

Megan Cartwright

Eastern National - Director of Retail



Objective and Agenda

- Review challenges with current process for reviewing sales items
- Guidance from RM-32
- Establish guidelines that allows for both NPS and Association expertise to lead aspects of the review process
- Create a timeline for review and approval that meets both NPS and Association needs
- Offer best practices in the approval process





Current Sales Item Approval Process

- Sales Item Review and Form
- Challenges with current processes
 - NPS staff
 - Association staff

Cooperating Association Sales Item Review

Item Title

Author/Manufacturer

Description of Item

Pricing

The following questions require affirmative answers for approval of this item by designated reviewers:

• Is the content of the item appropriate as the term "appropriate" is understood by the Service and the association?	YES	NO
• Does the item directly support the park's interpretive themes and/or provide needed site orientation?	YES	NO
• Is there assurance that the item does not promote unsafe or resource-damaging activities?	YES	NO
• Does the item use accurate, professional, and scholarly knowledge?	YES	NO
• Does the item fit into the overall balance of interpretive sales items?	YES	NO
• Is the item's quality of production, packaging, and durability appropriate to the quality of the park resources?	YES	NO
• Is the item fairly priced?	YES	NO
• Is the item appropriate for business reasons?	YES	NO
• Is the item competitive enough with other approved items to warrant shelf space?	YES	NO
• Will the concessioner's preferential rights, if applicable, be respected?	YES	NO
• If the item is thematic, is there interpretive information that should be attached?	YES	NO

Cooperating Association Coordinator:

Recommended ___ Not Recommended ___ (Please Print Name)

Manager, Cooperating Association:

Recommended ___ Not Recommended ___ (Please Print Name)

Signature of Superintendent granting approval

Date





Basic Overview of the Form

- Appropriate
- Support park interpretive themes
- Accurate, professional, and scholarly knowledge
- Quality
- Price point
- Makes good business sense
- Consider concessioner's preferential rights





Who should take the lead in the approval process?

The park

- Park's interpretive themes
- Unsafe or resource-damaging activities?
- Accurate, professional, and scholarly knowledge
- Overall balance of interpretive sales items?
- Not undermining the financial viability of a concession contract





Who should take the lead in the approval process?

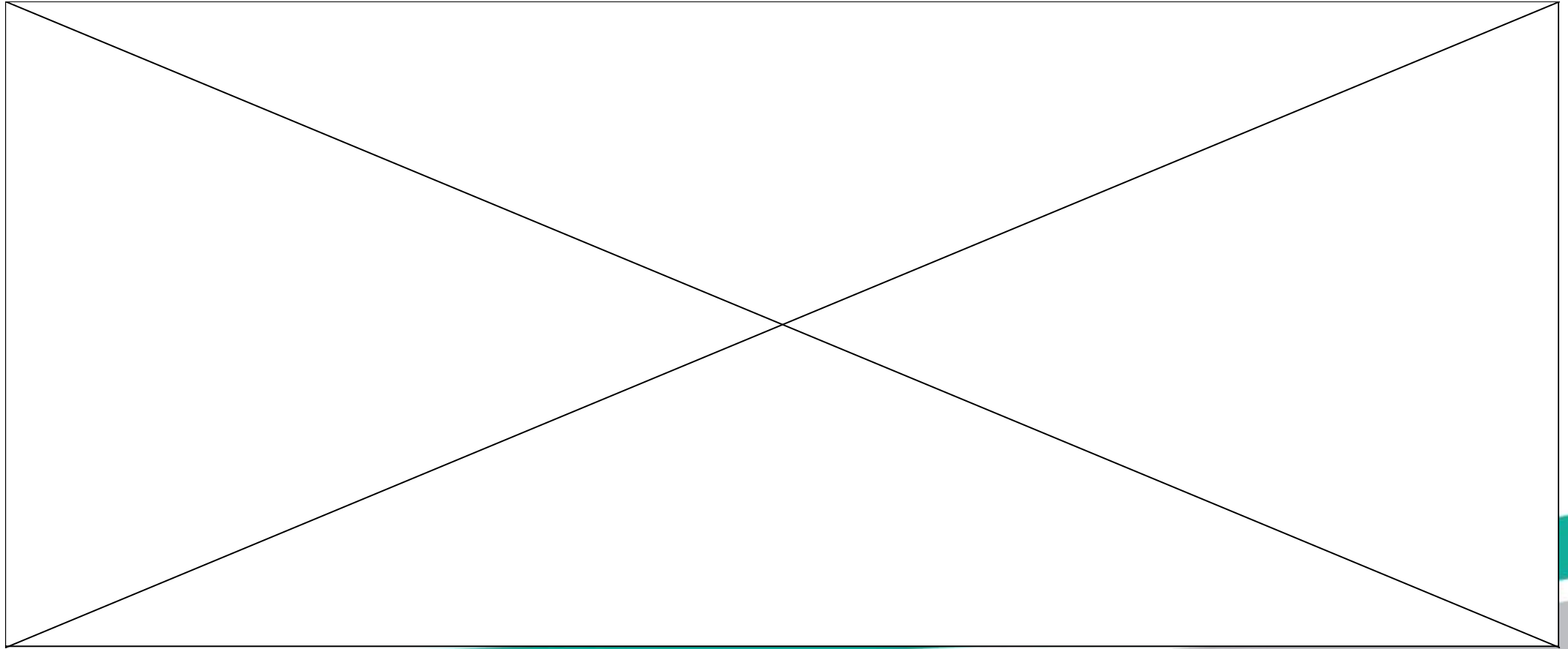
The association

- Item quality
- Item pricing
- Item warrants shelf space





Sample Review Meeting





Sample Review Process

- Product Assortment Plan
- Sample Park: Flight 93 NM
- Multi-park Product Assortment:
Centennial and Find Your Park
- Book Reviews: one book, many
parks with a consistent theme





2015 New Product Development Line Review

Initial Product Order for Store Opening, September 2015



Flight 93 National Memorial

- Approved images and logos for use



Buy: Pin – 1,000 @ \$1.27 = \$1,270.00
Patch – 500 @ \$1.57 = \$785.00

Total = \$2,555.00



HogEye Inc.
4148 MLK Blvd., Suite 1
Fayetteville, AR 72704
(800) 464-3936
Fax # 1-479-300-6173

JOB SPECIFICS
Date: 7/6/15
Name: Flight 93
Style: Die-struck process
Finish: Polished Silver-plate

Art: Mark

PANTONE COLORS

Color	PMS #
Red	485
Blue	274

FAX BACK #
1-479-300-6173

APPROVAL REQUIRED
Company _____
PO# _____
Date _____ Quantity _____
Signature to Authorize Production _____
X

ARTWORK PROOF & APPROVAL
SALES REP: Mike Locke STATE: PA

Lapel Pin: EC15-1669
1 1/4" wide
Shown Actual size



Key Chain:
EC15-1671
1 1/2" wide
Shown Actual size



Enlarged to show detail



All black shown is
raised and polished
silver-plated metal.



Your Proofing Responsibility
1. Spelling, punctuation and correct numbers
2. Correct use of logos and referenced colors
3. Follows your company brand guidelines

BARCODE & LOGOS



PACKAGING

Computer monitors and printers may display colors differently from how they will appear on the finished product. The actual colors that appear on your finished product are identified by specific Pantone Matching System (PMS) numbers, and can be provided to you for verification if desired. Please refer to the Pantone Formula Guide (for solid coated numbers) to view accurate color swatches. Your local print shop will probably have a Pantone guide available, or contact us for further assistance.

HogEye Inc.
4148 MLK Blvd., Suite 1
Fayetteville, AR 72704
(800) 464-3936
Fax # 1-479-300-6173

JOB SPECIFICS
Date: 7/6/15
Name: Flight 93
Item: Patch
Style: Embroidered
Thread: 100% Coverage
Edge: Overlock stitch
Backing: Plastic
Size: 3" wide
Art: Mark

THREAD COLORS

Color	Thread #
White	800
Light Gray	451
Red	1053
Blue	334

FAX BACK #
1-479-300-6173

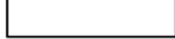
APPROVAL REQUIRED
Company _____
PO# _____
Date _____ Quantity _____
Signature to Authorize Production _____
X

ARTWORK PROOF & APPROVAL
SALES REP: Mike Locke STATE: PA

PATCH: EC15-1670
3" wide
Shown Actual size



BARCODE & LOGOS



PACKAGING

Computer monitors and printers may display colors differently from how they will appear on the finished product. The actual colors that appear on your finished product are identified by specific Pantone Matching System (PMS) numbers, and can be provided to you for verification if desired. Please refer to the Pantone Formula Guide (for solid coated numbers) to view accurate color swatches. Your local print shop will probably have a Pantone guide available, or contact us for further assistance.



Buy: Coin – 1,000 @ \$3.14 = \$3,140.00



HogEye Inc. 4148 MLK Blvd., Suite 1 Fayetteville, AR 72704 (800) 464-3936 Fax # 1-479-300-6173		ARTWORK PROOF & APPROVAL SALES REP: Mike Locke STATE: PA																					
JOB SPECIFICS Date: 7/13/15 Name: Flight 93 Style: Die-struck process Finish: Polished Silver-plate Coin w/ Ribbed edge Art: Mark		Coin: EC15-1728-A 1 3/4" circle Shown Actual size 																					
PANTONE COLORS <table border="1"> <thead> <tr> <th>Color</th> <th>PMS #</th> </tr> </thead> <tbody> <tr> <td>BLACK</td> <td>█</td> </tr> <tr> <td>Blue</td> <td>7700 █</td> </tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		Color	PMS #	BLACK	█	Blue	7700 █															Enlarged to show detail All black shown is raised and antiqued silver-plated metal.	
Color	PMS #																						
BLACK	█																						
Blue	7700 █																						
FAX BACK # 1-479-300-6173		APPROVAL REQUIRED Company _____ PO# _____ Date _____ Quantity _____ Signature to Authorize Production X _____																					
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JOB SPECIFICS Date: 7/14/15 Name: Flight 93 Style: Die-struck process Finish: Polished Silver-plate Coin w/ Ribbed edge Art: Mark		Coin: EC15-1729-B 1 3/4" circle Shown Actual size 																					
PANTONE COLORS <table border="1"> <thead> <tr> <th>Color</th> <th>PMS #</th> </tr> </thead> <tbody> <tr> <td>Red</td> <td>186 █</td> </tr> <tr> <td>Blue</td> <td>274 █</td> </tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		Color	PMS #	Red	186 █	Blue	274 █															Enlarged to show detail All black shown is raised and polished silver-plated metal.	
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Mug with Logo, park approved version "C": Estimated buy is 96 units at \$10.50 = \$1,008.00

Mug with tree design, park approved version "A": Estimated buy is 96 units at \$10.50 = \$1,008.00



ARTWORK APPROVAL

Option A on a CM-1 Glazed in Brilliant Blue

Option B on a CM-2 Glazed in Silvery Night

Option C on a CM-9 Glazed in Sunfire Red

The styles and glaze colors used in this virtual artwork mockup are for demonstration only. The actual artwork may be larger/smaller depending on the style selected. The engraved portion of the medallion will appear black or reflect the glaze color you have selected depending on the artwork selected.

Please proof thoroughly and pay attention to names, dates and spellings. Your medallion will be handcrafted as shown, unless you instruct us of additional changes. Please circle the artwork option you would like created and check one of the following:

☐ Approved to create artwork as is no changes. ☐ OK to create artwork with designated changes. Please provide a second proof for approval. ☐ Do not create the artwork. We have additional changes.

Signature: _____ Date: _____ Rep: AK

(This proof form must be signed by authorized personnel before we can begin your order.)

This approval of selected artwork is FINAL. Any overights that require us to redo your order will be done at your expense. Due to the firing process, custom orders within +/- 10% will be shipped and invoiced; this is accepted as fulfillment of the order. Initial here: _____

ARTWORK APPROVAL

Option A on a CM-2 Glazed in Copperhead Run

Option C on a CM-9 Glazed in Royal Green

The styles and glaze colors used in this virtual artwork mockup are for demonstration only. The actual artwork may be larger/smaller depending on the style selected. The engraved portion of the medallion will appear black or reflect the glaze color you have selected depending on the artwork selected.

Please proof thoroughly and pay attention to names, dates and spellings. Your medallion will be handcrafted as shown, unless you instruct us of additional changes. Please circle the artwork option you would like created and check one of the following:

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Cuppa: Aluminum Water Bottle 72 each, 216 @ \$6.65 = \$1,436.40



ECO Marketing: 240 each, 720 @ \$1.49 = \$1072.380



LASC – 100 each, 300 @ 7.25 = \$2,175



Dear Laser Works: 100 each, 300 @ \$4.00 = \$1,200



The 3 tree ornament will be the one in the center top row





Wild West: Ladies Tee, 96 each, 192 @ \$8.10 = \$1,555.20



Wild West Quote tee in black
(unisex) 96 @ \$9.10 = \$873.60



Wild West: Youth tees, 60 each, 180 @ \$6.60 = \$1,188



Lakeshirts: Polo, 36 slate & 36 white, 72 @ \$21.33 = \$1,535.76



BIR2296 FLIGHT 93 MEMORIAL CREST

BEST COLORS!



THIS IS AN ARTIST REPRESENTATION ONLY. ACTUAL PRODUCT MAY VARY.



DIMENSIONS:
4" x 2.3"
PLACEMENT:
LEFT CHEST
PRICE LEVEL:
E1/72

THREAD:
● RED 186
● SAPPHIRE 281




KIRSTEN B.
8.3.15



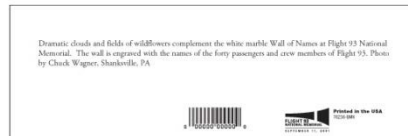
Lantern Press

- 4 images, full assortment
- Products
 - Notecards
 - Wooden Postcards
 - 9x12 and 12x18 prints
 - Bookmark
 - Collectible patch



Impact

- 2 Designs, full assortment
- Products
 - Magnet
 - Key chain
 - Ruler
 - Pen
 - Bookmark
 - Postcard



Initial order costs



- Hogeys – commemorative items: \$10,305
- Sunset Hill - Made in USA stoneware mugs: \$2,016
- Cuppa – commemorative drink ware: \$4,074
- Apparel – Men, women, youth, tees and fleece: \$18,233
- Ornaments - \$2,175
- Hats: 3 designs – 3 tree, patriotic & Main logo. 96 each for total order of \$2,877.12
- Lantern Press – total order = \$1,599.60
- Impact – total order = \$3,780.40



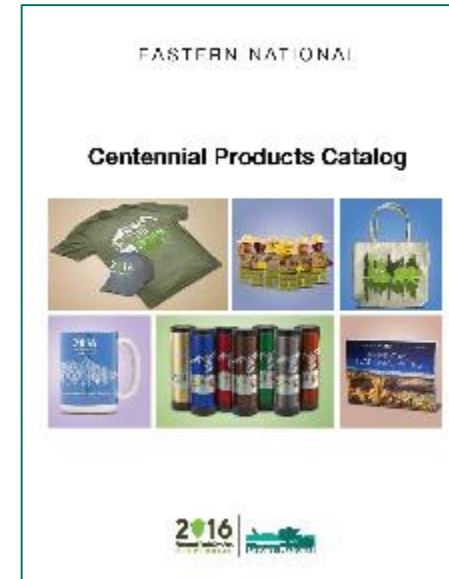
Multi-park Product Approval

- Thematic books or products
- Regional or National interpretive themes and product approvals
- Track approvals for products at parks with similar theme
 - 2016 NPS Centennial
 - 2017 Find Your Park
 - World War I Remembered

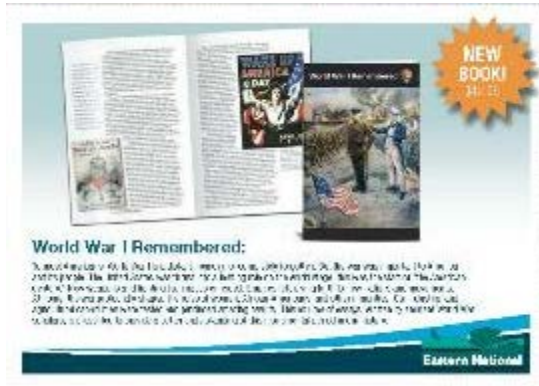


Multi-park Product Approvals

- 2016 NPS Centennial
- 2017 Find Your Park



Multi-park Product Approvals



ITEM	COST	RETAIL	GM%	UNIT MIN	Total Cost	Total Retail	Total	915	301C	305Z	476	407C	504	260
MAGNET WWI NOTHING STOPS	\$2.15	\$5.95	64%	12	\$335.40	\$928.20	156	12	24	60	12	12	24	12
POSTCARD WWI NOTHING STOPS	\$0.23	\$1.00	77%	36	\$74.52	\$324.00	324	0	72	108	36	36	36	36
ORNAMENT WWI NOTHING STOPS	\$6.50	\$15.95	59%	6	\$351.00	\$861.30	54	12	0	0	6	12	18	6
PRINT WWI NOTHING STOPS 8X10	\$4.85	\$13.95	65%	6	\$582.00	\$1,674.00	120	6	12	60	6	12	18	6
STICKER WWI NOTHING STOPS	\$0.75	\$1.95	62%	32	\$456.00	\$1,185.60	608	64	128	128	64	64	96	64
MUG WWI NOTHING STOPS WHITE	\$4.50	\$12.95	65%	36	\$648.00	\$1,864.80	144	0	36	36	12	12	36	12
			65%		\$2,446.92	\$6,837.90	1406	94	272	392	136	148	228	136
Overall GM %														
63.25%														
Total Cost					Total Retail									
\$5,026.44					\$13,675.80									



Practicum Session

- Park and Association Partner discussion of current review process
- Identify challenges and opportunities to improve
- Review Cooperating Association Sales Item Review Form for effectiveness



Beverage Break Sponsored by:



Practicum Session

- Park and Association Partner discussion of current review process
- Identify challenges and opportunities to improve
- Review Cooperating Association Sales Item Review Form for effectiveness



Share your findings

- Are there any items that previously had been not approved, that should be reconsidered with new themes or visitor demographics that have changed?
- Are there missing product types that have proven successful at other association stores?
- How can the timeline/turn around for new item reviews be improved?
- What suggestions do you have for making the process more efficient, but ensuring quality of product assortment?





Marketing Your Park Stores and Products

Jason Scarpello

*Eastern National
Creative Director*

Jo Alenson

*Western National Parks Association
Director of Marketing and Communications*



What to expect in the next hour...





What to expect in the next hour...

- **Find Our Park** and win a prize!





What to expect in the next hour...

- **Find Our Park** and win a prize!
- **Background** on Eastern and Western marketing efforts





What to expect in the next hour...

- **Find Our Park** and win a prize!
- **Background** on Eastern and Western marketing efforts
- **Examples** of Eastern and Western marketing support





What to expect in the next hour...

- **Find Our Park** and win a prize!
- **Background** on Eastern and Western marketing efforts
- **Examples** of Eastern and Western marketing support
- **Examples** from other parks and associations





What to expect in the next hour...

- **Find Our Park** and win a prize!
- **Background** on Eastern and Western marketing efforts
- **Examples** of Eastern and Western marketing support
- **Examples** from other parks and associations
- **Q & A**









Find Our Park Rules...



Find Our Park Rules...

- Shout out the correct name of the park first!



Find Our Park Rules...

- Shout out the correct name of the park first!
- Claim your prize from the prize table





Find Our Park Rules...

- Shout out the correct name of the park first!
- Claim your prize from the prize table
- You can only win (and shout) once





Find Our Park Rules...

- Shout out the correct name of the park first!
- Claim your prize from the prize table
- You can only win (and shout) once
- All ties & disputes decided by **Commissioner**





Ready to play?









Eastern's Creative Department



Jason Scarpello
Creative Director
x186

Publications



Dave Holt
Publications Manager
x134



Jennifer Allen
Publications Coordinator
x136



Laura Robinson
Publications Specialist
x164



Megan Hamlett
Publications Specialist
x158

Marketing



Emily Geesaman
Marketing Manager
x150



Karen Wernick
Communications
Specialist
x151



Curt Clinefelter
Graphic Designer
x133



David Eberle
Marketing Assistant
x150

eCommerce



Joanne Gallagher
eCommerce &
Marketing Analyst
x159



Kerry McIntyre
Photographer
x154





A brief history of Eastern National marketing efforts





A brief history of Eastern National marketing efforts

- In the good ol' days





A brief history of Eastern National marketing efforts

- In the good ol' days
- A new approach









How to build new marketing capabilities in 5 easy steps!





How to build new marketing capabilities in 5 easy steps!

1. Get data





How to build new marketing capabilities in 5 easy steps!

1. Get data
2. Get a team





How to build new marketing capabilities in 5 easy steps!

1. Get data
2. Get a team
3. Get the tools





How to build new marketing capabilities in 5 easy steps!

1. Get data
2. Get a team
3. Get the tools
4. Get a goal





Our 2017 marketing goal:

*“Build a marketing and communications **foundation** in order to accelerate mission delivery and growth.”*





How to build new marketing capabilities in 5 easy steps!

1. Get data
2. Get a team
3. Get the tools
4. Get a goal
5. Get a plan









More about “Get a plan”

Four objectives of Eastern’s 2017 Marketing Plan





More about “Get a plan”

Four objectives of Eastern’s 2017 Marketing Plan

1. Strengthen **EN** messaging





More about “Get a plan”

Four objectives of Eastern’s 2017 Marketing Plan

1. Strengthen **EN** messaging
2. Increase **brick & mortar** support





More about “Get a plan”

Four objectives of Eastern’s 2017 Marketing Plan

1. Strengthen **EN** messaging
2. Increase **brick & mortar** support
3. Raise **Passport**® awareness





More about “Get a plan”

Four objectives of Eastern’s 2017 Marketing Plan

1. Strengthen **EN** messaging
2. Increase **brick & mortar** support
3. Raise **Passport**® awareness
4. Raise **eParks**® awareness











Examples

Strengthen EN messaging





Examples

Strengthen EN messaging

Park stories





Examples Strengthen EN messaging

Park stories



Team training





Examples Strengthen EN messaging

Park stories



Team training



Branding





Examples

Increase brick & mortar support





Examples

Increase brick & mortar support

Consultations





Examples

Increase brick & mortar support

Consultations



Logos & graphics





Examples

Increase brick & mortar support

Consultations



Logos & graphics



In-store signage









Examples

Raise Passport[®] awareness





Examples

Raise Passport[®] awareness

Brand ambassador



Examples Raise Passport® awareness

Brand ambassador



Social media



Examples Raise Passport[®] awareness

Brand ambassador



Social media



New Passport products







Examples

Raise eParks® awareness





Examples

Raise eParks® awareness

Promotions



Examples

Raise eParks® awareness

Promotions



Bricks to clicks



Examples

Raise eParks® awareness

Promotions



Bricks to clicks



The experience









Now, on to WNPA!



WNPA

Creative & Design is now
Marketing & Communications



What we do:

- Marketing
- Communications
- Social Media
- Video & Digital Media
- Publishing
- New Products



Client support:

- Marketing planning & site specific marketing/business planning
- Communications
- Social Media
- Video & Digital Media
- Publishing
- New Products







Our clients:

- 71 partner parks across 12 states; 84 park stores
- 2 urban centers (Gateway to Nature & The National Parks Store)
- Internal clients
 - Philanthropy
 - Wholesale
 - Online store







Our team:

- Director of Marketing and Communications
- Publishing Manager
- Publishing Project Coordinator/Publishing Editor
- Designer
- Communications Specialist
- Digital Media Specialist
- Project Assistant



2017 key objectives:

- Expand our scope and reach
- Create tools for improved communication
- Solidify brand architecture and messaging
- Develop new products
- Strengthen our relationships





Success Story:



National Park Geek

- WNPA began selling National Park Geek patches
- Posted image to Facebook page
- Deneen Pottery reached out and...



Success Story:





Achievements:

- *Aid to Parks Handbook*
- *Why it Works* video
- Intranet/"Toolbox"
- Media outreach
- Quarterly newsletter now digital
- Social media – killing it!
- Team and skillsets largely in place
- Media agency
- Junior Ranger marketing catalog
- Streamlined reprint process



Success Story:



Park Logos

- WNPA began selling National Park Express
- Designer created logos for partner parks



Success Story:







In Progress:

- 80th Birthday celebration
- Style & design guides
- NPS.GOV park store pages
- Co-branding: Modern Hiker
- NPS foundation documents
- Project and time management
- Inventory management
- Healthy Parks/Healthy People





Upcoming:

- Video training/tutorials
- Tools for Philanthropy
- Brand architecture
- Key messaging
- Digital strategy
- Increase focus on publishing
- Improved internal marketing
- You know, everything!



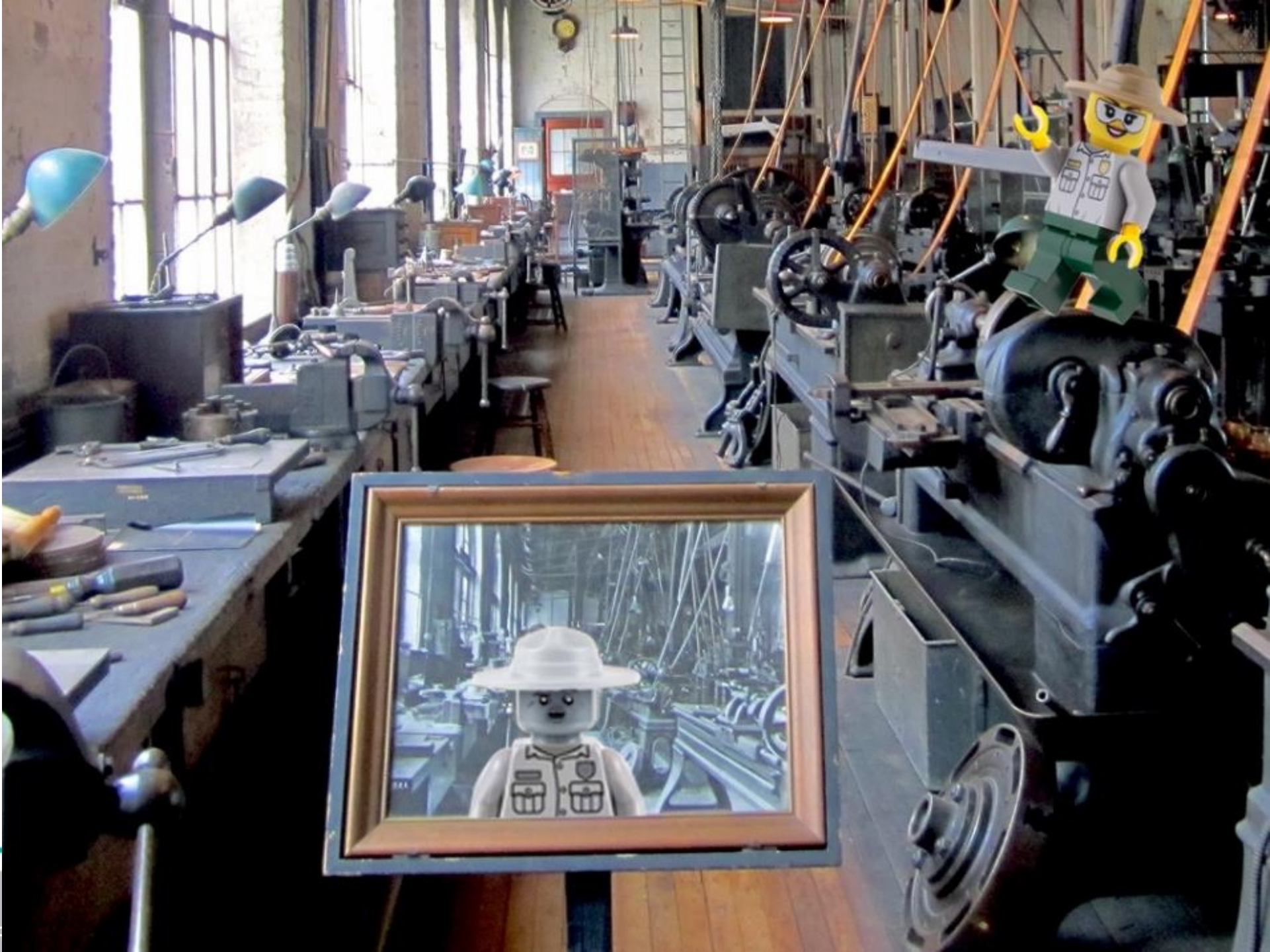


Opportunities:

- New forms of delivery
- New website
- Marketing & business plans
- Market segmentation









Now let's turn it over to the audience! *Tell us about...*

- A marketing success at your site
- How you market your store / products
- A best practice
- “What you’d do differently next time”
- What does the future hold?





Questions?







Here's what we covered today





Here's what we covered today

- You Found Our Park and **you won great prizes!**





Here's what we covered today

- You Found Our Park and **you won great prizes!**
- You learned about the **background on Eastern and Western marketing efforts**





Here's what we covered today

- You Found Our Park and **you won great prizes!**
- You learned about the **background on Eastern and Western marketing efforts**
- You saw **examples of Eastern and Western marketing support** that you can apply to your own stores





Here's what we covered today

- You Found Our Park and **you won great prizes!**
- You learned about the **background on Eastern and Western marketing efforts**
- You saw **examples of Eastern and Western marketing support** that you can apply to your own stores
- You shared **examples from other parks**





Here's what we covered today

- You Found Our Park and **you won great prizes!**
- You learned about the **background on Eastern and Western marketing efforts**
- You saw **examples of Eastern and Western marketing support** that you can apply to your own stores
- You shared **examples from other parks**
- You asked **great questions**





Here's what we covered today

- You Found Our Park and **you won great prizes!**
- You learned about the **background on Eastern and Western marketing efforts**
- You saw **examples of Eastern and Western marketing support** that you can apply to your own stores
- You shared **examples from other parks**
- You asked **great questions**
- **What did we miss?**







Marketing Your Park Stores and Products

Jason Scarpello

*Eastern National
Creative Director*

Jo Alenson

*Western National Parks Association
Director of Marketing and Communications*



Day 2: Wrap Up

Meredith McClatchy
Eastern National – Director of Human Resources



Morning Recap and Reflection

Meredith McClatchy
Eastern National – Director of Human Resources



Nonprofit Activities Beyond the Standard Cooperating Association Agreement

Beth Sciumeca

NPS - Chief of Partnerships and Tourism, Northeast Region

Linda Lutz-Ryan

NPS - Chief of Interpretation and Education, National Capital Region



Agenda

- Overview of Types Other Nonprofit Activities
- Interpretive Services
- Fundraising Activities (DO-21)
- Case Study



Other Nonprofit Activities

RM-32 Section 12

- Functions that Require a Separate Agreement
- Functions that Require Another Type of Authorizing Instrument



Which Legal Instrument??





Functions That Require a Separate Agreement

Function	Policy/Guidance	Agreement
Fundraising	RM-32 Section 11, DO-21	Philanthropic Partnership; Philanthropic Support
Interpretation & Education Services	RM-32 Section 8, DO-6	General Agreement for Interpretation & Education Services
Receiving Financial Assistance from NPS	DO-20 (Agreements)	Cooperative Agreement



Functions That Require Another Type of Authorizing Instrument

Function	Policy/Guidance	Agreement
Hosting Special Events Not Open to the Public	RM-32 Section 8, DO-53	Special Park Use Permit
Selling Food & Convenience Items Within Park Boundaries	DO-6, DO-48B, RM-22A	Convenience Item Contract or Commercial Use Authorization
Fee Collection on Behalf of the NPS	DO-22, RM-22A	Supplemental Fee Management Agreement
Selling Park Passes in CA Bookstores	RM-22A	Third Party Sale Agreement
Operating a CA Sales Outlet Outside the Park	RM-32 Section 7	Written Approval from the Superintendent or RD



- Why it was created?
- The value of it.





Interpretive Service Agreement

- Is it mandatory?
- How is it used
- Who can it be used with?





Interpretive Service Agreement

How can it be used?

- Food Service
- Scientific Research
- Permits—Collecting, Special Use, Research
- Fees
- Promotional Materials
- Donations and Fundraising
- Construction
- Sales
- Insurance
- Volunteers in Parks
- Use of Arrowhead and/or other official insignia
- Other park-specific provisions





1A2g Authority

- Use of this authority with the Interpretive Service Agreement
- Authority to sell items produced by living demonstrations
- Authority to collect fees for living history exhibits and interpretive demonstrations and tours





Fundraising

The solicitation of donations of money and/or in-kind services for the benefit of the NPS, a park, or NPS resource



- Fundraising Activities include:
 - Fundraising Campaigns, Events
 - Donation Boxes
 - Checkout Counter Program (new)
 - Kissing Booth (don't do this)



Director's Order #21: Donations & Philanthropic Partnerships

What's New?

- Levels of authority to accept donations
- Training and certification requirements
- **Streamlined agreements**
- **New forms of philanthropic support**
- **Donor recognition** and corporate sponsorship
- Partner review of donations
- Alcohol no longer a prohibited source
- Intellectual property and the use of NPS marks and logos





New in DO-21: Agreements

Philanthropic Partnership – Long-term relationship with park/program. Based upon current Comprehensive **Fundraising** and the **Friends Group** Agreements. Terms can be up to 20 years.

Philanthropic Support – For one-time fundraising for a specific project or program; cause marketing efforts; corporate social responsibility and pro bono relationships; sponsorships. Replaces **Fundraising** Agreement.

Partner Design & Construction – Updated template based on DAB processes and recent interpretation from Solicitor.



New in DO-21: New Forms of Fundraising

- **Partner Managed Donation Boxes**
 - Partners can recover costs of managing donation boxes
 - Tier 2 background investigation is required (for at least 2 employees)
 - Donation Box Agreement required (RM-21 6.3.1)
- **In-Park Fundraising**
 - Special Park Use permit required
 - NPS & partner agree on respective costs & fees for managing each event
 - Activity or event identified in philanthropic agreement or annual workplan
 - Payment for tickets for special events in parks cannot take place in the park





New in DO-21: New Forms of Fundraising

- **Checkout Counter Donation Program**
 - Requires a Philanthropic Agreement
 - Donations to support park projects or programs
 - Funds must be dispersed to the park or authorized philanthropic partner and accounted for separately
 - Collected funds no longer required to go through National Park Foundation
 - Guidance being developed as part of RM-21
- **Electronic Donations**
 - Online, peer-to-peer, mobile giving
 - New for NPS Employees: If asked about opportunities to donate, may direct to web-based donation boxes on nps.gov or park's philanthropic partner
 - Authorized philanthropic partners may use crowdfunding



New in DO-21: Donor Recognition



- Permits use of paving stones, benches, and other furnishings for targeted recognition
- Temporary naming of programs, positions, and endowments
- Permits temporary **naming of interior spaces** for a period of 10 years





Friends Groups & Cooperating Associations



Key Differences

	Friends Group	Cooperating Association
Mission	Provide support for the overall mission of the park	Support the educational, scientific, historical, and interpretive activities of the NPS
Primary Source of Income	Donations/fundraising, membership, special events. Possibly also earned income generated through sales through on-line or other off-site venues.	Sale of interpretive and educational items in park visitor center bookstores.





Blended Organizations

Benefits:

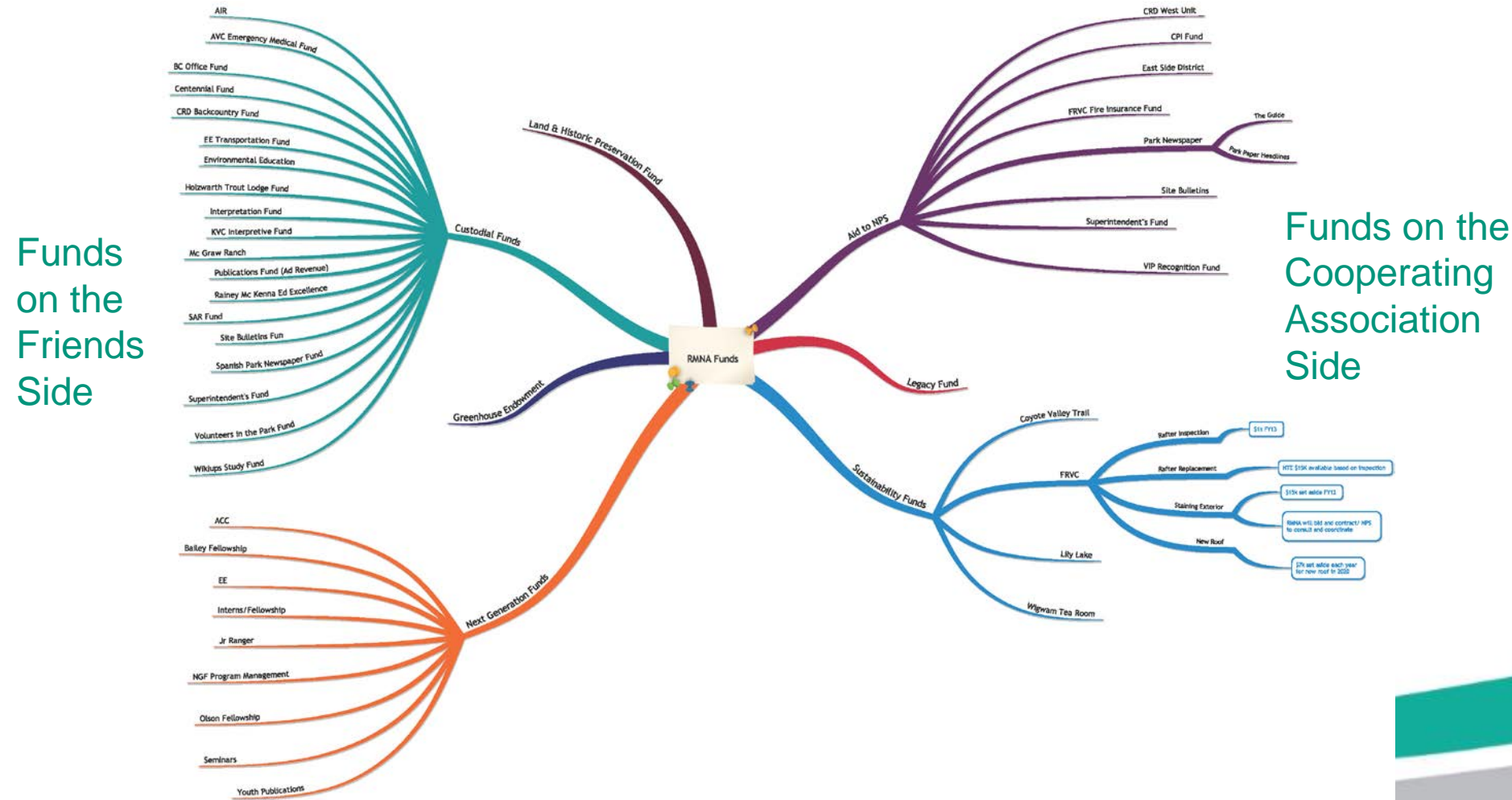
- Security of an earned income stream
- Established identity and constituency as a park partner
- Capabilities & expertise of an established board & staff

Caution:

- Must keep financials for fundraising & cooperating association activities separate

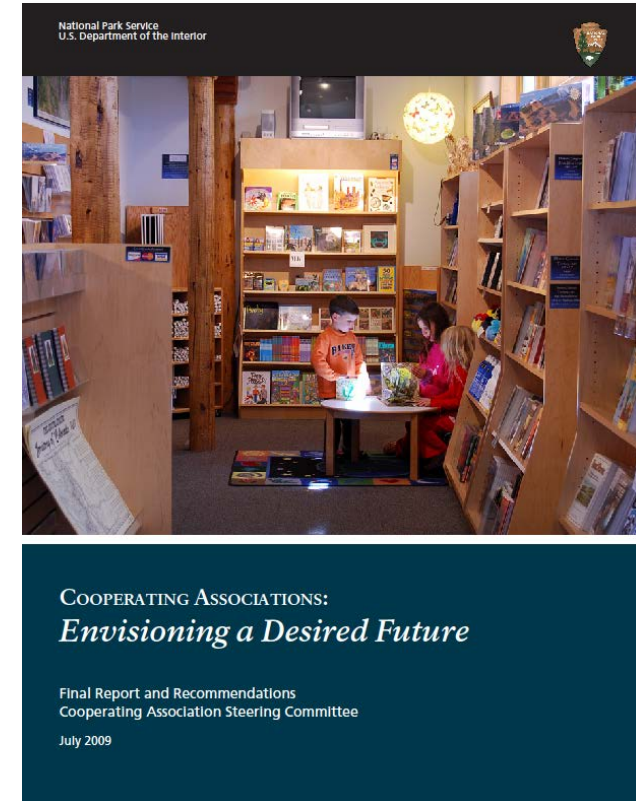


Financial Firewalls for Rocky Mountain Nature Conservancy



Evolution of Cooperating Association Partnerships

The success of a Cooperating Association as a partner in service delivery is determined by its ability to work cooperatively with NPS staff as well as other park service providers to evolve in a way that is responsive to the changing needs of the park(s) and the visitors they serve.



Other Nonprofit Activities: Case Study

Antietam National Battlefield, Guides Program



Keith Snyder
Chief of Interpretation





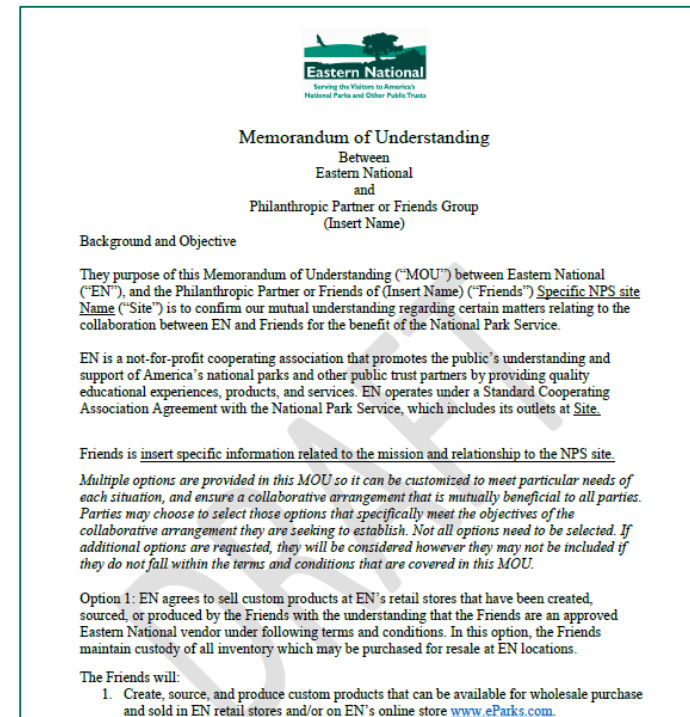
Partnerships – Cooperating Associations and Other Nonprofit Organizations

Megan Cartwright
Eastern National Director of Retail



Purpose of a EN Partnership Agreement

- Formalize current relationships with other Philanthropic Partners
- Offer mutually beneficial options for the Association and Philanthropic Partner
- Customizable agreement based on variety of park partnership agreements



Elements of the Partnership Agreement

- Option 1: Sale of items developed by Philanthropic Partner
- Option 2: Development of EN items with Partner's Intellectual Property
- Option 3: Membership Merchandise Program
- Option 4: Partner Discount at EN locations



Sale of items developed by Philanthropic Partner

- Product development
- Inventory ownership
- Pricing and purchasing strategies



Development of EN items with Partner's Intellectual Property

- Product development
- Inventory ownership
- Pricing and purchasing strategies



Membership Merchandise Program

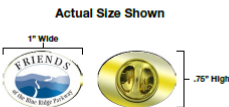
- Co-create product development
- Actively promotes mission and membership of Philanthropic Partner
- Ensure quality, interpretive value of the products
- Create a streamlined process to maximize ROI – mission and money



Membership Merchandise Program

Appendix A: Sample Membership Merchandise Program
PROOFING SHEET - PRODUCT MOCK UP PAGE 1

Customer: Friends of the Blue Ridge Parkway
Product: Custom Lapel Pin
Materials: Made in the USA
High Polished Gold or Silver
Butterfly Clutch Backing
Pin Size: 1" Wide x .75" High
Quantity: 200 pieces
Contact Name: Guy Incharge
Shipping Address: Fake Store name
20000 Fake Street
City, State ZipCode
Phone Number: 555-1212



Product Mock up has been enlarged for your inspection. Please review the artwork and contact us if there are any errors.



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Front

Back



Partner Discount at EN locations

- 15% discount for participating partnerships – members and employees
- Additional value to encourage membership



DISCOUNT POLICY

Effective January 1, 2017

Eastern National offers a discount on purchases at its sales outlets to the following:

Active EN employees will receive a 25% discount. An employee discount card must be presented at the time of purchase in order to obtain the discount. *Please note: at non-RMS (manual register) locations, it is possible that 25% cannot be processed. At these locations, only 15% off will be valid. Please ask the Store Associate for more information.*
Use Discount Code: DISCEMPL, 25%

Active EN members will receive a 15% discount. An EN membership card must be presented at the time of purchase in order to obtain the discount.
Use Discount Code: DISCENMEM, 15%

Park Volunteers will receive a 15% discount on their purchases at the site in which they work. Park volunteers may need to be confirmed of their status through the VIP program.
Use Discount Code: DISCVOLT, 15%

Teachers receive a 15% discount on their purchases at EN sales outlets. The teacher must present a valid school identification card to be eligible for the discount.
Use Discount Code: DISCTEACH, 15%

EN participates in a reciprocal discount program, through an agreement with the Public Lands Alliance. This entitles employees of member associations and friends' groups to receive a 15% discount on their purchases at EN sales outlets. The purchaser must present an employee identification or business card with valid identification to receive the discount. For an updated list of eligible organizations, please refer to:
<http://publiclandsalliance.org/membership/current-members>
Use Discount Code: DISCCOOP, 15%



Next Steps

- Finalize draft of Memorandum of Understanding
- Discuss MOU with Park Superintendents during Annual Operating Plan meetings
- Meet with local Philanthropic Partners to share MOU and discuss options
- Signed copies of MOU will be attached to Annual Operating Plans



Networking Marketplace



Partnership Success Story

Tom Richter

National Park Service, Midwest Region Chief of Interpretation and Education

Josie Fernandez

National Park Service, Hot Springs NP

Kevin Kissling

Eastern National, President & CEO

Live from
Arkansas!



Objective and Agenda

- Discuss how strong partnerships are mutually beneficial.
- Shared goals of NPS and Eastern National at Hot Springs National Park.
- Revitalization of Hot Springs NP.
- Thematic store design and experience.
- Results.



National Park Service Goals

- Reopen historic bathhouses.
- Expand merchandise selection to better connect visitors.
- Provide prime real estate for store.
- Accelerate revenue growth.



Partnership Success Story





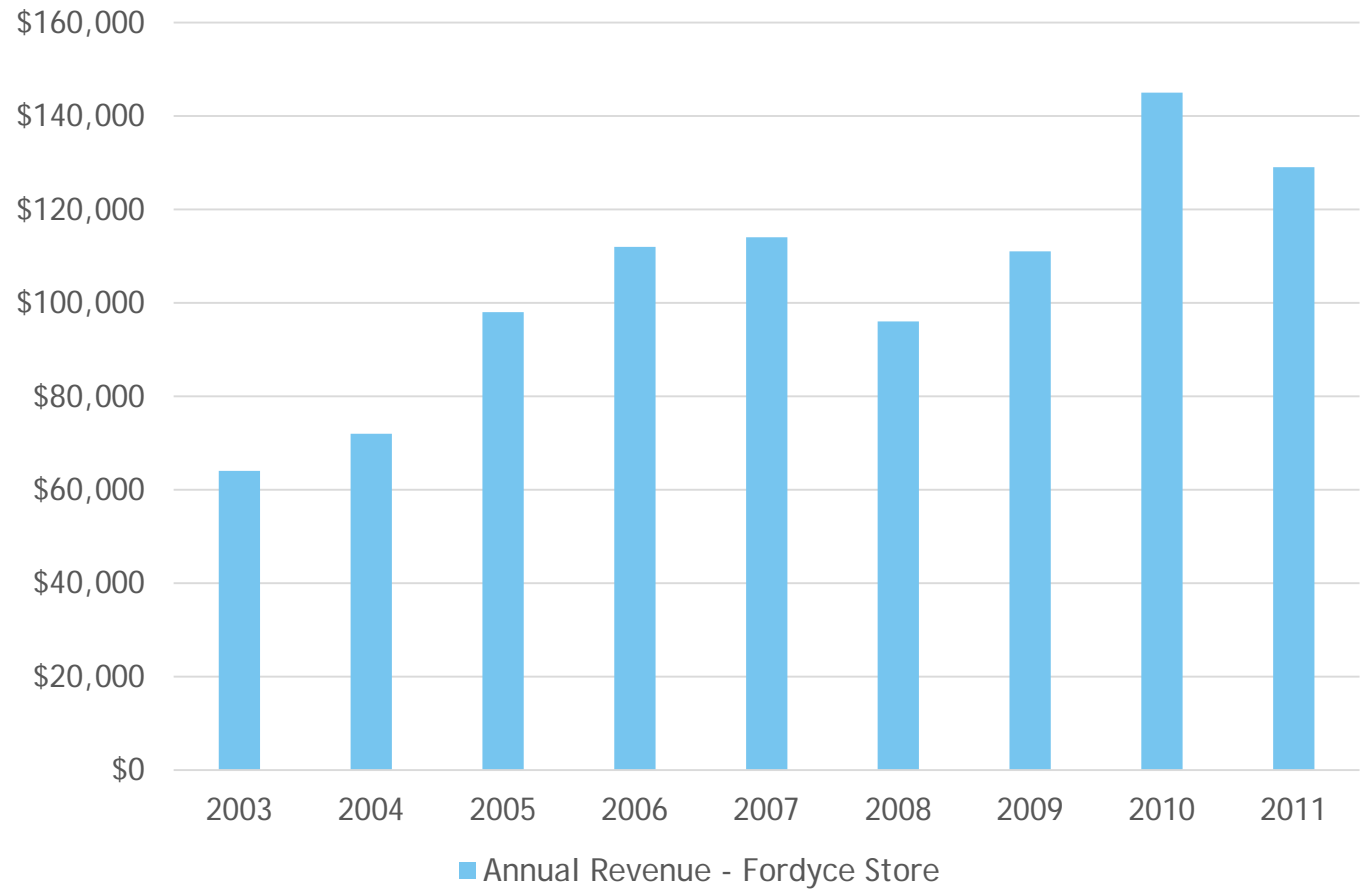
Eastern National Goals

- Create a thematic, branded store.
- Expand merchandise selection to better connect visitors.
- Obtain prime real estate for store.
- Accelerate revenue growth.





Annual Revenue - Fordyce Store







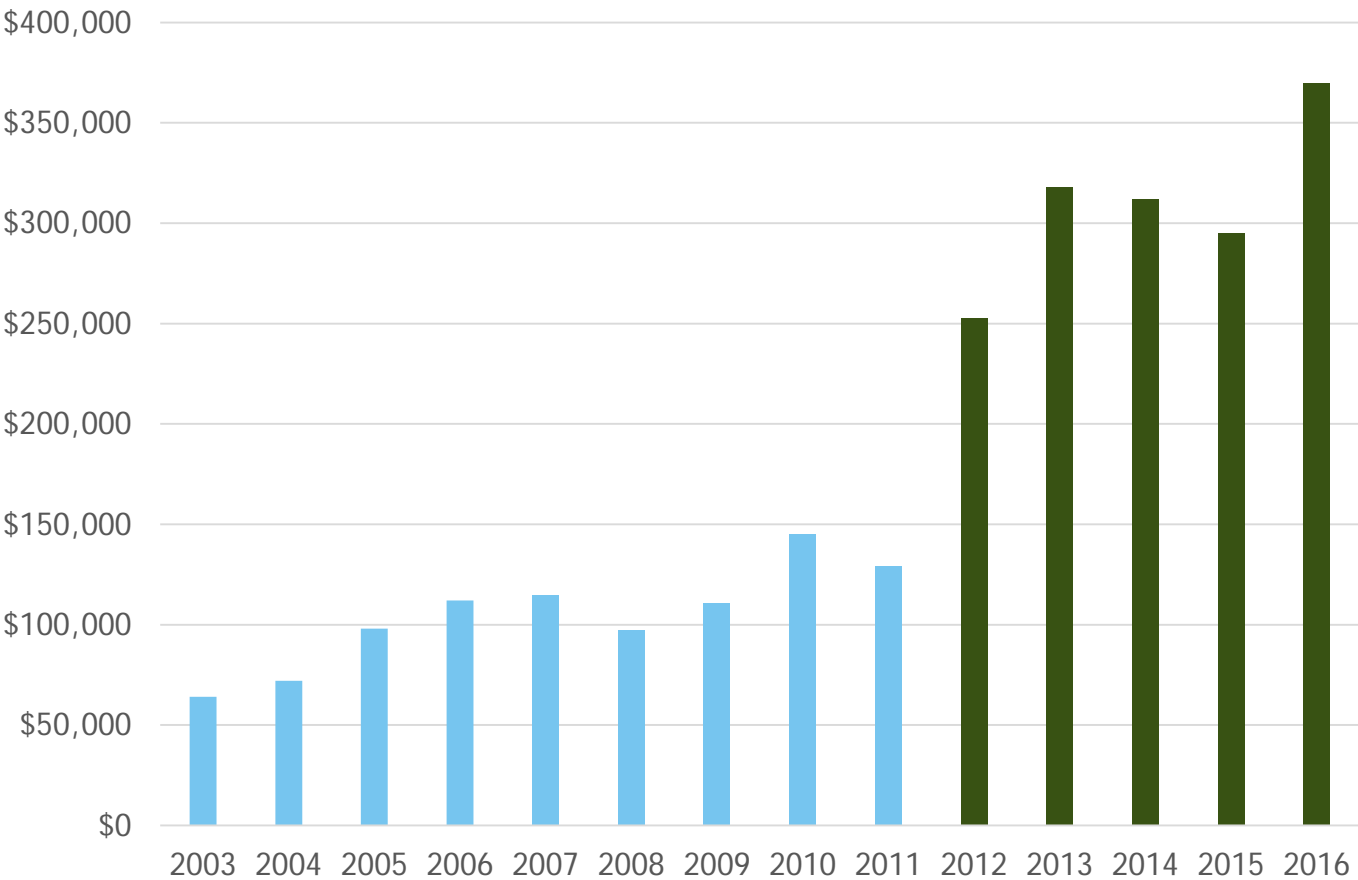




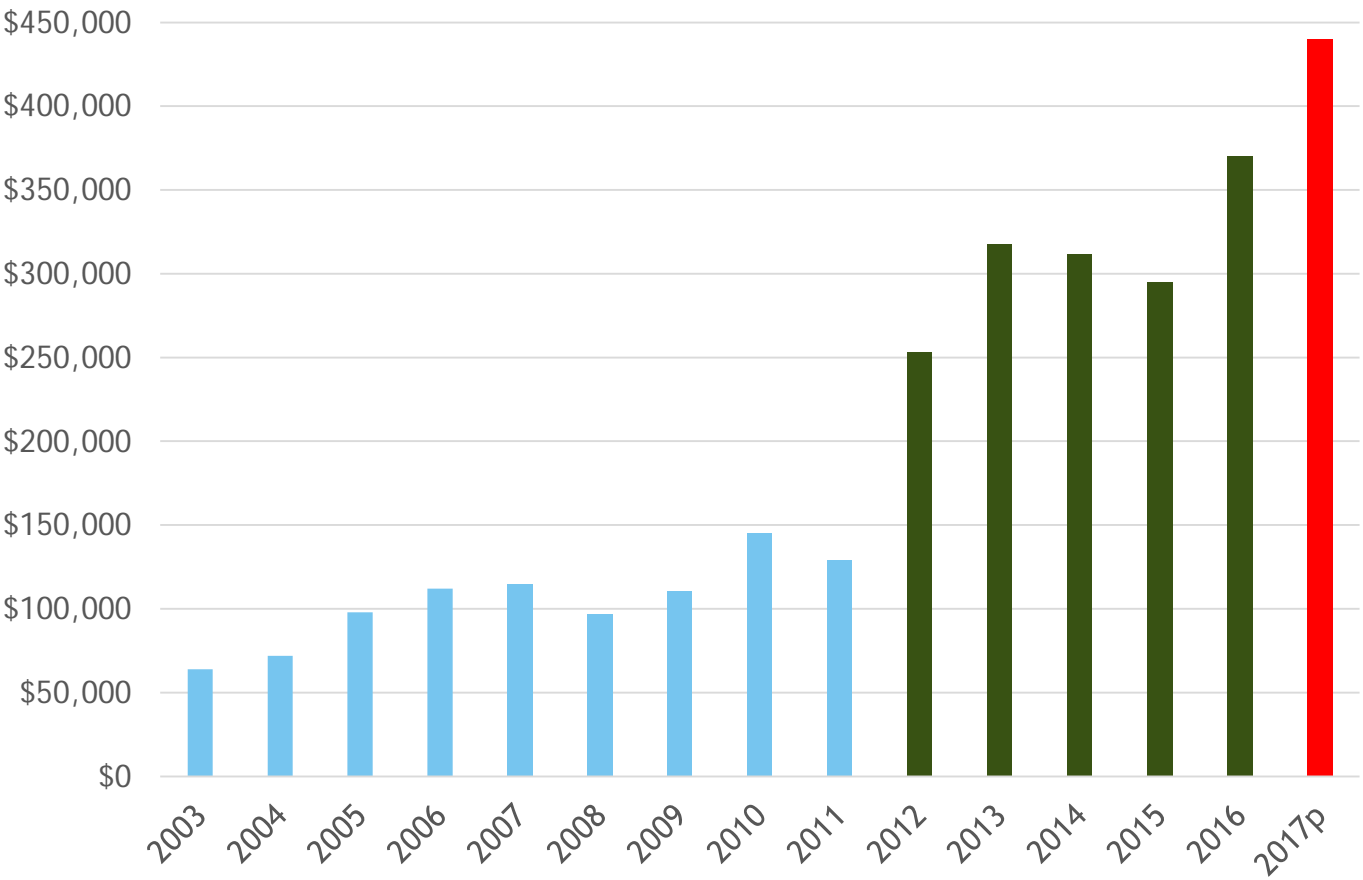




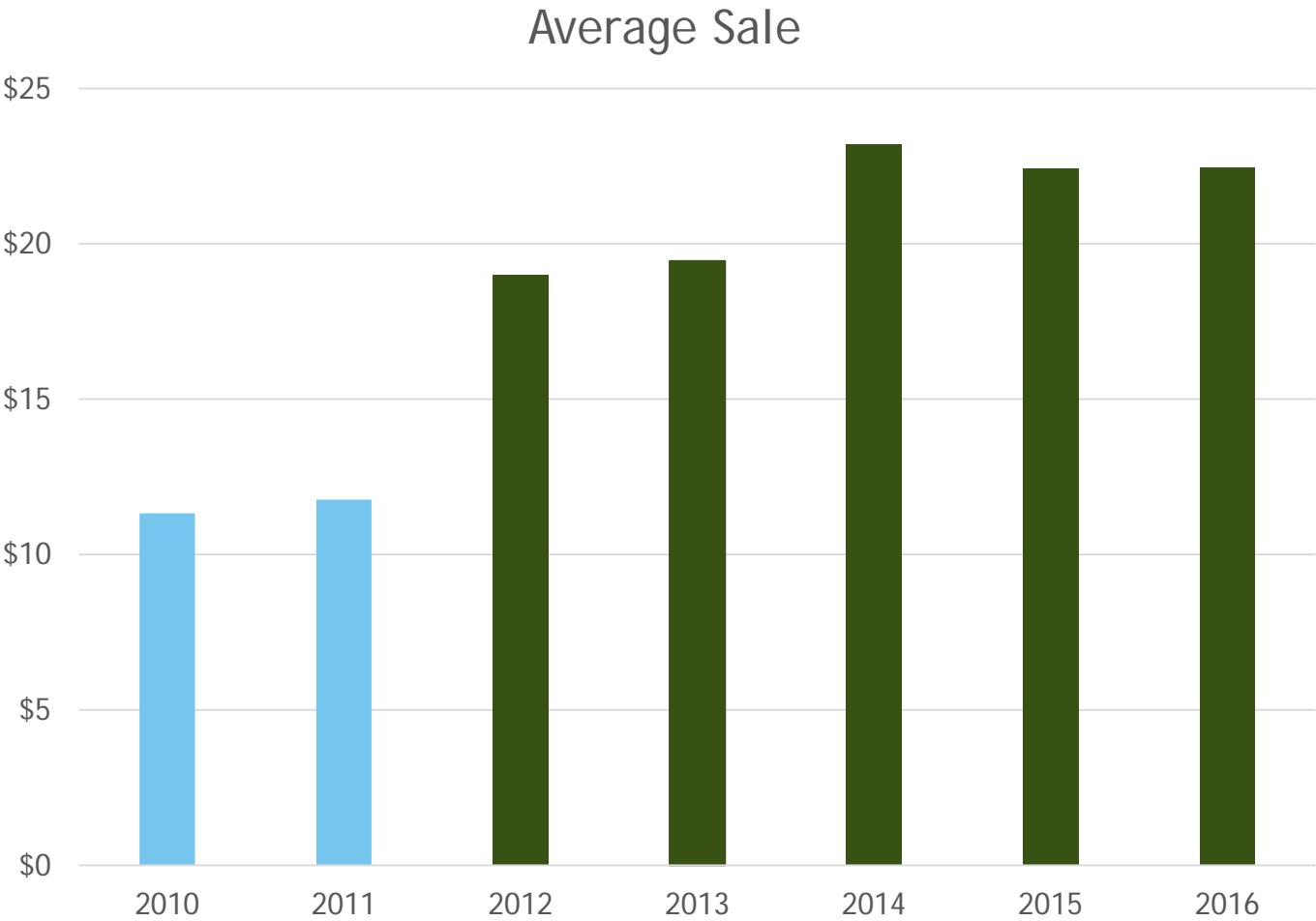
Annual Revenue Both Stores



Annual Revenue Both Stores







Top 30 Selling Items Price Points

- 13 items < \$10
- 8 items between \$10 - \$20
- 5 items between \$20 - \$30
- Four premium items \$55, \$70, \$99 and \$125





Lessons Learned

- Value of partnerships and common goals.
- Constant communication.
- Having a vision and thinking outside the box.
- Importance of expanding product selection.
- Product planning never ends.



Wrap Up and Closing Discussion

Kevin Kissling

Eastern National, President & CEO

Monique VanLandingham

Servicewide Cooperating Association Program Manager

