



# COOPERATING ASSOCIATION PARTNERSHIPS *for a* NEW CENTURY

June 13–15, 2017 | Atlanta, GA

*“...Our most special and enduring partners...”*

“The National Park Service recognizes and sincerely appreciates the inherent contributions of Cooperating Associations to immediate and long-lasting memorable experiences of our audiences. We value the professional experience and expertise that Cooperating Associations bring to our partnership. We appreciate and affirm the vital contribution of Cooperating Associations, our most special and enduring partners, toward our shared vision, values, and priorities for Interpretation and Education in the 21st Century.”

—RM-32

Funding for this training has been provided by the following:



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# COOPERATING ASSOCIATION PARTNERSHIPS

*for a*  
**NEW CENTURY**

June 13–15, 2017 | Atlanta, GA

## Welcome to Atlanta!

As you know, the partnership between the National Park Service and cooperating associations is one of the most enduring and successful public lands partnerships.

As the NPS begins its next 100 years of stewardship and interpretation, this is a great time to gather together to strengthen our shared vision of providing meaningful and relevant experiences to the visitors of America's national parks.

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This training, "Cooperating Association Partnerships for a New Century," is an opportunity for NPS and association staff to develop strategies and practices to be successful in our changing visitor and business environment.

This week, we'll learn the latest about NPS management policies related to associations, including partnerships beyond the traditional cooperating association agreement. We'll share successes, lessons learned, and best practices in retail operations, partnerships, and interpretive products. And, we'll continue to build on the trust, transparency, and understanding of each other's cultures that have helped create such a strong partnership in the first place.

We have several interactive sessions planned this week, so don't be shy—we need your questions, ideas, and examples to make this a truly successful training for everyone.

Thank you for joining us, and have a great week!

Sincerely,

*Michael T. Reynolds, Acting Director of the National Park Service*

*Kevin Kissling, Eastern National President and CEO*

*Stan Austin, NPS Southeast Regional Director*

*Megan Cartwright, Eastern National Director of Retail*

*Sheri Forbes, Acting Chief of Interpretation, Education, and Volunteers, WASO*

*Joshua Laird, Acting NPS Northeast Regional Director*

*Meredith McClatchy, Eastern National Director of Human Resources*

*Laurel Rematore, Great Smoky Mountains Association Executive Director*

*Cam Sholly, NPS Midwest Regional Director*

*Jim Sutton, Florida National Parks Association Executive Director*

*Bob Vogel, NPS National Capital Regional Director*

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# Presenter Bios

## Jo Alenson, Director of Marketing and Communication

### Western National Parks Association

Jo leads all marketing, branding, communications, and publishing efforts for Western National Parks Association. She also held that title at UA Presents, the University of Arizona's professional performing arts presenter, and at wellness resort Canyon Ranch. Jo also has managed her own consulting and media business, placing more than \$20M in media annually for clients.

## Megan Cartwright, Director of Retail

### Eastern National, Fort Washington, Pennsylvania

Megan has a background in education and history and over 17 years of experience in educational retail management with both for-profit and nonprofit organizations. She is responsible for the strategic planning and operational aspects of retail management, purchasing and product development, and the warehouse and operations departments.

## Melissa English-Rias, Interpretive Specialist, Southeast Region

### National Park Service

Melissa has been with the National Park Service for 30 years. Currently, she is the acting superintendent of Reconstruction Era National Monument. In her permanent job, she is responsible for cooperating associations, interpretive and exhibit planning, education, and training in Atlanta, Georgia.

## Josie Fernandez, Superintendent, Hot Springs National Park

### National Park Service

Josie is the first woman superintendent of Hot Springs National Park. She began her National Park Service career in 1993 and has served as superintendent at Hopewell Furnace National Historic Site and Women's Rights National Historical Park. Josie is a US Air Force retiree who has flown into hurricanes as part of her duties. A risk taker with an entrepreneurial spirit, she strives to follow a friend's advice that "you have to be fearless to innovate."

## Sheri Forbes, Acting Chief of Interpretation, Education, and Volunteers, WASO

### National Park Service

Sheri currently serves as acting chief of interpretation, education, and volunteers in Washington, D.C. In mid-July, she returns to San Francisco, California, and her duties as chief of interpretation and education for the Pacific West Region, a position held since 2010. Previously, Sheri served for 16 years as park chief of interpretation and education at Glacier National Park, Mount Rainier National Park, and Oregon Caves National Monument and Preserve.

## Julianna Haviv, Product Development Manager

### Eastern National, Fort Washington, Pennsylvania

Julianna has five years of experience in buying and product development for various retailers—most notably, Urban Outfitters and Rodale, Inc. Although she has only been with Eastern National for four months, it has already become her favorite and most-rewarding work.

## Kevin Kissling, President and CEO

### Eastern National, Fort Washington, Pennsylvania

Since 2015, Kevin has led the development and implementation of Eastern National's strategic plan to strengthen its foundation to accelerate mission delivery and growth. Kevin's 30 years of service at Eastern National have provided a broad range of experiences focused on operations, finances, and analytics. He is passionate about Eastern National's mission to provide quality educational experiences, products, and services. Kevin is chair of Whitmarsh Township's Parks and Recreation Board and a board member of *The Daily Gazette* in Schenectady, New York, and the Public Lands Alliance.

## Linda Lutz-Ryan, Chief of Interpretation and Education, National Capital Region

### National Park Service

Linda is the cooperating association lead for the region. Her team assists parks with interpretive exhibits and programming, education programs and partnering, planning, contracting, cooperative agreements, interagency agreements, media planning, and funding. She helped design the Teacher to Ranger to Teacher program.

## Stacy Madalena, Assistant Director of Retail

### Eastern National, Alexandria, Virginia

Stacy has over 35 years of experience in multi-unit retail management with both nonprofit and for-profit organizations. Before her recent promotion to this newly created role at Eastern National, Stacy served as the regional manager for Eastern National's National Capital Region since 2004. Today, she guides the regional management teams with stores primarily in the National Park Service's Southeast and National Capital regions in strategic partnership. She loves visiting national parks while on vacation.

## Meredith McClatchy, Director of Human Resources

### Eastern National, Fort Washington, Pennsylvania

Meredith has 22 years of experience in HR leadership and expertise in all aspects of the employment life cycle. Meredith holds an MBA from the University of Phoenix and a BA from Widener University. She is an active member of the Society for Human Resource Management. She enjoys the outdoors and is an avid runner.

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## **Laurel Rematore, Executive Director**

### **Great Smoky Mountains Association**

Laurel has 17 years of cooperating association leadership experience gained at the Smokies, Mesa Verde Museum Association, and Yosemite Association. She happily fled a Silicon Valley career in defense/aerospace to pursue her passion for public lands stewardship.

## **Tom Richter, Chief of Interpretation and Education, Midwest Region**

### **National Park Service**

Tom manages cooperating association partnerships with the region's parks. Before his present position, he worked in planning and interpretation in the regional office. He has worked at Harry S Truman National Historic Site, Homestead National Monument of America, and Jefferson National Expansion Memorial. In his spare time, he enjoys attending musical events and traveling to new places. He recently visited the coast of Antarctica.

## **Jason Scarpello, Creative Director**

### **Eastern National, Fort Washington, Pennsylvania**

Jason was publications manager for Eastern National from 1998 through 2007, guiding custom publishing and product development efforts for Eastern National's park partners. Jason returned to Eastern National in 2015 as creative director and currently oversees Eastern National's publishing, marketing, e-commerce, and graphic design efforts. Jason is chair of the United Cerebral Palsy Association of Philadelphia Golf Classic and a board director of The Nepal Foundation.

## **Claudia Schechter, Independent Consultant**

### **Portland, Oregon**

Until her retirement in 2016, Claudia worked with nonprofits to help them use the tools at hand and those she has developed to reach goals and manage growth sustainably and cost effectively. Claudia began her consulting practice in 2001 after four years as the chief financial officer and vice president for operations of the National Park Foundation (NPF). Prior to her leadership at NPF, she served Secretary of the Interior Bruce Babbitt for five years as director of operations for the Department of the Interior.

## **Beth Sciumeca, Chief of Partnerships and Tourism, Northeast Region**

### **National Park Service**

Beth helps parks throughout the Northeast Region navigate the process of implementing partnerships, including those with friends groups, cooperating associations, and non-traditional partners. Prior to her current role, Beth served as the chief of communications for the Northeast Region, supporting park superintendents and public affairs officers with internal and external communications needs. Prior to joining the Northeast Regional Office, Beth served as the executive director of the Erie Canalway National Heritage Corridor.

## **Kim Sikoryak, Interpretive Consultant**

### **Golden, Colorado**

Kim retired from a 30-year career with the National Park Service as chief of interpretation and cooperating association coordinator for the NPS Intermountain Region. His career assignments included parks and regional offices in Oregon, California, Hawaii, Colorado, and New Mexico. Kim currently serves on the WNPA board of directors.

## **Katrina A. Stacy, Associate Curator of Education**

### **Worcester Art Museum, Worcester, Massachusetts**

In her role in the Education and Experience Department, Katrina is inspired by the museum's vision statement, emphasizing the connection of art with individual experiences, joy, and discovery. She has worked at the Worcester Art Museum for 13 years and currently collaborates for the success of collection and exhibition interpretation, public events, and docent education.

## **James "Jim" Sutton, Executive Director**

### **Florida National Parks Association**

Born in Paris, France, with dual citizenship, the Sutton family relocated to Homestead, Florida, in 1969. Jim retired in 1997 from the US Coast Guard after 22 years of active duty, then started his own high-end home electronics business. In 2010, he became executive director of Florida National Parks and Monuments Association. His business closed in 2012, and he now devotes all his time to Florida National Parks Association.

## **Monique VanLandingham, Program Manager Cooperating Associations and Partnerships**

### **National Park Service**

Monique has managed the cooperating association program since 2011. She also served for five years as a legislative affairs specialist for the National Park Service. Previously, she held leadership roles in the nonprofits Salzburg Global Seminar and Southern Environmental Law Center and worked as a legislative aide in the US House of Representatives and the US Senate.

## **Heidi White, Chief Financial Officer**

### **Eastern National, Fort Washington, Pennsylvania**

Heidi is a graduate of Chestnut Hill College in Philadelphia. She has contributed to Eastern National for over 20 years. Heidi is currently responsible for all aspects of finance, accounting, payroll, budgeting, donations, insurance, and internal controls for the organization. She is a member of the Pennsylvania Association of Nonprofit Organizations and the Institute of Management Accountants. She loves our national parks and believes in Eastern National's mission. She recently returned from a cross-country road trip, visiting several of our national parks along the way.





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# Training Schedule | Tuesday, June 13

Location: Tango Ballroom

8:30 am	<b>Welcome to Atlanta</b> Presenter: Stan Austin, Regional Director, NPS Southeast Region
8:45 am	<b>Introduction, Training Goals, and Objectives</b> Presenter: Sheri Forbes, Acting Chief of Interpretation, Education, and Volunteers, WASO
9:00 am	<b>Mission and Purpose of Cooperating Associations</b> Presenters: Monique VanLandingham, NPS Program Manager Cooperating Associations and Partnerships / Kevin Kissling, Eastern National President and CEO An overview of the importance of cooperating associations for parks and visitors. Brief review of the policies and agreements that guide our work.
9:30 am	<b>"What's New in <i>RM-32</i>?"</b> Presenter: Sheri Forbes, Acting Chief of Interpretation, Education, and Volunteers, WASO Highlights on what has been changed or added to <i>RM-32</i> . Address roles of nonprofit staff, board, and NPS leadership.
10:00 am	<b>Bridging NPS and Nonprofit Cultures</b> Presenters: Kim Sikoryak, Interpretive Consultant / Jim Sutton, Florida National Parks Association Executive Director A presentation on understanding each other's cultures and expertise. Plenary discussion to highlight fundamental differences between nonprofit organizations and government.
10:45 am	<b>Break - Sponsored by Great Smoky Mountains Association</b>
11:00 am	<b>Keeping Partnerships on Track</b> Presenter: Kim Sikoryak, Interpretive Consultant Parks and cooperating association managers develop a list of actions that might improve relationships and report out on the list of actions that they developed.
12:00 pm	<b>Lunch - Sponsored by Eastern National</b>
12:40 pm	<b>We Need Our Guests to Survive</b> Presenter: Katrina A. Stacy, Worcester Art Museum Associate Curator of Education Making sure our guests walk away from our institutions with a positive experience is not a one-person job. We're all here to create a positive guest experience—from the custodian, to front-line staff, all the way up to the director. Learn about how one mid-size museum (Worcester Art Museum in Massachusetts) transformed its views on the importance of customer service and visitor engagement. Concrete examples backed by data show how the museum turned around public perception and gained their trust.



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# Tuesday, June 13 (continued)

Location: Tango Ballroom

1:00 pm

## Cooperating Association Management and Accountability - Promoting a Sustainable Business Environment

**Presenters:** Claudia Schechter, Independent Consultant / Tom Richter, Chief of Interpretation and Education, NPS Midwest Region

Attendees will learn the philosophical and practical fundamentals that differentiate a not-for-profit business from a for-profit business and how to ensure their nonprofit is sustainable and accountable. An overview of nonprofit leadership and financial reporting for cooperating associations will demonstrate business priorities that support the goals and mission of a nonprofit organization.

Associations will then break out into groups with their partners to discuss the specific business practices of their organization to share strategic planning and accountability with agency partners.

2:45 pm

## Break - Sponsored by Great Smoky Mountains Association

3:00 pm

## Developing Annual Operating Plans

**Presenters:** Tom Richter, Chief of Interpretation and Education, NPS Midwest Region / Megan Cartwright, Eastern National Director of Retail

A presentation on "What is an Annual Operating Plan?" Participants will use a uniform template to discuss what big-picture items should be included. Agency partners will work with their cooperating association manager to draft sample plans and post their examples for review.

5:00 pm

## End of Day

# Wednesday, June 14

Location: Tango Ballroom

8:00 am

## Morning Recap and Reflection from Tuesday's Session

**Presenter:** Meredith McClatchy, Eastern National Director of Human Resources

8:30 am

## NPS Management Policies, **DO-32**, **RM-32**, and the Standard Cooperating Association Agreement: NPS and Cooperating Association Roles and Responsibilities

**Presenters:** Monique VanLandingham, NPS Program Manager Cooperating Associations and Partnerships / Laurel Rematore, Great Smoky Mountains Association Executive Director

- NPS Management Policies
- **DO-32**, **RM-32**
- Standard Cooperating Association Agreement: NPS and Cooperating Association Roles and Responsibilities

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# Wednesday, June 14 (continued)

**Location: Tango Ballroom**

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|----------------------------|--|
| <b>9:15 am</b>             | <b>Interpretive Products and Retail Store Design</b><br><b>Presenters:</b> Julianna Haviv, Eastern National Product Development Manager / Stacy Madalena, Eastern National Assistant Director of Retail<br>Cooperating association staff presentation on current trends in custom product development, planning product assortments, and store design.   |
| <b>10:00 am</b>            | <b>Break - Sponsored by Florida National Parks Association</b>   |
| <b>10:15 am</b>            | <b>Scope of Sales</b><br><b>Presenters:</b> Melissa English-Rias, Interpretive Specialist, NPS Southeast Region / Megan Cartwright, Eastern National Director of Retail<br>Purpose and benefits of a "Scope of Sales." Parks work with their association managers to assess and revise their scopes of sales. Provide a "Best in Class" case study of how a revision of the Scope of Sales had an impact upon the visitor experience and sales.  |
| <b>11:00 am / 12:00 pm</b> | <b>Lunch Break Rotation and Partnership Practicum - Scope of Sales</b><br>Half the group will go to lunch, while the other half uses the room for Scope of Sales review and revisions; then reverse.   |
| <b>1:00 pm</b>             | <b>Presentations by the Groups on Insight from the Scope of Sales Practicum</b>  |
| <b>1:45 pm</b>             | <b>Sales Item Approval Process</b><br><b>Presenters:</b> Linda Lutz-Ryan, Chief of Interpretation and Education, NPS National Capital Region / Megan Cartwright, Eastern National Director of Retail<br>Approval forms for products. Provide a "Best in Class" example of a successful partnership. Develop a shared document for product review by other park superintendents with comments.  |
| <b>2:15 pm</b>             | <b>Break - Sponsored by Florida National Parks Association</b>   |
| <b>2:30 pm</b>             | <b>Partnership Practicum - Sales Item Approval Process</b><br>Park staff will work directly with association managers to review current process. Collaborate on how the approval process might be improved. Set guidelines of whose expertise takes precedent for which products (and where there are joint decisions) before they are sent to the approving official. The Sales Item Approval Process can be included in the Annual Operating Plan.   |
| <b>3:45 pm</b>             | <b>Marketing Your Park Stores and Products</b><br><b>Presenters:</b> Jason Scarpello, Eastern National Creative Director / Jo Alenson, Western National Parks Association Director of Marketing and Communication<br>This session will explore Eastern National's new marketing capabilities, from strategy, to building infrastructure, to the types of direct support available to park stores. We'll share examples, best practices, and things we'd do differently next time. We'll also look at case studies from WNPA and other parks and cooperating associations, so please bring your questions and examples! |
| <b>5:00 pm</b>             | <b>End of Day</b>  |

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# Thursday, June 15

**Location: Tango Ballroom**

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|-----------------|---|
| <b>8:00 am</b>  | <b>Morning Recap and Reflection from Wednesday's Session</b><br><b>Presenter:</b> Meredith McClatchy, Eastern National Director of Human Resources  |
| <b>8:30 am</b>  | <b>Nonprofit Activities Beyond the Standard Cooperating Association Agreement</b><br><b>Presenters:</b> Linda Lutz-Ryan, Chief of Interpretation and Education, NPS National Capital Region / Beth Sciumeca, Chief of Partnerships and Tourism, NPS Northeast Region<br><ul style="list-style-type: none"><li>• Friends Groups</li><li>• Blended Organizations</li><li>• Interpretive Service Agreement</li><li>• 1A2g Authority</li><li>• <i>DO-21</i></li><li>• Donor Recognition</li></ul> <p>Break into regional groups and discuss programs and money-generating ideas and play the "Matching Game."</p> |
| <b>10:00 am</b> | <b>Partnerships - Cooperating Associations and Other Nonprofit Organizations</b><br><b>Presenter:</b> Megan Cartwright, Eastern National Director of Retail<br>Based on the need for mutually beneficial agreements among cooperating associations and other nonprofit organizations, Eastern National will share the Partnership Agreement model that is currently in development and will be included in the Annual Operating Plan.   |
| <b>10:15 am</b> | <b>Networking Marketplace</b><br>Session leaders will be available at designated stations to explore session content more deeply. Visit the stations that you wanted to network further or ask questions.   |
| <b>11:00 am</b> | <b>Partnership Success Story - Hot Springs National Park</b><br><b>Presenters:</b> Josie Fernandez, Superintendent of Hot Springs National Park / Kevin Kissling, Eastern National President and CEO<br>Discussion of agency and association collaborative efforts, lessons learned, and today's results.   |
| <b>11:30 am</b> | <b>Wrap Up and Participant Feedback</b>   |
| <b>12:00 pm</b> | <b>End of Session</b>   |



# ABOUT EASTERN NATIONAL

## OUR MISSION

Eastern National promotes the public's understanding and support of America's national parks and other public trust partners by providing quality educational experiences, products, and services.

## OUR CONTRIBUTION

Through the years, Eastern National's donations to America's national parks have purchased such critical items as land, artifacts, media for park libraries, period costumes for living history demonstrations and reenactments, signage and exhibits, facility renovations and upgrades, interpretive tools and programs, staff training programs, and much more. Donations have also funded archeological, historical, and cultural research programs that have had a direct impact on the parks and their interpretive programs.

## OUR REACH

Today we serve over 160 national parks and other public trusts across 33 states, the District of Columbia, Puerto Rico, and the US Virgin Islands. Since our founding in 1947, we have provided more than \$142 million in direct and in-kind donations to our partners.

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### EASTERN NATIONAL

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