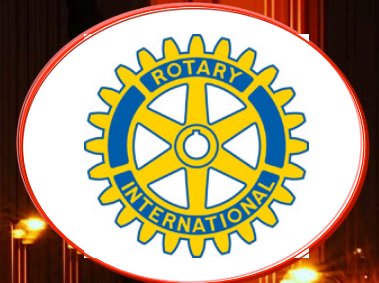


Understanding Nonprofit and For-Profit Cultures



US Army Corps of Engineers
BUILDING STRONG[®]



Goals

- Review both the 501 (c) non-profit and agency persona and their individual drivers.
- Understand what non-profits look for in partnerships
- Examine ways to utilize and integrate strengths of partner
- Understand how non-profit partners can provide advocacy/lobbying
- Learn why for-profit corporations and private individuals give



501 (c)(3) Growth

- There are 50,000+ new nonprofit organizations each year = 150/day = 6/hour
- Large growth between 2001 – 2004 (1.6 million new nonprofits)
- 45,000 military nonprofits



Non-Profit vs. USACE

Non-Profit

- Vision
- Mission
- Values
- Goals & Strategies

USACE

- Law
- Agency Authority & Regs
- Agency Programs
- Goals & Strategies



Non-Profit Culture vs. USACE

Non-Profit

- Articles, By-laws
- Strategic Plan
- Initiatives Plan
- Funding Plan
- Impact

USACE

- Regulations
- Operations Plan (OMP)
- Implementation Strategy
- Budget
- Execution



Make-up of Non-Profit vs. USACE

Non-Profit

- Board of Directors
- Executive Director
- Staff
- Members
- Volunteers
- Donors & Funders

USACE

- Division/District Commander
- Park Manager
- Rangers
- Visitors
- Volunteers
- Donors & Funders



Blood of Non-Profit vs. USACE

Non-Profit

- Contributions – donations; grants...
- Time, Treasure & Talent
- Earned Revenue – sales; service fees...

USACE

- Congress- Appropriations
- Contributions



What does the Non-Profit Want?

- Mission fulfillment – **For Impact!**
- Opportunity to expand its resources
- Respect: 2 way partnership – not your ATM
- Community recognition
- Long term relationship



Common Myths

- Non-profits are not accountable
- Non-profits are not businesses
- Non-profits cannot make a profit (It's not really not-for-profit, but instead = For impact)
- Non-profits can't lobby



Form **990**
 Department of the Treasury
 Internal Revenue Service

Return of Organization Exempt From Income Tax
 Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)
 ▶ The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047
2012
 Open to Public Inspection

A For the 2012 calendar year, or tax year beginning 01-01-2012, 2012, and ending 12-31-2012

B Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization: OZARKS RIVERS HERITAGE FOUNDATION
 Doing Business As: _____
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite: 4500 STATE HIGHWAY 165
 City or town, state or country, and ZIP + 4: BRANSON, MO 65616

D Employer identification number: 27-2075137

E Telephone number: (417) 334-0160

F Name and address of principal officer: ALAN CHIP MASON, 4500 STATE HIGHWAY 165, BRANSON, MO 65616

G Gross receipts \$ 951,644

H(a) Is this a group return for affiliates? Yes No
H(b) Are all affiliates included? Yes No. If "No," attach a list (see instructions)
H(c) Group exemption number ▶ _____

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ WWW.TABLEROCKDAMTOURS.COM

K Form of organization: Corporation Trust Association Other ▶ _____

L Year of formation: 2010

M State of legal domicile: MO

Part I Summary

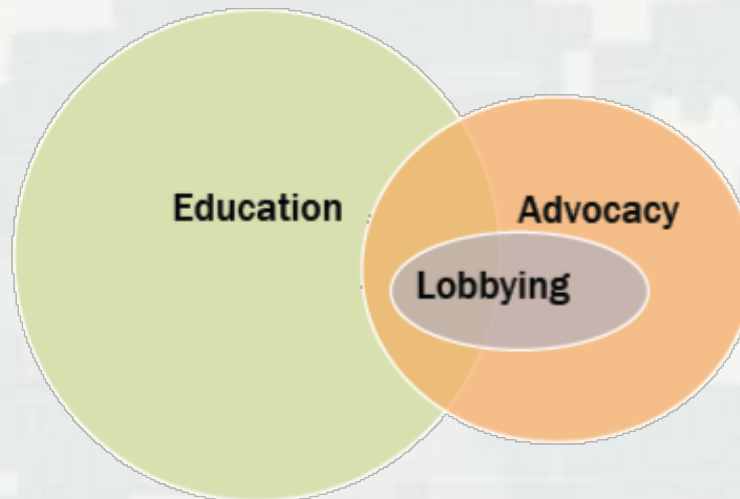
Activities & Governance	1 Briefly describe the organization's mission or most significant activities PROVIDE SUPPORT FOR THE US ARMY CORP OF ENGINEERS RECREATIONAL FACILITIES				
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets				
	3 Number of voting members of the governing body (Part VI, line 1a)	3	7		
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	7		
	5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	17		
	6 Total number of volunteers (estimate if necessary)	6	40		
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0		
7b Net unrelated business taxable income from Form 990-T, line 34	7b	0			
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	5,681	Current Year	674
	9 Program service revenue (Part VIII, line 2g)		222,224		784,365
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		0		150
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		33,558		79,485
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)		261,463		864,674
Uses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		68,189		238,106
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0		0

<http://foundationcenter.org>
 990 information on foundations

Non-profit Advocacy/Lobbying

- Public lands and non-profits have opportunities and needs that are affected by the choices of legislators and policy makers.
- 501 (c)(3) organizations can engage in education, advocacy, and lobbying (in limited quantities... 20% of a non-profit's \$ and time can go to lobbying) that furthers their charitable purpose
- Government employees may NOT engage in lobbying as part of their professional lives, but can as private citizens**

*** (Caution: Be careful to avoid the appearance of impropriety.)*



Benefits of Advocacy

- Enhance agency reputation
- Attract partners
- Support agency priorities
- Leverage federal funding with other sources and volunteers
- Inform public
- Carry out stewardship

NOTE: Local advocacy is very important! Elected officials pay more attention to what's written in their local/state papers than what's in the Washington Post. New authorities rise from the constituents.



Non-profit Advocacy/Lobbying

- Education: Providing **unbiased** info to the government or public
 - ▶ Ex: “The Corps legal decision to terminate cooperative joint management agreements affected operations of 8 coop associations, 34 parks and 4 visitor centers. “
- Advocacy: Sharing info with legislators, executive branch or the public to **influence** them, but not a specific legislation or call to action
 - ▶ Ex: “The Corps really needs to have the ability and legal authority to have cooperative joint management agreements to benefit the public and its partners.“
- Lobbying: Attempts to **influence specific** government decisions or actions. Reflects a viewpoint and is a call to action.
 - ▶ Ex: “Please support /vote “Yes” on HR 4100 LOCAL Act and the S 2055 Corps of Engineers Cooperative Joint Management Restoration Act“



Partnering with For-Profit Organizations

- What beliefs do we hold about partnering with Corporations?
- What questions do we have about partnering with Corporations?
- What barriers have we encountered?



Corporate Giving Impact

- ❑ \$20.3 billion annually
 - ❖ www.corporatephilanthropy.org
 - ❖ 47% direct cash; 35% foundation cash; 18% non-cash
 - ❖ 3% to environmental causes and programs

- ❑ 81% have a corporate foundation

- ❑ 78% have formal volunteer programs

- ❑ Corporate giving continues to rise (60% increased giving since 2007)

- ❑ Trends
 - ❖ More focused giving (cause and trust)
 - ❖ High priority on matching gift and employee engagement programs
 - ❖ International giving is on the rise (lead by manufacturing companies)



What do corporations give?

- ❑ Funding
- ❑ In-kind goods and services
- ❑ Volunteers
- ❑ Industry expertise
- ❑ Promotion and communication



Why do corporations give?

1. Social responsibility

- ❖ Care about the cause
- ❖ Be citizens, not just residents

2. Marketing

- ❖ Internal and external customers
- ❖ Employees involved in something “greater”
- ❖ Market share or competitive advantage

3. Public Relations

- ❖ Key leaders have tie to the cause
- ❖ Industry experience sharing
- ❖ Influence



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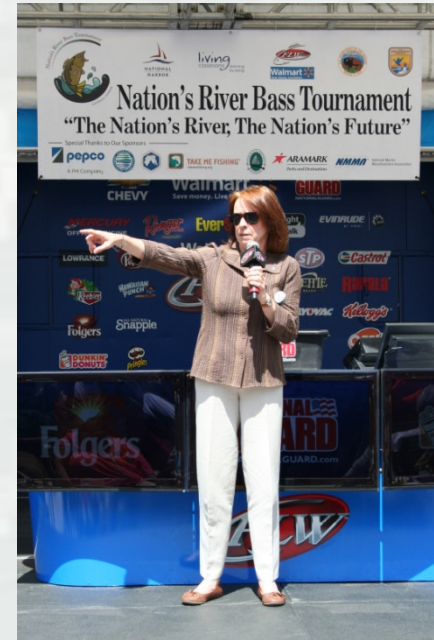
Why would corporations give to Corps projects?

- ❑ Think broader than Corps
 - ❖ Our friends groups and cooperating associations
 - ❖ Our established MOU partners
- ❑ Match between the land's needs and corporate interests
- ❑ Variety of volunteer opportunities
- ❑ Testing of products
- ❑ We manage areas that impact their industry
 - ❖ Tourism
 - ❖ Outdoor recreation
- ❑ Government connection
- ❑ Employee retention (lifestyle/community building)
- ❑ Past success – trust



Risks for the Corps

- ❑ Perception of commercialization
- ❑ Implied endorsement
- ❑ Direct contact with the visitor
- ❑ Corporate image
- ❑ Contracting and/or litigation conflict
- ❑ Loss of trust – unable to keep our end of agreement
 - ❖ Budget changes
 - ❖ Regulation or law changes



Where to Meet Corporate Donors



- ❑ Partners of current partners
- ❑ Chambers, economic development and civic groups
- ❑ Look at what corporations are within 100 miles of your project
- ❑ Internet – NRM Gateway & corporations w/common goals
- ❑ Current state partnerships with corporations
- ❑ Topical conferences/trainings (conservation, tourism...)



How to Approach a Corporation

- ❑ Research and understand the corporation before approaching
 - ❖ What is their mission and future goals
 - ❖ Social responsibility and community engagement
 - ❖ Foundation research – past giving
 - ❖ Bring friends that already have a relationship to the table

- ❑ Personal contact
 - ❖ Ask to set up a meeting w/foundation director or community outreach point of contact
 - ❖ First meeting is getting to know each other – follow their lead based on interest
 - ❖ If mutual interest set up second meeting and offer to bring proposal

- ❑ Simple, to the point partnership proposal
 - ❖ Don't lead with a bunch of policy and paperwork
 - ❖ Benefits to them and for the public (Corps)
 - ❖ What we can offer to the partnership and what we need
 - ❖ Usually more than just cash needed (unless for a grant application)
 - ❖ Plan for recognition and public relations



Private Donors

- 72% of private sector giving is from individuals (~\$228 Billion)
 - ❖ 3% to the environment (~\$9.5B)

- Types of donors
 - ❖ “Why should I give a damn?” = show how they profit from your lake
 - ❖ “Save the puppies” = emotional donors
 - ❖ “I’m kind of a big deal” = donors who want prestige/network

- Why do they give?
 - ❖ Because they can: They have the \$ and ability to donate
 - ❖ Because they should: Sense of community
 - ❖ Because they must: The money isn’t coming from other sources



How to Approach Private Donors

- ❑ Provide the opportunity to make them feel good
- ❑ Look at what they've donated to in the past
- ❑ LISTEN to the donor's needs/desires
- ❑ Donors want to see measurable impacts on the local level/ improvements made in their community
- ❑ Know what your vision is and what impact it will have on the community.
- ❑ Articulate your vision and tell the donor how they can help.
- ❑ People lose excitement over time. Strike while the iron is hot.



Resources

- ❑ <http://www.tgci.com/funding.shtml> - grant opportunities/foundations by state
- ❑ <http://foundationcenter.org> – 990 information on foundations
- ❑ <http://philanthropy.com> – go to corporate giving
- ❑ <http://foundationcenter.org/findfunders/topfunders/top50giving.html>



Corporate Partnership Development Tool

Describe a project to accomplish with a corporate partner:

Elements for Corporate Help

	Element of Project
Volunteers	
Loaned expertise	
In-kind goods and services	
Marketing, promotion, media	
Funding	

Benefits for Corporation – Building Your Case

	Audience (s)	Method (s)
Reputation		
Public Trust		
Match to corporate interests		
Quality of volunteer opportunities		
Government connection		

Finding Corporate Partners

	Local	Regional	National
Good corporate citizen			
Affinity			
Audience			
Mutual business purpose			

Reviewing Our Donor Targets

Perception of commercialization			
Corporate image			
Direct contact with the visitor			
Implied endorsement			
Current contracting and/or litigation conflict			

Partnership Plan –Cost Sharing and Recognition

	Audience (s)	Method (s)
Physical components/goods		
Volunteers		
Volunteer training & management		
Expertise		
Recognition		
Funds		
Reporting		
Media		
Authorities		
Other agreement elements		

Proposal Letter Outline

	Points to Communicate
Introduction – must mention need and summarize request	
USACE project site and the community	
The need – what makes this an important investment?	
Why would the corporation invest? Community benefits? Donor benefits? What results will occur?	
What are the project elements and timeline?	
What are the matching gifts?	
How will the project continue? What sustains results?	
Conclusion – why summarize benefits	
Ask for opportunity to meet to discuss further, invite to the site, thank for time	

Describe the type of partnership agreement, and start drafting!



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